



UPPER LACHLAN SHIRE COUNCIL

DELIVERY PROGRAM

2026/2027 - 2029/2030



UPPER LACHLAN SHIRE COUNCIL DELIVERY PROGRAM

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1. WELCOME TO THE DELIVERY PROGRAM

The Delivery Program forms part of Council's Integrated Planning and Reporting Framework and is designed to provide a summary of the program actions and principal activities that Upper Lachlan Shire Council will undertake for the next four years for the period covering 2026/2027 to 2029/2030. The Delivery Program is designed to implement the strategies established in the Upper Lachlan Community Strategic Plan 2042.

This Delivery Program should also be read in conjunction with Upper Lachlan Shire Council's 2026/2027 Operational Plan. The Delivery Program is focused on a four year period, while the Operational Plan focuses on a single year. The Delivery Program provides a single point of reference for all the principal activities undertaken by the Council.

In reading the Delivery Program you will see that Council is aiming to enhance the lifestyles for all the communities within the Upper Lachlan Shire Council area; however it is also important that we protect our natural environment and resources. This is a difficult balance for any Council, as these ambitions are not necessarily complementary to each other. Nevertheless, Council is committed to retaining this balance where possible.

The next four years promise to provide many and varied challenges to our Shire. The provision of essential infrastructure, such as roads, bridges, water supply and sewerage network, these issues are our biggest challenge with a huge geographical area to service and extensive road network this Shire encompasses. The capital works listed in the Delivery Program is extensive and outlines the key roads, bridges, stormwater, waste centres, water supply and sewerage service project works planned for the next four years, along with the major community facilities desired by our community.

The Delivery Program will be reviewed and updated annually by Council, incorporating an updated 4 year capital works program community submissions to the program and to ensure the program evolves and remains aligned to Council priorities.



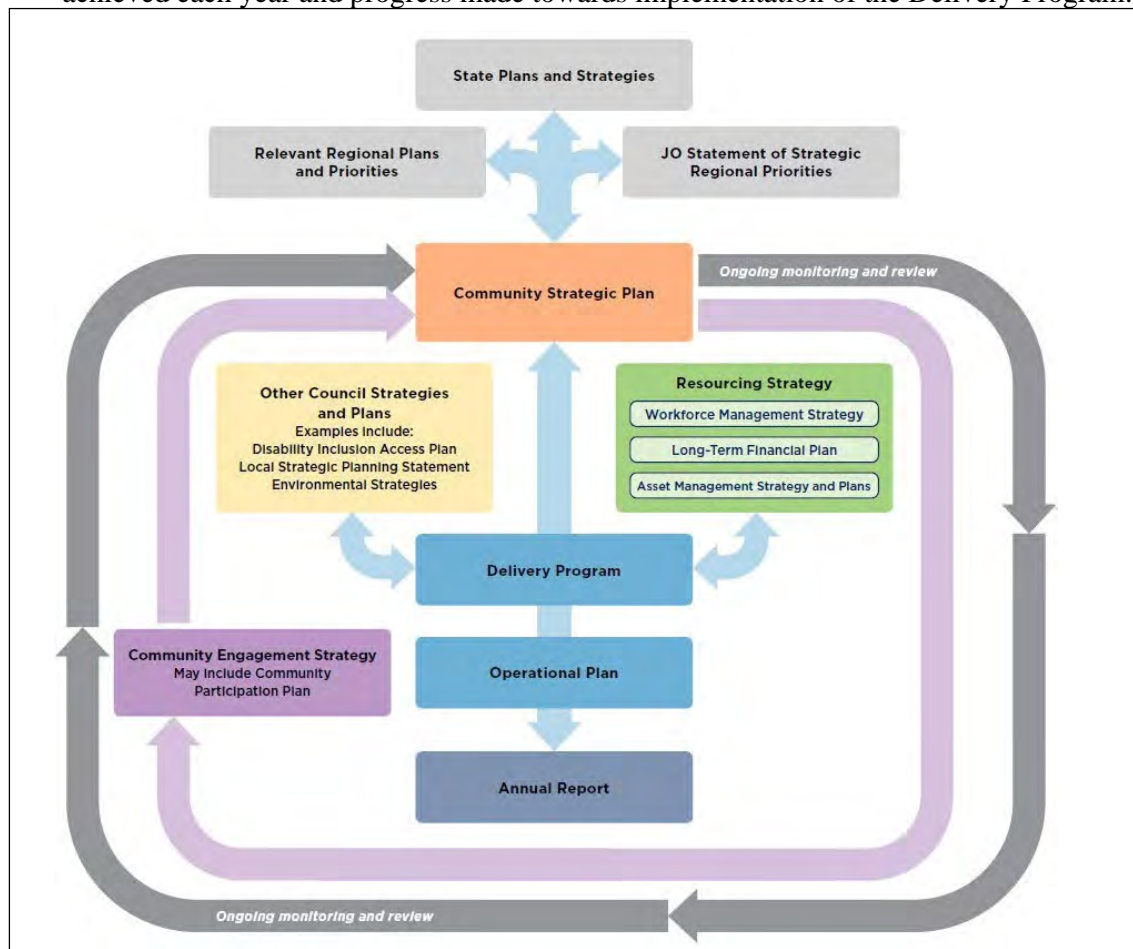
Cooksvale Road bridge construction

2. WHAT IS THE DELIVERY PROGRAM?

The Delivery Program forms part of the Integrated Planning and Reporting framework. This framework aims to draw our various plans together, to assist in understanding how they interact and to get maximum leverage from our efforts by planning holistically for the future.

The framework has four key elements:-

1. The Community Strategic Plan which outlines our broad vision for the future;
2. A four-year Delivery Program, accompanied by a full budget, that details what we will do to implement the Community Strategic Plan;
3. An Operational Plan that records the planned activity and expenditure for each year;
4. An Annual Report, which provides our community with an account of what was achieved each year and progress made towards implementation of the Delivery Program.



The Community Strategic Plan is reviewed every four years. Each newly elected Council must complete this review by 30 June in the year following the local government elections. The Delivery Program is prepared by 30 June in the year following a local government ordinary election and must be reviewed annually. The Delivery Program addresses the objectives of the Community Strategic Plan and identifies the principal activities that Council will undertake to meet those objectives. Financial estimates for the next four year period must also be included in the Delivery Program.

The Operational Plan is prepared annually and adopted at the beginning of each financial year. The document outlines the activities to be undertaken that year.

3. MESSAGE FROM THE MAYOR



Council has developed a long-term outlook for our activities and these activities are based upon what the community desires to see happening within towns and villages in the Upper Lachlan Shire Council area.

Initiatives the community want to see happen includes the following:-

- Transport issues regarding improving the condition of the Shire's roads network;
- Improvement in the town's water supplies and sewerage;

The goals in implementing the Delivery Program are quite simple:-

1. We want people to be able to easily identify what the community's aspirations are for the towns and villages within the Shire;
2. We want people to be able to see how we will be funding identified programs; and
3. We want people to see what will be happening in the long term (10 years), in the medium term (4 years) and in the short term (annually).

The outcome from the goals should see Council's programs and activities better reflecting what the community as a whole wants. Council has tried to address the needs and demands from all cross-sections of the community.

In the past twelve months Council has undertaken a service level review program to identify efficiencies and cost savings. The primary goal of the service reviews is to make our Council more financially sustainable and place us in a position where we can deliver comprehensively the strategies and actions as outlined in the Delivery Program.

The Delivery Program is the product of a team effort by Councillors, Council senior management, Council staff and valuable community input. It is a vital document that keeps the community informed of Council's plans and provides a link between the elected Council, the community and other Government agencies.

The Delivery Program also gives due regard to other relevant state and regional plans and some of the key challenges that were identified at a state-wide level including:-

- Building infrastructure;
- Creating jobs;
- Improving government services.

The Upper Lachlan Shire Council has prepared a comprehensive capital works program for the Shire for the four-year period to 30 June 2030.

A handwritten signature in black ink, appearing to read 'Paul Culhane', written over a light blue horizontal line.

Clr Paul Culhane
Mayor

4. MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



The Integrated Planning and Reporting legislation articulates the responsibility of all Councils, under Section 402–406, of the Local Government Act 1993, to prepare and adopt a Community Strategic Plan, Delivery Program and Operational Plan.

In conjunction with the resource strategy requirements Council has also developed the following integrated plans; including a Workforce Plan, Infrastructure Plan and Long-Term Financial Plan.

As part of Council’s open and transparent governance, Council will assess the performance and effectiveness of each principal activity against its stated objectives. The performance and implementation of the Delivery Program will be reported to Council every six months.

Strategic Pillars and Principal Activities

Council has adopted the Upper Lachlan Community Strategic Plan 2042 with five Strategic Pillars; these themes include Our Community, Our Environment, Our Economy, Our Infrastructure and Our Civic Leadership. Interrelated to the achievement of these objectives is Council’s Principal Activities. The Principal Activities are the core functions or services for which Council are responsible for delivering to the community.

Upper Lachlan Shire Council is employing a long term strategic focus with respect to all of Council’s principal activities. Council has identified key priorities to establish a clear path for the future direction of Upper Lachlan Shire Council. This also enables Council operations to progress significant capital works and renewal programs that are forecast in our Long-Term Financial Plan.

Council has determined to take a longer term planning approach to address each Strategic Pillar, including issues such as the demographic changes in the Shire’s population, ageing public infrastructure, financial sustainability and Council reliance on grant funding.

Council has committed to a large volume and a wide range of infrastructure works that seek to meet the community’s needs and priorities over the next 4 year period. As an organisation, we will continue to review our operational efficiency, service levels and operational budgets to maintain financial sustainability.

Delivery of customer services and the provision of organisational training will continue to be a focus. Having a resilient, safe and supported workforce is critical to ensuring that we achieve operational outcomes and meet community expectations.

A handwritten signature in black ink, appearing to read 'Alex Waldron', written in a cursive style.

Alex Waldron
Chief Executive Officer (CEO)

5. COUNCIL VISION, MISSION AND VALUES

The Vision and Mission set out what the community and Upper Lachlan Shire Council aspire towards for the future of the Shire. These in turn are underpinned by Council's organisational Values and Aims. The Values influence the Council's strategies and plans to direct our outcomes which set out what we want to achieve for the community as a whole.

COUNCIL'S VISION

To build and maintain sustainable communities while retaining the region's natural beauty.

MISSION

To provide services and facilities to enhance the quality of life and economic viability within the Council area.

VALUES

Council will conduct its activities in accordance with the values of:-

Sustainability in relation to the natural environment and develop sustainable outcomes through best practice, whilst ensuring inter-generational equity is addressed in decision making.

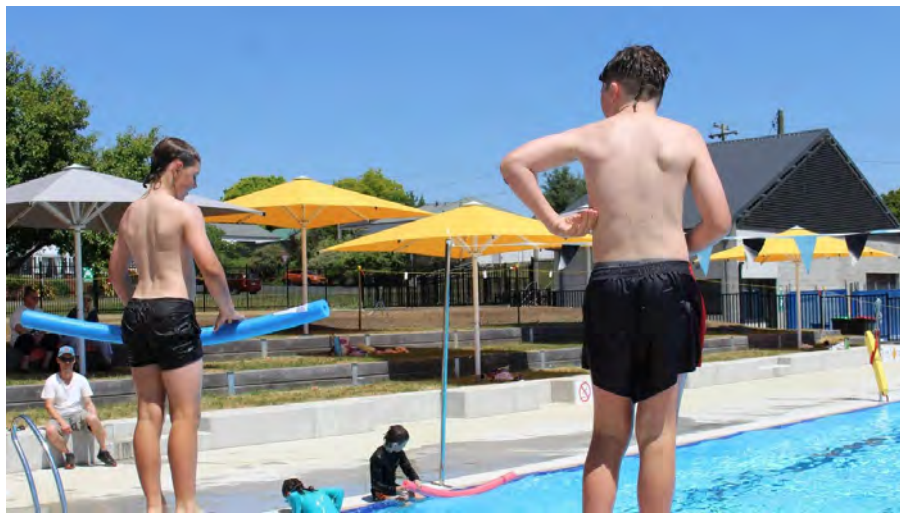
Integrity we will service our customers, both external and internal, in an open, honest, and ethical manner to create an environment of mutual respect, trust and professionalism.

Respect for the rights of individual citizens to express opinions and opportunities to participate in the open and transparent governance of the Shire.

Professionalism we will develop, empower and recognise staff to achieve professional excellence in customer service delivery.

AIM

To perform services in a cost efficient, effective and friendly manner in order to achieve Council's Mission in meeting the annual objectives and performance targets of the principal activities Council undertakes on behalf of the community.



6. GUIDING PRINCIPLES FOR COUNCIL

The Local Government Act 1993, Chapter 8A-8C, includes Principles for Local Government. In addition to Chapter 8A outlined below, there are principles for sound financial management and integrated planning and reporting principles that apply to Councils.

The Guiding Principles for Council are as follows:-

(1) Exercise of functions generally; the following general principles apply to the exercise of functions by councils:-

- (a) Councils should provide strong and effective representation, leadership, planning and decision-making.
- (b) Councils should carry out functions in a way that provides the best possible value for residents and ratepayers.
- (c) Councils should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
- (d) Councils should apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.
- (e) Councils should work co-operatively with other councils and the State government to achieve desired outcomes for the local community.
- (f) Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.
- (g) Councils should work with others to secure appropriate services for local community needs.
- (h) Councils should act fairly, ethically and without bias in the interests of the local community.
- (i) Councils should be responsible employers and provide a consultative and supportive working environment for staff.

(2) Decision-making; the following principles apply to decision-making by councils (subject to any other applicable law):

- (a) Councils should recognise diverse local community needs and interests.
- (b) Councils should consider social justice principles.
- (c) Councils should consider the long term and cumulative effects of actions on future generations.
- (d) Councils should consider the principles of ecologically sustainable development.
- (e) Council decision-making should be transparent and decision-makers are to be accountable for decisions and omissions.

(3) Community participation; Councils should actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures.

7. ELECTED REPRESENTATIVES / COUNCILLORS



Mayor Paul Culhane

E: Paul.culhane@upperlachlan.nsw.gov.au

T: 0410 622 798

Deputy Mayor Rob Cameron OAM

E: Rob.Cameron@upperlachlan.nsw.gov.au

T: 0434 658 274



Councillor Vivienne Flanagan

E: Vivienne.M.Flanagan@upperlachlan.nsw.gov.au

T: 0494 162 924



Councillor Gregory Harris

E: Gregory.Harris@upperlachlan.nsw.gov.au

T: 0436 848 405



Councillor Alexandra Meggitt

E: Alexandra.Meggitt@upperlachlan.nsw.gov.au

T: 0451 703 008



Councillor Simon Peirce

E: Simon.Peirce@upperlachlan.nsw.gov.au

T: 0494 150 535



Councillor Susan Reynolds

E: Susan.reynolds@upperlachlan.nsw.gov.au

T: 0414 464 206



Councillor John Searl JP

E: John.searl@upperlachlan.nsw.gov.au

T: 0405 060 347



Councillor Terry Yallouris

E: Terry.yallouris@upperlachlan.nsw.gov.au

T: 0433 571 160



8. COUNCIL AND COMMITTEE MEETINGS STRUCTURE

Upper Lachlan Shire Council and Committee of Council Meetings are conducted in an open forum, with the only exceptions being those matters discussed in Closed Committee in accordance with Section 10(a), of the Local Government Act 1993, i.e. pertaining to personnel (Council staff), litigation, commercial in-confidence matters and the private business of individuals where confidentiality has been requested.

All Resolutions made at a closed part of a Council Meeting are made public by the Mayor or Chairperson of the meeting as soon as the closed part of the meeting has ended in accordance with the Council's Code of Meeting Practice.

There are Committees of Council and Section 355 Committees of Council that are delegated authority to act on Council's behalf in accordance with their individual committee charter.

COUNCIL MEETINGS

The Ordinary Meetings of Council are held on the third Thursday of each month. The Ordinary Council Meetings are held at the Crookwell Council Chambers, situated at 44 Spring Street, Crookwell and public attendance is welcomed. In addition, the Ordinary Council Meeting each month is broadcasted live by webcast to the public which is available to view at Council's website.

Public Forums may be held prior to the Ordinary Council Meeting each month. The presentation at the Public Forum must only relate to a report that is included in that month's meeting business paper and may be delivered in accordance with Council's Code of Meeting Practice.

A deputation or presentation may be made by the public to Council as part of the Ordinary Council Meeting agenda and are not to exceed five minutes. Deputation or presentation requests must be lodged with the Chief Executive Officer two weeks prior to the Council Ordinary Meeting date.

AVAILABILITY OF BUSINESS PAPERS

All the Council business paper agendas are made readily available on the Council's website (www.upperlachlan.nsw.gov.au) or at the three Council Administration offices. The business papers for each Ordinary Council Meeting are prepared on the second Thursday of each month, and any person wishing to bring a matter before Council must lodge it with the Chief Executive Officer by that day.

TALK TO YOUR COUNCILLORS

All the elected Councillors are here to represent your views; Upper Lachlan Shire Council is not divided into wards and has nine elected Councillors. There is an election conducted every four years. For the most current contact information please refer to Council's website www.upperlachlan.nsw.gov.au.

9. ROLE OF THE MAYOR, COUNCILLORS AND CHIEF EXECUTIVE OFFICER

COUNCIL'S GOVERNING BODY – LOCAL GOVERNMENT ACT 1993

The Role of the Mayor, Chapter 9, Part 2 – Division 2, Section 226, is as follows:-

- (a) To be the leader of the Council and a leader in the local community,
- (b) To advance community cohesion and promote civic awareness,
- (c) To be the principal member and spokesperson of the governing body, including representing the views of the council as to its local priorities,
- (d) To exercise, in cases of necessity, the policy-making functions of the governing body of the Council between meetings of the Council,
- (e) To preside at meetings of the Council,
- (f) To ensure that meetings of the Council are conducted efficiently, effectively and in accordance with this Act,
- (g) To ensure the timely development and adoption of the strategic plans, programs and policies of the council,
- (h) To promote the effective and consistent implementation of the strategic plans, programs and policies of the council,
- (i) To promote partnerships between the council and key stakeholders,
- (j) To advise, consult with and provide strategic direction to the Chief Executive Officer in relation to the implementation of the strategic plans and policies of the Council,
- (k) In conjunction with the Chief Executive Officer, to ensure adequate opportunities and mechanisms for engagement between the Council and the local community,
- (l) To carry out the civic and ceremonial functions of the Mayoral office,
- (m) To represent the council on regional organisations and at inter-governmental forums at Regional, State and Commonwealth level,
- (n) In consultation with the Councillors, to lead performance appraisals of the Chief Executive Officer,
- (o) To exercise any other functions of the Council that the Council determines.

The Role of a Councillor, Chapter 9, Part 2 – Division 3, Section 232, is as follows:-

- (a) To be an active and contributing member of the governing body,
- (b) To make considered and well informed decisions as a member of the governing body,
- (c) To participate in the development of the integrated planning and reporting framework,
- (d) To represent the collective interests of residents, ratepayers and the local community,
- (e) To facilitate communication between the local community and the governing body,
- (f) To uphold and represent accurately the policies and decisions of the governing body,
- (g) To make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor.
- (2) A Councillor is accountable to the local community for the performance of the Council.

The Councillor role is often compared to that of the board of a public company, to the extent that it oversees the activities of the Council but is not involved in the day-to-day running of the Council. The key difference is that the “shareholders” are the local community.

The Functions of the Chief Executive Officer, Chapter 11, Part 2, Section 335, is as follows:-

- (a) To conduct the day-to-day management of the Council in accordance with the strategic plans, programs, strategies and policies of the Council,
- (b) To implement, without undue delay, lawful decisions of the Council,
- (c) To advise the Mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the Council,
- (d) To advise the Mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the Council and other matters related to the Council,
- (e) To prepare, in consultation with the Mayor and the governing body, the Council's Community Strategic Plan, Community Engagement Strategy, Resourcing Strategy, Delivery Program, Operational Plan and Annual Report,
- (f) To ensure that the Mayor and other councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions,
- (g) To exercise any of the functions of the Council that are delegated by the Council to the Chief Executive Officer,
- (h) To appoint staff in accordance with the organisation structure determined under this Chapter and the resources approved by the Council,
- (i) To direct and dismiss staff,
- (j) To implement the Council's Workforce Management Strategy,
- (k) Any other functions that are conferred or imposed on the Chief Executive Officer by or under this or any other Act.



Deputy Mayor Rob Cameron and Mayor Paul Culhane

10. ORGANISATION STRUCTURE

Section 332, of the Local Government Act 1993 requires Council to determine its organisation structure. The Council approved organisation structure comprises the Chief Executive Officer's Office and three Directorates (Departments), these include:-

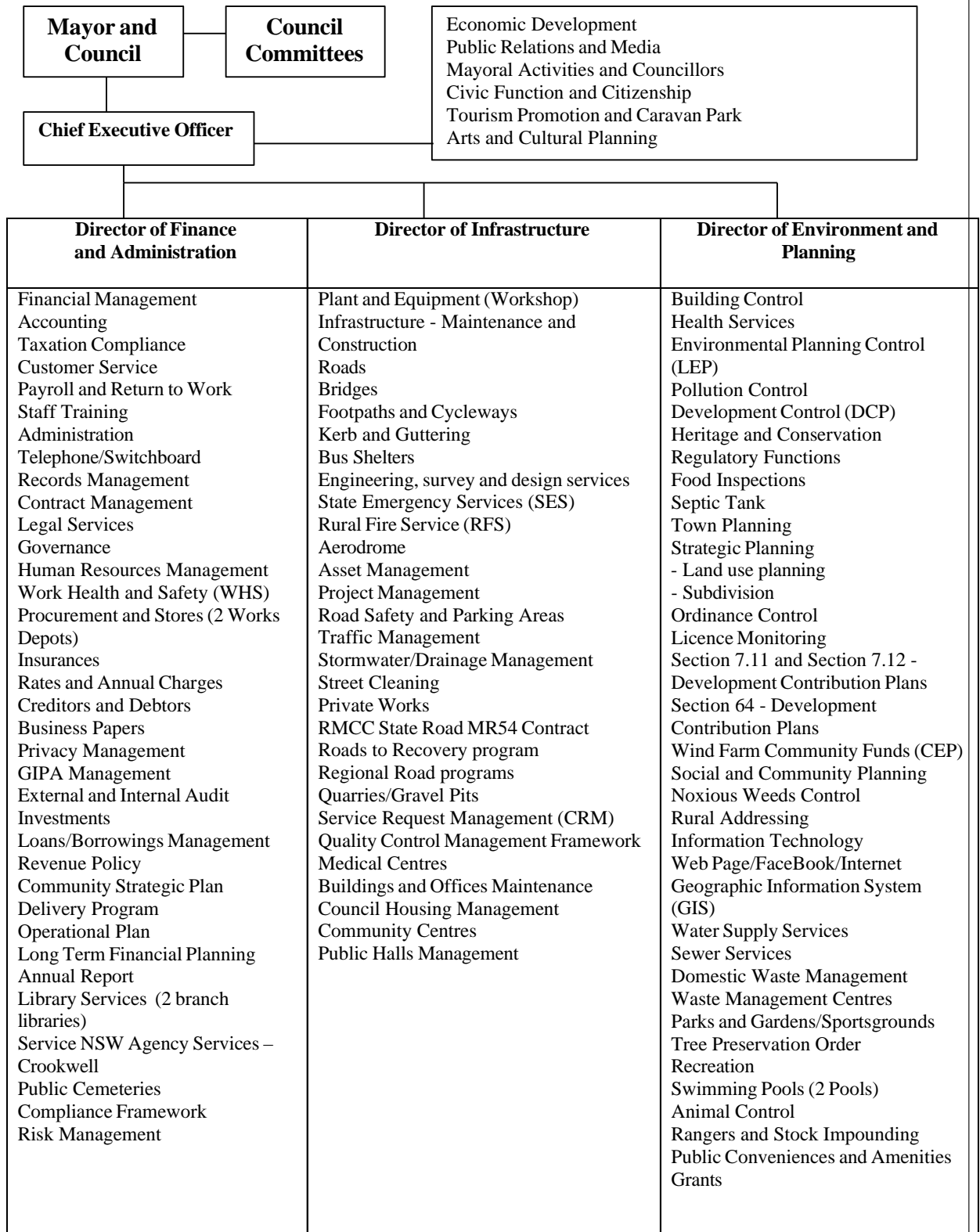
- **Chief Executive Officer's Office** - to provide an effective interface between the community, Council and staff and to enhance the Council's corporate image. Key principal activities include media relations, mayoral activities, grants, civic functions, tourism and economic development.
- **Environment and Planning** - to ensure that development within the Council is regulated in accordance with legislative requirements and having regard to the maintenance of the Council's heritage. Key principal activities include services related to town planning, water supply, sewer, parks and gardens, waste centres, domestic waste management, animal control, information technology systems, health and environmental services and biosecurity management.
- **Infrastructure** - to provide an efficient, effective and flexible engineering and works directorate that undertakes work in accordance with Council's adopted strategic plans and asset management plans. Key principal activities include services related to engineering, roads, bridges, footpaths, stormwater, quarries, public conveniences, emergency services and plant and equipment operations.
- **Finance and Administration** - key principal activities include; to provide professional financial management, governance, corporate support, administration services, records management, library services, cemeteries, procurement and stores control, human resources, payroll and work, health and safety.

SENIOR MANAGEMENT

The senior management team is responsible for overseeing the day-to-day operations of Council; providing professional advice to the elected Council, and implementing Council decisions. It is this team that has primary responsibility for delivering the activities identified in the Delivery Program and Operational Plan and delegating responsibilities within each Department. The senior management team is outlined below:-

Chief Executive Officer	Ms Alex Waldron	(wk) 4830 1000
Director of Infrastructure	Mr Kazi Mahmud	(wk) 4830 1000
Director of Environment and Planning	Mr Simon Arkinstall	(wk) 4830 1000
Director of Finance and Administration	Mr Andrew Croke	(wk) 4830 1000

Structure of Council



11. COUNCIL STRATEGIC PILLARS AND PRINCIPAL ACTIVITIES (WHAT WE DO)

1. OUR COMMUNITY

Strategic Objective We are a network of close-knit and well supported communities that value our rural lifestyle.

The principal activities are:-

- 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; and
- Emergency Services and Fire Protection.

2. OUR ENVIRONMENT

Strategic Objective: We appreciate our range of rural landscapes and habitats and are stewards of the natural environment for future generations.

The principal activities are:-

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

3. OUR ECONOMY

Strategic Objective: We capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment. We foster and develop diverse, adaptive and innovative agricultural industry.

The principal activities are:-

- Financial Services;
- Administration and Corporate Support;
- General Purpose Revenue and Rates;
- Information Technology;
- Procurement and Stores; and
- Workforce (Human Resources and Work Health and Safety).

4. OUR INFRASTRUCTURE

Strategic Objective: Infrastructure compliments our rural and historic landscapes whilst supporting healthy communities and industries.

The principal activities are:-

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

5. OUR CIVIC LEADERSHIP

Strategic Objective: Our leaders work collaboratively to meet the needs of the community, in an ethical and strategic manner.

The principal activities are:-

- Councillors / Mayoral Activities and Council / Committee Meetings;
- Governance;
- Tourism Promotion and Business; and
- Caravan Parks.



12. CORPORATE GOVERNANCE

Corporate Governance and Councillors

Councillors are responsible for implementing the corporate strategic plans of the organisation. They ensure that management's direction is aligned with the interests of the community it represents, along with the dependent organisations with which it interrelates, and with legislation under which Council is required to operate.

As elected representatives, the community relies on Councillors to lead, direct and govern the activities of Council on their behalf. This is achieved by monitoring the processes under which Council operates in order to:-

- Exercise power over the future direction of the Council;
- Consider the effect of Council decisions on other parties;
- Supervise and control executive actions through the Chief Executive Officer;
- Ensure Council is accountable for its strategic programs and functions; and
- Ensure that Council activities comply with the law.

Code of Conduct Review

A Conduct Reviewer may deal with complaints regarding allegations of a breach of the Council's Code of Conduct. The Complaints Coordinator may appoint a Conduct Reviewer from the Council appointed Conduct Review Panel (a panel consists of qualified suppliers) to conduct an investigation or preliminary assessment of a complaint. Operating guidelines for the Conduct Reviewer is available in the Code of Conduct which is available to the public on Council's website.

Monitoring Organisational Performance

The process of monitoring the performance of Council is conducted through six monthly Delivery Program review reports to Councillors and quarterly Operational Plan reviews. The quarterly reviews are presented to Council, within two months of the end of the September, December, and March quarters, for review and adoption. The quarterly review includes:-

- Progress reports on the key objectives and projects set out in the Operational Plan;
- Quarterly Budget Review Statements (QBRs) and Key Performance Indicators;
- Income and Expenses Budget Review Statement;
- Capital Budget Review Statement;
- Budget Review of Contracts and Other Expenses; and
- Cash and Investments Budget Review Statement.

Executive Management (MANEX)

The Executive Management Team consists of the Chief Executive Officer and three Departmental Directors who provide leadership and strategic management to the organisation while ensuring effective, efficient and accountable operations. The key activities for the Executive Management Team are:-

- Management of strategic relationships with stakeholders;
- Ensuring Council's interests are well presented at all levels of government;
- Formulating organisational strategies and supporting policies;
- Ensuring the provision and delivery of services to the community are aligned to community needs;
- Management of staff and resources of the Council; and
- Development of financial strategies that provide options and set priorities for service delivery.

13. SHIRE PROFILE AND POPULATION DEMOGRAPHICS

Population

- The residential population of Upper Lachlan Shire Council as at 30 June 2024 is in below table (source ABS 2024 Census and prior years ABS Estimated Resident Population):-

Local Government Area	2022	2023	2024	% Annual Change
Upper Lachlan Shire Council	8,550	8,706	8,876	1.50% to 2%

2021 Census Statistics

The Australian Bureau of Statistics (ABS) Census was conducted in August 2021 and the Upper Lachlan Shire Council population total was 8,514. Previously, the 2016 ABS Census data showed the Upper Lachlan population was 7,695. There was a 10.64% population increase from the 2016 Census. Crookwell is the largest town in the Upper Lachlan Shire local government area with a population of 2,686. Gunning township has a population of 820, Taralga township has a population of 403 and Collector locality has a population of 376.

Population gender consisted of:-

Gender – Males	4,314
Gender – Females	4,200
Total Population	8,514

Age Groups:-

0 – 14 years	1,411	16.50% of population
15 – 24 years	782	9.20% of population
25 – 34 years	723	8.50% of population
35 – 44 years	839	9.90% of population
45 – 54 years	1,121	13.20% of population
55 – 64 years	1,507	17.70% of population
65 years and over	2,131	25.10% of population

The median age is 49 years in Upper Lachlan compared to 38 years for persons in Australia.

Income (population aged 15 years and over):-

Median individual \$/week income	\$753	Australian median	\$805
Median household \$/week income	\$1,465	Australian median	\$1,746
Median family income \$/week	\$1,906	Australian median	\$2,120

Dwelling Characteristics:-

Median rent \$/week	\$277	Australian median	\$375
Median mortgage repayment \$/month	\$1,540	Australian median	\$1,863
Average number of people per household	2.4	Australian median	3.1
Average number of children per family	1.90	Australian median	2.2

Local Government Area

Upper Lachlan Shire Council is located in the Southern Tablelands of New South Wales. The centre of population is Crookwell which is 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 Upper Lachlan Shire Council 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 is strongly rural in its character. Agriculture continues to be the primary feature of the economic and social fabric of the Shire. Agriculture, forestry and fishing is the largest industry employer in the Shire.

Business, Economic and Industry

The industries located in the urban areas of the towns are predominately 'small businesses' with fewer than 25 employees in the agriculture sector and service sector industries, such as retail trade, accommodation and food, health and social care, education and training, construction and building, and local government.

The area is also well serviced by health care, sporting, livestock and station agents and other community support services. The number of active businesses in the LGA is 1,496 as identified in 2023 ABS report.

Demographics

Like many rural communities, our population is ageing and this trend is expected to continue. There is 34.2% of the community aged over 60 years. 42.8% of the community population is aged between 20 and 60 years.

Employment

Of those people who live in Upper Lachlan Shire LGA, 33% work outside the Shire. A majority travel to work by car (85.5%).

Environment

About 93% of the Shire is zoned rural or environmental protection. A large proportion of the remaining native vegetation is located on private land, with 2% of the Shire being National Park or Nature Reserve.

Land

The Shire total land area is 7,127 square kilometres.

Tourist Attractions

Historical Townships, Grabine State Recreation Park (Wyangala), Wombeyan Caves Park Reserve, Taralga Wildlife Park, Tablelands Way tourist drive, Binda Picnic Races, Taralga Australia Day Rodeo, Agricultural Society Shows, farm stay, bed and breakfast accommodation, fishing and other recreational activities. There are a number of Wind Farms at Crookwell 1 and 2, Collector, Biala, Cullerin, Gullen Range, Rye Park and Taralga.



14. CONTACT US

All written correspondence is to be addressed to the Chief Executive Officer, Upper Lachlan Shire Council, PO Box 42, Gunning NSW 2581 or alternatively email council@upperlachlan.nsw.gov.au.

COUNCIL ADMINISTRATION OFFICES

Crookwell Office

44 Spring Street
CROOKWELL NSW 2583

Telephone (02) 4830 1000

Email council@upperlachlan.nsw.gov.au
Website www.upperlachlan.nsw.gov.au
FaceBook www.facebook.com/pages/Upper-Lachlan-Shire-Council



Gunning Office

123 Yass Street
GUNNING NSW 2581

Telephone (02) 4845 4100



15. FINANCIAL PERFORMANCE COMPARATIVES – HOW WE COMPARE?

The Australian Classification of Local Governments (ACLG) classifies Councils into 22 categories according to their socio-economic characteristics and their capacity to deliver a range of services to the community. Upper Lachlan Shire Council is classified in Group 10; the Group 10 Classification is an agricultural council with population range from 5,000 to 10,000.

Other councils classified in Group 10 include Blayney and Oberon Councils. Provided below is a snapshot of how Upper Lachlan Shire Council compares with these councils in terms of financial performance and financial position. Comparative data is available up to 2024 (2023/2024 financial year). Historically, this analysis has been presented annually; however, due to changes in reporting requirements under the NSW Local Government Code of Accounting Practice and Financial Reporting, this comparative data is no longer publicly available beyond this period.

Financial Performance Indicators

Unrestricted Current Ratio

The unrestricted current ratio measures Council's capacity to meet its short-term financial obligations as they fall due. A ratio of 1.50:1 or above is generally considered indicative of a sound financial position, showing that Council has sufficient unrestricted liquid assets to cover its short-term liabilities.

LGA	2025	2024	2023	2022	2021
Upper Lachlan (Group 10)	N/A¹	2.49%	2.07%	2.88%	2.30%
Blayney (Group 10)	N/A ¹	6.23%	5.68%	4.67%	3.86%
Oberon (Group 10)	N/A ¹	4.80%	3.26%	3.32%	3.35%
Yass Valley (Group 11)	N/A ¹	2.78%	2.52%	2.39%	3.36%
NSW Average	N/A ¹	N/A	3.90%	4.20%	N/A
Group 10 Average	N/A ¹	N/A	4.40%	6.70%	4.70%

Own Source Operating Revenue Ratio

This ratio measures the degree of reliance a Council has on external funding sources such as grants and contributions. A higher ratio indicates a greater proportion of revenue generated from the Council's own sources. The benchmark is greater than 60%.

LGA	2025	2024	2023	2022	2021
Upper Lachlan (Group 10)	N/A¹	43.51%	44.15%	44.00%	52.79%
Blayney (Group 10)	N/A ¹	46.99%	47.78%	47.90%	57.54%
Oberon Council (Group 10)	N/A ¹	46.70%	39.38%	43.75%	47.13%
Yass Valley (Group 11)	N/A ¹	49.45%	49.84%	49.40%	51.50%
NSW Average	N/A ¹	N/A	56.70%	58.00%	N/A
Group 10 Average	N/A ¹	N/A	40.60%	45.20%	48.70%

Operating Performance Ratio

This ratio measures Council's ability to contain operating expenditure within operating revenue. A positive result indicates that Council is generating sufficient revenue to cover its operating expenses. The benchmark is greater than 0%.

LGA	2025	2024	2023	2022	2021
Upper Lachlan (Group 10)	N/A¹	-1.58%	3.82%	-4.58%	-8.64%
Blayney (Group 10)	N/A ¹	2.80%	4.51%	-1.96%	-3.74%
Oberon Council (Group 10)	N/A ¹	-2.50%	4.54%	-7.62%	4.07%
Yass Valley (Group 11)	N/A ¹	-7.12%	-2.72%	4.07%	-1.35%
NSW Average	N/A ¹	N/A	3.90%	1.50%	N/A
Group 10 Average	N/A ¹	N/A	4.90%	0.50%	-2.10%

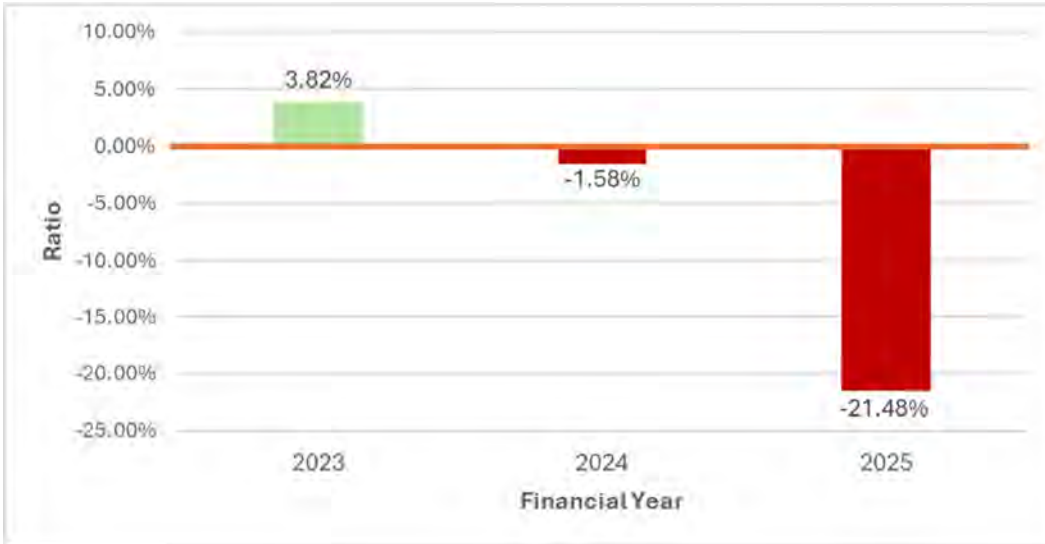
Outstanding Rates and Annual Charges

This ratio assesses the impact of uncollected rates and annual charges on Council's liquidity, as well as the effectiveness of Council's recovery efforts. The benchmark is less than 10%

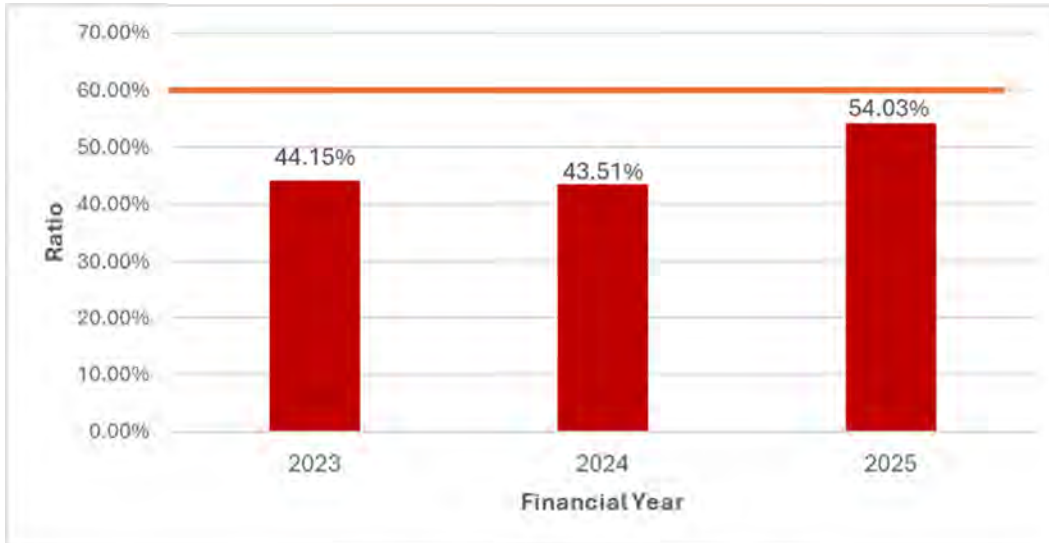
LGA	2025	2024	2024	2023	2022	2021
Upper Lachlan (Group 10)	N/A¹	5.08%	4.40%	3.82%	3.18%	2.42%
Blayney (Group 10)	N/A ¹	1.22%	1.69%	1.24%	1.58%	1.46%
Oberon Council (Group 10)	N/A ¹	N/A	15.50%	16.22%	6.44%	7.57%
Yass Valley (Group 11)	N/A ¹	10.19%	10.19%	9.27%	5.59%	6.25%
NSW Average	N/A ¹	N/A	N/A	6.80%	6.60%	N/A
Group 10 Average	N/A ¹	N/A	N/A	7.90%	7.10%	7.30%

Note 1: Time series data for 2025 is not available as councils are no longer required to publish performance ratios under the NSW Local Government Code of Accounting Practice and Financial Reporting. Accordingly, the data is not publicly available.

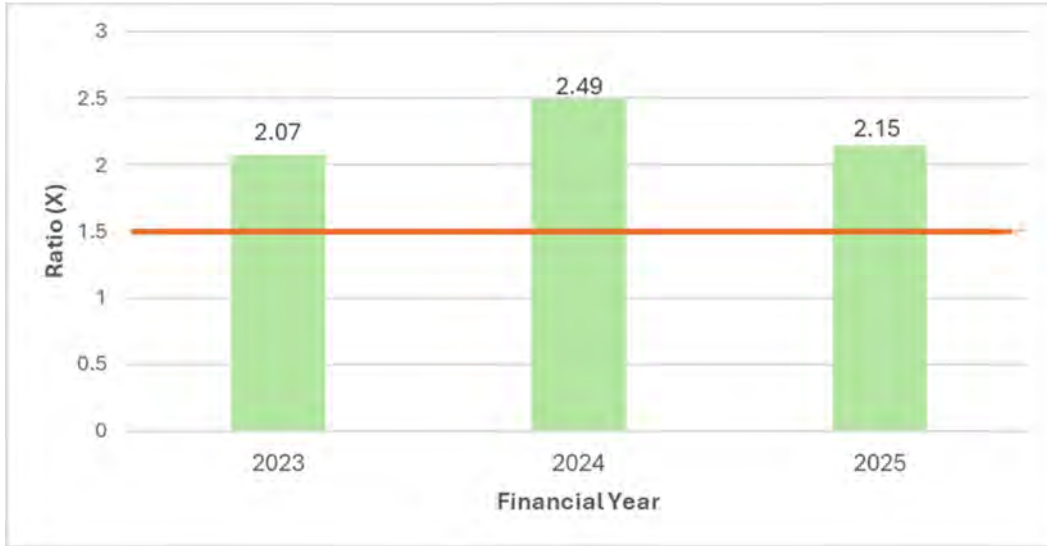
Operating Performance Ratio



Own Source Operating Revenue Ratio



Unrestricted Current Ratio



Debt Service Cover Ratio



16. COMMUNITY STRATEGIC PLANNING FRAMEWORK: INTEGRATED PLANNING AND REPORTING

The NSW State Government enacted legislation that introduced Integrated Planning and Reporting reforms which is an approach to how Councils develop their budgets and corporate plans. Integrated Planning ensures that Councils are better reflecting community aspirations within their activities by taking a long term (10 year) outlook.

The Community Strategic Plan is an overview document which identifies the community's main priorities and expectations for the future and outlines strategies to achieve these goals.

The Delivery Program is designed as the single point of reference for all activities undertaken by the Council during its term of office. The Delivery Program details the activities the Council will undertake to achieve the objectives of the Community Strategic Plan. The Delivery Program identifies the strategies which the Council will employ to assist with turning the community's aspirations into reality. It describes the services Council will deliver, the initiatives it will undertake over the period of the plan and how activities will be funded.

The Delivery Program integrates with a range of key strategic documents including the following:-

- The NSW Premier's Priorities in Action;
- Southern Tablelands Regional Economic Development Strategy 2023 Update;
- Destination Southern NSW Destination Management Plan 2022-2030;
- Tablelands Destination Development Plan 2020;
- CRJO Integrated Planning and Reporting Resilience Toolkit 2024;
- Long Term Financial Plan;
- Infrastructure Plan;
- Workforce Plan;
- Upper Lachlan Tourism Strategic Plan 2020;
- Upper Lachlan Local Environmental Plan 2010;
- Upper Lachlan Section 94 Development Contributions Plan 2007 (Section 7.11);
- Upper Lachlan Section 94A Development Contributions Plan 2012 (Section 7.12);
- Upper Lachlan Section 64 Development Servicing Plans (Water Supply Schemes and Sewerage Schemes) 2008;
- Upper Lachlan Social and Community Plan;
- Upper Lachlan Public Access and Mobility Plan (PAMP);
- Upper Lachlan Community Heritage Study;
- Upper Lachlan Flood Risk Management Plan and Study 2016;
- Upper Lachlan Cultural Plan;
- Upper Lachlan Disability Inclusion Action Plan
- Upper Lachlan Information Technology Strategic Plan.

The Operational Plan is a sub-plan of the Delivery Program in that it directly addresses the actions outlined in the Delivery Program and identifies activities (projects and programs) that Council will be undertaking within the financial year. The Operational Plan allocates responsibilities for each action or set of actions and identifies suitable measures to determine the effectiveness of the activities undertaken and is supported by a detailed budget.

Council's Strategic Planning Framework

Community Strategic Plan

- Takes a 10-20 year outlook
- Defines Community Priorities
- Has a long term Resourcing Strategy
- Outlines Strategies to achieve Community Priorities

Strategies

Delivery Program

- Takes a 4 year outlook
- Looks at Community Priorities and the Activities Council will undertake to achieve these
- Sets medium timelines and strategies to achieve Community Priorities

Activities (Programs and Projects)

Operational Plan

- Takes a 1 year outlook
- Details the Activities (Programs and Projects) Council will undertake to achieve the Community Priorities
- Sets the Performance Measures to ensure the activities are being achieved
- Annual Budget

*This Delivery Program is designed to coincide with the term of the Council. The Delivery Program is prepared in accordance with the Integrated Planning and Reporting requirements.

17. NSW PREMIER'S PRIORITIES IN ACTION

The NSW Premier has twelve Key Priorities that aim to make NSW a better place to live and work. The Premier's key priorities replace the NSW 2021 State Plan and the former NSW State Government, Southern Highlands and Tablelands Regional Action Plan.

The NSW 2021 State Plan outlined a vision for the future of NSW which was underpinned by five Long Term Strategies including:-

1. Rebuild the Economy;
2. Return Quality Services;
3. Renovate Infrastructure;
4. Strengthen Our Local Environment and Communities; and
5. Restore Accountability to Government.

The above Strategies are now replaced by the Premier's Priorities in Action for the NSW Government including the following initiatives:-

- A strong economy;
- Highest quality education;
- Well connected communities with quality local environments;
- Putting customer at the centre of everything we do; and
- Breaking the cycle of disadvantage.

There are 12 key priorities to be addressed as follows:-

1. Creating jobs;
2. Building infrastructure;
3. Reducing domestic violence;
4. Improving service levels in hospitals;
5. Tackling childhood obesity;
6. Improving education results;
7. Protecting our kids;
8. Reducing youth homelessness;
9. Driving public sector diversity;
10. Keeping our environment clean;
11. Faster housing approvals; and
12. Improving government services.

NSW Premier's Key Priorities

Priority Number	NSW Premier's Priority	Strategic Pillar	CSP Strategy (Role of Council and/or Government Agencies)
1	Creating Jobs	Strategic Pillar 3 – Our Economy	<p>*This is a shared Council / Government action</p> <p>Strategy B.1 - Promote the region as an ideal location for businesses and industry.</p> <p>Strategy B.2 - Support local business and industry to be resilient and successful.</p> <p>Strategy B.5 - Ensure our lifelong education offering is robust, from early childhood through to adult education.</p> <p>Strategy B.6 - Support our young people to</p>

Priority Number	NSW Premier's Priority	Strategic Pillar	CSP Strategy (Role of Council and/or Government Agencies)
			<p>access education, training and employment pathways.</p> <p>Strategy B.7 - Enhance economic conditions to create new jobs and support the attraction of skilled employees.</p> <p>Strategy E.4 - Council actively participates in regional bodies to identify innovations and opportunities for our region.</p>
2	Building Infrastructure	Strategic Pillar 4 – Our Infrastructure	<p>*This is a shared Council / Government action</p> <p>Strategy D.1 - Plan for, maintain and improve road corridor networks.</p> <p>Strategy D.2 - Enhance our public, community and active transport links to make moving around our Shire easy.</p> <p>Strategy D.5 - Develop infrastructure and attractions that emphasise the natural and heritage features of the region.</p> <p>Strategy D.8 - Provide and maintain inclusive sports and recreation facilities for active lifestyles.</p> <p>Strategy D.9 - Provide high quality reliable water supply to communities.</p> <p>Strategy D.10 - Provide safe and efficient sewerage services to communities.</p> <p>Strategy D.13 - Deliver better mobile phone coverage and faster and more reliable internet services.</p> <p>Strategy E.5 - Manage assets in a proactive way across their lifespan within resources limitations.</p>
3	Reducing domestic violence	Strategic Pillar 1 – Our Community	<p>*This is a State Government action</p> <p>Strategy A.1 - Improve access to health and community services that support physical health and mental wellbeing.</p> <p>Strategy A.7 - Plan for and address community safety and public health.</p>
4	Improving service levels in hospitals	Strategic Pillar 1 – Our Community	<p>*This is a State Government action</p> <p>Strategy A.1 - Improve access to health and community services that support physical health and mental wellbeing.</p> <p>Strategy A.7 - Plan for and address community safety and public health.</p> <p>Strategy D.6 - Our community facilities are well-managed, accessible and fosters healthy and connected living.</p>
5	Tackling childhood obesity	Strategic Pillar 1 – Our Community	<p>*This is a State Government action</p> <p>Strategy A.1 - Improve access to health and community services that support physical health and mental wellbeing.</p> <p>Strategy A.8 - Enhance community inclusion by</p>

Priority Number	NSW Premier's Priority	Strategic Pillar	CSP Strategy (Role of Council and/or Government Agencies)
			identifying and eliminating participation barriers. Strategy D.6 - Our community facilities are well-managed, accessible and fosters healthy and connected living.
6	Improving education results	Strategic Pillar 3 – Our Economy	*This is a State Government action Strategy B.5 - Ensure our lifelong education offering is robust, from early childhood through to adult education. Strategy B.6 - Support our young people to access education, training and employment pathways. Strategy D.13 - Deliver better mobile phone coverage and faster and more reliable internet services.
7	Protecting our kids	Strategic Pillar 1 – Our Community	*This is a State Government action Strategy A.1 - Improve access to health and community services that support physical health and mental wellbeing. Strategy A.6 - Foster a strong sense of belonging through targeted community development initiatives. Strategy A.7 - Plan for and address community safety and public health. Strategy A.8 - Enhance community inclusion by identifying and eliminating participation barriers.
8	Reducing youth homelessness	Strategic Pillar 1 – Our Community	*This is a State Government action Strategy A.6 - Foster a strong sense of belonging through targeted community development initiatives. Strategy A.7 - Plan for and address community safety and public health. Strategy B.6 - Support our young people to access education, training and employment pathways.
9	Driving public sector diversity	Strategic Pillar 5 – Our Civic Leadership	*This is a shared Council / Government action Strategy E.1 - Council practices and processes are well-governed, efficient, and meet legislative requirements. Strategy E.2 - Council actively participates in regional bodies to identify innovations and opportunities for our region. Strategy C.6 - Maintain a balance between growth, development, environmental protection agriculture through sensible planning. Strategy B.1 - Promote the region as an ideal location for businesses and industry. Strategy B.2 - Support local business and industry to be resilient and successful.

Priority Number	NSW Premier's Priority	Strategic Pillar	CSP Strategy (Role of Council and/or Government Agencies)
			Strategy B.4 - Develop our tourism experiences and offering to harness marketing and attraction opportunities.
10	Keeping our environment clean	Strategic Pillar 2 – Our Environment	<p>*This is a shared Council / Government action</p> <p>Strategy C.1 - Protect and enhance the existing natural environment, including flora and fauna native to the region.</p> <p>Strategy C.2 - Implement effective integrated weed and pest animal management.</p> <p>Strategy C.3 - Protect and rehabilitate waterways and catchments.</p> <p>Strategy C.4 - Investigate and implement approaches to reduce our carbon footprint.</p> <p>Strategy C.5 - Lead climate mitigation and adaptation.</p> <p>Strategy C.6 - Maintain a balance between growth, development, environmental protection agriculture through sensible planning.</p>
11	Faster housing approvals	Strategic Pillar 2 – Our Environment	<p>*This is a shared Council / Government action</p> <p>Strategy C.6 - Maintain a balance between growth, development, environmental protection agriculture through sensible planning.</p> <p>Strategy C.7 - Consider community feedback, local character and identity, economic factors and social impact in planning decisions.</p> <p>Strategy C.8 - Encourage positive social and environmental contributions from developers.</p> <p>Strategy E.1 - Council practices and processes are well-governed, efficient, and meet legislative requirements.</p>
12	Improving government services	Strategic Pillar 5 – Our Civic Leadership	<p>*This is a shared Council / Government action</p> <p>Strategy E.3 - Manage resources in a responsible manner that supports the ongoing viability of Council.</p> <p>Strategy E.4 - Council actively participates in regional bodies to identify innovations and opportunities for our region.</p> <p>Strategy E.6 - Our community is empowered to access engagement opportunities and provide input into the future direction of the region.</p> <p>Strategy E.7 - Residents have access to timely, relevant and accurate information on matters that affect them.</p> <p>Strategy D.12 - Reduce mobile telephone blackspot areas.</p> <p>Strategy B.3 - Foster a diverse and resilient agricultural industry.</p>

18. COMMUNITY ENGAGEMENT - THE PROCESS OF DEVELOPING THE COMMUNITY STRATEGIC PLAN

All NSW Councils are required to develop a Community Strategic Plan. The plan must:-

- Have a long term focus, with a minimum of 10 years;
- Address the key issues of social, environment, economic sustainability and civic leadership;
- Be delivered as a partnership between Council, State agencies, community groups and individuals;
- Consider the NSW State Plan and any relevant State or regional plans and strategies;
- Have regard for an adopted community engagement strategy, showing how the Council will communicate with and consult its community;
- Provide for a resourcing strategy that describes how community assets will be used for the future, how the Council workforce will be managed to deliver the desired plan outcomes and a financial plan to spell out how aspects of the plan will be funded;
- Give consideration to the expected levels of service expressed by the community;
- Include a community vision statement, strategic objectives and strategies for achieving the objectives;
- Identify assessment methods for determining whether the objectives are being achieved;
- Outline how progress in implementing the plan will be measured and monitored; and
- Provide progressive report to the community on progress and achievements.

COMMUNITY SURVEYS

Piazza Research completed a community survey in 2015 by utilising a telephone survey, supported by a secure online survey, of community members. 211 surveys were completed or 3% of the population in the Shire. The community survey findings demonstrated overall satisfaction with Council services was high with 68% of respondents being satisfied.

In March 2019, Piazza Research completed a follow up community survey. 222 surveys were completed or 3% of the Shire's population. The community survey findings demonstrated overall satisfaction with Council services was high with 60% of respondents being satisfied.

COMMUNITY STRATEGIC PLAN DEVELOPMENT

In 2021, the Canberra Region Joint Organisation (CRJO) engaged consultants, Projectura, to undertake the development of a Regional Community Strategic Plan and individual councils Community Strategic Plans, a Community Engagement Strategy and facilitation of community engagements in the seven local government areas (LGAs).

A review of the existing Community Strategic Plan (CSP) was commissioned by CRJO in accordance with the integrated planning and reporting legislation. The CSP 2042 is now prepared by Projectura in conjunction with ten participating member councils of the CRJO.

The project schedule for delivery of the CSP is outlined as follows:-

- Project inception in June 2023: Projectura conduct a desktop review of councils CSPs and Regional CSP, relevant state strategies, data sets and develop communications kit.
- February - March 2024: Revision of CSPs is initiated. Design and deliver the community engagement strategy. Conduct community engagement.

- April - June 2024: Analyse engagement findings and prepare Community Engagement Report.
- July - December 2024: Prepare, issue and present the Community Engagement Report for Council adoption and provided CSP outline to the newly elected Council.
- February 2025: Present to Council CSP for public exhibition period prior to adoption.
- May 2025: Final adoption of the CSP after consideration of any public submissions.

The community consultation utilised in the development of the CSP was extensive and included the following steps:-

- Key Stakeholder Identification and Engagement;
- Methods of Key Community Engagement Activities determined; and
- Community Engagement Report developed.

The community engagement activities in Upper Lachlan LGA included:-

- On-line Community Survey and hard copy Survey;
- Regional Wellbeing Survey;
- Discussion Guides, Media Releases and Have Your Say web link;
- Council website and local media channels promotion and information dissemination;

Total participation in community engagement in 2024 included 615 people or 7.10% of the population engaged.

PLANNING PRINCIPLES

In developing the CSP, Council has considered other regional plans. The Community Strategic Plan and Community Engagement Report are based on two sets of guiding principles – social justice and sustainability.

The **social justice** principles Council has regard for are the following:-

1. **Equity** – involving fairness in decision making, prioritising and allocation of resources, particularly for those in need.
2. **Access** – having fair access to services, resources and opportunities to improve quality of life.
3. **Participation** – the maximum opportunity to genuinely participate in decisions which affect their lives.
4. **Rights** – equal rights established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Council has regard for and considers the **sustainability** principle in all Council developments and strategic activities and strategic planning processes. Sustainability is the means of configuring civilisation and human activity so that society, its members and economies are able to meet their needs and express their greatest potential in the present, while preserving biodiversity and natural ecosystems, planning and acting for the ability to maintain these ideals in the long term.

Council is proactively addressing natural resource management issues. Council is abiding by the **Ecologically Sustainable Development** principles. The principles of Ecologically Sustainable Development are an integral consideration in the planning, design and development of the Upper Lachlan Shire and its natural environment.

19. COMMUNITY STRATEGIC PLAN – STRATEGIC PILLARS AND ASPIRATIONS

The Upper Lachlan Community Strategic Plan 2042 (CSP) has identified five Strategic Pillars which the community wants to see the Council address to enhance the future development of the Shire.

OUR STRATEGIC PILLARS

In order to achieve our vision we have developed program actions for each Strategic Pillar which are assessed against quadruple bottom line principles. The Strategic Pillars are:-

- 1. Our Community**
- 2. Our Environment**
- 3. Our Economy**
- 4. Our Infrastructure**
- 5. Our Civic Leadership**

CSP STRATEGIES

1. Our Community (CO)

Strategy A.1 - Improve access to health and community services that support physical health and mental wellbeing.

Strategy A.2 - Our sports, recreation, community and service groups are supported.

Strategy A.3 - Our Traditional Owners and First Nations people ongoing and historic connection to Country is acknowledged.

Strategy A.4 - Events celebrate the identity of our towns, produce, heritage and culture.

Strategy A.5 - Encourage creative expression through arts and culture.

Strategy A.6 - Foster a strong sense of belonging through targeted community development initiatives.

Strategy A.7 - Plan for and address community safety and public health.

Strategy A.8 - Enhance community inclusion by identifying and eliminating participation barriers.

Strategy A.9 - Our communities are supported to be resilient to disasters and shocks.

2. Our Environment (EN)

Strategy C.1 - Protect and enhance the existing natural environment, including flora and fauna native to the region.

Strategy C.2 - Implement effective integrated weed and pest animal management.

Strategy C.3 - Protect and rehabilitate waterways and catchments.

Strategy C.4 - Investigate and implement approaches to reduce Council’s carbon footprint.

Strategy C.5 - Lead climate mitigation and adaptation.

Strategy C.6 - Maintain a balance between growth, development, environmental protection and agriculture through sensible planning.

Strategy C.7 - Consider community feedback, local character and identity, economic factors and social impact in planning decisions.

Strategy C.8 - Encourage positive social and environmental contributions from developers.

3. Our Economy (EC)

Strategy B.1 - Promote the region as an ideal location for businesses and industry.

Strategy B.2 - Support local business and industry to be resilient and successful.

Strategy B.3 - Foster a diverse and resilient agricultural industry.

Strategy B.4 - Develop our tourism experiences and offering to harness marketing and attraction opportunities.

Strategy B.5 - Ensure our lifelong education offering is robust, from early childhood through to adult education.

Strategy B.6 - Support our young people to access education, training and employment pathways.

Strategy B.7 - Enhance economic conditions to create new jobs and support the attraction of skilled employees.

4. Our Infrastructure (IN)

Strategy D.1 - Plan for, maintain and improve road corridor networks.

Strategy D.2 - Enhance our public, community and active transport links to make moving around our Shire easy.

Strategy D.3 - Our local character is maintained through the protection and preservation of historic buildings.

Strategy D.4 - Encourage community pride through the beautification of our towns and rural areas.

Strategy D.5 - Develop infrastructure and attractions that emphasise the natural and heritage features of the region.

Strategy D.6 - Our community facilities are well-managed, accessible and fosters healthy and connected living.

Strategy D.7 - Enhance and maintain parks and open spaces to serve recreational and relaxation needs.

Strategy D.8 - Provide and maintain inclusive sports and recreation facilities for active lifestyles.

Strategy D.9 - Provide high quality reliable water supply to communities.

Strategy D.10 - Provide safe and efficient sewerage services to communities.

Strategy D.11 - Our recycling and waste management practices are accessible and efficient.

Strategy D.12 - Reduce mobile telephone blackspot areas.

Strategy D.13 - Deliver better mobile phone coverage and faster and more reliable internet services.

5. Our Civic Leadership (CL)

Strategy E.1 - Council practices and processes are well-governed, efficient, and meet legislative requirements.

Strategy E.2 - Council actively participates in regional bodies to identify innovations and opportunities for our region.

Strategy E.3 - Manage resources in a responsible manner that supports the ongoing viability of Council.

Strategy E.4 - Seek out and pursue income generating opportunities for Council.

Strategy E.5 - Manage assets in a proactive way across their lifespan within resources limitations.

Strategy E.6 - Our community is empowered to access engagement opportunities and provide input into the future direction of the region.

Strategy E.7 - Residents have access to timely, relevant and accurate information on matters that affect them.

Aspirations

The community and Council have identified Aspirations which connects to the Strategic Pillars outlined above. The Aspirations are as follows:-

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

Quadruple Bottom Line

The CSP Strategic Pillars are grouped in a Quadruple Bottom Line framework of Community, Environment, Economy and Civic Leadership. Upper Lachlan Shire Council is inherently rural in character so a fifth Strategic Pillar was included, which is Infrastructure.

Aspirations		Our Community	Our Economy	Our Environment	Our Infrastructure	Our Civic Leadership
	<i>A built environment enhancing the lifestyle of a diverse community</i>	X		X	X	
	<i>Community liaison to preserve and enhance community facilities</i>	X	X	X	X	
	<i>A healthy natural environment</i>			X	X	
	<i>A prosperous economy with the balanced use of our land</i>		X	X	X	
	<i>People attaining health and wellbeing</i>	X				
	<i>Resilient and adaptable communities</i>	X				X
	<i>Responsible and efficient use of resources</i>		X		X	X
	<i>Transparent and accountable governance</i>		X			X

20. DELIVERY PROGRAM ACTIONS

From the community consultation and engagement process, conducted in 2024 and 2021, several outcomes to be pursued were identified by the community. Through the assistance of the community, the Council has developed Delivery Program Actions which are integrated with the five CSP Pillars and Strategic Objectives.

The Delivery Program Actions are outlined below:-

1. CSP STRATEGIC PILLAR - COMMUNITY:

- 1) The wellbeing of local people is supported through the provision of local health, recreation and community services.
- 2) The liveability, heritage and unique characteristics of our region is acknowledged, supported and retained.
- 3) Create and maintain accessible, high quality public spaces that are inclusive for people of all ages, abilities and backgrounds.
- 4) Protect heritage sites to preserve the diverse history of the Shire.
- 5) Social inclusion for all disparate communities.
- 6) Manage and upgrade Council's public buildings and community centres.
- 7) The wellbeing of local people is supported through the provision of local recreation and community services.

2. CSP STRATEGIC PILLAR - ENVIRONMENT:

- 1) Our community works together to protect and preserve our biodiversity and natural environment.
- 2) A robust planning framework supports the needs and identity of our community and natural environment.
- 3) We are resilient to a changing climate through adaptation and mitigation
- 4) Support biodiversity initiatives to maintain and improve natural resources.
- 5) Improve water supply and sewerage facilities to towns.
- 6) Promote and support initiatives and efficiencies in waste and recycling while delivering high standard, cost-effective waste management services.

3. CSP STRATEGIC PILLAR - ECONOMY:

- 1) Prioritise financial viability of Council.
- 2) Prudent financial management.
- 3) Encourage sustainable population growth and provision of associated infrastructure.
- 4) Assist facilitation of employment opportunities.
- 5) Promote tourism opportunities.

4. CSP STRATEGIC PILLAR – INFRASTRUCTURE:

- 1) Improve local road and regional road transport networks.
- 2) Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.
- 3) Bitumen sealing all urban streets in towns.
- 4) Lobby for improved mobile telephone and broadband services.
- 5) Develop new and upgrade existing footpaths and cycleway networks.
- 6) Upgrade stormwater and kerb and guttering in towns.
- 7) Maintain and upgrade bridges on local and regional roads.
- 8) Transport link priority projects to State Parks including the Wombeyan Caves Road, Tablelands Way and Grabine Road reconstruction and upgrade to facilitate economic benefits to the region.



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5. **CSP STRATEGIC PILLAR – CIVIC LEADERSHIP:**

- 1) Participate in resource sharing initiatives.
- 2) Promote community engagement and involvement in decision making processes.
- 3) Leadership and commitment to integrated planning and reporting (IP&R).



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21. ACHIEVING OUR COMMUNITY STRATEGIC PLAN GOALS

Council has developed the Delivery Program to achieve the Community Strategic Plan strategic goals. The Delivery Program Actions are integrated with a CSP Strategy and a Community Aspiration.

CSP STRATEGIC PILLAR NO. 1 - COMMUNITY

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
1.1 - The wellbeing of local people is supported through the provision of local health, recreation and community services.	Strengthen partnerships and collaboration with the community, local services and across levels of government to optimise resources, share information and best practices.	Chief Executive Officer	Strategy A.1 - Improve access to health and community services that support physical health and mental wellbeing. 5. People attaining health and wellbeing.	2026- 2029
1.2 – The liveability, heritage and unique characteristics of our region is acknowledged, supported and retained.	Deliver attractive, healthy communities that are inviting and foster community pride.	Director of Environment and Planning	Strategy A.7 - Plan for and address community safety and public health. 2. Community liaison to preserve and enhance community facilities.	2026 - 2029
1.3 – Create and maintain accessible, high quality public spaces that are inclusive for people of all ages, abilities and backgrounds.	Implementation of actions identified in the Social and Community Plan and Disability Inclusion Plan.	Director of Environment and Planning	Strategy A.1 - Improve access to health and community services that support physical health and mental wellbeing. Strategy A.6 - Foster a strong sense of belonging through targeted community development initiatives. 6. Resilient and adaptable communities.	2026 - 2029
1.4 – Protect heritage sites to preserve the diverse history of the Shire.	Heritage sites receiving funding over a three year program.	Director of Environment and Planning	Strategy A.4 - Events celebrate the identity of our towns, produce, heritage and culture. 1. A built environment enhancing the lifestyle of a diverse community.	Annual funding

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
1.5 - Social inclusion for all disparate communities.	Provide well-maintained public amenities, open spaces, and recreational facilities in a sustainable manner.	Director of Environment and Planning	Strategy A.2 - Our sports, recreation, community and service groups are supported. Strategy A.8 - Enhance community inclusion by identifying and eliminating participation barriers. 6. Resilient and adaptable communities.	2026 - 2029
1.6 - Manage and upgrade Council's public buildings and community centres.	Preparation and review of Council buildings strategy for future arrangements.	Director of Infrastructure	Strategy D.3 - Our local character is maintained through the protection and preservation of historic buildings. Strategy E.5 - Manage assets in a proactive way across their lifespan within resources limitations. 2. Community liaison to preserve and enhance community facilities.	2026 - 2029
1.7 - The wellbeing of local people is supported through the provision of local recreation and community services.	Provide funding for existing libraries, swimming pools and open space facilities.	All three Council Department Directors	Strategy A.2 - Our sports, recreation, community and service groups are supported. Strategy A.5 - Encourage creative expression through arts and culture. 2. Community liaison to preserve and enhance community facilities.	2026 - 2029

CSP STRATEGIC PILLAR NO. 2 - ENVIRONMENT

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
2.1 – Our community works together to protect and preserve our biodiversity and natural environment.	Deliver Council’s biodiversity duty in line with the South East regional Strategic Weed Management Plan 2023-2027 to protect our agricultural land and enhance our natural systems.	Director of Environment and Planning	Strategy C.1 - Protect and enhance the existing natural environment, including flora and fauna native to the region. Strategy C.2 - Implement effective integrated weed and pest animal management. 3. A healthy natural environment.	2026 - 2029
2.2 - A robust planning framework supports the needs and identity of our community and natural environment.	Ensure new developments meet the aim and objectives of the Local Environment Plan and Development Control Plan.	Director of Environment and Planning	Strategy C.6 - Maintain a balance between growth, development, environmental protection agriculture through sensible planning. Strategy C.7 - Consider community feedback, local character and identity, economic factors and social impact in planning decisions. Strategy C.8 - Encourage positive social and environmental contributions from developers. 4. A prosperous economy with the balanced use of our land.	2026 - 2029
2.3 - We are resilient to a changing climate through adaptation and mitigation.	Employ practices and deliver projects that minimise our contribution to climate change and result in positive outcomes for our environment.	Director of Environment and Planning	Strategy C.4 - Investigate and implement approaches to reduce our carbon footprint. Strategy C.5 - Lead climate mitigation and adaptation 3. A healthy natural environment.	2026 - 2029

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
2.4 - Support biodiversity initiatives to maintain and improve natural resources.	Support biodiversity conservation and sustainability by facilitating partnerships, providing education, and implementing local initiatives that align with regional and state environmental objectives and Council's resources.	Director of Environment and Planning	Strategy C.3 - Protect and rehabilitate waterways and catchments. 2. Community liaison to preserve and enhance community facilities.	2026 - 2029
2.5 - Improve water supply and sewerage facilities to towns.	Provide and manage an integrated network of water and sewer systems that meets community needs and protects our environment.	Director of Environment and Planning	Strategy D.9 - Provide high quality reliable water supply to communities. Strategy D.10 - Provide safe and efficient sewerage services to communities. 2. A healthy natural environment.	2026 - 2029
2.6 - Promote and support initiatives and efficiencies in waste and recycling while delivering high standard, cost-effective waste management services.	Develop a waste strategy that investigates options for efficiencies and improved diversion opportunities.	Director of Environment and Planning	Strategy D.11 - Our recycling and waste management practices are accessible and efficient. 7. Responsible and efficient use of resources.	2026 - 2027

CSP STRATEGIC PILLAR NO. 3 - ECONOMY

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
3.1 – Prioritise Financial viability of Council.	Long-term Financial Planning model implemented.	Director of Finance and Administration	Strategy E.3 - Manage resources in a responsible manner that supports the ongoing viability of Council. 7. Responsible and efficient use of resources.	Reviewed annually 2026 - 2029
3.2 - Prudent financial management.	Achieve Financial Statements performance benchmarks.	Director of Finance and Administration	Strategy E.4 - Seek out and pursue income generating opportunities for Council. 8. Transparent and accountable governance.	Reviewed annually 2026 - 2029
3.3 - Encourage sustainable population growth and provision of associated infrastructure.	Implementation of Southern Tablelands Regional Economic Development Strategy (REDS).	Chief Executive Officer	Strategy B.1 - Promote the region as an ideal location for businesses and industry. Strategy E.6 - Our community is empowered to access engagement opportunities and provide input into the future direction of the region. 4. A prosperous economy with the balanced use of our land.	2026 - 2029
3.4 - Assist facilitation of employment opportunities.	Council support employment of younger demographic as apprenticeships/ traineeships/ cadetships and seek grant funding for this purpose.	Chief Executive Officer and Director of Finance and Administration	Strategy B.6 - Support our young people to access surrounding education, training and employment pathways. Strategy B.7 - Enhance economic conditions to create new jobs and support the attraction of skilled employees. 7. Responsible and efficient use of resources.	2026 - 2029
3.5 - Promote tourism opportunities.	Marketing and promotion is timely, professional, informative and responsive to user needs. Capitalise on Canberra Region brand opportunities.	Chief Executive Officer	Strategy B.4 - Develop our tourism experiences and offering to harness marketing and attraction opportunities. 2. Community liaison to preserve and enhance community facilities.	2026 - 2029

CSP STRATEGIC PILLAR NO. 4 – INFRASTRUCTURE

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
4.1 - Improve local road and regional road transport networks.	Manage road assets to ensure public safety. Road Hierarchy reviewed and reported to Council. Pavement rehabilitation on regional roads.	Director of Infrastructure	Strategy D.1 - Plan for, maintain and improve road corridor networks. Strategy D.2 - Enhance our public, community and active transport links to make moving around our Shire easy. 7. Responsible and efficient use of resources.	2026 - 2029
4.2 - Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Asset Management Plans and Asset Strategies by each Asset Class are developed and recommendations implemented.	Director of Infrastructure	Strategy D.6 - Our community facilities are well-managed, accessible and fosters healthy and connected living. Strategy E.5 - Manage assets in a proactive way across their lifespan within resources limitations. 2. Community liaison to preserve and enhance community facilities.	2026 - 2029
4.3 - Bitumen sealing all urban streets in towns.	Prepare 4 year road capital works program budget and review works priorities annually.	Director of Infrastructure	Strategy D.1 - Plan for, maintain and improve road corridor networks. 1. A built environment enhancing the lifestyle of a diverse community.	2026 - 2029 Annual program
4.4 - Lobby for improved mobile telephone, broadband services and NBN network upgrades.	Advocate Federal Government agencies to ensure regional and rural areas are included in the roll out of technological initiatives.	Chief Executive Officer	Strategy D.12 - Reduce mobile telephone blackspot areas. Strategy D.13 - Deliver better mobile phone coverage and faster and more reliable internet services. 1. A built environment enhancing the lifestyle of a diverse community.	2026 - 2029

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
4.5 - Develop new and upgrade existing footpaths and cycleway networks.	Implement the Pedestrian Access and Mobility Plan (PAMP) to create links to community services in conjunction with NSW Government Stronger Country Communities Fund program.	Director of Infrastructure	Strategy D.8 - Provide and maintain inclusive sports and recreation facilities for active lifestyles. 1. A built environment enhancing the lifestyle of a diverse community.	2026 - 2029
4.6 - Upgrade stormwater and kerb and guttering in towns.	Stormwater Management Plans created and recommendations progressively implemented in a 4 year capital works budget.	Director of Infrastructure	Strategy D.1 - Plan for, maintain and improve road corridor networks. Strategy E.5 - Manage assets in a proactive way across their lifespan within resources limitations. 2. A healthy natural environment.	2026 - 2029
4.7 - Maintain and upgrade bridges on local and regional roads.	Implementation of bridge maintenance programs. Replace ageing bridges with funding to be sourced from external funding bodies.	Director of Infrastructure	Strategy D.1 - Plan for, maintain and improve road corridor networks. Strategy E.5 - Manage assets in a proactive way across their lifespan within resources limitations. 7. Responsible and efficient use of resources.	2026 - 2029
4.8 Transport link priority projects to State Parks including the Wombeyan Caves Road, Tablelands Way and Grabine Road reconstruction and upgrade to facilitate economic benefits to the region.	Pursue grant funding opportunities that deliver on the pursuit of regional economic growth benefits. Deliver grant projects and improve road infrastructure assets with potential to stimulate the local economy and grow businesses.	Director of Infrastructure	Strategy D.2 - Enhance our public, community and active transport links to make moving around our Shire easy. Strategy B.4 - Develop our tourism experiences and offering to harness marketing and attraction opportunities. 4. A prosperous economy with the balanced use of our land.	2026 - 2029

CSP STRATEGIC PILLAR NO. 5 – CIVIC LEADERSHIP

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
5.1 - Participate in resource sharing initiatives.	Report projects to Council every year. Achieve annualised \$ savings through participation in Canberra Region Joint Organisation (CRJO) projects.	Chief Executive Officer and Director of Finance and Administration	Strategy E.2 - Council actively participates in regional bodies to identify innovations and opportunities for our region. Strategy E.1 - Council practices and processes are well-governed, efficient, and meet legislative requirements. 7. Responsible and efficient use of resources.	Reviewed annually 2026 - 2029
5.2 - Promote community engagement and involvement in decision making processes.	Regular community meetings and Committees of Council outcomes achieved. Community Survey undertaken every four years.	Chief Executive Officer and Director of Finance and Administration	Strategy E.6 - Our community is empowered to access engagement opportunities and provide input into the future direction of the region. Strategy E.7 - Residents have access to timely, relevant and accurate information on matters that affect them. 6. Resilient and adaptable communities.	2026 - 2029
5.3 - Leadership and commitment to integrated planning and reporting (IP&R).	Council's IP&R documents clearly articulate the Council's direction across all strategy platforms and performance management efficiency is evident to the community.	Chief Executive Officer and Director of Finance and Administration	Strategy E.1 - Council practices and processes are well-governed, efficient, and meet legislative requirements. Strategy E.2 - Council actively participates in regional bodies to identify innovations and opportunities for our region. Strategy E.3 - Manage resources in a responsible manner that supports the ongoing viability of Council. 8. Transparent and accountable governance.	Reviewed annually 2026 - 2029

**UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL EXPENDITURE BUDGET - 2026/2027 to 2029/2030
Capital Expenditure - Acquisition/Renewal of Assets**

Job Description	Funding Source	Budget Estimate 2026/2027	Budget Estimate 2027/2028	Budget Estimate 2028/2029	Budget Estimate 2029/2030	Total 4 Year Delivery Program
GENERAL FUND						
1.COMMUNITY						
<i>Public Libraries</i>						
Crookwell and Gunning Libraries - Computers, Printers, Licences	RR	10,000	10,000	10,000	10,000	40,000
Crookwell and Gunning Libraries - Office Equipment, Furniture & Fittings	RR	5,000	5,000	5,000	5,000	20,000
Library books	RR	44,000	45,320	46,680	48,080	184,080
Crookwell Library including Memorial Hall - Upgrade fire control management devices	RR		50,000			50,000
Gunning Library- Disabled access ramp and access improvements	RR		150,000			150,000
Library buildings - painting and patching	RR	80,000				80,000
<i>Public Halls, Cultural Services, Community Centres and Museums</i>						
Banfield House- access ramp	RR		110,000			110,000
Gunning Hall- Toilet upgrades	RR			160,000		160,000
Gunning Tony Foley centre- Building 2 flood damage reconstruction	RR			50,000		50,000
Gunning Court House - roof restoration	R		70,000			70,000
Senior Citizens Centre- Rear egress disability ramp	RR		60,000			60,000
Extension of water connection within the Crookwell Dog Park	RR	25,000				25,000
Vandal proofing of power boxes at the Gunning Showgrounds	RR	50,000				50,000
Installation of an irrigation system at Clifton Park	RR	3,000				3,000
Installation of an irrigation system at Crookwell Chambers	RR	15,000				15,000
Installation of a hot water controlled shower system at Barbour Park	RR	10,000				10,000
Extension of town supply water to irrigation pump house at Todkill Park	RR	30,000				30,000
Coleman Park - fencing	94		12,000			12,000
Solar Projects - Community Energy Upgrade Fund (grant funded 50%)	M	502,000				502,000
Crookwell Library						
Council Depot						
Council Chambers						
Gunning Showground						
Streetlights						
Collector Oval – pavilion building rising damp remediation	RR		60,000			60,000
Dalton Oval- Amenities lighting and septic system upgrade	RR			50,000		50,000
Memorial Oval- Restoration of commentators box	RR			20,000		20,000
Total Community Expenditure		774,000	572,320	341,680	63,080	1,751,080

**UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL EXPENDITURE BUDGET - 2026/2027 to 2029/2030
Capital Expenditure - Acquisition/Renewal of Assets**

Job Description	Funding Source	Budget Estimate 2026/2027	Budget Estimate 2027/2028	Budget Estimate 2028/2029	Budget Estimate 2029/2030	Total 4 Year Delivery Program
2. ENVIRONMENT						
Domestic Waste Management (DWM)						
Crookwell Waste Transfer Station (\$1.5m DWM reserve, \$1.2m new borrowings)	M	2,700,000				2,700,000
Loans - Principal Reduction (new borrowings)	R	31,773	33,757	35,866	38,105	139,501
WATER SUPPLY FUND						
Crookwell Water Supply Fund						
Mains Replacement - General	RR	150,000	150,000	150,000	200,000	650,000
Water Plant Fleet Net Replacement Cost - (see Plant Schedule)	R	66,000	20,000	87,000		173,000
Solar Projects - Community Energy Upgrade Fund (grant funded 50%)	M	344,000				344,000
Gunning Water Supply Fund						
Gunning Potable Pump Station	R	80,000	400,000			480,000
Water Mains Replacement - hydrants and valves	RR	100,000	60,000	60,000	70,000	290,000
Solar Projects - Community Energy Upgrade Fund (grant funded 50%)	M	162,000				162,000
Dalton Water Supply Fund						
Water Mains Replacement - hydrants and valves	RR	20,000	20,000	20,000	20,000	80,000
Taralga Water Supply Fund						
Solar Projects - Community Energy Upgrade Fund (grant funded 50%)	M	211,000				211,000
Loan Principal Reduction (Loan 170 - Finalised 9/2/2037)	RR	20,879	22,259	23,644	25,275	92,057
Water Mains Replacement - hydrants and valves	RR	30,000	30,000	30,000	30,000	120,000
Total Water Supply Services Expenditure		1,183,879	702,259	370,644	345,275	2,602,057
SEWERAGE FUND						
Crookwell Sewerage Fund						
Sewer Main Rehabilitation/Renewal and condition assessment	RR	200,000	200,000	200,000	200,000	800,000
Sewer Plant Fleet Net Replacement Cost - (see Plant Schedule)	R		100,000			100,000
IT Systems upgrade	RR	10,000				10,000
UV Disinfection System	R			2,300,000		2,300,000
Solar Projects - Community Energy Upgrade Fund (grant funded 50%)	M	949,000				949,000
Gunning Sewerage Fund						
Gunning STP Inlet works upgrade	R	15,000	150,000			165,000
Sewer Main Rehabilitation/Renewal and condition assessment	RR	100,000	100,000	100,000	100,000	400,000
Grosvenor St Pump station upgrade	R	35,000	120,000			155,000
Solar Projects - Community Energy Upgrade Fund (grant funded 50%)	94	120,000				120,000
Taralga Sewerage Fund						
Taralga Cooper Street SPS Rehabilitation	R	130,000				130,000
Loan Principal Reduction (Loan 170 - Finalised 9/2/2037)	RR	4,876	5,198	5,522	5,903	21,500
Irrigation system replacement	R	195,500	80,500			276,000
Sludge removal clarifier/press	R		85,000			85,000
Storage dam repairs including riprap remediation	R			45,000		45,000
Sewer Main Rehabilitation/Renewal and condition assessment	RR	40,000	10,000	10,000	10,000	70,000
Macarthur Street Sewer Extension	R	50,000				50,000
Total Sewerage Services Expenditure		1,849,376	850,698	2,660,522	315,903	5,676,500
Total Environment Expenditure		5,765,029	1,586,714	3,067,032	699,283	11,118,058

**UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL EXPENDITURE BUDGET - 2026/2027 to 2029/2030
Capital Expenditure - Acquisition/Renewal of Assets**

Job Description	Funding Source	Budget Estimate 2026/2027	Budget Estimate 2027/2028	Budget Estimate 2028/2029	Budget Estimate 2029/2030	Total 4 Year Delivery Program
GENERAL FUND						
3. ECONOMY						
<i>Financial Services</i>						
Authority procurement system implementation	RR	15,000				15,000
Authority cemetery management system implementation	RR	55,000				55,000
Content Manager (TRIM) upgrade	RR	10,000				10,000
Loans - Principal Reduction (Loan 173 Memorial Oval - Finalised 28/06/2029)	RR	107,065	110,121	113,322		330,508
Loans - Principal Reduction (Loan 174 Timber Bridges 2019-2020)	RR	213,036	218,518	224,055	230,442	886,050
Loans - Principal Reduction (Loan 175 - Timber Bridges 2020-2021)	RR	100,931	102,960	105,134	107,332	416,357
Loans - Principal Reduction (Loan 176 - MAAC Crookwell 2021-2022)	RR	47,496	49,149	51,181	53,182	201,008
Loans - Principal Reduction (Loan 177 - MAAC Crookwell Pool 2023-2024)	RR	85,926	90,815	96,045	101,548	374,334
<i>Administration and Corporate Support</i>						
Crookwell Administration Office - Disabled Ramp to Main Reception (Transfer from Reserve)	M	180,000				180,000
Council Chambers and Admin Offices - Carpet replacement, painting/window rectification	R		130,000			130,000
<i>Information Technology</i>						
IT - CRM implementation	RR		50,000			50,000
IT - Civica Authority Altitude enterprise management system upgrade	RR			155,000		155,000
IT - Councillor IT equipment uplift (Microphones, Laptops & Cameras)	RR	20,000	20,000			40,000
IT - Hardware PCs (includes 2nd monitor + Office software)	RR	40,000	40,000	40,000	40,000	160,000
IT - Servers Replacement/Upgrade (4-year renewal)	RR	90,000				90,000
IT - Smart Phones and Tablets	RR	17,500	15,000	15,000	15,000	62,500
IT - Devices for Directors	RR	10,000				10,000
Total Economy Expenditure		991,955	826,562	799,736	547,504	3,165,757

**UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL EXPENDITURE BUDGET - 2026/2027 to 2029/2030
Capital Expenditure - Acquisition/Renewal of Assets**

Job Description	Funding Source	Budget Estimate 2026/2027	Budget Estimate 2027/2028	Budget Estimate 2028/2029	Budget Estimate 2029/2030	Total 4 Year Delivery Program
GENERAL FUND						
4. INFRASTRUCTURE						
<i>Roads, Bridges, Cycleways, Footpaths and Kerb and Guttering</i>						
<i>Urban Local Roads</i>						
<u>Urban Unsealed Rd - Road Reconstruction and Sealing</u>						
Hay/Prell St, Crookwell - Continue sealing of the existing unsealed road - 0.600km	RR	180,000				180,000
Suffolk Street, Binda	RR			180,000		180,000
<u>Urban Sealed Rd - Road Pavement Rehabilitation</u>						
King Road - Crookwell	RR	350,000				350,000
Urban Sealed Roads - Bitumen Resealing	RR	180,000	190,000	190,000	190,000	750,000
<u>Roads to Recovery</u>						
Roads to Recovery Annual Grant Program \$1.825m (future 3 years TBD)	OG		2,134,979	2,867,287	2,400,000	7,402,266
- Gravel Resheeting - Peelwood Rd	OG	120,000				120,000
- Gravel Resheeting - Rugby Rd	OG	120,000				120,000
- Gravel Resheeting - Grabine Rd	OG	120,000				120,000
<u>Roads to Recovery - Rural Sealed Road Pavement Rehabilitation</u>						
Rural Local Sealed Road - Pavement Rehabilitation Bigga Road	OG	732,309				732,309
Rural Local Sealed Road - Pavement Rehabilitation Reids Flat Road	OG	732,308				732,308
Rural Local Sealed Road - Pavement Rehabilitation Golspie Road	OG		732,308			732,308
<u>Rural Local Roads</u>						
Gravel Resheeting Rural Local Roads (Transfer from Sec. 7.11 Reserve)	94	250,000	250,000	250,000	250,000	1,000,000
Rural Local Sealed Road - Bitumen Resealing (30 year cycle)	RR	540,000	560,000	560,000	560,000	2,220,000
Rugby Road, Bevendale (Black Spot Program design commencing 2025-2026)	CG	1,500,000				1,500,000
<u>Regional Roads</u>						
Sealing unsealed section on Wombeyan Caves Road (100% grant funded)	OG	820,000				820,000
Resealing Program (RMS Block Grant funded)	OG	550,000	550,000	550,000	550,000	2,200,000
Heavy Patching (RMS Block Grant)	OG	332,000	332,000	332,000	332,000	1,328,000
<u>Footpaths and Cycleways</u>						
Warrataw Street - (Cullivan Street to Lerida Street) - Gunning (grant funded 100%)	CG	140,000				140,000
Traffic & Transport Cycleway Program - (100% RMS funded)	CG	20,000	20,000	20,000	20,000	80,000
<u>Kerb and Guttering</u>						
Kerb & Gutter - King Rd - (High School back gate to Crown Street on high school side)	RR	300,000				300,000
Lin Cooper Crookwell Footpath Works (grant funded 100%)	CG	196,000				196,000
Kerb & Gutter Capital Renewal Program (100% ULSC Funded)	RR	50,000	50,000	50,000	50,000	200,000

**UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL EXPENDITURE BUDGET - 2026/2027 to 2029/2030
Capital Expenditure - Acquisition/Renewal of Assets**

Job Description	Funding Source	Budget Estimate 2026/2027	Budget Estimate 2027/2028	Budget Estimate 2028/2029	Budget Estimate 2029/2030	Total 4 Year Delivery Program
Public Cemeteries						
Land acquisition - Gunning Cemetery	RR		200,000			200,000
Stormwater and Drainage						
Court Street, Taralga - Stormwater Upgrade (Stormwater Reserves, future years TBD)	R	100,000	100,000	100,000	100,000	400,000
Housing						
Staff Accommodation Capital Replacements/Improvements (3 Houses)	R	60,000	50,000	30,000	30,000	170,000
Plant and Equipment Operations						
Motor Vehicle Net Replacement Cost - (see Motor Vehicle Schedule)	RR	324,000	394,000	310,000	394,000	1,422,000
Heavy Plant Fleet Net Replacement Cost - (see Plant Schedule)	RR	1,621,500	1,418,000	1,274,000	1,370,000	5,683,500
Workshop Plant and Tools	RR	4,000	4,000	5,000	5,000	18,000
Total Infrastructure Expenditure		9,342,117	6,985,287	6,718,287	6,251,000	29,296,691
GENERAL FUND						
5. CIVIC LEADERSHIP						
Real Estate Development						
Caravan Parks						
New accessible friendly cabin	R	200,000				200,000
Tourism Promotion and Business						
Total Civic Leadership Expenditure		200,000				200,000
Total Capital Works Expenditure		17,073,101	9,970,883	10,926,736	7,560,867	45,531,586

**UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL EXPENDITURE BUDGET - 2026/2027 to 2029/2030
Capital Expenditure - Acquisition/Renewal of Assets**

Job Description	Funding Source	Budget Estimate 2026/2027	Budget Estimate 2027/2028	Budget Estimate 2028/2029	Budget Estimate 2029/2030	Total 4 Year Delivery Program
<u>Capital Works Funding by Fund:-</u>						
General Fund Expenditure		11,308,072	8,384,169	7,859,703	6,861,584	34,413,528
DWM Fund Expenditure		2,731,773	33,757	35,866	38,105	2,839,501
Water Supply Funds Expenditure		1,183,879	702,259	370,644	345,275	2,602,057
Sewerage Funds Expenditure		1,849,376	850,698	2,660,522	315,903	5,676,500
Total of All Funds Expenditure		17,073,101	9,970,883	10,926,736	7,560,867	45,531,586
<u>Capital Works Funding by Source:-</u>						
Transfer from Reserves		2,461,500	1,305,500	2,562,000	130,000	6,459,000
Section 7.11		1,394,000	262,000	250,000	250,000	2,156,000
Grants and Contributions - Capital		3,820,000	20,000	20,000	20,000	3,880,000
Loans and Borrowings		1,200,000				1,200,000
Total Capital Works Funded by Capital Income		8,875,500	1,587,500	2,832,000	400,000	13,695,000
Grants and Contributions - Operating		2,706,617	3,749,287	3,749,287	3,282,000	13,487,191
Recurrent Revenue		5,490,984	4,634,096	4,345,449	3,878,867	18,349,395
Total Capital Works Funding		17,073,101	9,970,883	10,926,736	7,560,867	45,531,586

**UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2026/2027 to 2029/2030
Grants and Contributions Provided for Capital Purposes**

Job Description	Funding Source	Budget Estimate 2026/2027	Budget Estimate 2027/2028	Budget Estimate 2028/2029	Budget Estimate 2029/2030	Total 4 Year Delivery Program
<u>GENERAL FUND</u>						
1.COMMUNITY						
<i>Public Halls, Cultural Services, Community Centres and Museums</i>						
Gunning Court House - roof restoration	E		\$70,000			\$70,000
<i>Sporting Grounds and Parks and Gardens</i>						
Coleman park - fencing	94E		\$12,000			\$12,000
<i>Swimming Pools</i>						
Solar Projects - Community Energy Upgrade Fund (grant funded 50%)	M	\$502,000				\$502,000
Total Community Income			\$502,000	\$82,000		\$584,000

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2026/2027 to 2029/2030
Grants and Contributions Provided for Capital Purposes

Job Description	Funding Source	Budget Estimate 2026/2027	Budget Estimate 2027/2028	Budget Estimate 2028/2029	Budget Estimate 2029/2030	Total 4 Year Delivery Program
<u>GENERAL FUND</u>						
2. ENVIRONMENT						
<i>Town Planning and Development Control</i>						
<i>Section 7.11 - Development Contributions</i>						
Open Space	7.111	\$35,800	\$36,900	\$38,000	\$39,140	\$149,840
Bushfire	7.111	\$47,800	\$49,200	\$50,700	\$52,221	\$199,921
Community Facilities/Amenities	7.111	\$59,600	\$61,400	\$63,200	\$65,096	\$249,296
Roads/Traffic Construction	7.111	\$477,600	\$491,900	\$506,700	\$521,901	\$1,998,101
Extractive Industries	7.111	\$18,000	\$18,500	\$19,100	\$19,673	\$75,273
Plan Administration	7.111	\$9,600	\$9,900	\$10,200	\$10,506	\$40,206
<i>Domestic Waste Management (DWM)</i>						
Section 94 Contribution - Garbage Disposal and Facilities	7.111	\$19,100	\$19,700	\$20,300	\$20,909	\$80,009
Crookwell Waste Transfer Station	M	\$2,700,000				\$2,700,000

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2026/2027 to 2029/2030
Grants and Contributions Provided for Capital Purposes

Job Description	Funding Source	Budget Estimate 2026/2027	Budget Estimate 2027/2028	Budget Estimate 2028/2029	Budget Estimate 2029/2030	Total 4 Year Delivery Program
WATER SUPPLY FUND						
<i>Crookwell Water Supply Fund</i>						
Water Section 64 Development Contributions	7.11I	\$33,700	\$34,700	\$35,700	\$36,771	\$140,871
Water Plant Fleet Net Replacement Cost - (see Plant Schedule)	R	\$66,000	\$20,000	\$87,000		\$173,000
Solar Projects - Community Energy Upgrade Fund (grant funded 50%)	7.11E	\$344,000				\$344,000
<i>Gunning Water Supply Fund</i>						
Water Section 64 Development Contributions	7.11I	\$19,900	\$20,500	\$21,100	\$21,733	\$83,233
Gunning Potable Pump Station	R	\$80,000	\$400,000			\$480,000
Solar Projects - Community Energy Upgrade Fund (grant funded 50%)	7.11E	\$162,000				\$162,000
<i>Dalton Water Supply Fund</i>						
Water Section 64 Development Contributions	7.11I	\$3,000	\$3,100	\$3,200	\$3,296	\$12,596
<i>Taralga Water Supply Fund</i>						
Water Section 64 Development Contributions	7.11I	\$12,100	\$12,500	\$12,900	\$13,287	\$50,787
Solar Projects - Community Energy Upgrade Fund (grant funded 50%)	G	\$211,000				\$211,000
Total Water Supply Services Income		\$931,700	\$490,800	\$159,900	\$75,087	\$1,657,487

**UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2026/2027 to 2029/2030
Grants and Contributions Provided for Capital Purposes**

Job Description	Funding Source	Budget Estimate 2026/2027	Budget Estimate 2027/2028	Budget Estimate 2028/2029	Budget Estimate 2029/2030	Total 4 Year Delivery Program
SEWERAGE FUND						
<i>Crookwell Sewerage Fund</i>						
Sewerage Section 64 Development Contributions	94I	\$26,900	\$27,700	\$28,500	\$29,355	\$112,455
Sewer Plant Fleet Net Replacement Cost - (see Plant Schedule)	R		\$100,000			\$100,000
Solar Projects - Community Energy Upgrade Fund (grant funded 50%)	7.11E	\$949,000				\$949,000
UV Disinfection System	R			\$2,300,000		\$2,300,000
<i>Gunning Sewerage Fund</i>						
Sewerage Section 64 Development Contributions	7.11I	\$10,800	\$11,100	\$11,400	\$11,742	\$45,042
Solar Projects - Community Energy Upgrade Fund (grant funded 50%)	R	\$120,000				\$120,000
Gunning STP Inlet works upgrade	R	\$15,000	\$150,000			\$165,000
Grosvenor St Pump station upgrade	R	\$35,000	\$120,000			\$155,000
<i>Taralga Sewerage Fund</i>						
Sewerage Section 64 Development Contributions	7.11I	\$7,200	\$7,400	\$7,600	\$7,828	\$30,028
Taralga Cooper Street SPS Rehabilitation	R	\$130,000				\$130,000
Irrigation system replacement	R	\$195,500	\$80,500			\$276,000
Sludge removal clarifier/press	R		\$85,000			\$85,000
McArthur Street Sewer Extension	R	\$50,000				\$50,000
Storage dam repairs including riprap remediation	R			\$45,000		\$45,000
Total Sewerage Services Income		\$1,539,400	\$581,700	\$2,392,500	\$48,925	\$4,562,525
Total Environment Income		\$5,838,600	\$1,760,000	\$3,260,600	\$853,458	\$11,712,658

**UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2026/2027 to 2029/2030
Grants and Contributions Provided for Capital Purposes**

Job Description	Funding Source	Budget Estimate 2026/2027	Budget Estimate 2027/2028	Budget Estimate 2028/2029	Budget Estimate 2029/2030	Total 4 Year Delivery Program
<u>GENERAL FUND</u>						
3. ECONOMY						
<i>Administration and Corporate Support</i>						
Crookwell Administration Office - Disabled Ramp to Main Reception (Transfer from Reserve)	R	\$30,000				\$30,000
Council Chambers and Admin Offices - Carpet replacement, painting/window rectification	R		\$130,000			\$130,000
Total Economy Income		\$30,000	\$130,000			\$160,000
<u>GENERAL FUND AND DWM FUND</u>						
4. INFRASTRUCTURE						
<i>Roads, Bridges, Cycle ways, Footpaths and Kerb and Guttering</i>						
<i>Rural Local Roads</i>						
Gravel Resheeting Roads (Transfer from Sec. 7.11 Reserve)	94E	\$250,000	\$250,000	\$250,000	\$250,000	\$1,000,000
Rugby Road, Bevendale (Black Spot Program design commencing 2025-2026)	G	\$1,500,000				\$1,500,000
<i>Regional Roads</i>						
Sealing unsealed section on Wombeyan Caves Road (100% grant funded)	G	\$820,000				\$820,000
<i>Footpaths and Cycleways</i>						
Traffic & Transport Cycleway Program - (100% RMS funded)	G	\$20,000	\$20,000	\$20,000	\$20,000	\$80,000
<i>Kerb and Guttering</i>						
Warrataw Street - (Cullivan Street to Lerida Street) - Gunning (grant funded 100%)	G	\$140,000				\$140,000
Lin Cooper Crookwell Footpath Works (grant funded 100%)	G	\$196,000				\$196,000
<i>Stormwater and Drainage</i>						
Stormwater Upgrade (Stormwater Reserves)	R	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
<i>Housing</i>						
Staff Accommodation Capital Replacements/Improvements (3 Houses)	R	\$60,000	\$50,000	\$30,000	\$30,000	\$170,000
Total Infrastructure Income		\$3,086,000	\$420,000	\$400,000	\$400,000	\$4,306,000

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2026/2027 to 2029/2030
Grants and Contributions Provided for Capital Purposes

Job Description	Funding Source	Budget Estimate 2026/2027	Budget Estimate 2027/2028	Budget Estimate 2028/2029	Budget Estimate 2029/2030	Total 4 Year Delivery Program
GENERAL FUND						
5. CIVIC LEADERSHIP						
<i>Real Estate Development</i>						
<i>Caravan Parks</i>						
New accessible friendly cabin (funded by Buildings reserve)	R	\$200,000				\$200,000
<i>Tourism Promotion and Business</i>						
Total Civic Leadership Income		\$200,000				\$200,000
Total Capital Grants and Contributions Income, Transfers from Reserves & Loans						
		\$9,656,600	\$2,392,000	\$3,660,600	\$1,253,458	\$16,962,658
Direct Funding Towards Capital Works						
Total Transfers from Reserves		\$2,461,500	\$1,305,500	\$2,562,000	\$130,000	\$6,459,000
Total Section 7.11 Transfers from Reserve		\$1,394,000	\$262,000	\$250,000	\$250,000	\$2,156,000
Total Loans		\$1,200,000				\$1,200,000
Total Capital Grants and Contributions Income		\$3,820,000	\$20,000	\$20,000	\$20,000	\$3,880,000
Total Direct Funding Towards Capital Works		\$8,875,500	\$1,587,500	\$2,832,000	\$400,000	\$13,695,000
Total Section 7.11 Contributions Received - Not Funding This Years Capital Works		\$781,100	\$804,500	\$828,600	\$853,458	\$3,267,658
Total Capital Grants and Contributions Income, Transfers from Reserves & Loans		\$9,656,600	\$2,392,000	\$3,660,600	\$1,253,458	\$16,962,658

Heavy Plant Replacement Schedule - 2026/2027

Fund	Plant No.	Rego Number	Plant Description	Hours/ Kms	Year	Purchase	Trade	Change Over Cost
DWM	73	K71827	Mower trailer (waste)	N/A	1982	\$ 15,000	\$ 2,000	\$ 13,000
G	287	S52800	6 Man Caravan (gravel pits)	N/A	2003	\$ 100,000	\$ 4,000	\$ 96,000
G	308	75187D	Loader (replacing New Holland Tractor)	7,000	2001	\$ 250,000	\$ 20,000	\$ 230,000
G	493	TM09AH	12 Man Caravan (Team Leader - Construction)	N/A	2007	\$ 100,000	\$ 4,000	\$ 96,000
G	494	S52846	12 Man Caravan (Team Leader - Construction)	N/A	2007	\$ 100,000	\$ 4,000	\$ 96,000
G	499	S52849	6 Man Caravan (Gunning Maintenance)	N/A	2007	\$ 100,000	\$ 4,000	\$ 96,000
G	556	W59575	Traffic Light Set	N/A	2010	\$ 30,000	\$ 2,000	\$ 28,000
G	651	78862D	BL71B Backhoe Loader	5,750	2012	\$ 270,000	\$ 40,000	\$ 230,000
G	726	CJ31KO	Isuzu Tipper Truck	190,000	2016	\$ 210,000	\$ 65,000	\$ 145,000
G	729	TB37XB	3 Axle Plant Trailer	N/A	2016	\$ 150,000	\$ 50,000	\$ 100,000
G	749	CL96HA	Hino Crew Cab T Top Truck	190,000	2017	\$ 120,000	\$ 30,000	\$ 90,000
G	767	CQ39WW	Grader Transport Single cab Truck 2x4	160,000	2018	\$ 120,000	\$ 30,000	\$ 90,000
G	798	86216D	Cat CS56B Roller	3,750	2020	\$ 220,000	\$ 50,000	\$ 170,000
G	861	17940E	Cub Cadet Pro-Z154S (Bigga)	N/A	2021	\$ 30,000	\$ 5,000	\$ 25,000
G	911	52362E	Toro Z master with grass catcher	650	2023	\$ 35,000	\$ 8,000	\$ 27,000
DWM	913	52361E	Cub Cadet Pro-Z 154S (Waste)	250	2023	\$ 35,000	\$ 4,000	\$ 31,000
G	956	N/A	GPS survey equipment set	N/A	2012	\$ 60,000	\$ 5,000	\$ 55,000
G	N/A	N/A	Spray unit for Plant 802	N/A	2000	\$ 50,000	\$ 2,500	\$ 47,500
Total Heavy Plant & Equipment						\$ 1,995,000	\$ 329,500	\$ 1,665,500

Motor Vehicle Replacement Schedule - 2026/2027

Fund	Plant No.	Rego Number	Current Vehicle	Hours/ Kms	Year	Purchase	Trade	Change Over Cost
G	775	CR16EK	Isuzu 2WD Single Cab Dmax (Road survey)	95,000	2018	\$ 50,000	\$ 15,000	\$ 35,000
G	780	CR35MG	Isuzu 4WD Single Cab Dmax (Weeds escort)	80,000	2018	\$ 50,000	\$ 18,000	\$ 32,000
G	783	CR50QF	Subaru Forester (pool car)	115,000	2018	\$ 42,000	\$ 12,000	\$ 30,000
G	802	CU94CJ	Holden Colorado 4x4 (Gunning Weeds)	112,000	2019	\$ 50,000	\$ 22,000	\$ 28,000
G	813	CV39LE	Holden Trailblazer (pool car)	180,000	2019	\$ 42,000	\$ 12,000	\$ 30,000
W	816	CW39HV	Isuzu D-max 4X4 Space Cab (Gunning Water)	120,000	2019	\$ 55,000	\$ 22,000	\$ 33,000
G	819	CW77SX	Subaru Forester Premium	140,000	2020	\$ 42,000	\$ 15,000	\$ 27,000
DWM	833	DA69LV	Mitsubishi Triton single cab 4x4	115,000	2021	\$ 55,000	\$ 18,000	\$ 37,000
W	834	CZ35EJ	Isuzu D-Max Taralga Water	130,000	2021	\$ 55,000	\$ 22,000	\$ 33,000
G	867	DB40TI	Nissan Navara Dual Cab Chassis	110,000	2021	\$ 52,000	\$ 25,000	\$ 27,000
G	868	DB41TI	Nissan Navara Dual Cab Chassis	160,000	2021	\$ 52,000	\$ 25,000	\$ 27,000
G	874	DD67EJ	Toyota Kluger GX AWD	100,000	2022	\$ 60,000	\$ 28,000	\$ 32,000
G	887	FFQ93S	Isuzu D-Max	100,000	2024	\$ 52,000	\$ 28,000	\$ 24,000
G	892	DE74UO	Toyota Prado	100,000	2023	\$ 70,000	\$ 38,000	\$ 32,000
Total Motor Vehicles						\$ 727,000	\$ 300,000	\$ 427,000

Summary by Fund

Fund	Fund Description	Purchase	Trade	Change Over Cost
G	General Fund	\$ 2,507,000	\$ 561,500	\$ 1,945,500
W	Water Fund	\$ 110,000	\$ 44,000	\$ 66,000
S	Sewer Fund	\$ -	\$ -	\$ -
DWM	Domestic Waste Management Fund	\$ 105,000	\$ 24,000	\$ 81,000
Total All Funds		\$ 2,722,000	\$ 629,500	\$ 2,092,500

HEAVY PLANT REPLACEMENT SCHEDULE - 2027/2028

Fund	Plant No.	Rego Number	Plant Description	Hours/ Kms	Year	Purchase	Trade	Change Over Cost
S	566	W68204	Seca us Jetting Unit		2010	\$ 100,000	\$ 30,000	\$ 70,000
G	669	Y60282	Tandem Axle Chassis Tipping Trailer	N/A	2013	\$ 120,000	\$ 40,000	\$ 80,000
G	702	78873D	John Deere 4WD Tractor		2009	\$ 80,000	\$ 45,000	\$ 35,000
G	720	TB91BS	Traffic Light Set Master		2016	\$ 35,000	\$ 8,000	\$ 27,000
G	724	78870D	Cat 432F Backhoe Loader		2016	\$ 260,000	\$ 50,000	\$ 210,000
G	728	CK91GB	NPR 65-190 Isuzu Truck Workshop		2016	\$ 150,000	\$ 35,000	\$ 115,000
G	759	75199D	Caterpillar 12M Platform 2 Grader		2018	\$ 620,000	\$ 160,000	\$ 460,000
G	768	XN80EX	Mack 8x4 Water Truck		2018	\$ 330,000	\$ 160,000	\$ 170,000
G	794	CS65ZZ	Isuzu Tipper Truck		2019	\$ 100,000	\$ 30,000	\$ 70,000
G	806	86235-D	Crown CD25 Forklift Gunning Depot		2015	\$ 65,000	\$ 10,000	\$ 55,000
G	821	02415E	Caterpillar CS56B Roller		2020	\$ 230,000	\$ 80,000	\$ 150,000
W	860	11979E	Cub Cadet Pro-Z154S (Gunning W&S)		2021	\$ 25,000	\$ 5,000	\$ 20,000
G	924	60008E	John Deere 60 inch zero turn		2024	\$ 35,000	\$ 12,000	\$ 23,000
G	925	60031E	Cub Cadet Pro-Z 972SD		2024	\$ 35,000	\$ 12,000	\$ 23,000
Total Heavy Plant & Equipment						\$ 2,185,000	\$ 677,000	\$ 1,508,000

MOTOR VEHICLE REPLACEMENT SCHEDULE - 2027/2028

Fund	Plant No.	Rego Number	Current Vehicle	Hours/ Kms	Year	Purchase	Trade	Change Over Cost
S	763	CO34JA	Isuzu 4x4 Space Cab Dmax		2021	\$ 52,000	\$ 22,000	\$ 30,000
G	812	CW54AD	Isuzu D-max 4X4 (Crookwell Weeds)		2019	\$ 50,000	\$ 22,000	\$ 28,000
G	832	CK37FP	Holden 4x4 Single Cab Colorado (Surveyor's)		2021	\$ 55,000	\$ 22,000	\$ 33,000
G	840	DB66BV	Mitsubishi Triton Crew cab 4x4		2021	\$ 55,000	\$ 22,000	\$ 33,000
G	841	DB67BV	Mitsubishi Triton Space/cab 4x4		2021	\$ 55,000	\$ 22,000	\$ 33,000
G	859	DD60EJ	Toyota Hilux (RMCC)		2022	\$ 55,000	\$ 25,000	\$ 30,000
G	893	FFQ93R	Isuzu Mux		2024	\$ 54,000	\$ 25,000	\$ 29,000
G	894	EYP52Q	Subaru Outback		2023	\$ 63,000	\$ 22,000	\$ 41,000
G	899	DH42SG	Dual cab ute (Gunning)		2023	\$ 55,000	\$ 22,000	\$ 33,000
G	900	DG47WC	Dual cab ute (Crookwell)		2023	\$ 55,000	\$ 22,000	\$ 33,000
G	910	FFQ93Q	Kia Carnival		2024	\$ 77,000	\$ 35,000	\$ 42,000
G	921	FJS41G	Isuzu D-Max Dual cab ute		2024	\$ 55,000	\$ 22,000	\$ 33,000
G	905	DH43SG	Pajero Sport		2023	\$ 54,000	\$ 28,000	\$ 26,000
Total Motor Vehicles						\$ 735,000	\$ 311,000	\$ 424,000

Summary by Fund

Fund	Fund	Purchase	Trade	Change Over Cost
G	General Fund	\$ 2,743,000	\$ 931,000	\$ 1,812,000
W	Water Fund	\$ 25,000	\$ 5,000	\$ 20,000
S	Sewer Fund	\$ 152,000	\$ 52,000	\$ 100,000
DWM	Domestic Waste Fund	\$ -	\$ -	\$ -
Total All Funds		\$ 2,920,000	\$ 988,000	\$ 1,932,000

HEAVY PLANT REPLACEMENT SCHEDULE - 2028/2029

Fund	Plant No.	Rego Number	Plant Description	Hours/ Kms	Year	Purchase	Trade	Change Over Cost
G	548	75186D	Volvo Roller		2010	\$ 50,000	\$ 10,000	\$ 40,000
G	797	86225D	Komatsu WA320-8 Front End Loader		2020	\$ 350,000	\$ 120,000	\$ 230,000
G	800	TF72UG	Variable Message Signs		2019	\$ 35,000	\$ 1,000	\$ 34,000
G	801	TF73UG	Variable Message Signs		2019	\$ 35,000	\$ 1,000	\$ 34,000
W	811	N/A	Toro Titan HD 1500		2019	\$ 15,000	\$ 5,000	\$ 10,000
G	823	XN98YV	Dual Cab tipping truck		2021	\$ 220,000	\$ 60,000	\$ 160,000
G	824	XN97YV	Dual Cab tipping truck		2021	\$ 220,000	\$ 60,000	\$ 160,000
G	827	TH91EZ	Sewell tow behind Broom		2021	\$ 50,000	\$ 15,000	\$ 35,000
G	829	XN15ZT	Hino FD 1124 Single cab tipping truck		2021	\$ 220,000	\$ 60,000	\$ 160,000
G	863	20285E	Caterpillar CS56B Roller		2021	\$ 230,000	\$ 70,000	\$ 160,000
G	845	20289E	Caterpillar 432 Backhoe		2022	\$ 270,000	\$ 80,000	\$ 190,000
G	912	52363E	Toro Z master		2023	\$ 35,000	\$ 10,000	\$ 25,000
G	884	34080E	Husqvarna Z560X Mower		2025	\$ 35,000	\$ 12,000	\$ 23,000
G	885	34081E	Husqvarna Z560X Mower		2025	\$ 35,000	\$ 12,000	\$ 23,000
Total Heavy Plant & Equipment						\$ 1,800,000	\$ 516,000	\$ 1,284,000

MOTOR VEHICLE REPLACEMENT SCHEDULE - 2028/2029

Fund	Plant No.	Rego Number	Current Vehicle	Hours/ Kms	Year	Purchase	Trade	Change Over Cost
G	752	CJ63XX	Isuzu 2WD Single Cab Dmax		2017	\$ 50,000	\$ 12,000	\$ 38,000
G	820	CW23SX	Tipping Ute Parks and Gardens		2020	\$ 50,000	\$ 18,000	\$ 32,000
G	822	CY95YT	Tipping Ute Parks and Gardens		2020	\$ 50,000	\$ 18,000	\$ 32,000
G	826	CY96YT	Toyota Hilux cleaning ute		2020	\$ 50,000	\$ 18,000	\$ 32,000
G	938	FSB06H	Subaru Outback		2025	\$ 45,000	\$ 18,000	\$ 27,000
DWM	941	FSB07U	Isuzu MUX		2025	\$ 54,000	\$ 18,000	\$ 36,000
W	858	DB70TI	Mitsubishi Triton		2022	\$ 55,000	\$ 15,000	\$ 40,000
G	872	DB71TI	Mitsubishi Triton		2022	\$ 55,000	\$ 15,000	\$ 40,000
W	889	DJ02PU	Toyota Hilux		2023	\$ 55,000	\$ 18,000	\$ 37,000
G	890	DH75CD	Toyota Hilux		2023	\$ 55,000	\$ 18,000	\$ 37,000
G	901	DK38NI	Isuzu D-Max Space cab		2024	\$ 55,000	\$ 18,000	\$ 37,000
G	902	DJ73CB	Single cab D-Max		2024	\$ 50,000	\$ 15,000	\$ 35,000
Total Motor Vehicles						\$ 624,000	\$ 201,000	\$ 423,000

Summary by Fund

Fund	Fund	Purchase	Trade	Change Over Cost
G	General Fund	\$ 2,245,000	\$ 661,000	\$ 1,584,000
W	Water Fund	\$ 125,000	\$ 38,000	\$ 87,000
S	Sewer Fund	\$ -	\$ -	\$ -
DWM	Domestic Waste Fund	\$ 54,000	\$ 18,000	\$ 36,000
Total All Funds		\$ 2,424,000	\$ 717,000	\$ 1,707,000

HEAVY PLANT REPLACEMENT SCHEDULE - 2029/2030

Fund	Plant No.	Rego Number	Plant Description	Hours/ Kms	Year	Purchase	Trade	Change Over Cost
G	785	TE30QQ	Duro Tank 800L Fuel Trailer		2019	\$ 25,000	\$ 5,000	\$ 20,000
G	786	TE31QQ	Duro Tank 800L Fuel Trailer		2019	\$ 25,000	\$ 5,000	\$ 20,000
G	787	TE32QQ	Duro Tank 800L Fuel Trailer		2019	\$ 25,000	\$ 5,000	\$ 20,000
G	835	12220-E	Komatsu GD555/5 Grader		2021	\$ 600,000	\$ 130,000	\$ 470,000
G	795	XN17KE	Fuso Tipper Truck		2019	\$ 230,000	\$ 65,000	\$ 165,000
G	818	XN44TJ	Freightliner Coronado 114		2020	\$ 400,000	\$ 60,000	\$ 340,000
G	750	TD48CV	3 Axle Dog Tipping Trailer		2017	\$ 130,000	\$ 60,000	\$ 70,000
G	869	29356E	Caterpillar 432 Backhoe		2023	\$ 280,000	\$ 40,000	\$ 240,000
G	911	52362E	Toro Z master with grass catcher 72946		2023	\$ 35,000	\$ 10,000	\$ 25,000
DWM	913	52361E	Cub Cadet Pro-Z 154S (waste)		2026	\$ 35,000	\$ 10,000	\$ 25,000
Total Heavy Plant & Equipment						\$ 1,785,000	\$ 390,000	\$ 1,395,000

MOTOR VEHICLE REPLACEMENT SCHEDULE - 2029/2030

Fund	Plant No.	Rego Number	Current Vehicle	Hours/ Kms	Year	Purchase	Trade	Change Over Cost
G	930	DL91TW	Isuzu D-Max Dual cab		2025	\$ 58,000	\$ 22,000	\$ 36,000
G	931	DL88TW	Isuzu D-Max Dual cab		2025	\$ 58,000	\$ 22,000	\$ 36,000
G	932	DL94TW	Isuzu D-Max Dual cab		2025	\$ 58,000	\$ 22,000	\$ 36,000
G	933	DL90TW	Isuzu D-Max Dual cab		2025	\$ 58,000	\$ 22,000	\$ 36,000
G	934	DL87TW	Isuzu D-Max Dual cab bridge gang		2025	\$ 58,000	\$ 22,000	\$ 36,000
G	935	DL89TW	Isuzu D-Max Dual cab construction		2025	\$ 58,000	\$ 22,000	\$ 36,000
G	939	FSB07F	Mazda BT50 4x4 dual cab		2025	\$ 58,000	\$ 28,000	\$ 30,000
G	940	FSB07C	Mazda BT50 4x4 dual cab		2025	\$ 58,000	\$ 28,000	\$ 30,000
G	942	FSB07W	Isuzu MUX		2025	\$ 56,000	\$ 28,000	\$ 28,000
G	943	FSB07V	Isuzu MUX		2025	\$ 56,000	\$ 28,000	\$ 28,000
G	947	FWE56N	Pajero Sport Exceed		2025	\$ 66,000	\$ 32,000	\$ 34,000
G	950	FWU36C	Isuzu MUX		2025	\$ 56,000	\$ 28,000	\$ 28,000
Total Motor Vehicles						\$ 698,000	\$ 304,000	\$ 394,000

Summary by Fund

Fund	Fund	Purchase	Trade	Change Over Cost
G	General Fund	\$ 2,448,000	\$ 684,000	\$ 1,764,000
W	Water Fund	\$ -	\$ -	\$ -
S	Sewer Fund	\$ -	\$ -	\$ -
DWM	Domestic Waste Fund	\$ 35,000	\$ 10,000	\$ 25,000
Total All Funds		\$ 2,483,000	\$ 694,000	\$ 1,789,000

Loan Outstanding Liabilities 2026/2027

Loan Number	Loan Description	Opening Balance	Principal Repayment	Interest Repayment	Total Instalment	Closing Balance
170	Taralga Sewer Scheme Construction Loan (Pre-Construction Costs)	\$ 398,474	\$ 25,756	\$ 25,679	\$ 51,435	\$ 372,718
173	Crookwell Memorial Oval Sports Centre	\$ 330,508	\$ 107,065	\$ 8,703	\$ 115,769	\$ 223,442
174	Timber Bridge Replacement 2019/2020	\$ 2,132,151	\$ 213,036	\$ 54,481	\$ 267,516	\$ 1,919,115
175	Timber Bridge Replacement 2020/2021	\$ 525,918	\$ 100,931	\$ 10,358	\$ 111,290	\$ 424,986
176	MAAC Crookwell	\$ 1,027,926	\$ 47,496	\$ 39,425	\$ 86,922	\$ 980,429
177	Crookwell Swimming Pool	\$ 842,053	\$ 85,926	\$ 46,374	\$ 132,300	\$ 756,127
178	Proposed - Waste Transfer Station	\$ 1,200,000	\$ 31,773	\$ 73,319	\$ 105,092	\$ 1,168,227
	Total	\$ 6,457,029	\$ 611,984	\$ 258,340	\$ 870,324	\$ 5,845,045

Loan Repayment Estimates by Fund 2026/2027

Fund	Principal Repayment	Interest Repayment	Total Repayments
General Fund	\$ 554,455	\$ 159,342	\$ 713,797
Sewer Fund	\$ 4,876	\$ 4,862	\$ 9,738
Water Fund	\$ 20,879	\$ 20,817	\$ 41,697
Domestic Waste Management Fund	\$ 31,773	\$ 73,319	\$ 105,092
Total	\$ 611,984	\$ 258,340	\$ 870,324

Loan Outstanding Liabilities 2027/2028

Loan Number	Loan Description	Opening Balance	Principal Repayment	Interest Repayment	Total Instalment	Closing Balance
170	Taralga Sewer Scheme Construction Loan (Pre-Construction Costs)	\$ 372,718	\$ 27,457	\$ 23,978	\$ 51,435	\$ 345,261
173	Crookwell Memorial Oval Sports Centre	\$ 223,442	\$ 110,121	\$ 5,648	\$ 115,769	\$ 113,322
174	Timber Bridge Replacement 2019/2020	\$ 1,919,115	\$ 218,524	\$ 48,993	\$ 267,516	\$ 1,700,592
175	Timber Bridge Replacement 2020/2021	\$ 424,986	\$ 102,960	\$ 8,330	\$ 111,290	\$ 322,026
176	MAAC Crookwell	\$ 980,429	\$ 49,149	\$ 37,773	\$ 86,922	\$ 931,281
177	Crookwell Swimming Pool	\$ 756,127	\$ 90,850	\$ 41,451	\$ 132,300	\$ 665,278
178	Proposed - Waste Transfer Station	\$ 1,168,227	\$ 33,757	\$ 71,335	\$ 105,092	\$ 1,134,469
	Total	\$ 5,845,045	\$ 632,817	\$ 237,507	\$ 870,324	\$ 5,212,228

Loan Repayment Estimates by Fund 2027/2028

Fund	Principal Repayment	Interest Repayment	Total Repayments
General Fund	\$ 571,602	\$ 142,195	\$ 713,797
Sewer Fund	\$ 5,198	\$ 4,540	\$ 9,738
Water Fund	\$ 22,258	\$ 19,438	\$ 41,697
Domestic Waste Management Fund	\$ 33,757	\$ 71,335	\$ 105,092
Total	\$ 632,817	\$ 237,507	\$ 870,324

Loan Outstanding Liabilities 2028/2029

Loan Number	Loan Description	Opening Balance	Principal Repayment	Interest Repayment	Total Instalment	Closing Balance
170	Taralga Sewer Scheme Construction Loan (Pre-Construction Costs)	\$ 345,261	\$ 29,166	\$ 22,269	\$ 51,435	\$ 316,095
173	Crookwell Memorial Oval Sports Centre	\$ 113,322	\$ 113,322	\$ 2,447	\$ 115,769	\$ 0
174	Timber Bridge Replacement 2019/2020	\$ 1,700,592	\$ 224,055	\$ 43,461	\$ 267,516	\$ 1,476,536
175	Timber Bridge Replacement 2020/2021	\$ 322,026	\$ 105,134	\$ 6,156	\$ 111,290	\$ 216,892
176	MAAC Crookwell	\$ 931,281	\$ 51,181	\$ 35,741	\$ 86,922	\$ 880,100
177	Crookwell Swimming Pool	\$ 665,278	\$ 96,045	\$ 36,255	\$ 132,300	\$ 569,233
178	Proposed - Waste Transfer Station	\$ 1,134,469	\$ 35,865	\$ 69,227	\$ 105,092	\$ 1,098,604
	Total	\$ 5,212,228	\$ 654,768	\$ 215,556	\$ 870,324	\$ 4,557,460

Loan Repayment Estimates by Fund 2028/2029

Fund	Principal Repayment	Interest Repayment	Total Repayments
General Fund	\$ 589,736	\$ 124,061	\$ 713,797
Sewer Fund	\$ 5,522	\$ 4,216	\$ 9,738
Water Fund	\$ 23,644	\$ 18,053	\$ 41,697
Domestic Waste Management Fund	\$ 35,865	\$ 69,227	\$ 105,092
Total	\$ 654,768	\$ 215,556	\$ 870,324

Loan Outstanding Liabilities 2029/2030

Loan Number	Loan Description	Opening Balance	Principal Repayment	Interest Repayment	Total Instalment	Closing Balance
170	Taralga Sewer Scheme Construction Loan (Pre-Construction Costs)	\$ 316,095	\$ 31,178	\$ 20,257	\$ 51,435	\$ 284,917
173	Crookwell Memorial Oval Sports Centre	\$ -	\$ -	\$ -	\$ -	\$ -
174	Timber Bridge Replacement 2019/2020	\$ 1,476,536	\$ 230,442	\$ 37,074	\$ 267,516	\$ 1,246,094
175	Timber Bridge Replacement 2020/2021	\$ 216,892	\$ 107,332	\$ 3,958	\$ 111,290	\$ 109,560
176	MAAC Crookwell	\$ 880,100	\$ 53,182	\$ 33,740	\$ 86,922	\$ 826,918
177	Crookwell Swimming Pool	\$ 569,233	\$ 101,548	\$ 30,752	\$ 132,300	\$ 467,685
178	Proposed - Waste Transfer Station	\$ 1,098,604	\$ 38,105	\$ 66,987	\$ 105,092	\$ 1,060,498
	Total	\$ 4,557,460	\$ 561,788	\$ 192,768	\$ 754,555	\$ 3,995,672

Loan Repayment Estimates by Fund 2029/2030

Fund	Principal Repayment	Interest Repayment	Total Repayments
General Fund	\$ 492,504	\$ 105,524	\$ 598,028
Sewer Fund	\$ 5,903	\$ 3,835	\$ 9,738
Water Fund	\$ 25,275	\$ 16,422	\$ 41,697
Domestic Waste Management Fund	\$ 38,105	\$ 66,987	\$ 105,092
Total	\$ 561,788	\$ 192,768	\$ 754,555