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(In compliance with Section 428 of the Local Government Act 1993)

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General Manager’s Review of Operations

It is with great satisfaction that Upper Lachlan Shire Council presents the 2012/2013 Annual Report. The 2012/2013 year was one of considerable achievement for Council and I am proud to have led a committed team of Council staff over the past year through some busy and demanding times to continue to productively deliver services to the community.

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

Once again, this year’s report illustrates that Council continues to deliver a wide range of quality services to the community within a challenging global financial environment.

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

Financial Position Report

This year’s Annual Report confirms that the Upper Lachlan Shire Council is in a sound financial position and has the capacity to meet all provisions and liabilities. The independent external audit of the Council’s Financial Statements, by Intentus Chartered Accountants, confirms a net operating result for 2012/2013 from all Council activities, totalling a net operating surplus of $2.35 million for the year (before capital grants and contributions).

Within the Financial Statements, Council’s Statement of Performance Measures highlights Council’s Unrestricted Current Ratio of Assets to Liabilities as 4.48:1, which shows the adequacy of Council’s working funds to meet all liabilities and other restrictions.
Further, on a very positive note, Council’s Debt Service Ratio is a low 2.15% and the Rates and Charges Outstanding percentage is only 2.79%, which are truly excellent results. However, Council’s Building and Infrastructure Renewal Ratio of 0.93:1 does indicate that Council is not quite expending an equal amount on asset maintenance and renewal to the depreciation expense accrued on those assets on an annual basis. Council’s Rate Coverage Ratio of 29% continues to remain quite low and remains an issue.

Upper Lachlan Shire Council will continue to pay due attention to the operating result and the asset renewal program. As in previous years, the long-term future financial sustainability of the Upper Lachlan Shire Council remains the number one priority for Council.

**Organisation Structure**

Council has maintained the core number of employees in accordance with Chapter 11 Part 6 “Arrangements for Council staff affected by constitution, amalgamation or alteration of Council area” of the Local Government Act 1993. Further, Council has reviewed and adopted its organisation structure in accordance with Section 333, of the Local Government Act 1993, maintaining Council’s commitment to the operational performance and services in each of Council’s offices and works depots.

Strategic achievements are primarily attributable to Council’s most valued resource - its staff, and I would personally like to thank each and every Council employee who over the past twelve months have faced various challenges and continuously risen to the occasion.

Council has successfully completed another year of progress and significant achievement. Councillors and staff are to be commended for using their skills and expertise to deliver community services within the available revenue streams. Council will continue to look for ways to lower costs while providing a level of service that maintains customer confidence.

Council employs 128 full time equivalent employees and these staff members persevere in reinforcing a commitment to customer service and continuous improvement and will carry on meeting the needs and expectations of our ever growing Shire within the resources available to us.

**Community Strategic Plan**

The NSW State Government Integrated Planning and Reporting requirements have commenced. The following Plans were prepared in accordance with the requirements of the Local Government Act 1993:-

- Community Strategic Plan ‘Vision 2023’;
- Resource Strategy - containing the Long Term Financial Plan, the Workforce Plan and the Infrastructure Plan;
- Delivery Program;
- Operational Plan 2012/2013; and
- Social and Community Plan.

The Integrated Plans were extensively advertised in all local newspapers and were made available for viewing at all three Shire offices, two libraries, and available on Council’s website. Council also held three Community Strategic Plan community outreach meetings throughout the Shire in May 2013.
Treasury Corporation Financial Assessment of Councils

In April 2013, the NSW Treasury Corporation (TCorp) undertook an assessment of the financial capacity and sustainability of all 152 Councils in NSW for the 2036 Independent Local Government Review Panel chaired by Professor Graham Sansom.

As a result of that review, TCorp rated the Upper Lachlan Shire Council with a Financial Sustainability Rating (FSR) of “Sound” and an Outlook of “Neutral”. The assessments provided by TCorp are a positive reinforcement of the financial stability and capacity of the Council to be viable well into the future.

Of the 152 Councils, only 32 Councils were given a FSR rating of “Sound” with just 2 Councils given a FSR Rating of “Strong”. Upper Lachlan Shire Council has performed extremely well in achieving this rating in comparison to surrounding Councils and to other Group 10 Council’s, (most of which have a higher number of rate payers and larger income base). Being one of the 48.7% of Councils given a “Neutral” outlook rating, Upper Lachlan Shire Council is in an outstanding position to maintain its financial sustainability well into the future.

Local Government Infrastructure Audit

Based on the results of the Local Government Infrastructure Audit undertaken during 2012/2013, Upper Lachlan Shire Council was found to have an Asset Management Rating of “Strong”. This places Council in an impressive stand-out position amongst surrounding Council’s. Having a “Strong” Asset Management Rating demonstrates that Council has worked hard to achieve a strategic approach to its asset management planning and ensured that it is integrated with the long term financial planning and strategic direction of Council.

It also shows that Council’s asset management planning involves all levels of Council, including civic leadership of the Councillors and the community. Council’s strategic focus is to optimize its assets, the performance of those assets and to deliver the services for the community and achieving sustainability.

The audit was conducted using a survey of councils’ infrastructure management practices and processes, historical financial information as well as site visits to a number of councils throughout NSW. The audit essentially guarantees that Council’s are working toward ensuring they are capable of managing these assets and sustaining them in the future. As a result, Upper Lachlan Shire Council was assessed as being in a “Strong” position to achieve this outcome.

Local Government Elections

Council operates under the Local Government Act, 1993 and Councillors are elected to provide leadership and good governance for the local community.

The Councillors who serve the Upper Lachlan Shire community are elected every four years. We saw the Local Government Elections take place on 8 September 2012 and the election of four new Councillors and the re-election of five Councillors from the previous term of Council.
Prior to the Council election, Clr John Shaw held the position of Mayor and Clr James Wheelwright held the position of Deputy Mayor. I would like to congratulate Clr John Shaw who retained the position of Mayor and Clr James Wheelwright who retained the position of Deputy Mayor in the new Council.

I would also congratulate all our new Councillors on the way they have adapted to their new roles and thank our more experienced Councillors who have continued to demonstrate the professionalism it takes to make the big decisions that form the fabric of our community.

The key role of the nine Councillors at Upper Lachlan Shire Council is to set Council Policy by taking into account the diverse needs and aspirations of the local community. Being an elected community representative requires many hours of commitment at Council Meetings, committee meetings, workshops, community consultations, public meetings and being available to the community.

Asset Renewal and New Infrastructure Highlights – Total Expenditure on Assets $9.6 million

Major construction and new infrastructure highlights for 2012/2013 included the following projects:-

- Road reconstruction works and new bitumen sealing for 2.1 kilometres of MR248E – Crookwell to Taralga Road at a cost of $930,660;
- Bitumen resealing of urban and rural sealed local roads throughout the Shire at a cost of $487,428;
- Bitumen resealing of sealed regional roads throughout the Shire at a cost of $390,267;
- Gravel resheeting of unsealed rural roads throughout the Shire at a cost of $795,076;
- Completion of the replacement of the Tuena Creek footbridge and the Brooklands footbridge at a total project cost of $588,186, funded entirely by the Natural Disaster Assistance Program;
- Completion of the McDonald Street timber bridge replacement project with a culvert at a total project cost of $170,560;
- Peelwood Road upgrade and pavement rehabilitation road works at a cost of $149,188;
- Gurrundah Road upgrade and pavement rehabilitation road works at a cost of $143,000;
- RMS Natural Disaster Program storm damage road remediation works from the December 2010 flood event. Council expended $1.4 million in 2012/2013 and has completed in total $5.7 million of the $6 million total budgeted works scheduled.
- There was also a flood event in February 2012, this necessitated road remediation works under the RMS Natural Disaster Program. Council expended $952,390 in 2012/2013 on roads remediation works;
- Council has commenced the Taralga Water Supply Improvement Project. Council expended $496,627 on the water project in 2012/2013 of the $1.7 million total project budget;
- Council has commenced the Gunning and Dalton water supply improvement project, under the Strengthening Basin Communities Program. Council expended $1.9 million on the water project in 2012/2013 of the $10.8 million total project budget; and
- The Crookwell Memorial Oval and Taralga Gray Park both had new lighting installed for the sporting fields.
Natural Disaster Assistance Program

In February 2012, Upper Lachlan Shire Council local government area was again declared as a Natural Disaster area due to the intense rainfall in the Shire and subsequent flooding and storm damage that resulted. Council road network assets suffered considerable damage.

The Roads and Maritime Services (RMS) under the Natural Disaster Assistance Program have approved emergency response funding and roads restoration work funding and has issued a schedule of works for the same, totalling $1.964 million. The total contribution income received from RMS, over the two year period, totals $1.09 million, as at 30 June 2013. All the road remediation works for this event are scheduled to be completed by January 2014.

In addition to the above event, in December 2010, the Upper Lachlan Shire Council local government area was declared as a Natural Disaster area due to the intense rainfall in the Shire and subsequent flooding. The RMS under the Natural Disaster Assistance Program has an approved schedule of works totalling $6.043 million for emergency response and roads restoration works. The total contribution income received from RMS, over the three year period, totals $5.74 million, as at 30 June 2013. All the road remediation works for this event have now been completed.

Water Supply Infrastructure Augmentation Improvements

Following intense and protracted Government lobbying, it was with great satisfaction that Council was able to secure substantial Federal and State Government funding to support the upgrades to the Gunning and Dalton Town Water Supply systems. The $10.8 million project is to be funded in partnership between the three tiers of Government: the Commonwealth Government contributed $5.4 million under the Strengthening Basin Communities Program; the NSW Government contributed $4.3 million under the Country Towns Water Supply and Sewerage Program and the Upper Lachlan Shire Council contributed $1.1 million from its Water Fund reserves. The project is expected to be completed by June 2014 and will provide secure and quality drinking water to both the Gunning and Dalton communities.

In a further boost to local community infrastructure, Council has also secured 50% funding under the Country Towns Water Supply and Sewerage Program from the NSW Government towards a $1.7 million upgrade to the Taralga Water Supply System. The balance of the project is to be funded by Council from its Water Fund reserves, with completion of the project scheduled for November 2013.
Conclusion

The Council’s overall financial position remains sound and our long term financial strategy allows for the ongoing development of a realistic infrastructure renewal program whilst identifying opportunities for service delivery review. Council will remain focused on delivering good quality government and services to the Upper Lachlan Shire with continued attention to organisational sustainability and financial management.

Council continues to communicate in a number of responsive ways including the award winning quarterly “Voice Newsletter”, community surveys, media releases, face to face discussions, from our website, FaceBook page, community outreach meetings and engagement forums. Our residents and customers will ultimately be the judge of our success.

As General Manager of the Upper Lachlan Shire Council, I look forward to the challenges ahead and commend this Annual Report as positive confirmation that the Upper Lachlan Shire Council is proceeding into the future with a solid foundation.

John Bell
General Manager
UPPER LACHLAN SHIRE COUNCIL – ELECTED COUNCILLORS

Mayor:  
Clr. John Shaw, "Rutherford", Shaws Road, Gunning NSW 2581 4845 1304  
(mobile) 0418 256651

Deputy Mayor:  
Clr. James Wheelwright, "Phils River", Crookwell NSW 2583 4834 2149

Councillors:  
Clr. Paul Culhane, 6912 Boorowa Road, Lost River NSW 2583 4836 2190
Clr. Joanne Marshall, P O Box 7, Binda NSW 2583 0408976070
Clr. Brian McCormack, “Apsley”, Taralga Road, Laggan NSW 2583 4837 3258
Clr. Scott Craig, "764 Yalbraith Road, Taralga NSW 2580 4843 8138
Clr. John Searl, P O Box 402, Dalton NSW 2581 4845 6337
Clr. Darren O’Brien, 14 Crown Street, Crookwell NSW 2583 4830 0501
Clr Malcolm Barlow, “Lachlands”, 619 Redground Road, Crookwell NSW 2583 4837 3030

UPPER LACHLAN SHIRE COUNCIL – SENIOR STAFF

General Manager:  
Mr John Bell  (wk) 4830 1000  
(mobile) 0418 417005

Director of Environment and Planning:  
Mrs Tina Dodson  (wk) 4830 1000  
(mobile) 0408 664671

Director of Finance and Administration:  
Mr Andrew Croke  (wk) 4830 1000  
(mobile) 0417 068766

Director of Works and Operations:  
Mr Phil Newham  (wk) 4830 1000  
(mobile) 0409 050451
UPPER LACHLAN SHIRE COUNCIL PROFILE

MAYOR
Cl John Shaw
P O Box 42
Gunning NSW 2581
P (02) 48451304
M 0418256651

DEPUTY MAYOR
Cl James Wheelwright
Phil’s River
Crookwell 2583
P (02) 48342149

Cl Paul Culhane
6912 Boorowa Road
Lost River 2583
P (02) 48362190
M 0410622798

Cl Malcolm Barlow
619 Redground Road
Crookwell 2583
P (02) 48373030

Cl Brian McCormack
Taralga Road
Laggan 2583
P (02) 48373258
M 0428634092

Cl Jo Marshall
P O Box 7
Binda 2583
M 0408 9760706

Cl Scott Craig
764 Yalbraith Road
Taralga 2580
P (02) 48438138

Cl Darren O’Brien
14 Crown Street
Crookwell 2583
P (02) 48320501
M 0409 821003

Cl John Searl
P O Box 4002
Dalton 2581
P (02) 48456337
M 0405060347
STATEMENT OF ETHICAL PRINCIPLES

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

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

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

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

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

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

Courage
- Having the courage to uphold these principles
- Reporting suspected wrongdoing
- Embracing necessary change
- Giving advice fearlessly and frankly
Section 428 (2) (a) and (b)

Annexure Document “A” includes a copy of Upper Lachlan Shire Council’s audited Financial Statements for 2012/2013. This is included as an attachment at the end of the Annual Report.
1. GENERAL INFORMATION

COUNCIL MEETINGS:

Council conducts the majority of its business in an open forum, with the only exceptions being those matters pertaining to personnel (staff), litigation, commercial in-confidence matters and the private business of individuals where confidentiality has been requested. However, all such decisions are ratified in open Council Meetings. All ratepayers, press and the general public are welcome to attend meetings of Council.

During 2012/2013 Ordinary Council Meetings were held on the third Thursday of each month commencing at 9am. There were a number of community outreach meetings, directed at the facilitation of community involvement and dialogue with Council, held in outlying villages including: Taralga, Bigga, and Big Hill.

Council Meeting agendas are available on Council’s web site or at the three Council Administration offices and two branch libraries during business hours and in addition are provided at the meeting. The Business Papers for each Ordinary Council Meeting are generally prepared on the first Friday of each month, and any person wishing to bring a matter before Council must lodge it with the General Manager by that day.

UPPER LACHLAN SHIRE COUNCIL ADMINISTRATION OFFICES:

Crookwell Office     44 Spring Street, Crookwell NSW 2583
PO Box 10, Crookwell NSW 2583
Telephone:  (02) 4830 1000
Fax:   (02) 4832 2066
Email: council@upperlachlan.nsw.gov.au
Website: www.upperlachlan.nsw.gov.au

Gunning Office      123 Yass Street, Gunning NSW 2581
PO Box 42, Gunning NSW 2581
Telephone:  (02) 4845 4100
Fax:   (02) 4845 1426

Taralga Office  Taralga Community Service Centre
29 Orchard Street, Taralga NSW 2580
Telephone:  (02) 4840 2099
Fax:   (02) 4840 2296
Email: taralgacsc@upperlachlan.nsw.gov.au

ALL CORRESPONDENCE SHOULD BE DIRECTED TO:-

The General Manager
PO Box 42
GUNNING NSW 2581
### 2012/2013 Strategic Task Performance Activities

<table>
<thead>
<tr>
<th>Key Performance Activities</th>
<th>Performance</th>
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<tr>
<td>Annual Report and State of Environment Report</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Community Strategic Plan End of Term Report</td>
<td>Is due September 2016</td>
</tr>
<tr>
<td>Financial Statements and Financial Data Return</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Social and Community Plan</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Access and Equity Statement</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Pecuniary Interest Returns</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Noxious Weeds NSW Department of Primary Industries Grant Return</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Pensioner Concession Subsidy Claim</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Grants Commission ALGA National Local Roads Data Return</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Grants Commission Local Roads and Bridges Data Return</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Quarterly Budget Review Statements and Quarterly Reviews of the Operational Plan to Council</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Delivery Program review reports biannually to Council</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Monthly report on Council Investment Register / Portfolio</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Adoption of the Payment of Expenses and Provision of Facilities Policy</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Government Information (Public Access) (GIPA) Annual Report and Agency Information Guide</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Quarterly Rates and Charges Notices posting to ratepayers</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Rates Statement of Compliance Notional Income Return</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Adoption of Integrated Plans and Resourcing Strategy by Council</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Lodgement of Goods and Services Tax (GST) Certificate</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Report to Council on senior staff contractual conditions</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Annual adoption of Organisation Structure by Council</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Adoption of Delegations by Council</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Adoption of Code of Conduct by Council</td>
<td>Completed by statutory timeframe</td>
</tr>
<tr>
<td>Grants Commission Return of General Information</td>
<td>Completed by statutory timeframe</td>
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<tr>
<td>Public Interest Disclosures Annual Report – every six months</td>
<td>Completed by statutory timeframe</td>
</tr>
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</table>
2012/2013 Total Operating Expenditure - $23,589 ($'000)

- Employee Benefits and On-Costs: 8,662
- Borrowing Costs: 4,991
- Materials and Contracts: 6,742
- Depreciation and Amortisation: 23
- Other Expenses: 260
- Net Loss from the Disposal of Assets: 2,710

2012/2013 Total Operating Expenditure by %

- Employee Benefits and On-Costs: 37%
- Borrowing Costs: 12%
- Materials and Contracts: 29%
- Depreciation and Amortisation: 0%
- Other Expenses: 1%
- Net Loss from the Disposal of Assets: 21%
## Organisation Structure

### Director of Finance and Administration
- Payroll
- Administration
- Information Technology
- Telephone/Switchboard
- Records Management
- Human Resources Management
- Insurances
- Rates and Annual Charges
- Creditors and Debtors
- Business Papers
- Privacy Management
- Audit and Investment Committee
- Loans/Borrowings Management
- Investments
- Revenue Policy
- Community Strategic Plan - Operational Plan and Delivery Program
- Financial Management, Reporting and Accounting
- Customer Service
- Annual Report
- Community Technology Centre
- Library Services (2 Branches)
- Southern Tablelands Regional Library Services
- Regional Arts Council
- Tourism Services and ULTA Committee
- Events
- Website/Internet
- Taralga Community Service Centre - Australia Post Services
- RMS Motor Registry Agency
- Services - Crookwell
- Goods & Services Tax Compliance
- Fringe Benefits Tax Compliance
- Cultural Planning

### Director of Works and Operations
- Water Supply Services
- Sewerage Services
- Domestic Waste and Recycling Services
- Waste Management Centres / Tips
- Parks and Gardens / Sportsgrounds
- Swimming Pools (2 Pools)
- Works Depots (2 Depots)
- Plant (Workshops)
- Maintenance (roads, bridges, footpaths and kerb and guttering)
- Construction (roads, bridges)
- Contract Management
- Design Works/Engineering Services
- Disaster Planning
- State Emergency Services (SES)
- Rural Fire Service (RFS)
- Aerodrome
- Asset Management
- Project Management
- Forward Planning
  - Environment
  - Recreation Group
  - Infrastructure
- Traffic Management
- Building Maintenance
- Subdivision Design and Construction
- Recreational Planning
- Road Safety Program
- Cemeteries
- Drainage / Stormwater Management
- Private Works
- RMCC RMS Roads Contract
- Roads to Recovery / Auslink Programs
- Stores and Purchasing
- Work Health and Safety
- Risk Management
- Consultative and WH&S Committees
- Caravan Parks
- Gravel Pits
- Geographic Information System

### Director of Environmental and Planning
- Urban / Rural Planning (Land use)
- Building Control
- Health
- Environmental Planning Control
  - LEP and
- Pollution Control
- Development Control (DCPs)
- Rangers
- Stock Impounding
- Heritage and Conservation
- Regulatory Functions
- Animal Control
- Halls Management
- Companion Animals
- Food/Health Inspections
- State of Environment
- Septic Tank
- Town Planning
  - Community Survey
  - Corporate
- Strategic Planning
  - Land use planning
  - Subdivision
- Council Housing Management
- Ordinance Control
- Licence Monitoring
- Section 94 and Section 94A
- Development Contributions
- Community Enhancement Programs
- Pye Cottage Museum
- Floodplain Management
- Social and Community Planning
- Senior Citizens Centre
- Noxious Weeds Control
- Medical Centres
- Buildings/Offices Maintenance
- Litter Collection
- Rural Addressing
2. OPERATIONAL PLAN

In 2012/2013 Upper Lachlan Shire Council adopted the Operational Plan in respect of its principal activities (functions) and corresponding performance targets within those principal activities.

Listed below is the comparison with Council's objectives and the achievements during 2012/2013.

Mayor John Shaw and Deputy Mayor James Wheelwright

Section 428 (2) (b)
COUNCIL’S PRINCIPAL ACTIVITIES – Key Performance Indicators

FUNCTION

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

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

ECONOMIC
Financial Services
Administration and Corporate Support
General Purpose Revenue and Rates
Information Technology
Workforce (Human Resources and Work Health and Safety)
Caravan Parks
Tourism Promotion and Business

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

GOVERNANCE
Governance and Civic Leadership
### CSP STRATEGIC OBJECTIVE - SOCIAL: PRINCIPAL ACTIVITY - HEALTH SERVICES, MEDICAL CENTRES, AGED, DISABLED AND COMMUNITY SERVICES

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Performance Measures</th>
<th>Delivery Program Actions</th>
<th>Performance Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liaise with groups operating health services, HACC and doctors.</td>
<td>Maintain lease for buildings.</td>
<td>1.1 - Support the retention of medical and health care facilities in the towns.</td>
<td>Compliant and ongoing.</td>
</tr>
<tr>
<td>Implement Youth Council to promote youth engagement.</td>
<td>Annual Report to Council.</td>
<td>1.4-2 - Retain the youth population demographic and provide appropriate facilities.</td>
<td>Achieved – the Ya’Mad Committee conducted activities for Youth Week from 5–14 April 2013.</td>
</tr>
<tr>
<td>Maintain a web based community directory.</td>
<td>Review annually.</td>
<td>1.7 - Social inclusion for all disparate communities.</td>
<td>Achieved – annual review completed and directory updated.</td>
</tr>
</tbody>
</table>

### CSP STRATEGIC OBJECTIVE - SOCIAL: PRINCIPAL ACTIVITY - PUBLIC HALLS, CULTURAL SERVICES, COMMUNITY CENTRES AND MUSEUMS

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Performance Measures</th>
<th>Delivery Program Actions</th>
<th>Performance Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Cultural Plan for Council.</td>
<td>Review every two years.</td>
<td>1.4-1 - Community services for young, aged, disabled, and people from diverse cultural backgrounds. 1.6 - Protect all significant heritage sites to preserve the diverse history of</td>
<td>Achieved – Council Cultural Plan and culture program adopted. Community funding program commenced in 2012. Review of Cultural Plan will be completed in 2014.</td>
</tr>
</tbody>
</table>
### Key Performance Indicators

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Performance Measures</th>
<th>Delivery Program Actions</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Maintenance and management of Council public facilities.</td>
<td>Annual AGM and audits for Committees.</td>
<td>1.8 - Manage and upgrade Council’s public buildings and community centres.</td>
<td>Compliant and ongoing.</td>
</tr>
</tbody>
</table>

### CSP STRATEGIC OBJECTIVE - SOCIAL:
**PRINCIPAL ACTIVITY - ANIMAL CONTROL**

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Performance Measures</th>
<th>Delivery Program Actions</th>
<th>Performance Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registration of companion animals.</td>
<td>Monthly report to Division of Local Government.</td>
<td>1.9 - Encourage recreational and leisure activities while maintaining public safety standards.</td>
<td>Completed – monthly reports submitted to the Division of Local Government.</td>
</tr>
<tr>
<td>Maintain a Complaint Handling Register.</td>
<td>Complaints closed out within two weeks.</td>
<td>1.9 - Encourage recreational and leisure activities while maintaining public safety standards.</td>
<td>Compliant and ongoing.</td>
</tr>
<tr>
<td>Maintain an Impounding Register.</td>
<td>Statistics in Annual Report.</td>
<td>1.9 - Encourage recreational and leisure activities while maintaining public safety standards.</td>
<td>Completed – impounding statistics are detailed at Item 20 of this Annual Report.</td>
</tr>
</tbody>
</table>
### CSP STRATEGIC OBJECTIVE - SOCIAL:
**PRINCIPAL ACTIVITY - SWIMMING POOLS**

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Performance Measures</th>
<th>Delivery Program Actions</th>
<th>Performance Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Swimming pool guidelines.</td>
<td>Annual review of guidelines.</td>
<td>1.9 - Encourage recreational and leisure activities while maintaining public safety standards.</td>
<td>Being achieved - annual booking schedule to be completed during September. Schools and Department of Education, Swim Club and special interest groups will be catered for. Safety systems will be reviewed in accordance with Practice Note 15 before the pools re-open.</td>
</tr>
<tr>
<td>Water quality testing.</td>
<td>Daily testing and water sample compliance.</td>
<td>1.9 - Encourage recreational and leisure activities while maintaining public safety standards.</td>
<td>Achieved - three times daily water quality sampling undertaken during Pool opening days, results recorded, corrective action taken, compliance with Department of Health guidelines maintained.</td>
</tr>
</tbody>
</table>
### CSP STRATEGIC OBJECTIVE - SOCIAL: PRINCIPAL ACTIVITY - SPORTING GROUNDS AND PARKS AND GARDENS

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Means to Achieve Target</th>
<th>Manner of Performance Assessment</th>
<th>Performance Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sports field maintenance and Playing Fields Committee meetings.</td>
<td>Report to Council annually.</td>
<td>1.9 - Encourage recreational and leisure activities while maintaining public safety standards.</td>
<td>Playing field committee has met once. A further meeting will be arranged.</td>
</tr>
<tr>
<td>Prepare Plans of Management for land where Council is the trustee.</td>
<td>Review Plans every two years.</td>
<td>1.9 - Encourage recreational and leisure activities while maintaining public safety standards.</td>
<td>Pending - No progress to date.</td>
</tr>
<tr>
<td>Towns and villages mowing and maintenance program and fire risk minimisation.</td>
<td>Implement town beautification initiatives.</td>
<td>1.9 - Encourage recreational and leisure activities while maintaining public safety standards.</td>
<td>Achieved - town and village mowing up to date.</td>
</tr>
</tbody>
</table>

### CSP STRATEGIC OBJECTIVE - SOCIAL: PRINCIPAL ACTIVITY - PUBLIC LIBRARIES

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Means to Achieve Target</th>
<th>Manner of Performance Assessment</th>
<th>Performance Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarterly Reports for library services to Council.</td>
<td>Report to Council by deadline.</td>
<td>1.9 - Encourage recreational and leisure activities while maintaining public safety standards.</td>
<td>Completed – Quarterly Reports for both branch libraries were prepared within a month of the end of the quarter.</td>
</tr>
</tbody>
</table>
### Key Performance Indicators

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Means to Achieve Target</th>
<th>Manner of Performance</th>
<th>Performance Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase membership and number of library loans.</td>
<td>Increase by 1% per annum.</td>
<td>1.4 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.</td>
<td>Performance target was not achieved in 2012/2013.</td>
</tr>
</tbody>
</table>

### CSP STRATEGIC OBJECTIVE - SOCIAL:
**PRINCIPAL ACTIVITY - EMERGENCY SERVICES AND FIRE PROTECTION**

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Means to Achieve Target</th>
<th>Manner of Performance</th>
<th>Performance Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain Section 94 Register for each individual Bushfire Brigade.</td>
<td>Annual Audit of Section 94 Register.</td>
<td>1.8 - Manage and upgrade Council’s public buildings and community centres.</td>
<td>Completed – Section 94 Register audit completed for 2012/2013 and provided a copy of the register to RFS in August 2013.</td>
</tr>
<tr>
<td>Complete Review of DISPLAN.</td>
<td>Report to Council every two years.</td>
<td>1.9 - Encourage recreational and leisure activities while maintaining public safety standards.</td>
<td>Not achieved - DISPLAN review is waiting on the finalisation of the generic DISPLAN document. This process has been delayed by changes to legislation.</td>
</tr>
<tr>
<td>Complete Review of RFS Service Level Agreement.</td>
<td>Report to Council in 2012.</td>
<td>1.3 - Lobby for improved mobile telephone, broadband, and television reception services.</td>
<td>Service Level Agreement is not due to be renewed until 2014.</td>
</tr>
</tbody>
</table>
CSP STRATEGIC OBJECTIVE - ENVIRONMENTAL:
PRINCIPAL ACTIVITY – TOWN PLANNING AND DEVELOPMENT CONTROL

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Means to Achieve Target</th>
<th>Manner of Performance Assessment</th>
<th>Performance Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare LEP amendments and submit to Department of Planning.</td>
<td>LEP Amendments submitted to Department of Planning for gazetral.</td>
<td>2.4 - Promote environmentally sustainable developments (ESD).</td>
<td>None completed in 2012/2013 will only be amended as required.</td>
</tr>
<tr>
<td>Maintain Section 94 Development Contributions Register.</td>
<td>Annual Audit of Section 94 Register.</td>
<td>2.4 - Promote environmentally sustainable developments (ESD).</td>
<td>Achieved – audited Section 94 and Section 64 Register at 30 June 2013.</td>
</tr>
<tr>
<td>Process integrated and/or designated Development Applications (DA).</td>
<td>90% of DA’s determined in accordance with the Environmental Planning and Assessment Act.</td>
<td>2.5-2 - To pursue CEP payments for all State Significant - Designated Developments.</td>
<td>Compliant – No designated developments have been submitted during 2012/2013.</td>
</tr>
<tr>
<td>Completion and issue of Section 149 Certificates.</td>
<td>Complete within 7 days.</td>
<td>2.4 - Promote environmentally sustainable developments (ESD)</td>
<td>Achieved – 408 Section 149 Certificates were issued 2012/2013.</td>
</tr>
</tbody>
</table>

CSP STRATEGIC OBJECTIVE - ENVIRONMENTAL:
PRINCIPAL ACTIVITY - BUILDING CONTROL

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Means to Achieve Target</th>
<th>Manner of Performance Assessment</th>
<th>Performance Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure ongoing accreditation of Building Surveyors is maintained.</td>
<td>Minimum CPD points are obtained annually.</td>
<td>2.4 - Promote environmentally sustainable developments (ESD).</td>
<td>Achieved.</td>
</tr>
<tr>
<td>Construction Certificate (CC) assessment and determination.</td>
<td>Determine 95% of CC’s within 30 days.</td>
<td>2.4 - Promote environmentally sustainable developments (ESD).</td>
<td>Being achieved - 93% of CC’s were determined within 30 days in 2012/2013.</td>
</tr>
<tr>
<td>Development Application (DA) assessment and determination.</td>
<td>Determine 90% of DA’s within 40 days.</td>
<td>2.4 - Promote environmentally sustainable developments (ESD).</td>
<td>Not achieved - 59% of DA’s were determined within 40 days in 2012/2013.</td>
</tr>
</tbody>
</table>
### CSP STRATEGIC OBJECTIVE - ENVIRONMENTAL:
#### PRINCIPAL ACTIVITY - ENVIRONMENTAL SYSTEMS AND PROTECTION

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Means to Achieve Target</th>
<th>Manner of Performance Assessment</th>
<th>Performance Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>State of Environment Reporting.</td>
<td>Complete and include in Council Annual Report.</td>
<td>2.7 - Implement Climate Change Adaption Strategy. 2.5-1 - Promote use of green and renewable energy.</td>
<td>Completed - compliant and ongoing.</td>
</tr>
<tr>
<td>Investigate and report environmental complaints in accordance with legislation.</td>
<td>Deal with complaints within 30 days.</td>
<td>2.1 - Address environmental degradation issues.</td>
<td>Completed - compliant and ongoing.</td>
</tr>
<tr>
<td>Assist community groups to seek grant funding for environmental initiatives for Council land and waterways.</td>
<td>Number of grants per annum.</td>
<td>2.6 - Support land care initiatives to restore and beautify natural resources.</td>
<td>Ongoing liaison with relevant government agencies in seeking funding for environmental initiatives.</td>
</tr>
</tbody>
</table>

### CSP STRATEGIC OBJECTIVE - ENVIRONMENTAL:
#### PRINCIPAL ACTIVITY - HOUSING

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Means to Achieve Target</th>
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<th>Performance Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular inspection of housing by independent management agent.</td>
<td>House inspections twice a year.</td>
<td>2.4 - Promote environmentally sustainable developments (ESD).</td>
<td>Completed - compliant and ongoing.</td>
</tr>
<tr>
<td>Annual house maintenance and repair program derived from inspections.</td>
<td>Repairs completed within 30 days of notification.</td>
<td>2.4 - Promote environmentally sustainable developments (ESD).</td>
<td>Completed - compliant and ongoing.</td>
</tr>
</tbody>
</table>
### CSP STRATEGIC OBJECTIVE - ENVIRONMENTAL: PRINCIPAL ACTIVITY - NOXIOUS WEEDS CONTROL

<table>
<thead>
<tr>
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<th>Means to Achieve Target</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Property inspections - the type and density of noxious weed infestations to be recorded and reported to Council.</td>
<td>15% of properties inspected annually and high risk pathways.</td>
<td>2.1 - Address environmental degradation issues, i.e. noxious weeds control.</td>
<td>Completed - 623 property inspections have been undertaken during the period of 1 July 2012 to 30 June 2013.</td>
</tr>
<tr>
<td>Suppression of noxious plants on road reserves by contract labour.</td>
<td>80% of roads to be surveyed annually and control work conducted where necessary.</td>
<td>2.1 - Address environmental degradation issues, i.e. noxious weeds control.</td>
<td>Being achieved – monthly updates are included in the Council Business Paper.</td>
</tr>
<tr>
<td>Regular education programs (field days and press releases) for landowners on the most effective control methods.</td>
<td>3 programs per year.</td>
<td>2.6 - Support land care initiatives to restore and beautify natural resources.</td>
<td>Two meetings attended aimed at planning future education events, Landcare activities including weed control information placed in May newsletter.</td>
</tr>
<tr>
<td>GIS mapping of weed infestation by property.</td>
<td>Investigate feasibility.</td>
<td>2.1 - Address environmental degradation issues, i.e. noxious weeds control.</td>
<td>Not yet achieved – Information recorded on inspection reports. Discussions undertaken at a Southern Tablelands Group meeting into electronically mapping infestations.</td>
</tr>
</tbody>
</table>
## CSP STRATEGIC OBJECTIVE - ENVIRONMENTAL:
### PRINCIPAL ACTIVITY - FOOD CONTROL AND INSPECTIONS

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Means to Achieve Target</th>
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<th>Performance Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct food premise inspections of retailers and service providers.</td>
<td>Annually inspection of all food premises.</td>
<td>2.2 - Improve urban streetscape and CBD.</td>
<td>Completed – Inspections completed in April - May 2013.</td>
</tr>
<tr>
<td>Re-inspection of food retailers issued with infringement notices.</td>
<td>Follow up within 90 days of notice.</td>
<td>2.2 - Improve urban streetscape and CBD.</td>
<td>Completed – no re-inspections were required.</td>
</tr>
<tr>
<td>Conduct septic tank inspections in accordance with Council’s On-site Waste Management Strategy.</td>
<td>10% of high risk septic tanks inspected annually.</td>
<td>2.4 - Promote environmentally sustainable developments (ESD).</td>
<td>Not achieved – lack of staff resources has prevented targeted inspections in 2012/2013.</td>
</tr>
<tr>
<td>Key Performance Indicators</td>
<td>Means to Achieve Target</td>
<td>Manner of Performance Assessment</td>
<td>Performance Status</td>
</tr>
<tr>
<td>----------------------------</td>
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</tr>
<tr>
<td>Council’s Investment Policy and Investment Strategy.</td>
<td>Review annually.</td>
<td>3.1-2 - Prudent financial management.</td>
<td>Not achieved – will be reviewed at December 2013 Audit and Investment Committee Meeting.</td>
</tr>
<tr>
<td>Maintain Employee Leave Entitlements (ELE) internal restricted cash reserves to fund leave as it becomes payable.</td>
<td>30% Cash reserve of total ELE expense.</td>
<td>3.1-1 - Ensure financial viability of Council.</td>
<td>Achieved – Council ELE cash reserve is 33% of total ELE expense as at 30 June 2013.</td>
</tr>
<tr>
<td>Implementation of Council’s Strategic Internal Audit Plan and report actions to Audit and Investment Committee.</td>
<td>Complete 3 audits annually.</td>
<td>3.1-2 - Prudent financial management.</td>
<td>Being achieved – Records Management review, Fraud Risk Assessment internal audit and Water Supply and Sewerage operations internal audit were all completed by IAB Services P/L in 2012/2013.</td>
</tr>
<tr>
<td>Progressively complete Asset Fair Valuation for all asset classes.</td>
<td>Audited annually.</td>
<td>3.1-1 - Ensure financial viability of Council.</td>
<td>Not achieved – The revaluation of Council buildings and operational land were not completed by contractor by 30 June 2013 deadline.</td>
</tr>
<tr>
<td>Improve long-term financial plan modelling.</td>
<td>10 year plan reviewed annually.</td>
<td>3.1-1 - Ensure financial viability of Council.</td>
<td>Achieved – Long Term Financial Plan was reviewed by Treasury Corporation as part of Council Financial Sustainability Assessment process for the DLG.</td>
</tr>
<tr>
<td>Accurate and timely Council budget reporting and review.</td>
<td>Quarterly Reports</td>
<td>3.1-2 - Prudent financial management.</td>
<td>Achieved – provision of Quarterly Budget Review Statements and KPIs report to Council each quarter within 2 months of the end of the quarter.</td>
</tr>
</tbody>
</table>
### CSP STRATEGIC OBJECTIVE - ECONOMIC:
### PRINCIPAL ACTIVITY - ADMINISTRATION AND CORPORATE SUPPORT

<table>
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</thead>
<tbody>
<tr>
<td>Manage Councils Accounts Payable and Purchasing systems.</td>
<td>90% of tax invoices are paid within credit terms.</td>
<td>3.7 - Greater efficiency and increased customer service standards.</td>
<td>Achieved – 93.24% of tax invoices were paid by Council in accordance with credit terms in the 2012/2013 financial year. There were 5,162 tax invoices processed by accounts payable in 2012/2013.</td>
</tr>
<tr>
<td>Manage Councils Accounts Receivable system.</td>
<td>90% of payments recovered within sixty days.</td>
<td>3.7 - Greater efficiency and increased customer service standards.</td>
<td>Achieved – 91.27% of sundry debtor invoices were recovered within 60 days of tax invoice date in the 2012/2013 financial year. There were 836 accounts receivable tax invoices processed in 2012/2013.</td>
</tr>
<tr>
<td>Complete scanning of legal documents, contracts and all relevant documents onto Council electronic document system.</td>
<td>66% of files stored on TRIM by 30 June 2013.</td>
<td>3.7 - Greater efficiency and increased customer service standards.</td>
<td>Not achieved – old legal files are being progressively scanned and stored in TRIM electronic records management system.</td>
</tr>
<tr>
<td>Participate in CENTROC and/or SEROC resource sharing projects.</td>
<td>Report cost savings annually.</td>
<td>3.1-1 - Ensure financial viability of Council.</td>
<td>Achieved – participating in E21 (electricity), training services program, internal audit, valuation services procurement, and water supply best practice programs.</td>
</tr>
</tbody>
</table>
# CSP STRATEGIC OBJECTIVE - ECONOMIC:
## PRINCIPAL ACTIVITY - GENERAL PURPOSE REVENUE AND RATES

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>Proportion of rates accounts outstanding at year end.</td>
<td>Less than 5% outstanding.</td>
<td>3.1-2 - Prudent financial management.</td>
<td>Achieved – 2.79% rates and charges outstanding percentage as at 30 June 2013.</td>
</tr>
<tr>
<td>Completion of statutory certificates i.e. Section 603 Certificates.</td>
<td>95% completion rate within 5 days.</td>
<td>3.7 - Greater efficiency and increased customer service standards.</td>
<td>Being achieved – 92.30% completed within timeframe for 2012/2013. There were 297 Section 603 Certificates issued in 2012/2013.</td>
</tr>
<tr>
<td>Complete and audit Statement of Compliance for permissible rates income.</td>
<td>Annual Completion by due date free of error.</td>
<td>3.1-2 - Prudent financial management.</td>
<td>Achieved – by the statutory deadline of 8 November 2013.</td>
</tr>
</tbody>
</table>
## CSP STRATEGIC OBJECTIVE - ECONOMIC:
### PRINCIPAL ACTIVITY - INFORMATION TECHNOLOGY

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Review and readopt Council’s Information Technology Strategic Plan.</td>
<td>Implement recommendations within specified timeframes.</td>
<td>3.7 - Greater efficiency and increased customer service standards.</td>
<td>Being achieved – 88% of IT Strategic Plan recommendations are implemented. IT Strategic Plan to be reviewed by December 2013.</td>
</tr>
<tr>
<td>Implement Council PC (computers) replacement program on a four year rotational basis.</td>
<td>Annually install 100% of PC’s scheduled.</td>
<td>3.7 - Greater efficiency and increased customer service standards.</td>
<td>Achieved – computer replacement program completed and the roll out to end users.</td>
</tr>
<tr>
<td>Review, upgrade and update Council’s Website information.</td>
<td>Updated on a weekly basis.</td>
<td>3.7 - Greater efficiency and increased customer service standards.</td>
<td>Being achieved – Local-E has upgraded Council website and Council Facebook page began in October 2012. Delays have been experienced in 2012/2013 loading Council website information.</td>
</tr>
<tr>
<td>Efficient response times to user requests for technical assistance.</td>
<td>90% of requests responded to within two days.</td>
<td>3.7 - Greater efficiency and increased customer service standards.</td>
<td>Achieved - 93% response rate to requests within specified timeframe.</td>
</tr>
<tr>
<td>Implement E-Planning database.</td>
<td>Implemented by 30 June 2013.</td>
<td>3.7 - Greater efficiency and increased customer service standards.</td>
<td>Being achieved – Stage 1 DA Tracking is now available to the public. Stage 2 on hold pending the review of the NSW Planning System.</td>
</tr>
</tbody>
</table>
## CSP STRATEGIC OBJECTIVE - ECONOMIC:
**PRINCIPAL ACTIVITY - WORKFORCE (HUMAN RESOURCES AND WORK HEALTH AND SAFETY)**

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Means to Achieve Target</th>
<th>Manner of Performance Assessment</th>
<th>Performance Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and implement Council Succession Plan.</td>
<td>Review Annually.</td>
<td>3.3 - Assist facilitation of employment opportunities.</td>
<td>Achieved - this Plan was reviewed and adopted by Council on 16 August 2012.</td>
</tr>
<tr>
<td>Conduct annual performance reviews, reissue and sign-off for all employee’s position descriptions and training plans.</td>
<td>Complete 90% by 30 April each year.</td>
<td>3.7 - Greater efficiency and increased customer service standards.</td>
<td>Not achieved – 87% of performance reviews were completed by 30 June 2013.</td>
</tr>
<tr>
<td>Review and implement the human resources four year strategy in Council’s Workforce Plan.</td>
<td>Review annually.</td>
<td>3.3 - Assist facilitation of employment opportunities.</td>
<td>Completed – the reviewed Workforce Plan was adopted by Council at June 2013 meeting.</td>
</tr>
<tr>
<td>Conduct on-site work safety inspections of works sites and offices. Information provided to Council Committees and management.</td>
<td>Minimum of 6 WH&amp;S Committee inspections per year.</td>
<td>3.7 - Greater efficiency and increased customer service standards.</td>
<td>Being achieved – meetings held every 2 months. Incident reports and remedial action summary provided to MANEX each month.</td>
</tr>
</tbody>
</table>

## CSP STRATEGIC OBJECTIVE - ECONOMIC:
**PRINCIPAL ACTIVITY - CARAVAN PARKS**

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Means to Achieve Target</th>
<th>Manner of Performance Assessment</th>
<th>Performance Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Crookwell caravan park user charges.</td>
<td>Cost neutral facility.</td>
<td>3.4 - Encourage and support viable local businesses.</td>
<td>Not achieved – in 2012/2013 there was a $4,500 deficit.</td>
</tr>
<tr>
<td>Implement Plans of Management for all caravan parks and camping areas.</td>
<td>Review every two years.</td>
<td>3.2 - Encourage sustainable moderate population growth.</td>
<td>Not achieved – review of Plans yet be completed.</td>
</tr>
</tbody>
</table>
### CSP STRATEGIC OBJECTIVE - ECONOMIC:
#### PRINCIPAL ACTIVITY - TOURISM PROMOTION AND BUSINESS

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Means to Achieve Target</th>
<th>Manner of Performance Assessment</th>
<th>Performance Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and implement Tourism Strategic Plan.</td>
<td>Report every two years to the Tourist Association.</td>
<td>3.5 - Development of light industrial land in towns.</td>
<td>Achieved – the Tourism Strategic Plan was upgraded and readopted in October 2011. Action Plan and projects identified, reviewed annually and reported to Tourist Association.</td>
</tr>
<tr>
<td>Coordinate the Crookwell Potato Festival event.</td>
<td>Provide annual event summary to Tourist Association.</td>
<td>3.6 - Promote tourism opportunities and community events.</td>
<td>Completed – summary report from Tourism Manager provided. Moderate success of event due to inclement weather conditions.</td>
</tr>
<tr>
<td>Implement new Upper Lachlan Tourism website and prepare tourism statistics.</td>
<td>Detail the number of visits to the website.</td>
<td>3.6 - Promote tourism opportunities and community events.</td>
<td>Completed – new visitupperlachlan website launched in November 2011. Tourism statistics reported bimonthly to Tourist Association.</td>
</tr>
<tr>
<td>Prepare the Tourist Association annual financial statements.</td>
<td>Present to AGM in September.</td>
<td>3.7 - Greater efficiency and increased customer service standards.</td>
<td>Achieved – Financial Statements presented to the Tourist Association AGM meeting in September 2013.</td>
</tr>
<tr>
<td>Prepare and distribute tourism publications; i.e. Calendar of Events, Accommodation Guide and Group Touring Guide.</td>
<td>Distribution within program deadlines.</td>
<td>3.6 - Promote tourism opportunities and community events.</td>
<td>Completed – new brochures completed and distributed in 2012/2013. Regular review and update of brochures each year.</td>
</tr>
</tbody>
</table>
### CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT:
PRINCIPAL ACTIVITY - ROADS, BRIDGES, FOOTPATHS, CYCLEWAYS, PRIVATE WORKS AND KERB AND GUTTERING

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Means to Achieve Target</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Implement Roads Hierarchy Classification in strategic planning of forward road programs.</td>
<td>Review Road Hierarchy annually.</td>
<td>4.12 - Regional transport link upgrade of Taralga Road MR248E is the highest infrastructure priority of the Council.</td>
<td>Completed – Road Hierarchy reviewed and presented to Council. Work on current stage of MR248E is complete. Survey and design of next stage is underway.</td>
</tr>
<tr>
<td>Completion of annual capital works expenditure program in accordance with budget allocation.</td>
<td>Complete 80% of works program annually.</td>
<td>4.1-1 - Improve local road and transport networks.</td>
<td>Completed – 81% of General Fund capital works program in 2012/2013.</td>
</tr>
<tr>
<td>Call and evaluate tenders for civil works contract plant and labour hire, and capital works projects.</td>
<td>To review tenders every two years.</td>
<td>4.1-1 - Improve local road and transport networks.</td>
<td>Pending – Tenders have closed and a report will be considered by Council at its September 2013 meeting.</td>
</tr>
<tr>
<td>Gravel resheeting programme submitted to and adopted by Council in June each year.</td>
<td>Resheet every road in a 30 year cycle.</td>
<td>4.1-2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.</td>
<td>Completed – the 2012/2013 gravel resheeting program has been completed, only Sylvia Vale Road and Iron Mine Road has not been completed.</td>
</tr>
<tr>
<td>Number of kilometres per year cost per kilometre for road maintenance, dissecting bitumen and gravel roads.</td>
<td>Provide cost report to Council annually.</td>
<td>4.1-2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.</td>
<td>Not achieved – 10 year draft plan is being finalised.</td>
</tr>
<tr>
<td>Continuation of footpath replacement program in accordance with Footpath Policy.</td>
<td>Complete within budget allocation.</td>
<td>4.9 - Develop new and upgrade existing footpaths and cycleway networks.</td>
<td>Completed in 2012/2013.</td>
</tr>
</tbody>
</table>
Complete flood damage remediation works in consultation with RMS and in accordance with Natural Disaster funding program. | Complete 2010 flood event remediation works by December 2012. | 4.13 - Complete all Natural Disaster flooding remedial works. | Being achieved – work progressing to schedule. 2010 flood event road remediation works are complete. 2012 event will be completed by March 2014.

The restoration of Tuena footbridge and Brooklands footbridge are complete.

Establish a Bridge Replacement and maintenance program. | Complete by December 2012. | 4.11 - Progressively replace timber bridges on local roads. | Being achieved – the replacement of McDonald Street bridge is complete. A 10 year bridge replacement program is being developed.

<table>
<thead>
<tr>
<th><strong>CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT:</strong></th>
<th><strong>PRINCIPAL ACTIVITY - STORMWATER AND DRAINAGE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key Performance Indicators</strong></td>
<td><strong>Means to Achieve Target</strong></td>
</tr>
<tr>
<td>Stormwater Levy for all towns to assist in funding capital improvements.</td>
<td>Maintain an external restricted cash reserve.</td>
</tr>
<tr>
<td>Implement Stormwater Management Plan.</td>
<td>Implement Stormwater works outlined in Plan.</td>
</tr>
</tbody>
</table>
## CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT:
### PRINCIPAL ACTIVITY - QUARRIES AND GRAVEL PITS

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Means to Achieve Target</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Prepare long-term restoration and rehabilitation plan for gravel pits. To allow the accounting for the present value of the future restoration liability.</td>
<td>Complete by August 2012.</td>
<td>4.1-2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.</td>
<td>Achieved – management plans for several quarries approved by Department of Primary Industries.</td>
</tr>
<tr>
<td>Maintain a gravel pit rehabilitation cash reserve.</td>
<td>Review cash reserve annually.</td>
<td>4.1-2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.</td>
<td>Completed – rehabilitation reserve created and funds being credited to reserve.</td>
</tr>
<tr>
<td>Review gravel royalty payment pricing system and procedures.</td>
<td>Complete by December 2012.</td>
<td>4.1-2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.</td>
<td>Being achieved – new contracts completed with most quarry owners. Several owners have indicated that they will not be supplying gravel to Council in the future.</td>
</tr>
</tbody>
</table>
### CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT:
### PRINCIPAL ACTIVITY - WASTE CENTRES, RUBBISH TIPS AND STREET CLEANING

<table>
<thead>
<tr>
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<th>Means to Achieve Target</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Progress option study for alternative waste sites including Veolia Woodlawn site.</td>
<td>Report to Council annually.</td>
<td>4.6 - Provide increased waste pickup and clean up service at existing village rubbish tips.</td>
<td>Works in Progress - discussions held with Veolia regarding potential access to the Woodlawn site. Discussions proceeding with a view of developing a proposal for consideration by Council.</td>
</tr>
<tr>
<td>Maintain a rubbish tip (landfill) rehabilitation cash reserve.</td>
<td>Review cash reserve annually.</td>
<td>4.6 - Provide increased waste pickup and clean up service at existing village rubbish tips.</td>
<td>Completed – rehabilitation reserve established with annualised contributions to the fund.</td>
</tr>
<tr>
<td>Prepare, review and implement a Strategic Waste Management Plan.</td>
<td>Complete by December 2012.</td>
<td>4.1-2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.</td>
<td>Pending – concept being developed with options formulated. Council staff will prepare final report when time permits.</td>
</tr>
<tr>
<td>Ensure compliance with DECCW licence for rubbish tips (landfill).</td>
<td>No non-compliance incidents.</td>
<td>4.6 - Provide increased waste pickup and clean up service at existing village rubbish tips.</td>
<td>Completed – DECCW annual return for Crookwell landfill completed on time and submitted. Environmental controls maintained.</td>
</tr>
</tbody>
</table>
### CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT: PRINCIPAL ACTIVITY - PUBLIC CONVENIENCES AND AMENITIES

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Maintain public toilet facilities according to health requirements.</td>
<td>Weekly maintenance schedule undertaken.</td>
<td>4.3 - Develop town main street and CBD beautification programs.</td>
<td>Achieved - public toilet facilities being maintained in accordance with schedule. Refurbishment work commenced on Goulburn Street, Crookwell amenities block.</td>
</tr>
</tbody>
</table>

### CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT: PRINCIPAL ACTIVITY - PUBLIC CEMETERIES

<table>
<thead>
<tr>
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<th>Means to Achieve Target</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Prepare Plans of Management for all Council controlled cemeteries.</td>
<td>Review every two years.</td>
<td>4.1-2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.</td>
<td>Pending - review of Cemetery policy has been delayed by other staff commitments. Reviewed policy to be tabled to Council meeting by December 2013.</td>
</tr>
<tr>
<td>Undertake maintenance activities according to the adopted works schedule.</td>
<td>Within 5% of budget allocation</td>
<td>4.1-2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.</td>
<td>Achieved - maintenance activities according to annual program and budget allocation.</td>
</tr>
</tbody>
</table>
### CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT: PRINCIPAL ACTIVITY - ENGINEERING, PURCHASING AND WORKS SUPERVISION

<table>
<thead>
<tr>
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<th>Means to Achieve Target</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Implementation and review of Asset Management Plan and Asset Strategy.</td>
<td>Link to Long-term Financial Plan model.</td>
<td>4.4 - Investigate provision of new recreational facilities; i.e. Skate Park in Gunning, upgrade lighting for town sports fields.</td>
<td>Pending – Asset Register is being updated to reflect audit response. Council Infrastructure Plan and Asset Strategies by asset class are being prepared.</td>
</tr>
<tr>
<td>Six monthly Stores Stocktakes with a proportion and value of Stores stock control bin errors being minimised.</td>
<td>Less than $500 stock write down from a single stocktake.</td>
<td>4.1-2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.</td>
<td>Being achieved - stores variance is within tolerance. Council staff will continue to test and monitor test bores. Further unusual variances may trigger further testing of pipe work and tanks.</td>
</tr>
<tr>
<td>Implementation of new Risk Management Action Plan (RMAP) to meet StateWide Public Liability Audit verification requirements.</td>
<td>Complete annually within allocated deadline.</td>
<td>4.1-2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.</td>
<td>Being achieved - results have been provided to StateWide Mutual and an Action Plan is being developed.</td>
</tr>
<tr>
<td>Implement Risk Assessment Plan.</td>
<td>Review and update by June 2013.</td>
<td>4.7 - Investigate Regional Saleyards at Gunning. 4.8 - Investigate Goulburn - Crookwell Rail and Bike Trail.</td>
<td>Being achieved - Risk Management Plan has been submitted to StateWide Mutual for review and comment.</td>
</tr>
<tr>
<td>Review Council Underground Petroleum Storage (UPS) systems; including diesel and petrol bowers.</td>
<td>Report to Council remediation requirements.</td>
<td>4.4 - Investigate provision of new recreational facilities; i.e. Skate Park in Gunning, upgrade lighting for town sports fields.</td>
<td>Test bores have been installed at Crookwell and Gunning Depots. Further testing from the bores is required to determine further action. Tests carried out in July 2013 indicate that losses from the systems are minimal.</td>
</tr>
</tbody>
</table>
## CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT:
### PRINCIPAL ACTIVITY - PLANT AND EQUIPMENT OPERATIONS

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Means to Achieve Target</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Prepare a plant and equipment 10 year forward plan and endeavour to fund plant replacements from plant reserve by 2014.</td>
<td>Review and update annually.</td>
<td>4.1-2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.</td>
<td>Completed – plant policy has been prepared and approved with replacements being undertaken in accordance with the policy and within the limitation of the budget.</td>
</tr>
<tr>
<td>Annual Plant Replacement schedule.</td>
<td>Replacement cost is within 5% of budget allocation.</td>
<td>4.1-1 - Improve local road and transport networks.</td>
<td>Completed – plant replacements for 2012/2013 year.</td>
</tr>
<tr>
<td>Maintain a plant replacement cash reserve and achieve plant hire surplus each year.</td>
<td>Review annually adopted plant hire rates.</td>
<td>4.1-1 - Improve local road and transport networks.</td>
<td>Achieved – plant hire rates were reviewed and implemented in July 2012, a further review will be undertaken when plant hire tenders are finalised.</td>
</tr>
<tr>
<td>Management of motor vehicle leaseback program.</td>
<td>Review every two years.</td>
<td>4.1-1 - Improve local road and transport networks.</td>
<td>Completed – a review has been undertaken in June 2013 lease back rates have been increased from the first pay period in July 2013.</td>
</tr>
</tbody>
</table>
### CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT: PRINCIPAL ACTIVITY - DOMESTIC WASTE MANAGEMENT (DWM)

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Means to Achieve Target</th>
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<th>Performance Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>DWM service charge includes a disposal cost as a costed entity.</td>
<td>Establish Fund and review annually.</td>
<td>4.6 - Provide increased waste pickup and clean up service at existing village rubbish tips.</td>
<td>Completed – DWM makes a disposal cost contribution to landfill generally in accordance with volume of waste disposed.</td>
</tr>
<tr>
<td>Average number of garbage bin service collections missed per month and number of complaints received.</td>
<td>Less than 2% of weekly pickups.</td>
<td>4.6 - Provide increased waste pickup and clean up service at existing village rubbish tips.</td>
<td>Achieved - improvements to collection routes and staffing have seen a significant reduction in missed bin complaints. New collection truck has reduced breakdowns and impact upon comingling recycle and waste.</td>
</tr>
<tr>
<td>Complete the DWM reasonable cost calculation.</td>
<td>Audited annually.</td>
<td>4.6 - Provide increased waste pickup and clean up service at existing village rubbish tips.</td>
<td>Completed – calculation and methodology was included in the 2012/2013 Operational Plan.</td>
</tr>
<tr>
<td>Prepare and review DWM long-term plant replacement schedule.</td>
<td>Reviewed annually.</td>
<td>4.6 - Provide increased waste pickup and clean up service at existing village rubbish tips.</td>
<td>Completed - plant replacement schedule reviewed. Replacement schedule consisting of two side loading compactor trucks being replaced on a 5 yearly staggered rotation. One truck is scheduled for replacement in 2013/2014 sufficient reserve established to fund the replacements from DWM revenue.</td>
</tr>
</tbody>
</table>
### CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT:
**PRINCIPAL ACTIVITY - WATER SUPPLY SERVICES**

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Means to Achieve Target</th>
<th>Manner of Performance Assessment</th>
<th>Performance Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carry out weekly water quality standard testing.</td>
<td>Complying water quality test samples.</td>
<td>4.5-1 - Improve water supply and sewerage facilities to towns (existing schemes – Crookwell, Gunning, Dalton and Taralga).</td>
<td>Daily water quality testing undertaken for the Crookwell water system, biweekly sampling undertaken for Taralga, Gunning and Dalton systems. Corrective action taken where necessary, samples continue to comply for all Health criteria of water quality guidelines. Upgrades underway to address some non-compliance in aesthetic criteria.</td>
</tr>
<tr>
<td>Implement user pay best practice pricing water charges in accordance with State Government Guidelines.</td>
<td>50% water supply income from user pay charges.</td>
<td>4.5-1 - Improve water supply and sewerage facilities to towns (existing schemes – Crookwell, Gunning, Dalton and Taralga).</td>
<td>Achieved – water user pay charges implemented. 50% revenue from water usage is being achieved.</td>
</tr>
<tr>
<td>Implement Strategic Business Plan; Water Conservation, Demand Management and Drought Management Plans.</td>
<td>Complete by 31 December 2012.</td>
<td>4.1-2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.</td>
<td>Water Conservation, Demand Management and Drought Management Plans completed. Integrated Water Cycle Management Plan is completed, Strategic Business Plan workshop completed with consultant. Funding has been secured from NSW Dept of Health for the completion of Drinking Water Quality Management Plan and a consultant engaged to carry out the work.</td>
</tr>
</tbody>
</table>


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<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Maintain Section 64 Contributions Plan Register.</td>
<td>Audited annually.</td>
<td>4.5-1 - Improve water supply and sewerage facilities to towns (existing schemes – Crookwell, Gunning, Dalton and Taralga).</td>
<td>Achieved Section 64 contributions register audited as at 30 June 2013. Contract awarded for design and construction of the Taralga Water treatment plant. New plant is onsite and being connected up at present. Contract awarded for construction of the Gunning Water Filtration Plant on 22 April 2013. Tenders have been called and contract for Gunning Water Storage expected to be awarded following August 2013 Council meeting. Dalton supply pipeline 50% complete.</td>
</tr>
<tr>
<td>Surplus Water Fund operating result.</td>
<td>Within 10% of budget.</td>
<td>4.5-1 - Improve water supply and sewerage facilities to towns (existing schemes – Crookwell, Gunning, Dalton and Taralga).</td>
<td>Achieved - water funds returning a surplus to set aside funds for future infrastructure replacement requirements.</td>
</tr>
</tbody>
</table>
## CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT:
PRINCIPAL ACTIVITY - SEWERAGE SERVICES

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Number of sewer chokes per month per five kilometres of mains.</td>
<td>Less than 3.</td>
<td>4.5-1 - Improve water supply and sewerage facilities to towns (existing schemes – Crookwell, Gunning, Dalton and Taralga).</td>
<td>Frequency of sewer chokes significantly reduced following the purchase of an improved jetting plant. Chokes below performance target. Maintenance jetting being undertaken to reduce the frequency of call outs for chokes outside of business hours.</td>
</tr>
<tr>
<td>Surplus Sewerage Fund operating result.</td>
<td>Within 10% of budget.</td>
<td>4.5-1 - Improve water supply and sewerage facilities to towns (existing schemes – Crookwell, Gunning, Dalton and Taralga).</td>
<td>Not achieved - operating result deficit in 2012/2013 due to Crookwell Sewerage bad debt write-off.</td>
</tr>
<tr>
<td>Maintain Section 64 Register.</td>
<td>Audited annually.</td>
<td>4.5-1 - Improve water supply and sewerage facilities to towns (existing schemes – Crookwell, Gunning, Dalton and Taralga).</td>
<td>Achieved - Section 64 Register updated, reconciled and audited as at 30 June 2013.</td>
</tr>
<tr>
<td>Sewerage Treatment Plants comply with EPA conditions.</td>
<td>Satisfactory report from NSW Office of Water.</td>
<td>4.5-1 - Improve water supply and sewerage facilities to towns (existing schemes – Crookwell, Gunning, Dalton and Taralga).</td>
<td>Achieved - EPA Annual Return completed on time minor non-compliances due to heavy rainfall. NOW regional inspector provided satisfactory report for Crookwell, Gunning and Taralga Sewerage treatment Plants.</td>
</tr>
<tr>
<td>Key Performance Indicators</td>
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<td>Performance Status</td>
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</tr>
<tr>
<td>Implement organisation structure in accordance with Local Government Act requirements.</td>
<td>Reviewed annually.</td>
<td>5.4 - Ensure the retention and attraction of quality staff.</td>
<td>Completed – reviewed and adopted by Council at 20 September 2012 Council Meeting.</td>
</tr>
<tr>
<td>Council Policy Development and Review.</td>
<td>Six policies reviewed each year.</td>
<td>5.3 - Promote community engagement and involvement in decision making processes.</td>
<td>Completed – KPI achieved in all four quarters with continual policy development and reviews undertaken.</td>
</tr>
<tr>
<td>Council Meeting Business Paper creation and distribution.</td>
<td>Released one week prior to meeting date.</td>
<td>5.3 - Promote community engagement and involvement in decision making processes.</td>
<td>Achieved – InfoCouncil system and iPads has improved the timely distribution of Council documents to Councillors.</td>
</tr>
<tr>
<td>Complaint handling and service delivery.</td>
<td>Complete service requests within 15 days.</td>
<td>5.2 - Lobby other levels of Government for increased share of funding and changes to taxation distribution.</td>
<td>Being Achieved - achieving target of 15 days.</td>
</tr>
<tr>
<td>Complete Council Annual Report.</td>
<td>Completed and sent to DLG by 30 November every year.</td>
<td>5.1 - Participate in resource sharing initiatives.</td>
<td>Completed – forwarded to Division of Local Government on 16 November 2012.</td>
</tr>
<tr>
<td>Compliance with Division of Local Government (DLG) Circulars and compliance with legislative and statutory amendments.</td>
<td>Circulars to be reviewed monthly.</td>
<td>5.3 - Promote community engagement and involvement in decision making processes.</td>
<td>Achieved – circulars reviewed, complied with and placed before Council as requested by DLG.</td>
</tr>
</tbody>
</table>
3. STATE OF THE ENVIRONMENT REPORT

Section 428 (2)(c) and Clauses 217(2), 218-226 of Local Government (General) Regulation 2005

Supplementary Report - 30 June 2013

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1. Introduction
   1.1 Purpose of the State of the Environment Report
   1.2 The 2012/2013 State of the Environment Report
   1.3 Shire Profile

2. Land

3. Air

4. Water

5. Biodiversity

6. Waste

7. Noise

8. Heritage

9. Evaluation and Planning for the Future

10. Limitations

1. Introduction

1.1 Purpose of State of the Environment Reporting

Council’s responsibility to produce an annual State of the Environment Report (SoE) directly reflects the increasing accountability of local government to manage and protect the environment. This not only relates to the efforts of Council’s themselves but also refers more importantly to the role of local communities to make choices and decisions that will restore and sustain the environment and maintain a high standard of living.

SoE reporting provides a means of giving the community easily understood and readily available information about the local environment and impacts on the environment.

It also provides a public account of the activities of government, industry and the community in efforts to protect and restore the environment.

This supplementary report meets the requirements of the Local Government Act 1993 and it also reflects the fact that environmental issues continue to become more important in the community.

Council’s main efforts with respect the State of the Environment (SoE) reporting regime remain with the comprehensive regional SoE report that is prepared in conjunction with the ACT Government and the Councils of the ACT Region.
1.2 The 2012/2013 State of the Environment Report

This State of the Environment Report prepared by Upper Lachlan Shire Council covers the period 1 July 2011 to 30 June 2013.

In accordance with the Local Government Act 1993, the 2011/2013 State of the Environment (SoE) Report is a supplementary SoE to provide additional information to support the comprehensive report.

This year’s supplementary report provides updates on key theme areas arising in the preceding 12 months as well as addressing Council’s long-term environmental objectives identified in the Community Strategic Plan.

Any measurable changes in the state of the environment, pressures on that environment and the responses in place to address these pressures will be reported on.

The key theme areas for SoE reporting are:

- Land
- Air
- Water
- Biodiversity
- Waste
- Noise
- Heritage (Aboriginal and Non-Aboriginal)

1.3 Shire Profile

Location
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 from Bathurst and thirty minutes from Goulburn. It is an area that is known for its fine wool and potato production, history and picturesque countryside.

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, Tiena, Collector, Grabbren Gullen, Big Hill, Jerrawa and Breadalbane.

Despite its proximity to major centres, Upper Lachlan Shire Council is strongly rural in its character. Agricultural endeavour has been a feature of the economic and social fabric of the Shire.

Area and Population

Upper Lachlan is a Council in NSW with and area of 7,243 square kilometres. Upper Lachlan’s population stated by the Australian Bureau of Statistics (ABS) in accordance with the 2011 Census reporting to be 7,193, with an average age around 46 years.
2011 Census Statistics

Population gender consisted of:
Males 3,604
Females 3,589

Age Groups:
0 – 14 years 1,311 18.2% of population
15 – 24 years 705 9.8% of population
25 – 54 years 2,524 35.1% of population
55 – 64 years 1,134 15.8% of population
65 years and over 1,518 21.1% of population

2. Land Use

While no data is available on land use for the reporting period it is expected that the agricultural dominance of land use that has been present in the Shire in the past still continues strongly now.

Council has developed a comprehensive Local Environmental Plan that was gazetted on the 9 July 2010 accompanied by a suite of documents that provide strategic planning directions that will achieve economic, environmental and planning outcomes through a community consultative process into the future.

For further information regarding the Upper Lachlan Local Environmental Plan 2010 and associated documents please visit Council’s website: http://upperlachlan.local-e.nsw.gov.au

Action – Ensure that development integrates the principles of ESD and is compatible with identified land use constraints.

Performance Measure – Identify developments not compatible with identified land use constraints.

Outcome - Council has developed a comprehensive Local Environmental Plan that is accompanied by a suite of documents that provide strategic planning directions that achieve economic, environmental and planning outcomes conducive with identified land constraints.

Action – Maintain the landscape qualities of the Upper Lachlan Shire.

Performance Measure – Development does not adversely affect landscape qualities.

Outcome - Council has developed a comprehensive Local Environmental Plan that is accompanied by a suite of documents that provide strategic planning directions that achieve economic, environmental and planning outcomes conducive with identified landscape qualities.

3. Air

The major sources of air emissions within the Upper Lachlan Shire are domestic or commercial solvents and aerosols and domestic solid fuel heaters. There are no facilities within the Council area that report air emissions to the National Pollutant Inventory (NPI) during the reporting period.
Air quality in the Shire in the past year has not generally changed. Similarly the villages of the Shire might see a decrease in air quality due to concentration of vehicle emissions and solid fuel heater usage.

**Action** – Maintain the air quality of the Upper Lachlan Shire.

**Performance Measure** - Development does not adversely affect air quality.

**Outcome** – Council has developed a comprehensive Local Environmental Plan that is accompanied by a suite of documents that encourages environmentally sustainable and friendly developments.

4. **Water**

Upper Lachlan Council achieved 100% compliance for microbial water quality during the reporting period. For the 152 samples taken from the Crookwell, Gunning, Taralga and Dalton water supplies no positive results for Ecoli were recorded.

Sampling of inorganic compounds has shown no cause for any health concerns, although the water at the Dalton Bore continues to show hardness, dissolved solids, Chloride and Iodine. Gunning water displayed high colour and turbidity. These contaminants while not of health concerns impart an aesthetic impact, and plans are in place to address this shortcoming.

**Crookwell**

Crookwell drinking water is sourced from the Kentgrove (Back Creek) Dam and provides drinking water for the village of Crookwell. The supply is fully treated and disinfected with Chlorine.

A total of 50 samples were taken and assessed for Ecoli, with 0 returning a positive sample for organisms. 2 chemical samples were taken during the reporting period and assessed for 31 different inorganic compounds. All samples returned results within Drinking Water Guidelines.

**Dalton**

Dalton’s drinking water is sourced from two groundwater bores and provides drinking water for the village of Dalton. The supply is disinfected with Chlorine.

A total of 26 samples were taken and assessed for Ecoli, with 0 returning a positive sample for organisms. 2 chemical samples were taken during the reporting period and assessed for 31 different inorganic compounds. Hardness, total dissolved solids (TSD), Chloride and Iodine all exceeded aesthetic guideline values. None of these compounds have any health implications.

**Taralga**

Taralga’s drinking water is sourced from Woolshed Creek and supplies Taralga Village. The supply is disinfected by UV light.

A total of 26 samples were taken and assessed for Ecoli, with 0 returning a positive sample for organisms. 2 chemical samples were taken during the reporting period and assessed for 31 different inorganic compounds. All samples returned results within Drinking Water Guidelines.
**Gunning**

Gunning’s drinking water is sourced from the Lachlan River and supplies the village of Gunning. The water supply is disinfected with Chlorine.

A total of 50 samples were taken and assessed for Ecoli with no positive results. 2 samples were taken during the reporting period and assessed for 31 different inorganic compounds. Aluminium, Iron, and Colour all exceeded aesthetic guideline values. None of these compounds have any health implications.

**Action** – Ensure the water quality of drinking water within the towns and villages of the Shire meets relevant standards.

**Performance Measure** – Water quality complies with relevant standards.

**Outcome** – Upper Lachlan Council achieved 100% compliance for microbial water quality during the reporting period. For the 152 samples taken from the Crookwell, Gunning, Taralga and Dalton water supplies no positive results for Ecoli were recorded.

5. **Biodiversity**

Upper Lachlan has a moderately rich biodiversity with 53 different vegetation types of which 36 are of conservation significance and at least 788 plant species (native and introduced). Fauna species included 163 bird species, 21 fish species, 61 mammal, 53 reptile and 16 amphibian species.

The Shire contains occurrences of four endangered ecological communities and populations of 6 plant and 33 animal species that are vulnerable or endangered nationally or in NSW. There is also predicted to be 37 additional plant and 45 animal species listed as vulnerable or endangered within the Shire.

The Shire has 53 vegetation communities of which 36 are considered of conservation significance. It is not possible to accurately assess any changes to the extent and condition of native vegetation in the Shire; however the Biodiversity Planning Framework will allow for better management and protection of biodiversity and therefore Ecological Communities.

The biodiversity Planning Framework developed as part of the Local Environmental Planning process will assist Council Officers in managing biodiversity values, including in the development assessment process.

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

Biodiversity values are considered within the context of the Shire’s traditional and emerging rural land-use setting. Processes that threaten values are identified and addressed, strategic measures for protection, recovery and enhancement of biodiversity values are recommended. A set of Council management actions have been prioritised, including staff training, and education and community partnership actions.

**Action** – Maintain the landscape qualities of the Upper Lachlan Shire.

**Performance Measure** – Development does not adversely affect landscape qualities.
Outcome - Council has developed a comprehensive Local Environmental Plan that is accompanied by a suite of documents that provide strategic planning directions that achieve economic, environmental and planning outcomes conducive with identified landscape qualities.

6. Waste

Total waste that needed to be addressed by the Council in 2012/2013 was 4,433.7 tonnes which equates to an increase of 1,423.7 tonnes, however the amount of waste being recycled increased from 473 tonnes to 919.34 tonnes which is an increase of 446.34 tonnes compared to 2010/2011.

<table>
<thead>
<tr>
<th>Volumes of Waste</th>
<th>2012/2013 (tonnes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recycled (kerbside &amp; taken to Landfill)</td>
<td>919.34</td>
</tr>
<tr>
<td>Recycled (% of total*)</td>
<td>20.7%</td>
</tr>
<tr>
<td>To Landfill</td>
<td>3,514.36</td>
</tr>
<tr>
<td>Landfill (% of total*)</td>
<td>79.3%</td>
</tr>
<tr>
<td>Total</td>
<td>4,433.7</td>
</tr>
</tbody>
</table>

Waste to Landfill
The types of waste going to landfill are shown in the table below, again the largest volume comes from general waste with 28,922.19 tonnes or 82.3 % of the total of the waste.

<table>
<thead>
<tr>
<th>Type of Waste going to Landfill</th>
<th>2012/2013 Tonnes</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Waste</td>
<td>2,892.19</td>
</tr>
<tr>
<td>Animal Waste</td>
<td>3.36</td>
</tr>
<tr>
<td>Tyres</td>
<td>3.48</td>
</tr>
<tr>
<td>Building and Demolition Waste</td>
<td>189.18</td>
</tr>
<tr>
<td>Green Waste</td>
<td>421.02</td>
</tr>
<tr>
<td>Asbestos</td>
<td>5.13</td>
</tr>
<tr>
<td>Total</td>
<td>3,514.36</td>
</tr>
</tbody>
</table>

The amount of building and demolition waste has increased in the last 12 months from 164.18 tonnes to 189.18 tonnes as has the amount of green waste which has grown from 366 to 421.02 tonnes.
There is no licensed facility for the collection, transport or disposal of hazardous waste within the Upper Lachlan Shire Council area. There are no records of the amount of hazardous waste that is transported out of the Shire.

**Action** – Manage waste systems in commercially, environmentally and socially responsible ways.

**Performance Measure** – Quantity of recycled material collected.  
**Outcome** - The amount of waste being recycled increased from 473 tonnes to 919.34 tonnes which is an increase of 446.34 tonnes compared to 2010/2011.

**7. Noise**
There have only been a small number of noise complaints during the reporting period. Approximately 8 complaints in total relating to roosters, barking dogs, birds and wind farm operations. Council continues to advertise through community publications, educational materials on potential noise issues, as well as requiring independent expert noise audits.

There are no statistics recorded from the NSW Police.

**8. Heritage (Aboriginal and Non-Aboriginal)**
Upper Lachlan Shire Council’s Local Heritage Fund Grant Program provides support to property owners to undertake work to conserve local heritage items. The Local Heritage Fund Grant Program is part funded by the NSW Department of Planning Heritage Branch. One (1) grant of $3,000, three (3) grants of $2,000 and eight (8) grants of $1,000 are available (total $17,000). The grant amounts are offered on a dollar for dollar basis, that is, the program will match each dollar spent by the applicant up to the maximum grant amount. In some cases the applicant contributes funds to the project greater than the grant amount.

During the reporting period Council invited applications under the Local Heritage Fund Grant program and nine (9) applications were received.

All projects were required to be completed by the end of May and at this date all projects were completed.

**9. Evaluation and Planning for the Future**

With the implementation of the Upper Lachlan Local Environmental Plan 2010, the Upper Lachlan Local Environmental Plan 2010 and Upper Lachlan Development Control Plan 2010 (as amended) provides Council with a platform to ensure Council’s vision for the future is obtainable – “To be a diverse local government area that provides various lifestyle, business enterprise, leisure and recreation alternatives, whilst ensuring environmental sustainability, preservation of our history and a sense of belonging in our community”.

In order to achieve our visions the following aspirations are identified:

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

10. Limitations

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

This report addressed the current State of the Environment in Upper Lachlan Shire Council as at June 2013, based on relevant in-house information which was available at that time. This State of the Environment Report has been prepared for the purpose described solely in the Local Government Act 1993 and no responsibility is accepted for use of any part of this report in any other context or for any other purpose.

Local Students participating in Landcare Scheme – Willow Removal on Kiamma Creek
## 4. CONDITION OF PUBLIC WORKS
### Section 428 (2) (d)

**Asset Condition Ranking System**
1 – Excellent Condition – No work required  
2 – Good Condition – Minor Maintenance required  
3 – Average – Maintenance work is required  
4 – Poor – Renewal required  
5 – Very Poor – Urgent Renewal / Upgrading required

### Condition of Public Buildings

<table>
<thead>
<tr>
<th>Asset Category</th>
<th>Asset Condition as at 30 June 2013</th>
<th>Estimated Cost to bring to Satisfactory Standard (current $ value)</th>
<th>Required Annual Maintenance Expense (current $ value)</th>
<th>Current Actual Maintenance Expense for 2012/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council Houses</td>
<td>Rank 2</td>
<td>$0</td>
<td>$39,000</td>
<td>$7,000</td>
</tr>
<tr>
<td>Public Amenities / Conveniences</td>
<td>Rank 3</td>
<td>$0</td>
<td>$88,000</td>
<td>$25,000</td>
</tr>
<tr>
<td>Community Facilities</td>
<td>Rank 3</td>
<td>$521,000</td>
<td>$80,000</td>
<td>$9,000</td>
</tr>
<tr>
<td>Public Libraries</td>
<td>Rank 3</td>
<td>$0</td>
<td>$9,000</td>
<td>$4,000</td>
</tr>
<tr>
<td>Council Offices</td>
<td>Rank 5</td>
<td>$3,363,000</td>
<td>$50,000</td>
<td>$26,000</td>
</tr>
<tr>
<td>Council Works Depots</td>
<td>Rank 3</td>
<td>$298,000</td>
<td>$35,000</td>
<td>$16,000</td>
</tr>
<tr>
<td>Council Public Halls</td>
<td>Rank 3</td>
<td>$1,024,000</td>
<td>$212,000</td>
<td>$22,000</td>
</tr>
<tr>
<td>Recreational Facilities / Sports Ground Buildings</td>
<td>Rank 4</td>
<td>$711,000</td>
<td>$64,000</td>
<td>$79,000</td>
</tr>
<tr>
<td>Bushfire Brigade and SES Buildings</td>
<td>Rank 2</td>
<td>$0</td>
<td>$48,000</td>
<td>$27,000</td>
</tr>
<tr>
<td>Other Structures</td>
<td>Rank 3</td>
<td>$853,000</td>
<td>$77,000</td>
<td>$25,000</td>
</tr>
</tbody>
</table>
## Condition of Water Supplies

<table>
<thead>
<tr>
<th>Asset Category</th>
<th>Asset Condition as at 30 June 2013</th>
<th>Estimated Cost to bring to Satisfactory Standard (current $ value)</th>
<th>Required Annual Maintenance Expense (current $ value)</th>
<th>Current Actual Maintenance Expense for 2012/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Treatment Plants</td>
<td>Rank 4</td>
<td>$852,000</td>
<td>$184,000</td>
<td>$150,000</td>
</tr>
<tr>
<td>Water Bores</td>
<td>Rank 2</td>
<td>$0</td>
<td>$28,000</td>
<td>$11,000</td>
</tr>
<tr>
<td>Dam</td>
<td>Rank 3</td>
<td>$223,000</td>
<td>$32,000</td>
<td>$28,000</td>
</tr>
<tr>
<td>Reservoirs</td>
<td>Rank 2</td>
<td>$0</td>
<td>$34,000</td>
<td>$19,000</td>
</tr>
<tr>
<td>Mains</td>
<td>Rank 3</td>
<td>$284,000</td>
<td>$155,000</td>
<td>$110,000</td>
</tr>
<tr>
<td>Pumping Stations</td>
<td>Rank 3</td>
<td>$0</td>
<td>$111,000</td>
<td>$109,000</td>
</tr>
</tbody>
</table>

## Condition of Sewerage Works

<table>
<thead>
<tr>
<th>Asset Category</th>
<th>Asset Condition as at 30 June 2013</th>
<th>Estimated Cost to bring to Satisfactory Standard (current $ value)</th>
<th>Required Annual Maintenance Expense (current $ value)</th>
<th>Current Actual Maintenance Expense for 2012/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Treatment Works</td>
<td>Rank 3</td>
<td>$37,000</td>
<td>$29,000</td>
<td>$48,000</td>
</tr>
<tr>
<td>Mains</td>
<td>Rank 3</td>
<td>$29,000</td>
<td>$211,000</td>
<td>$94,000</td>
</tr>
<tr>
<td>Pumping Stations</td>
<td>Rank 3</td>
<td>$29,000</td>
<td>$68,000</td>
<td>$42,000</td>
</tr>
</tbody>
</table>
### Condition of Drainage Network

<table>
<thead>
<tr>
<th>Asset Category</th>
<th>Asset Condition as at 30 June 2013</th>
<th>Estimated Cost to bring to Satisfactory Standard (current $ value)</th>
<th>Required Annual Maintenance Expense (current $ value)</th>
<th>Current Actual Maintenance Expense for 2012/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drainage Network</td>
<td>Rank 3</td>
<td>$332,000</td>
<td>$30,000</td>
<td>$15,000</td>
</tr>
</tbody>
</table>

### Condition of Public Roads

<table>
<thead>
<tr>
<th>Asset Category</th>
<th>Asset Condition as at 30 June 2013</th>
<th>Estimated Cost to bring to Satisfactory Standard (current $ value)</th>
<th>Required Annual Maintenance Expense (current $ value)</th>
<th>Current Actual Maintenance Expense for 2012/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sealed Road Surface and Structure</td>
<td>Rank 3</td>
<td>$500,000</td>
<td>$2,433,000</td>
<td>$2,533,000</td>
</tr>
<tr>
<td>Local Roads - Unsealed</td>
<td>Rank 3</td>
<td>$799,000</td>
<td>$1,312,000</td>
<td>$3,185,000</td>
</tr>
<tr>
<td>Bridges</td>
<td>Rank 3</td>
<td>$3,124,000</td>
<td>$953,000</td>
<td>$56,000</td>
</tr>
<tr>
<td>Footpaths</td>
<td>Rank 3</td>
<td>$170,000</td>
<td>$25,000</td>
<td>$3,000</td>
</tr>
<tr>
<td>Kerb and Gutter</td>
<td>Rank 2</td>
<td>$231,000</td>
<td>$35,000</td>
<td>$0</td>
</tr>
</tbody>
</table>

Crookwell Main Street
CONDITION OF PUBLIC ROADS

Section 428 (2) (d)

a) Urban Roads and Streets

Council endeavours to provide a regular maintenance program throughout the year for all of the urban roads and streets in the towns and villages within the Shire. The 104 kilometres of urban roads are mostly in a satisfactory condition with some of the bitumen pavement wearing surfaces nearing the end of their useful lives and these streets are prioritised for resealing or rehabilitation in programs within the next five years. The total Council funded expenditure on urban local roads and streets totalled $397,869.

b) Local Roads - Sealed

A program of regular ongoing maintenance is carried out throughout the year, which incorporates a program of resealing, sealed rural local roads. The 490.3 kilometres of sealed roads are in generally fair condition but around twenty percent of these roads whose condition are deteriorating and will need rehabilitation over the next five years. Major flooding and increased rainfall has seen a rapid increase in road surface failures and sealed roads network deterioration, Council has increased funding for this remediation work since 2012.

The 2012/2013 Council funded maintenance operating expenditure on sealed local roads amounted to $499,197. The capital expenditure for bitumen resealing for sealed local roads totalled $389,690.

c) Local Roads - Unsealed

A program of continuous gravel resheeting upgrades is incorporated in Council's annual capital works program and regular gravel maintenance works are carried out throughout the year. The 1,178.3 kilometres of unsealed roads varies in condition from road to road. There are an estimated twenty percent of unsealed local roads which require further improvement to bring to a satisfactory condition.

The Natural Disaster flooding event in December 2010 caused widespread damage to the local road network totalling $6 million in emergency response and road damages. The funding for the road restoration work is reimbursed by the RMS in arrears of expenditure incurred by Council completing repairs to the road network. Council has finished the roads restoration, the expenditure in 2012/2013 financial year was $1,328,535.

In February 2012, Upper Lachlan Shire Council local government area was again declared as a Natural Disaster area due to the intense rainfall in the Shire and subsequent flooding and storm damage that resulted. Council road network assets suffered considerable damage. The Roads and Maritime Services (RMS) under the Natural Disaster Assistance Program have approved $2 million in emergency response and road restoration works. This works restoration program will be completed by end of December 2013, the expenditure in 2012/2013 financial year was $895,792.

The 2012/2013 Council own sources funded roads maintenance, asset renewals, bitumen reseals and grading expenditure on local roads totalled $1,766,714. In addition to this Section 94 developer contributions were utilised to gravel resheet unsealed local roads totalling expenditure of $380,079. Federal Government, Roads to Recovery funding was utilised by Council to gravel resheet unsealed local roads totalling expenditure of $666,065.
d) Bridges on Local Roads

Council has concrete and timber bridge assets on local roads that we are responsible for their maintenance. The McDonald Street timber bridge in Crookwell has been demolished and replaced with a culvert structure which was completed at a cost of $170,560. The Kangaroo Creek timber bridge renewal was completed at a cost of $87,689.

In addition to the above mentioned bridge replacements, in 2012/2013 Council funded routine maintenance operating expenditure for bridges on local roads, within the Shire, are totalling $54,305.

The NSW Government administered, Natural Disaster Assistance Program, allowed the replacement of the Tuena Creek footbridge and Brooklands footbridge, damaged in the 2012 flood event, for a combined total cost $588,186.

e) Regional Roads – Sealed and Unsealed

Council has 194.03 kilometres of sealed Regional Roads and 45.59 kilometres of unsealed Regional Roads that are subject to a regular maintenance and resealing program. Regional Roads include MR241 (Rye Park Rd), MR248E (Laggan and Taralga Rd), MR248W (Boorowa Rd), MR52 (Grabben Gullen and Gundaroo Rd), MR256 (Goulburn - Oberon Rd), MR258 (Wombeyan Caves Rd). Council utilises Roads and Maritime Services (RMS) block grant and regional road repair program funding as well as our own source funds to maintain and upgrade regional roads.

In 2012/2013 routine maintenance operating expenditure, road safety works and asset renewal expenditure on Regional Roads, for both sealed and unsealed sections, totalled $1,081,993. The capital expenditure for bitumen resealing on all Regional Roads in the local government area totalled $390,267.

There were major Regional Road projects which included the following:-

- Reconstruction road works of 2.1 kilometre length of Regional Road MR248E (Crookwell to Taralga Road). Expenditure from the RMS Repair Program and Council funds, totalled $930,660.
- Natural Disaster Recovery Assistance (NDRA) Program road restoration works from the 2010 and 2012 flood events, on all Regional Roads within the Shire, at a total cost of $132,414, funded by the RMS.

f) Bridges on Regional Roads

Council is responsible for the maintenance and improvements on concrete and timber bridge assets on Regional Roads. As at 30 June 2013, the majority of bridges were considered to be of a satisfactory condition. There remains 2 timber bridges which will require replacement in the future, these are Kiama Creek Bridge on MR248 and Abercrombie River Bridge on MR256.

In 2012/2013, routine maintenance operating expenditure on Regional Road bridges totalled $11,724.
DRAINAGE
Urban and rural drainage works are considered to be in a reasonable condition. Drainage maintenance is carried out on an ongoing basis as the need arises. There were stormwater improvements to North Street in Crookwell and Carrington Street in Crookwell during 2012/2013.

INFRASTRUCTURE ASSETS
The written down value, at fair valuation, for Council’s physical infrastructure assets as at 30 June 2013, are as follows:-

<table>
<thead>
<tr>
<th>Asset Category</th>
<th>Value ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roads – Sealed and Unsealed</td>
<td>85,234</td>
</tr>
<tr>
<td>Roads – Non Depreciable Bulk Earthworks</td>
<td>224,049</td>
</tr>
<tr>
<td>Bridges</td>
<td>27,712</td>
</tr>
<tr>
<td>Footpaths</td>
<td>1,149</td>
</tr>
<tr>
<td>Buildings</td>
<td>16,774</td>
</tr>
<tr>
<td>Other Structures</td>
<td>1,859</td>
</tr>
<tr>
<td>Stormwater Drainage</td>
<td>1,333</td>
</tr>
<tr>
<td>Water Supply Network</td>
<td>11,518</td>
</tr>
<tr>
<td>Sewerage Network</td>
<td>12,803</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>382,431</strong></td>
</tr>
</tbody>
</table>

The water supply and sewerage assets were re-valued at “fair value” as at 30 June 2013. The buildings were valued at “fair value” as at 30 June 2008. The infrastructure asset classes of roads, bridges, footpaths and drainage listed above were valued at “fair value” as at 30 June 2010.

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

CONDITION OF WATER SUPPLIES

Crookwell Water Supply
The Crookwell water supply system was first commissioned in 1937. The water treatment plant has progressively been augmented, the last major upgrade being in 1990. Following the augmentation, the majority of the present infrastructure is in satisfactory condition. The majority of water mains are asbestos cement and are currently being replaced with PVC pipe as part of a 10-year replacement program. Two groundwater production bores were completed in 2004 and have helped alleviate the deficiencies of water supply during extended dry periods. Studies have been completed to determine Crookwell Dam’s flood and earthquake handling capacity. The Dam remains a robust and quality asset. This information assisted in the completion of a dam safety emergency plan, which has been provided to local emergency services. Investigations are currently underway to plan for future replacement of the aged water treatment plant with a more efficient and reliable new Dissolved Air Flotation/Filtration water treatment plant.
**Dalton Water Supply**

The water supply within the village of Dalton is currently of an unsatisfactory standard. Although quantity of water supply is generally adequate to meet the immediate needs of the community, the water supply quality is consistently below the chemical standards as recommended by the Australian Drinking Water Guidelines 2011. Council has secured funds to connect Dalton to the upgraded Gunning water supply via an 11km pipeline. The Dalton WTP forms part of the $10.8 million Gunning and Dalton Water Security Improvement Program. The new system is expected to be commissioned by mid 2014.

**Gunning Water Supply**

The water supply within the township of Gunning is unsatisfactory, with water quality frequently outside of water quality standards. The water supply has inadequate storage capacity, and following drought and flood events water security and quality can be compromised. Funding has been secured for the construction of a 100ML storage reservoir and a 1.5ML/day Water Treatment Plant for Gunning. This project will address both the water security and water quality issues that are experienced in Gunning. The Gunning WTP and off stream reservoir forms part of the $10.8M Gunning-Dalton Water Security Improvement Program, and is expected to be commissioned by mid 2014.
Taralga Water Supply

The water supply within the township of Taralga is currently of an unsatisfactory standard. Council constructed two groundwater bores to supplement the raw water supply in 2010. The reticulation system consists of typically 100mm AC pipes, and currently few mains breaks occur. Council has been successful in securing funds for the construction of a 0.3ML/d membrane water filtration plant together with a new 0.3ML service reservoir. The $1.7million Taralga Water supply Upgrade is expected to be completed by November 2013.

Village Bores

Several villages within the Shire are not serviced with centralised water supply systems. During drought periods these villages frequently rely on water carted from Crookwell for essential requirements. In order to reduce the carting burden on these villages, and to resolve the issue of lack of water for fire fighting and local industry, Council initiated a project to provide emergency water supply for these villages by groundwater bore supply. Groundwater production bores and public access standpipes have now been developed in Bigga, Binda, Tuena, Jerrawa, Gunning, Breadalbane and Narrawa.
CONDITION OF SEWERAGE WORKS

Gunning Sewerage
The Gunning sewerage treatment plant consists of an intermittently decanted extended aeration (IDEA) pasveer channel. The system is operating well and currently complies with EPA licence requirements. The sewerage system of Gunning is considered satisfactory to meet the immediate needs of the Gunning community however, upgrading of the Treatment Works would be required with any substantial future expansion of the Gunning township. Upgrade of electrical controls was undertaken in early 2013. The upgrade has provided improved power efficiency and improved process control. An extension of the sewer system is required to service the one remaining section of the village which continues to rely on poorly performing septic systems. Funding has been allocated for the extension of sewer in Grosvenor Street in Gunning.

Crookwell Sewerage
Crookwell’s sewerage transportation system was originally commissioned in 1961. Upgrading and augmentation of the sewerage treatment plant occurred in 1993 with the addition of an intermittently decanted extended aeration (IDEA) tank. This augmentation work increased the capacity of the STP to an equivalent population of 4,200. The augmentation provided ability for increased nutrient removal and compliance with EPA licence conditions. At the same time the trunk sewer main and major pump well were also upgraded to provide for peak flow conditions. Infiltration of stormwater is a shortcoming of the system; however, the sewerage treatment plant is functioning satisfactorily and generally complies with EPA licence conditions. Council has provided a budget for improvements on Crookwell sewer infrastructure, including major works to renew existing leaking mains.

Taralga Sewerage
A full sewerage reticulation service throughout the village of Taralga has been completed with a new Intermittently Decanted Extended Aeration (IDEA) treatment plant also completed in November 2010. The majority of septic tanks have now been decommissioned with these dwellings now connected to sewer.
5. LEGAL PROCEEDINGS DETAILS

Section 428 (2) (e)

In 2012/2013 Council incurred legal expenses in the sum of $12,907. These expenses were incurred in the following areas:-

- Rates Recovery: $12,488
- Planning and Development: $0
- Administration, Engineering and Rural Fire Services: $419

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

In 2012/2013 Council has engaged the services of two legal firms: - Pikes Lawyers and Robert J McCarthy and Co Solicitors.

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

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

On 17 May 2012, Upper Lachlan Shire Council as part of the South East Regional Organisation of Councils (SERO) panel tender for legal services resolved to adopt 10 legal firms as the Upper Lachlan legal services panel. This panel is to be utilised by Council at its discretion for the provision of legal services.

Legal Issues – Public Liability Case

A Subpoena to Produce Documents in the District Court was served on Council in relation to allegations of a trip fall incident at a Council owned car park, on 11 October 2008 in Spring Street, Crookwell. Council informed its insurers of the public liability insurance claim and the insurers engaged legal Counsel to defend this matter. The case was heard on 26 September 2011 and Judgement was made in the favour of the claimant.

Under advice from Council’s insurer and their legal Counsel, an application to the Court of Appeal was filed on 24 October 2011. The matter was heard before the Court of Appeal on 13 August 2012. The appeal was unsuccessful and Judgement was made in favour of the plaintiff. Council’s insurer and legal Counsel lodged a further appeal to the High Court of Australia, this too was unsuccessful and on 15 February 2013 the appeal was dismissed with costs. Upper Lachlan Shire Council did not have any direct financial exposure to the outcome of these Court proceedings.
6. ELECTED MEMBERS – MAYORAL AND COUNCILLOR’S EXPENSES AND FACILITIES

Section 428 (2) (f) (r) of the Local Government Act 1993 and Clause 217 (1) (a1) of Local Government (General) Regulation 2005

Upper Lachlan Shire Council provided an annual Mayoral Fee of $22,310 and provision of a motor vehicle for undertaking official engagements and mayoral duties. There are nine elected members of Council (Councillors); each is paid an annual fee of $10,220. Councillors were reimbursed for expenses incurred in carrying out their responsibilities during the financial year including training, travelling and sustenance expenses.

The total amount expended on Upper Lachlan Shire Council’s elected Councillors in 2012/2013 was $187,898, (excluding election expenses), the expenditure included the following:-

- Mayoral Fees: $22,310
- Councillors’ Fees and Allowances: $91,980
- Councillors’/ Delegates’ Expenses: $73,608

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

- Provision of office equipment allocated to Councillors; the Mayor is allocated a BlackBerry and all associated costs with this device are paid by Council. There is an annual data plan total expense of $479.

- Telephone calls made by Councillors; all nine Councillors have an annual telecommunications allowance of $960 in accordance with Council’s Payment of Expenses and Provision of Facilities Policy. Therefore, telecommunications expense totals $8,640. All Councillors are supplied with an iPad the annual data plan expense is $4,315 for all 9 Councillors.

- Attendance at conferences and seminars by Councillors; the Mayor and Deputy Mayor attended the Local Government Shires Association Conference. The conference registration expense totalled $1,760.

- Training and skill development of Councillors included the following:-
  1. Councillor Induction Training was conducted on 17 September 2012 and 9 Councillors attended;
  2. DLG Hit the Ground Running was conducted on 10 October 2012 and 5 Councillors attended; and
  3. Local Government Act Taskforce Workshop was conducted on 4 December 2012 and 3 Councillors attended.

- Upper Lachlan Shire Council Mayor, Deputy Mayor and General Manager were accompanied by their spouses at the LGNSW Annual Conference and Council paid for the spouse’s dinner at the conference.

- No Councillors have undertaken interstate and / or overseas visits as representatives of Council.

- No expenses were paid by Upper Lachlan Shire Council in the provision of child care and / or care of an immediate family member of a Councillor.

- On 8 September 2012, the local government elections were held. The total cost of the Upper Lachlan Shire Council election, which was administered by the NSW Electoral Commission, totalled $54,068; this amount includes all advertisements in the local media.
COUNCIL’S POLICY ON THE PROVISION OF FACILITIES FOR USE BY COUNCILLORS AND PAYMENT OF COUNCILLORS’ EXPENSES

POLICY IMPLEMENTATION GUIDELINES

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

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

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

The policy also describes the facilities provided to Councillors while excluding annual fees paid to Councillors under Sections 248-251 of the Local Government Act, 1993, which are a matter for the Local Government Remuneration Tribunal.

OBJECTIVES:

The objectives of this policy are:

- To comply (as closely as possible) with the mandatory provisions of Sections 252, 253 and 254 of the Local Government Act, 1993 and with the guidelines implicit in DLG Circular, 09-36.
- To ensure Councillors are reimbursed for all expenses legitimately and reasonably incurred in performing the role of Councillor.
- To establish clear guidelines regarding the provision of facilities and equipment to Councillors and the permitted use of such facilities and equipment.
- To provide for facilities and equipment to be made available to the Mayor and Councillors.
- To provide accountability and transparency in the reimbursement of expenses incurred or to be incurred by Councillors.
- To ensure that no Councillor suffers financial hardship by meeting their civic responsibilities and obligations to a reasonable standard.

LEGISLATIVE PROVISIONS:

A number of legislative requirements and other policy provisions are applicable to a policy on the payment of expenses and provision of facilities to the Mayor and Councillors.

Provisions under the Local Government Act 1993

The provisions set out in Sections 252, 253 and 254 of the Local Government Act 1993 apply to Council’s policy for the payment of expenses and provision of facilities to the Mayor and Councillors.
Pursuant to Section 252 of the *Local Government Act 1993* a policy of this nature must be adopted by Council within five (5) months after the end of each year. Upper Lachlan Shire Council will review this policy annually, within 3 months after the completion of the financial year.

Section 253 of the *Local Government Act 1993* sets out the requirements of a Council before a policy concerning the payment of expenses or provision of facilities can be adopted or amended. In complying with the requirements of Section 253, Upper Lachlan Shire Council will give public notice of its intention to adopt or review a policy of this nature and allow at least 28 days for public submissions. Before adopting or amending the policy, the Council will consider any submissions and may make any appropriate changes.

Section 253(3) of the *Local Government Act 1993* provides Council with an exemption from the public notice requirements in circumstances where the policy has not changed substantially.

Within 28 days after adopting a policy or making an amendment to a policy, a Council is to forward to the Director-General:

a) a copy of the policy or amendment together with details of all submissions received;

b) a statement setting out, for each submission, the Council’s response to the submission, and the reasons for the Council’s response; and

c) a copy of the notice given.

Council must comply with the requirements of Section 253 of the *Local Government Act 1993* even if the Council proposes to adopt the same policy as is in existence.

Upper Lachlan Shire Council will not close to the public any part of its meeting at which a policy for the payment of expenses or provision of facilities is adopted or amended or at which any proposal concerning those matters is discussed or considered. This commitment is made pursuant to Section 254 of the *Local Government Act 1993*.

**Provisions under the Local Government (General Regulation) 2005**

The requirements detailed in Clauses 217 and 403 of the *Local Government (General Regulation) 2005* apply to Council’s policy for the payment of expenses and provision of facilities to the Mayor and Councillors.

Clause 217 requires Council to include specific information in Annual Reports pertaining to the details of:

- any overseas and interstate visits undertaken during the year by Councillors;
- any dedicated office equipment allocated to Councillors on a personal basis including but not limited to laptop computers, tablets, mobile telephones, landline telephones and facsimile machines installed in Councillors homes (including call costs of these facilities);
- the attendance of Councillors at conferences and seminars;
- the training of Councillors and the provision of skill development for Councillors;
- the expenses of any spouse, partner or other person who accompanied a Councillor in the performance of their civic function; and
- the expenses involved in the provision of care for a child of, or an immediate family member of, a Councillor, to allow the Councillor to undertake their civic functions.
Clause 403 of *Local Government (General Regulation) 2005* prohibits a Council from including in a policy of this nature a provision to:

- pay any Councillor an allowance in the nature of a general expense allowance; or
- make a motor vehicle owned or leased by the Council available for the exclusive or primary use or disposition of a particular Councillor other than a Mayor.

**Other Policy Provisions**

A policy pertaining to the payment of expenses and provision of facilities must be consistent with the Model Code of Conduct for Local Councils in NSW and must comply with the Division of Local Government’s “Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors for Local Councils in NSW”. These documents have been taken into account in preparing this policy.

Relevant Circulars issued by the Division of Local Government, as well as the NSW Ombudsman publication Good Conduct and Administrative Practice (Guidelines for State and Local Government) June 2006 and the ICAC publication “No Excuse for Misuse - Preventing the Misuse of Council Resources” has also been considered in preparing the policy.

**POLICY STATEMENT:**

**Introduction**

- To accord with the provisions of Section 252 of the *Local Government Act, 1993* (LGA) Council is required to adopt a policy concerning the payment of expenses incurred by and the provision of facilities to the Mayor and Councillors to enable them to carry out their civic functions.

- The policy ensures accountability and transparency in the reimbursement of expenses incurred or to be incurred by Councillors. The policy also ensures the facilities provided to assist Councillors carry out their civic duties are reasonable.

- The provisions within this policy for the payment of expenses and provision of facilities to the Mayor and Councillors are not provided for private benefit and must not be used to produce election material or for any other political purpose.

- No private benefit is to be obtained from any loyalty programs such as ‘frequent flyer’ or any other like schemes.

- It is acknowledged that incidental use of Council equipment and facilities may occur from time to time. If more substantial private use has occurred, a payment must be made to cover the level of the private use. Councillors should not generally obtain a private benefit from the provision of equipment and facilities.

- This policy excludes annual fees paid to the Mayor, Deputy Mayor and Councillors in accordance with Sections 248-251 of the LGA, those fees are determined annually by the Local Government Remuneration Tribunal.
Reporting Requirements

- Council will report annually, in their Annual Report, on the total amount of money expended during the financial year on Mayoral and Councillor Fees.

- Council will report annually, in their Annual Report, on the payment of the Councillors expenses during the financial year.

- Council will provide a statement annually, in their Annual Report, on the total amount of money expended during the financial year on the provision of facilities to the Mayor and Councillors.

- The detail provided in Council’s Annual Report pertaining to the payment of expenses and provision of facilities to the Mayor and Councillors will be such to comply with the provisions of Section 428 of the LGA and Clause 217 of the *Local Government (General Regulation) 2005* (LGR).

Approval Arrangements for Claiming Expenses and Use or Provision of Facilities

- Requests for meeting Councillor expenses incurred or to be incurred, or requests to use or be provided with facilities, where possible, should be approved by Council.

- Where approval by Council is not possible, approval from both the Mayor and General Manager will be required.

- In circumstances where approval is being sought by the Mayor outside of Council meetings, approval from both the Deputy Mayor and General Manager will be required.

General Provisions

- With the exception of a private vehicle per kilometre allowance, reimbursement to Councillors will only be made on the basis of actual expenses incurred in performing the duties of Councillor, a delegate or representing Council. Such expenses do not include those incurred as a result of anything other than civic duties.

- There is no provision for payment of a general allowance to Councillors or Mayor.

- All claims for reimbursement must be made on the prescribed form and must be accompanied by appropriate documentary evidence. Councillors are required to submit their application for reimbursement of expenses within 30 days of the date of the expense. Applications not submitted within 30 days of the expense being incurred will not be subsequently paid without the General Managers authority.

- Councillors may request payment in advance in anticipation of expenses to be incurred in attending conferences, seminars and training away from home. These must be fully reconciled, within one month of having incurred the expense, against actual expenses incurred. The level of supporting documentation should be commensurate with the nature of the expenditure.
Special incidental expenses associated with a Councillor attending a conference, seminar or training course will be reimbursed upon presentation of documentary evidence and completion of a claim form. Incidental expenses are capped up to a combined maximum of $100 per day per Councillor. Incidental expenses may include telephone or facsimile calls, refreshments, taxi fares and parking fees.

Councillors may elect to contribute all or part of their Councillor Allowance into an approved Superannuation Scheme by completing the election form attached to the Council’s Salary Sacrificing Policy.

1. **Fixing and payment of annual fees for the Mayor and Councillors**

1.1 **Fixing and payment of annual fees for the Mayor**

s.249

1. A Council must pay the Mayor an annual fee.
2. The annual fee must be paid in addition to the fee paid to the Mayor as a Councillor.
3. A Council may fix the annual fee and, if it does so, it must fix the annual fee in accordance with the appropriate determination of the Remuneration Tribunal.
4. A Council that does not fix the annual fee must pay the appropriate minimum fee determined by the Remuneration Tribunal.
5. A Council may pay the Deputy Mayor (if there is one) a fee determined by the Council for such time as the Deputy Mayor acts in the office of the Mayor. The amount of the fee so paid must be deducted from the Mayor’s annual fee.

1.2 **Fixing and payment of annual fees for Councillors**

s.248

1. A Council must pay each Councillor an annual fee.
2. A Council may fix the annual fee and, if it does so, it must fix the annual fee in accordance with the appropriate determination of the Remuneration Tribunal.
3. The annual fee so fixed must be the same for each Councillor.
4. A Council that does not fix the annual fee must pay the appropriate minimum fee determined by the Remuneration Tribunal.

2. **Travelling**

Upper Lachlan Shire Council will pay to or on behalf of Councillors using their own vehicle and undertaking Council business, a per kilometre rate up to the maximum allowance contained in the Local Government (State) Award.

2.1 **Conditions of Travel**

A Councillor travelling on Council business shall:-

a) Travel with all due expedition and any travel occupied in other than Council business shall not be included in calculating expenses to be paid by the Council; and
b) Travel by the shortest practicable route.

2.2 Claim for Expenses

All claims for reimbursement must be made on the prescribed form and must be accompanied by appropriate documentary evidence. Councillors are required to submit their application for reimbursement of expenses within 30 days of the date of the expense.

2.3 Eligible Council Business

a) To and from meetings of the Council and Council Committees (including attendance by Councillors who are not on Committees).

b) Inspections within Upper Lachlan Shire, subject to compliance with a Council resolution or with the authority of the Mayor or in his absence the Deputy Mayor.

Upon Business of Council outside the Upper Lachlan Shire, subject to compliance with a Council resolution or with the authority of the Mayor or in his absence the Deputy Mayor.

c) To and from conferences of the Shires Association of New South Wales or the Australian Council of Local Government Associations or any district/regional associations/organisations of Shire Councils or of any regional development committee.

d) To and from periodical conferences or meetings of such other associations or organisations as may be resolved from time to time.

e) To, on and from business of other associations and organisations to which a Councillor has been appointed by Council resolution.

f) In the event of travelling allowances being met by other organisations and being below those determined by Upper Lachlan Shire Council, Councillors are entitled to claim any shortfall whilst on Council approved business.

g) Travel other than by Council or private vehicle (i.e. by taxi, train or other public transport) shall be reimbursed on an actual cost basis.

3. Accommodation and Out of Pocket Expenses Whilst Away from Upper Lachlan Shire

This part of the policy applies to Councillors and Council staff.

3.1 Councillors and all staff should wherever possible attempt to attend Conferences, and training seminars, at the closest non-metropolitan centre, weighing up however any additional cost of fuel involved in travelling to that centre compared with the additional accommodation cost to Council involved in attending the Conference, or Seminar, in the metropolitan area.
3.2 It is recognised that it is in the interest of the Councillor and the employee to be as close as possible to
the venue for the Conference or Seminar.

3.3 Wherever possible, Council vehicles should be used for travel.

3.4 Where a conference or training seminar is to be held in the Sydney Metropolitan area and will
commence after 10.00 am. Council will not recognise the previous night’s accommodation for
reimbursement. In cases where the conference or seminar is held at a country centre, accommodation
expenses for the night before will not be met where it can reasonably be assumed that the Councillor or
employees would not have to leave Crookwell, Taralga or Gunning prior to 6.30 am.

3.5 Councillors and staff should when arranging accommodation, always seek the “Government rate”.

3.6 Wherever possible a Council order/corporate card should be used for accommodation purposes.
Other acquittances should be forwarded to Council’s Expenditure Officer for any expenditure incurred by the
Councillor or Staff member and requiring reimbursement.

3.7 Council may, with the approval of the Mayor in the case of a Councillor, or the General Manager in
the case of a Staff member, advance a sum of money towards expenses, utilising a corporate credit card. The
advance amount is limited to $200.00 per Councillor per event. In each such case it will be necessary for
receipts to be produced for expenditure incurred and any balance returned for receipt by Council.

3.8 In all instances, registration fees will be paid directly by Council.

3.9 In considering accommodation/expenses claims approval will only be given to “reasonable” claims.
Should expenses incurred be considered unreasonable then Councillor or staff members will be required to
meet the difference between what is considered reasonable and that which has been incurred.

3.10 In the case of any dispute the final definition of the word “reasonable” will be made by Council in the
case of Councillors and the General Manager in the case of staff.

3.11 Accommodation

The cost of breakfast will be recognised by Council as an addition to accommodation.

Council will pay the actual reasonable cost associated with accommodation and meals for a Councillor who,
in attending to the business of Council, is required to stay overnight away from home, providing the
necessary approval has been obtained. The basis for reasonable rates will be Government contract rates and
the circumstance of the business involved.

Where practicable, Council staff will make all arrangements and bookings for accommodation.

Reimbursement of accommodation and meal expenses will occur following the submission of the prescribed
claim form and provision of copies of tax invoices, appropriate accounts and/or receipts.
The standard of accommodation booked for Councillors and the limit of meal expenses to be reimbursed will be at the discretion of the General Manager in consultation with the Mayor. Councillors may arrange, at their own expense, upgrades of the standard of accommodation provided.

3.12 Sustenance

The limit of sustenance related expenses to be reimbursed will be $130.00 per day. Any sustenance expenses which exceed the limit will need to be at the Councillors own expense.

3.13 Seminars and Conferences

Council will pay all registration fees arising from the approved attendance of a Councillor at a conference or seminar, including any costs of attending official functions and tours.

Requests for attending conferences should be made in writing outlining the expected benefits for Council.

Following attendance by a Councillor at a conference or seminar, a Conference Attendance Report is to be completed within 21 days of the event. The Conference Attendance Report is to be submitted to the General Manager for reporting to Council and shall:

- Identify the benefits to Council and the Community from attending;
- An assessment of the event;
- Indicate what was gained;
- Suggest how the knowledge gained could be applied; and
- State whether others should attend the conference/seminar in the future.

Each Councillor is eligible to attend up to two conferences or seminars per year. All inclusive costs (i.e. registration, travel, accommodation, sustenance, official functions) associated with attendance at conferences or seminars is not to exceed $2,000.00 per Councillor in each financial year.

The provisions of clause 3.13 of this policy do not apply to the Annual Conferences of the Local Government and Shires Associations.

Council will pay the cost of transportation, accommodation and sustenance associated with attendance at a conference or seminar when those costs are not included in the conference fees. The payment of costs associated with transportation, accommodation and sustenance will be in accordance with the provisions of this policy.

A Councillor who does not attend the majority of the sessions of the conference or seminar shall be eligible for only 40% reimbursement of any sustenance, accommodation and travel expenses, unless extenuating circumstances apply.

Where a Councillor is unable to attend a conference or seminar and a full refund of fees paid cannot be obtained, or an alternative delegate cannot be substituted, the Councillor shall be responsible for the payment of any shortfall, unless extenuating circumstances apply.
4. **Sustenance Expenses (Within Upper Lachlan Shire)**

Where meetings are scheduled in the early evening, arrangements will be made to provide Councillors and Staff attending such meetings with an evening meal.

If Council business extends over meal breaks, the Mayor or General Manager, in the case of Council meetings, or the Chairman, in the case of Committee or other meetings, may authorise the provision of a meal at Council expense. Light meals/refreshments in conjunction with other activities of Council will be provided where appropriate.

Where a Councillor or staff member incurs sustenance expenses that arise from attending to business which has been approved in accordance with this policy, but does not involve an overnight stay and/or absence from the municipality, reimbursement of actual costs incurred will be paid, provided there is adequate substantiation of the expenditure by means of a copy of appropriate tax invoices. The limit of sustenance related expenses to be reimbursed will be $60.00 per day.

*This policy will apply to Councillor’s and staff members only and the Council will not meet any costs associated with a Councillor’s or Staff Member’s spouse, friend or relative attending a function in the company of a Councillor or Staff Member unless specifically authorised by a Council resolution carried in open Council.*

5. **Facilities**

Council facilities and equipment must only be used by Councillors in accordance with this policy.

Councillors must pay Council for any private use of Council facilities or equipment. Councillors shall not generally obtain private benefit from the provision of equipment and facilities. However, incidental personal use of Council equipment and facilities may occur from time to time. No entitlement under this policy shall be treated as being a private benefit that requires a reduction in the Mayoral fee or the Councillors fee.

If a Councillor does obtain a private benefit for the use of a facility provided by Council being more than incidental use, the Councillor shall be invoiced for the amount of the private benefit with repayment to be in accordance with Council’s normal terms.

The amount to be paid for any private use of Council facilities or equipment shall be as determined by the General Manager and will be consistent with the cost to Council for the particular facility used with due consideration to the frequency/quantity of use.

Equipment, facilities and services provided under this Policy shall not be used to produce election material or for any other political purposes.

5.1 **Mayor**

Council will provide the Mayor with the following facilities:
• An office in the Council’s Administration Building. Council’s Meeting Rooms are also to be available for use by the Mayor.

• Postage of official correspondence – all mail is to be directed through the Council’s own mailing system.

• Access to telephone, facsimile, e-mail, internet and photocopy facilities for Council business purposes (during normal office hours).

• Secretarial services for Council business as required.

• Use of a Council Lap Top Computer or Tablet, if required.

• Meals/refreshments on days/evenings of Council, Committee, Sub-Committee and Working Party Meetings, or at any other time deemed appropriate by the General Manager whilst on Council business.

• Use of a Council Vehicle for official and private use, including a fuel card and a designated car parking space at the Council Administration Centre for the use of the Mayor:
  – The vehicle will be of an appropriate standard to be determined by the Mayor and General Manager and be similar to the standard of vehicle included in the General Manager’s contract of employment.
  – The fuel and running costs associated with the Mayoral Vehicle will be met by Council.
  – The Mayoral Vehicle will be registered, insured and fully maintained by the Council.

• Use of a Council Mobile Telephone - Council will provide the Mayor with a mobile phone or smartphone type/style device, with a maximum monthly account limit of $100.00 per month.

• Payment of conference/workshop/seminar registration fees for attendance approved by Council.

• Identification badge and business cards.

• The Mayor shall be entitled to wear any Mayoral robes/chain acquired by the Council.

• The wearing or otherwise of such trappings of office shall be at the sole discretion of the Mayor.

5.2 Councillors

Council will provide the Councillors with the following facilities:

• Council’s Meeting Rooms and areas of Council’s Administrative Building as required.
- Postage of official correspondence – all mail is to be directed through the Council’s own mailing system.

- Access to telephone, facsimile, e-mail, internet and photocopy facilities for Council business purposes (during normal office hours).

- Secretarial services for Council business as required.

- Use of a Council Lap Top Computer or Tablet, if required.

- Meals/refreshments on days/evenings of Council, Committee, Sub-Committee and Working Party Meetings, or at any other time deemed appropriate by the Mayor or General Manager whilst on Council business.

- Arrangement and payment of travel in respect of Council commitments. Alternatively, a Council vehicle may be provided for such purposes.

- Payment of conference/workshop/seminar registration fees for attendance approved by Council.

- Identification badge and business cards.

5.3 Telecommunication Devices Owned by Councillors

Council shall reimburse Councillors for their telecommunication device costs (including mobile phone, landline rental, landline telephone, internet access and facsimile) incurred in attending to Council business up to a maximum cost of $80.00 per Councillor per month of term. All communication device costs incurred above this maximum are at the Councillors own expense.

5.4 Acquisition and Return of Equipment and Facilities by Councillors

At the completion of the Councillor’s term of office, Councillors are required to return all Council issued equipment to the Council after the completion of their term of office or at the cessation of their civic duties.

During periods of extended leave - in excess of 3 months – Councillors are required to return all Council issued equipment to the Council.

Councillors may choose to purchase Council equipment previously allocated to them at the cessation of their duties. Items that may be purchased are: laptop computers, tablets, printers, facsimile machines and mobile phones. The items are offered to the Councillor at the written down value at the time of purchase.

6. Training and Educational Expenses

Council will make provision for the payment of relevant training and educational expenses incurred by a Councillor where the training is directly related to the Councillor’s civic responsibilities and functions.
Councillors seeking to avail themselves of this provision will be required to accord with the approval requirements of this policy.

The Councillor must be able to demonstrate that the training or educational opportunity is directly related to their role as a Councillor.

7. **Council Vehicles**

- Subject to availability, Councillors may use Council vehicles for approved travel.
- Councillors must hold a current NSW driver’s licence to use a Council vehicle.
- A Councillor will be personally responsible for all traffic or parking fines incurred while travelling in private or Council vehicles on Council business.
- A Councillor using a Council motor vehicle must comply with the provisions of the adopted Council policy for use as applies to Council staff and any relevant Administrative Guideline in force.
- Council staff will only be available to transport Councillors when they are representing the Mayor on official business or when staff would be travelling to the destination in question in the normal course of their duties.

8. **Council Information**

Council Staff will provide appropriate information and documentation to assist Councillors in the performance of their civic duties. Requests for copies of documents or information should be made to the General Manager or appropriate Director.

Requests from Councillors for in-depth information, research or reports to Council shall be initiated by way of either Council resolution or by authorisation from the General Manager and Mayor.

9. **Insurance Provisions**

Council shall take out public liability and professional indemnity insurance cover which shall extend to actions taken against Councillors in relation to performing their civic duties and/or exercise of their functions as Councillors.

Council shall take out Councillors and Officers Liability insurance for matters arising out of Councillors’ performance of civic duties or exercise of their functions as Councillors provided the performance or exercise of the relevant civic duty or function is *authorised under the Act, was carried out in good faith and is* in the opinion of Council bona fide and/or proper; subject to any limitations or conditions set out in the policy of insurance which is, at the direction of Council, taken out.

Council shall take out personal accident insurance cover applying to Councillors while ever they are engaged in or on any activity connected with or on behalf of a Councillor performing their civic duties and/or exercise of their functions as a Councillor.
This insurance includes cover for any travel directly to and from any such activity.

10. **Legal Assistance Provisions**

10.1 The Council may reimburse the reasonable legal expenses of a Councillor (provided there is adequate substantiation of the expenditure):

a) Defending an action arising from the performance in good faith of a function under the *Local Government Act 1993* (Section 731 refers); or

b) Defending an action in defamation provided the statements complained of were made in good faith in the course of exercising a function under the Act; or

c) For proceedings before the Local Government Pecuniary Interest and Disciplinary Tribunal or an investigative body provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the Tribunal or investigative body makes a finding substantially favourable to the Councillor.

d) For the purposes of Section 31(1)(c) of this Policy, the following are considered to be appropriate investigative bodies:

- Independent Commission Against Corruption;
- Office of the NSW Ombudsman;
- Division of Local Government, Department of Premier and Cabinet;
- NSW Police Force;
- Director of Public Prosecutions; or
- Council’s Conduct Review Committee/Reviewer.

10.2 Council may reimburse such Councillor, after the conclusion of the enquiry, investigation, hearing or proceeding, for all legal expenses properly and reasonably incurred, given the nature of the enquiry, investigation, hearing or procedure, on a solicitor/client basis, provided that:

a) The amount of such reimbursement shall be reduced by the amount of any monies that may be or are recouped by the Councillor on any basis.

b) The Councillor’s performance or exercise of the civic duty or function was in the opinion of Council bona fide and/or proper under the Act, and the Councillor acted in good faith as required under Section 731 of the Local Government Act.

c) The amount of such reimbursement shall be limited to the extent that only fees charged at a rate equivalent to the hourly rate then being charged by Council’s solicitors will be paid, i.e.
any portion of the expenses representing any hourly charge rate higher than the hourly rate of Council’s solicitors will be not be reimbursed.

d) The Council is not the plaintiff in the action; and
e) Approval has been granted in the form of a Council Resolution supporting the reimbursement.

10.3 Legal expenses incurred in relation to proceedings arising out of the performance by a Councillor of his or her functions under the Act will be distinguished from expenses incurred in relation to proceedings arising merely from something that a Councillor has done during his or her term in office.

10.4 There are no circumstances in which legal expenses will be met by Council:

a) For proceedings initiated by a Councillor.
b) For a Councillor defending any action in a matter not arising directly as a result of his or her civic duty.
c) Where the outcome of an action against the Council is unfavourable to the Councillor.

11. **Responsibility/Accountability**

Councillors are responsible for providing receipts to support claims for reimbursement of expenses.

The Director of Finance & Administration is responsible for including details of Mayoral and Councillor fees and benefits in the Council’s Annual Report.

12. **Dispute Resolution Process**

12.1 In the event there is a dispute in relation to the provision of expenses and facilities to Councillors, the following shall be the process to resolve the dispute:

a) A Councillor wishing to dispute the provision of expenses and facilities must document the nature of their dispute including the supporting reasons/arguments for them lodging the dispute. Once complete the dispute should be lodged with the General Manager.

b) The General Manager will assign a Council Staff member independent of the process to prepare a report on the dispute to Council. The Council Report will include:

- the nature and circumstances of the dispute;
- relevant sections of this Policy; and
- a recommendation.
c) The Council Report will be put before Council for a determination on the dispute; this is to be done in Open Council.

12.2 Councillors should give consideration to the provisions in the Code of Conduct relating to Conflicts of Interest when a dispute they have lodged is presented to Council for a determination.

13. **Use of Council equipment and facilities during a Re-election Campaign**

The interest of a Councillor in their re-election is considered to be a personal interest. Councillors may not claim reimbursement of travel expenses incurred on election matters.

Council letterhead, Council crests and other information that could give the impression it is official Council material must not be used for these purposes.

14. **Risk Assessment**

This policy is a legislative requirement and a failure to have such a policy would be high risk to Council both in a statutory sense as well as reputable sense. A lack of a policy of this nature also takes away accountability and transparency provisions associated with meeting Councillor expenses and providing appropriate facilities. This too is considered a high risk.

By adopting a policy which meets legislative provisions as well as identified best practice Council is able to reduce the risk factor to a low-medium rating.

15. **Related Policies and Relevant Legislation/Guidelines**

The Policy should be read in conjunction with:

- Local Government Act 1993
- Local Government (General Regulation) 2005
- Government Information (Public Access) Act 2009
- Privacy and Personal Information Protection Act 1998
- State Records Act 1998
- Environmental Planning and Assessment (EPA) Act 1979
- Public Interest Disclosures Act 1994
- Independent Commission Against Corruption Act 1998
- A New Tax System (Goods and Services Tax) Act 1999
- Code of Conduct
- Code of Meeting Practice
- Statement of Ethical Principles
- Harassment Policy
- Fraud and Corruption Prevention Policy
- Government Information (Public Access) Policy
- Corporate Credit Card Policy
- Purchasing and Acquisition of Goods and Services Policy
- Interaction between Councillors and Staff Policy