



ATTACHMENTS

ORDINARY MEETING

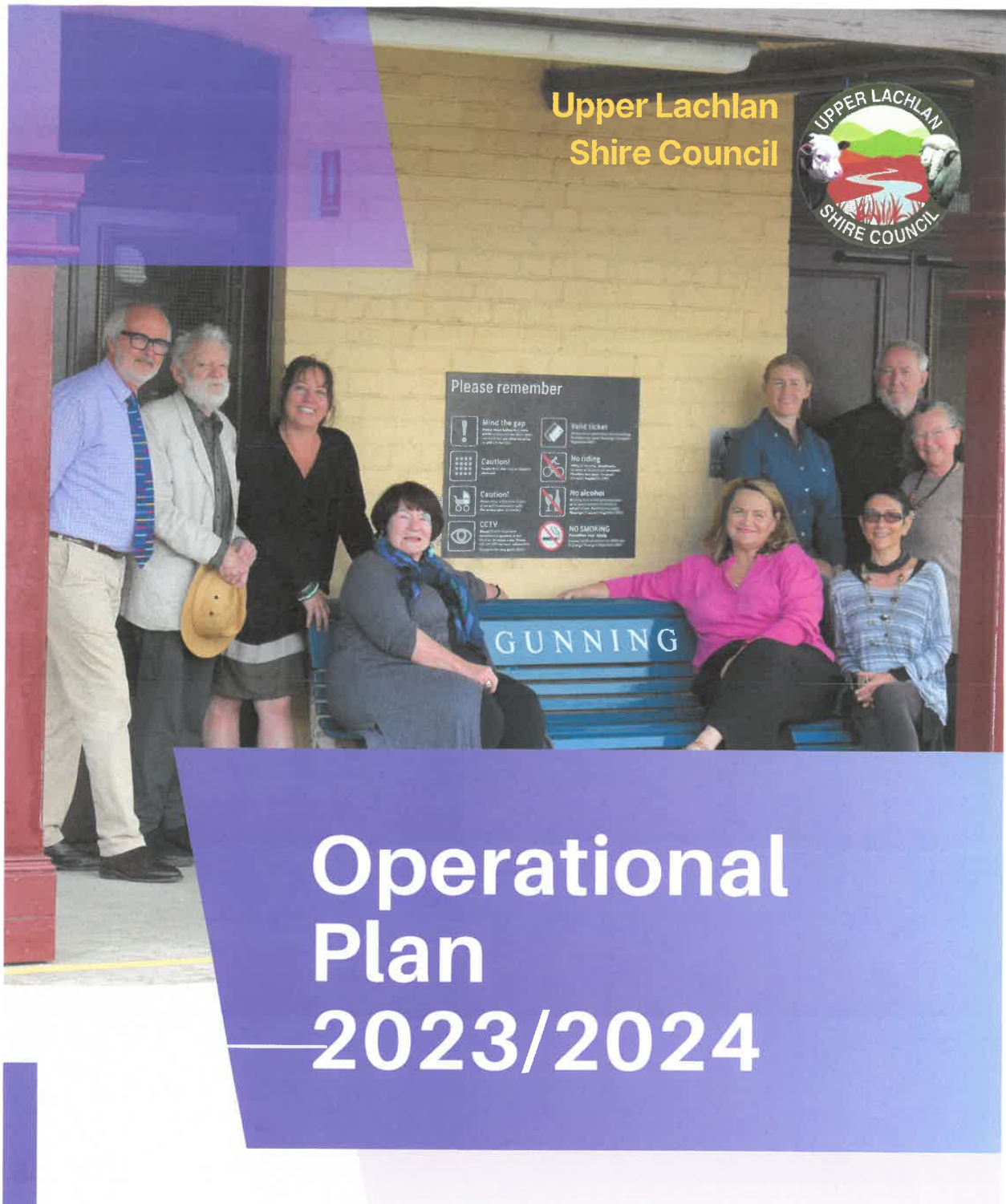
**Thursday 15 June 2023
1:30pm
Council Chambers**

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2023/2024 OPERATIONAL PLAN

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1. WELCOME TO THE OPERATIONAL PLAN – MAYORAL MESSAGE



As Mayor, I am pleased to announce the Upper Lachlan Shire Council Operational Plan is finalised after a 5 week public exhibition period.

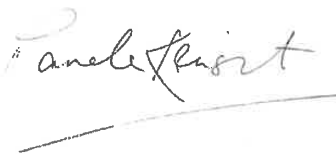
The Operational Plan outlines the principal activities of Council in 2023/2024 to address the Community Strategic Plan (CSP) strategic priorities and allocates responsibility for each activity. The Operational Plan details the program actions and performance indicators against the CSP Strategic Pillars.

The Operational Plan forms part of Council's Integrated Planning and Reporting Framework and details Upper Lachlan Shire Council's principal activities and budget for the coming twelve month period. The Operational Plan is a sub-set of the Delivery Program, which outlines a 4 year Delivery Program and aims to implement the strategies in Council's 20-year forward program established in the Upper Lachlan Community Strategic Plan Towards 2042.

Upper Lachlan Shire Council has projected a net consolidated operating budget deficit (before capital grants and contributions) of \$4.303 million in 2023/2024. A net consolidated budget cash flow deficit of \$3.474 million is projected which excludes \$5.1 million transfer from reserves that will be utilised in the budget to assist funding the capital and operational expenditure projects.

Upper Lachlan Shire Council has prepared a comprehensive capital expenditure works program for the Shire totalling \$23.95 million in 2023/2024. This is a very extensive annual capital works program. The capital works program outlines the plant fleet replacements, roads, bridges, waste centres, water supply and sewer project works along with a number of projects desired by our community.

Councillors have tried to address the requests from all sections of the community. Upper Lachlan Shire Council welcomes the participation from the community, the ratepayers and residents of the Shire into compiling the Operational Plan.



Clr Pam Kensit
Mayor



2.CHIEF EXECUTIVE OFFICER'S SYNOPSIS

The Operational Plan is presented in accordance with the provisions of the Local Government Act 1993 and Local Government (General) Regulation 2021.

Council has received pre-plan public submissions to the Operational Plan in early 2023. Councillors reviewed these submissions on 28 March 2023 in developing this Operational Plan.

Council is limited to a maximum 3.70% increase in total rates income this year, this equates to an estimated increase in total of \$309,381. As a result of this minimal increase, Council has been restricted in its ability to meet core activity responsibilities and restricted Council's ability to fund public submission requests from the community.

The 2023/2024 Operational Plan provides a snapshot of the service delivery targets, specific tasks and major capital works. The Revenue Policy incorporates the following:-

- *General (Ordinary) Rates will increase by 3.70%, dollar value increases will vary within each individual rating category and there is a general land revaluation for the Shire;*
- *Water Supply Access Charge and Water Availability Charge will increase by 2.50% or \$13 per service;*
- *Water usage (consumption) charge will increase by 8%, dollar value increases will vary for each individual service dependent upon water consumption;*
- *Stormwater Annual Charges will have a zero increase;*
- *Sewer Best Practice Pricing Access Charges will increase by 7% or \$64 per service;*
- *Domestic Waste Management Annual Charge will increase by 7% or \$39 per service;*
- *Commercial Waste Annual Charge will increase by 7% or \$47 per service;*
- *Rural Waste Annual Charge will increase by 7% or \$17.60 per Assessment; and*
- *Domestic Waste Management Availability Charge and Commercial Waste Availability Charge will increase by 7% or \$16 per Assessment.*

The Operational Plan is available for viewing at the three Council Offices and Council libraries. The Operational Plan is also available to download from the Council's website www.upperlachlan.nsw.gov.au and a link is provided on Council's Facebook page.

A handwritten signature in black ink, appearing to read 'Alex Waldron', written over a horizontal line.

Alex Waldron
Chief Executive Officer

3. ELECTED REPRESENTATIVES / COUNCILLORS



MAYOR
Clr Pam Kensit

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E pkensit@upperlachlan.nsw.gov.au



DEPUTY MAYOR
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Clr John Searl

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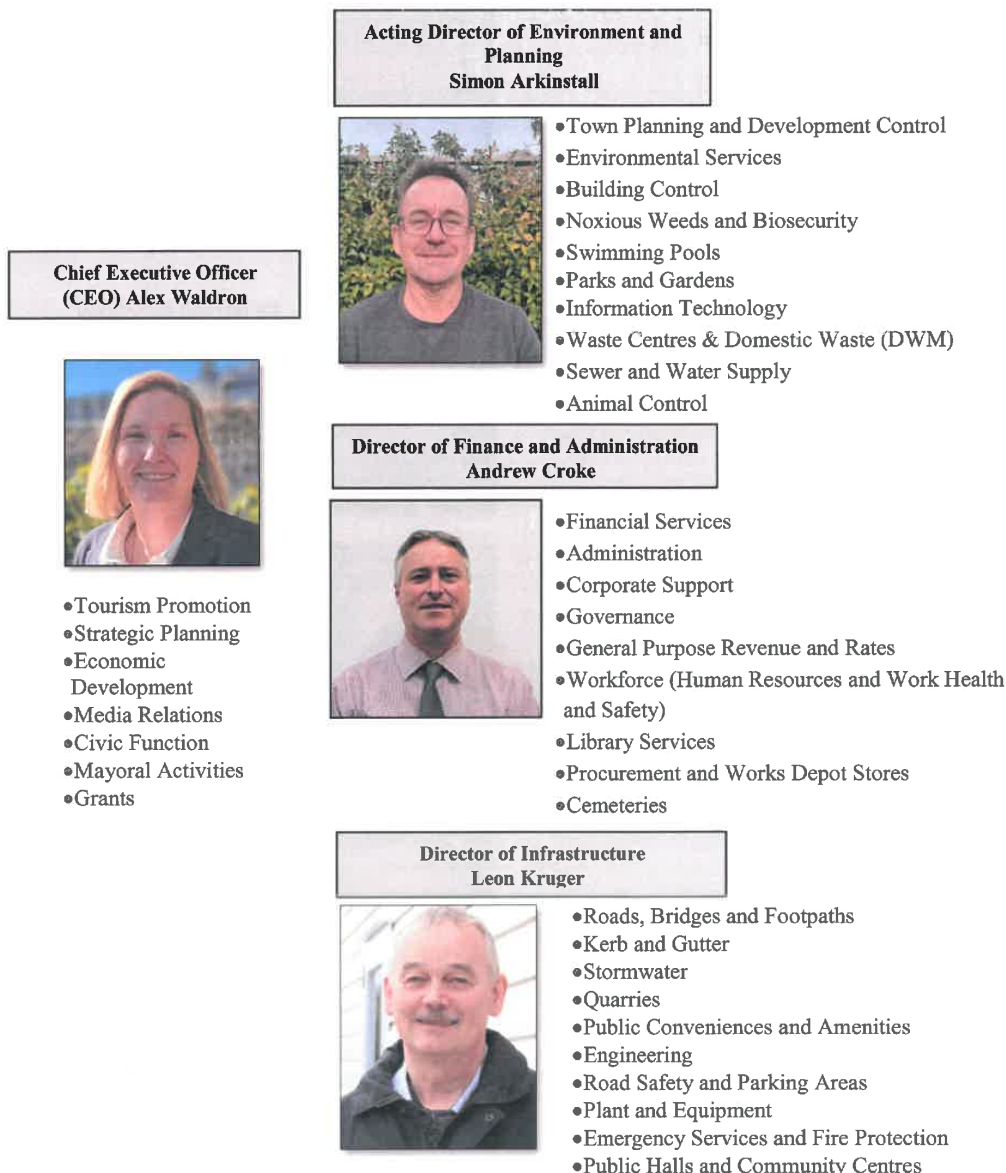
Clr Lauren Woodbridge

M 0435 511 951
E lwoodbridge@upperlachlan.nsw.gov.au

4. ORGANISATION STRUCTURE

Section 332 of the Local Government Act 1993 requires Council to determine its organisational structure. The approved organisation structure comprises the Chief Executive Officer's office and three Council Departments as outlined below.

The Chief Executive Officer oversees the day-to-day operations of Council and provides professional advice to elected Council. Each of the three Departments has a Director who together with the Chief Executive Officer, form the senior management team. It is this team that has primary responsibility for delivering the activities identified in the Operational Plan.



5. GLOSSARY OF COUNCIL SERVICES – HOW TO CONTACT COUNCIL

Crookwell Administration Office

44 Spring Street
CROOKWELL NSW 2583
Telephone (02) 4830 1000

Gunning Administration Office

123 Yass Street
GUNNING NSW 2581
Telephone (02) 4845 4100

Taralga Community Service Centre

29 Orchard Street
TARALGA NSW 2580
Telephone (02) 4840 2099

Email: council@upperlachlan.nsw.gov.au

Website: www.upperlachlan.nsw.gov.au

Council services information is available on Upper Lachlan Shire Council's FaceBook page.

ALL CORRESPONDENCE SHOULD BE DIRECTED TO:-

The Chief Executive Officer

PO Box 42

GUNNING NSW 2581

Email: council@upperlachlan.nsw.gov.au

COUNCIL LIBRARIES CONTACT DETAILS

Crookwell Library

Denison Street
CROOKWELL NSW 2583
Phone: (02) 4832 1048
Email: library@upperlachlan.nsw.gov.au

Gunning Library

92 Yass Street
GUNNING NSW 2581
Phone: (02) 4845 1231
Email: gunninglibrary@upperlachlan.nsw.gov.au

Website: www.upperlachlan.nsw.gov.au/library

Library Opening Hours:

Crookwell Branch Library Opening Hours:-

Monday	10.30 am - 5.00 pm
Tuesday	10.30 am - 5.00 pm
Wednesday	1.30 pm - 5.00 pm
Thursday	10.30 am - 5.00 pm
Friday	10.30 am - 5.00 pm
Saturday	10.00 am - 12 noon

Gunning Branch Library Opening Hours:-

Monday	CLOSED
Tuesday	2.00 pm - 5.00 pm
Wednesday	2.00 pm - 5.00 pm
Thursday	1.30 pm - 5.00 pm
Friday	10.00 am - 5.00 pm
Saturday	10.00 am - 12 noon



UPPER LACHLAN TOURIST ASSOCIATION
CONTACT DETAILS

Visitor Information Centre (VIC)
 36 Goulburn Street
 CROOKWELL NSW 2583
 Phone: (02) 4832 1988
 Email: info@visitupperlachlan.com.au
 Website: www.visitupperlachlan.com.au



Visitor Information Centre Opening Hours:

Monday	9:00 am – 5:00 pm
Tuesday	9:00 am – 5:00 pm
Wednesday	9:00 am – 5:00 pm
Thursday	9:00 am – 5:00 pm
Friday	9:00 am – 5:00 pm
Saturday	10:00 am – 4:00 pm
Sunday	10:00 am – 4:00 pm

SWIMMING POOLS CONTACT DETAILS

Council operates and maintains public swimming pools in Crookwell and Gunning. The Gunning swimming pool is open during the summer months being November to March each year. The Crookwell Multipurpose Aquatic and Activities Centre development construction is estimated to be completed and officially opened to the public in late 2023.

The swimming pools opening and closing times are dependent upon usage and are advertised in the local newspaper and at the swimming pool entrances. The pool may be closed during inclement weather and / or electrical storms.



COUNCIL EMERGENCY SERVICES CONTACT

Emergency/After hours phone number is (02) 4830 1000

WASTE CENTRES**Opening Hours:****Bigga**

Key available to ratepayers at Bigga Store

Collector

Sunday 10.00 am - 4.00 pm

Crookwell

Friday, Saturday, Sunday and Monday 10.00 am - 4.00 pm

Gunning

Wednesday, Saturday and Sunday
10.00 am - 4.00 pm

Taralga

Thursday, Saturday and Sunday
10.00 am - 4.00 pm

Tuena

Available to Ratepayers

**WEEKLY DOMESTIC WASTE (GARBAGE) COLLECTION**

TUESDAY - Crookwell

WEDNESDAY - Gunning, Breadalbane, Collector, Dalton

THURSDAY - Taralga, Golspie, Binda, Lost River, Laggan, Grabben Gullen

FORTNIGHTLY DOMESTIC WASTE (RECYCLING) COLLECTION

Week 1 MONDAY AND TUESDAY - Crookwell

Week 2 WEDNESDAY - Gunning, Breadalbane, Collector, Dalton

Week 2 THURSDAY - Taralga, Golspie, Laggan, Grabben Gullen

Week 2 FRIDAY - Binda, Lost River

FORTNIGHTLY DOMESTIC WASTE (GARDEN) COLLECTION (EXCLUDING WINTER)

Week 1 WEDNESDAY - Gunning, Breadalbane, Collector, Dalton

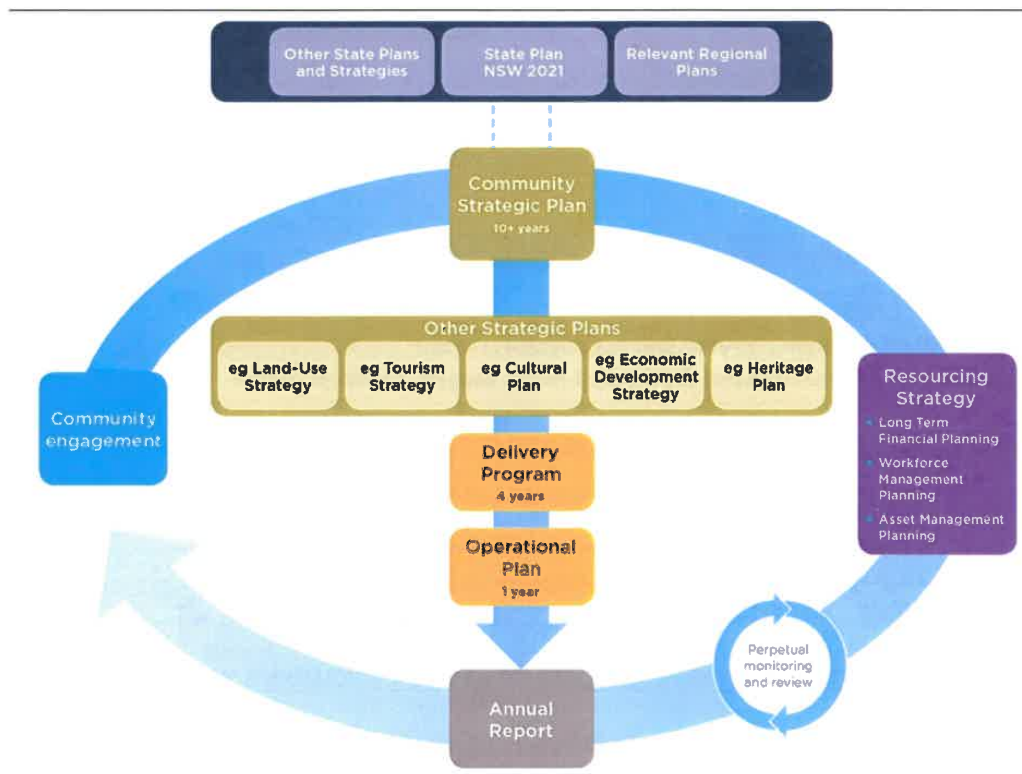
Week 1 THURSDAY - Taralga, Golspie, Binda, Lost River, Laggan, Grabben Gullen

Week 2 TUESDAY - Crookwell

6. COMMUNITY STRATEGIC PLAN AND DELIVERY PROGRAM

As part of the Office of Local Government's Integrated Planning and Reporting Framework Council has developed the following framework:-

- A 20 year Community Strategic Plan that outlines our broad vision for the future;
- A 4 year Delivery Program, accompanied by a full budget, that details what we will do to implement the Community Strategic Plan;
- A Resourcing Strategy to support the Delivery Program including a Long Term Financial Plan, Workforce Plan and Infrastructure Plan;
- An Operational Plan, which will record the planned activities and expenditure for each year;
- An Annual Report, which provides our community with a detailed account of progress made in implementing the Delivery Program and Community Strategic Plan.



The Operational Plan outlines the principal activities (i.e. services) to be provided to the community, along with the key service delivery measures that are being recorded to achieve the actions identified in the Community Strategic Plan and the Delivery Program.

The Local Government Elections took place on 4 December 2021. To coincide with the newly elected Council being declared, a revised Community Strategic Plan (CSP) has been developed after community engagement and the CSP adopted by Council has taken effect 1 July 2022.



The Upper Lachlan Community Strategic Plan Towards 2042 has replaced the Tablelands Regional Community Strategic Plan 2016-2036, and has taken effect on 1 July 2022.

Upper Lachlan Shire Council has 5 Strategic Pillars (as outlined above) and Principal Activity functions (or known as business centres) that address each objective, the following information is provided for each Principal Activity:-

Goal:	Outlines the desired goal for that principal activity.
Management Responsibility:	Staff position responsible for the delivery of the activity.
CSP Strategy:	Links to the Community Strategic Plan priorities.
Key Activities:	The main activities or services delivered.
Key Performance Indicator:	Service delivery targets and quantifiable benchmarks.
Delivery Program Actions	Details the actions planned to meet our Community Strategic Plan and Delivery Program objectives.

Quarterly Operational Plan activity and budget reports are presented to Council to monitor our performance in delivering the services and activities identified for each principal activity. In addition, six monthly progress review reports are used to monitor the implementation of Council's Delivery Program.

7. COMMUNITY ENGAGEMENT

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

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

- Inception March-April 2021: Desktop review of current Community Strategic Plans, relevant state strategies, research findings and data sets.
- May-August 2021: Prepare and implement the Community Engagement Strategy.
- August-September 2021: Analyse engagement findings, prepare, and issue Community Engagement Report.
- September-December 2021: Prepare and issue a Draft Regional Community Strategic Plan (including individual council chapters), including indicators.
- February 2022: Present the Draft Community Strategic Plan to individual councils.

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

- Key Stakeholder Identification, Engagement and Register;
- Methods of Key Community Engagement Activities determined; and
- Community Engagement Strategy developed.

The community engagement activities in Upper Lachlan LGA included:-

- On-line Community Survey;
- Telephone surveys by Projectura and Taverner Research;
- Discussion Guides and Project Media Releases;
- Council website and local media channels promotion and information dissemination;
- Total participation included 279 people or 3.40% of the population engaged.

Towards 2042!
Have your say



In addition, Upper Lachlan Shire Council has conducted community outreach meetings in March 2023 at Bigga, Gunning and Big Hill and meetings held in Collector and Taralga in June 2023.

8. OUR STRATEGIC PILLARS AND PRIORITIES

The Upper Lachlan Community Strategic Plan (CSP) Towards 2042 identifies long-term desired community goals, corresponding strategic priorities addressing social justice principles and quadruple bottom line objectives. The Operational Plan identifies the actions and activities with accompanying performance indicators within each Strategic Pillar/Theme.

The following are Council's five adopted Strategic Pillars:-

1. OUR COMMUNITY

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

2. OUR ENVIRONMENT

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

3. OUR ECONOMY

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

4. OUR INFRASTRUCTURE

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

5. OUR CIVIC LEADERSHIP

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



CSP STRATEGIC PILLAR – OUR COMMUNITY:

PRINCIPAL ACTIVITY - HEALTH SERVICES, MEDICAL CENTRES, AGED, DISABLED AND COMMUNITY SERVICES

**GOAL**

Facilitate and support social programs and initiatives that provide or improve upon community services.

KEY ACTIVITIES

Community services and health services are provided in partnership with other government agencies and community groups. Activities include:-

MANAGEMENT RESPONSIBILITY

Director of Environment and Planning

1. Assistance to health care service providers in the Shire, such as Crookwell Health Care Centre and Gunning District Community Health Service.
2. Liaison with Southern NSW Local Health District.

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy A.1 - Our community has access to health and community services that support physical health and mental wellbeing through all life stages.
- Strategy A.3 - Advocate State and Federal Government agencies for infrastructure and services that meet the health and wellbeing needs of the community.

Key Performance Indicator

Liaise with health care service providers within the Shire.

Performance Measure

Facilitate leases for buildings.

Delivery Program Actions

1.1 - Support the retention of medical and health care facilities in the towns.

Support and promote youth engagement.

Report annually to Council.

1.4 - Retain the youth population demographic and provide appropriate facilities.

Support the NSW Government sponsored National Disability Insurance Scheme (NDIS).

Council review the Disability Inclusion Action Plan.

1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.

Maintain a web based community directory.

Review annually.

1.7 - Social inclusion for all disparate communities.

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

To support the provision of community and cultural facilities to enhance our community's quality of life.

KEY ACTIVITIES

Council facilitates active community participation and has Section 355 Committee of Council partnerships and local stakeholders. Activities include:-

MANAGEMENT RESPONSIBILITY

Buildings Maintenance Officer
Manager Economic Development and Tourism
Manager Environment and Planning

COMMUNITY STRATEGIC PLAN STRATEGY
This function will achieve the following:

- Strategy A.5 - Events celebrate the identity of our towns, produce, heritage and culture.
- Strategy A.6 - Support the community by encouraging creative expression through arts and culture.

1. Social and Community Plan for Council.
2. Cultural Plan for Council.
3. Management Plans for Council's public buildings and community centres.
4. Art galleries, museums and other cultural facilities management.

Key Performance Indicator

Review and implement Social and Community Plan for Council.

Performance Measure

Report on actions each year in the Annual Report.

Delivery Program Actions

1.2 - Support provision of ageing population services and aged accommodation.

Review and implement Cultural Plan for Council.

Report on actions each year in the Annual Report.

1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.

1.6 - Protect all significant heritage sites to preserve the diverse history of the Shire.

Maintenance and management of Council public facilities.

Review Plans of Management every five years.

1.8 - Manage and upgrade Council's public buildings and community centres.

1.8 - Manage and upgrade Council's public buildings and community centres.

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

GOAL

Provide timely and efficient services with respect to animal control activities.

MANAGEMENT RESPONSIBILITY

Ranger

Coordinator Parks, Gardens and Biosecurity

**COMMUNITY STRATEGIC PLAN
STRATEGY**

This function will achieve the following:

- Strategy A.7 - Support participation in a broad range of activities to foster community connectivity and informal support networks.

KEY ACTIVITIES

The Animal Control function is responsible for enforcement of companion animal regulations in accordance with State Government requirements. Activities include:-

1. Companion Animals Management Plan of Council.
2. Stock Control and Impounding.
3. Animal welfare.
4. Rural Addressing.

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

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

GOAL

Provide accessible swimming pools for the communities at Crookwell and Gunning.

MANAGEMENT RESPONSIBILITY

Manager Water, Sewer and Waste

**COMMUNITY STRATEGIC PLAN
STRATEGY**

This function will achieve the following:

- Strategy A.2 - Our community driven sports and recreation groups are supported.
- Strategy D.6 - Our community infrastructure is accessible and fosters inclusive, healthy and active recreation.

KEY ACTIVITIES

The administration and responsibility for:-

1. Recreation and sporting facilities.
2. Public health and water safety of all Council swimming pools.
3. Equity of access to the community.

Key Performance Indicator	Performance Measure	Delivery Program Actions
Swimming pool guidelines.	Annual review of guidelines.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.
Water quality testing.	Daily testing and water sample compliance.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.
Swimming pool patronage numbers and financial report.	Report annually to Council.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.
Construction of Multipurpose Activity and Aquatic Centre (MAAC) in Crookwell.	Opening facility at start of 2023/2024 season.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.

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

Provide public recreation areas and facilities for the enjoyment of the local community and visitors.

KEY ACTIVITIES

Council will manage community land, open space and reserves to sustain and improve the community's lifestyle. Activities include:-

MANAGEMENT RESPONSIBILITY

Coordinator Parks, Gardens and Biosecurity
Director of Environment and Planning

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy A.2 - Our community driven sports and recreation groups are supported.
- Strategy D.4 - Encourage community pride through the beautification of our towns and rural areas.

1. Implement Open Space and Community Facilities Section 7.11 Development Contributions Plan.
2. Management of sporting grounds.
3. Management of parks and gardens.
4. Management of playground equipment.
5. Town beautification.

Key Performance Indicator	Performance Measure	Delivery Program Actions
Sports field maintenance and Playing Fields Committee meetings.	Report to Council annually.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.
Prepare Plans of Management for land where Council is the trustee.	Categorise land and prepare Plans of Management.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.
Towns and villages mowing and maintenance program and fire risk minimisation. Improve maintenance of public parks facilities.	Implement town beautification/place making initiatives.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.
Towns and villages Masterplan program.	Community engagement and Council adoption of four town Masterplans.	1.8 - Manage and upgrade Council's public buildings and community centres.

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

GOAL

Provide public library services and resources to meet the recreational, educational and cultural needs of our community.

KEY ACTIVITIES

The library and information services are client-focused and responsive to community needs and incorporate technology advancements. Activities include:-

1. A Service Level Agreement with Goulburn Mulwaree Council for provision of agreed library services; i.e. shared book collections and Library Management System.
2. Providing library collections and facilities.
3. Library Services at Crookwell and Gunning branch libraries.
4. eSmart library.

MANAGEMENT RESPONSIBILITY

Manager Library Services

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy A.6 - Support the community by encouraging creative expression through arts and culture.
- Strategy A.8 - Support and promote services, community groups and local initiatives as a way of supporting residents and welcoming and including new residents.

Key Performance Indicator

Quarterly Reports for library services to Council.

Performance Measure

Report to Council by deadline.

Delivery Program Actions

1.9 - Encourage recreational and leisure activities while maintaining public safety standards.

Complete NSW State Library Return of Local Priority Grant Report and Statement of Library Operations.

Completed by State Library deadline.

1.9 - Encourage recreational and leisure activities while maintaining public safety standards.

Provide an outreach program to Upper Lachlan Shire villages and community groups that are not serviced directly by a Library branch.

Outreach visits to each village school once a term.

1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.

Provide a program of regular Library activities targeted towards youth aged 12 to 25 years.

Program of regular youth activities is implemented.

1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.

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

Provide support for local emergency management in Upper Lachlan local government area.

KEY ACTIVITIES

To provide support to local emergency and recovery operations in partnership with other government agencies and local fire brigades. Key government agencies and instruments include:-

MANAGEMENT RESPONSIBILITY

Local Emergency Management Officer (LEMO)

Manager Infrastructure Delivery

1. NSW State Emergency Services (SES).

2. NSW Rural Fire Service (RFS).

3. Fire and Rescue NSW.

4. Council's Local Disaster Plan (DISPLAN).

5. Liaise with Ministry for Police and Emergency Services.

6. Natural Disaster response.

7. Emergency Services Levy (ESL).

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy C.4 - To investigate and implement approaches to reduce our carbon footprint.
- Strategy B.4 - Enhance economic resilience to adapt and respond to shocks like COVID 19 and natural disasters.

Key Performance Indicator	Performance Measure	Delivery Program Actions
Maintain Section 7.11 Development Contributions Plan Register for each individual Bushfire Brigade.	Annual audit of Section 7.11 Register - Bushfire.	1.8 - Manage and upgrade Council's public buildings and community centres.
Complete review of DISPLAN and creation of Consequence Management Guides.	Report to Council every two years.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.
Council participate in CRJO South East NSW Resilience Framework project.	Report to Council on actions achieved.	4.12 - Flood Risk Management Plans created for Crookwell Gunning, Taralga and Collector.

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

Maintain and sustain a natural and built environment for future generations to enjoy.

KEY ACTIVITIES

Provide strategic planning services that will achieve economic, environmental and planning outcomes through a community consultative process. Carry out responsibilities and implementation of NSW State Government and other government agencies planning directives. Activities include:-

MANAGEMENT RESPONSIBILITY

Manager of Environment and Planning
Director of Environment and Planning

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy C.5 – To investigate and adopt environmental sustainability practices and purchasing across the organisation.
- Strategy C.6 - Maintain a balance between growth, development, environmental protection and agriculture through sensible planning.
- Strategy C.7 - Consider community feedback, local character and identity, economic factors and social impact in planning decisions.
- Strategy C.8 - Encourage positive social and environmental contributions from developers.

1. Development, monitoring and implementation of Local Environmental Plan (LEP).
2. Section 7.11 and Section 7.12 Development Contributions Plan management.
3. Heritage management.
4. Development Control Plans (DCP) management.
5. Character Statements for the villages and Masterplans.
6. Strategic planning reviews.

Key Performance Indicator	Performance Measure	Delivery Program Actions
Prepare LEP amendments and submit to Department of Planning and Environment.	LEP amendments utilising gateway approval.	2.2 - Promote environmentally sustainable developments (ESD).
Review and monitor Local Environmental Plan, Development Control Plan and Local Strategic Planning Statement.	Undertake Strategic Planning Reviews.	2.2 - Promote environmentally sustainable developments (ESD).

Key Performance Indicator	Performance Measure	Delivery Program Actions
Review and implementation of Section 7.11 (Section 94 Development Contributions Plan) and Section 7.12 (Section 94A Development Contributions Plan).	Review of Section 7.11 Development Contribution Plans; and annual audit of Section 7.11 Register.	2.4 - Pursue Section 94A Development Contributions payments for all State Significant - Designated Developments.
Section 355 Committees of Council operate to facilitate the Community Enhancement Fund (CEF).	CEF Funds distributed annually. Committees resourced to benefit target communities.	2.4 - Pursue Section 94A Development Contributions payments for all State Significant - Designated Developments.
Completion and issue of Section 10.7 Planning Certificates.	Complete within 7 days.	2.2 - Promote environmentally sustainable developments.
Completion of heritage listings LEP review, continue heritage advisory service, continue annual heritage grants program.	Ongoing, use of service, annual grant funding allocated.	2.2 - Promote environmentally sustainable developments.



Laggan Parklet established in 2021

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

Provide efficient regulatory and statutory inspections and building approval service to the community. Provide education and advice to the building industry in the local government area.

KEY ACTIVITIES

Provide Building Control services and be responsible for all regulatory inspections associated with construction and buildings. Carry out responsibilities in conjunction with NSW State Government and other government agencies. Activities include:-

MANAGEMENT RESPONSIBILITY

Environmental Health and Building Surveyors
Manager of Environment and Planning

1. Process applications, and issue certificates and consents for building developments.
2. Develop and promote energy efficiency and reduction of greenhouse gases.
3. Building inspections conducted by Council officers for new constructions.

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy C.5 – To investigate and adopt environmental sustainability practices and purchasing across the organisation.
- Strategy C.6 - Maintain a balance between growth, development, environmental protection and agriculture through sensible planning.

Key Performance Indicator	Performance Measure	Delivery Program Actions
Ensure ongoing accreditation of Building Surveyors is maintained.	Minimum CPD points are obtained annually.	2.2 - Promote environmentally sustainable developments (ESD).
Construction Certificate (CC) assessment and determination	Determine 80% of CC's within 40 days.	2.2 - Promote environmentally sustainable developments (ESD).
Council retain a Register of Fire Safety Statements for Class 2 to 9 buildings.	Annually review the Register for currency.	2.2 - Promote environmentally sustainable developments (ESD).
Development Application (DA) assessment and determination.	Determine 80% of DA's within 40 days.	2.2 - Promote environmentally sustainable developments (ESD).

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

Ensure the protection of the natural environment through the implementation of policies and the enforcement of regulatory requirements.

KEY ACTIVITIES

The Environmental Systems function is responsible for addressing matters that may be detrimental to the environment, and public health and safety in conjunction with other government agencies, catchment management authorities and the community. Activities include:-

MANAGEMENT RESPONSIBILITY

Manager of Environment and Planning
Director of Environment and Planning

1. Responding to environmental incidents, i.e. air, water, noise, waste and contamination.

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy C.1 - Protect and enhance the existing natural environment, including flora and fauna native to the region.
- Strategy C.3 - Protect and rehabilitate waterways and catchments.
- Strategy C.4 - To investigate and implement approaches to reduce our carbon footprint.
- Strategy C.6 - Maintain a balance between growth, development, environmental protection and agriculture through sensible planning.

2. Monitoring the environment and responding to information and complaints from the community.

3. Implementing and monitoring Council's energy strategy.

Key Performance Indicator**Performance Measure****Delivery Program Actions**

Investigate and report environmental complaints in accordance with legislation.

Deal with complaints in accordance with Customer Service Charter.

2.1 - Address environmental degradation issues; i.e. noxious weeds control.

Assist community groups to seek grant funding for environmental initiatives for Council land and waterways.

Number of projects initiated.

2.5 - Support land care initiatives to restore and beautify natural resources.

Drive sustainability in Council's business. Activate whole of Council commitment to sustainability and reduce greenhouse gases from Council's operations.

Deliver energy actions. Continue to implement energy reduction options across Council facilities and services.

2.2 - Promote environmentally sustainable developments (ESD).

Participate in the Hilltops and Upper Lachlan Shire Councils drought resilience pilot program in conjunction with Resilience NSW.

Drought Resilience Plan implemented.

2.2 - Promote environmentally sustainable developments (ESD).

CSP STRATEGIC PILLAR – OUR ENVIRONMENT:

PRINCIPAL ACTIVITY - BIOSECURITY (NOXIOUS WEEDS) INSPECTION AND CONTROL

GOAL

Responsibly and effectively manage noxious weeds within the local government area to ensure that agricultural production, biodiversity and the environment is protected.

KEY ACTIVITIES

The Noxious Weeds function is responsible for identification, inspection and enforcement of noxious weeds control in conjunction with other government agencies, catchment management authorities and landowners. Activities include:-

MANAGEMENT RESPONSIBILITY

Senior Biosecurity Officer
Coordinator Parks, Gardens and Biosecurity
Director of Environment and Planning

1. Monitor weed establishment through regular inspection and surveys of land within the Shire.
2. Undertake control programs of noxious weeds on roadsides, reserves and public land under Council's authority.
3. NSW Government Noxious Weed Grant Subsidy.

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy C.1 - Protect and enhance the existing natural environment, including flora and fauna native to the region.
- Strategy C.2 - Implement effective integrated weed and pest animal management.
- **Strategy B.2 - Foster a diverse and resilient agricultural industry.**

Key Performance Indicator

Property inspections - the type and density of noxious weed infestations to be recorded and reported to Council.

Performance Measure

Inspection statistics reported to Council monthly.

Delivery Program Actions

2.1 - Address environmental degradation issues, i.e. noxious weeds control.

Suppression of noxious plants on road reserves.

Roads to be surveyed annually and control work conducted.

2.1 - Address environmental degradation issues, i.e. noxious weeds control.

Regular education programs (field days and press releases) for landowners on the most effective control methods.

Staff available for advice and support on weed control.

2.5 - Support land care initiatives to restore and beautify natural resources.

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

GOAL

Manage public health services to enhance the health and safety of the community.

MANAGEMENT RESPONSIBILITY

Manager of Environment and Planning

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy C.7 - Consider community feedback, local character and identity, economic factors and social impact in planning decisions.
- Strategy E.1 - Council practices and processes are undertaken in an efficient manner that meets legislative requirements.

KEY ACTIVITIES

Food control function is responsible for enforcing the minimum standards for public health in conjunction with other government agencies. Activities include:-

1. Inspection of food retailers.
2. Swimming Pool inspection program.

Key Performance Indicator	Performance Measure	Delivery Program Actions
Conduct food premise inspections of retailers and service providers.	Annual inspection of all food premises.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.
Re-inspection of food retailers issued with infringement notices.	Follow up within 90 days of notice.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.
Swimming Pool register and inspection program.	Ensure Swimming Pool register is maintained.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.

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

Maintain a clean and safe streetscape environment and manage waste disposal in an environmentally friendly manner.

MANAGEMENT RESPONSIBILITY

Coordinator Water, Sewer and Waste
Manager Water, Sewer and Waste

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy D.12 - Our recycling and waste management practices are accessible and efficient.
- Strategy D.9 - Advocate to State and Federal Government agencies for infrastructure that meets the needs of all people in our communities and our visitors.

KEY ACTIVITIES

The Waste Centre function is responsible for providing waste landfill and waste transfer centre facilities that meet public health standards and legislative requirements.

Activities include:-

1. Environmental management of Council Waste Transfer Centres and Landfill sites.
2. Restoration and rehabilitation plans for landfill sites.
3. Rural Waste Charge management.
4. Maximise resource recovery opportunities
5. Waste Disposal and Recycling.

Key Performance Indicator**Performance Measure****Delivery Program Actions**

Implement strategy for the Crookwell Waste Centre, including remediation and restoration.

Consultant to supply options for EPA and Council to complete works.

4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.

Ensure best practice pricing based on cost recovery principles for all waste services and promotion of waste recycling.

Review and report to Council annually.

4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.

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

Provide reliable, cost effective, environmentally acceptable garbage and recycling collection and disposal services to the community.

MANAGEMENT RESPONSIBILITY

Coordinator Water, Sewer and Waste
Manager Water, Sewer and Waste

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy D.12 - Our recycling and waste management practices are accessible and efficient.
- Strategy C.4 - To investigate and implement approaches to reduce our carbon footprint.

KEY ACTIVITIES

The Domestic Waste function is responsible for providing kerbside pickup service for domestic waste and recycling for towns and villages. The service is to meet all public health standards, work safety standards, and government agencies and legislative requirements. Activities include:-

1. Weekly domestic waste and commercial waste collection services.
2. Fortnightly recycling collection service.
3. Fortnightly organic green waste collection service.
4. Maximise resource recovery and waste avoidance.
5. Waste Education and Awareness program.

Key Performance Indicator**Performance Measure****Delivery Program Actions**

DWM service charge includes a disposal cost as a costed entity as part of the annual DWM reasonable cost calculation.

Establish Fund and review annually.

4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.

Average number of garbage bin service collections missed per month and number of complaints received.

Less than 2% of weekly pickups.

4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.

Kerbside pickup of organic green waste collection service.

Report to be provided annually to Council.

4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.

Prepare and review DWM long-term plant replacement schedule.

Reviewed annually.

4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.

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

GOAL

Provide a quality water supply product in a reliable and cost effective manner that meets Australian Drinking Water Guidelines.

MANAGEMENT RESPONSIBILITY

Coordinator Water, Sewer and Waste
Manager Water, Sewer and Waste

**COMMUNITY STRATEGIC PLAN
STRATEGY**

This function will achieve the following:

- Strategy D.10 - Provide high quality reliable water supply options to communities.
- Strategy C.3 - Protect and rehabilitate waterways and catchments.
- Strategy E.1 - Council practices and processes are undertaken in an efficient manner that meets legislative requirements.

KEY ACTIVITIES

The Water Supply function is responsible for providing water services to the towns in the Shire. The water services are provided in partnership with other government agencies, and comply with public health and work safety standards. Activities include:-

1. Reticulated water supply to Crookwell, Gunning, Taralga and Dalton.
2. Strategic Business Plan for water provision.
3. Management of Water Treatment and Water Pumping services and infrastructure.
4. Section 64 Water Supply Development Contributions Plan management.
5. Water supply catchment management.

Key Performance Indicator	Performance Measure	Delivery Program Actions
Carry out weekly water quality standard testing. Taralga water supply dam replacement is highest priority.	Complying water quality test samples.	4.6 - Improve water supply and sewer facilities to towns.
Implement user pay best practice pricing water charges in accordance with State Government Guidelines.	50% water supply income from user pay charges.	4.6 - Improve water supply and sewer facilities to towns.
Implement Integrated Water Cycle Management (IWCM) Strategy for the town water supplies.	Final IWCM strategy produced by December 2023.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.
Maintain Section 64 Development Contributions Plan Register.	Audited annually.	4.6 - Improve water supply and sewer facilities to towns.
Surplus Water Fund operating result.	Within 10% of budget.	4.6 - Improve water supply and sewer facilities to towns.

Dalton Pipeline – part of the Gunning-Dalton Water Supply Improvement Project



The Gunning-Dalton Water Supply Improvement Project



Crookwell Water Treatment Plant



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

GOAL

Provide a cost effective sewer service that complies with environmental license conditions.

KEY ACTIVITIES

The Sewer function is responsible for providing sewer services to the towns in the Shire. The services are provided in partnership with other government agencies, and comply with public health and work safety standards. Activities include:-

MANAGEMENT RESPONSIBILITY

Coordinator Water, Sewer and Waste

Manager Water, Sewer and Waste

COMMUNITY STRATEGIC PLAN

STRATEGY

This function will achieve the following:

- Strategy D.11 - Provide safe and efficient sewerage services to communities.
- Strategy C.3 - Protect and rehabilitate waterways and catchments.

1. Sewer services to Crookwell, Gunning and Taralga.

2. Strategic Business Plan for sewer services.

3. Management of Sewer Treatment services and sewer infrastructure.

4. Managing trade waste.

5. Section 64 Sewer Development Contributions Plan management.

Key Performance Indicator	Performance Measure	Delivery Program Actions
Number of sewer chokes per month per five kilometres of mains.	Less than 5 per month.	4.6 - Improve water supply and sewer facilities to towns.
Review Policy and implement Trade Waste Charges.	Prepare a Trade Waste Policy for adoption by Council.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.
Surplus Sewer Fund operating result.	Within 10% of budget.	4.6 - Improve water supply and sewer facilities to towns.
Maintain Section 64 Development Contributions Plan Register.	Audited annually.	4.6 - Improve water supply and sewer facilities to towns.
Sewer Treatment Plants comply with EPA conditions.	Satisfactory report from NSW EPA.	4.6 - Improve water supply and sewer facilities to towns.

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



GOAL

Monitor the financial performance and position of the organisation to ensure financial sustainability and long-term viability of Council.

KEY ACTIVITIES

The Financial Services function manages the finances of the Council and ensures statutory compliance with legislative and taxation guidelines. Activities include:-

MANAGEMENT RESPONSIBILITY

Senior Accountant

Chief Financial Officer

Director of Finance and Administration

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy B.4 - Enhance economic resilience to adapt and respond to shocks like COVID 19 and natural disasters.
- Strategy E.5 - Manage resources in a responsible manner that supports the ongoing viability of Council.

1. Financial Statements.
2. Managing investment portfolio.
3. Managing loans register.
4. Statutory and management reporting.
5. Long-term financial management.
6. Budget preparation and reporting.
7. Internal controls management.

Key Performance Indicator

Council's Investment Policy and Investment Strategy.

Maintain Employee Leave Entitlements (ELE) internal restricted cash reserves to fund leave as it becomes payable.

Implementation of Council's Internal Audit Plan and report actions to Audit, Risk and Improvement Committee.

Progressively complete Asset Fair Valuation for all asset classes.

Improve Long Term Financial Plan (LTFP) modelling.

Accurate and timely Council budget reporting and review.

Performance Measure

Review biennially.

Cash reserve maintained.

Complete 2 internal audits annually.

Audited annually.

10-year plan reviewed annually.

Quarterly Reports.

Delivery Program Actions

3.2 - Prudent financial management.

3.1 - Ensure financial viability of Council.

3.2 - Prudent financial management.

3.1 - Ensure financial viability of Council.

3.1 - Ensure financial viability of Council.

3.2 - Prudent financial management.

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

Provide professional customer focused administration services.

MANAGEMENT RESPONSIBILITY

Manager Governance

Chief Financial Officer

Director of Finance and Administration

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy B.1 - Promote the region as an ideal location for businesses and industry.
- Strategy E.2 - Make doing business with Council easier.
- Strategy E.4 - Council actively participates in regional bodies such as CRJO to identify innovations and opportunities for our region.

KEY ACTIVITIES

The Administration / corporate support function has the responsibility for providing a diverse range of services and support to Council, Councillors, Committees of Council, and the community.

Activities include:-

1. Accounts Payable, Accounts Receivable, Purchase Orders, Cashiering, User Fees and Water Billing.
2. Records Management (EDM).
3. Customer Service Charter – administration and clerical services.
4. Management of Service NSW Agency.
5. Management of Insurances.
6. Manage Procurement and Stores.

Key Performance Indicator

Manage Councils Accounts Payable and Purchasing systems.

Manage Councils Accounts Receivable system.

Council electronic document records management system (EDM) complies with State Records requirements. Training of users of records management system.

Participate in Canberra Region Joint Organisation (CRJO) advocacy and resource sharing projects.

Six monthly Stores Stocktakes with a proportion and value of inventory errors being minimised.

Performance Measure

80% of tax invoices are paid within credit terms.

80% payment recovered within sixty days.

HP Content Manager (EDM) system upgrade.

CRJO report annually to Council.

Audit of stores stock.

Delivery Program Actions

3.1 - Ensure financial viability of Council.

3.1 - Ensure financial viability of Council.

3.1 - Ensure financial viability of Council.

3.2 - Prudent financial management.

3.2 - Prudent financial management.

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

Implement a fair and equitable ordinary rating system whereby all ratepayers make a reasonable contribution towards the total cost of community services.

MANAGEMENT RESPONSIBILITY

Senior Revenue Officer

Chief Financial Officer

Director of Finance and Administration

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy B.8 - Advocate for better telecommunications connectivity to support local education, training, and employment opportunities.
- Strategy E.6 - Seek out and pursue income generating opportunities for Council.
- Strategy E.5 - Manage resources in a responsible manner that supports the ongoing viability of Council.

KEY ACTIVITIES

The General Purpose Revenue function manages the billing and collection of ordinary Council rates notices. Activities include:-

1. Rates Categorisation.
2. Rates Levy and collection.
3. Debt Recovery management.
4. Pension Concession subsidy management.
5. Special Schedule - Permissible Income for General Rates calculation.
6. Financial Assistance Grants.

Key Performance Indicator	Performance Measure	Delivery Program Actions
Proportion of rates accounts outstanding at year end.	Less than 5% outstanding.	3.2 - Prudent financial management.
Completion of statutory certificates i.e. Section 603 Certificates.	95% completion rate within 5 days.	3.2 - Prudent financial management.
Completion and audit of Special Schedule - Permissible Rates Income Calculation.	Annual Completion by due date free of error.	3.2 - Prudent financial management.
Process land revaluations and monthly supplementary land valuations from the Valuer Generals Office.	Monthly reconciliation and signoff by management.	3.2 - Prudent financial management.
Levy Rates and Annual Charges and user charges in accordance with Local Government Act.	Annual income meets budget forecast.	3.2 - Prudent financial management.

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

GOAL

Provide efficient, current and integrated information technology resources and services to support Council's strategic objectives.

MANAGEMENT RESPONSIBILITY

Information Systems Coordinator
Manager Information Technology and GIS

**COMMUNITY STRATEGIC PLAN
STRATEGY**

This function will achieve the following:

- Strategy B.3 - Partner with businesses and other organisations to attract and retain skilled employees.
- Strategy D.13 - Advocate for servicing of mobile telephone blackspot areas.
- Strategy D.14 - Advocate for a more stable communication network.

KEY ACTIVITIES

The Information Technology function is responsible for providing a range of computing services to Council and the community. Activities include:-

1. Managing telecommunications; including email, Internet, Microsoft Office suite, Network drives, Civa Authority, HP Content Manager EDM, MapInfo GIS, telephony services and InfoCouncil.
2. Providing computer support services.
3. Managing Council's website.
4. Maintaining and upgrading computer infrastructure, hardware and software.
5. Information Technology Strategic Plan.
6. Business Continuity Plan and Disaster Recovery Plan relating to information services.

Key Performance Indicator	Performance Measure	Delivery Program Actions
Council's Information Technology Strategic Plan, Disaster Recovery Plan and Business Continuity Plan to be reviewed and updated.	Implement actions within specified timeframes.	3.1 - Ensure financial viability of Council.
Implement Council PC (computers) replacement program on a four year rotational basis.	Annually install 100% of PC's scheduled.	3.1 - Ensure financial viability of Council.
Review, upgrade and update Council's Website and FaceBook page information.	Content updated weekly. Regular content update to Council website.	3.1 - Ensure financial viability of Council.
Implementation of information technology capital works, i.e. new servers, software, databases and telecommunication upgrades.	Complete projects each year within budget estimate.	3.1 - Ensure financial viability of Council.

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

Provide a productive, healthy and safe work environment for the general public and Council employees.

MANAGEMENT RESPONSIBILITY

Health and Safety Leader
Manager Human Resources

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy B.7 - Support our young people to access surrounding education, training and employment pathways.
- Strategy B.8 - Advocate for better telecommunications connectivity to support local education, training, and employment opportunities.
- Strategy A.3 - Advocate State and Federal Government agencies for infrastructure and services that meet the health and wellbeing needs of the community.

KEY ACTIVITIES

The Workforce function provides training, development and recruitment services that maximises Council employee productivity and wellbeing. Includes liaison with other government agencies and industrial relations bodies. Activities include:-

1. Strategic human resources planning and payroll services.
2. Strategic work health safety (WHS) planning for workforce.
3. Managing staff recruitment and selection.
4. Managing workers compensation claims and Return to Work issues.
5. Managing workplace hazards and incident reporting system.
6. WHS Committee and Consultative Committee report and engagement.
7. Managing Equal Employment Opportunity (EEO) issues.

Key Performance Indicator**Performance Measure****Delivery Program Actions**

Proportion of Council employee turnover per year.

10% uncontrollable Turnover.

5.4 – Ensure the retention and attraction of quality staff.

Conduct annual performance reviews, reissue and sign-off for all employee's position descriptions and training plans.

Completed by 30 June each year.

3.4 - Assist facilitation of employment opportunities.

Review and implement the human resources four year strategy in Council's Workforce Plan.

Review Annually.

3.4 - Assist facilitation of employment opportunities.

Key Performance Indicator	Performance Measure	Delivery Program Actions
Worker consultation on WHS issues. Workers have an opportunity to express their views and contribute to any decisions relating to their health and safety.	<p>Include WHS on agenda for all team meetings.</p> <p>Implement online Hazard/Inspection/incident reporting system.</p> <p>WHS Team provide regular safety updates for discussion in team meetings.</p>	5.4 – Ensure the retention and attraction of quality staff.
Council officers and people managers are skilled in their WHS and organisational risk knowledge.	<p>Supervisors at all levels are trained in Risk Management.</p> <p>Risk Registers are developed by each Department.</p>	5.4 – Ensure the retention and attraction of quality staff.
WHS risk to workplace health and safety assessed, documented and reported to WHS Committee.	Hazards are identified and risk assessed. Adequate controls are identified and implemented.	3.4 - Assist facilitation of employment opportunities.
Hazard identification and risk elimination or controls implemented.	<p>All WHS hazards, incidents and near misses are reported and investigated.</p> <p>90% of correction actions are implemented and closed out.</p>	
Improve Council's WHS capability and commitment through leaders championing WHS issues.	<p>Adoption of Council Safety Management Program (CSMP).</p> <p>Ongoing WHS learning and development opportunities are provided to all employees.</p>	3.4 - Assist facilitation of employment opportunities.
All new employees to attend Corporate Induction, including WHS.	Attend Corporate Induction within two months of commencing employment.	3.4 - Assist facilitation of employment opportunities.

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

A maintenance and construction works program that is timely, fiscally responsible and minimises risk to the community.

MANAGEMENT RESPONSIBILITY

Manager Infrastructure Delivery
Director of Infrastructure

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy D.1 - Plan for, maintain and improve road corridor networks.
- Strategy D.2 - Advocate for funding to improve road corridor conditions and connectivity.
- Strategy E.7 - Manage assets in a proactive way across their lifespan within resources limitations.

KEY ACTIVITIES

Council will provide, in partnership with other government agencies, management of Council infrastructure assets. Activities include:-

1. Council Infrastructure Plan, Asset Management Plan and Strategy.
2. Strategic planning, construction, improvements, maintenance of Regional, Local Roads, and Bridges.
3. Roads to Recovery Federal Government program.
4. Transport for NSW - Regional Road Block Grant program and Rehabilitation Program.
5. Footpaths and Cycleways.
6. Project management for infrastructure delivery and construction of new assets and asset renewals.

Key Performance Indicator	Performance Measure	Delivery Actions	Program
Implement Roads Hierarchy Classification in strategic planning of forward road programs.	Review Road Hierarchy annually.	4.3 – Bitumen sealing all urban streets in towns.	
Completion of annual capital works expenditure program in accordance with budget allocation.	Complete 80% of works program annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	

Key Performance Indicator	Performance Measure	Delivery Program Actions
Call and evaluate tenders for civil works contract plant and labour hire, and capital works projects.	To review tenders every two years.	4.1 – Improve local road and regional road transport networks.
Gravel resheeting programme submitted to and adopted by Council in June each year.	Resheet every road in a 30 year cycle.	4.1 – Improve local road and regional road transport networks.
Prepare Asset Management Plans for Roads, Stormwater, Footpaths and Kerb and Guttering asset classes.	Complete by June 2024.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.
Complete the replacement of 3 remaining timber bridges in accordance with Delivery Program.	Complete within budget allocation.	4.11 - Progressively replace timber bridges on local and regional roads.
Complete regional road repair and pavement reconstruction program.	Complete within budget and finalisation report completed.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.
Complete the Tablelands Way MR256 road reconstruction and infrastructure improvement project as part of the Growing Local Economies program.	Complete within budget allocation and project deadline.	4.13 Transport link priority projects to State Parks including the Wombeyan Caves Road, Tablelands Way and Grabine Road reconstruction and upgrade to facilitate economic benefits to the region.
Review footpath replacement program.	Complete within budget allocation.	4.9 – Develop new and upgrade existing footpaths and cycleway networks.

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

GOAL

Improve the amenity of towns in the local government area through the provision and maintenance of stormwater and drainage assets.

KEY ACTIVITIES

The Stormwater and Drainage function is responsible for stormwater management and flood mitigation. Activities include:-

MANAGEMENT RESPONSIBILITY

Manager Assets and Design
Director of Infrastructure

1. Stormwater Management Plans for towns in the Shire.
2. Floodplain Mitigation Studies.
3. Drainage maintenance and construction works programs.

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy D.5 - Develop infrastructure and attractions that emphasise the natural and heritage features of the region.
- Strategy C.6 - Maintain a balance between growth, development, environmental protection and agriculture through sensible planning.

Key Performance Indicator

Stormwater Levy for all towns to assist in funding stormwater capital works improvements in the Shire towns.

Creation of Floodplain Risk Management Study and Plans.

Implement Floodplain Risk Management Plan actions.

Performance Measure

Maintain an external restricted cash reserve.

Implement projects outlined in the Plan.

Implement activities identified in Plan.

Delivery Program Actions

4.10 - Upgrade stormwater and kerb and guttering in towns.

4.12 - Flood Risk Management Plans created for Crookwell Gunning, Taralga and Collector.

4.10 - Upgrade stormwater and kerb and guttering in towns.

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

GOAL

Efficient administration of gravel pits and quarries in accordance with legislative requirements and in conjunction with landowners.

MANAGEMENT RESPONSIBILITY

Works Technical Officer

Manager Infrastructure Delivery

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy D.1 - Plan for, maintain and improve road corridor networks.
- Strategy D.8 - Management of community infrastructure is supported by strong relationships between Council and community groups and used to the maximum extent possible.

KEY ACTIVITIES

The Quarries and Gravel Pits function is responsible for the following activities:-

1. Implementation of Quarry Management Plans in accordance with Mine Health and Safety Act.
2. Restoration and rehabilitation plans for quarries.
3. Manage quarry leases.
4. Contract management of gravel stock.

Key Performance Indicator

Prepare annual stocktake of gravel pits stock held and movements. Review quantity of gravel stock held for each gravel pit/quarry.

Review gravel royalty payment pricing model and internal charge rate and procedures.

Erect signage as warning of potential hazard at quarries where Council have Quarry Management agreements.

Performance Measure

Complete by June each year. Audit annually.

Review and update gravel royalty payment annually.

Signage installed.

Delivery Program Actions

4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.

4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.

4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.

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

GOAL

Provide clean, neat and tidy public conveniences to be utilised by the community and visitors at all towns.

KEY ACTIVITIES

The Public Conveniences and Amenities function is responsible for public toilets cleaning and maintenance.

MANAGEMENT RESPONSIBILITY

Manager Assets and Design

**COMMUNITY STRATEGIC PLAN
STRATEGY**

This function will achieve the following:

- Strategy D.7 - Infrastructure improvements and additions support our communities and enhance visitor experiences.
- Strategy D.8 - Management of community infrastructure is supported by strong relationships between Council and community groups and used to the maximum extent possible.

Kiamma Creek Crookwell toilet amenities



Key Performance Indicator	Performance Measure	Delivery Program Actions
Maintain public toilet facilities according to health requirements.	Weekly maintenance schedule undertaken.	4.4 - Develop town main street and CBD beautification programs.
Street cleaning and maintenance of towns' main streets.	Annual program.	4.4 - Develop town main street and CBD.



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

GOAL

Efficiently and discreetly, manage public cemeteries maintenance and public reservation registers.

KEY ACTIVITIES

The Public Cemeteries function is responsible for management of Council owned and controlled public cemeteries in consultation with the community and Management Committees of Council. Activities include:-

MANAGEMENT RESPONSIBILITY

Maintenance Coordinator(s)
Manager Governance
Manager Infrastructure Delivery
Co-ordinator Parks, Gardens and Biosecurity

1. Developing a compliance framework with respect to licence conditions for cemetery operators.
2. Public burial register, grave digging and burial permit and burial plot bookings.
3. Memorandum of Understanding for Cemeteries and Grave Digging between Council and Funeral Directors.
4. Operation of Council controlled cemeteries include Binda, Bigga, Crookwell, Dalton, Gunning, Peelwood, Taralga and Tuena.

**COMMUNITY STRATEGIC PLAN
STRATEGY**

This function will achieve the following:

- Strategy D.4 - Encourage community pride through the beautification of our towns and rural areas.
- Strategy D.9 - Advocate to State and Federal Government agencies for infrastructure that meets the needs of all people in our communities and our visitors.

Key Performance Indicator	Performance Measure	Delivery Program Actions
Prepare Plans of Management for all Council controlled cemeteries.	Review every five years.	4.2 – Infrastructure Plan is implemented for, asset renewal and upgrades covering a 10 year period.
Columbarium construction program.	Review columbarium requirements each year.	4.2 – Infrastructure Plan is implemented for new assets.
Undertake cemetery maintenance activities according to the adopted works schedule.	Within 5% of budget allocation.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.

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

GOAL

Provide a suitable level of housing stock to assist Council in attracting senior management employees.

Manage Council buildings portfolio assets in accordance with relevant work, health and safety standards.

MANAGEMENT RESPONSIBILITY

Buildings Maintenance Officer

Director of Infrastructure

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy C.6 - Maintain a balance between growth, development, environmental protection and agriculture through sensible planning.
- Strategy D.3 - Our local character is maintained through the protection and preservation of historic buildings.

KEY ACTIVITIES

Control and maintenance of Council housing and buildings stock as part of Council asset management strategy. Activities include:-

1. Reviewing Council's investment in housing and housing replacement needs.
2. Review and monitor Council's building assets. Facilitate maintenance and repair programs.
3. Buildings risk assessments and hazard identification program facilitation and remedy.

Key Performance Indicator	Performance Measure	Delivery Program Actions
Regular inspection of Council buildings to inform building maintenance management program.	Annual inspection program.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.
Annual maintenance and repair program derived from inspections.	Repairs completed within 60 days of notification.	1.8 - Manage and upgrade Council's public buildings and community centres.



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

GOAL

Plan and coordinate engineering works projects to achieve desired outcomes.

KEY ACTIVITIES

The Engineering Supervision function provides professional engineering management services and supervision of infrastructure services related to Council owned and controlled assets. Activities include:-

MANAGEMENT RESPONSIBILITY

Manager of Assets and Design

Director of Infrastructure

**COMMUNITY STRATEGIC PLAN
STRATEGY**

This function will achieve the following:

- Strategy D.1 - Plan for, maintain and improve road corridor networks.
- Strategy E.7 - Manage assets in a proactive way across their lifespan within resources limitations.

1. Risk Management planning.
2. Asset Management planning.
3. Asset condition inspections and reporting.
4. Traffic Committee and Road Safety Programs.
5. Compliance Framework and management programs.

Key Performance Indicator

Implementation and review of Asset Management Plan. Complete Special Schedule. Annual asset inspection and condition reporting program.

Performance Measure

Assets reporting in accordance with OLG requirements.

Delivery Program Actions

4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.

Implement Statewide Mutual Public Liability audit verification requirements.

Complete annually within allocated deadline.

4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.

Review Council Underground Petroleum Storage (UPS) systems; including diesel and petrol bowzers.

Comply with EPA regulations.

4.2 – Infrastructure Plan is implemented for new capital work and upgrades covering a 10 year period.

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

GOAL

Maintain an effective and competitive plant and equipment fleet for the purpose of undertaking maintenance works and construction projects.

KEY ACTIVITIES

The Plant and Equipment function is responsible for managing Councils plant, equipment and motor vehicle fleet to meet operational and safety requirements of Council and Government agencies.

MANAGEMENT RESPONSIBILITY

Plant Fleet and Workshop Coordinator
Director of Infrastructure

A key activity is providing plant workshop services to Council plant and motor vehicle fleet and Rural Fire Service plant fleet.

**COMMUNITY STRATEGIC PLAN
STRATEGY**

This function will achieve the following:

- Strategy D.1 - Plan for, maintain and improve road corridor networks.
- Strategy C.5 – To investigate and adopt environmental sustainability practices and purchasing across the organisation.



Key Performance Indicator	Performance Measure	Delivery Program Actions
Prepare a plant and equipment 10 year forward plan.	Review and update annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.
Annual Plant Replacement schedule.	Replacement cost is within 5% of budget allocation.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.
Achieve plant hire surplus each year.	Review annually adopted plant hire rates.	4.1 – Improve local road and regional road transport networks.
Management of Council employee motor vehicle leaseback program.	Review annually.	4.1 – Improve local road and regional road transport networks.

**GOAL**

Ensure that effective and fair decision making processes are in place, which display transparency by Council, Councillors and staff members to the community.

MANAGEMENT RESPONSIBILITY

Manager Governance

Director of Finance and Administration

Chief Executive Officer

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy E.3 - Governance provides a sound basis for decision making.
- Strategy E.9 - Council understands the aspirations of the community and seeks to work together to solve local issues.
- Strategy E.10 - Residents have access to timely, relevant and accurate information on matters that affect them.
- Strategy E.11 - We aim to engage 'hard to reach' parts of our community in decisions that affect them and our region.

KEY ACTIVITIES

The Governance function is responsible for actively engaging and consulting with the community in strategic governance issues. Further, it is good governance, to strengthen partnerships with State and Federal Governments, and other agencies, which may result in maximising positive outcomes for the community.

Activities include:-

1. Council Meetings and Committees of Council Meetings (Section 355).
2. Community Engagement and Outreach Meetings.
3. Code of Conduct Review Panel and investigations.
4. Managing Councillor communications, professional development and training.
5. Managing Council Policy Development and Legislation Compliance.
6. Records Management and Archives.
7. Government Information Public Access.
8. Integrated Planning and Reporting.
9. Management of media.
10. Grants application and funding coordination.

Key Performance Indicator	Performance Measure	Delivery Program Actions
Implement organisation structure in accordance with Local Government Act requirements.	Reviewed regularly and after local government election.	5.4 – Leadership and commitment to integrated planning and reporting.
Council policy development and review.	Continual policy review and upgrade each year.	5.3 - Promote community engagement and involvement in decision making processes.

Key Performance Indicator	Performance Measure	Delivery Program Actions
Council Meeting Business Paper creation and distribution.	Released one week prior to meeting date.	5.3 - Promote community engagement and involvement in decision making processes.
Complaint handling and service delivery.	Complete service requests within 15 business days.	5.4 – Leadership and commitment to integrated planning and reporting.
Complete Council Annual Report.	Completed and sent to OLG by deadline each year.	5.3 - Promote community engagement and involvement in decision making processes.
Compliance with Office of Local Government Circulars and compliance with legislative and statutory amendments.	Circulars to be reviewed monthly.	5.2 - Lobby peak industry bodies and other levels of government for increased share of grant funding distribution.
Councillor training program.	Support and deliver professional development training.	5.4 – Leadership and commitment to integrated planning and reporting.



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

Increased tourist visitations to the local government area for the economic benefit of the community and businesses.

Provide business services including private works and Transport for NSW road contract for the State Road to supplement work activities and provide economic return.

MANAGEMENT RESPONSIBILITY

Manager Economic Development and Tourism

Manager Infrastructure Delivery

Chief Executive Officer

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy B.5 - Foster strategic partnerships with tourism authorities to harness marketing and attraction opportunities.
- Strategy B.6 - Support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants.

KEY ACTIVITIES

The Tourism function is responsive to Destination NSW, community, local businesses, visitor and tourism operator needs. Aim is to ensure that all tourism products are of a suitable quality and widely promoted to the selected target audiences. Tourism and Business activities include:-

1. Tourism events and destination marketing.
2. Crookwell Visitor Information Centre.
3. Destination Southern NSW Regional Tourism Organisation (RTO) activities.
4. Tablelands Destination Development Steering Committee.
5. Transport for NSW - State Road MR54 Routine Maintenance Council Contract (RMCC).
6. Manage private works program with minimal disruption to works programs.

Key Performance Indicator	Performance Measure	Delivery Program Actions
Implement Upper Lachlan Destination Plan.	Review performance annually.	3.5 - Encourage and support viable local businesses.
Presentation of tourism function statistics.	Present to Council quarterly.	3.6 - Promote tourism opportunities and community events.
Implement Upper Lachlan Destination Marketing Plan.	Review actions each quarter.	3.5 - Encourage and support viable local businesses.
Annually manage the tourism events and cultural activity grant funding programs.	Report on increased visitor spend.	3.6 - Promote tourism opportunities and community events.

Key Performance Indicator	Performance Measure	Delivery Program Actions
Prepare and distribute tourism publications; i.e. Destination Guide.	Distribution within program objectives.	3.6 - Promote tourism opportunities and community events.
Implement the Tablelands Destination Development Plan in conjunction with the Tablelands Councils, Destination Southern NSW, Destination NSW and Visit Canberra.	Review actions each quarter.	3.6 - Promote tourism opportunities and community events.
Manage fit out of the new Crookwell Visitor Information and Community Centre.	Opening of new facility.	3.6 - Promote tourism opportunities and community events.
Business activity of the State Road MR54 RMCC contract and work orders to retain Transport for NSW accreditation.	Generate profit in accordance with contract limits.	3.2 – Prudent financial management.

Council Road Assets	Length (Km)
Unsealed Regional Roads	35
Sealed Regional Roads	219
Total Regional Roads	254
Unsealed Local Roads	1,074
Sealed Local Roads	476
Unsealed Urban Roads	40
Sealed Urban Roads	65
Total Local Roads	1,655
Total Shire Roads	1,909



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

GOAL

Provide affordable and cost effective caravan park operations.

MANAGEMENT RESPONSIBILITY

Coordinator Parks, Gardens and Biosecurity
Manager Economic Development and Tourism

COMMUNITY STRATEGIC PLAN STRATEGY

This function will achieve the following:

- Strategy B.6 - Support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants.
- Strategy D.7 - Infrastructure improvements and additions support our communities and enhance visitor experiences.

KEY ACTIVITIES

The Caravan Parks function is responsible for maintenance of Crookwell Caravan Park and camping grounds.

Activities include:-

1. Managing caravan park sites and camping areas.
2. Promote tourism potential of caravan and camping sites within the Shire.

Key Performance Indicator	Performance Measure	Delivery Program Actions
Implement Crookwell caravan park user charges.	Cost neutral facility.	3.5 - Encourage and support viable local businesses.
Tourism business unit manage day to day operations of Crookwell Caravan Park, implement and oversee improvements to caravan park facilities.	Continue to promote facility and seek external grant funding.	3.6 - Promote tourism opportunities and community events.

10. COUNCIL CONTRIBUTIONS AND DONATIONS

S356 (1) A Council may, in accordance with a resolution of the Council, contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions.

The following is the list of Council Contributions to be made in 2023/2024

(Please note: the figures below may change depending on the rates levied for the organisations.)

Bannister District Hall Association (Ordinary Rates and Waste Charge)	845
Bigga Golf Club (Ordinary Rates and Waste Charge)	2,485
Bigga Hall Committee (Contribution to electricity)	1,500
Bigga Public School (Contribution to travel fees for swimming lessons)	1,000
Binda Memorial Hall Committee (Ordinary Rates)	550
Bush Bursary Sponsorship -Rural Doctors Network (Contribution for grant)	3,000
Collector Memorial Hall (Ordinary Rates)	1,815
Collector Oval Committee (Contribution to operational costs)	1,000
Crookwell AP&H Society (Ordinary Rates and Waste Charge)	2,500
Crookwell Community Men's Shed (Ordinary Rates)	450
Crookwell CWA (Ordinary Rates)	970
Crookwell Historical Society (Purchase – storage improvements)	600
Crookwell Picnic Race Club (Water truck on course for race day)	700
Dalton Public School (Student access to pool for swimming lessons)	250
Fullerton Anglican Church Property Trust (Ordinary Rates, Waste Charge)	670
Goulburn and District Education Foundation (Contribution for grant)	2,000
Goulburn Crookwell Heritage Railway Inc. (Water, Sewer, Waste charges)	2,100
Gunning Focus Group (9 free hires of Gunning Hall)	1,279
Gunning Public School (Public School Hall use)	400
Gunning Public School (Student access to pool for swimming lessons)	850
Kempton Hall (Ordinary Rates)	675
Middle Arm Hall & Progress Association (Ordinary Rates, Waste Charge)	735
Narrawa and District War Memorial Hall (Ordinary Rates, Rural Waste)	650
St Vincent De Paul (Ordinary Rates & disposal of bulky items)	3,420
Taralga & District School Athletics (Contribution-trophy, ribbons and hire)	500
Taralga Community Medical Assoc. Inc. (Ordinary Rates, Waste Charges)	1,420
Taralga Historical Society (Ordinary Rates and Water Charges)	1,465
Taralga Playgroup (Electricity and Gas Charges)	1,100
Taralga Public School (Contribution to dux award and library books)	200
Taralga Public School (Contribution to travel fees for swimming lessons)	1,200
Taralga Public School (Public School Hall use)	350
Taralga Rodeo Committee (Contribution to operational costs)	1,250
Taralga Showground (Ordinary Rates)	2,500
Taralga Showground (Contribution to Showground Master Plan)	1,000
TOTAL	41,429

11. ECOLOGICALLY SUSTAINABLE DEVELOPMENT STRATEGIES

Ecologically Sustainable Development is the effective integration of economic, social and environmental considerations in decision-making processes. The principles of Ecologically Sustainable Development are an integral consideration in the planning, design and development of the Upper Lachlan Shire.

Ecologically Sustainable Development principles are far reaching and influence every aspect of development when integrated holistically into the design and development processes. The concept of ecologically sustainable development requires new development to meet the needs of the present without compromising the ability of future generations to meet their own needs.

The objectives for all development within the Upper Lachlan Shire Council area are to:-

- (a) Achieve development that meets the needs of the present without compromising the ability of future generations to meet their needs,
- (b) Achieve development that improves quality of life, both now and into the future, in a way that maintains the ecological processes on which life depends,
- (c) Ensure high quality ecologically sustainable development outcomes for the rural and urban environment of Upper Lachlan Shire,
- (d) Achieve development which retains and enhances the natural environment, and
- (e) To ensure development of land is in accordance with the principles of Ecologically Sustainable Development, being:-
 - (i) The 'precautionary principle:-
In the application of the precautionary principle, public and private decisions should be guided by careful evaluation to avoid, wherever practicable, serious or irreversible damage to the environment, and an assessment of the risk-weighted consequences of various options.
 - (ii) Inter-generational equity:-
The present generation should ensure that the health, diversity and productivity of the environment are maintained or enhanced for the benefit of future generations.
 - (iii) Conservation of biodiversity and ecological integrity:-
Conservation of biological diversity and ecological integrity should be a fundamental consideration.
 - (iv) Improved valuation, pricing and incentive mechanisms:-
Environmental factors should be included in the valuation of assets and services, and those who generate pollution and waste should bear the cost of containment, avoidance or abatement, and the users of goods and services should pay prices based on the full life cycle of costs of providing goods and services, including the use of natural resources and assets and the ultimate disposal of any waste.

12. SECTION 7.11, SECTION 7.12 AND SECTION 64 DEVELOPMENT CONTRIBUTIONS PLANS

Section 7.11 Development Contributions Plan

Upper Lachlan Shire Council adopted the shire wide Section 94 Development Contributions Plan in 2007 (now known as a Section 7.11 Development Contribution Plan). The amount of the each contribution is outlined within Council's Schedule of Fees and Charges.

The Upper Lachlan Shire Council Section 7.11 Development Contributions Plan allows Council to set separate charges or contributions from developers where it is considered that additional demand will be placed on existing public facilities and amenities. For every new resident there will be an impact, and at some time in the future there will be a need to provide new infrastructure.

The Section 7.11 Development Contributions Plan aims to provide the Council with an appropriate mechanism to levy contributions on developers so that existing ratepayers and users of Council facilities and amenities are not unduly inconvenienced.

The contributions contained within the Section 7.11 Plan are set for the following items:-

- ◆ Roads
- ◆ Open Space and Recreation
- ◆ Community Facilities
- ◆ Waste Management
- ◆ Emergency Services
- ◆ Plan Administration

The Section 7.11 Development Contributions Plan amounts are increased each year in line with movements in the CPI (Consumer Price Index – Sydney Capital City Group December Quarter) and where applicable, land acquisition costs.

Section 7.12 Development Contributions Plan

Upper Lachlan Shire Council adopted a Section 94A Development Contributions Plan in 2012 (now known as Section 7.12 Development Contributions Plan) for the Upper Lachlan Shire Council area for the following types of development; Power Station Developments, Wind Power Developments, Regional Developments and State Significant Developments.

The Section 7.12 Development Contributions Plan aims to assist the Council in providing the appropriate public facilities, which are required to maintain and enhance amenity and service delivery within the area.

The base index is the Consumer Price Index, Australia (All Groups Index for Capital Cities) as published by the Australian Bureau of Statistics.



Taralga Wind Farm

Section 64 Development Contributions Plan

Upper Lachlan Shire Council has adopted a Section 64 Development Contributions Plan for the Upper Lachlan Shire Council area for water supply and sewer. The Section 64 Development Contributions Plan includes Taralga, Crookwell, Gunning and Dalton Water Supply networks and Taralga, Crookwell and Gunning Sewer Networks.

The Section 64 Development Contributions Plan amounts are increased each year in line with movements in the CPI (Consumer Price Index – Sydney Capital City Group December Quarter).



13. COMPETITIVE NEUTRALITY COMPLAINTS

Council has a policy for dealing with Competitive Neutrality Complaints. The policy follows the criteria listed below.

How to Lodge Complaints

The public or organisations contacting Council will be advised that all complaints must be lodged in writing, detailing the grounds for the complaint and the effect that Council's alleged actions in the matter has on the person or organisation making the complaint.

Time Limits within which a Complainant will receive a Response

All complaints will be acknowledged within seven days. A reply to a complaint shall be provided within twenty business days. Where a Council decision is required the complainant will be advised that the matter have been referred to Council for consideration and advised as to when Council's decision will be passed on.

Complaint Received

Item registered and directed to Council's Public Officer for action. All complaints will be held on a separate file established for the recording of such complaints.

Initial Review of Complaint

The Public Officer determines if the complaint is a competitive neutrality complaint as defined. If determined not to be a complaint, Public Officer to reply to author stating reasons why matter is not considered to be a complaint as defined and advising author of recourse actions via the Office of Local Government or State Agency.

If determined to be a complaint, the Public Officer is to seek explanations/comments from relevant responsible officer for the business for which the complaint refers to. The Public Officer must also advise the Chief Executive Officer that a complaint has been received.

Information to be provided on Nature of Complaint

The Responsible Council Officer is required to examine the nature and substance of any complaint received.

After completing their examination, the Public Officer will provide the justification/explanation for Council's action in the matter in sufficient time to allow a response to the author of the complaint within the prescribed timeframe of twenty business days from receipt of the complaint.

Remedies

In dealing with the complaint, the Public Officer will determine in conjunction with the Chief Executive Officer what remedies can be provided to resolve the complaint. These remedies may be: -

- (i) Provide more information to the complainant for a more accurate understanding of competition policy.
- (ii) Investigate / review Council's business activity if a legitimate complaint is made.
- (iii) Change Council's business practice where a complaint is justified. (This may require Council's consent before the change can be approved.)

Response to Complainant

The Council Public Officer is the Manager Governance and a reply will be provided to the complainant explaining Council's actions in the matter and advising of recourse actions available. The Public Officer contact telephone is (02) 4830 1000.



14. GOVERNMENT INFORMATION PUBLIC ACCESS

Types of Information held by Council

The Government Information (Public Access) Act 2009 (GIPA) came into effect at 1 July 2010. Upper Lachlan Shire Council holds information, which relate to a number of varying issues. This information includes; policy documents, general information, registers, files, guidelines, plans, reports and other information.

There are a number of documents that are available for inspection free of charge and/or available on Council's Website www.upperlachlan.nsw.gov.au. Council holds documents in both hard copy and electronic form that relate to a number of different issues concerning the Upper Lachlan Shire area. Documents may be available to the public upon request unless there is an overriding public interest not to do so.

Four Ways to Access Government Information

The GIPA Act establishes four ways for the public to access government information from Upper Lachlan Shire Council. The means to access information include:-

1. Open Access Information

Council must publish open access information on its website, free of charge. Where it is not practical for Council to provide open access information on the website, the information will be made available free of charge in at least one other format. Please contact Council on (02) 4845 4108 to access information that is not currently available on Council's website.

2. Proactive Release of Information

Apart from open access information, Council will release as much other available information as possible either free of charge or at the lowest possible cost. There is a Mandatory Proactive Release and an Authorised Proactive Release of information.

3. Informal Release of Information

Members of the public may contact Council and ask for information. This is known as an informal request. Council may release information informally, subject to reasonable conditions.

4. Formal GIPA Act Access Application for Release of Information

If information cannot be accessed through any of the above ways, a formal GIPA Act Access Application may be necessary. This will be necessary if the public are asking for a large volume of information, if providing access would involve an extensive search, or if the information you seek involves personal or business information about third parties who must be consulted before the information can be released. GIPA Act Access Applications must be in writing, and accompanied by a \$30 fee. Processing charges of \$30 per hour may also be levied, depending on the type and amount of information sought.

15. **STRATEGIC TASK LIST**

The following mandatory strategic tasks are to be completed by each NSW Council as a requirement from the Office of Local Government and other statutory and legislative requirements. All strategic tasks outlined have allocated reporting timeframes that are required to be completed by Upper Lachlan Shire Council.

	<u>Key Strategic Task</u>
1	Annual Report
2	Financial Statements and Financial Data Return
3	Social and Community Plan
4	Access and Equity Statement
5	Written Returns of Interest by Councillors and designed staff
6	Noxious Weeds Department of Primary Industries Grant Return
7	Pensioner Concession Subsidy Claim
8	Grants Commission ALGA National Local Roads Data Return
9	Grants Commission Local Roads and Bridges Data Return
10	Adoption of Integrated Planning and Reporting framework
11	Quarterly Budget Review Statement (QBRs) to Council
12	Quarterly Reviews of the Operational Plan to Council
13	Six monthly progress report on Delivery Program to Council
14	Monthly report on Council Investment Register / Portfolio
15	Council adopt the Payment of Expenses and Provision of Facilities Policy
16	Government Information Public Access (GIPA) Agency Information Guide
17	Government Information Public Access (GIPA) Annual Report
18	Code of Conduct Complaints Statistics Report to Council
19	Quarterly Rates and Charges Notices posting to ratepayers
20	Rates Statement of Compliance Notional Permissible Income Return
21	Lodgement of annual GST Certificate to Office of Local Government
22	Report to Council on senior staff contractual conditions
23	Adoption of Organisation Structure by Council
24	Adoption of Delegations by Council
25	Adoption of Code of Conduct by Council
26	Grants Commission Return of General Information
27	Transport for NSW – Regional Roads Block Grant Return
28	Transport for NSW – Regional Roads Repair Program Return
29	Department of Infrastructure and Transport Roads to Recovery Annual Report
30	Public Interest Disclosures Annual Report to NSW Ombudsman
31	Proposed Loan Borrowings Annual Return
32	Companion Animals Register
33	Swimming Pools Register and Inspection Program
34	Related Parties Disclosures Return and Register
35	End of Term Report on the Council Community Strategic Plan
36	Disability Inclusion Action Plan
37	State Library Statement of Library Operations

16. WORKFORCE PLAN

Human resource management is controlled by the Manager Human Resources as delegated by Council Chief Executive Officer, who is responsible for the employment of all staff. Training Plans are developed by the Manager Human Resources in conjunction with Departmental Directors.

Goals

The Workforce Plan has identified the following goals:-

- Enhance business processes through technological enhancements;
- Proactively navigate the management of the ageing workforce;
- Develop our place-based employment offering and building talent pipelines;
- Foster the relationship within the workforce and continue to build trust and engagement;
- Provide and promote a safe, healthy and caring workplace environment;
- Promoting personal and Council achievement through capability and skill building.

Upper Lachlan Community Strategic Plan Towards 2042 – Strategic Pillars

The Workforce Plan integrates with the Community Strategic Plan and consists of 5 pillars with strategic objectives:-

- **Our Community** – We are a network of close-knit and well supported communities that value our rural lifestyle;
- **Our Environment** - We appreciate our range of rural landscapes and habitats and are stewards of the natural environment for future generations;
- **Our Economy** – We capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment. We foster and develop diverse, adaptive and innovative agricultural industry;
- **Our Infrastructure** – Infrastructure compliments our rural and historic landscapes whilst supporting healthy communities and industries;
- **Our Civic leadership** – Our leaders work collaboratively to meet the needs of the community, in an ethical and strategic manner.

Management Responsibilities

To provide a safe and healthy environment for all Council employees to undertake their daily duties by providing them with the following; effective training and development, annual performance review, mentoring programs, transparent recruitment and selection process, opportunity for succession planning, and maximise Council's human resource investment.

Human Resource Key Areas

- Attract and retain the right people;
- Build and leverage the capability of our workforce;
- Enhance organisation development;
- Enhancing performance through management;
- Provide a workplace that is focused on employee Work, Health and Safety (WHS);
- Improve employee relations through an 'employee voice' approach.

Council has a clear and concise focus to address the areas in its Workforce Plan by carrying out the following initiatives:-

- Maximise every avenue to attract, develop and retain talented employees to address the current and future skill gaps at the Upper Lachlan Shire Council;
- Address emerging workforce issues such as skills shortages and the ageing workforce;
- Capitalise on apprenticeships and graduate recruitment programs to help Council stay ahead in the scramble for talent;
- Link Council recruitment program with our workforce planning needs;
- Ensure that Council position critical roles are filled with out delays.

The Upper Lachlan Shire Council Workforce Plan will act as the strategy to carry on meeting the needs and expectations, ever growing across the Shire. The plan will assist Council in delivering the services and program actions outlined in Council's Delivery Program over a four-year period.



17. INFRASTRUCTURE PLAN

The Upper Lachlan Shire Council provides an extensive range of infrastructure assets comprising roads, bridges, footpaths, kerb and gutter, stormwater, water supply, sewer network, waste centres, operating and community buildings, recreation facilities, and plant and equipment.

The Council operates and maintains the infrastructure network to achieve the following objectives:-

- Ensure the infrastructure assets are maintained at a safe and functional standard as set out in the Infrastructure Plan;
- Achieve optimal use of resources by ensuring maximum life is obtained from an asset without compromising safety; and
- Ensure capital works and maintenance activities are undertaken in a manner to extend / prolong the life of the original asset and guarantee its suitability to current user requirements.

The key elements of the Infrastructure Plan are:-

- Taking a lifecycle approach to assets;
- Developing cost-effective management strategies for the long-term;
- Providing a defined level of service and monitoring performance;
- Understanding and meeting the impact of growth through demand management and infrastructure investment;
- Managing risks associated with asset failures;
- Sustainable use of physical resources; and
- Continuous improvement in asset management practices.

The purpose of Council's asset management strategy is to determine the optimum method to provide the desired service levels for current and future generations. Given the value and importance of infrastructure assets, it is essential that they are well managed to ensure their future sustainability. Failure to adequately manage infrastructure assets is a key risk that could prevent Council from achieving strategic goals.

Upper Lachlan Shire Council's Community Strategic Plan expresses the desires and aspirations of the community and provides resources to assist Council in the determination of sustainable levels of service. The Long Term Financial Plan and Delivery Program are both informed from the Infrastructure Plan, which addresses the financial, engineering and risk management aspects of asset management.

18. STATE OF THE ROAD NETWORK

There are three classifications of public roads within the Shire. The road classifications are; a State Road, Regional Roads and Local Roads. The total length of public roads maintained by Council is 2,095 kilometres.

The total Local Roads length maintained by Council is 1,655 kilometres. There remains 1,114 kilometres (67%) of Council's own Local Roads system that are still unsealed.

With the bitumen sealing of the remaining unsealed Local Roads beyond reach in the foreseeable future, Council will focus on gravel resheeting for substandard lengths of unsealed roads to ensure road safety and minimise potential liability. The Council is endeavouring to achieve a gravel resheeting program to reach a 25-30 year replacement cycle.

The large number of natural disaster events in the past two years combined with higher than average rainfall has severely adversely impacted on the condition of the council road network. There has been a significant increase in customer service requests and backlog of delays in undertaking road maintenance repairs due to the road damage sustained over the past two year period.

State Road

Council undertakes roadwork for the Transport for NSW under a Road Maintenance Council Contract (RMCC) on the Goulburn to Bathurst Road (Main Road 54). The length of road maintained is 110 kilometres of which 93 kilometres are within the Upper Lachlan Shire and these works are carried out on a full cost recovery basis.

Regional Roads

The Regional Roads Block Grant provides funding of \$1.758 million each year for expenditure on 251 kilometres of regional roads and bridges for maintenance, repair, bitumen resealing, asset renewals and improvement works for the following Regional Roads:-

- MR52 – Crookwell / Gunning to Queanbeyan Road
- MR241 – Gunning to Rye Park Road
- MR248 – Taralga to Boorowa Road
- MR256 – Goulburn to Oberon Road (Tablelands Way)
- MR258 – Wombeyan Caves Road

Local Roads

A Roads Hierarchy has been established for maintenance and capital works on local roads. Upper Lachlan Shire Council allocates \$2 million of its own revenue to fund Local Roads operating and capital road maintenance and repair works.

Roads to Recovery Program

The Federal Government Roads to Recovery Program allocates funding of \$1.2 million each year for Council to expend on roads in 2020-2025.

19. COUNCIL REVENUE POLICY

RATE PEGGING – MAXIMUM RATE INCREASE

Council has adopted a permissible rate increase of 3.70% in accordance with the determination of IPART and the statutory limit set by the Office of Local Government. The increase is applicable to the total revenue raised in General Ordinary Rates in 2023/2024.

In accordance with Section 566 (3) of the Local Government Act 1993, the Minister for Local Government has determined a maximum rate of interest payable on overdue rates and charges for the 2023/2024 rating year and interest payable will be 9%.

ORDINARY (GENERAL) RATES

Ordinary Rates are levied for the purpose of financing Council's Ordinary General Fund activities in accordance with Sections 493, 514-518, of the Local Government Act 1993.

Council proposes the following ordinary rates for 2023/2024 based on the land valuation data supplied by the Valuer Generals Office with a valuation base date applicable of 1 July 2022. There is a general land revaluation completed by the Valuer Generals Office that takes effect this financial year and will result in varying increases/decreases in rates payable for individual rates assessments.

Rating Category	Assess No	Land Value	Ad Valorem	Base Amount	Base %	Base Yield (\$)	Ad Valorem Yield (\$)	Total Levy (\$)
Farmland	2,783	4,019,104,190	0.00102700	\$545.00	27%	\$1,516,735	\$4,127,620	\$5,644,355
Residential	2,348	474,879,170	0.00185500	\$270.00	42%	\$633,960	\$880,901	\$1,514,861
Residential – Non-Urban	1,081	372,684,120	0.00148800	\$270.00	34%	\$291,870	\$554,554	\$846,424
Business - Crookwell	165	19,253,650	0.00646100	\$270.00	26%	\$44,550	\$124,398	\$168,948
Business - Gunning	61	8,278,060	0.00365700	\$270.00	35%	\$16,470	\$30,273	\$46,743
Business - Taralga	29	5,169,840	0.00293000	\$270.00	34%	\$7,830	\$15,148	\$22,978
Business - General	56	23,453,300	0.01630700	\$270.00	4%	\$15,120	\$382,453	\$397,573
Mining	1	323,000	0.00585300	\$270.00	12%	\$270	\$1,890	\$2,160
Total Rateable Land Value	6,524	4,923,145,330				\$2,526,805	\$6,117,237	\$8,644,042

WATER SUPPLY ANNUAL ACCESS AND AVAILABILITY CHARGES

For the provision of water supply services is in accordance with Sections 501 and 552, of the Local Government Act 1993 and Best Practice Pricing Guidelines as set down by the NSW Office of Water.

RESIDENTIAL WATER SUPPLY CHARGES

Water Supply Fund	Annual Charge Description	Charge (\$)	Assessments	Total Levy (\$)
Crookwell Water	Access Fee	\$ 523.00	1,330	\$695,590
	Availability Charge	\$ 523.00	98	\$51,254
Taralga Water	Access Fee	\$ 523.00	216	\$112,968
	Availability Charge	\$ 523.00	34	\$17,782
Dalton Water	Access Fee	\$ 523.00	83	\$43,409
	Availability Charge	\$ 523.00	3	\$1,569
Gunning Water	Access Fee	\$ 523.00	389	\$203,447
	Availability Charge	\$ 523.00	51	\$26,673
TOTAL LEVY			2,204	\$1,152,692

WATER SUPPLY CONSUMPTION (USER PAY) CHARGES

These charges are based on the water consumed in accordance with Section 502, of the Local Government Act 1993. The estimated total water usage income is \$1,064,880. The 2023/2024 user pay water consumption charges are stated below:-

Water Supply Fund	Water Supply Tariff	Charge (\$/kl)
Crookwell Water	Tariff 1 (< 200 kl)	3.82
	Tariff 2 (> 200 kl)	5.05
Gunning Water	Tariff 1 (< 200 kl)	3.82
	Tariff 2 (> 200 kl)	5.05
Dalton Water	Tariff 1 (< 200 kl)	3.82
	Tariff 2 (> 200 kl)	5.05
Taralga Water	Tariff 1 (< 200 kl)	3.82
	Tariff 2 (> 200 kl)	5.05

SEWER BEST PRACTICE PRICING STRUCTURE

Residential Sewer properties are levied an Annual Access Charge in accordance with Sections 501 and 552, of the Local Government Act 1993, and Best Practice Pricing Guidelines set down by the NSW Office of Water.

Non-Residential Sewer properties are levied in accordance with Sections 502 and 552, of the Local Government Act 1993 and will have a charge not less than the Annual Residential Unconnected Sewer Access Charge. The Non-Residential Sewer charge is based on a two-part tariff with an annual access charge and a uniform sewer usage charge/kl. This charge is calculated as follows:-

$$B = \text{SDF} (\text{AC} + C \times \text{UC})$$

Where:-

B = Annual non-residential sewer bill (\$)

C = Customer's annual water consumption (kl)

AC = Customer's water service access fee (proportional to meter size)

SDF = Sewer Discharge factor (standard adopted, unless otherwise proven)

UC = Sewer usage charge (\$/kl)

CROOKWELL SEWER CHARGES

Crookwell Sewer Categories	Assessments	Access Charge	Sewer Levy (\$)
Crookwell Sewer - Residential	1,038	\$969.00	\$1,005,822
Crookwell Sewer - Residential Unoccupied	117	\$636.00	\$74,412
Crookwell Sewer - Business/Non-Residential	158		\$209,217
Total Number of Assessments and Levy	1,313		\$1,289,451
	SDF	Access Charge	Usage Charge
Business	0.77	\$969.00	3.82
Commercial	0.60	\$969.00	3.82
Non Residential	0.77	\$969.00	3.82
Churches/Schools/Hospital/Nursing Homes	0.50	\$969.00	3.82
Parks	0.50	\$969.00	3.82

GUNNING SEWER CHARGES

Gunning Sewer Categories	Assessments	Access Charge	Sewer Levy(\$)
Gunning Sewer - Residential	280	\$969.00	\$271,320
Gunning Sewer - Residential Unoccupied	68	\$636.00	\$43,248
Gunning Sewer - Business/Non-Residential	42		\$57,879
Total Number of Assessments and Levy	390		\$372,447
	SDF	Access Charge	Usage Charge
Business	0.77	\$969.00	3.82
Commercial	0.60	\$969.00	3.82
Non Residential	0.77	\$969.00	3.82
Churches/Schools/Hospital/Nursing Homes	0.50	\$969.00	3.82
Parks	0.50	\$969.00	3.82

TARALGA SEWER CHARGES

Taralga Sewer Categories	Assessments	Access Charge	Sewer Levy(\$)
Taralga Sewer - Residential	165	\$969.00	\$159,885
Taralga Sewer - Residential Unoccupied	44	\$636.00	\$27,984
Taralga Sewer - Business/Non-Residential	33		\$78,797
Total Number of Assessments and Levy	242		\$266,666
	SDF	Access Charge	Usage Charge
Business	0.77	\$969.00	3.82
Commercial	0.60	\$969.00	3.82
Non Residential	0.77	\$969.00	3.82
Churches/Schools/Hospital/Nursing Homes	0.50	\$969.00	3.82
Parks	0.50	\$969.00	3.82

TOTAL SEWER FUND LEVY	1,947		\$1,928,564
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DOMESTIC WASTE MANAGEMENT - HOUSEHOLD COLLECTION SERVICE

The Domestic Waste Management (DWM) Service is an Annual Charge for the provision of domestic waste management in accordance with Section 496, of the Local Government Act 1993. This service is unable to be subsidised by Council or profit from results. Subsequently Council manages the service as an independent fund.

Note: Domestic Waste Management Service and Availability Charges are applicable to all residential properties within serviced towns and villages and will also apply to rural properties where a Domestic Waste Management service is available and utilised.

The level of service will consist of a kerbside collection service:-

- 1 x 120 litre mobile bin for household waste to be collected once per week.
- 1 x 240 litre mobile bin for recyclables to be collected once per fortnight.
- 1 x 240 litre mobile bin for organic garden waste to be collected once per fortnight.
- Those ratepayers paying for a Domestic Waste service will continue to pay entry fees at the Waste Transfer Stations throughout the Shire.

Domestic Waste Management Service Charge

Charge	Assessments	Total Levy
\$595.00	2,254	\$1,341,130

Domestic Waste Management Availability Charge

Charge	Assessments	Total Levy
\$234.00	352	\$82,368
Total Domestic Waste Management Charges		\$1,423,498

COMMERCIAL WASTE CHARGE

The Commercial Waste Service is an Annual Charge raised in accordance with Section 501, of the Local Government Act 1993. **Note: The Commercial Waste Charges are applicable to all non-residential properties within serviced towns and villages and other defined service areas. They are charged based on a per service supplied basis (i.e. per collection), with a minimum of one charge per assessment. A combination of different numbers of waste or recycling bins may be utilised by individual commercial waste users by arrangement.**

A single service will consist of:-

- 1 x 240 litre mobile bin for general waste to be collected once per week.
- 1 x 240 litre mobile bin for recyclables to be collected once per fortnight.
- 1 x 240 litre mobile bin for organic garden waste to be collected once per fortnight.

Commercial Waste Service Charge

Charge	Assessments	Total Levy
\$705.00	288	\$203,040

Commercial Waste Availability Charge

Charge	Assessments	Total Levy
\$234.00	40	\$9,360
Total Commercial Waste Charges		\$212,400

DOMESTIC WASTE MANAGEMENT**Reasonable Cost Calculation for Year Ending 30 June 2024**

Domestic Waste Management Expenditure	\$
Management - Engineers and Support Council Staff Salary and Wages	149,980
Management - Leave (ELE) Accrual Expenses	13,000
Management - Training Costs	1,000
Management - Transfer to Reserve – Bins/Plant Replacement and tip expense	55,030
Management - Corporate Administration Charge	75,512
Management - Disposal Expenses Landfill Charges	199,450
Management - Net Loss from Disposal of Assets	0
Management - Remediation Contribution to Crookwell Waste Centre (tip)	349,042
Garbage Collection – Council Staff Salary and Wages	108,543
Garbage Collection - Vehicle/Travelling Expenses	151,400
Garbage Collection - Education/Awareness Campaign and Printing	1,500
Garbage Collection - Telephone and Communications	1,200
Garbage Collection - Distribution of Bins	18,800
Garbage Collection - Other expenses	4,000
Garbage Collection - Depreciation - Garbage Truck/Recycling Truck and Bins	120,000
Recycling - Council Staff Salary and Wages	60,415
Recycling - Vehicle/Travelling Expenses	200,000
Recycling - Payments - Endeavour Industries	1,000
Recycling - Collection - Distribution of Bins	3,500
Recycling - Payments - Rewaste	45,000
Recycling - Education/Awareness Campaign	1,000
Green Waste Collection - Council Staff Salary and Wages	33,123
Green Waste Collection - Vehicle/Travelling Expenses	100,000
Green Waste Collection - Processing Charges Council	15,000
Green Waste Collection - Education/Awareness Campaign	3,000
Green Waste Collection - Distribution of Bins	1,000
TOTAL WASTE MANAGEMENT EXPENDITURE	1,711,495
Less : Domestic Waste Management Income from Other Sources	
Pensioner Concession Abandonment's	54,505
Pensioner Rebate Subsidy	-29,978
Rates Abandonment's - Other	300
Extra Charges/Interest Charges	-4,000
Interest on Investments	-95,424
Sale of Garbage Bins	-1,000
SUB TOTAL	-75,597
COSTS TO BE RECOUPED FROM DOMESTIC USERS OF THE SERVICE	1,635,898
Commercial Waste Annual Charge	\$705 -203,040
Commercial Waste Availability Charge	\$234 -9,360
Domestic Waste Management Annual Charge	\$595 -1,341,130
Domestic Waste Management Availability Charge	\$234 -82,368
REASONABLE COST OF DOMESTIC WASTE SERVICE	-1,635,898

RURAL WASTE CHARGE

The Rural Waste Charge is not classified as a Domestic Waste Service and is an Annual Charge raised in accordance with Section 501 (1), of the Local Government Act 1993.

Note: The Rural Waste Charge will apply to all properties that are not subject to a Domestic Waste Management Charge or a Commercial Waste Charge.

Conditions:-

- The Rural Waste Charge is levied on a per Rateable Assessment basis.
- Application may be made to Council, in accordance with Section 610E, of the Local Government Act 1993, to waive multiple Rural Waste Charges on land where the owner of the land pays the charge on another Assessment.
- Ratepayers who pay a Rural Waste Charge will receive a Rural Waste Card which permits free access to all tips for the disposal of domestic waste and sorted recyclables provided they present their card for inspection at the entry to the rubbish tip depots.
- Prior year Rural Waste Cards will be accepted at Council's tips until the end of July of the year following issue.

Rural Waste Charge (This annual charge is GST applicable effective from 1 July 2013)

Charge	Assessments	Total Levy (GST Inclusive)
\$257.40	3,458	\$890,089

STORMWATER MANAGEMENT SERVICE CHARGE

The Stormwater Management Charge is levied for the specific purpose of improving stormwater management and drainage infrastructure enhancement. It is applicable to all urban land within a city, town or village that is categorised as residential and business, excluding vacant land. Details of the proposed stormwater capital expenditure program are included in Council's capital works budget.

The Stormwater Annual Charge is levied in accordance with the Office of Local Government, Department of Premier and Cabinet Circular 06-18, and the Local Government (General) Amendment (Stormwater) Regulation 2006, under Section 496A, of the Local Government Act 1993.

Town	Charge Description	Charge	Assessments	Total Levy
Crookwell Business	Business Stormwater Charge	\$50.00	124	\$6,200
Gunning Business	Business Stormwater Charge	\$50.00	34	\$1,700
Taralga Business	Business Stormwater Charge	\$50.00	18	\$900
Collector Business	Business Stormwater Charge	\$50.00	4	\$200
Crookwell Residential	Residential Stormwater Charge	\$25.00	1,046	\$26,150
Gunning Residential	Residential Stormwater Charge	\$25.00	296	\$7,400
Taralga Residential	Residential Stormwater Charge	\$25.00	169	\$4,225
Collector Residential	Residential Stormwater Charge	\$25.00	89	\$2,225
Total Charges			1,780	\$49,000

PRICING POLICY FOR GOODS AND SERVICES

The Council Fees and Charges Structure is in accordance with the attached Annexure document. Included is a Schedule of Charges for private works. It should be noted that some fees are fixed by Regulation and are shown in the document as the current fee, which will be varied according to changes made by Regulation.

Council will impose a fee or charge for all services provided. The amount of any fee or charge will seek to recover all costs, except in cases where Council considers a community service obligation is appropriate in providing a service.

The Schedule of Fees and Charges reflects this policy and Council's Policy is produced below:-

PRICING POLICY PRINCIPLES

Category 1 - Full Cost Recovery

Recovery of all direct and indirect costs associated with providing a service, including in some cases, making provision for future capital expenditure.

Category 2 - Partial Cost Recovery

Subsidised operations, which are of benefit to the community as a whole, and undertaken voluntarily by Council or as a requirement of the Act.

Category 3 - Market Pricing

Is where Council provides a similar service 'in competition' with other Councils or agencies where an alternative service provider is available. This category also includes prescribed or recommended fees. Council will set reasonable fees and will not use subsidies to aggressively price others out of the market.

Category 4 – Disincentive Pricing

Where Council sets a fee structure:-

- (i) For non-core activities to encourage customers to seek alternative service providers to provide the service. This applies to activities where Council would prefer not to provide the service in the long term.
- (ii) To promote compliance with Council or legislative regulations in order to encourage people to 'do the right thing' e.g., interest charges on overdue rates, dog release fees, stock impounding fees, library fines, etc.

Category 5 - Sewer Service Pricing

Where Council sets a fee structure:-

1. Follows the NSW Office of Water (NOW), Best Practice Pricing Guidelines and is a combination of uniform annual charges, access and usage charges.
2. Collects revenue to fund the sewer system from ratepayers who actually benefit from availability or use of Council's sewer system.
3. Ensures Council derives sufficient income to operate the sewer system and provide for future capital expenditure and debt servicing.
4. Send appropriate pricing signals, can be administered relatively simply and inexpensively and can be understood by the public.
5. No cross-subsidisation between residential and non-residential categories.

Category 6 - Water Supply Service Pricing

- (i) Is based on a combination of service and usage charges.
- (ii) Collects revenue to fund the water supply system from the people who actually benefit from availability or use of Council's water supply.
- (iii) Ensures Council derives sufficient income to operate the water supply system, irrespective of seasonal fluctuations and provides for capital and debt servicing.
- (iv) Assists in the deferment of capital works.
- (v) Can be administered simply and cheaply and be easily understood by the public.

Category 7 - Section 7.11 / Section 7.12 and Section 64 Development Contributions Pricing.

To ensure Development Contributions reflect the costs incurred in providing community facilities/services, open space, recreational facilities, water supply and sewer services required to meet the additional needs of the community created by new development and in doing so, ensure the local amenity does not diminish.

Category 8 - Set by Statute, Regulation, or Government Department.

Certain fees and charges are set by Regulation, by Ministerial Approval or by State or Federal Government pricing policy.

PROVISION OF SERVICES

Council has examined the need for charges relating to the extension of services to land. The provision of services and financial costs with the servicing of land was adopted stating that:-

1. The provisions of the Local Government Act 1993 for liability of charges be applied, that is, any land or buildings within 225 metres of a water main or 75 metres to a sewer main (gravity drained).
2. No discounting of past charges will be given in connecting properties to Council services.
3. Council underwrite extension and service costs in servicing multiple allotment connections with subsequent recoupment from the individual connections as they occur.
4. Council allow for a replacement factor cost for any service extension where there is a maintenance component required with the mains extension.
5. Service extension costs being independent of the Section 64 Development Contributions Plan charges.

PRIVATE WORKS

Council will undertake private work in accordance with adopted rates for the hire of plant and equipment. Private work will be in accordance with the guidelines in Council's Private Works (Projects and Plant Hire) Policy. Private work will only be carried out subject to the availability of Council plant and equipment and without significant disruption to existing work programs.

The Council's Infrastructure Department administer and implement the Private Works (Projects and Plant Hire) Policy. The policy is designed to protect public funds and the integrity, security and reputation of the Council and its staff and maintain a high level of services to the community.

Noxious weed control activity deemed as private work will also be included, with arrangements to be approved by the Director of Environment and Planning. With respect to determining Quotations for Weed Control activities on private property, regard will be given to the general "community service" of providing a reasonable and affordable price, with Council's hire rates to be adjusted in order to increase the level of private work activity. This will provide further opportunities to maximise the use of plant and equipment and achieve more efficient use of Council's resources.

In all cases written quotations will be issued, with acceptance by Signed Agreement required for work in excess of \$500.00. In all cases, sundry debtor accounts will be issued for work carried out and are payable within one (1) month.

BORROWINGS

New Borrowings

There is two new borrowings forecast this financial year, totalling \$2.4 million. Loan funding of \$1.4 million is required for the Crookwell waste landfill site restoration and remediation. Loan funding of \$1 million is required for the Multi-purpose Aquatic and Activities Centre (MAAC) construction project.

Loan funding is generated from financial institutions, i.e. banks, and is utilised in accordance with Council's Borrowings / Loan Policy for capital projects, upon approval of the Office of Local Government. All borrowings are secured against the rate income of the Council.

Loan Refinancing

There is no loan refinancing in the 2023/2024 financial year for existing loan borrowings.

**UPPER LACHLAN SHIRE COUNCIL
INCOME STATEMENT
for the financial year 30 June 2024**

	General Fund	Domestic Waste Fund	Water Fund	Sewer Fund	Total
INCOME					
Rates and Annual Charges	9,403,681	1,581,093	1,117,149	1,550,170	13,652,093
User Charges and Fees	4,904,855	1,000	1,105,880	346,637	6,358,372
Interest and Investment Income	661,926	99,424	191,458	306,404	1,259,212
Non-Capital Operating Grants & Contributions	11,016,617	29,978	18,724	17,106	11,082,424
Net Gain from the Disposal of Assets	139,957	0	0	0	139,957
Other Revenues	674,610	0	0	0	674,610
Total Income from continuing operations	26,801,647	1,711,495	2,433,211	2,220,317	33,166,669
EXPENSES					
Employee Benefits and On-costs	12,477,317	364,385	777,858	533,586	14,153,146
Materials and Services	10,085,498	1,227,110	1,051,855	685,795	13,050,258
Borrowing Costs	249,223	0	24,163	5,643	279,030
Depreciation, Amortisation & Impairment	7,818,015	120,000	532,566	523,202	8,993,783
Net Loss from the Disposal of Assets	104,136	0	0	0	104,136
Other Expenses	848,827	0	40,800	0	889,627
Total Expenses from continuing operations	31,583,016	1,711,495	2,427,242	1,748,227	37,469,980
Net Operating Result before Grants & Contributions provided for Capital Purposes	(4,781,369)	(0)	5,968	472,090	(4,303,311)
Grants & Contributions provided for Capital Purposes	12,509,259	17,500	857,800	41,100	13,425,659
Total Income including Grants & Contributions provided for Capital Purposes	39,310,906	1,728,995	3,291,011	2,261,417	46,592,328
Net Operating Result for the year	7,727,890	17,500	863,768	513,190	9,122,348

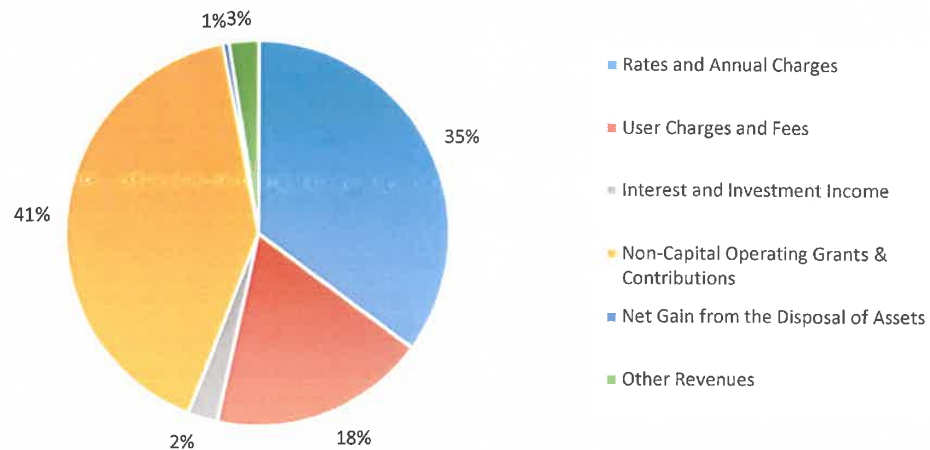
UPPER LACHLAN SHIRE COUNCIL
CASH FLOW (SOURCE OF FUNDS) STATEMENT - 2023/2024

	ALL FUNDS	GENERAL	DWM	WATER	SEWER
	Budget \$	Budget \$	Budget \$	Budget \$	Budget \$
CASH FLOWS FROM OPERATING ACTIVITIES:					
Receipts:					
Rates and Annual Charges	13,528,360	9,279,771	1,611,071	1,119,629	1,517,889
User Charges and Fees	6,358,372	4,904,855	1,000	1,105,880	346,637
Other Revenues	674,610	674,610			
Grants and Contributions - Operating	10,962,424	10,962,424			
Interest and Investment Income	1,259,212	661,926	99,424	191,458	306,404
Grants and Contributions - Capital	13,425,659	12,509,259	17,500	857,800	41,100
	46,208,638	38,992,846	1,728,995	3,274,767	2,212,030
Payments:					
Employee Benefits and On-Costs	(14,153,146)	(12,477,317)	(364,385)	(777,858)	(533,586)
Materials and Contracts	(12,818,525)	(9,888,795)	(1,227,110)	(1,066,211)	(636,409)
Borrowing Costs	(279,030)	(249,223)		(24,163)	(5,643)
Other	(877,627)	(867,427)		(10,200)	
	(28,128,328)	(23,482,762)	(1,591,495)	(1,878,433)	(1,175,638)
Net Cash provided (or used in) Operating Activities	18,080,310	15,510,084	137,500	1,396,334	1,036,392
CASH FLOWS FROM INVESTING ACTIVITIES:					
Receipts:					
Sale of Investments	11,500,000	11,500,000			
Sale of Real Estate Assets					
Sale of Infrastructure, Property, Plant and Equipment	291,000	291,000			
Sale of Interests in Joint Ventures/Associates					
Other					
	11,791,000	11,791,000			
Payments:					
Purchase of Investments	(11,500,000)	(11,500,000)			
Purchase of Infrastructure, Property, Plant and Equipment	(23,569,818)	(20,720,518)	(520,000)	(1,104,300)	(1,225,000)
Purchase of Real Estate Assets					
Purchase of Interests in Joint Ventures/Associates					
Other					
	(35,069,818)	(32,220,518)	(520,000)	(1,104,300)	(1,225,000)
Net Cash provided by (or used in) Investing Activities	(23,278,818)	(20,429,518)	(520,000)	(1,104,300)	(1,225,000)
CASH FLOWS FROM FINANCING ACTIVITIES:					
Receipts:					
Borrowings and Advances	2,400,000	2,400,000			
Payments by Deferred Debtors					
Other					
	2,400,000	2,400,000			
Payments:					
Borrowings and Advances	(675,820)	(654,656)		(17,157)	(4,007)
Other					
	(675,820)	(654,656)		(17,157)	(4,007)
Net Cash provided by (or used in) Financing Activities	1,724,180	1,745,344		(17,157)	(4,007)
Net Increase / (decrease) in Cash and Cash Equivalents	(3,474,328)	(3,174,090)	(382,500)	274,878	(192,615)
Other Funding sources:					
Total Transfers from Reserves	2,443,060	870,560	520,000		1,052,500
DWM contribution to Crookwell Remediation					
Total Section 94/64 Transfers from Reserve	538,350	538,350			
Total Section 94/64 Income Transferred to Reserve	(714,800)	(593,400)	(17,500)	(62,800)	(41,100)
Total Section 94/64 Interest Income Transferred to Reserve	(206,926)	(206,926)			
Transfer from Reserves for Operational Expenses	2,641,780	2,641,780			
Net Funding (Surplus/Shortfall)	1,227,136	76,274	120,000	212,078	818,785

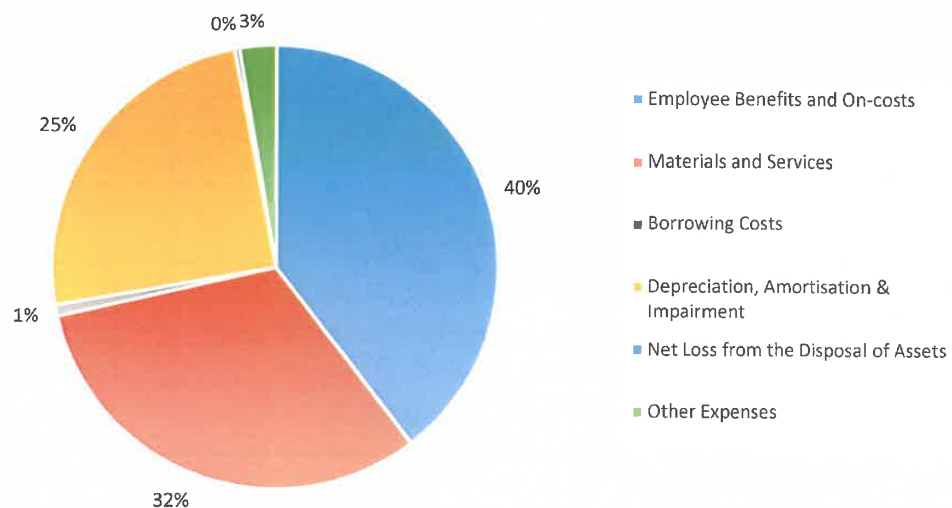
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UPPER LACHLAN SHIRE COUNCIL

Income by Category 2023/2024



Expenses by Category 2023/2024



UPPER LACHLAN SHIRE COUNCIL**2023/2024 - Budgeted Operating Income & Expenditure**

Principal Activity	2023/2024 Budgeted Expenses from continuing operations	2023/2024 Budgeted Income from continuing operations	2023/2024 Budgeted Operating Result from continuing operations
<u>COMMUNITY</u>			
<u>Health Services, Medical Centres, Aged & Community Services</u>			
Health Services	281,701	65,000	(216,701)
Medical Centres	82,483	30,000	(52,483)
Aged & Disabled	6,290		(6,290)
Community Services	69,263	16,500	(52,763)
Total Health Services, Medical Centres, Aged & Community Services	439,736	111,500	(328,236)
<u>Public Halls, Cultural Services, Community Centres & Museums</u>			
Public Halls	176,835	20,000	(156,835)
Asbestos Removal	12,000		(12,000)
Community Centres	40,892	22,500	(18,392)
Museums	7,129		(7,129)
Total Public Halls, Cultural Services, Community Centres & Museums	236,857	42,500	(194,357)
Animal Control	160,438	11,600	(148,838)
Swimming Pools	289,398	34,800	(254,598)
<u>Sporting Grounds and Parks & Gardens</u>			
Sporting Grounds	380,996	44,640	(336,356)
Parks & Gardens	486,445		(486,445)
Total Sporting Grounds and Parks & Gardens	867,441	44,640	(822,801)
Public Libraries	455,292	85,500	(369,792)
<u>Emergency Services and Fire Protection</u>			
Emergency Services (SES)	48,534		(48,534)
Fire Protection - NSW Fire Brigades	46,370		(46,370)
Fire Protection - Rural Fire Service (RFS)	799,153	163,000	(636,153)
Total Emergency Services and Fire Protection	894,057	163,000	(731,057)
TOTAL COMMUNITY	3,343,218	493,540	(2,849,678)

UPPER LACHLAN SHIRE COUNCIL**2023/2024 - Budgeted Operating Income & Expenditure**

Principal Activity	2023/2024 Budgeted Expenses from continuing operations	2023/2024 Budgeted Income from continuing operations	2023/2024 Budgeted Operating Result from continuing operations
<u>ENVIRONMENT</u>			
<u>Town Planning and Development Control</u>			
Town Planning	711,485	278,200	(433,285)
Development Control			
Total Town Planning and Development Control	711,485	278,200	(433,285)
<u>Building Control</u>	528,198	225,000	(303,198)
<u>Environmental Systems and Protection</u>	97,074		(97,074)
<u>Noxious Weeds Control</u>	384,309	144,386	(239,923)
<u>On-site Waste, Food Control and Inspections</u>	12,000	15,000	3,000
<u>Water Supply Services</u>			
Crookwell Water Supply	984,325	1,686,057	701,732
Gunning Water Supply	446,231	406,141	(40,090)
Dalton Water Supply	57,406	86,894	29,488
Taralga Water Supply	406,713	254,118	(152,595)
Total Water Supply Income & Expenses (excluding depreciation)	1,894,676	2,433,211	538,534
Crookwell Water Supply - Depreciation	285,768		
Gunning Water Supply - Depreciation	146,613		
Dalton Water Supply - Depreciation	8,471		
Taralga Water Supply - Depreciation	91,714		
Total Water Supply Services Depreciation Expense	532,566		(532,566)
Total Water Supply Income & Expenses (including depreciation)	2,427,242	2,433,211	5,968

UPPER LACHLAN SHIRE COUNCIL**2023/2024 - Budgeted Operating Income & Expenditure**

Principal Activity	2023/2024 Budgeted Expenses from continuing operations	2023/2024 Budgeted Income from continuing operations	2023/2024 Budgeted Operating Result from continuing operations
<u>Sewerage Services</u>			
Crookwell Sewer	719,155	1,467,043	747,888
Gunning Sewer	184,797	485,896	301,099
Taralga Sewer	321,073	267,378	(53,696)
Total Sewerage Services (less depreciation)	1,225,025	2,220,317	995,292
 Crookwell Sewer - Depreciation	236,775		
Gunning Sewer - Depreciation	79,171		
Taralga Sewer - Depreciation	207,256		
Total Sewerage Services Depreciation Expense	523,202		(523,202)
Total Sewerage Services (including depreciation)	1,748,227	2,220,317	472,090
 <u>Domestic Waste Management (less depreciation)</u>	1,591,495	1,711,495	120,000
 Total Domestic Waste Management Depreciation Expense	120,000		(120,000)
Total Domestic Waste Management (including depreciation)	1,711,495	1,711,495	(0)
 <u>Waste Centres and Rubbish Tips</u>			
Waste Centres, Rubbish Tips & Waste Recovery Centres (WRC)	681,389	973,172	291,783
Total Waste Centres and Rubbish Tips	681,389	973,172	291,783
TOTAL ENVIRONMENT	8,301,419	8,000,780	(300,639)

UPPER LACHLAN SHIRE COUNCIL**2023/2024 - Budgeted Operating Income & Expenditure**

Principal Activity	2023/2024 Budgeted Expenses from continuing operations	2023/2024 Budgeted Income from continuing operations	2023/2024 Budgeted Operating Result from continuing operations
<u>ECONOMY</u>			
<u>Financial Services</u>	990,184		(990,184)
<u>Administration and Corporate Support</u>			
Administration	1,141,245	395,668	(745,576)
Corporate Support - Council Chambers	300,509		(300,509)
Total Administration and Corporate Support	1,441,754	395,668	(1,046,085)
<u>Information Technology</u>	748,346		(748,346)
<u>Workforce (Human Resources, Work Safety (WH&S) & Labour On-costs)</u>			
Human Resources	586,672	500	(586,172)
Work Safety (WH&S)	239,358		(239,358)
Labour On-Costs	4,292,260		(4,292,260)
Less: Labour On-Costs Re-allocated	(4,292,260)		4,292,260
Total Workforce (Human Resources, Work Safety & Labour On-costs)	826,030	500	(825,530)
TOTAL ECONOMY	4,006,314	396,168	(3,610,146)

UPPER LACHLAN SHIRE COUNCIL**2023/2024 - Budgeted Operating Income & Expenditure**

Principal Activity	2023/2024 Budgeted Expenses from continuing operations	2023/2024 Budgeted Income from continuing operations	2023/2024 Budgeted Operating Result from continuing operations
<u>INFRASTRUCTURE</u>			
<u>Roads, Bridges, Cycleways, Footpaths and Kerb and Guttering</u>			
<u>Roads</u>			
Sealed Urban Roads. - Local	617,733		(617,733)
Unsealed Urban Roads. - Local	98,368		(98,368)
Sealed Rural Roads. - Local	1,819,511	300,000	(1,519,511)
Sealed Rural Roads. - Regional	1,960,143	1,758,000	(202,143)
Unsealed Rural Roads. - Local	2,494,962		(2,494,962)
Unsealed Rural Roads. - Regional	124,300		(124,300)
Roads to Recovery Funding		1,203,046	1,203,046
Natural Disaster 2020 - Restoration Works	1,256,593	1,256,593	
TOTAL ROADS	8,371,610	4,517,639	(3,853,971)
<u>Bridges</u>			
Bridges Urban Roads. - Local	2,000		(2,000)
Bridges Urban Roads. - Regional			
Bridges Sealed Rural Roads. - Local	10,000		(10,000)
Bridges Sealed Rural Roads. - Regional	12,000		(12,000)
Bridges Unsealed Rural Roads. - Local	11,600		(11,600)
Bridges Unsealed Rural Roads. - Regional			
TOTAL BRIDGES	35,600		(35,600)
<u>Street Cleaning</u>	5,917		(5,917)
<u>Cycleways & Footpaths</u>	6,000		(6,000)
<u>Parking Areas</u>	6,164		(6,164)
<u>Bus Shelters and Services</u>	1,500		(1,500)
<u>Street Lighting</u>	102,000	29,000	(73,000)
<u>Aerodromes</u>	4,041		(4,041)
<u>Housing</u>	38,224	23,400	(14,824)
<u>Other</u>	43,514	14,500	(29,014)
Total Roads, Bridges, Cycleways, Footpaths and Kerb and Guttering	8,614,570	4,584,539	(4,030,031)
<u>Stormwater and Drainage</u>	29,579	49,000	19,421
<u>Quarries and Gravel Pits</u>	639,644	703,609	63,965
<u>Public Conveniences and Amenities</u>			
Public Conveniences	253,464		(253,464)
Public Amenities	26,922		(26,922)
Total Public Conveniences and Amenities	280,386		(280,386)
<u>Public Cemeteries</u>	72,406	97,200	24,794

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UPPER LACHLAN SHIRE COUNCIL**2023/2024 - Budgeted Operating Income & Expenditure**

Principal Activity	2023/2024 Budgeted Expenses from continuing operations	2023/2024 Budgeted Income from continuing operations	2023/2024 Budgeted Operating Result from continuing operations
<u>Engineering, Purchasing and Works Supervision</u>			
Engineering	523,532	219,000	(304,532)
Purchasing (including Works Depot Stores)	396,391		(396,391)
Road Safety Program	121,395		(121,395)
Total Engineering, Purchasing and Works Supervision	1,041,318	219,000	(822,318)
<u>Plant and Equipment Operations</u>			
Plant and Equipment Expense	2,159,747		(2,159,747)
Plant Income	(3,695,722)	139,957	3,835,679
Total Plant and Equipment Operations	(1,535,975)	139,957	1,675,931
Plus - Depreciation - Plant and Equipment	1,200,000		(1,200,000)
Actual Plant and Equipment (Profit)/Loss	(335,975)		335,975
TOTAL INFRASTRUCTURE	9,141,929	5,793,305	(3,348,624)

UPPER LACHLAN SHIRE COUNCIL**2023/2024 - Budgeted Operating Income & Expenditure**

Principal Activity	2023/2024 Budgeted Expenses from continuing operations	2023/2024 Budgeted Income from continuing operations	2023/2024 Budgeted Operating Result from continuing operations
<u>CIVIC LEADERSHIP</u>			
<u>Governance and Real Estate Development</u>			
Governance	1,349,019		(1,349,019)
Real Estate Development	19,382		(19,382)
Total Governance and Real Estate Development	1,368,401		(1,368,401)
Caravan Parks	44,872	79,000	34,128
<u>Tourism and Business</u>			
Tourism	410,670	66,000	(344,670)
Bank House	24,076	22,440	(1,636)
Business - Private Works & SNSW Motor Registry Agency	165,321	123,245	(42,076)
Business - RMS Works State Roads	2,845,743	3,139,095	293,352
Total Tourism and Business	3,445,811	3,350,780	(95,031)
TOTAL CIVIC LEADERSHIP	4,859,084	3,429,780	(1,429,304)
<u>DEPRECIATION - GENERAL FUND</u>			
TOTAL DEPRECIATION - GENERAL FUND	7,818,015		(7,818,015)
<u>GENERAL PURPOSE REVENUES</u>			
TOTAL GENERAL PURPOSE REVENUES		15,053,095	15,053,095
Total Operating Result - All Funds	37,469,980	33,166,668	(4,303,311)

UPPER LACHLAN SHIRE COUNCIL OPERATIONAL PLAN CAPITAL EXPENDITURE BUDGET - 2023/2024 Capital Expenditure - Acquisition/Renewal of Assets			<i>Funding Source Index</i> <i>refer to Delivery Program</i>	
Job Description	Budget Estimate 2023/2024	Funding Source		
<u>GENERAL FUND</u>				
1.COMMUNITY				
<i>Public Libraries</i>				
Crookwell and Gunning Libraries - Computers, Printers, Network	10,000	RR		
Crookwell and Gunning Libraries - Office Equipment, Furniture & Fittings	5,000	RR		
<i>Public Halls, Cultural Services, Community Centres and Museums</i>				
Energy Master Plan - Installations	20,000	RR		
Building Emergency Lighting - various Halls & Council Buildings (Tfr from Building Reserve)	40,000	R		
Gunning Court House - Equipment improvements (GCA Grant + Community Funded)	30,000	CG		
Binda Hall- Insulate ceiling and stormwater drainage	7,000	RR		
Bigga Hall- Exterior Painting (exc front wall)	25,000	RR		
<i>Sporting Grounds and Parks and Gardens</i>				
Gunning Showground Amenities Project (SCCF3 Grant)	622,724	CG		
Gunning Showground - Electricity Upgrades (Transfer from Building Reserve)	243,210	M		
Coleman Park, Crookwell (MAAC precinct) - Inclusive Play Space	636,400	M		
Lin Cooper Field, Crookwell - Replace Change Rooms (RSFF Grant funded)	998,601	CG		
Memorial Oval- Floor Scrubber	6,000	RR		
<i>Swimming Pools</i>				
Crookwell Swimming Pool - Aquatic & Activity Centre				
Project Phase 2b Indoor Pool \$2.25m (LRCL, MCSFF)	3,254,268	M		
Gunning Swimming Pool - Structural Improvements	35,000	RR		
Gunning Swimming Pool - Amenities Block (Female Friendly Sports Facilities)	515,000	CG		
Total Community Expenditure	6,448,203			

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UPPER LACHLAN SHIRE COUNCIL OPERATIONAL PLAN CAPITAL EXPENDITURE BUDGET - 2023/2024 Capital Expenditure - Acquisition/Renewal of Assets			<i>Funding Source Index</i> <i>refer to Delivery Program</i>	
Job Description	Budget Estimate 2023/2024	Funding Source		
<u>WATER SUPPLY FUND</u>				
<i>Crookwell Water Supply Fund</i>				
Mains Replacement - General	150,000	RR		
Computer Replacement Water Treatment Plant (PC)	2,500	RR		
<i>Gunning Water Supply Fund</i>				
Mains Replacement	60,000	RR		
Clear SCADA 2 x Client PC replacement	16,800	RR		
<i>Dalton Water Supply Fund</i>				
Mains Replacements	30,000	RR		
<i>Taralga Water Supply Fund</i>				
Loan Principal Reduction (Loan 170 - Finalised 9/2/2037)	17,157	RR		
Mains Replacements	50,000	RR		
Taralga Dam - Design & Assessment (Black Summer Bushfire Recovery Grant)	795,000	CG		
Total Water Supply Services Expenditure	1,121,457			

UPPER LACHLAN SHIRE COUNCIL OPERATIONAL PLAN CAPITAL EXPENDITURE BUDGET - 2023/2024 Capital Expenditure - Acquisition/Renewal of Assets			<i>Funding Source Index</i> <i>refer to Delivery Program</i>
Job Description	Budget Estimate 2023/2024	Funding Source	
<u>SEWERAGE FUND</u>			
<i>Crookwell Sewerage Fund</i>			
Sewerage Pumping Station Upgrades/ pump replacements	30,000	RR	
Sewer Main Rehabilitation / Renewal	100,000	R	
Geo Tube for Sludge Drying	7,500	RR	
Integration of Water & Sewer Telemetry systems network	10,000	RR	
Infiltration Testing program 1/3 Reticulation network p.a (2021/2022 project)	250,000	R	
Solar PV Installation	75,000	RR	
New Headworks Stop Screen/Grit Removal (2021/2022 project)	225,000	R	
Pump Station Upgrade - Kennedy Street	260,000	R	
<i>Gunning Sewerage Fund</i>			
Sewer Main Rehabilitation / Renewal	40,000	RR	
Sewer Relining (2021/2022 Project)	112,500	R	
<i>Taralga Sewerage Fund</i>			
Loan Principal Reduction (Loan 170 - Finalised 9/2/2037)	4,007	RR	
Sewer Main Rehabilitation / Renewal	10,000	RR	
UV System Installation and Effluent Reuse System	105,000	R	
Total Sewerage Services Expenditure	1,229,007		
Total Environment Expenditure	4,374,964		

UPPER LACHLAN SHIRE COUNCIL OPERATIONAL PLAN CAPITAL EXPENDITURE BUDGET - 2023/2024 Capital Expenditure - Acquisition/Renewal of Assets			Funding Source Index refer to Delivery Program
Job Description	Budget Estimate 2023/2024	Funding Source	
<u>GENERAL FUND</u>			
3. ECONOMY			
<i>Financial Services</i>			
Loans - Principal Reduction (Bridges Loan 172 - Finalised 23/12/2024)	154,483	RR	
Loans - Principal Reduction (Memorial Oval 173 - Finalised 28/06/2029)	98,230	RR	
Loans - Principal Reduction (Timber Bridges 2019-2020)	196,464	RR	
Loans - Principal Reduction (Timber Bridges 2020-2021)	94,758	RR	
Loans - Principal Reduction (MAAC Crookwell 2021-2022)	42,100	RR	
Loans - Principal Reduction (Crookwell Waste Centre 2022-2023)	54,668	RR	
Loans - Principal Reduction (MAAC Heated Pool 2023-2024)	13,953	RR	
<i>Administration and Corporate Support</i>			
Crookwell Administration Office - Disabled Ramp to Main Reception (Transfer from Reserve)	35,000	R	
<i>Information Technology</i>			
IT - Windows Office Upgrade	60,000	M	
IT - Software New Licences	22,100	RR	
IT - Hardware PCs (includes 2nd monitor + Office software)	75,930	M	
IT - UPS Equipment	16,870	RR	
IT - Network Improvements	20,000	RR	
IT - Servers Replacement/Upgrade	90,000	RR	
IT - Servers Upgrades - Operating Systems, Memory, Exchange	5,788	RR	
IT - SAN - Storage for Production Virtual Server 22TB	61,600	RR	
IT - Smart Phones and Tablets	30,000	R	
IT - Telephone System Handset Additions & Replacements	10,000	RR	
IT - External Tape Backup	17,000	RR	
IT - Microwave Communication Network	14,000	RR	
IT - Remote Access improvements RD server	8,000	RR	
IT - Disaster Recovery	40,000	CG	
IT - HR Information System Management Platform	17,000	RR	
Total Economy Expenditure	1,177,944		

UPPER LACHLAN SHIRE COUNCIL OPERATIONAL PLAN CAPITAL EXPENDITURE BUDGET - 2023/2024 Capital Expenditure - Acquisition/Renewal of Assets			Funding Source Index refer to Delivery Program
Job Description	Budget Estimate 2023/2024	Funding Source	
<u>GENERAL FUND AND DWM FUND</u>			
4. INFRASTRUCTURE			
<i>Roads, Bridges, Cycleways, Footpaths and Kerb and Guttering</i>			
<i>Urban Local Roads</i>			
<u>Urban Unsealed Rd - Road Reconstruction and Sealing</u>			
East St Crookwell - Continue sealing of the existing unsealed road (0.345km) - R2R	80,000	OG	
<u>Urban Sealed Rd - Road Pavement Rehabilitation</u>			
Heavy Patching Town Streets - Crookwell and Gunning (R2R)	100,000	OG	
Urban Sealed Roads - Bitumen Resealing	150,000	RR	
<u>Local Roads Gravel Resheeting Program</u>			
Gravel Resheeting program funded by Roads to Recovery	373,046	OG	
<u>Roads to Recovery - Rural Sealed Road Pavement Rehabilitation</u>			
Rural Local Sealed Road - Pavement Rehabilitation Bannaby Road	500,000	OG	
<i>Rural Local Roads</i>			
Breadalbane Road reconstruction (FLR4 & R2R)	1,155,712	M	
<u>Gravel Resheeting Rural Local Roads (Transfer from Sec. 94 Reserve)</u>	250,000	7.11	
Rural Local Sealed Road - Bitumen Resealing (30 year cycle)	450,000	RR	

UPPER LACHLAN SHIRE COUNCIL OPERATIONAL PLAN CAPITAL EXPENDITURE BUDGET - 2023/2024 Capital Expenditure - Acquisition/Renewal of Assets			<i>Funding Source Index</i> <i>refer to Delivery Program</i>	
Job Description	Budget Estimate 2023/2024	Funding Source		
Regional Roads				
Resealing Program (RMS Block Grant funded)	550,000	OG		
Reconstruction - MR256 - The Tablelands Way Upgrade Total project cost \$6,584,294 (Growing Local Economies Fund \$6,255,079, Council [Block Grant] \$329,215)	5,831,769	M		
Rehabilitation - MR241 - Dalton Road (3km from railway bridge) (Part Grant Funded) (\$332,000 RMS REPAIR Grant Funded/\$332,000 Council Funded)	664,000	M		
Local Roads Bridge Program				
Footpaths and Cycleways				
Traffic & Transport Cycleway Program - (100% RMS funded)	20,000	CG		
Footpath Renewal - Crookwell Pool Goulburn Street	110,000	CG		
Kerb and Guttering				
Kerb & Gutter Capital Renewal Program (100% ULSC Funded)	50,000	RR		
Other Infrastructure				
School - Rural Bus Stops - (Grant Funded)	20,000	CG		
Public Cemeteries				
Beams for Plaques - Crookwell Cemetery	100,000	7.11		
Stormwater and Drainage				
North Crookwell Stormwater Upgrade - Clifton Street & Laggan Road (Stormwater Reserves)	220,000	R		
Public Conveniences and Amenities				
Housing				
Staff Accommodation Capital Replacements/Improvements (3 Houses)	15,000	RR		
Plant and Equipment Operations				
Motor Vehicle Net Replacement Cost - (see Motor Vehicle Schedule)	36,000	RR		
Heavy Plant Fleet Net Replacement Cost - (see Plant Schedule)	1,069,000	RR		
Workshop Plant and Tools	4,000	RR		
Total Infrastructure Expenditure	11,748,527			

UPPER LACHLAN SHIRE COUNCIL OPERATIONAL PLAN CAPITAL EXPENDITURE BUDGET - 2023/2024 Capital Expenditure - Acquisition/Renewal of Assets			<i>Funding Source Index</i> <i>refer to Delivery Program</i>
Job Description	Budget Estimate 2023/2024	Funding Source	
<u>GENERAL FUND</u>			
5. CIVIC LEADERSHIP			
<i>Tourism Promotion and Business</i>			
Bank House - Building Improvements (Painting) (Transfer from Building Reserve)	205,000	R	
Total Civic Leadership Expenditure	205,000		
Total Capital Works Expenditure	23,954,638		
<u>Capital Works Funding by Fund:-</u>			
General Fund Expenditure	21,584,174		
DWM Fund Expenditure	20,000		
Water Supply Funds Expenditure	1,121,457		
Sewerage Funds Expenditure	1,229,007		
Total of All Funds Expenditure	23,954,638		
<u>Capital Works Funding by Source:-</u>			
Transfer from Reserves	2,443,060		
Section 7.11	538,350		
Grants and Contributions - Capital	12,710,859		
Loans and Borrowings	2,400,000		
Total Capital Works Funded by Capital Income	18,092,269		
Grants and Contributions - Operating	2,082,261		
Recurrent Revenue	3,780,108		
Total Capital Works Funding	23,954,638		

UPPER LACHLAN SHIRE COUNCIL OPERATIONAL PLAN CAPITAL INCOME BUDGET - 2023/2024 Grants and Contributions Provided for Capital Purposes			<i>Funding Source Index</i> <i>refer to Delivery Program</i>
Job Description	Budget Estimate 2023/2024	Funding Source	
<u>GENERAL FUND</u>			
1.COMMUNITY			
<i>Public Halls, Cultural Services, Community Centres and Museums</i>			
Gunning Court House - Equipment improvements (GCA Grant + Community Funded)	\$30,000	CG	
Building Emergency Lighting - various Halls & Council Buildings (Tfr from Building Reserve)	\$40,000	R	
<i>Sporting Grounds and Parks and Gardens</i>			
Gunning Showground Amenities Project (SCCF3 Grant)	\$622,724	G	
Coleman Park, Crookwell - Inclusive Play Space (Everyone Can Play & Veolia Grant)	\$600,000	M	
Lin Cooper Field, Crookwell - Replace Change Rooms (RSFF Grant funded)	\$998,601	G	
Gunning Showground - Electricity Upgrades (Transfer from Building Reserve)	\$243,210	M	
<i>Swimming Pools</i>			
Crookwell Swimming Pool - Aquatic & Activity Centre - Phase 2a (LRCl + Loan funded)	\$3,254,268	M	
Gunning Swimming Pool - Amenities Block	\$515,000	G	
Total Community Income	\$6,303,803		

UPPER LACHLAN SHIRE COUNCIL OPERATIONAL PLAN CAPITAL INCOME BUDGET - 2023/2024 Grants and Contributions Provided for Capital Purposes			<i>Funding Source Index</i> <i>refer to Delivery Program</i>
Job Description	Budget Estimate 2023/2024	Funding Source	
<u>GENERAL FUND</u>			
2. ENVIRONMENT			
<i>Town Planning and Development Control</i>			
GIS upgrade - Remap shire for LEP (Transfer from Reserves)	\$87,500	R	
<i>Section 94 - Development Contributions</i>			
Open Space	\$32,800	7.11I	
Bushfire	\$43,700	7.11I	
Community Facilities/Amenities	\$54,600	7.11I	
Roads/Traffic Construction	\$437,100	7.11I	
Extractive Industries	\$16,500	7.11I	
Plan Administration	\$8,700	7.11I	
<i>Environmental Systems and Protection</i>			
<i>Noxious Weeds Control</i>			
<i>Building Control</i>			
<i>Waste Centres, Rubbish Tips and Street Cleaning</i>			
Crookwell Waste Centre	\$1,400,000	L	
<i>Domestic Waste Management (DWM)</i>			
Section 94 Contribution - Garbage Disposal and Facilities	\$17,500	7.11I	
DWM - Crookwell Waste Centre (Transfer from DWM Reserve)	\$500,000	R	
DWM Plant - Net Replacement Cost (Transfer from DWM Reserve)	\$20,000	R	

UPPER LACHLAN SHIRE COUNCIL OPERATIONAL PLAN CAPITAL INCOME BUDGET - 2023/2024 Grants and Contributions Provided for Capital Purposes			<i>Funding Source Index refer to Delivery Program</i>
Job Description	Budget Estimate 2023/2024	Funding Source	
WATER SUPPLY FUND			
<i>Crookwell Water Supply Fund</i>			
Water Section 64 Development Contributions	\$30,800	7.11I	
<i>Gunning Water Supply Fund</i>			
Water Section 64 Development Contributions	\$18,200	7.11I	
<i>Dalton Water Supply Fund</i>			
Water Section 64 Development Contributions	\$2,700	7.11I	
<i>Taralga Water Supply Fund</i>			
Water Section 64 Development Contributions	\$11,100	7.11I	
Taralga Dam - Design & Assessment (Black Summer Bushfire Recovery Grant)	\$795,000	G	
Total Water Supply Services Income	\$857,800		
SEWERAGE FUND			
<i>Crookwell Sewerage Fund</i>			
Sewerage Section 64 Development Contributions	\$24,600	7.11I	
Sewer Main Rehabilitation / Renewal (transfer from reserves)	\$100,000	R	
Infiltration Testing program (transfer from reserves)	\$250,000	R	
New Headworks Stop Screen/Grit Removal (transfer from reserves)	\$225,000	R	
Pump Station Upgrade - Kennedy Street	\$260,000	R	
<i>Gunning Sewerage Fund</i>			
Sewerage Section 64 Development Contributions	\$9,900	7.11I	
Sewer Relining (transfer from reserves)	\$112,500	R	
<i>Taralga Sewerage Fund</i>			
Sewerage Section 64 Development Contributions	\$6,600	7.11I	
UV System Installation and Effluent Reuse System	\$105,000	R	
Total Sewerage Services Income	\$1,093,600		
Total Environment Income	\$4,569,800		

UPPER LACHLAN SHIRE COUNCIL OPERATIONAL PLAN CAPITAL INCOME BUDGET - 2023/2024 Grants and Contributions Provided for Capital Purposes			<i>Funding Source Index</i> <i>refer to Delivery Program</i>
Job Description	Budget Estimate 2023/2024	Funding Source	
<u>GENERAL FUND</u>			
3. ECONOMY			
<i>Financial Services</i>			
<i>Administration and Corporate Support</i>			
Crookwell Administration Office - Disabled Ramp to Main Reception (Transfer from Reserve)	\$35,000	R	
<i>Information Technology</i>			
IT - Disaster Recovery	\$40,000	CG	
IT - Windows Office Upgrade	\$23,200	R	
IT - Hardware PCs (includes 2nd monitor + Office software)	\$40,000	R	
IT - Smart Phones and Tablets	\$30,000	R	
Total Economy Income	\$168,200		

UPPER LACHLAN SHIRE COUNCIL OPERATIONAL PLAN CAPITAL INCOME BUDGET - 2023/2024 Grants and Contributions Provided for Capital Purposes			<i>Funding Source Index</i> <i>refer to Delivery Program</i>	
Job Description	Budget Estimate 2023/2024	Funding Source		
<u>GENERAL FUND</u>				
4. INFRASTRUCTURE				
<i>Roads, Bridges, Cycle ways, Footpaths and Kerb and Guttering</i>				
<i>Urban Local Roads</i>				
<i>Rural Local Roads</i>				
Gravel Resheeting Roads (Transfer from Sec. 7.11 Reserve)	\$250,000	7.11E		
Breadalbane Road (FLR4)	\$1,005,712	G		
<i>Regional Roads</i>				
Reconstruction - MR256 - The Tablelands Way Upgrade	\$5,502,554	G		
Total project cost \$6,584,294 (Growing Local Economies Fund \$6,255,079, Council \$329,215)				
Rehabilitation - MR241 - Dalton Road (Grant Funded)	\$332,000	G		
<i>Footpaths and Cycleways</i>				
Traffic & Transport Cycleway Program - (100% RMS funded)	\$20,000	G		
Footpath Renewal - Crookwell Pool Goulburn Street	\$110,000	G		
<i>Kerb and Guttering</i>				
<i>Other Infrastructure</i>				
School - Rural Bus Stops - (Grant Funded)	\$20,000	G		
<i>Public Cemeteries</i>				
Land acquisition - Gunning Cemetery	\$100,000	7.11E		
<i>Stormwater and Drainage</i>				
North Crookwell Stormwater Upgrade - Clifton Street & Laggan Road (Stormwater Reserves)	\$220,000	R		
<i>Public Conveniences and Amenities</i>				
<i>Housing</i>				
Total Infrastructure Income	\$7,560,266			

UPPER LACHLAN SHIRE COUNCIL OPERATIONAL PLAN CAPITAL INCOME BUDGET - 2023/2024 Grants and Contributions Provided for Capital Purposes			<i>Funding Source Index refer to Delivery Program</i>
Job Description	Budget Estimate 2023/2024	Funding Source	
<u>GENERAL FUND</u>			
5. CIVIC LEADERSHIP			
<i>Tourism Promotion and Business</i>			
Bank House - restoration and painting (transfer from Building reserve)	\$205,000	R	
Total Civic Leadership Income	\$205,000		
Total Capital Grants and Contributions Income, Transfers from Reserves & Loans	\$18,807,069		
<u>Direct Funding Towards Capital Works</u>			
Total Transfers from Reserves	\$2,443,060		
Total Section 7.11 Transfers from Reserve	\$538,350		
Total Loans	\$2,400,000		
Total Capital Grants and Contributions Income	\$12,710,859		
Total Direct Funding Towards Capital Works	\$18,092,269		
Total Section 7.11 Contributions Received - Not Funding This Years Capital Works	\$714,800		
Total Capital Grants and Contributions Income, Transfers from Reserves & Loans	\$18,807,069		

UPPER LACHLAN SHIRE COUNCILHEAVY PLANT REPLACEMENT SCHEDULE - 2023/2024

ALL COSTS ARE GST EXCLUSIVE

Type	Fund	Plant No.	Rego Number	Plant Description	Hours/ kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/(Loss) on Sale
P	G	582	YN82BH	Plant trailer	N/A	2011	\$40,000	\$10,000	\$827	\$30,000	\$9,173
P	G	653	78861D	Caterpillar 12M Motor Grader	7,750	2012	\$640,000	\$140,000	\$70,495	\$500,000	\$69,505
P	G	662	BT64WJ	Isuzu CXY455 Tipper Rigid Truck	320,000	2013	\$300,000	\$75,000	\$12,403	\$225,000	\$62,597
P	G	809	94375-D	Toro 74960 Z Master with Grass catcher	920	2019	\$30,000	\$8,000	\$7,609	\$22,000	\$391
P	DWM	New		Zero turn Mower			\$20,000			\$20,000	
P	G	810	94379-D	John Deere Z994R	1,200	2019	\$30,000	\$8,000	\$8,615	\$22,000	(\$615)
P	G	888	XO36EE	Nissan UD flocon truck	370,000	2004	\$300,000	\$30,000	\$22,567	\$270,000	\$7,433
				Total Heavy Plant & Equipment			\$1,360,000	\$271,000	\$122,516	\$1,089,000	\$148,484

UPPER LACHLAN SHIRE COUNCILMOTOR VEHICLE REPLACEMENT SCHEDULE - 2023/2024

Type	Fund	Plant No.	Rego Number	Current Vehicle	kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/(Loss) on Sale
MV	G	866	DC23CH	LDV D90	50,000	2021	\$56,000	\$20,000	\$28,527	\$36,000	(\$8,527)
				Total Motor Vehicles			\$56,000	\$20,000		\$36,000	(\$8,527)

FUND SUMMARY

	Fund			Fund			Purchase	Trade	Written Down Value	Change Over Cost	Profit/(Loss) on Sale
	G			General Fund			\$1,396,000	\$291,000	\$151,043	\$1,105,000	\$139,957
	W			Water Fund							
	S			Sewer Fund							
	DWM			Domestic Waste Fund			\$20,000			\$20,000	
				Total All Funds			\$1,416,000	\$291,000	\$151,043	\$1,125,000	\$139,957

Loan Estimates 2023/2024

Interest		Accrual to	Previous	Interest pmts per loan repayment schedule						Accrual to	Total Interest
Loan #	Ledger #	30/06/2023	Pmt Date	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Next Pmt.	Pmt. Date	30/06/2024	2023/2024
172	01.22008.2502	(389.39)	23-06-23	10,179.86	23-12-23	6,928.39	23-06-24	3,537.26	23-12-24	135.31	16,854.16
173	01.22009.2502	(99.68)	28-06-23	9,120.48	28-12-23	8,418.80	28-06-24	7,791.25	30-12-24	84.23	17,523.83
174	01.22010.2502	(4,115.07)	09-06-23	35,976.04	08-12-23	35,070.76	08-06-24	33,212.82	07-12-24	3,980.99	70,912.73
175	01.22012.2502	(1,066.86)	07-06-23	8,511.54	06-12-23	8,020.01	06-06-24	7,605.57	05-12-24	994.98	16,459.66
176		(12,356.07)	22-03-23	22,735.16	22-09-23	22,086.03	22-03-24	22,028.65	23-09-24	11,907.38	44,372.51
Sub-total		(18,027.06)		86,523.08		80,523.99		74,175.56		17,102.88	166,122.89
REPAID											
REPAID											
Sub-total		0.00		0.00		0.00		0.00		0.00	0.00
Sub-total		0.00		0.00		0.00		0.00		0.00	0.00
170	13.13000.2502	(2,271.31)	07-02-23	2,874.87	07-08-23	2,856.47	07-02-24	2,759.49	07-08-24	2,183.33	5,643.37
170	12.12000.2502	(9,725.15)	07-02-23	12,309.45	07-08-23	12,230.67	07-02-24	11,815.41	07-08-24	9,348.46	24,163.43
Sub-total		(11,996.46)		15,184.32		15,087.14		14,574.90		11,531.79	29,806.80
Total		(30,023.51)		101,707.40		95,611.13		88,750.46		28,634.67	195,929.69

Principal		Bal	Principal pmts per loan repayment schedule						Balance	Variance
Loan #	Ledger #	1/07/2023	Ledger #	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Total Pmts.	30/06/2024	
172	01.6200.6200.854	236,740.93	01.60008.4900	75,615.62	23-12-23	78,867.09	23-06-24	154,462.71	82,258.22	0.00
173	01.6200.6200.761	633,836.88	01.60009.4900	48,763.96	28-12-23	49,465.64	28-06-24	98,229.61	535,607.28	0.00
174	01.6200.6200.856	2,738,759.23	01.60011.4900	97,779.54	08-12-23	98,684.82	08-06-24	196,464.36	2,542,294.87	0.00
175	01.6200.6200.857	816,180.86	01.60012.4900	47,133.32	06-12-23	47,624.85	06-06-24	94,758.18	721,422.68	0.00
176		1,159,373.95		20,725.64	22-09-23	21,374.77	22-03-24	42,100.42	1,117,273.54	0.00
Sub-total		5,584,891.85	Sub-total	290,018.09		296,017.18		586,035.27	4,998,856.58	
REPAID			02.02600.4900							
REPAID			03.03600.4900							
Sub-total		0.00	Sub-total	0.00		0.00		0.00	0.00	
Sub-total		0.00	Sub-total	0.00		0.00		0.00	0.00	
170	13.13050.6200.854	88,240.32	13.13600.4900	1,994.26	07-08-23	2,012.66	07-02-24	4,006.92	84,233.40	0.00
170	12.12950.6200.854	377,822.33	12.12600.4900	8,538.90	07-08-23	8,617.68	07-02-24	17,156.58	360,665.75	0.00
Sub-total		466,062.65	Sub-total	10,533.16		10,630.34		21,163.50	444,899.15	
Total		6,050,954.50	Total	300,551.25		306,647.52		607,198.77	5,443,755.73	0.00

Interest		Accrual to	Previous	Interest pmts per loan repayment schedule						Accrual to	Total Interest
Loan #	Ledger #	30/06/2016	Pmt Date	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Next Pmt.	Pmt. Date	30/06/2024	2023/2024
MAAC Heated Pool 2024				27,750.00	30-06-24						27,750.00
Crookwell Waste Centre 2023				35,350.00	30-06-24						35,350.00
Sub-total				63,100.00		0.00		0.00			63,100.00

Principal		Bal	Principal pmts per loan repayment schedule						Balance	Variance
Loan #	Ledger #	1/07/2023	Ledger #	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Total Pmts.	30/06/2024	
MAAC Heated Pool 2024		1,000,000.00		13,953.01	30-06-24			13,953.01	986,046.99	
Crookwell Waste Centre 2023		1,400,000.00		54,668.20	30-06-24			54,668.20	1,345,331.80	
Sub-total		2,400,000.00	Sub-total	68,621.21		0.00		68,621.21	2,331,378.79	

Summary		Interest	Principal	Total
Total General Fund		229,222.89	654,656.48	883,879.37
Total Domestic Waste Fund		0.00	0.00	0.00
Total Crookwell Water		0.00	0.00	0.00
Total Taralga Water		24,163.43	17,156.58	41,320.01
Total Crookwell Sewer		0.00	0.00	0.00
Total Taralga Sewer		5,643.37	4,006.92	9,650.29
Total All Funds		259,029.69	675,819.98	934,849.67

FEES AND CHARGES 2023/2024 UPPER LACHLAN SHIRE COUNCIL Schedule of Fees			
Note: All fees or charges set by legislation or regulation are subject to change in conjunction with the relevant legislation or regulation.			
Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
COMMUNITY			
Hire of Gunning Shire Hall			
Full Hall (includes kitchen) per day	GST incl.	\$320.00	2
Main Hall	GST incl.	\$190.00	2
Supper Room	GST incl.	\$120.00	2
Kitchen	GST incl.	\$114.00	2
Cleaning Fee	GST incl.	\$54.00	2
Security Deposit / Bond (lodged at time of booking)	No GST	\$300.00	4
Security Deposit / Bond (if alcohol consumed lodged at booking)	No GST	\$500.00	4
Cleaning Fee (if hall is not left in a satisfactory condition)	GST incl.	Bond less actual cost	4
Fees for use of the hall overnight - (per night)	GST incl.	\$490.00	3
Hire of Taralga Memorial Hall			
Main Hall - Full Day (8hrs-9am-5pm) - General Public	GST incl.	\$291.00	2
Main Hall - Night (After 5pm) - General Public	GST incl.	\$259.00	2
Main Hall - Half Day - General Public	GST incl.	\$143.00	2
Main Hall Rehearsals (for Future Booked Events) - General Public	GST incl.	\$45.00	2
Supper Room - General Public	GST incl.	\$71.00	2
Foyer Area - General Public	GST incl.	\$39.00	2
<i>* Not for Profit organisations eligible to receive 30% discount on above Hire Fees only</i>			
Security Deposit / Bond (lodged at time of booking)	No GST	\$150.00	4
Security Deposit / Bond (if alcohol consumed lodged at booking)	No GST	\$300.00	4
Heating System - Gas Consumption \$1.81 per litre			
Hire of Community Centres			
Hire of Old Gunning Court House (Court Room) - per hour	GST incl.	\$32.00	2
Hire of Old Gunning Court House (Court Room) - Max 8 hrs (plus cleaning costs if necessary)	GST incl.	\$112.00	2
Hire of Old Taralga Court House - per hour	GST incl.	\$32.00	2
Hire of Old Taralga Court House - per day - (max 8 hrs - plus cleaning costs if necessary)	GST incl.	\$112.00	2
Cleaning Fee	GST incl.	\$44.00	2
Security Deposit / Bond (lodged at time of booking)	No GST	\$150.00	4
Hire of Tony Foley Centre - Gunning - Casual Users (as per Committee)			
Community Room - per session - Not for Profit organisation	GST incl.	\$15.00	2
Community Room - per hour - Private individuals or groups	GST incl.	\$10.00	2
Community Room - per session - Commercial bodies	GST incl.	\$50.00	2
Lease Agreements			
Hire of Tony Foley Centre - Gunning District Community & Health Service	GST incl.	Initial \$1,000 Bond plus \$421 per week rental subject to CPI increase as per lease.	2
Hire of Tony Foley Centre - Gunning - Gunning Lions Club	GST incl.	\$109 per week rental subject to CPI increase as per lease.	2

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
Companion Animals Act			
<u>Lifetime Registration Fees - As per Legislation</u>			
<i>Registration fees currently reflect 2022/23 prices. The prescribed 2023/24 fees will apply once published by the Office of Local Government.</i>			
Dog – Desexed (by relevant age)	GST incl.	\$69.00	3
Dog – Desexed (by relevant age eligible pensioner)	GST incl.	\$29.00	3
Dog – Desexed (sold by pound/shelter)	GST incl.	No charge	3
Dog – Not Desexed or Desexed (after relevant age)	GST incl.	\$234.00	3
Dog – Not Desexed (not recommended)	GST incl.	\$69.00	3
Dog – Not Desexed (recognised breeder)	GST incl.	\$69.00	3
Dog – Working	GST incl.	No charge	3
Dog – Service of the State	GST incl.	No charge	3
Assistance Animal	GST incl.	No charge	3
Cat – Desexed or Not Desexed	GST incl.	\$59.00	3
Cat – Eligible Pensioner	GST incl.	\$29.00	3
Cat – Desexed (sold by pound/shelter)	GST incl.	No charge	3
Cat – Not Desexed (not recommended)	GST incl.	\$59.00	3
Cat – Not Desexed (recognised breeder)	GST incl.	\$59.00	3
Registration late fee	GST incl.	\$19.00	3
Companion Animal Act Penalty Notices	GST incl.	As prescribed under the Act	3
Compliance Inspection – Menacing/Dangerous/ Restricted Dog enclosures	GST incl.	\$168.00	3
Dangerous / restricted dog enclosure certificate of compliance	GST incl.	\$162.00	3
<u>Annual Permits</u>			3
Cat not desexed by four months	GST incl.	\$85.00	3
Dangerous Dog	GST incl.	\$206.00	3
Restricted Dog	GST incl.	\$85.00	3
Permit late fee	GST incl.	\$19.00	3
Microchipping Fee	GST incl.	Vet cost + 20%	3
Release Fee per Dog/Cat (Note: Dog must be registered before release)			
- First Release	GST Exempt	\$75.00	4
Repeat Offender Release	GST Exempt	\$110.00	
Second day and thereafter		per day \$50.00	4
Surrender Fee - Standard Dog		\$75.00	
Surrender Fee - Puppy		\$35.00	
Surrender Fee - Aggressive		\$185.00	
Veterinary Costs (eg. Euthanasia etc.)		Vet cost + 20%	
Sale of Dog / Cat (requires payment of all registration fees, sustenance charges plus micro chipping costs)	See Above	At full cost recovery plus GST where applicable	1
<u>Stock Impounding</u>			
Administration Fee	GST Exempt	\$154.00	4
Transportation of Stock (Round Trip Charged)	GST Exempt	At full cost recovery + 15%	4
<u>Sustenance Fee per animal per day</u>			
- Cattle	GST Exempt	\$36.50	4
- Horses	GST Exempt	\$36.50	4
- Sheep	GST Exempt	\$31.00	4
- Goats	GST Exempt	\$31.00	4
Sustenance (other than those listed)	GST Exempt	At full cost recovery	4
Veterinary Services for impounded animals	GST incl.	At full cost recovery + 20%	4

F2

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
<u>Swimming Pool Charges</u>			
<u>Crookwell</u>			
<u>Entrance Fees</u>			
- Adults	GST incl.	Pending review	2
- Children	GST incl.	Pending review	2
- Family of 2 adults and 3 children. (Any additional children \$3.00 each)	GST incl.	Pending review	2
- Spectators		Pending review	
- Concessions	GST incl.	Pending review	2
Under 2 years free admission		Pending review	
Swimming Pool Lane Hire (for qualified swimming instructors during opening hours)	GST incl.	Pending review	2
Private hire of Swimming Pool - Per Hour	GST incl.	Pending review	2
<u>Season Tickets (for unlimited season access to the Crookwell pool)</u>			
- Family	GST incl.	Pending review	2
- Adults	GST incl.	Pending review	2
- School Children	GST incl.	Pending review	2
<u>Gunning</u>			
<u>Entrance Fees</u>			
- Adults	GST incl.	\$7.00	2
- Children	GST incl.	\$4.00	2
- Family of 2 adults and 3 children. (Any additional children \$3.00 each)	GST incl.	\$18.00	2
- Spectators		Free of Charge	
- Concessions	GST incl.	\$4.00	2
Under 2 years free admission		Free of Charge	
Private hire of Swimming Pool - Per Hour	GST incl.	\$216.00	2
<u>Season Tickets (for unlimited season access to the Gunning pool)</u>			
- Family	GST incl.	\$175.00	2
- Adults	GST incl.	\$110.00	2
- School Children	GST incl.	\$65.00	2
School Approved events/carnival/learn to swim per student	GST incl.	\$1.00	2
<u>Upper Lachlan Shire - Sporting Field Charges</u>			
*Application per event required for any school event fee waivers.			
ULSC Sports levy per person per sport - Senior (not including field charges)	GST incl.	\$50.00	2
ULSC Sports levy per person per sport - Junior (18 years or younger) (not including field charges)	GST incl.	\$15.00	2
Upper Lachlan Shire Sports Field Charge all sports codes (per season, includes weekly mowing and initial line marking of up to 2 fields)	GST	\$660.00	2
Crookwell Senior Cricket - Wicket Preparation (additional cost to field charge)	GST incl.	\$1,000.00	2
Casual Sport Field Hire (per day or part thereof)	GST incl.	\$300.00	2
Sports Field Season Line Marking (up to 2 fields marked out up to 10 games)	GST incl.	\$700.00	2
Line Marking (one-off)	GST incl.	\$100.00	1
Extra field line marking per field	GST incl.	\$100.00	1
Additional watering requests (per kilolitre)	GST incl.	At cost	2
Crookwell Memorial Oval - Function Space (per season)			2
- access to meeting room included in season field hire		\$0.00	4
- Security Deposit / Bond	No GST	\$200.00	4
- Cleaning Fee (if venue is not left in a satisfactory condition)	GST incl.	Greater of \$200 or actual cost	4
Crookwell Memorial Oval - Function Space (per event, per day)	GST incl.	\$150.00	2
Crookwell Memorial Oval - Function Space (per event, per half-day)	GST incl.	\$75.00	2
Polling Day Election Hire - exclusivity, AEC NSW Electoral Commission (per day)	GST incl.	\$950.00	2
- Security Deposit / Bond (lodged at time of booking)	No GST	\$500.00	4
- Security Deposit / Bond (if alcohol consumed lodged at booking)	No GST	\$1,000.00	4

F3

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
<u>Sporting Field Charges continued...</u>			
- Cleaning Fee (if venue is not left in a satisfactory condition)	GST incl.	Bond less actual cost	4
* Use of function space on game days by Crookwell Rugby Union and Rugby League clubs	GST incl.	Free of charge - included in Season Hire (see above)	2
Crookwell Memorial Oval - use of Lighting	GST incl.	\$7.00 per side per hour	1
Memorial Oval Lighting - Avdata access key (one-off purchase)	GST incl.	\$45.00	1
Jean Todkill - Use of Toilet and Canteen (one-off, includes cleaning, opening and closing)	GST incl.	\$40.00	2
Lin Cooper - Use of Toilet and Canteen (one-off, includes cleaning, opening and closing)	GST incl.	\$40.00	2
Jean Todkill - Use of Toilet and Canteen (per season includes weekly toilet clean and unlocking/locking toilets)	GST incl.	\$300.00	2
Lin Cooper - Use of Toilet and Canteen (per season includes weekly toilet clean and unlocking/locking toilets)	GST incl.	\$300.00	2
Sports Field Key Deposit / Bond (per key)		\$100.00	
Sports Field Key Replacement Fee (per key)	GST incl.	\$50.00	
Gunning Showground Bond (per event)		\$200.00	2
Gunning Showground - Sportsground Oval Hire (per day)	GST incl.	\$150.00	2
Gunning Showground - Campdraft Arena Hire (per day)	GST incl.	\$150.00	2
Gunning Showground - Horse Stables Hire (per day)	GST incl.	\$50.00	2
Additional watering requests (per kilolitre) [Regular watering is 2-3 times per week]	GST incl.	At cost	2
A cleaning fee will apply if the facilities are not left in a satisfactory condition.		Minimum \$500.00	1
\$20 million dollars public liability insurance required (copy of policy to be supplied to Council upon request)			
Circus hire fees or similar use (Gunning and Dalton Only - weekly rate)	GST incl.	\$1,000.00	1
- Security deposit - refundable	No GST	\$1,200.00	4
<u>Library</u>			
<u>Printouts + Photocopying (per page)</u>			
Black & White			
A4 + A3 single sided	GST incl.	\$0.30	1
Colour			
A4 + A3 single sided	GST incl.	\$0.60	1
<u>Laminating</u>			
A4	GST incl.	\$2.50	1
A3	GST incl.	\$4.00	1
ID Cards	GST incl.	\$1.00	1
<u>Scanning</u>			
per scan	GST incl.	\$0.50	1
<u>Library Fees</u>			
Inter Library Loans (per item) - if received from another Public Library	GST incl.	\$6.00	2
Inter Library Loans (per item)	GST incl.	As per current ALIA/ILRS fee	2
Library Bags	GST incl.	\$2.00	2
Membership Card replacement	GST Exempt	\$4.00	4
Book Group (per group) - Annual Registration	GST Exempt	\$100.00	4
Damaged/lost items (per item)	GST Exempt	As estimated by Library Manager	4

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
ENVIRONMENT			
<u>Dwelling Entitlement Search</u>			
Search of record and report prepared regarding dwelling entitlement potential	GST Exempt	\$450.00	2
<u>Development Application Fees</u>			
Item 2.1 Development application for development, other than a development application referred to in item 2.2 or 2.3, involving the erection of a building, the carrying out of a work or the demolition of a work or building with an estimated cost of development—			
Estimated cost of Development:			
\$0.00 - \$5,000	GST Exempt	1.38 fee units	8
\$5,001 - \$50,000	GST Exempt	(a) base fee (2.12 fee units), plus (b) for each \$1,000, or part \$1,000 by which the cost exceeds \$5,000 (\$3.22)	8
\$50,001 - \$250,000	GST Exempt	(a) base fee (4.42 fee units), plus (b) for each \$1,000, or part \$1,000 by which the cost exceeds \$50,000 (\$3.90)	8
\$250,001 - \$500,000	GST Exempt	(a) base fee (14.55 fee units), plus (b) for each \$1,000, or part \$1,000 by which the cost exceeds \$250,000 (\$2.51)	8
\$500,001 - \$1,000,000	GST Exempt	(a) base fee (21.89 fee units), plus (b) for each \$1,000, or part \$1,000 by which the cost exceeds \$500,000 (\$1.76)	8
\$1,000,001 - \$10,000,000	GST Exempt	(a) base fee (32.8 fee units), plus (b) for each \$1,000, or part \$1,000 by which the cost exceeds \$1 million (\$1.54)	8
More than \$10,000,000	GST Exempt	(a) base fee (199.16 fee units), plus (b) for each \$1,000, or part \$1,000 by which the cost exceeds \$10,000,000 (\$1.28)	8
Item 2.2 Development Application Fee for development for the purpose of one or more advertisements, but only if the fee under this item exceeds the fee payable under item 2.1	GST Exempt	(a) 1 advertisement (3.57 fee units) plus; (b) for each additional advertisement (\$99.77)	8
Item 2.3 Development Application Fee for development involving erection of a dwelling-house with an estimated cost of construction of \$100,000 or less. (Cl.247)	GST Exempt	5.71 fee units	8
Item 2.4 Development application fee for subdivision (other than strata subdivision) involving the opening of a Public Road. (Cl.249)	GST Exempt	(a) base fee (8.34 fee units), plus (b) for each additional lot create by subdivision (\$69.73)	8
Item 2.6 Development application fee for subdivision (other than strata subdivision) NOT involving the opening of a Public Road. (Cl.249)	GST Exempt	(a) base fee (4.14 fee units), plus (b) for each additional lot create by subdivision (\$56.86)	8
Item 2.6 Development application fee for strata subdivision. (Cl.249)	GST Exempt	(a) base fee (4.14 fee units), plus (b) for each additional lot create by subdivision (\$69.73)	8
Item 2.7 Development application fee for the development that does not involve erection of a building, carrying out of a work, subdivision of land or demolition of a building or work. (Cl.250)	GST Exempt	3.57 fee units	8
Part 3 Schedule 1 Environmental Planning and Assessment Regulation 2000 Additional fees for development applications - other than State significant development	GST Exempt		
Item 3.1 Additional fee for development application for integrated development	GST Exempt	(a) fee payable to consent authority (1.76 fee units) (b) fee payable to approval body (4.01 fee units)	8
Item 3.2 Additional fee for development application for development requiring concurrence, other than if concurrence is assumed under this Regulation, section 55	GST Exempt	(a) fee payable to consent authority (1.76 fee units) (b) fee payable to approval body (4.01 fee units)	8

F5

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
Development Application Fees Continued...			
Item 3.3 Additional fee for development application for designated development	GST Exempt	11.54 fee units	8
Item 3.4 Additional fee development application that is referred to design review panel for advice for advertisement/notice of prohibited development. (Cl.252)	GST Exempt	37.63 fee units	8
Item 3.5 Giving notice for designated development	GST Exempt	27.85 fee units	8
Item 3.6 Giving notice for nominated integrated development, threatened species development or Class 1 aquaculture development	GST Exempt	13.86 fee units	8
Item 3.7 Giving notice for prohibited development	GST Exempt	13.86 fee units	8
Item 3.8 Giving notice for other development for which a community participation plan requires notice to be given	GST Exempt	13.86 fee units	8
Part 4 Schedule 1 Environmental Planning and Assessment Regulation 2000 Fees for modification of development consents - other than State significant development	GST Exempt		
Item 4.1 Modification application under the Act, section 4.55(1)	GST Exempt	0.89 fee units	8
Item 4.2 Modification application— (a) under the Act, section 4.55(1A), or (b) under the Act, section 4.56(1) that involves, in the consent authority's opinion, minimal environmental impact	GST Exempt	Lessor of - (a) 8.09 fee units, or (b) 50% fee for original application	8
Item 4.3 Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if the fee for the original development application was— (a) less than 1 fee unit, or (b) 1 fee unit or more and the original development application did not involve the erection of a building, the carrying out of a work or the demolition of a work or building	GST Exempt	50% fee for original application	8
Item 4.4 Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if— (a) the fee for the original development application was 1 fee unit or more, and (b) the original development application involved the erection of a dwelling house with an estimated cost of \$100,000 or less	GST Exempt	2.38 fee units	8
Up to \$5,000	GST Exempt	0.69 fee units	8
\$5,001–\$250,000—	GST Exempt	(a) base fee, plus 1.06 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$5,000 - \$1.61	8
\$250,001–\$500,000—	GST Exempt	(a) base fee, plus 6.28 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$250,000 - \$0.91	8
\$500,001–\$1 million—	GST Exempt	(a) base fee, plus 8.94 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$500,000 - \$0.54	8
\$1,000,001–\$10 million—	GST Exempt	(a) base fee, plus 12.38 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$1 million - \$0.43	8
More than \$10 million—	GST Exempt	(a) base fee, plus 59.43 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$10 million - \$0.29	8
Item 4.6 Additional fee for modification application if notice of application is required to be given under the Act, section 4.55(2) or 4.56(1)	GST Exempt	8.35 fee units	8
Item 4.7 Additional fee for modification application that is accompanied by statement of qualified designer	GST Exempt	9.54 fee units	8
Item 4.8 Additional fee for modification application that is referred to design review panel for advice	GST Exempt	37.63 fee units	8
Item 4.9 Submitting modification application under the Act, section 4.55(1A) or (2) on the NSW planning portal	GST Exempt	0.43 fee units	8

F6

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
Development Application Fees Continued...			
Part 5 Schedule 1 Environmental Planning and Assessment Regulation 2000 Fees for application for State significant development and approval of State significant infrastructure	GST Exempt		
Item 5.1 Application involving the erection of a building, the carrying out of a work or the demolition of a work or building, other than in relation to a marina or extractive industry referred to in item 5.2 or 5.3, with an estimated cost of development of—	GST Exempt		
Up to \$5,000	GST Exempt	9.41 fee units	8
\$5,001–\$50,000	GST Exempt	(a) base fee, plus 9.41 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$5,000 - \$25.03	8
\$50,001–\$100,000	GST Exempt	(a) base fee, plus 22.58 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$50,000 - \$75.09	8
\$100,001–\$200,000	GST Exempt	(a) base fee, plus 66.49 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$100,000 - \$4.83	8
\$200,001–\$500,000	GST Exempt	(a) base fee, plus 72.14 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$200,000 - \$6.25	8
\$500,001–\$1 million	GST Exempt	(a) base fee, plus 94.09 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$500,000 - \$5.36	8
\$1,000,001–\$2 million	GST Exempt	(a) base fee, plus 125.46 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$1million - \$1.07	8
\$2,000,001–\$3 million	GST Exempt	(a) base fee, plus 138 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$2million - \$0.54	8
\$3,000,001–\$4 million	GST Exempt	(a) base fee, plus 144.28 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$3million - \$0.75	8
\$4,000,001–\$5 million	GST Exempt	(a) base fee, plus 153.06 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$4million - \$0.86	8
\$5,000,001–\$8 million	GST Exempt	(a) base fee, plus 163.09 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$5million - \$1.07	8
\$8,000,001–\$9 million	GST Exempt	(a) base fee, plus 200.72 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$8million - \$1.61	8

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Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
<i>Development Application Fees continued...</i>			
\$9,000,001–\$10 million	GST Exempt	(a) base fee, plus 219.55 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$9million - \$2.68	8
\$10,000,001–\$50 million	GST Exempt	(a) base fee, plus 250.92 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$10 million - \$1.07	8
\$50,000,001–\$100 million	GST Exempt	(a) base fee, plus 752.74 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$50million - \$0.64	8
\$100,000,001–\$200 million	GST Exempt	(a) base fee, plus 1129.11 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$100million - \$0.54	8
\$200,000,001–\$300 million	GST Exempt	(a) base fee, plus 1756.39 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$200million - \$0.38	8
\$300,000,001–\$400 million	GST Exempt	(a) base fee, plus 2195.49 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$300million - \$0.87	8
More than \$400 million	GST Exempt	(a) base fee, plus 3211.68 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$400million - \$0.69	8
Item 5.2 Application involving the erection of a building or the carrying out of a work for the purposes of a marina	GST Exempt	(a) base fee, plus 71.01 fee units (b) for each moored vessel or, if the development involves an extension of a marina, for each additional vessel that can be moored as a result of the extension \$606.11	8
Item 5.3 Application involving an extractive industry, other than mining	GST Exempt	(a) base fee, plus 71.01 fee units (b) for each tonne of material to be extracted annually, determined by Planning Secretary by reference to a genuine estimate of average annual weight of material to be extracted, plus - \$0.06 (c) an additional fee if the application involves the erection of a building, being the maximum fee calculated in accordance with this Regulation for the erection of a building	8
Item 5.4 Application involving minor subdivision	GST Exempt	10.66 fee units	8
Item 5.5 Application involving strata subdivision	GST Exempt	10.66 fee units	8
Item 5.6 Application involving other subdivision	GST Exempt	(a) base fee, plus 71.01 fee units (b) for each hectare, or part hectare, of land being subdivided - \$364.74 (The maximum fee payable is 426.55 fee units, including the base fee and additional fee)	8

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
Development Application Fees continued... Part 6 Schedule 1 Environmental Planning and Assessment Regulation 2000 Additional fees for applications for State significant development and approval of State significant infrastructure	GST Exempt		
Item 6.1 Application for consideration of planning proposal under the Act, section 4.38(5) in relation to a development application for State significant development	GST Exempt	(a) base fee, plus 284.16 fee units (b) for each hectare, or part hectare, of area of development site - \$1212.22	8
Item 6.2 Additional fee for application for approval of critical State significant infrastructure	GST Exempt	627.28 fee units	8
Item 6.3 Making an environmental impact statement publicly available in relation to an application	GST Exempt	35.51 fee units	8
Item 6.4 Modification application for State significant development	GST Exempt	(a) under the Act, section 4.55(1) 10.66 fee units (b) under the Act, section 4.55(1A) 62.72 fee units	8
Item 6.5 Modification request for State significant infrastructure	GST Exempt	(a) involving a minor matter, such as a minor error, misdescription or miscalculation 10.66 fee units (b) involving minor environmental assessment - 62.72 fee units	8
Item 6.6 Modification application for State significant development or modification request for State significant infrastructure other than item 6.4 or 6.5	GST Exempt	Greater of— (a) 50% fee paid for original development application or application for approval, or (b) 62.72 fee units	8
Item 6.7 Giving of notice of modification application for State significant development or modification request for State significant infrastructure, other than notice on the NSW planning portal	GST Exempt	35.51 fee units	8
Item 6.8 Submitting modification application under the Act, section 4.55(1A) or (2) for State significant development or modification request for State significant infrastructure on the NSW planning portal	GST Exempt	0.43 fee units	8
Part 7 Schedule 1 Environmental Planning and Assessment Regulation 2000 Fees for reviews and appeals	GST Exempt		
Item 7.1 Application for review under the Act, section 8.3 that relates to a development application not involving the erection of a building, the carrying out of a work or the demolition of a work or building	GST Exempt	50% fee for original development application	8
Item 7.2 Application for review under the Act, section 8.3 that relates to a development application involving the erection of a dwelling house with an estimated cost of \$100,000 or less	GST Exempt	2.38 fee units	8
Item 7.3 Application for review under the Act, section 8.3 that relates to a development application, not referred to in item 7.1 and 7.2 for development with an estimated cost of	GST Exempt		
Up to \$5,000	GST Exempt	0.69 fee units	8
\$5,001–\$250,000	GST Exempt	(a) base fee, plus 1.07 fee unit (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$5,000 - \$1.61	8
\$250,001–\$500,000	GST Exempt	(a) base fee, plus 6.28 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$250,000 - \$0.91	8
\$500,001–\$1 million	GST Exempt	(a) base fee, plus 8.94 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$500,000 - \$0.54	8

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
<i>Development Application Fees continued...</i>			
\$1,000,001–\$10 million	GST Exempt	(a) base fee, plus 12.38 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$1 million - \$0.43	8
More than \$10 million	GST Exempt	(a) base fee, plus 59.43 fee units (b) for each \$1,000, or part \$1,000, by which estimated cost exceeds \$10 million - \$0.29	8
Item 7.4 Application for review of decision to reject and not determine a development application under the Act, section 8.2(1)(c) if the estimated cost of development is	GST Exempt	(a) less than \$100,000 - 0.69 fee units (b) \$100,000–\$1 million - 1.88 fee units (c) more than \$1 million - 3.13 fee units	8
Item 7.5 Appeal against determination of modification application under the Act, section 8.9	GST Exempt	50% fee that was payable for the application the subject of appeal	8
Item 7.6 Submitting application for review of a determination under the Act, section 8.3 on the NSW planning portal	GST Exempt	0.05 fee units	8
Item 7.7 Notice of application for review of a determination under the Act, section 8.3 Part 8 Schedule 1 Environmental Planning and Assessment Regulation 2000	GST Exempt	7.78 fee units	8
Fees for site compatibility certificates and site verification certificates under SEPPs	GST Exempt		
Item 8.1 Application for site compatibility certificate under State Environmental Planning Policy (Housing) 2021	GST Exempt	(a) base fee, plus 3.33 fee units (b) for each dwelling - \$45.06 (The maximum fee payable is 6.72 fee units, including the base fee and additional fee)	8
Item 8.2 Application for site compatibility certificate under State Environmental Planning Policy (Transport and Infrastructure) 2021, Chapter 2 or 3	GST Exempt	(a) base fee, plus 3.33 fee units (b) for each hectare, or part hectare, of area of land \$284.28 (The maximum fee payable is 6.72 fee units, including the base fee and additional fee)	8
Item 8.3 Application for site verification certificate under State Environmental Planning Policy (Resources and Energy) 2021, Part 2.4	GST Exempt	46.93 fee units	8
Item 8.4 Submitting application for site compatibility certificate on the NSW planning portal	GST Exempt	0.43 fee units	8
Part 9 Schedule 1 Environmental Planning and Assessment Regulation 2000 Other fees	GST Exempt		
Item 9.1 Consideration of request for the Minister or Planning Secretary to refer matter to the Independent Planning Commission or a Sydney district or regional planning panel under this Regulation, section 262(1)	GST Exempt	61.64 fee units	8
Item 9.2 Referral of matter by the Minister or Planning Secretary to the Independent Planning Commission or a Sydney district or regional planning panel under this Regulation, section 262(2)	GST Exempt	184.92 fee units	8
Item 9.3 Submitting complying development certificate on the NSW planning portal	GST Exempt	0.39 fee units	8
Item 9.4 Submitting application for construction certificate, subdivision works certificate, occupation certificate, subdivision certificate, building information certificate or complying development certificate on the NSW planning portal	GST Exempt	0.43 fee units	8
Item 9.5 Payment of monetary contribution or levy under the Act, Division 7.1 on the NSW planning portal	GST Exempt	0.05 fee units	8

F10

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
Development Application Fees continued...			
Item 9.6 Submitting planning agreement on the NSW planning portal	GST Exempt	0.05 fee units	8
Item 9.7 Application for planning certificate under the Act, section 10.7(1)	GST Exempt	0.67 fee units	8
Item 9.8 Additional fee if planning certificate includes advice under the Act, section 10.7(5)	GST Exempt	1.01 fee units	8
Item 9.9 Provision of certified copy of a document, map or plan under the Act, section 10.8(2)	GST Exempt	0.67 fee units	8
Item 9.10 Public hearing by Independent Planning Commission under the Act, section 2.9(1)(d)	GST Exempt	a) base fee, plus 710.09 fee units (b) additional fee for estimated costs of hearing - \$71008.45	8
Heritage Development Applications			
Development application for what would otherwise be exempt development but for being a Heritage Item / Heritage Conservation Area.	GST Exempt	\$320.00	
Development Application for works on Listed Heritage Items	GST Exempt	\$320.00	
Neighbour Notification	GST Exempt		
Neighbour Notification Fee	GST Exempt	\$300.00	
Advertising fee where identified under the CPP	GST Exempt	\$300.00	
Plan first Levy	GST Exempt		
For each development application lodged having an estimated cost exceeding \$50,000	GST Exempt	0.00025% of the cost of the development	
Flood information	GST Exempt		
Provision of flood data	GST Exempt	\$175.00	
Electronic Lodgement	GST Exempt		
Scanning of plans, applications or similar for lodgement on the planning portal	GST Exempt	\$50.00	
Complying Development Certificate			
Issue of Complying Development Certificate - Applicable for all building work			
ESTIMATED COST OF WORK.			
Up to \$5,000	GST Exempt	\$400.00	1
\$5,001 to \$100,000	GST Exempt	\$350 + \$4.26 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$5,000	1
\$100,001 to \$250,000	GST Exempt	\$750 + \$2.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$100,000	1
\$250,001 to \$500,000	GST Exempt	\$1,050 + \$1.78 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	1
\$500,001 to \$1,000,000	GST Exempt	\$1,550 + \$1.26 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	1
Greater than \$1,000,000	GST Exempt	Quote to be provided by General Manager, Director or Manager (based on estimated cost of work)	1

F11

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
<u>Complying Development Certificate continued...</u>			
<u>Complying Development involving the subdivision of land</u>			
Application & Endorsement			
New Road	GST Exempt	\$770 plus \$55 per allotment	1
No new Road	GST Exempt	\$386 plus \$45 per allotment	1
Strata	GST Exempt	\$386 plus \$55 per allotment	1
Modification to CDC	GST Exempt	50% of original fee	1
<u>Modification of Complying Development Certificate</u>			
Issue of Modification Certificate - minor internal layout changes only	GST Exempt	\$300.00	
Issue of Modification Certificate - minor internal/external/set out charges	GST Exempt	50% of the original CDC fee	
Issue of Modification Certificate - major change	GST Exempt	Fee as per new CDC application above	
<u>Application for Modification of Consent (CI.258)</u>			
Fee for application for modification of consent for local development under section 96(2) of the EP&A Act 1979, or under 96AA (1) of the EP&A Act 1979 in respect of a modification which, in the opinion of the consent authority, is not of minimal environmental impact, in the case of an application with respect to any other development application: (CI.258)			
<u>Application Withdrawal, Review & Rezoning Fees</u>			
DA Withdrawal Fee - minimum charge (all fees may not be refundable)	GST incl.	Minimum charge \$100.00 OR amount determined based on the staff & resources committed to the assessment.	4
DA for rezoning land and extensions of to rezone (preparation/review of LEP)	GST Exempt	\$2,152 plus \$125/hr (based on estimate)	1
Development Control Plan Amendments, Voluntary Planning Agreements & Developer Contributions Plan			
Development Control Plan - Anomaly or minor amendment	GST Exempt	\$1,850.00	
Development Control Plan - Amendment	GST Exempt	\$5,400.00	
Development Control Plan - Site Specific DCP or DCP Chapter	GST Exempt	Full cost	
Voluntary Planning Agreement Processing	GST Exempt	POA	
Request to vary Development Control Plan (as part of s.4.15 assessment)			
For Class 1 and 10 building		\$300.00	
For Class 2 - 9 building		\$600.00	
<u>Construction Certificates & Subdivision Certificates</u>			
Issue of Construction Certificate - Applicable for all building work			
ESTIMATED COST OF WORK.			
Up to \$5,000	GST Exempt	\$300.00	1
\$5,001 to \$100,000	GST Exempt	\$345 + \$0.60 for each \$100 (or part of \$100) by which the estimated cost exceeds \$5,000	1
\$100,001 to \$250,000	GST Exempt	\$900 + \$0.50 for each \$1,000 (or part of \$100) by which the estimated cost exceeds \$100,000	1
\$250,001 to \$500,000	GST Exempt	\$1750 + \$0.41 for each \$100 (or part of \$100) by which the estimated cost exceeds \$250,000	1
Greater than \$500,000	GST Exempt	\$2800 + \$0.60 for each \$100 (or part of \$100) by which the estimated cost exceeds \$500,000	1

F12

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
Construction Certificate for subdivision work NOT involving new road construction	GST Exempt	\$300.00	1
Construction Certificate for subdivision work involving new road construction	GST Exempt	\$300 plus \$5.10 per lineal metre of new road	1
Construction Certificates for development which is outside of Council's category of accreditation under the provisions of the Building Professionals Act 2005		Pass on all costs associated with engaging a suitably accredited certifier plus an facilitation fee of \$125 per hour or part thereof	
S.68 Part A1 – Structure Approval Fees for Manufactured Dwellings			
Up to \$5, 000		\$300.00	
\$5,001 to \$100,000		\$345 + \$0.60 for each \$100 (or part of \$100) by which the estimated cost exceeds \$5,000	
\$100,001 to \$250,000		\$900 + \$0.50 for each \$1,000 (or part of \$100) by which the estimated cost exceeds \$100,000	
\$250,001 to \$500,000		\$1750 + \$0.41 for each \$100 (or part of \$100) by which the estimated cost exceeds \$250,000	
Greater than \$500,000		\$2800 + \$0.60 for each \$100 (or part of \$100) by which the estimated cost exceeds \$500,000	
Assessment of Alternative Solution			
Class 2-9 Building		Full cost + 15% of consultant fee to complete assessment	
Assessment Process			
Norbe Assessment		\$250.00	
DA pre-assessment - complete		\$70.00	
CC pre-assessment - complete		\$70.00	
Section 68 pre-assessment - complete		\$70.00	
Subdivision works certificate pre-assessment		\$70.00	
Subdivision certificate pre-assessment		\$70.00	
Subdivision Certificate			
Endorsement of Linen Plan (Subdivision Certificate) & other legal documents	GST Exempt	\$180 per lot on plan	1
Re-submission of plans	GST Exempt	25% of original fee	1
Fee for signing additional sets of plans (other than the original set)	GST Exempt	\$140.00	
Sign or endorse 88B instrument	GST Exempt	\$200.00	1
Release caveats, easements of restriction to user where Council is the interested party	GST Exempt	\$275.00	
Linen plan release - minor works	GST Exempt	\$175.00	
Subdivision Works Certificate	GST Exempt	\$550.00 plus \$150 per lot	
Modifications			
Minor Modification to Construction Certificate - Class 1 & 10 Buildings	GST Exempt	\$110.00	1
Modification to Construction Certificate	GST Exempt	50% of the original CC fee up to a max of \$500. Minimum fee \$150	1
Construction Certificate Withdrawal Fee	GST Exempt	No refund where determination has been made. If no determination made 25% of original CC Fee	2

F13

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
Modifications continued...			
Bond Processing Fee	GST Incl.	\$375.00	2
Construction Works Certificates		\$500.00	
Inspection Fee	GST Exempt	\$225.00	
Witness and Hold Point Fee	GST Exempt	\$225.00	
Modifications (Subdivision works certificate)			
- minor modification to subdivisions works / construction certificate	GST Exempt	\$100.00	
- modification to subdivision works / construction certificate	GST Exempt	50% of the original SWC fee up to a max of \$500. Minimum fee of \$130.	
- major modification to subdivisions works / construction certificate	GST Exempt	Fee as per new SWC / CC application	
Inspections & Compliance Certificates			
Inspections			
Inspection fee - Class 1 & 10 Buildings	GST Exempt	\$225.00	1
Inspection fee - Class 2-9 Buildings	GST Exempt	\$300.00	1
Subdivision inspection	GST Exempt	\$225.00	
Inspection fee where not appointed as the PCA	GST Exempt	\$700.00 + \$0.75/km	1
Plumbing & Drainage Inspection fee	GST Exempt	\$225.00	1
Infrastructure Inspection fee relating to a DA	GST Exempt	\$225.00	1
Re-inspection fee	GST Exempt	\$500.00	1
Compliance certificates			
Compliance Certificate: • Stating that specified building work has been completed and complies with plans & Specs; • Assess whether all development conditions have been complied with • Stating specific subdivision work has been completed	GST Exempt	\$275.00	1
Compliance Certificate in respect of building works — where Council is the PCA	GST Exempt	\$275 + inspection fees	
Compliance Certificate in respect of any dwellings or building works — where Council is Not the PCA	GST Exempt	\$700 + inspection fees	
Occupation Certificate			
Issue of Occupation Certificate (where not paid for as part of DA)	GST Exempt	\$350.00	1
Other			
Lodgement of Certificates by Private Certifiers			
Fee for the lodging of any of the following certificates with Council: (a) a complying development certificate, (b) a part 4A certificate, if it is: (i) a construction certificate, or (ii) an occupation certificate, or (iii) a subdivision certificate	GST Exempt	\$36.00	8
Application for temporary occupancy (caravan)	GST Exempt	\$350.00	1
Fire Safety Certificate Registration + Annual Fire Safety Statement	GST Exempt	\$85.00	1
Provision of Fire Safety Schedule	GST Exempt	\$200.00	1
Fire Safety Inspection Fee	GST Exempt	\$275.00	
Fire Safety Re-Inspection	GST Exempt	\$205.00	
Fire Safety inspection and report – Commercial premises	GST Exempt	\$445.00	
Section 68 Application Fees			
Part A Approvals - Moveable Dwellings or Manufactured Homes			
A1 - Install a manufactured home, moveable dwelling or associated structure on land	GST Exempt	\$3.10 for each \$1,000 of estimated cost	1
Part B Approvals - Water supply, Sewerage & Stormwater Drainage Work			
B1 - Carry out water supply work (within premises)	GST Exempt	\$275.00	1
B2 - Draw water from a Council water supply or a standpipe or sell water so drawn		See Water Services Section	
B3 - Install, alter, disconnect or remove a meter connected to a service pipe		See Water Services Section	
B4 - Carry out Sewerage Work (including plumbing and drainage)	GST Exempt	\$275.00	1
B5 - Carry out stormwater drainage work (within premises)	GST Exempt	\$275.00	1
B6 - Connect a private drain or sewer with a public drain or sewer under the control of a council or a drain or sewer which connects with such a public drain or sewer		See Sewerage Services Section	
Any combination of B1, B4 & B5	GST Exempt	\$475.00	1

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Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
Part C Approvals - Management of Waste			
C1 - For fee or reward, transport waste over or under a public place		No Fee	
C2 - Place waste in a public place	GST Exempt	\$205.00	1
C3 - Place a storage container in a public place	GST Exempt	\$275.00	1
For road reserve, use Section 138 fees			
C4 - Dispose of waste into a sewer of the Council	GST Exempt	\$275.00	1
C5 - Install construct or alter a waste treatment device			
* OSMF Installation & Operation Fee	GST Exempt	\$510.00	1
* OSMF Alteration & Operation Fee	GST Exempt	\$400.00	1
* OSMF Inspection / Re-inspection Fee	GST Exempt	\$255.00	1
C6 - Operate a system of sewerage management	GST Exempt	\$275.00	1
Operate a system of Sewerage Management (where owner changes within 3 months of purchase)	GST Exempt	\$100.00	1
Part D Approvals - Community Land			
D1 - Engage in a trade or business on community land	GST Exempt	\$275.00	1
D2 - Direct or procure a theatrical, musical or other entertainment for the public	GST Exempt	\$275.00	
D3 - Construct a temporary enclosure for the purpose of entertainment	GST Exempt	\$275.00	
D4 - For fee or reward, play a musical instrument or sing	GST Exempt	\$50.00	1
D5 - Set up, operate or use a loudspeaker or sound amplifying device	GST Exempt	\$275.00	1
D6 - Deliver a public address or hold a religious service or public meeting	GST Exempt	\$275.00	1
Part E Approvals - Public Roads			
E1 - Swing or hoist goods across or over any part of a public road by means of a lift, hoist or tackle projecting over the footway	GST Exempt	\$500.00	1
E2 - Expose or allow to be exposed any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road	GST Exempt	\$500.00	1
Part F Approvals - Other Activities			
F1 - Operate a public car park		No Fee	
F2 - Operate a caravan park or camping ground	GST Exempt	\$15.00 per site (minimum of \$71.00)	1
F3 - Operate a manufactured home estate	GST Exempt	\$15.00 per site (minimum of \$71.00)	1
* Renewal or continuation of existing approval (relating to F2 & F3)	GST Exempt	\$15.00 per site (minimum of \$71.00)	1
* Annual inspection fee for Caravan park, Camping Ground or Manufactured Home Estate	GST Exempt	\$500 + \$90/hr	1
* Inspection of Manufactured Home before Occupation	GST Exempt	\$275.00	1
* Inspection of Building used in association with Manufactured Home before use	GST Exempt	\$275.00	1
F4 - Install a domestic oil or solid fuel heating appliance, other than a portable appliance	GST Exempt	\$200.00	1
F5 - Install or operate an amusement device	GST Exempt	\$275.00	1
F7 - Use a standing vehicle or any article for the purpose of selling any article in a public place	GST Exempt	\$175.00	1
F10 - Carry out an activity prescribed by the regulations or an activity of a class or description prescribed by the regulations	GST Exempt	\$175.00	1
<u>Rural Addressing Number (purchase, erection and installation)</u>	GST incl.	Per lot \$350	3
Replacement plate and number - pick up from Council	GST incl.	\$50.00	1
Replacement plate and number where installed at property	GST incl.	\$350.00	1
Naming & Renaming of Roads and Reserves			
Naming/ Renaming Council public road / reserve		\$780.00	
Naming/ renaming private road		\$900.00	
Naming/ renaming of a Crown Reserve		\$970.00	
Statutory Property Transactions			
Hourly Rate of Statutory Property Transactions and Advice		\$150 per hour	
For transactions including road closures, easements, land transfers, boundary adjustments etc where not covered by an existing fee			

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
Covenants and Easements			
Extinguishment/ variation to restrictive covenants		At cost + 15%	
Request for new/ variations to easements		At cost + 15%	
Survey, valuation, legal		At cost	
Fees to other Authorities, Government Departments		At cost	
Modify a s.68 Part 1A Manufactured Homes Approval			
Modify a s.68 Part A1 Manufactured Homes Approval	GST incl.	50% of original fee. Minimum fee of \$150	
Modify a previously issued s.68 Part A1 Structure Approval	GST incl.	50% of original fee. Minimum fee of \$150	
Modification of a Section 68 application	GST incl.	\$150.00	
Section 68 inspections	GST incl.	\$235.00	
Amendment of an approval under Section 68	GST incl.	\$200.00	
Approval for On-Street Dining			
Annual Administration Fee - Use of Public Footpath	GST Exempt	\$10.00	1
Annual Footpath Dining Charge (per table with a maximum of 4 chairs per table)	GST Exempt	\$10.00	1
Community Enhancement Program Contributions (under Upper Lachlan DCP 2010)			
		Original 2010/2011 Section 94A Plan Charge of \$2,500.00 per turbine per year plus Cumulative Sydney Capital City (Housing) September quarter CPI of 53.55% in accordance with ULDCP2010	
Community enhancement program contribution for wind farm developments. Charge per turbine per annum.	GST Exempt	\$3,839.00	7
Community enhancement program contribution for power station developments.	GST Exempt	1.5 percent of total capital cost of development.	7
SECTION 7.12 CONTRIBUTIONS - SECTION 94A DEVELOPMENT CONTRIBUTIONS PLAN			
Estimated cost of development:			
\$0.00 - \$100,000		NIL	
\$100,001 - \$200,000	GST Exempt	0.5 percent of estimated cost of development (dependant on development type)	7
More than \$200,000	GST Exempt	1.0 percent of estimated cost of development (dependant on development type)	7
Section 7.11 Development Contributions - Upper Lachlan Shire Council Section 94 Plan			
Note: Charges under previous Section 94 Plans may apply in certain circumstances.			
Roads			
1 bedroom unit	GST Exempt	\$6,094.00	7
2 bedroom unit	GST Exempt	\$7,109.00	7
3 bedroom unit	GST Exempt	\$11,172.00	7
Residential Housing	GST Exempt	\$11,172.00	7
Subdivision (per lot)	GST Exempt	\$11,172.00	7
Tourist Facilities	GST Exempt	\$11,172.00	7
Rural Development	GST Exempt	Based on demand	7
Extractive Industry	GST Exempt	6.99c/tonne/km	7
Other	GST Exempt	Refer to Section 94 Plan Table 5-3	7

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
<u>Waste Management</u>			
1 bedroom unit	GST Exempt	\$307.00	7
2 bedroom unit	GST Exempt	\$460.00	7
3 bedroom unit	GST Exempt	\$614.00	7
Residential Housing	GST Exempt	\$614.00	7
Subdivision (per lot)	GST Exempt	\$614.00	7
Tourist Facilities	GST Exempt	\$614.00	7
Rural Development	GST Exempt	Based on demand	7
Extractive Industry	N/A	N/A	N/A
Other	N/A	N/A	N/A
<u>Open Space and Recreation</u>			
1 bedroom unit	GST Exempt	\$484.00	7
2 bedroom unit	GST Exempt	\$727.00	7
3 bedroom unit	GST Exempt	\$969.00	7
Residential Housing	GST Exempt	\$969.00	7
Subdivision (per lot)	GST Exempt	\$969.00	7
Tourist Facilities	GST Exempt	\$969.00	7
Rural Development	GST Exempt	Based on demand	7
Extractive Industry	N/A	N/A	N/A
Other	N/A	N/A	N/A
<u>Community Facilities</u>			
1 bedroom unit	GST Exempt	\$840.00	7
2 bedroom unit	GST Exempt	\$1,259.00	7
3 bedroom unit	GST Exempt	\$1,679.00	7
Residential Housing	GST Exempt	\$1,679.00	7
Subdivision (per lot)	GST Exempt	\$1,679.00	7
Tourist Facilities	GST Exempt	\$1,679.00	7
Rural Development	GST Exempt	Based on demand	7
Extractive Industry	N/A	N/A	N/A
Other	N/A	N/A	N/A
<u>Emergency Services</u>			
1 bedroom unit	GST Exempt	\$387.00	7
2 bedroom unit	GST Exempt	\$581.00	7
3 bedroom unit	GST Exempt	\$773.00	7
Residential Housing	GST Exempt	\$773.00	7
Subdivision (per lot)	GST Exempt	\$773.00	7
Tourist Facilities	GST Exempt	\$773.00	7
Rural Development	GST Exempt	Based on Demand	7
Extractive Industry	N/A	N/A	N/A
Other	N/A	N/A	N/A
<u>Plan Administration</u>			
1 bedroom unit	GST Exempt	\$105.00	7
2 bedroom unit	GST Exempt	\$158.00	7
3 bedroom unit	GST Exempt	\$211.00	7
Residential Housing	GST Exempt	\$211.00	7
Subdivision (per lot)	GST Exempt	\$211.00	7
Tourist Facilities	GST Exempt	\$211.00	7
Rural Development	GST Exempt	Based on Demand	7
Extractive Industry	N/A	N/A	N/A
Other	N/A	N/A	N/A

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
Tree Removal Permit Application Fee - Urban Area	GST incl.	\$275.00	
Abandoned Vehicles, etc.			
- Release Fee per vehicle	GST Exempt	+ 20% + full cost recovery	4
- Tow Vehicle (outside town & villages)	GST Exempt	+ 20% + full cost recovery	4
- Remove vehicle which cannot be towed	GST Exempt	+ 20% + full cost recovery	4
Release Fees - other impounded items	GST Exempt	\$150.00	4
Fee per day to store vehicle	GST Exempt	\$50.00	4
Conveying/transporting - other items	GST Exempt	At full cost recovery	4
Planning Certificates			
Fee for planning certificate under section 149 (2) of the EP&A Act 1979.	GST Exempt	0.67 fee units	8
Fee for planning certificate under section 149 (2) and (5) of the EP&A Act 1979A.	GST Exempt	1.01 fee units	8
Email 149 Cert. Fee	GST incl.	\$15.00	1
NSW Planning Portal Fees			
Certificate of registration for: - complying development certificate - construction certificate - Subdivision works certificate - Occupation certificate - Subdivision certificate	GST Exempt	\$5.00 for each certificate	8
Building Information Certificates (CI.260 & CI.261)			
Fee for building information certificate in the case of a class 1 building (together with any class 10 buildings on the site) or a class 10 building.	GST Exempt	\$250.00 for each dwelling contained in the building or in any other building on the allotment.	8
Fee for building information certificate in the case of any other class of building based on floor area of building or part thereof:			
Not exceeding 200 square metres	GST Exempt	\$250.00	8
Exceeding 200 square metres but not exceeding 2,000 square metres.	GST Exempt	\$250, plus an additional \$0.50 per square metre over 200	8
Exceeding 2,000 square metres	GST Exempt	\$1,165, plus an additional \$0.075 per square metre over 2,000	8
Fee for building information certificate in any case where application relates to a part of a building and that part consists of an external wall only or does not otherwise have a floor area.	GST Exempt	\$250.00	8
Additional fee for issue of building information certificate if it is reasonably necessary to carry out more than one inspection of building before issuing a building certificate.	GST Exempt	\$90.00	8
Additional fee for application for building information certificate in relation to a building where the applicant for the certificate, or the person on whose behalf the application is made, is the person who erected the building or on whose behalf the building was erected and any of the following circumstances apply: (a) where a development consent, complying development certificate or construction certificate was required for the erection of the building and no such consent or certificate was obtained, (b) where a penalty notice has been issued for an offence under section 76A (1) of the EP&A Act 1979 Act in relation to the erection of the building and the person to whom it was issued has paid the penalty required by the penalty notice in respect of the alleged offence (or if the person has not paid the penalty and has not elected to have the matter dealt with by a court, enforcement action has been taken against the person under Division 4 of part 4 of the Fines Act 1996), (c) where order No 2, 12, 13, 15, 18 or 19 in the Table to section 121B (1) of the EP&A Act 1979 has been given in relation to the building unless the order has been revoked on appeal, (d) where a person has been found guilty of an offence under the EP&A Act 1979 in relation to the erection of the building, (e) where the court has made a finding that the building was erected in contravention of a provision of the EP&A Act 1979.	GST Exempt	The amount of the maximum fee that would be payable if the application were an application for development consent, or a complying development certificate (if appropriate), authorising the erection or alteration of any part of the building to which the application relates that has been erected or altered in contravention of the Act in the period of 24 months immediately preceding the date of the application, plus the amount of the maximum fee that would be payable if the application were an application to the Council for a construction certificate relating to the erection or alteration of any part of the building to which the application relates that has been erected or altered in contravention of the EP&A Act 1979 in the period of 24 months immediately preceding the date of the application.	8
Fee for copy of building certificate obtained under section 149G (3) of the EP&A Act 1979. (Statutory Fee)	GST Exempt	\$13.00	8

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Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
Local Government Act - Outstanding Notices Certificate - S735A	GST Exempt	\$65.00	8
Environmental Planning & Assessment Act - Outstanding Notices/Orders Certificate - S121ZP	GST Exempt	\$65.00	8
Compliance cost notice (281C)		\$750.00	
EP&A Act Notice & Orders - for issuing		\$750.00	
Drainage Diagram			
Search & Copy of Drainage Diagram for Conveyancing purposes	GST incl.	\$100.00	1
Sewerage Diagram (main location)	GST incl.	\$75.00	1
Other			
Search of OSMF records (per system)	GST incl.	\$100.00	1
Certified copies of Documents, Maps or Plans			
for certified copy of document, map or plan furnished by Council under section 150 (2) (b) of the EP&A Act 1979.	GST incl.	\$58.00	8
Search of Council's records Fee	GST incl.	\$250.00	1
Biosecurity Weeds			
Section 64 Certificates (Biosecurity Notice Certificate)	GST Exempt	\$100.00	8
Re-inspection/Fail to undertake works	GST Exempt	At cost +15% administrative fee	4
Fail to provide access as required	GST Exempt	At cost +15% administrative fee	
Food Control and Inspections			
Food Premises			
Food Premises Inspection Fee	GST Exempt	\$230.00	8
Food Premises Re-inspection Fee	GST Exempt	\$230.00	8
Food Act 2003 - Annual Administration Charge under Food Act. NB It is not mandatory to charge the Annual Administration Charge and, if the charge is to be raised, it is not mandatory to raise it at the maximum charge prescribed. It is also not mandatory to raise the charge on an ongoing basis. Council will advise on each particular instance.			
1-5 FTE Food Handlers	GST Exempt	\$230.00	8
6-50 FTE Food Handlers	GST Exempt	\$500.00	8
Food premises and/of Temporary Food Premise Annual Registration Fee	GST Exempt	\$65.00	8
Mobile & Temporary food stall inspection fee (Events)	GST Exempt	\$15 per stall	8
Mobile Food Vendor (Annual Inspection & Registration)	GST Exempt	\$250.00	8
Pre purchase inspection/advice	GST Exempt	\$225.00	8
Food Act and Regulation - improvement notice	GST Exempt	\$330.00	
Public Health (Hairdressers/Beauticians/Skin Penetration/Legionella)			
Public Health Inspection Fee	GST Exempt	\$205.00	8
Public Health Re-inspection Fee	GST Exempt	\$155.00	8
Notification of Public Health Act regulated premises (Skin Penetration, Public Swimming Pools & Spas)	GST Exempt	\$62.00	8
Public Health Act and Regulations - improvement notice regulated system	GST Exempt	\$560.00	
Public Health Act and Regulations - improvement notice unregulated system	GST Exempt	\$270.00	
Private Swimming Pools			
Swimming Pool Registration Fee (paper copy)	GST Exempt	\$10.00	8
Fee for provision of registration information (s.30B(2)(b)), Swimming Pools Act 1992	GST Exempt	\$10.00	8
Swimming Pool Compliance Certificate Inspection (Section22D, Swimming Pools Act 1992)	GST Exempt	\$150.00	8
Swimming Pool Compliance Certificate Second Inspection (where required)	GST Exempt	\$100.00	8
Amusement Devices			
Amusement Device Inspection Fee	GST Exempt	\$25 per device	8

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
Protection of the Environment Operations Act			
Clean Up Notice Administration Fee (Cl. 99 POEO Regulation)	GST Exempt	\$785.00	8
Prevention Notice Administration Fee (Cl99 POEO Regulations)	GST Exempt	\$785.00	8
Noise Control Notice Administration Fee (Cl99 POEO Regulations)	GST Exempt	\$785.00	8
Inspection of UPSS	GST Exempt	\$255.00	
Notification of UPSS	GST Exempt	\$105.00	
ECONOMY			
Section 603 Certificate (outstanding rates & charges certificate)	GST Exempt	\$95.00	8
Section 603 Urgency Fee (cert. provided within 24hours)	GST Exempt	\$75.00	1
Fee for Email of Section 603 Certificate	GST Incl.	\$5.00	1
All Certificates/Notices/Searches/Water Reading Applications, etc. Cancellation Fee	GST Incl.	\$30.00	4
Rate Enquiry Fee (minimum charge per written response).	GST Exempt	\$60.00	1
Valuation Book Extract (per rate assessment)	GST Exempt	\$30.00	1
Rates & Charges Notice (supply of a copy rate notice)	GST Exempt	\$10.00	1
Other Search Fees	GST Exempt	Time spent by Council Officers at the hourly rate of the Officers concerned plus the current salaries on-costs % rate plus any photocopying charges and postage costs.	1
Interest on Overdue Rates and Charges (sec.566 LGA 1993)	No GST	9.00% from 1/07/23 to 30/6/24	8
Replacement Cheque Fee (for lost or un-presented Council cheques)	GST Incl.	\$30.00	4
Dishonoured Cheque Fee - applicable to 2nd dishonoured cheque in a 12 month period. Bank charge plus Council processing cost (each instance)	GST Incl.	\$50.00	4
Provision of Tender Documents	GST Incl.	Minimum \$64.00 (Exact fee for each tender to be determined by Director of Infrastructure)	1
Photocopying (at Council Offices)			
A4 Per Copy single side	GST Incl.	\$0.40	3
A4 Per Copy double sided	GST Incl.	\$0.50	3
A4 Per Colour Copy single side	GST Incl.	\$0.70	3
A4 Per Colour Copy double sided	GST Incl.	\$1.00	3
A3 Per Copy single side	GST Incl.	\$0.60	3
A3 Per Copy double sided	GST Incl.	\$0.75	3
A3 Per Colour Copy single side	GST Incl.	\$1.20	3
A3 Per Colour Copy double sided	GST Incl.	\$1.55	3
Facsimile: Sending or Receiving	GST Incl.	\$7.50	3
Laminating – A4	GST Incl.	\$4.00	3
Laminating – A3	GST Incl.	\$5.00	3
Note: Lower rates may apply for community organisations			
MapInfo Sales			
A4	GST Exempt	\$10.00	1
A3	GST Exempt	\$10.00	1
A0 (large)	GST Exempt	\$32.00	1
A1 (large)	GST Exempt	\$27.00	1
A3 with property information	GST Exempt	\$16.00	1
A4 with property information	GST Exempt	\$16.00	1
Sale of Shire Maps			
A3	GST Exempt	\$9.00	1
Small (< 0.5square metre)	GST Exempt	\$32.00	1
Large (> 0.5square metre)	GST Exempt	\$58.00	1
Plan Printing - (per copy)			
A0	GST Incl.	\$22.00	1
A1	GST Incl.	\$16.00	1
A2	GST Incl.	\$11.00	1

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Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
Government Information (Public Access) Act 2009 (GIPA)			
Application for Access.	No GST	\$30.00	8
Internal Review of Determination.	No GST	\$40.00	8
Application Processing - per hour	GST incl.	Time spent by Council Officers at the rate of \$30.00 per hour.	8
<p>Note: Subject to Sec 21 and other provisions within the Government Information (Public Access) Act 2009, if it is Council's opinion that the cost of dealing with the application is likely to exceed the amount of the application fee, an advance deposit will be required before any application is processed. The minimum amount of any advance deposit will be 50% of the total estimated cost.</p> <p>Payment of the full actual costs of dealing with the application must be paid prior to the release of any information.</p>			
Disabled Amenities Access Key (MLAK)	GST incl.	\$10.00	2
Hire of Council Chambers/Meeting Rooms			
<u>Crookwell & Gunning</u>			
Per hour	GST incl.	\$30.00	3
Per day (maximum 8 hours)	GST incl.	\$100.00	3
Cleaning Fee	GST incl.	\$40.00	3
Health Care Centre Lease (Banfield House, Kialla Road, Crookwell)	GST incl.	as per contract plus June CPI	3
Bank House, Crookwell (Two (2) Commercial Tenancies)		as per contract plus June CPI	3
SDN Children's Services (Crookwell Pre-school)	GST incl.	as per lease agreement plus June CPI	3
<u>Radio Site at Redgound Road Crookwell</u>			
Police	GST incl.	\$898.00	3
Ambulance	GST incl.	\$898.00	3
Fire Brigade	GST incl.	\$410.00	3
Essential Energy (per Agreement) terminated 30-6-2018	GST incl.	\$2,654.00	3
Upper Lachlan Shire Council	GST incl.	\$898.00	3
Bush Fire Services	GST incl.	\$1,482.00	3
Reservoir Road for Radio Goulburn	GST incl.	as per licence agreement \$5,500.00 commencing 01/07/22 plus June CPI	3
		2022 Licence Agreement plus fixed annual 3% increase in Licence Fee	
NSW Telco Authority Redgound Road	GST incl.	\$4,668.00	3
NSW Telco Authority Snowy Mount Bigga	GST incl.	\$4,532.00	3
NSW Telco Authority Bannaby Hill	GST incl.	\$4,532.00	3
Other users	GST incl.	\$898.00	3
Unused Road Reserves for Grazing etc. (per Annum)	GST incl.	as per individual lease agreement conditions plus June CPI	3
Leasing or Licensing of Council Land (rental payments)	GST incl.	as per individual lease agreement conditions	3
<u>Advertising in the 'Destination Guide'</u>			
1/6 A4 Page	GST incl.	\$200.00	3
1/3 A4 Page	GST incl.	\$350.00	3
1/2 A4 Page	GST incl.	\$450.00	3
Full page (A4)	GST incl.	\$850.00	3
Back page (A4)	GST incl.	\$1,400.00	3
<u>Camping Fees - Crookwell Caravan Park</u>			
<u>Powered Site - per night</u>			
Up to 2 persons	GST incl.	\$34.00	3
Each additional person	GST incl.	\$8.00	3
<u>Powered Site - per week (charge only for six nights, not seven)</u>			
Up to 2 persons	GST incl.	\$204.00	3
Each additional person	GST incl.	\$50.00	3
<u>Unpowered Site - per night</u>			
Up to 2 persons	GST incl.	\$28.00	3
Each additional person	GST incl.	\$10.00	3
<u>Unpowered Site - per week (charge only for six nights, not seven)</u>			
Up to 2 persons	GST incl.	\$168.00	3
Each additional person	GST incl.	\$40.00	3

F21

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
<u>Camping Fees - Crookwell Caravan Park continued...</u>			
<u>Group bookings of 5 or more caravans/camper vans/tents (15% reduction in standard applicable daily rates)</u>			3
- Powered Site - per night (up to 2 persons)	GST incl.	\$30.00	3
- Powered Site - per night (each additional person)	GST incl.	\$10.00	3
- Powered Site - per week (up to 2 persons)	GST incl.	\$174.00	3
- Powered Site - per week (each additional person)	GST incl.	\$44.00	3
- Unpowered Site - per night (up to 2 persons)	GST incl.	\$22.00	3
- Unpowered Site - per night (each additional person)	GST incl.	\$5.00	3
- Unpowered Site - per week (up to 2 persons)	GST incl.	\$143.00	3
- Unpowered Site - per week (each additional person)	GST incl.	\$33.00	3
<u>Long Term-Residents -per week</u>			
Long Term - up to 2 persons	GST incl.	\$105 per week plus electricity - per meter read	3
Long Term - each additional person	GST incl.	\$21.00	3
Long Term - Pensioners - up to 2 persons	GST incl.	\$75 per week plus electricity - per meter read	3
Long Term - each additional person	GST incl.	\$21.00	3
<u>Private Works - General</u> - (section 67 of the Local Government Act 1993)			
Cost plus the following percentages for on-costs, administration, supervision etc. applied to the individual components, plus GST where applicable.			
A minimum charge of \$120.00 (GST Inclusive) will apply to all private works.			
- Wages	GST incl.	43%	3
- Contractors	GST incl.	20%	3
- Plant	GST incl.	20%	3
- Stores	GST incl.	20%	3
- Gravel Supplied	GST incl.	20%	3
- Gravel Loaded	GST incl.	20%	3
- Sale of Sand or concrete mix	GST incl.	\$50 per tonne	1
- Sale of Crusher Dust	GST incl.	\$60 per tonne	1
<u>Approval to Film in a Public Area - Application Fee</u>			
<u>Application Fee</u>			
- Ultra Low - (<=10 crew)	GST incl.	\$0.00	1
- Low - (11 to 25 crew)	GST incl.	\$75.00	1
- Medium - (26 to 50 crew)	GST incl.	\$130.00	1
- High - (>50 crew)	GST incl.	\$200.00	1
Major revision of the filming application will incur an additional 75% of the relevant application fee		75% of application fee	
<u>Assessment Fee</u> - (traffic management plan / pedestrian management plan)			
- Ultra Low - (<=10 crew)	GST incl.	\$0.00	1
- Low - (11 to 25 crew)	GST incl.	\$0.00	1
- Medium - (26 to 50 crew)	GST incl.	\$130.00	1
- High - (>50 crew)	GST incl.	\$199.00	1
Assistance with road closures and vehicle barriers will be on a cost recovery basis.	GST incl.	\$500.00 + cost of Traffic Control	1
A security bond may be required to ensure the location is returned to its original condition	GST Exempt	\$1,000.00	4
Parking plan assessment for filming on private property	GST incl.	\$81.00	1

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
INFRASTRUCTURE			
<u>Engineering Plan Checking Fees (Construction and Compliance Certificates)</u>			
Plan checking Fees - Minimum fee \$360.00			
Unit Rate / Lineal metre - For Public Road			
Rural	GST Incl	\$8.00	1
Urban	GST Incl	\$16.00	1
Unit Rate / Lineal metre - for Private Access Road			
Rural	GST Incl	\$2.00	1
Construction Supervision - Minimum fee \$260.00			
Unit Rate / Lineal metre - for Public Roads			
Rural	GST Exempt	\$13.00	1
Urban	GST Exempt	\$24.00	1
Detention Basin Checking Fee			
Per basin	GST Exempt	\$341.00	1
Minor Plan Checking	GST Exempt	\$457.00	1
Engineering Inspection Fee - Minor Projects per Inspection (e.g. driveway inspections)	GST Exempt	\$202.00	1
<u>Contribution to Works (Section 217, Roads Act 1993)</u>			
(as per Council's policy)			
Kerbing and Guttering	GST Incl.	Minimum of \$122 per metre or 50% of cost (plus GST)	2
Foot paving	GST Incl.	Minimum of \$122 per metre or 50% of cost (plus GST)	2
Engineering - Design and Construction Specifications (each)	GST Incl.	\$10.00	1
Crookwell Truck Wash - Avdata charges	GST Incl.	\$1.15 per minute	1
Truck Wash - Avdata access key (one-off purchase)	GST Incl.	\$41.50	1
Heavy Plant Permit	GST Incl.	\$70.00	8
Road Naming Fee	GST Incl.	\$150.00	1
<u>Fee to Erect Directional Sign</u>			
Community based non-profit and religious organisations only	GST Incl.	At cost	2
All other applications	GST Incl.	Full cost recovery plus 20%	3
Application for Public Gates	GST Incl.	\$120.00 plus advertising costs	2
Road Opening Permits	GST Exempt	\$147.00	2
Road Closure / Road Transfer	GST Exempt	\$510.00	2
S138 Application under the Roads Act for works or activity on public roads.	GST Exempt	\$530.00	2
<u>Temporary Road Closure</u>			
Road Closure Permit	GST Exempt	20% plus cost	2
The supply and installation of barricades	GST Exempt	Free of Charge	2
Cost of advertising, where applicable	GST Incl.	Full cost recovery plus 20%	2
<u>Stormwater Annual Charge</u>			
Residential Properties - Gunning, Taralga, Collector & Crookwell	GST Free	\$25.00	8
Business Properties - Gunning, Taralga, Collector & Crookwell	GST Free	\$50.00	8
<u>Domestic Waste Management Charges</u>			
Towns, Villages & Serviced Rural Areas	GST Exempt	\$595.00	1
Domestic Waste Management Service - 1 x 120 litre general waste bin collected once per week plus Recycling Service - 1 x 240 litre bin collected once per fortnight			
Domestic Waste Management Service Availability Charge (vacant land)	GST Exempt	\$234.00	1
<u>Domestic Waste Management Service Fees</u>			
Note: All charges payable in advance			
To change from 120L service to 240L service	GST Exempt	\$220.00	2
One off supply, empty & retrieve 240L bin	GST Exempt	\$54.00	2
One off request to empty any bin, including bins presented on collection day or an extra service	GST Exempt	\$54.00	2
One off request to empty a CONTAMINATED bin	GST Exempt	\$125.00	2
Clean up Service on request per cubic metre M3	GST Exempt	\$350.00	2

F23

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
<u>Rural Waste Charges</u> All rating assessments not subject to domestic waste charges. Note 1: Ratepayers who pay a Rural Waste Charge are permitted free access to all tips for the disposal of domestic waste & recycling provided they present their card for inspection at the rubbish tip depots. Note 2: Ratepayers can apply and purchase an additional Rural Waste card for their property for the purpose of secondary or rental dwellings Note 3: Application may be made to Council, under Sec.610E, of the Local Govt. Act 1993, to waive multiple Rural Waste Charges on land where the owner of the land pays the charge on another assessment. Note 4: Replacement of Lost or Stolen Cards will incur a fee (equal to 100% of the annual charge) upon application to Council	GST Incl.	\$257.40	1
	GST Incl.	\$262.00	1
	GST Incl.	\$262.00	1
Sale of Old Mobile Waste Bins - as available & dependant upon condition	GST incl.	\$65.00	3
<u>Replacement of Lost/Destroyed Mobile Waste Bins</u>			
120 Litre	GST incl.	\$81.00	3
240 Litre	GST incl.	\$99.00	3
<u>Skip Bin Delivery & Waste Removal Charges - Taralga</u>			
Delivery & Removal of empty bin	GST incl.	Price on request	1
Per waste removal collection	GST incl.	Price on request	1
Waste removal collection booking fee	GST incl.	Price on request	1
<u>Commercial Waste Service Charges</u>			
Gunning, Crookwell and Taralga - per service	GST Exempt	\$705.00	1
Commercial Waste Service Availability Charge (vacant land)	GST Exempt	\$234.00	1
<u>Waste Disposal at Events</u>			
Per Bin		\$33.00	
Up to 10 bins - Pickup and disposal	GST incl.	\$270.00 (additional bins above 10 at \$25 per bin)	1
Up to 50 bins - Weekday and weekend	GST incl.	Price on request	1
More than 50 bins	GST incl.	Price on request	1
Garbage Truck Service Fee per Hour	GST incl.	\$250.00	
Garbage Truck Waste Disposal per tonne	GST incl.	\$115.00	
<u>Tipping Fees</u>			
<u>Household Waste</u>			
<u>Residents</u>			
Car / Dual Cab Utility	GST incl.	\$31.00	2
Utility / Trailer (single axle)	GST incl.	\$42.50	2
Large Trailer	GST incl.	\$68.00	2
Single axle truck (over 2 tonne)	GST incl.	\$140.00	2
Dual axle truck	GST incl.	\$480.00	2
Mattresses	GST incl.	\$48.00	2
<u>Non-Residents</u> (resident rate + 100 %)			
<u>Builders Waste</u>			
Bulk Demolition - Unsorted- per cubic metre	GST incl.	\$342.00	2
Bricks & concrete per cubic metre	GST incl.	\$165.00	2
Timber - Sorted - per cubic metre	GST incl.	\$70.00	2
Metal - Sorted - per cubic metre	N/A	FREE OF CHARGE	2
Asbestos disposal at Crookwell only - maximum of 1m3	GST incl.	\$270.00	1
<u>Commercial Waste Management Charges</u>			
<u>Recyclables</u>			
All recyclables - Fully Sorted - metals, steel, paper, plastics, glass		FREE OF CHARGE	2
<u>Green Waste</u>			
Grass Clippings		FREE OF CHARGE	
Wood Heater Ash			
Utility/Trailer (single axle)	GST incl.	\$38.00	2
Truck per cubic metre	GST incl.	\$67.00	2

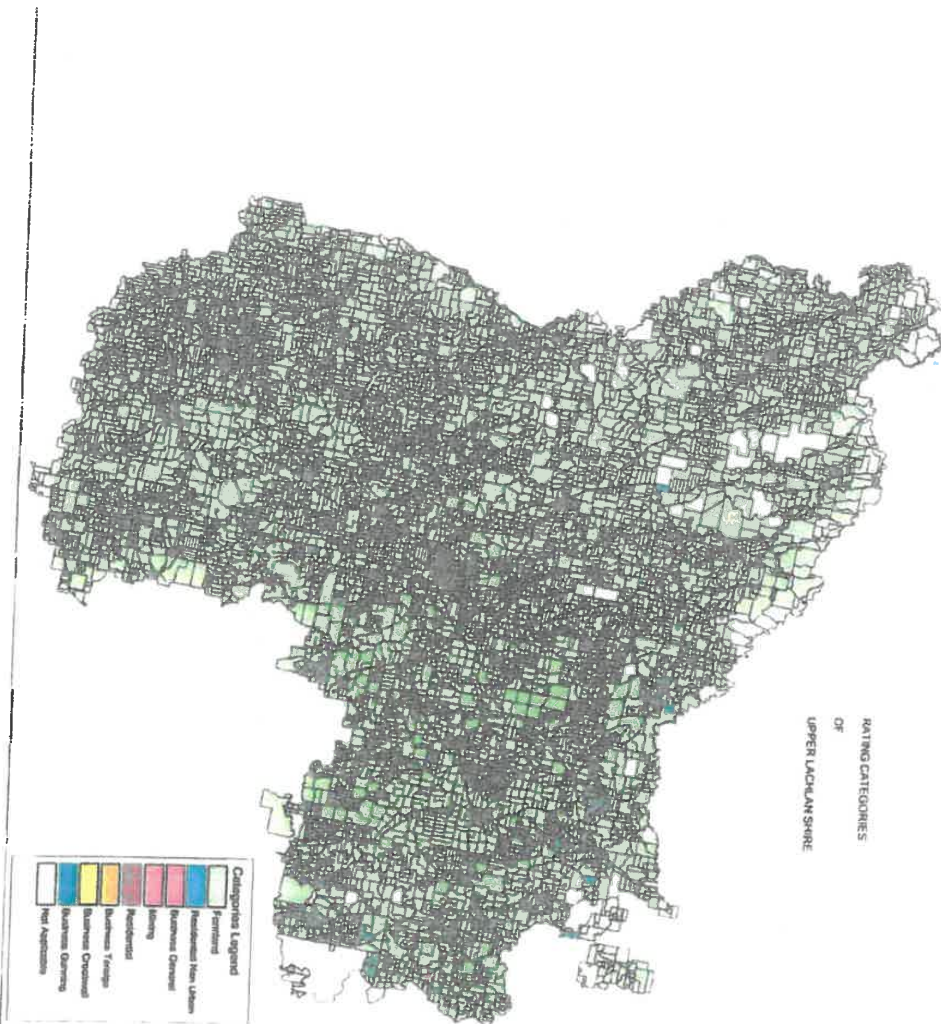
Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
<u>Commercial Waste Management Charges continued...</u>			
<u>Motor Vehicles</u>	N/A	FREE OF CHARGE	2
<u>Tyres -Not accepted at ULSC Transfer stations</u>	N/A		
<u>Dead Animals</u>			
Cats & dogs	GST incl.	\$40.00	2
Sheep & goats	GST incl.	\$48.00	2
Cows & horses	GST incl.	\$98.00	2
Council's Garbage Contractors (cost per load)	GST incl.	\$108.00	1
Other known wastes per cubic metre	GST incl.	\$90.00 / m3	2
TRADE WASTE SERVICES			
<u>Application Fees</u>			
A, B & S Classifications. Per Business location	GST Exempt	\$163.00	1
C Classification. Per Business location	GST Exempt	\$550.00	1
<u>Trade Waste Compliance & Approval Inspections.</u>			
Trade Waste Inspection Fee	GST Exempt	\$92.00	1
Trade Waste Re-inspection Fee	GST Exempt	\$135.00	1
<u>Annual Trade Waste Fees</u>			
Category 1: Trade waste discharges requiring nil or minimal treatment. Per Business. <i>This category includes retail food outlets with no hot food or foods that generate oily/greasy waste and other processes & don't require approvals, as listed.</i>	GST Exempt	\$85.45	1
Category 2: Trade Waste dischargers with prescribed pre-treatment. Per Business. <i>This category includes premises that prepare &/or serve hot food or that generate oily/greasy waste, classification A activities.</i>	GST Exempt	\$93.49	1
Trade Waste usage charge for Category 2:			
- with adequate pre-treatment (per kL)	GST Exempt	\$2.65	1
- without adequate pre-treatment (per kL)	GST Exempt	\$13.80	1
Per additional device or process unit on premises. Per annum.	GST Exempt	\$45.00	1
Category 2S: This category includes chemical toilets and septic tank waste (Effluent & Septate).			
Septic waste disposal fee (Minimal Charge to 5kL)	GST Exempt	\$80.00	1
Septic waste disposal fee (per kL over 5kL)	GST Exempt	\$14.95	1
Service access fee per load received	GST Exempt	\$89.00	1
Category 3: Large Dischargers & Industrial Waste. <i>This category includes large trade waste discharges (over 20kL/day) and dischargers of industrial/processing waste.</i>			
Annual Trade Waste Fee. Per Business	GST Exempt	\$627.24	1
<u>EXCESS MASS CHARGES</u>			
Excess mass charges (EMC) apply for all wastes exceeding the concentration of pollutants in domestic sewerage. Biochemical Oxygen Demand (COD) = >300mg/l, Suspended Solids = >300mg/l, Ammonia (asN) = >35mg/l, Total Kjeldahl Nitrogen = >50mg/l, Phosphorous = >10mg/l, Total Dissolved Solids = >1,000mg/l, pH Range pH 6.5 - pH 8.5			
Zinc (per kg)	GST Exempt	\$18.50	1
Suspended Solids (per kg)	GST Exempt	\$2.20	1
Total Kjeldahl Nitrogen (per kg)	GST Exempt	\$3.30	1
Ammonia (per kg)	GST Exempt	\$2.75	1
Total Phosphorous (per kg)	GST Exempt	\$36.40	1

F25

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
Excess Mass Charges continued...			
Oil & Grease (per kg)	GST Exempt	\$4.40	1
Total Dissolved Solids (per kg)	GST Exempt	\$0.06	1
Sulphate (per kg)	GST Exempt	\$0.13	1
Sulphites (per kg)	GST Exempt	\$2.20	1
Aluminium (per kg)	GST Exempt	\$1.12	1
Biochemical Oxygen Demand (per kg) (1 specific formula applies)	GST Exempt	\$29.60	1
pH Charging Rate. Charging Rate for pH, if outside the approved range (pH 6.5 - pH 8.5) $= K \times [\text{actual pH} - \text{approved pH}] \times 2$	GST Exempt	K = pH coefficient = \$0.45	
Compliance Testing Fees			
Site Sampling and compliance testing by NATA Registered laboratory, including sampling machine.	GST Exempt	At cost + 20%	
Gravel Compensation			
Per cubic metre extracted (or as per agreement or determined by Council resolution)	GST incl.	\$1.27 per cubic metre 2022/2023 (Fee for 2023/2024 will be indexed by June 2023 CPI once published)	3
Aerodrome Access / Landing Fees			
Private use		By Negotiation	
Aerodrome use for commercial or business operations	GST Incl.	with lessee.	
Note: Minimum \$250.00 per day or part thereof. Director of Infrastructure to determine fee for specific operation.			
Cemetery Fees			
Columbarium			
Columbarium – Crookwell (niche, reception of ashes, including provision of bronze plaque 136mm x 102mm)	GST incl.	\$920.00	2
Columbarium – Gunning (niche, reception of ashes, NOT including provision of bronze plaque)	GST incl.	\$704.00	2
Columbarium - Stonequarry Taralga (niche, reception of ashes, NOT including provision of bronze plaque)	GST incl.	\$704.00	2
Burial Plots			
(i) Lawn Cemetery- Crookwell - land for grave, provision and fixing of bronze plaque on concrete base and perpetual maintenance (does not include Interment Fees)	GST incl.	\$2,302.00	2
(ii) Lawn Cemetery- Gunning & Taralga - land for grave and perpetual maintenance (does not include bronze plaque costs) (does not include Interment Fees)	GST incl.	\$808.00	2
(iii) Burial Plots for other Cemeteries - land for grave only - Gunning, Dalton, Binda, Tuena, Peelwood, Crookwell & Taralga (not Lawn Cemeteries)	GST incl.	\$416.00	2
Note: Burial Plots for Children Under 5 years of age at all cemeteries except Crookwell lawn cemetery		50% of normal fee	
Bronze plaque (380mm x 280mm) (Service provide by Funeral Directors)	GST incl.	Cost plus 20%	1
Historical Search by Staff (all cemeteries)	GST incl.	Minimum 1 hour, \$80/hr or part thereof	2
Interment Fees - Council Controlled Cemeteries (Services provided by Funeral Directors in accordance with MOU includes Interment (single or second/grave digging/ledger removal fees)	GST incl.	See Funeral Directors for individual service fees	2
Interment Fee - Private Cemeteries (Services provided by Funeral Directors in accordance with MOU)	GST incl.	By agreed quotation	2
Water Supply Services			
Developer Contributions - Water (Sec 64)		08/09 charges plus 46.91% cumulative CPI (Sydney Housing) PLUS discretionary increase factor	
- Water Headworks Charge - Crookwell (per equivalent Tenement)	GST Exempt	\$5,000.00	7
- Water Headworks Charge- Gunning (per equivalent Tenement)	GST Exempt	\$5,000.00	7
- Water Headworks Charge - Dalton (per equivalent Tenement)	GST Exempt	\$5,000.00	7
- Water Headworks Charge- Taralga (per equivalent Tenement)	GST Exempt	\$5,000.00	7

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
<u>Water Standpipe /Use and Access Charges</u>			
Non Drinking Water Standpipe Access Charge			
- Shire Residents		No charge	2
- Non Shire Resident (2 x >200kl water usage charge)	GST Exempt	\$10.11 / kl	1
- Commercial operations (same as <200kl water usage charge)	GST Exempt	\$5.05 / kl	1
Water Standpipe Charges - Potable Water			
- From Gunning or Crookwell standpipe - potable water charge (by arrangement only)	GST Exempt	\$10.11 / kl	1
- Shire Resident - Standpipe potable water charge (>200kl water usage charge)	GST Exempt	\$5.05 / kl	1
- Non Shire Resident (2 x >200kl water usage charge) Not available during water restrictions	GST Exempt	\$10.11 / kl	1
- Commercial Operators annual access charge. Quantity of water depends on water restrictions. Note: During water restrictions, use and access could be restricted.	GST Exempt	\$1,312.00	1
- AVDATA refundable Bond for both residents and commercial operators	GST Exempt	\$55.00	1
Metered Standpipe Hire, Refundable fee		\$650 (refundable deposit)	
Water Charges - See Council's Operational Plan Revenue Policy			
<u>Other Water Supply Access & Availability Charges</u>			
Tuena Bore - Annual Water Access Fee	GST Exempt	\$181.00	1
<u>Tuena Bore - Water Usage Charge</u>			
per kilolitre less than 200	GST Exempt	\$1.10	1
per kilolitre over 200	GST Exempt	\$2.10	1
<u>Water Usage Charges</u>			
<u>Crookwell, Gunning, Dalton & Taralga</u>			
per kilolitre less than 200	GST Exempt	\$3.82	6
per kilolitre over 200	GST Exempt	\$5.05	6
<u>Gunning</u>			
per kilolitre less than 200	GST Exempt	\$3.82	6
per kilolitre over 200	GST Exempt	\$5.05	6
<u>Dalton</u>			
per kilolitre less than 200	GST Exempt	\$3.82	6
per kilolitre over 200	GST Exempt	\$5.05	6
<u>Taralga</u>			
per kilolitre less than 200	GST Exempt	\$3.82	6
per kilolitre over 200	GST Exempt	\$5.05	6
<u>Water Meter Fees</u>			
<u>Water Connection / Reconnections</u>			
Crookwell			
Gunning			
Dalton			
Taralga			
Water Connections	GST Exempt		1
- road opening required 20mm	GST Exempt	Full cost recovery plus 20%	1
- without road opening - 20mm	GST Exempt	\$1850 Restoration not included	1
- all other meter sizes	GST incl.	Full cost recovery plus 20%	1
Water - Meter Reading Certification	GST incl.	\$138.00	1
Water meter repair fees (unprotected meter)	GST incl.	Full cost recovery	1
Water - Meter Installations	GST incl.	Full cost recovery	1
Water Quality test fee	GST incl.	Full cost recovery	1
Water meter - fee to remove restriction device (Debt Recovery measure)	GST incl.	\$280.00	1
Water Pressure Testing	GST incl.	\$240.00	1
<u>Water Meter Testing</u>	GST incl.	\$170.00	2
The fee will be refunded where the meter is found not be accurate within 5% either way of the correct quantity.			

Title of Fee/Charge	GST Status	Fees for 2023/2024	Pricing Category
Sewerage Services			
<u>Developer Contributions - Sewerage (Sec 64)</u>		08/09 charges plus 46.91% cumulative CPI (Sydney Housing) PLUS discretionary increase factor	
Crookwell - Sewerage Headworks Charge (per equivalent Tenement)	GST Exempt	\$5,250.00	7
Gunning - Sewerage Headworks Charge (per equivalent Tenement)	GST Exempt	\$5,250.00	7
Taralga - Sewerage Headworks Charges (per equivalent Tenement)	GST Exempt	\$5,250.00	7
Sewerage Charges - For Sewerage Best Practice Pricing Structure - See Council's Operational Plan Revenue Policy			
<u>Sewer Access Charge</u>			
Crookwell, Taralga, Gunning - Occupied	GST Exempt	\$969.00	
Crookwell, Taralga, Gunning - Unoccupied	GST Exempt	\$636.00	
<u>Sewerage Connection Application Fee</u>			
Sewer Mains Extension fees/charge: cost + on cost			
Crookwell			
Gunning			
Taralga			
- Dwelling	GST Exempt	\$126.00	1
- Other Building - First W/C	GST Exempt	\$136.00	1
- Other Building - per additional W/C	GST Exempt	\$50.00	1
Inspection Fee (On site system)	GST Incl.	\$205.00	1
Re-inspection fee	GST Incl.	\$205.00	1
<u>Sewer & Stormwater Pipe Clearing Fee</u>			
Office Hours (8:30am to 4:30pm) - per hour for 1 staff member	GST Exempt	\$192.00	3
Outside Office Hours - first 2 hours - per hour for 1 staff	GST Exempt	\$262.00	3
Outside Office Hours - any hour in excess of 2 hours	GST Exempt	\$329.00	3
Inspection Fee - handover of new infrastructure		\$150.00	
Under boring for services		At cost + 15%	





Upper Lachlan
Shire Council



Delivery Program 2023/2024 - 2026/2027

UPPER LACHLAN SHIRE COUNCIL DELIVERY PROGRAM

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1. WELCOME TO THE DELIVERY PROGRAM

The Delivery Program forms part of Council's Integrated Planning and Reporting Framework and is designed to provide a summary of the program actions and principal activities that Upper Lachlan Shire Council will undertake for the next four years for the period covering 2023/2024 to 2026/2027. The Delivery Program is designed to implement the strategies established in the Upper Lachlan Community Strategic Plan Towards 2042.

This Delivery Program should also be read in conjunction with Upper Lachlan Shire Council's 2023/2024 Operational Plan. The Delivery Program is focused on a four year period, while the Operational Plan focuses on a single year. The Delivery Program provides a single point of reference for all the principal activities undertaken by the Council.

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

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

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



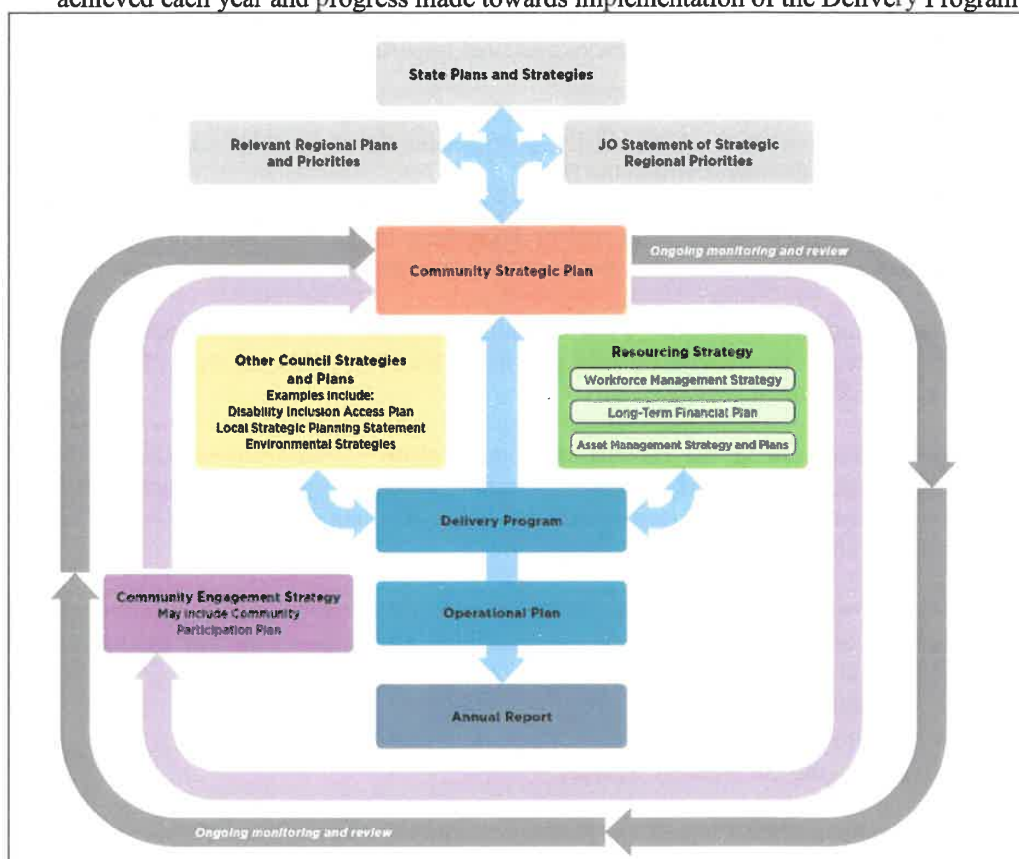
Council Deputy Mayor Mandy McDonald and Mayor Pam Kensit

2. WHAT IS THE DELIVERY PROGRAM?

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

The framework has four key elements:-

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



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

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

3. MESSAGE FROM THE MAYOR



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

Some key initiatives the community has told us they want to see happen includes the following:-

- Expand the promotion of the Shire and tourism to the region;
- Transport issues related to improvement of the Shire's roads network;
- Improvement in the town's water supplies and sewerage services;
- Investigate provision of new recreational opportunities within the towns;

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

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

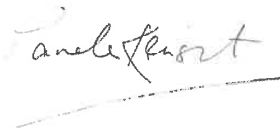
The outcome from the goals should see Council's programs and activities better reflecting what the community as a whole wants. Council has tried to address the needs and demands from all cross-sections of the community.

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

The Delivery Program also gives due regard to the NSW Premier's Key Priorities, NSW State Plan and other relevant state and regional plans and some of the key challenges that were identified at a state-wide level including:-

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

The Upper Lachlan Shire Council has prepared a comprehensive capital works program for the Shire for the four-year period to 30 June 2027.



Clr Pam Kensit
Mayor

4. **MESSAGE FROM THE CHIEF EXECUTIVE OFFICER**



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

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

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

Strategic Pillars and Principal Activities

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

Upper Lachlan Shire Council is employing a long term strategic focus with respect to all of Council's principal activities. Council has established a pathway for the future direction of the Council's major capital works, infrastructure renewals and operational projects.

Council has determined to take a longer term planning approach to address each Strategic Pillar, including issues such as the demographic changes in the Shire's population, and ageing public infrastructure.

Council has committed to a large volume and a wide range of infrastructure works that seek to meet the community's needs and priorities over the next 4 year period. As an organisation, we will continue to examine our operational efficiency, delivery of customer services and the provision of organisational training. Having a resilient, safe and supported workforce is critical to ensuring that we are achieving the outcomes the community expects.

A plan such as this will become a living document which we, as a community can add to and assist in reflecting the direction we endeavour to follow.

A handwritten signature in black ink, appearing to read 'Alex Waldron'.

Alex Waldron
Chief Executive Officer (CEO)

5. COUNCIL VISION, MISSION AND VALUES

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

COUNCIL'S VISION

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

MISSION

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

VALUES

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

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

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

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

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

AIM

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



6. GUIDING PRINCIPLES FOR COUNCIL

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

The Guiding Principles for Council are as follows:-

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

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

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

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

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

7. ELECTED REPRESENTATIVES / COUNCILLORS



MAYOR
Clr Pam Kensit

M 0400 360 331
E pkensit@upperlachlan.nsw.gov.au



DEPUTY MAYOR
Clr Mandy McDonald

M 0435 243 080
E mmcdonald@upperlachlan.nsw.gov.au



Clr Paul Culhane

M 0410 622 798
E pculhane@upperlachlan.nsw.gov.au



Clr Jo Marshall

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E jmarshall@upperlachlan.nsw.gov.au



Clr Nathan McDonald

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E nmcdonald@upperlachlan.nsw.gov.au



Clr Darren O'Brien

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Clr Susan Reynolds

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Clr John Searl

P (02) 4845 6337
M 0405 060 347
E jsearl@upperlachlan.nsw.gov.au



Clr Lauren Woodbridge

M 0435 511 951
E lwoodbridge@upperlachlan.nsw.gov.au

8. COUNCIL AND COMMITTEE MEETINGS STRUCTURE

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

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

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

COUNCIL MEETINGS

The Ordinary Meetings of Council are held on the third Thursday of each month commencing at 1.30pm.

The Ordinary Council Meetings are held at the Crookwell Council Chambers, situated at 44 Spring Street, Crookwell and are broadcasted live by webcast to the public which is available to view at Council's website.

Deputations or presentations by the public to Council are not to exceed five minutes. Deputation or presentation requests must be lodged with the Chief Executive Officer two weeks prior to the Council Ordinary Meeting date.

AVAILABILITY OF BUSINESS PAPERS

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

TALK TO YOUR COUNCILLORS

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

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

COUNCIL'S GOVERNING BODY – LOCAL GOVERNMENT ACT 1993

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

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

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

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

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

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

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



10. ORGANISATION STRUCTURE

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

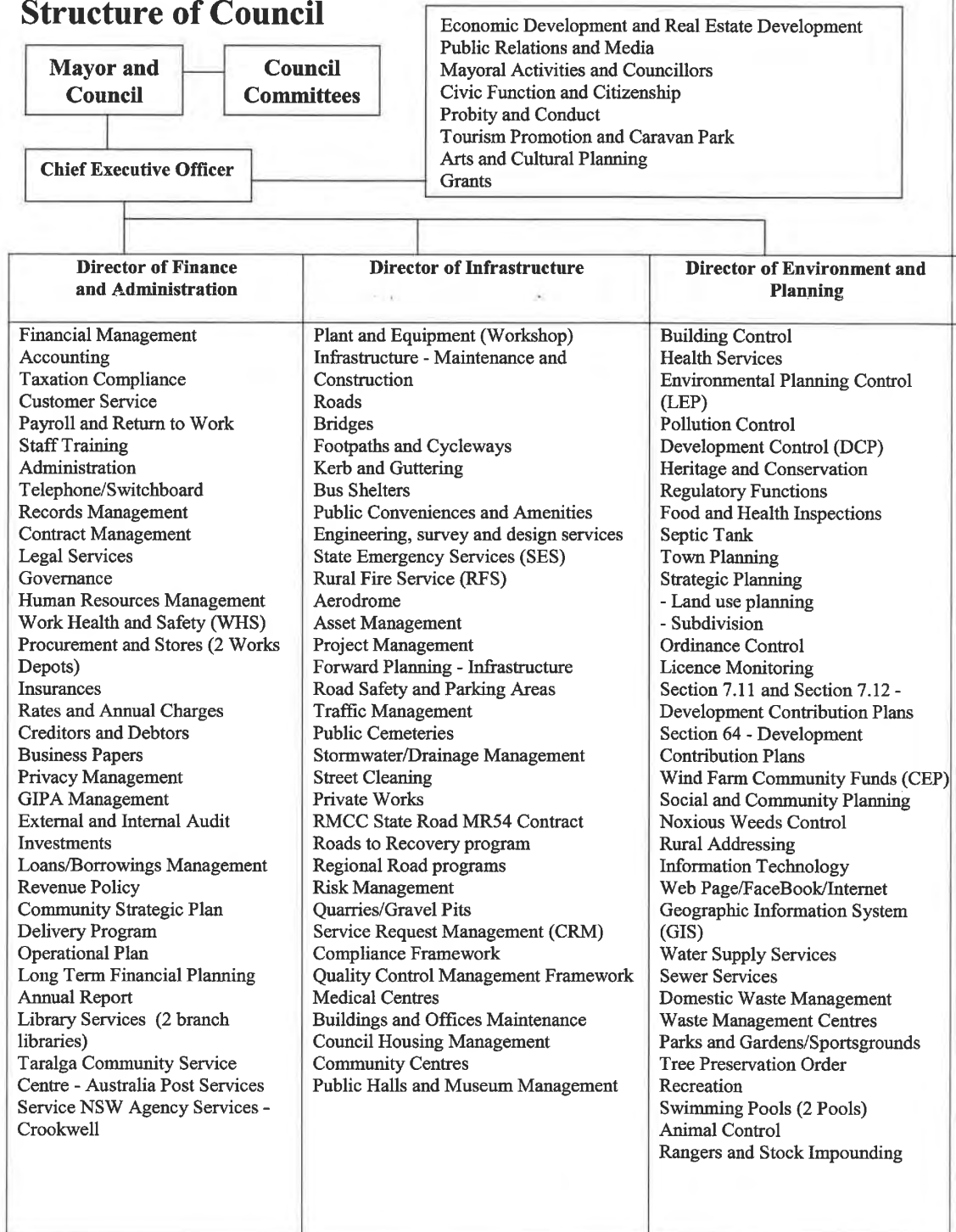
- **Chief Executive Officer's Office** - to provide an effective interface between the community, Council and staff and to enhance the Council's corporate image. Key principal activities include media relations, mayoral activities, grants, civic functions, tourism and economic development.
- **Environment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

SENIOR MANAGEMENT

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

Chief Executive Officer	Ms Alex Waldron	(wk) 4830 1000
Director of Infrastructure	Mr Leon Kruger	(wk) 4830 1063
Acting Director of Environment and Planning	Mr Simon Arkinstall	(wk) 4830 1027
Director of Finance and Administration	Mr Andrew Croke	(wk) 4830 1008

Structure of Council



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

1. OUR COMMUNITY

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

The principal activities are:-

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

2. OUR ENVIRONMENT

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

The principal activities are:-

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

3. OUR ECONOMY

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

The principal activities are:-

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

4. OUR INFRASTRUCTURE

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

The principal activities are:-

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

5. OUR CIVIC LEADERSHIP

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

The principal activities are:-

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



12. CORPORATE GOVERNANCE

Corporate Governance and Councillors

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

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

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

Code of Conduct Review

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

Monitoring Organisational Performance

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

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

Executive Management (MANEX)

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

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

13. SHIRE PROFILE AND POPULATION DEMOGRAPHICS

Population

- The residential population of Upper Lachlan Shire Council as at 30 June 2022 is in below table (source ABS 2021 Census and prior years ABS Estimated Residential Population):-

Local Government Area	2018	2019	2020	2021	2022	% Annual Change
Upper Lachlan Shire Council	7,954	8,059	8,274	8,419	8,514	1% to 2.50%

2021 Census Statistics

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

Population gender consisted of:-

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

Age Groups:-

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

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

Income (population aged 15 years and over):-

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

Dwelling Characteristics:-

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

Local Government Area

Upper Lachlan Shire Council is located in the Southern Tablelands of New South Wales. The centre of population is Crookwell which is located one hour and fifteen minutes from Canberra, two and a half hours from Sydney, one and a half hours from Bathurst and thirty minutes from Goulburn.

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

Despite its proximity to major centres, Upper Lachlan Shire is strongly rural in its character. Agriculture continues to be the primary feature of the economic and social fabric of the Shire.

Business, Economic and Industry

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

The area is also well serviced by health care, sporting, livestock and station agents and other community support services.

Demographics

Like many rural communities, our population is ageing and this trend is expected to continue. There is 25% of the community aged over 65 years; this age demographic has increased by 2% since the 2016 Census.

Employment

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

Environment

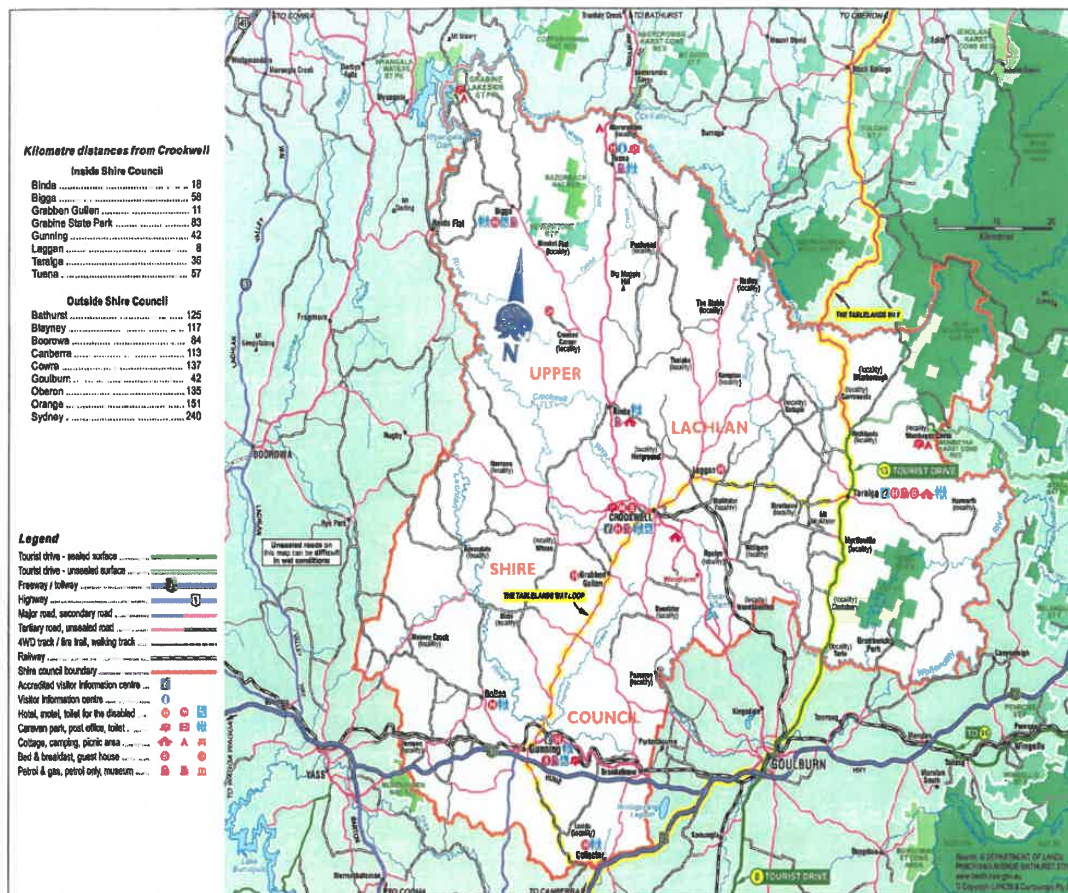
About 93% of the Shire is zoned rural or environmental protection. A large proportion of the remaining native vegetation is located on private land, with 2% of the Shire being National Park or Nature Reserve.

Land

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

Tourist Attractions

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





14. CONTACT US

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

COUNCIL ADMINISTRATION OFFICES

Crookwell Office

44 Spring Street
CROOKWELL NSW 2583

Telephone (02) 4830 1000



Email council@upperlachlan.nsw.gov.au

Website www.upperlachlan.nsw.gov.au

FaceBook www.facebook.com/pages/Upper-Lachlan-Shire-Council

Gunning Office

123 Yass Street
GUNNING NSW 2581

Telephone (02) 4845 4100



Taralga Community Service Centre

29 Orchard Street
TARALGA NSW 2580

Telephone (02) 4840 2099



15. FINANCIAL PERFORMANCE COMPARATIVES – HOW WE COMPARE?

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

Other councils classified in Group 10 includes; Blayney and Oberon Councils. Provided below is a snapshot of how Upper Lachlan Shire Council compares with other councils in terms of financial performance and financial position, the comparative data is available up to 2022 (2021/2022 financial year).

Financial Performance Indicators

Unrestricted Current Ratio

This ratio is an indicator of a Council's ability to meet its financial obligations as they fall due. A ratio of 1.50:1 or better generally equates to a sound financial position and shows that a Council has sufficient liquid assets on hand to meet all short-term commitments.

	2022	2021	2020	2019
Upper Lachlan (Group 10)	2.88%	2.30%	4.56%	5.12%
Blayney (Group 10)	4.67%	3.86%	4.71%	3.94%
Oberon (Group 10)	3.32%	3.35%	4.53%	4.40%
Yass Valley (Group 11)	N/A	3.36%	1.39%	3.94%
NSW Average	N/A	N/A	3.80%	4.15%
Group 10 Average	N/A	N/A	4.80%	5.10%

Own Source Operating Revenue Ratio

This ratio measures the degree of reliance a Council has on external funding such as grants and contributions. The benchmark is greater than 60%.

	2022	2021	2020	2019
Upper Lachlan (Group 10)	44.00%	52.79%	52.83%	63.34%
Blayney (Group 10)	47.90%	57.54%	56.42%	51.24%
Oberon Council (Group 10)	43.75%	47.13%	63.22%	61.52%
Yass Valley (Group 11)	N/A	51.50%	60.23%	64.27%
NSW Average	N/A	N/A	63.10%	64.00%
Group 10 Average	N/A	N/A	52.80%	52.00%

Operating Performance Ratio

This ratio is intended to measure Council's ability to contain its operating expenditure within the confines of its operating income. The benchmark is greater than 0%.

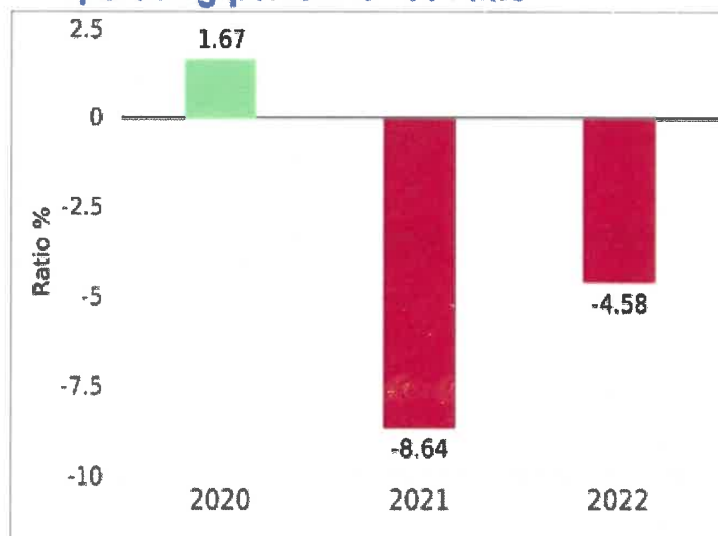
	2022	2021	2020	2019
Upper Lachlan (Group 10)	-4.58%	-8.64%	1.67%	1.43%
Blayney (Group 10)	-0.86%	-3.74%	-4.96%	-0.91%
Oberon Council (Group 10)	-7.62%	4.07%	-2.73%	9.75%
Yass Valley (Group 11)	N/A	-1.35%	12.08%	5.59%
NSW Average	N/A	N/A	-0.20%	1.75%
Group 10 Average	N/A	N/A	-1.00%	0.90%

Outstanding Rates and Annual Charges

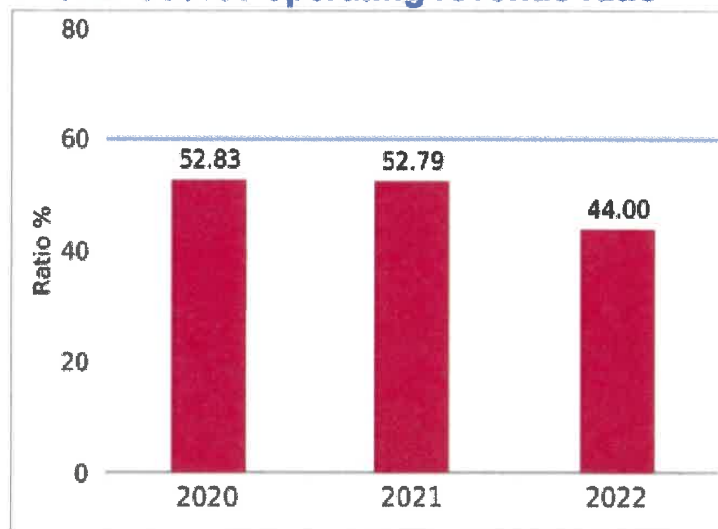
This ratio assesses the impact of uncollected rates and annual charges on Council's liquidity and adequacy of recovery efforts and practices of Council. The benchmark is less than 10%.

Financial Benchmarks	2022	2021	2020	2019
Upper Lachlan (Group 10)	3.18%	2.42%	2.67%	2.39%
Blayney (Group 10)	1.58%	1.46%	2.84%	2.27%
Oberon Council (Group 10)	6.44%	7.57%	10.12%	10.17%
Yass Valley (Group 11)	N/A	6.25%	5.78%	7.18%
NSW Average	N/A	N/A	6.90%	6.08%
Group 10 Average	N/A	N/A	8.10%	7.40%

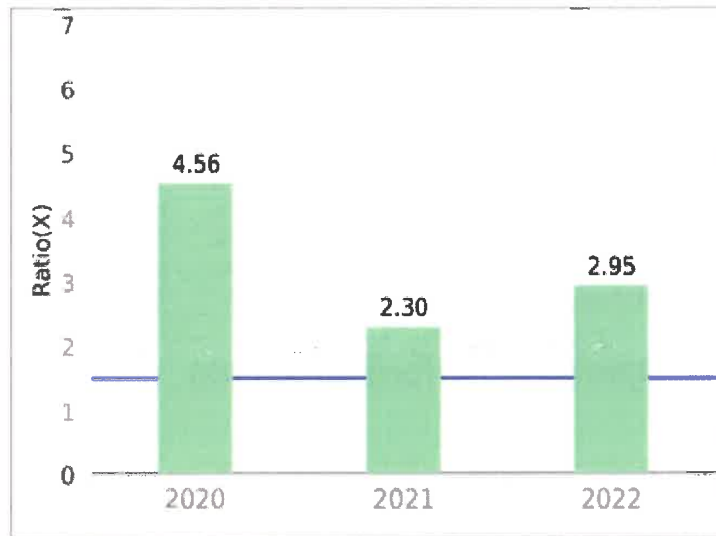
1. Operating performance ratio



2. Own source operating revenue ratio



3. Unrestricted current ratio



4. Debt service cover ratio



16. COMMUNITY STRATEGIC PLANNING FRAMEWORK: INTEGRATED PLANNING AND REPORTING

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

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

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

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

- The NSW Premier's Priorities in Action;
- Southern Tablelands Regional Economic Development Strategy 2023 Update;
- Destination Southern NSW Destination Management Plan 2022-2030;
- Tablelands Destination Development Plan 2020;
- Long Term Financial Plan;
- Infrastructure Plan;
- Workforce Plan;
- Upper Lachlan Tourism Strategic Plan 2020;
- Upper Lachlan Local Environmental Plan 2010;
- Upper Lachlan Section 94 Development Contributions Plan 2007 (Section 7.11);
- Upper Lachlan Section 94A Development Contributions Plan 2012 (Section 7.12);
- Upper Lachlan Section 64 Development Servicing Plans (Water Supply Schemes and Sewerage Schemes) 2008;
- Upper Lachlan State of Environment Report;
- Upper Lachlan Social and Community Plan 2018;
- Upper Lachlan Public Access and Mobility Plan (PAMP);
- Upper Lachlan Community Heritage Study;
- Upper Lachlan Flood Risk Management Plan and Study 2016;
- Upper Lachlan Cultural Plan 2017-2020;
- Upper Lachlan Information Technology Strategic Plan 2019-2021.

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

Council's Strategic Planning Framework

Community Strategic Plan

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

Strategies

Delivery Program

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

Activities (Programs and Projects)

Operational Plan

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

*This Delivery Program is designed to coincide with the term of the Council. The Delivery Program is prepared in accordance with the Integrated Planning and Reporting requirements. Note: The next local government election is in September 2024.

17. NSW PREMIER'S PRIORITIES IN ACTION

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

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

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

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

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

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

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

NSW Premier's Key Priorities

Priority Number	NSW Premier's Priority	Strategic Pillar	CSP Strategy (Role of Council and/or Government Agencies)
1	Creating Jobs	Strategic Pillar 3 – Our Economy	<p>*This is a shared Council / Government action</p> <p>Strategy B.1 - Promote the region as an ideal location for businesses and industry.</p> <p>Strategy B.3 - Partner with businesses and other organisations to attract and retain skilled employees.</p> <p>Strategy B.4 - Enhance economic resilience to adapt and respond to shocks like COVID 19 and natural disasters.</p>

Priority Number	NSW Premier's Priority	Strategic Pillar	CSP Strategy (Role of Council and/or Government Agencies)
			<p>Strategy B.6 - Support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants.</p> <p>Strategy B.7 - Support our young people to access surrounding education, training and employment pathways.</p> <p>Strategy B.8 - Advocate for better telecommunications connectivity to support local education, training, and employment opportunities.</p> <p>Strategy E.4 - Council actively participates in regional bodies such as CRJO to identify innovations and opportunities for our region.</p>
2	Building Infrastructure	Strategic Pillar 4 – Our Infrastructure	<p>*This is a shared Council / Government action</p> <p>Strategy D.1 - Plan for, maintain and improve road corridor networks.</p> <p>Strategy D.2 - Advocate for funding to improve road corridor conditions and connectivity.</p> <p>Strategy D.5 - Develop infrastructure and attractions that emphasise the natural and heritage features of the region.</p> <p>Strategy D.7 - Infrastructure improvements and additions support our communities and enhance visitor experiences.</p> <p>Strategy D.9 - Advocate to State and Federal Government agencies for infrastructure that meets the needs of all people in our communities and our visitors.</p> <p>Strategy D.14 - Advocate for a more stable communication network.</p> <p>Strategy E.7 - Manage assets in a proactive way across their lifespan within resources limitations.</p>
3	Reducing domestic violence	Strategic Pillar 1 – Our Community	<p>*This is a State Government action</p> <p>Strategy A.1 - Our community has access to health and community services that support physical health and mental wellbeing through all life stages.</p>
4	Improving service levels in hospitals	Strategic Pillar 1 – Our Community	<p>*This is a State Government action</p> <p>Strategy A.3 - Advocate State and Federal Government agencies for infrastructure and services that meet the health and wellbeing needs of the community.</p>
5	Tackling childhood obesity	Strategic Pillar 1 – Our Community	<p>*This is a State Government action</p> <p>Strategy A.3 - Advocate State and Federal Government agencies for infrastructure and services that meet the health and wellbeing needs of the community.</p>
6	Improving education	Strategic Pillar 3 – Our	<p>*This is a State Government action</p> <p>Strategy B.7 - Support our young people to access</p>

Priority Number	NSW Premier's Priority results	Strategic Pillar	CSP Strategy (Role of Council and/or Government Agencies)
		Economy	surrounding education, training and employment pathways. Strategy B.8 - Advocate for better telecommunications connectivity to support local education, training, and employment opportunities. Strategy D.14 - Advocate for a more stable communication network.
7	Protecting our kids	Strategic Pillar 1 – Our Community	*This is a State Government action Strategy A.1 - Our community has access to health and community services that support physical health and mental wellbeing through all life stages. Strategy A.7 - Support participation in a broad range of activities to foster community connectivity and informal support networks. Strategy E.11 - We aim to engage 'hard to reach' parts of our community in decisions that affect them and our region.
8	Reducing youth homelessness	Strategic Pillar 1 – Our Community	*This is a State Government action Strategy A.1 - Our community has access to health and community services that support physical health and mental wellbeing through all life stages.
9	Driving public sector diversity	Strategic Pillar 5 – Our Civic Leadership	*This is a shared Council / Government action Strategy E.1 - Council practices and processes are undertaken in an efficient manner that meets legislative requirements. Strategy E.2 - Make doing business with Council easier. Strategy E.3 - Governance provides a sound basis for decision making. Strategy E.4 - Council actively participates in regional bodies such as CRJO to identify innovations and opportunities for our region. Strategy B.3 - Partner with businesses and other organisations to attract and retain skilled employees. Strategy B.5 - Foster strategic partnerships with tourism authorities to harness marketing and attraction opportunities.
10	Keeping our environment clean	Strategic Pillar 2 – Our Environment	*This is a shared Council / Government action Strategy C.1 - Protect and enhance the existing natural environment, including flora and fauna native to the region. Strategy C.2 - Implement effective integrated weed and pest animal management. Strategy C.3 - Protect and rehabilitate waterways and catchments.

Priority Number	NSW Premier's Priority	Strategic Pillar	CSP Strategy (Role of Council and/or Government Agencies)
			<p>Strategy C.4 - To investigate and implement approaches to reduce our carbon footprint.</p> <p>Strategy C.5 - To investigate and adopt environmental sustainability practices and purchasing across the organisation.</p> <p>Strategy C.6 - Maintain a balance between growth, development, environmental protection agriculture through sensible planning.</p>
11	Faster housing approvals	Strategic Pillar 2 – Our Environment	<p>*This is a shared Council / Government action</p> <p>Strategy C.6 - Maintain a balance between growth, development, environmental protection agriculture through sensible planning.</p> <p>Strategy C.7 - Consider community feedback, local character and identity, economic factors and social impact in planning decisions.</p> <p>Strategy C.8 - Encourage positive social and environmental contributions from developers.</p>
12	Improving government services	Strategic Pillar 5 – Our Civic Leadership	<p>*This is a shared Council / Government action</p> <p>Strategy E.4 - Council actively participates in regional bodies such as CRJO to identify innovations and opportunities for our region.</p> <p>Strategy E.8 - Our community is empowered to access engagement opportunities and provide input into the future direction of the region.</p> <p>Strategy E.11 - We aim to engage 'hard to reach' parts of our community in decisions that affect them and our region.</p> <p>Strategy D.6 - Our community infrastructure is accessible and fosters inclusive, healthy and active recreation.</p> <p>Strategy D.7 - Infrastructure improvements and additions support our communities and enhance visitor experiences.</p> <p>Strategy B.2 - Foster a diverse and resilient agricultural industry.</p> <p>Strategy B.4 - Enhance economic resilience to adapt and respond to shocks like COVID 19 and natural disasters.</p>



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

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

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

COMMUNITY SURVEYS

Following on from the initial community survey in 2012, Piazza Research completed a new survey in 2015 by utilising a telephone survey, supported by a secure online survey, of community members. 211 surveys were completed or 3% of the population in the Shire. The community survey findings demonstrated overall satisfaction with Council services was high with 68% of respondents being satisfied.

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

COMMUNITY STRATEGIC PLAN DEVELOPMENT

The Upper Lachlan Community Strategic Plan Towards 2042 has replaced the Tablelands Regional Community Strategic Plan 2016-2036, and took effect on 1 July 2022.

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

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

- Inception March-April 2021: Desktop review of current Community Strategic Plans, relevant state strategies, research findings and data sets.
- May-August 2021: Prepare and implement the Community Engagement Strategy.

- August-September 2021: Analyse engagement findings and prepare and issue Community Engagement Report.
- September-December 2021: Prepare and issue a Draft Regional Community Strategic Plan (including individual council chapters), including indicators. This included peer review of the existing Tablelands Regional Community Strategic Plan 2016-2036.
- February 2022: Present the Draft Community Strategic Plan to individual councils.

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

- Key Stakeholder Identification, Engagement and Register;
- Methods of Key Community Engagement Activities determined; and
- Community Engagement Strategy developed.

The community engagement activities in Upper Lachlan LGA included:-

- On-line Community Survey;
- Telephone surveys by Projectura and Taverner Research;
- Discussion Guides, Project Media Releases and Have Your Say web link;
- Council website and local media channels promotion and information dissemination;

Total participation in community engagement included 279 people or 3.40% of the population engaged. There were no community workshops/meetings held face to face due to COVID-19 pandemic impacts and health regulation restrictions in 2021.

PLANNING PRINCIPLES

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

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

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

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

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

19. COMMUNITY STRATEGIC PLAN – STRATEGIC PILLARS AND ASPIRATIONS

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

OUR STRATEGIC PILLARS

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

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

CSP STRATEGIES

1. Our Community (CO)

Strategy A.1 - Our community has access to health and community services that support physical health and mental wellbeing through all life stages.

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

Strategy A.3 - Advocate State and Federal Government agencies for infrastructure and services that meet the health and wellbeing needs of the community.

Strategy A.4 - Our Traditional Owners and First Nations people ongoing and historic connection to Country is acknowledged.

Strategy A.5 - Events celebrate the identity of our towns, produce, heritage and culture.

Strategy A.6 - Support the community by encouraging creative expression through arts and culture.

Strategy A.7 - Support participation in a broad range of activities to foster community connectivity and informal support networks.

Strategy A.8 - Support and promote services, community groups and local initiatives as a way of supporting residents and welcoming and including new residents.

2. Our Environment (EN)

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

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

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

Strategy C.4 - To investigate and implement approaches to reduce our carbon footprint.

Strategy C.5 – To investigate and adopt environmental sustainability practices and purchasing across the organisation.

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

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

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

3. Our Economy (EC)

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

Strategy B.2 - Foster a diverse and resilient agricultural industry.

Strategy B.3 - Partner with businesses and other organisations to attract and retain skilled employees.

Strategy B.4 - Enhance economic resilience to adapt and respond to shocks like COVID 19 and natural disasters.

Strategy B.5 - Foster strategic partnerships with tourism authorities to harness marketing and attraction opportunities.

Strategy B.6 - Support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants.

Strategy B.7 - Support our young people to access surrounding education, training and employment pathways.

Strategy B.8 - Advocate for better telecommunications connectivity to support local education, training, and employment opportunities.

4. Our Infrastructure (IN)

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

Strategy D.2 - Advocate for funding to improve road corridor conditions and connectivity.

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

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

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

Strategy D.6 - Our community infrastructure is accessible and fosters inclusive, healthy and active recreation.

Strategy D.7 - Infrastructure improvements and additions support our communities and enhance visitor experiences.

Strategy D.8 - Management of community infrastructure is supported by strong relationships between Council and community groups and used to the maximum extent possible.

Strategy D.9 - Advocate to State and Federal Government agencies for infrastructure that meets the needs of all people in our communities and our visitors.

Strategy D.10 - Provide high quality reliable water supply to communities.

Strategy D.11 - Provide safe and efficient sewerage services to communities.

Strategy D.12 - Our recycling and waste management practices are accessible and efficient.

Strategy D.13 - Advocate for servicing of mobile telephone blackspot areas.

Strategy D.14 - Advocate for a more stable communication network.

5. Our Civic Leadership (CL)

Strategy E.1 - Council practices and processes are undertaken in an efficient manner that meets legislative requirements.

Strategy E.2 - Make doing business with Council easier.

Strategy E.3 - Governance provides a sound basis for decision making.

Strategy E.4 - Council actively participates in regional bodies such as CRJO to identify innovations and opportunities for our region.

Strategy E.5 - Manage resources in a responsible manner that supports the ongoing viability of Council.

Strategy E.6 - Seek out and pursue income generating opportunities for Council.

Strategy E.7 - Manage assets in a proactive way across their lifespan within resources limitations.

Strategy E.8 - Our community is empowered to access engagement opportunities and provide input into the future direction of the region.

Strategy E.9 - Council understands the aspirations of the community and seeks to work together to solve local issues.

Strategy E.10 - Residents have access to timely, relevant and accurate information on matters that affect them.

Strategy E.11 - We aim to engage 'hard to reach' parts of our community in decisions that affect them and our region.

Aspirations

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

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

Quadruple Bottom Line

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

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

20. DELIVERY PROGRAM ACTIONS

From the community consultation and engagement process in 2021 and 2016 a number of outcomes to be pursued were identified by the community. Through the assistance of the community, the Council has developed Delivery Program Actions which are integrated with the five CSP Pillars and Strategic Objectives.

The Delivery Program Actions are outlined below:-

1. CSP STRATEGIC PILLAR - COMMUNITY:

- 1) Support the retention of medical and health care facilities in the towns.
- 2) Support provision of ageing population services and aged accommodation.
- 3) Community services for young, aged, disabled, and people from diverse cultural backgrounds.
- 4) Retain the youth population demographic and provide appropriate facilities.
- 5) Protect all significant heritage sites to preserve the diverse history of the Shire.
- 6) Social inclusion for all disparate communities.
- 7) Manage and upgrade Council's public buildings and community centres.
- 8) Encourage recreational, cultural and leisure activities while maintaining public safety standards.

2. CSP STRATEGIC PILLAR - ENVIRONMENT:

- 1) Address environmental degradation issues, i.e. noxious weeds control.
- 2) Promote environmentally sustainable developments.
- 3) Promote use of green and renewable energy.
- 4) Pursue Section 7.12 Development Contributions (former Section 94A) payments for all State Significant – Designated Developments.
- 5) Support land care initiatives to restore and beautify natural resources.
- 6) Improve water supply and sewerage facilities to towns.
- 7) Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.

3. CSP STRATEGIC PILLAR - ECONOMY:

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

4. CSP STRATEGIC PILLAR – INFRASTRUCTURE:

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

5. CSP STRATEGIC PILLAR – CIVIC LEADERSHIP:

- 1) Participate in resource sharing initiatives.
- 2) Lobby other levels of Government for increased share of funding distribution.
- 3) Promote community engagement and involvement in decision making processes.
- 4) Leadership and commitment to integrated planning and reporting (IP&R).



21. ACHIEVING OUR COMMUNITY STRATEGIC PLAN GOALS

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

CSP STRATEGIC PILLAR NO. 1 - COMMUNITY

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
1.1 - Support the retention of medical and health care facilities in the towns.	Support medical practitioners by facilitation of available community buildings for health care service provision.	Director of Infrastructure and Chief Executive Officer	Strategy A.3 - Advocate State and Federal Government agencies for infrastructure and services that meet the health and wellbeing needs of the community. 5. People attaining health and wellbeing.	2023 - 2026
1.2 - Support provision of ageing population services and aged accommodation.	Liaise with government agencies and associated community groups in advocating for adequate aged care services and accommodation.	Director of Environment and Planning	Strategy A.1 - Our community has access to health and community services that support physical health and mental wellbeing through all life stages. 2. Community liaison to preserve and enhance community facilities.	2023 - 2026
1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Implementation of actions identified in the Social and Community Plan, Disability Inclusion Plan, Cultural Plan and Ageing Strategy.	Director of Environment and Planning	Strategy A.6 - Support the community by encouraging creative expression through arts and culture. 6. Resilient and adaptable communities.	2023 - 2026
1.4 - Retain the youth population demographic and provide appropriate facilities.	Number of consultations held with youth groups. Continue support of the Youth Committees.	Director of Environment and Planning	Strategy A.7 - Support participation in a broad range of activities to foster community connectivity and informal support networks. 2. Community liaison to preserve and enhance community facilities.	2023 - 2026

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
1.5 - Protect significant heritage sites to preserve the diverse history of the Shire.	Heritage sites receiving funding over three year program.	Director of Environment and Planning	Strategy A.5 - Events celebrate the identity of our towns, produce, heritage and culture. 1. A built environment enhancing the lifestyle of a diverse community.	Annual funding
1.6 - Social inclusion for all disparate communities.	Provision of recreational opportunities and upgrade to existing public recreational facilities within the Shire towns.	Director of Environment and Planning	Strategy A.2 - Our community driven sports and recreation groups are supported. 6. Resilient and adaptable communities.	2023 - 2026
1.7 - Manage and upgrade Council's public buildings and community centres.	Preparation and review of Council buildings and strategy on future arrangements.	Director of Infrastructure	Strategy A.7 - Support participation in a broad range of activities to foster community connectivity and informal support networks. 2. Community liaison to preserve and enhance community facilities.	2023 - 2026
1.8 - Encourage recreational, cultural and leisure activities while maintaining public safety standards.	Provide funding for existing library and swimming pool facilities. Also, manage animal control and sporting grounds activities.	All three Council Department Directors	Strategy A.2 - Our community driven sports and recreation groups are supported. 2. Community liaison to preserve and enhance community facilities.	2023 - 2026

CSP STRATEGIC PILLAR NO. 2 - ENVIRONMENT

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
2.1 - Address environmental degradation issues, i.e. noxious weeds control.	Review of Biosecurity Management Strategy.	Director of Environment and Planning	Strategy C.1 - Protect and enhance the existing natural environment, including flora and fauna native to the region. Strategy C.2 - Implement effective integrated weed and pest animal management. 3. A healthy natural environment.	2023 - 2026
2.2 - Promote environmentally sustainable developments (ESD).	Review, update and implementation of Upper Lachlan Local Environmental Plan (LEP) and Development Control Plan (DCP).	Director of Environment and Planning	Strategy C.6 - Maintain a balance between growth, development, environmental protection agriculture through sensible planning. Strategy C.7 - Consider community feedback, local character and identity, economic factors and social impact in planning decisions. 4. A prosperous economy with the balanced use of our land.	2023 - 2026
2.3 - Promote use of green and renewable energy.	Council promote alternate energy initiatives. Review Climate Change Adaption Strategy and development of Resilience Framework.	Director of Environment and Planning	Strategy C.4 - To investigate and implement approaches to reduce our carbon footprint. 3. A healthy natural environment.	2023 - 2026
2.4 - Pursue Section 7.12 Development Contributions (former Section 94A) payments for all State Significant - Designated Developments.	Council is to manage and distribute the funds through a Community Enhancement Program for each wind farm committee.	Director of Environment and Planning	Strategy C.8 - Encourage positive social and environmental contributions from developers. Strategy B.2 - Foster a diverse and resilient agricultural industry. 1. A built environment enhancing the lifestyle of a diverse community.	2023 - 2026
2.5 - Support land care initiatives to restore and beautify natural resources.	Continued partnership working to protect our environment by enhancing land and waterways to sustain natural ecosystems.	Director of Environment and Planning	Strategy C.3 - Protect and rehabilitate waterways and catchments. 2. Community liaison to preserve and enhance community facilities.	2023 - 2026

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
2.6 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Council provide a strategy for future waste service provision. Implement improvement works to Crookwell landfill/waste centre and the village waste transfer stations to ensure compliance with EPA guidelines.	Director of Environment and Planning	Strategy D.12 - Our recycling and waste management practices are accessible and efficient. 7. Responsible and efficient use of resources.	2023 - 2026
2.7 - Improve water supply and sewerage facilities to towns.	Implement town water supply and sewerage improvement programs and include within Long Term Financial Plan (LTFP).	Director of Environment and Planning	Strategy D.10 - Provide high quality reliable water supply to communities. Strategy D.11 - Provide safe and efficient sewerage services to communities. 2. A healthy natural environment.	2023 - 2026

CSP STRATEGIC PILLAR NO. 3 - ECONOMY

<u>Delivery Program Actions</u>	<u>Performance Measures</u>	<u>Responsibility</u>	<u>CSP Strategy and Aspiration</u>	<u>Timeframe</u>
3.1 - Financial viability of Council.	Long-term Financial Planning model implemented.	Director of Finance and Administration	Strategy E.5 - Manage resources in a responsible manner that supports the ongoing viability of Council. 7. Responsible and efficient use of resources.	Reviewed annually 2023 – 2026
3.2 - Prudent financial management.	Achieve Financial Statements performance benchmarks.	Director of Finance and Administration	Strategy E.6 - Seek out and pursue income generating opportunities for Council. 8. Transparent and accountable governance.	Reviewed annually 2023 – 2026
3.3 - Encourage sustainable population growth and provision of associated infrastructure.	1. Implementation of Southern Tablelands Regional Economic Development Strategy (REDS). 2. Implementation of local Business and Economic Development Strategic Plan dovetails into REDS priorities.	Chief Executive Officer	Strategy B.6 - Support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants. 4. A prosperous economy with the balanced use of our land.	2023 – 2026
3.4 - Assist facilitation of employment opportunities.	Number of contacts with existing businesses and grant application preparation resources provided to assist businesses.	Chief Executive Officer	Strategy B.7 - Support our young people to access surrounding education, training and employment pathways. 7. Responsible and efficient use of resources.	2023 – 2026
3.5 - Encourage and support viable local businesses.	Tourism business unit is to prepare two business promotions annually.	Chief Executive Officer	Strategy B.6 - Support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants. Strategy B.1 - Promote the region as an ideal location for businesses and industry. 4. A prosperous economy with the balanced use of our land.	2023 – 2026
3.6 - Promote tourism opportunities.	Marketing and promotion is timely, professional, informative and responsive to user needs. Capitalise on Canberra Region brand opportunities.	Chief Executive Officer	Strategy B.5 - Foster strategic partnerships with tourism authorities to harness marketing and attraction opportunities. 2. Community liaison to preserve and enhance community facilities.	2023 – 2026

CSP STRATEGIC PILLAR NO. 4 – INFRASTRUCTURE

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
4.1 - Improve local road and regional road transport networks.	Manage road assets to ensure public safety. Road Hierarchy reviewed and reported to Council. Pavement rehabilitation on regional roads.	Director of Infrastructure	Strategy D.1 - Plan for, maintain and improve road corridor networks. 7. Responsible and efficient use of resources.	2023 - 2026
4.2 - Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Asset Management Plans and Asset Strategies by each Asset Class are developed and recommendations implemented.	Director of Infrastructure	Strategy D.8 - Management of community infrastructure is supported by strong relationships between Council and community groups and used to the maximum extent possible. 2. Community liaison to preserve and enhance community facilities.	2023 - 2026
4.3 - Bitumen sealing all urban streets in towns.	Prepare 4 year road capital works program budget and review works priorities annually.	Director of Infrastructure	Strategy D.1 - Plan for, maintain and improve road corridor networks. 1. A built environment enhancing the lifestyle of a diverse community.	2023 - 2026 Annual program
4.4 - Develop town and CBD beautification programs.	Implement town main street beautification works.	Director of Infrastructure	Strategy D.4 - Encourage community pride through the beautification of our towns and rural areas. 2. Community liaison to preserve and enhance community facilities.	2023 - 2026
4.5 - Lobby for improved mobile telephone and broadband services.	Advocate Federal Government agencies to ensure regional and rural areas are included in the roll out of technological initiatives.	Director of Infrastructure	Strategy D.13 - Advocate for servicing of mobile telephone blackspot areas. Strategy D.14 - Advocate for a more stable communication network. 1. A built environment enhancing the lifestyle of a diverse community.	2023 - 2026

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
4.6 - Develop new and upgrade existing footpaths and cycleway networks.	Implement the Pedestrian Access and Mobility Plan (PAMP) to create links to community services in conjunction with NSW Government Stronger Country Communities Fund program.	Director of Infrastructure	Strategy D.6 - Our community infrastructure is accessible and fosters inclusive, healthy and active recreation. 1. A built environment enhancing the lifestyle of a diverse community.	2023 - 2026
4.7 - Upgrade stormwater and kerb and guttering in towns.	Stormwater Management Plans created and recommendations progressively implemented in a 4 year capital works budget.	Director of Infrastructure	Strategy D.7 - Infrastructure improvements and additions support our communities and enhance visitor experiences. 2. A healthy natural environment.	2023 - 2026
4.8 - Replace bridges on local and regional roads.	Implementation of the bridge replacement program with funding to be sourced from external funding bodies.	Director of Infrastructure	Strategy E.7 - Manage assets in a proactive way across their lifespan within resources limitations. 7. Responsible and efficient use of resources.	2023 - 2026
4.9 - Flood Risk Management Plans created for Crookwell Gunning, Taralga and Collector.	Implementation of Flood Risk Management Plan recommendations.	Director of Environment and Planning and Director of Infrastructure	Strategy C.5 – To investigate and adopt environmental sustainability practices and purchasing across the organisation. 4. A prosperous economy with the balanced use of our land.	2023 - 2026
4.10 Transport link priority projects to State Parks including the Wombeyan Caves Road, Tablelands Way and Grabine Road reconstruction and upgrade to facilitate economic benefits to the region.	Pursue grant funding opportunities that deliver on the pursuit of regional economic growth benefits. Deliver grant projects and improve road infrastructure assets with potential to stimulate the local economy and grow businesses.	Director of Infrastructure	Strategy D.2 - Advocate for funding to improve road corridor conditions and connectivity. Strategy B.4 - Enhance economic resilience to adapt and respond to shocks like COVID 19 and natural disasters. Strategy B.6 - Support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants. 4. A prosperous economy with the balanced use of our land.	2023 – 2026

CSP STRATEGIC PILLAR NO. 5 – CIVIC LEADERSHIP

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
5.1 - Participate in resource sharing initiatives.	Report projects to Council every year. Achieve annualised \$ savings through participation in Canberra Region Joint Organisation (CRJO) projects.	Chief Executive Officer	Strategy E.4 - Council actively participates in regional bodies such as CRJO to identify innovations and opportunities for our region. Strategy E.1 - Council practices and processes are undertaken in an efficient manner that meets legislative requirements. 7. Responsible and efficient use of resources.	Reviewed annually 2023 - 2026
5.2 - Lobby peak industry bodies and other levels of government for increased share of grant funding distribution.	NSW Government implement a Grants Commission review and amendment to financial assistance grants (FAG) distribution to rural and regional councils.	Chief Executive Officer	Strategy E.8 - Our community is empowered to access engagement opportunities and provide input into the future direction of the region. 8. Transparent and accountable governance.	2023 - 2026
5.3 - Promote community engagement and involvement in decision making processes.	Regular community meetings and Committees of Council outcomes achieved. Community Survey undertaken every four years.	Chief Executive Officer and Director of Finance and Administration	Strategy E.9 - Council understands the aspirations of the community and seeks to work together to solve local issues. Strategy E.11 - We aim to engage 'hard to reach' parts of our community in decisions that affect them and our region. 6. Resilient and adaptable communities.	2023 - 2026
5.4 - Leadership and commitment to integrated planning and reporting (IP&R).	Council's IP&R documents clearly articulate the Council's direction across all strategy platforms and performance management efficiency is evident to the community.	Chief Executive Officer and Director of Finance and Administration	Strategy E.2 - Make doing business with Council easier. Strategy E.3 - Governance provides a sound basis for decision making. 8. Transparent and accountable governance.	Reviewed annually 2023 - 2026

UPPER LACHLAN SHIRE COUNCIL+D:AS DELIVERY PROGRAM CAPITAL EXPENDITURE BUDGET - 2023/2024 to 2026/2027 Capital Expenditure - Acquisition/Renewal of Assets		Funding Types:			
		7.11 - Section 7.11		CG - Capital Grant	
		RR - Recurrent Reve		OG - Operating Grant	
		R - Transfer from Reserve		M - Mixed Funding	
				L - Loans & Borrowings	
Job Description	Budget Estimate 2023/2024	Budget Estimate 2024/2025	Budget Estimate 2025/2026	Budget Estimate 2026/2027	Total 4 Year Delivery Program
<u>GENERAL FUND</u>					
1.COMMUNITY					
Health Services, Medical Centres - (Internal Painting Crookwell Health Cottage)		60,000			60,000
Public Libraries					
Crookwell and Gunning Libraries - Computers, Printers, Network	10,000	11,000	12,000	13,000	46,000
Crookwell and Gunning Libraries - Office Equipment, Furniture & Fittings	5,000	5,000	5,000	5,000	20,000
Public Halls, Cultural Services, Community Centres and Museums					
Tuena Hall Recreation Area - Toilet Block & RV Dump Point		125,000			125,000
Energy Master Plan - Installations	20,000	30,000			50,000
Upgrade electrical switchboard - various locations		5,000			5,000
Crookwell Memorial Hall - Install access to roof space		30,000			30,000
Banfield House - rectify Disabled access ramp		50,000			50,000
Gunning Golf Club - Building demolition & replacement		90,000			90,000
Gunning Court House - Toilet Block		30,000			30,000
Building Emergency Lighting - various Halls & Council Buildings (Tfr from Building Reserve)	40,000				40,000
Gunning Court House - Equipment improvements (GCA Grant + Community Funded)	30,000				30,000
Senior Citizens Centre- Exterior Painting		15,000			15,000
Binda Hall- Insulate ceiling and stormwater drainage	7,000				7,000
Bigga Hall- Exterior Painting (exc front wall)	25,000				25,000

UPPER LACHLAN SHIRE COUNCIL+D:AS DELIVERY PROGRAM CAPITAL EXPENDITURE BUDGET - 2023/2024 to 2026/2027 Capital Expenditure - Acquisition/Renewal of Assets		Funding Types: 7.11 - Section 7.11 RR - Recurrent Reve R - Transfer from Reserve		CG - Capital Grant OG - Operating Grant M - Mixed Funding L - Loans & Borrowings	
Job Description	Budget Estimate 2023/2024	Budget Estimate 2024/2025	Budget Estimate 2025/2026	Budget Estimate 2026/2027	Total 4 Year Delivery Program
<i>Sporting Grounds and Parks and Gardens</i>					
Gunning Showground Amenities Project (SCCF3 Grant)	622,724				622,724
Gunning Showground - Electricity Upgrades (Transfer from Building Reserve)	243,210				243,210
Coleman Park, Crookwell (MAAC precinct) - Inclusive Play Space	636,400				636,400
Lin Cooper Field, Crookwell - Replace Change Rooms (RSFF Grant funded)	998,601				998,601
Memorial Oval- Floor Scrubber	6,000				6,000
<i>Swimming Pools</i>					
Crookwell Swimming Pool - Aquatic & Activity Centre					
Project Phase 2b Indoor Pool \$2.25m (LRCL, MCSFF)	3,254,268				3,254,268
Gunning Swimming Pool - Structural Improvements	35,000				35,000
Gunning Swimming Pool - Amenities Block (Female Friendly Sports Facilities)	515,000				515,000
Total Community Expenditure	6,448,203	451,000	17,000	18,000	6,934,203

UPPER LACHLAN SHIRE COUNCIL+D:AS DELIVERY PROGRAM CAPITAL EXPENDITURE BUDGET - 2023/2024 to 2026/2027 Capital Expenditure - Acquisition/Renewal of Assets		Funding Types: 7.11 - Section 7.11 RR - Recurrent Reve R - Transfer from Reserve		CG - Capital Grant OG - Operating Grant M - Mixed Funding L - Loans & Borrowings	
Job Description	Budget Estimate 2023/2024	Budget Estimate 2024/2025	Budget Estimate 2025/2026	Budget Estimate 2026/2027	Total 4 Year Delivery Program
<u>GENERAL FUND</u>					
2. ENVIRONMENT					
<i>Town Planning and Development Control</i>					
GIS upgrade - Remap shire for LEP (Transfer from Reserves)	87,500				87,500
<i>Waste Centres, Rubbish Tips and Street Cleaning</i>					
Village Transfer Stations Upgrades		40,000			40,000
Village Landfill Remediation (capping of satellite transfer station)			267,000		267,000
Solar Power Installations at Crookwell, Taralga, Bigga, Collector	17,000	17,850	18,743	19,680	73,272
Crookwell Waste Centre 2023-2024 - Loan Funding	1,400,000				1,400,000
Crookwell Waste Centre 2023-2024 - DWM Reserves Funding	500,000				500,000
<i>Domestic Waste Management (DWM)</i>					
DWM Plant Net Replacement Cost - (see Plant Schedule)	20,000			505,000	525,000

UPPER LACHLAN SHIRE COUNCIL+D:AS DELIVERY PROGRAM CAPITAL EXPENDITURE BUDGET - 2023/2024 to 2026/2027 Capital Expenditure - Acquisition/Renewal of Assets		Funding Types: 7.11 - Section 7.11 RR - Recurrent Reve R - Transfer from Reserve		CG - Capital Grant OG - Operating Grant M - Mixed Funding L - Loans & Borrowings	
Job Description	Budget Estimate 2023/2024	Budget Estimate 2024/2025	Budget Estimate 2025/2026	Budget Estimate 2026/2027	Total 4 Year Delivery Program
<u>WATER SUPPLY FUND</u>					
<i>Crookwell Water Supply Fund</i>					
Mains Replacement - General	150,000	150,000	150,000	150,000	600,000
Computer Replacement Water Treatment Plant (PC)	2,500				2,500
Water Plant Fleet Net Replacement Cost - (see Plant Schedule)		185,000	179,000		364,000
<i>Gunning Water Supply Fund</i>					
Mains Replacement	60,000	60,000	60,000	60,000	240,000
Clear SCADA 2 x Client PC replacement	16,800				16,800
<i>Dalton Water Supply Fund</i>					
Mains Replacements	30,000	30,000	30,000	30,000	120,000
<i>Taraalga Water Supply Fund</i>					
Loan Principal Reduction (Loan 170 - Finalised 9/2/2037)	17,157	18,235	19,400	20,879	75,671
Mains Replacements	50,000	50,000	50,000	50,000	200,000
Taraalga Dam - Design & Assessment (Black Summer Bushfire Recovery Grant)	795,000				795,000
Total Water Supply Services Expenditure	1,121,457	493,235	488,400	310,879	2,413,971

UPPER LACHLAN SHIRE COUNCIL+D:AS DELIVERY PROGRAM CAPITAL EXPENDITURE BUDGET - 2023/2024 to 2026/2027 Capital Expenditure - Acquisition/Renewal of Assets		Funding Types: 7.11 - Section 7.11 RR - Recurrent Reve R - Transfer from Reserve		CG - Capital Grant OG - Operating Grant M - Mixed Funding L - Loans & Borrowings	
Job Description	Budget Estimate 2023/2024	Budget Estimate 2024/2025	Budget Estimate 2025/2026	Budget Estimate 2026/2027	Total 4 Year Delivery Program
<u>SEWERAGE FUND</u>					
<i>Crookwell Sewerage Fund</i>					
Sewerage Pumping Station Upgrades/ pump replacements	30,000	15,000	15,000		60,000
Sewer Main Rehabilitation / Renewal	100,000	100,000	100,000	100,000	400,000
Geo Tube for Sludge Drying	7,500				7,500
Integration of Water & Sewer Telemetry systems network	10,000	10,000	10,000	10,000	40,000
Infiltration Testing program 1/3 Reticulation network p.a (2021/2022 project)	250,000	220,000	220,000		690,000
Solar PV Installation	75,000				75,000
New Headworks Stop Screen/Grit Removal (2021/2022 project)	225,000				225,000
Pump Station Upgrade - Kennedy Street	260,000				260,000
<i>Gunning Sewerage Fund</i>					
Sewer Main Rehabilitation / Renewal	40,000				40,000
Sewer Relining (2021/2022 Project)	112,500				112,500
<i>Taralga Sewerage Fund</i>					
Loan Principal Reduction (Loan 170 - Finalised 9/2/2037)	4,007	4,259	4,531	4,876	17,673
Sewer Main Rehabilitation / Renewal	10,000	10,000	10,000	10,000	40,000
UV System Installation and Effluent Reuse System	105,000				105,000
Total Sewerage Services Expenditure	1,229,007	359,259	359,531	124,876	2,072,673
Total Environment Expenditure	4,374,964	910,344	1,133,674	960,435	7,379,417

UPPER LACHLAN SHIRE COUNCIL+D:AS DELIVERY PROGRAM CAPITAL EXPENDITURE BUDGET - 2023/2024 to 2026/2027 Capital Expenditure - Acquisition/Renewal of Assets		Funding Types:			
		7.11 - Section 7.11		CG - Capital Grant	
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Job Description	Budget Estimate 2023/2024	Budget Estimate 2024/2025	Budget Estimate 2025/2026	Budget Estimate 2026/2027	Total 4 Year Delivery Program
<u>GENERAL FUND</u>					
3. ECONOMY					
<i>Financial Services</i>					
Loans - Principal Reduction (Bridges Loan 172 - Finalised 23/12/2024)	154,483	82,258			236,741
Loans - Principal Reduction (Memorial Oval 173 - Finalised 28/06/2029)	98,230	101,030	104,070	107,065	410,395
Loans - Principal Reduction (Timber Bridges 2019-2020)	196,464	202,399	207,722	213,030	819,615
Loans - Principal Reduction (Timber Bridges 2020-2021)	94,758	96,662	98,843	100,931	391,195
Loans - Principal Reduction (MAAC Crookwell 2021-2022)	42,100	43,637	45,711	47,496	178,945
Loans - Principal Reduction (Crookwell Waste Centre 2022-2023)	54,668	113,512	119,317	125,419	412,916
Loans - Principal Reduction (MAAC Heated Pool 2023-2024)	13,953	29,078	30,715	32,443	106,189
<i>Administration and Corporate Support</i>					
Crookwell Administration Office - Disabled Ramp to Main Reception (Transfer from Reserve)	35,000				35,000
Council Chambers and Admin Offices - Building Improvements (Painting) (Tfr from Building Reserve)		77,000			77,000
Council Chambers and Admin Offices - Building Improvements (Carpet replacement)			50,000		50,000

UPPER LACHLAN SHIRE COUNCIL+D:AS DELIVERY PROGRAM CAPITAL EXPENDITURE BUDGET - 2023/2024 to 2026/2027 Capital Expenditure - Acquisition/Renewal of Assets		Funding Types: 7.11 - Section 7.11 RR - Recurrent Reve R - Transfer from Reserve		CG - Capital Grant OG - Operating Grant M - Mixed Funding L - Loans & Borrowings	
Job Description	Budget Estimate 2023/2024	Budget Estimate 2024/2025	Budget Estimate 2025/2026	Budget Estimate 2026/2027	Total 4 Year Delivery Program
Information Technology					
IT - Windows Office Upgrade	60,000				60,000
IT - Software New Licences	22,100	23,205	24,365		69,670
IT - Hardware PCs (includes 2nd monitor + Office software)	75,930	79,727	83,713		239,369
IT - UPS Equipment	16,870	17,714	18,599		53,183
IT - Network Improvements	20,000	21,000	22,050		63,050
IT - Servers Replacement/Upgrade	90,000				90,000
IT - Servers Upgrades - Operating Systems, Memory, Exchange	5,788	6,077	6,381		18,247
IT - SAN - Storage for Production Virtual Server 22TB	61,600				61,600
IT - Smart Phones and Tablets	30,000	46,006	48,306		124,312
IT - Telephone System Handset Additions & Replacements	10,000	10,000	10,000		30,000
IT - Authority Upgrade to 7.1			70,000		70,000
IT - External Tape Backup	17,000				17,000
IT - Microwave Communication Network	14,000				14,000
IT - Remote Access improvements RD server	8,000	8,400	8,820		25,220
IT - Disaster Recovery	40,000				40,000
IT - Council 2-Way Radio system - Digital Upgrade				140,000	140,000
IT - HR Information System Management Platform	17,000				17,000
Total Economy Expenditure	1,177,944	957,705	948,612	766,385	3,850,646

UPPER LACHLAN SHIRE COUNCIL+D:AS DELIVERY PROGRAM CAPITAL EXPENDITURE BUDGET - 2023/2024 to 2026/2027 Capital Expenditure - Acquisition/Renewal of Assets		Funding Types: 7.11 - Section 7.11 RR - Recurrent Reve R - Transfer from Reserve			CG - Capital Grant OG - Operating Grant M - Mixed Funding L - Loans & Borrowings	
Job Description	Budget Estimate 2023/2024	Budget Estimate 2024/2025	Budget Estimate 2025/2026	Budget Estimate 2026/2027	Total 4 Year Delivery Program	
<u>GENERAL FUND AND DWM FUND</u>						
4. INFRASTRUCTURE						
<i>Roads, Bridges, Cycleways, Footpaths and Kerb and Guttering</i>						
<i>Urban Local Roads</i>						
<u>Urban Unsealed Rd - Road Reconstruction and Sealing</u>						
East St Crookwell - Continue sealing of the existing unsealed road (0.345km) - R2R	80,000				80,000	
Cooper St Taralga - Continue sealing of the existing unsealed road (0.440km)		90,000			90,000	
Marks St Bigga (Cemetery Road) - Sealing of the existing unsealed road (0.650km)			120,000		120,000	
<u>Urban Sealed Rd - Road Pavement Rehabilitation</u>						
Heavy Patching Town Streets - Crookwell and Gunning (R2R)	100,000				100,000	
Martyn Street - (Bunnaby Street to Church Street) - Taralga		180,000			180,000	
Warrataw Street - (Cullivan Street to Lerida Street) - Gunning			200,000		200,000	
King Road - Crookwell (further review required, prioritisation)				350,000	350,000	
Urban Sealed Roads - Bitumen Resealing	150,000	160,000	170,000	180,000	660,000	
<u>Roads to Recovery</u>						
Roads to Recovery Annual Grant Program \$1,203,046		553,046	200,000	753,046	1,506,092	
<u>Local Roads Gravel Resheeting Program</u>	373,046				373,046	
Gravel Resheeting program funded by Roads to Recovery						

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Job Description	Budget Estimate 2023/2024	Budget Estimate 2024/2025	Budget Estimate 2025/2026	Budget Estimate 2026/2027	Total 4 Year Delivery Program
<u>Roads to Recovery - Rural Sealed Road Pavement Rehabilitation</u>					
Rural Local Sealed Road - Pavement Rehabilitation Breadalbane Road		450,000	450,000		900,000
Rural Local Sealed Road - Pavement Rehabilitation Bannaby Road	500,000				500,000
Rural Local Sealed Road - Pavement Rehabilitation Gurrundah Road (Walwa to Wandonga)		200,000			200,000
Rural Local Sealed Road - Pavement Rehabilitation Jerrawa Road (Carnells Ln to Young St)			553,046		553,046
Rural Local Sealed Road - Pavement Rehabilitation Fish River Road				450,000	450,000
<u>Rural Local Roads</u>					
Breadalbane Road reconstruction (FLR4 & R2R)	1,155,712				1,155,712
<u>Gravel Resheeting Rural Local Roads (Transfer from Sec. 94 Reserve)</u>	250,000	250,000	250,000	250,000	1,000,000
Rural Local Sealed Road - Bitumen Resealing (30 year cycle)	450,000	500,000	520,000	540,000	2,010,000

UPPER LACHLAN SHIRE COUNCIL+D:AS DELIVERY PROGRAM CAPITAL EXPENDITURE BUDGET - 2023/2024 to 2026/2027 Capital Expenditure - Acquisition/Renewal of Assets		Funding Types:			CG - Capital Grant
		7.11 - Section 7.11			OG - Operating Grant
		RR - Recurrent Reve			M - Mixed Funding
		R - Transfer from Reserve			L - Loans & Borrowings
Job Description	Budget Estimate 2023/2024	Budget Estimate 2024/2025	Budget Estimate 2025/2026	Budget Estimate 2026/2027	Total 4 Year Delivery Program
Regional Roads					
Resealing Program (RMS Block Grant funded)	550,000	400,000	400,000	400,000	1,750,000
Reconstruction - MR256 - The Tablelands Way Upgrade Total project cost \$6,584,294 (Growing Local Economies Fund \$6,255,079, Council [Block Grant] \$329,215)	5,831,769				5,831,769
Rehabilitation - MR241 - Dalton Road (3km from railway bridge) (Part Grant Funded) (\$332,000 RMS REPAIR Grant Funded/\$332,000 Council Funded)	664,000				664,000
Rehabilitation - MR248W - Boorowa Road (Part Grant Funded) (\$332,000 RMS REPAIR Grant Funded/\$332,000 Council Funded)		664,000			664,000
Shoulder Widening - MR52 - South of Crookwell (Part Grant Funded) (\$332,000 RMS REPAIR Grant Funded/\$332,000 Council Funded)			664,000		664,000
Rehabilitaion - TBC - (Part Grant Funded)				664,000	664,000
Higher Productivity Heavy Vehicles Network Enhancements		200,000	200,000	200,000	600,000
Heavy Vehicle - Livestock Loading Access & Tree Trimming		50,000	50,000	50,000	150,000
Local Roads Bridge Program					
Footpaths and Cycleways					
Traffic & Transport Cycleway Program - (100% RMS funded)	20,000	20,000	20,000	20,000	80,000
Footpath Renewal - Crookwell Pool Goulburn Street	110,000				110,000
Kerb and Guttering					
Kerb & Gutter - King Rd - (High School back gate to Crown Street on high school side)				300,000	300,000
Kerb & Gutter - King Rd - (Laggan Road to High School back gate on high school side)			480,000		480,000
Kerb & Gutter Capital Renewal Program (100% ULSC Funded)	50,000	50,000	50,000	50,000	200,000

UPPER LACHLAN SHIRE COUNCIL+D:AS DELIVERY PROGRAM CAPITAL EXPENDITURE BUDGET - 2023/2024 to 2026/2027 Capital Expenditure - Acquisition/Renewal of Assets		Funding Types: 7.11 - Section 7.11 RR - Recurrent Reve R - Transfer from Reserve		CG - Capital Grant OG - Operating Grant M - Mixed Funding L - Loans & Borrowings	
Job Description	Budget Estimate 2023/2024	Budget Estimate 2024/2025	Budget Estimate 2025/2026	Budget Estimate 2026/2027	Total 4 Year Delivery Program
Other Infrastructure					
School - Rural Bus Stops - (Grant Funded)	20,000	20,000	20,000		60,000
Public Cemeteries					
Land acquisition - Gunning Cemetery				200,000	200,000
Beams for Plaques - Crookwell Cemetery	100,000				100,000
Stormwater and Drainage					
Crookwell Stormwater - Investigation, Design and Grant Application		200,000	150,000		350,000
Gunning Stormwater - Investigation, Design and Grant Application		200,000	150,000		350,000
North Crookwell Stormwater Upgrade - Clifton Street & Laggan Road (Stormwater Reserves)	220,000				220,000
Orchard Street, Taralga - Stormwater Upgrade (Stormwater Reserves)		100,000			100,000
Public Conveniences and Amenities					
Housing					
Staff Accommodation Capital Replacements/Improvements (3 Houses)	15,000	15,000	15,000	15,000	60,000
Plant and Equipment Operations					
Motor Vehicle Net Replacement Cost - (see Motor Vehicle Schedule)	36,000	363,000	297,000	388,500	1,084,500
Heavy Plant Fleet Net Replacement Cost - (see Plant Schedule)	1,069,000	1,868,000	1,416,000	1,230,000	5,583,000
Workshop Plant and Tools	4,000	4,000	4,000	4,000	16,000
Total Infrastructure Expenditure	11,748,527	6,537,046	6,379,046	6,044,546	30,709,165

UPPER LACHLAN SHIRE COUNCIL+D:AS DELIVERY PROGRAM CAPITAL EXPENDITURE BUDGET - 2023/2024 to 2026/2027 Capital Expenditure - Acquisition/Renewal of Assets		Funding Types: 7.11 - Section 7.11 RR - Recurrent Reve R - Transfer from Reserve				CG - Capital Grant OG - Operating Grant M - Mixed Funding L - Loans & Borrowings	
Job Description	Budget Estimate 2023/2024	Budget Estimate 2024/2025	Budget Estimate 2025/2026	Budget Estimate 2026/2027	Total 4 Year Delivery Program		
GENERAL FUND							
5. CIVIC LEADERSHIP							
<i>Tourism Promotion and Business</i>							
Bank House - Building Improvements (Painting) (Transfer from Building Reserve)	205,000				205,000		
Total Civic Leadership Expenditure	205,000				205,000		
Total Capital Works Expenditure	23,954,638	8,856,095	8,478,332	7,789,366	49,078,431		
Capital Works Funding by Fund:-							
General Fund Expenditure	21,584,174	8,003,601	7,630,401	6,848,610	44,066,786		
DWM Fund Expenditure	20,000			505,000	525,000		
Water Supply Funds Expenditure	1,121,457	493,235	488,400	310,879	2,413,971		
Sewerage Funds Expenditure	1,229,007	359,259	359,531	124,876	2,072,673		
Total of All Funds Expenditure	23,954,638	8,856,095	8,478,332	7,789,366	49,078,431		
Capital Works Funding by Source:-							
Transfer from Reserves	2,443,060	645,000	499,000	605,000	4,192,060		
Section 7.11	538,350	250,000	250,000	250,000	1,288,350		
Grants and Contributions - Capital	12,710,859	897,000	672,000	352,000	14,631,859		
Loans and Borrowings	2,400,000				2,400,000		
Total Capital Works Funded by Capital Income	18,092,269	1,792,000	1,421,000	1,207,000	22,512,269		
Grants and Contributions - Operating	2,082,261	1,853,046	1,853,046	1,853,046	7,641,399		
Recurrent Revenue	3,780,108	5,211,049	5,204,286	4,729,320	18,924,763		
Total Capital Works Funding	23,954,638	8,856,095	8,478,332	7,789,366	49,078,431		

UPPER LACHLAN SHIRE COUNCIL DELIVERY PROGRAM CAPITAL INCOME BUDGET - 2023/2024 to 2026/2027 Grants and Contributions Provided for Capital Purposes					
Job Description	Budget Estimate 2023/2024	Budget Estimate 2024/2025	Budget Estimate 2025/2026	Budget Estimate 2026/2027	Total 4 Year Delivery Program
<u>GENERAL FUND</u>					
1.COMMUNITY					
<i>Public Halls, Cultural Services, Community Centres and Museums</i>					
Tuena Hall Recreation Area - Toilet Block & RV Dump Point		\$125,000			\$125,000
Gunning Court House - Equipment improvements (GCA Grant + Community Funded)	\$30,000				\$30,000
Building Emergency Lighting - various Halls & Council Buildings (Tfr from Building Reserve)	\$40,000				\$40,000
<i>Asbestos Removal Various Buildings</i>					
Asbestos Removal From Council Buildings - Medium Risk (Transfer from Reserve)					
<i>Sporting Grounds and Parks and Gardens</i>					
Gunning Showground Amenities Project (SCCF3 Grant)	\$622,724				\$622,724
Coleman Park, Crookwell - Inclusive Play Space (Everyone Can Play & Veolia Grant)	\$600,000				\$600,000
Lin Cooper Field, Crookwell - Replace Change Rooms (RSFF Grant funded)	\$998,601				\$998,601
Gunning Showground - Electricity Upgrades (Transfer from Building Reserve)	\$243,210				\$243,210
<i>Swimming Pools</i>					
Crookwell Swimming Pool - Aquatic & Activity Centre - Phase 2a (LRCl + Loan funded)	\$3,254,268				\$3,254,268
Gunning Swimming Pool - Amenities Block	\$515,000				\$515,000
Total Community Income	\$6,303,803	\$125,000			\$6,428,803

UPPER LACHLAN SHIRE COUNCIL DELIVERY PROGRAM CAPITAL INCOME BUDGET - 2023/2024 to 2026/2027 Grants and Contributions Provided for Capital Purposes					
Job Description	Budget Estimate 2023/2024	Budget Estimate 2024/2025	Budget Estimate 2025/2026	Budget Estimate 2026/2027	Total 4 Year Delivery Program
<u>GENERAL FUND</u>					
2. ENVIRONMENT					
<i>Town Planning and Development Control</i>					
GIS upgrade - Remap shire for LEP (Transfer from Reserves)	\$87,500				\$87,500
<i>Section 94 - Development Contributions</i>					
Open Space	\$32,800	\$33,800	\$34,800	\$35,800	\$137,200
Bushfire	\$43,700	\$45,000	\$46,400	\$47,800	\$182,900
Community Facilities/Amenities	\$54,600	\$56,200	\$57,900	\$59,600	\$228,300
Roads/Traffic Construction	\$437,100	\$450,200	\$463,700	\$477,600	\$1,828,600
Extractive Industries	\$16,500	\$17,000	\$17,500	\$18,000	\$69,000
Plan Administration	\$8,700	\$9,000	\$9,300	\$9,600	\$36,600
<i>Environmental Systems and Protection</i>					
<i>Noxious Weeds Control</i>					
<i>Building Control</i>					
<i>Waste Centres, Rubbish Tips and Street Cleaning</i>					
Crookwell Waste Centre	\$1,400,000				\$1,400,000
<i>Domestic Waste Management (DWM)</i>					
Section 94 Contribution - Garbage Disposal and Facilities	\$17,500	\$18,000	\$18,500	\$19,100	\$73,100
DWM - Crookwell Waste Centre (Transfer from DWM Reserve)	\$500,000				\$500,000
DWM Plant - Net Replacement Cost (Transfer from DWM Reserve)	\$20,000			\$505,000	\$525,000

UPPER LACHLAN SHIRE COUNCIL DELIVERY PROGRAM CAPITAL INCOME BUDGET - 2023/2024 to 2026/2027 Grants and Contributions Provided for Capital Purposes					
Job Description	Budget Estimate 2023/2024	Budget Estimate 2024/2025	Budget Estimate 2025/2026	Budget Estimate 2026/2027	Total 4 Year Delivery Program
WATER SUPPLY FUND					
<i>Crookwell Water Supply Fund</i>					
Water Section 64 Development Contributions	\$30,800	\$31,700	\$32,700	\$33,700	\$128,900
Water Supply Fund - Plant Net Replacement Cost		\$185,000	\$179,000		\$364,000
<i>Gunning Water Supply Fund</i>					
Water Section 64 Development Contributions	\$18,200	\$18,700	\$19,300	\$19,900	\$76,100
<i>Dalton Water Supply Fund</i>					
Water Section 64 Development Contributions	\$2,700	\$2,800	\$2,900	\$3,000	\$11,400
<i>Taralga Water Supply Fund</i>					
Water Section 64 Development Contributions	\$11,100	\$11,400	\$11,700	\$12,100	\$46,300
Taralga Dam - Design & Assessment (Black Summer Bushfire Recovery Grant)	\$795,000				\$795,000
Total Water Supply Services Income	\$857,800	\$249,600	\$245,600	\$68,700	\$1,421,700

UPPER LACHLAN SHIRE COUNCIL DELIVERY PROGRAM CAPITAL INCOME BUDGET - 2023/2024 to 2026/2027 Grants and Contributions Provided for Capital Purposes					
Job Description	Budget Estimate 2023/2024	Budget Estimate 2024/2025	Budget Estimate 2025/2026	Budget Estimate 2026/2027	Total 4 Year Delivery Program
SEWERAGE FUND					
<i>Crookwell Sewerage Fund</i>					
Sewerage Section 64 Development Contributions	\$24,600	\$25,300	\$26,100	\$26,900	\$102,900
Sewer Main Rehabilitation / Renewal (transfer from reserves)	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
Infiltration Testing program (transfer from reserves)	\$250,000	\$220,000	\$220,000	\$220,000	\$910,000
New Headworks Stop Screen/Grit Removal (transfer from reserves)	\$225,000				\$225,000
Pump Station Upgrade - Kennedy Street	\$260,000				\$260,000
<i>Gunning Sewerage Fund</i>					
Sewerage Section 64 Development Contributions	\$9,900	\$10,200	\$10,500	\$10,800	\$41,400
Sewer Relining (transfer from reserves)	\$112,500	\$115,900	\$119,400	\$123,000	\$470,800
<i>Taralga Sewerage Fund</i>					
Sewerage Section 64 Development Contributions	\$6,600	\$6,800	\$7,000	\$7,200	\$27,600
UV System Installation and Effluent Reuse System	\$105,000				\$105,000
Total Sewerage Services Income	\$1,093,600	\$478,200	\$483,000	\$487,900	\$2,542,700
Total Environment Income	\$4,569,800	\$1,357,000	\$1,376,700	\$1,729,100	\$9,032,600

UPPER LACHLAN SHIRE COUNCIL DELIVERY PROGRAM CAPITAL INCOME BUDGET - 2023/2024 to 2026/2027 Grants and Contributions Provided for Capital Purposes					
Job Description	Budget Estimate 2023/2024	Budget Estimate 2024/2025	Budget Estimate 2025/2026	Budget Estimate 2026/2027	Total 4 Year Delivery Program
<u>GENERAL FUND</u>					
3. ECONOMY					
<i>Financial Services</i>					
<i>Administration and Corporate Support</i>					
Crookwell Administration Office - Disabled Ramp to Main Reception (Transfer from Reserve)	\$35,000				\$35,000
<i>Information Technology</i>					
IT - Disaster Recovery	\$40,000				\$40,000
IT - Windows Office Upgrade	\$23,200				\$23,200
IT - Hardware PCs (includes 2nd monitor + Office software)	\$40,000				\$40,000
IT - Smart Phones and Tablets	\$30,000				\$30,000
Total Economy Income	\$168,200				\$168,200

UPPER LACHLAN SHIRE COUNCIL DELIVERY PROGRAM CAPITAL INCOME BUDGET - 2023/2024 to 2026/2027 Grants and Contributions Provided for Capital Purposes					
Job Description	Budget Estimate 2023/2024	Budget Estimate 2024/2025	Budget Estimate 2025/2026	Budget Estimate 2026/2027	Total 4 Year Delivery Program
<u>GENERAL FUND AND DWM FUND</u>					
4. INFRASTRUCTURE					
<i>Roads, Bridges, Cycle ways, Footpaths and Kerb and Guttering</i>					
<i>Urban Local Roads</i>					
<i>Rural Local Roads</i>					
Various Local Roads - Resealing (Fixing Local Roads Rnd 2 Grant)					
Gravel Resheeting Roads (Transfer from Sec. 7.11 Reserve)	\$250,000	\$250,000	\$250,000	\$250,000	\$1,000,000
Breadalbane Road (FLR4 and R2R)	\$1,005,712				\$1,005,712
<i>Regional Roads</i>					
Reconstruction - MR256 - The Tablelands Way Upgrade	\$5,502,554				\$5,502,554
Total project cost \$6,584,294 (Growing Local Economies Fund \$6,255,079, Council \$329,215)					
Rehabilitation - MR241 - Dalton Road (Regional Roads Repair Program)	\$332,000				\$332,000
Rehabilitation - MR248W - Boorowa Road (Regional Roads Repair Program)		\$332,000			\$332,000
Shoulder Widening - MR52 - South of Crookwell (Regional Roads Repair Program)			\$332,000		\$332,000
Rehabilitation - TBC (Regional Roads Repair Program)				\$332,000	\$332,000

UPPER LACHLAN SHIRE COUNCIL DELIVERY PROGRAM CAPITAL INCOME BUDGET - 2023/2024 to 2026/2027 Grants and Contributions Provided for Capital Purposes					
Job Description	Budget Estimate 2023/2024	Budget Estimate 2024/2025	Budget Estimate 2025/2026	Budget Estimate 2026/2027	Total 4 Year Delivery Program
Footpaths and Cycleways					
Traffic & Transport Cycleway Program - (100% RMS funded)	\$20,000	\$20,000	\$20,000	\$20,000	\$80,000
Footpath Renewal - Crookwell Pool Goulburn Street	\$110,000				\$110,000
Kerb and Guttering					
Other Infrastructure					
School - Rural Bus Stops - (Grant Funded)	\$20,000	\$20,000	\$20,000		\$60,000
Public Cemeteries					
Land acquisition - Gunning Cemetery	\$100,000				\$100,000
Stormwater and Drainage					
Crookwell Stormwater - Investigation, Design and Grant Application		\$200,000	\$150,000		
Gunning Stormwater - Investigation, Design and Grant Application		\$200,000	\$150,000		
North Crookwell Stormwater Upgrade - Clifton Street & Laggan Road (Stormwater Reserves)	\$220,000				\$220,000
Orchard Street, Taralga - Stormwater Upgrade (Stormwater Reserves)		\$100,000			\$100,000
Public Conveniences and Amenities					
Housing					
Total Infrastructure Income	\$7,560,266	\$1,122,000	\$922,000	\$602,000	\$9,506,266

UPPER LACHLAN SHIRE COUNCIL DELIVERY PROGRAM CAPITAL INCOME BUDGET - 2023/2024 to 2026/2027 Grants and Contributions Provided for Capital Purposes					
Job Description	Budget Estimate 2023/2024	Budget Estimate 2024/2025	Budget Estimate 2025/2026	Budget Estimate 2026/2027	Total 4 Year Delivery Program
<u>GENERAL FUND</u>					
5. CIVIC LEADERSHIP					
<i>Tourism Promotion and Business</i>					
Bank House - restoration and painting (transfer from Building reserve)	\$205,000				\$205,000
Total Civic Leadership Income	\$205,000				\$205,000
Total Capital Grants and Contributions Income, Transfers from Reserves & Loans	\$18,807,069	\$2,604,000	\$2,298,700	\$2,331,100	\$25,340,869
<u>Direct Funding Towards Capital Works</u>					
Total Transfers from Reserves	\$2,443,060	\$720,900	\$618,400	\$948,000	\$4,730,360
Total Section 7.11 Transfers from Reserve	\$538,350	\$250,000	\$250,000	\$250,000	\$1,288,350
Total Loans	\$2,400,000				\$2,400,000
Total Capital Grants and Contributions Income	\$12,710,859	\$897,000	\$672,000	\$352,000	\$14,631,859
Total Direct Funding Towards Capital Works	\$18,092,269	\$1,867,900	\$1,540,400	\$1,550,000	\$23,050,569
Total Section 7.11 Contributions Received - Not Funding This Years Capital Works	\$714,800	\$736,100	\$758,300	\$781,100	\$2,990,300
Total Capital Grants and Contributions Income, Transfers from Reserves & Loans	\$18,807,069	\$2,604,000	\$2,298,700	\$2,331,100	\$26,040,869

Loan Estimates 2023/2024

Interest		Accrual to	Previous	Interest pmts per loan repayment schedule						Accrual to	Total Interest
Loan #	Ledger #	30/06/2023	Pmt Date	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Next Pmt.	Pmt. Date	30/06/2024	2023/2024
172	01.22008.2502	(389.39)	23-06-23	10,179.86	23-12-23	6,928.39	23-06-24	3,537.26	23-12-24	135.31	16,854.16
173	01.22008.2502	(99.68)	28-06-23	9,120.48	28-12-23	8,418.80	28-06-24	7,791.25	30-12-24	84.23	17,523.83
174	01.22010.2502	(4,115.07)	09-06-23	35,976.04	08-12-23	35,070.76	08-06-24	33,212.82	07-12-24	3,980.99	70,912.73
175	01.22012.2502	(1,066.86)	07-06-23	8,511.54	06-12-23	8,020.01	06-06-24	7,605.57	05-12-24	994.98	16,458.66
176		(12,356.07)	22-03-23	22,735.16	22-09-23	22,086.03	22-03-24	22,028.65	23-09-24	11,907.38	44,372.51
Sub-total		(18,027.06)		86,523.08		80,523.99		74,175.56		17,102.88	166,122.89
REPAID											
REPAID											
Sub-total		0.00		0.00		0.00		0.00		0.00	0.00
Sub-total		0.00		0.00		0.00		0.00		0.00	0.00
170	13.13000.2502	(2,271.31)	07-02-23	2,874.87	07-08-23	2,856.47	07-02-24	2,759.49	07-08-24	2,183.33	5,643.37
170	12.12000.2502	(9,725.15)	07-02-23	12,309.45	07-08-23	12,230.67	07-02-24	11,815.41	07-08-24	9,348.46	24,163.43
Sub-total		(11,996.45)		15,184.32		15,087.14		14,574.90		11,531.79	29,806.80
Total		(30,023.51)		101,707.40		95,611.13		88,750.46		28,634.67	195,929.69

Principal		Bal	Principal pmts per loan repayment schedule						Balance	Variance
Loan #	Ledger #	1/07/2023	Ledger #	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Total Pmts.	Check	30/06/2024
172	01.6200.6200.854	236,740.93	01.60008.4900	75,615.62	23-12-23	78,867.09	23-06-24	154,482.71	82,258.22	82,258.22
173	01.6200.6200.751	633,836.88	01.60009.4900	48,763.96	28-12-23	49,465.64	28-06-24	98,229.61	535,607.28	535,607.28
174	01.6200.6200.856	2,738,759.23	01.60011.4900	97,779.54	08-12-23	98,684.82	08-06-24	196,464.36	2,542,294.87	2,542,294.87
175	01.6200.6200.857	816,180.86	01.60012.4900	47,133.32	06-12-23	47,624.85	06-06-24	94,758.18	721,422.68	721,422.68
176		1,159,373.95		20,725.64	22-09-23	21,374.77	22-03-24	42,100.42	1,117,273.54	1,117,273.54
Sub-total		5,584,891.85	Sub-total	290,018.09		296,017.18		586,035.27		4,998,856.58
REPAID			02.02600.4900							
REPAID			03.03600.4900							
Sub-total		0.00	Sub-total	0.00		0.00		0.00		0.00
Sub-total		0.00	Sub-total	0.00		0.00		0.00		0.00
170	13.13850.6200.854	88,240.32	13.13800.4900	1,994.26	07-08-23	2,012.66	07-02-24	4,006.92	84,233.40	84,233.40
170	12.12950.6200.854	377,822.33	12.12800.4900	8,538.90	07-08-23	8,617.68	07-02-24	17,156.58	360,665.75	360,665.75
Sub-total		466,062.65	Sub-total	10,533.16		10,630.34		21,163.50		444,899.15
Total		6,050,954.50	Total	300,551.25		306,647.52		607,198.77		5,443,755.73

Interest		Accrual to	Previous	Interest pmts per loan repayment schedule						Accrual to	Total Interest
Loan #	Ledger #	30/06/2016	Pmt Date	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Next Pmt.	Pmt. Date	30/06/2024	2023/2024
MAAC Heated Pool 2024				27,750.00	30-06-24						27,750.00
Crookwell Waste Centre 2023				35,350.00	30-06-24						35,350.00
Sub-total				63,100.00		0.00		0.00			63,100.00

Principal		Bal	Principal pmts per loan repayment schedule						Balance	Variance
Loan #	Ledger #	1/07/2023	Ledger #	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Total Pmts.	Check	30/06/2024
MAAC Heated Pool 2024		1,000,000.00		13,953.01	30-06-24			13,953.01	986,046.99	986,046.99
Crookwell Waste Centre 2023		1,400,000.00		54,668.20	30-06-24			54,668.20	1,345,331.80	1,345,331.80
Sub-total		2,400,000.00	Sub-total	68,621.21		0.00		68,621.21	2,331,378.79	

Summary		Interest	Principal	Total
Total General Fund		229,222.89	654,656.48	883,879.37
Total Domestic Waste Fund		0.00	0.00	0.00
Total Crookwell Water		0.00	0.00	0.00
Total Taralga Water		24,163.43	17,156.58	41,320.01
Total Crookwell Sewer		0.00	0.00	0.00
Total Taralga Sewer		5,643.37	4,006.92	9,650.29
Total All Funds		259,029.69	675,819.98	934,849.67

Loan Estimates 2024/2025

Interest		Accrual to	Previous	Interest pmts per loan repayment schedule						Accrual to	Total Interest
Loan #	Ledger #	30/06/2024	Pmt Date	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Next Pmt.	Pmt. Date	30/06/2025	2024/2025
172	01.22008.2502	(135.31)	23-06-24	3,537.26	23-12-24	0.00	00-01-00	0.00	00-01-00	-	3,401.95
173	01.22009.2502	(84.23)	28-06-24	7,791.25	30-12-24	6,948.04	30-06-25	6,219.10	29-12-25	-	14,655.06
174	01.22010.2502	(3,980.99)	08-06-24	33,212.82	07-12-24	31,899.32	08-06-25	30,568.66	07-12-25	3,664.05	64,795.20
175	01.22012.2502	(994.98)	06-06-24	7,605.57	05-12-24	7,022.37	06-06-25	6,444.11	05-12-25	843.03	14,476.00
176		(11,907.38)	22-03-24	22,028.65	23-09-24	21,255.72	24-03-25	20,825.01	22-09-25	11,213.47	42,590.46
Sub-total		(17,102.88)		74,175.56		67,125.45		64,056.88		15,720.55	139,918.68
REPAID											
REPAID											
Sub-total		0.00		0.00		0.00		0.00		0.00	0.00
Sub-total		0.00		0.00		0.00		0.00		0.00	0.00
170	13.13000.2502	(2,183.33)	07-02-24	2,759.49	07-08-24	2,719.84	07-02-25	2,605.57	07-08-25	2,058.54	5,354.64
170	12.12000.2502	(9,348.46)	07-02-24	11,815.41	07-08-24	11,646.08	07-02-25	11,166.39	07-08-25	8,814.16	22,927.20
Sub-total		(11,531.79)		14,574.90		14,366.02		13,761.96		10,872.71	28,281.84
Total		(28,634.67)		88,750.46		81,491.47		77,818.84		26,693.26	168,200.52

Principal		Bal	Principal pmts per loan repayment schedule						Balance	Variance
Loan #	Ledger #	1/07/2024	Ledger #	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Total Pmts.	Check	30/06/2025
172	01.6200.6200.854	82,258.22	01.60008.4900	82,258.22	23-12-24	0.00	00-01-00	82,258.22	-0.00	-0.00
173	01.6200.6200.751	535,607.28	01.60009.4900	50,093.19	30-12-24	50,936.40	30-06-25	101,029.59	434,577.68	434,577.68
174	01.6200.6200.856	2,542,294.87	01.60011.4900	100,542.76	07-12-24	101,856.27	08-06-25	202,399.03	2,339,895.84	2,339,895.84
175	01.6200.6200.857	721,422.68	01.60012.4900	48,039.29	05-12-24	48,622.49	06-06-25	96,661.77	624,760.91	624,760.91
176		1,117,273.54		21,432.15	23-09-24	22,205.09	24-03-25	43,637.24	1,073,636.30	1,073,636.30
Sub-total		4,988,856.58	Sub-total	302,365.61		223,620.24		525,985.85		4,472,870.73
REPAID			02.02600.4900							
REPAID			03.03600.4900							
Sub-total		0.00	Sub-total	0.00		0.00		0.00		0.00
Sub-total		0.00	Sub-total	0.00		0.00		0.00		0.00
170	13.13050.6200.854	84,233.40	13.13500.4900	2,109.64	07-08-24	2,149.19	07-02-25	4,258.83	79,974.57	79,974.57
170	12.12050.6200.854	360,665.75	12.12800.4900	9,032.94	07-08-24	9,202.27	07-02-25	18,235.21	342,430.54	342,430.54
Sub-total		444,899.15	Sub-total	11,142.58		11,351.46		22,494.04		422,405.11
Total		5,443,755.73	Total	313,508.19		234,971.70		548,479.89		4,895,275.84

Interest		Accrual to	Previous	Interest pmts per loan repayment schedule						Accrual to	Total Interest
Loan #	Ledger #	30/06/2024	Pmt Date	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Next Pmt.	Pmt. Date	30/06/2025	2024/2025
MAAC Heated Pool 2024				27,362.80	30-12-24	26,964.86	30-06-25				54,327.67
Crookwell Waste Centre 2023				33,969.63	30-12-24	32,554.40	30-06-25				66,524.03
Sub-total				61,332.43		59,519.26		0.00			120,851.70

Principal		Bal	Principal pmts per loan repayment schedule						Balance	Variance
Loan #	Ledger #	1/07/2024	Ledger #	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Total Pmts.	Check	30/06/2025
MAAC Heated Pool 2024		986,046.99		14,340.21	30-12-24	14,738.15	30-06-25	29,078.36	\$956,968.63	956,968.63
Crookwell Waste Centre 2023		1,345,331.80		56,048.57	30-12-24	57,463.80	30-06-25	113,512.36	1,231,819.44	1,231,819.44
Sub-total		2,331,378.79	Sub-total	70,388.78		72,201.95		142,590.73		2,188,788.06

Summary		Interest	Principal	Total
Total General Fund		260,770.38	668,576.58	929,346.96
Total Domestic Waste Fund		0.00	0.00	0.00
Total Crookwell Water		0.00	0.00	0.00
Total Taralija Water		22,927.20	18,235.21	41,162.41
Total Crookwell Sewer		0.00	0.00	0.00
Total Taralija Sewer		5,354.64	4,258.83	9,613.47
Total All Funds		289,052.22	691,070.62	980,122.84

Loan Estimates 2025/2026

Interest		Accrual to	Previous	Interest pmts per loan repayment schedule						Accrual to	Total Interest
Loan #	Ledger #	30/06/2025	Pmt Date	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Next Pmt.	Pmt. Date	30/06/2026	2025/2026
172 Finished	REPAID	0.00	00-01-00	0.00	00-01-00	0.00	00-01-00	0.00	00-01-00	-	-
173	01.22009.2502	0.00	30-06-25	6,219.10	29-12-25	5,479.74	29-06-26	4,755.78	29-12-26	25.99	11,724.83
174	01.22010.2502	(3,664.05)	08-06-25	30,568.66	07-12-25	29,220.61	08-06-26	28,008.00	07-12-26	3,357.12	59,482.34
175	01.22012.2502	(843.03)	06-06-25	6,444.11	05-12-25	6,002.23	06-06-26	5,424.59	05-12-26	709.85	12,312.96
176		(11,213.47)	24-03-25	20,825.01	22-09-25	20,385.95	23-03-26	20,047.93	22-09-26	10,845.60	40,843.10
Sub-total		(15,720.55)		64,056.88		61,088.53		58,236.30		14,938.37	124,363.23
REPAID											
REPAID											
Sub-total		0.00		0.00		0.00		0.00		0.00	0.00
Sub-total		0.00		0.00		0.00		0.00		0.00	0.00
170	13.13000.2502	(2,058.54)	07-02-25	2,605.57	07-08-25	2,601.76	09-02-26	2,430.79	07-09-26	1,914.76	5,063.54
170	12.12000.2502	(8,814.16)	07-02-25	11,156.39	07-08-25	11,140.09	09-02-26	10,408.04	07-08-26	8,198.51	21,680.83
Sub-total		(10,872.71)		13,761.96		13,741.85		12,838.83		10,113.27	28,744.37
Total		(26,593.26)		77,818.84		74,830.38		71,075.13		25,051.64	151,107.80

Principal		Bal	Principal pmts per loan repayment schedule						Balance	Variance
Loan #	Ledger #	1/07/2025	Ledger #	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Total Pmts.	Check	30/06/2026
172 Finished	REPAID	-0.00	01.60008.4900	0.00	00-01-00	0.00	00-01-00	0.00	0.00	-0.00
173	01.6200.6200.751	434,577.68	01.60009.4900	51,665.34	29-12-25	52,404.70	29-06-26	104,070.04	330,507.64	330,507.64
174	01.6200.6200.856	2,339,895.84	01.60011.4900	103,186.93	07-12-25	104,534.97	08-06-26	207,721.90	2,132,173.94	2,132,173.94
175	01.6200.6200.857	624,760.91	01.60012.4900	49,200.75	05-12-25	49,842.63	06-06-26	98,843.39	525,917.52	525,917.52
176		1,073,636.30		22,635.79	22-09-25	23,074.85	23-03-26	45,710.65	1,027,925.65	1,027,925.65
Sub-total		4,472,870.73	Sub-total	226,688.81		229,657.16		456,345.97		4,016,524.76
REPAID			02.02600.4900							
REPAID			03.03600.4900							
Sub-total		0.00	Sub-total	0.00		0.00		0.00		0.00
Sub-total		0.00	Sub-total	0.00		0.00		0.00		0.00
170	13.13950.6200.854	79,974.57	13.13600.4900	2,263.56	07-08-25	2,267.36	09-02-26	4,530.92	75,443.65	75,443.65
170	12.12950.6200.854	342,430.54	12.12600.4900	9,691.96	07-08-25	9,708.27	09-02-26	19,400.23	323,030.31	323,030.31
Sub-total		422,405.11	Sub-total	11,955.52		11,975.63		23,931.15		398,473.96
Total		4,895,275.84	Total	238,644.33		241,632.79		480,277.12		4,414,998.72

Proposed Loans

Interest		Accrual to	Previous	Interest pmts per loan repayment schedule						Accrual to	Total Interest
Loan #	Ledger #	30/06/2025	Pmt Date	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Next Pmt.	Pmt. Date	30/06/2026	2025/2026
MAAC Heated Pool 2024				26,555.88	30-12-25	26,135.55	30-06-26				52,691.43
Crookwell Waste Centre 2023				31,103.44	30-12-25	29,815.84	30-06-26				60,719.28
Sub-total				57,659.32		55,951.39		0.00			113,410.71

Principal		Bal	Principal pmts per loan repayment schedule						Balance	Variance
Loan #	Ledger #	1/07/2025	Ledger #	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Total Pmts.	Check	30/06/2026
MAAC Heated Pool 2024		956,968.63		15,147.13	30-12-25	15,567.47	30-06-26	30,714.60	926,254.02	926,254.02
Crookwell Waste Centre 2023		1,231,819.44		58,914.76	30-12-25	60,402.35	30-06-26	119,317.11	1,112,502.33	1,112,502.33
Sub-total		2,188,788.06	Sub-total	74,061.89		76,969.82		150,031.71		2,038,756.35

Summary		Interest	Principal	Total
Total General Fund		124,363.23	456,345.97	580,709.20
Total Domestic Waste Fund		0.00	0.00	0.00
Total Crookwell Water		0.00	0.00	0.00
Total Taralga Water		21,680.83	19,400.23	41,081.06
Total Crookwell Sewer		0.00	0.00	0.00
Total Taralga Sewer		5,063.54	4,530.92	9,594.46
Total All Funds		151,107.60	480,277.12	631,384.72

Loan Estimates 2026/2027

Interest		Accrual to	Previous	Interest pmts per loan repayment schedule						Accrual to	Total Interest
Loan #	Ledger #	30/06/2026	Pmt Date	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Next Pmt.	Pmt. Date	30/06/2027	2026/2027
	REPAID	0.00	00-01-00	0.00	00-01-00	0.00	00-01-00	0.00	00-01-00	-	-
173	01.22009.2502	(25.99)	29-06-26	4,755.78	29-12-26	3,947.67	28-06-27	3,232.75	29-12-27	35.14	8,712.60
174	01.22010.2502	(3,357.12)	08-06-26	28,008.00	07-12-26	26,473.46	08-06-27	25,209.67	07-12-27	3,021.71	54,146.04
175	01.22012.2502	(709.65)	06-06-26	5,424.59	05-12-26	4,933.70	06-06-27	4,431.96	05-12-27	579.80	10,228.43
176		(10,845.60)	23-03-26	20,047.93	22-09-26	19,377.19	22-03-27	19,226.08	22-09-27	10,448.96	39,028.47
Sub-total				58,236.30		54,732.02		52,100.46		14,085.60	112,115.55
REPAID											
REPAID											
Sub-total				0.00		0.00		0.00		0.00	0.00
Sub-total				0.00		0.00		0.00		0.00	0.00
170	13.13000.2502	(1,914.76)	09-02-26	2,430.79	07-08-26	2,431.08	08-02-27	2,311.78	09-08-27	1,803.70	4,750.81
170	12.12000.2502	(8,198.51)	09-02-26	10,408.04	07-08-26	10,409.24	08-02-27	9,898.47	09-08-27	7,722.98	20,341.75
Sub-total				12,838.83		12,840.32		12,210.25		9,526.68	25,092.56
Total				71,075.13		67,572.34		64,310.71		23,612.28	137,208.11

Principal		Bal	Principal pmts per loan repayment schedule						Balance	Variance	
Loan #	Ledger #	1/07/2025	Ledger #	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Total Pmts.	Check	30/06/2027	
	REPAID	-0.00	01.60008.4900	0.00	00-01-00	0.00	00-01-00	0.00	0.00	-0.00	-0.00
173	01.6200.6200.751	330,507.64	01.60008.4900	53,128.66	29-12-26	53,936.77	28-06-27	107,065.43	223,442.21	223,442.21	0.00
174	01.6200.6200.856	2,132,173.94	01.60011.4900	105,747.58	07-12-26	107,282.13	08-06-27	213,029.71	1,919,144.24	1,919,144.24	0.00
175	01.6200.6200.857	525,917.52	01.60012.4900	50,220.27	05-12-26	50,711.16	06-06-27	100,931.44	424,986.09	424,986.09	0.00
176		1,027,925.65		23,412.88	22-09-26	24,083.62	22-03-27	47,496.50	980,429.15	980,429.15	0.00
Sub-total		4,016,524.76	Sub-total	232,509.39		236,013.68		468,523.07		3,548,001.69	
REPAID			02.02600.4900								
REPAID			03.03600.4900								
Sub-total		0.00	Sub-total	0.00		0.00		0.00		0.00	
Sub-total		0.00	Sub-total	0.00		0.00		0.00		0.00	
170	13.13950.6200.854	75,443.65	13.13600.4900	2,438.33	07-08-26	2,438.05	08-02-27	4,876.38	70,567.27	70,567.27	0.00
170	12.12950.6200.854	323,030.31	12.12600.4900	10,440.32	07-08-26	10,439.11	08-02-27	20,879.43	302,150.88	302,150.88	0.00
Sub-total		398,473.96	Sub-total	12,878.65		12,877.16		25,755.81		372,718.15	
Total		4,414,998.72	Total	245,388.04		248,890.84		494,278.88		3,920,719.84	0.00

Proposed Loans		Accrual to	Previous	Interest pmts per loan repayment schedule						Accrual to	Total Interest
Loan #	Ledger #	30/06/2026	Pmt Date	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Next Pmt.	Pmt. Date	30/06/2027	2026/2027
MAAC Heated Pool 2024				25,703.55	30-12-26	25,259.56	30-06-27				50,963.11
Crookwell Waste Centre 2023				28,090.68	30-12-26	26,527.01	30-06-27				54,617.70
Sub-total				53,794.23		51,786.58		0.00			105,580.81

Principal		Bal	Principal pmts per loan repayment schedule						Balance	Variance	
Loan #	Ledger #	1/07/2025	Ledger #	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Total Pmts.	Check	30/06/2027	
MAAC Heated Pool 2024		926,254.02		15,999.46	30-12-26	16,443.45	30-06-27	32,442.91	893,811.11	893,811.11	
Crookwell Waste Centre 2023		1,112,502.33		61,927.51	30-12-26	63,491.18	30-06-27	125,418.70	987,083.63	987,083.63	
Sub-total		2,038,756.35	Sub-total	77,926.98		79,934.63		157,861.61		1,880,894.74	

Summary		Interest	Principal	Total
Total General Fund		112,115.55	468,523.07	580,638.62
Total Domestic Waste Fund		0.00	0.00	0.00
Total Crookwell Water		0.00	0.00	0.00
Total Taralga Water		20,341.75	20,879.43	41,221.18
Total Crookwell Sewer		0.00	0.00	0.00
Total Taralga Sewer		4,750.81	4,876.38	9,627.19
Total All Funds		137,208.11	494,278.88	631,486.99

UPPER LACHLAN SHIRE COUNCIL

HEAVY PLANT REPLACEMENT SCHEDULE - 2023/2024

ALL COSTS ARE GST EXCLUSIVE

Type	Fund	Plant No.	Rego Number	Plant Description	Hours/ kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/(Loss) on Sale
P	G	582	YN82BH	Plant trailer	N/A	2011	\$40,000	\$10,000	\$827	\$30,000	\$9,173
P	G	653	78861D	Caterpillar 12M Motor Grader	7,750	2012	\$640,000	\$140,000	\$70,495	\$500,000	\$69,505
P	G	662	BT64WJ	Isuzu CXY455 Tipper Rigid Truck	320,000	2013	\$300,000	\$75,000	\$12,403	\$225,000	\$62,597
P	G	809	94375-D	Toro 74960 Z Master with Grass catcher	920	2019	\$30,000	\$8,000	\$7,609	\$22,000	\$391
P	DWM	New		Zero turn Mower			\$20,000			\$20,000	
P	G	810	94379-D	John Deere Z994R	1,200	2019	\$30,000	\$8,000	\$8,615	\$22,000	(\$615)
P	G	888	XO36EE	Nissan UD flocon truck	370,000	2004	\$300,000	\$30,000	\$22,567	\$270,000	\$7,433
				Total Heavy Plant & Equipment			\$1,360,000	\$271,000	\$122,516	\$1,089,000	\$148,484

UPPER LACHLAN SHIRE COUNCIL

MOTOR VEHICLE REPLACEMENT SCHEDULE - 2023/2024

Type	Fund	Plant No.	Rego Number	Current Vehicle	kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/(Loss) on Sale
MV	G	866	DC23CH	LDV D90	50,000	2021	\$56,000	\$20,000	\$28,527	\$36,000	(\$8,527)
				Total Motor Vehicles			\$56,000	\$20,000		\$36,000	(\$8,527)

FUND SUMMARY

	Fund		Fund			Purchase	Trade	Written Down Value	Change Over Cost	Profit/(Loss) on Sale
	G		General Fund			\$1,396,000	\$291,000	\$151,043	\$1,105,000	\$139,957
	W		Water Fund							
	S		Sewer Fund							
	DWM		Domestic Waste Fund			\$20,000			\$20,000	
			Total All Funds			\$1,416,000	\$291,000	\$151,043	\$1,125,000	\$139,957

UPPER LACHLAN SHIRE COUNCIL**HEAVY PLANT REPLACEMENT SCHEDULE - 2024/2025**

ALL COSTS ARE GST EXCLUSIVE

Fund	Plant No.	Rego Number	Plant Description	Hours/ kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G	7	P22953	Caravan		2002	\$80,000	\$5,000		\$75,000	
G	14	N35340	Traymark 6 Man Caravan		2001	\$80,000	\$5,000		\$75,000	
G	548	75186D	Volvo Roller		2010	\$60,000	\$15,000		\$45,000	
G	557	W59566	Bartco Variable Message Board		2010	\$25,000	\$5,000		\$20,000	
G	558	W59573	Bartco Variable Message Board		2010	\$25,000	\$5,000		\$20,000	
G	651	78862D	BL71B Backhoe Loader		2012	\$235,000	\$50,000		\$185,000	
G	677	XO26EE	Hino 617 Truck		2013	\$90,000	\$40,000		\$50,000	
G	696	Z79303	Rapid 1200L Fuel Trailer		2010	\$20,000	\$2,000		\$18,000	
G	701	CB72TO	Isuzu Crew Cab Tipping Truck with Crane		2014	\$240,000	\$50,000		\$190,000	
G	712	78869D	Caterpillar 12M Platform 2 Grader		2015	\$600,000	\$140,000		\$460,000	
G	New		Smooth drum vibrating roller			\$200,000	\$0		\$200,000	
W	724	78870D	Cat 432F Backhoe Loader		2016	\$235,000	\$50,000		\$185,000	
G	745	XN26WD	Volvo Garbage Compactor		2017	\$550,000	\$60,000		\$490,000	
G	848	11971E	Cub Cadet Pro-Z 972 SDL		2021	\$35,000	\$15,000		\$20,000	
G	865	17945E	Cub Cadet Pro-Z 972SD		2021	\$35,000	\$15,000		\$20,000	
			Total Heavy Plant & Equipment			\$2,510,000	\$457,000	\$0	\$2,053,000	\$0

UPPER LACHLAN SHIRE COUNCIL**MOTOR VEHICLE REPLACEMENT SCHEDULE - 2024/2025**

Fund	Plant No.	Rego Number	Current Vehicle	kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G	775	CR16EK	Isuzu 2WD Single Cab Dmax (Road survey)		2018	\$50,000	\$15,000		\$35,000	
G	780	CR35MG	Isuzu 4WD Single Cab Dmax (Weeds escort)		2018	\$50,000	\$20,000		\$30,000	
G	877	DC85LW	Subaru Outback		2022	\$49,000	\$22,000		\$27,000	
G	802	CU94CJ	Holden Colorado 4x4 (Gunning Weeds)		2019	\$50,000	\$20,000		\$30,000	
G	812	CW54AD	Isuzu D-max 4X4		2019	\$50,000	\$24,000		\$26,000	
G	843	EMR38Q	KIA Sorento GT Line 7 Seat		2021	\$66,000	\$32,000		\$34,000	
G	846	DA56UH	Toyota Rav 4 Hybrid		2021	\$48,500	\$28,000		\$20,500	
G	847	DA57UH	Toyota Rav 4 Hybrid		2021	\$48,500	\$28,000		\$20,500	
G	849	EPS22V	Mitsubishi GLX-R Triton		2021	\$50,000	\$35,000		\$15,000	
G	853	ENQ34X	Pajero Sport exceed		2021	\$55,000	\$28,000		\$27,000	
G	856	DB70BV	Subaru Outback		2021	\$39,500	\$20,000		\$19,500	
G	857	DB59TI	Subaru Outback		2021	\$48,500	\$20,000		\$28,500	
G	867	DB40TI	Nissan Navara Dual Cab Chassis		2021	\$50,000	\$25,000		\$25,000	
G	868	DB41TI	Nissan Navara Dual Cab Chassis		2021	\$50,000	\$25,000		\$25,000	
			Total Motor Vehicles			\$705,000	\$342,000	\$0	\$363,000	\$0

FUND SUMMARY

Fund		Fund	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G		General Fund	\$2,980,000	\$749,000	\$0	\$2,231,000	\$0
W		Water Fund	\$235,000	\$50,000	\$0	\$185,000	\$0
S		Sewer Fund	\$0	\$0	\$0	\$0	\$0
DWM		Domestic Waste Fund	\$0	\$0	\$0	\$0	\$0
		Total All Funds	\$3,215,000	\$799,000	\$0	\$2,416,000	\$0

UPPER LACHLAN SHIRE COUNCIL

HEAVY PLANT REPLACEMENT SCHEDULE - 2025/2026

ALL COSTS ARE GST EXCLUSIVE

Fund	Plant No.	Rego Number	Plant Description	Hours/ kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G	692	75193D	Caterpillar 12M Platform 2 Grader		2014	\$600,000	\$150,000		\$450,000	
G	497	S52847	6 Man Caravan		2007	\$80,000	\$5,000		\$75,000	
G	498	S52848	6 Man Caravan		2007	\$80,000	\$5,000		\$75,000	
W	566	W68204	Securus Jetting Unit		2010	\$100,000	\$20,000		\$80,000	
G	708	CC72WQ	Isuzu 8x4 Water Truck		2015	\$300,000	\$120,000		\$180,000	
G	726	CJ31KO	Isuzu Tipper Truck		2016	\$200,000	\$60,000		\$140,000	
G	728	CK91GB	NPR 65-190 Isuzu Truck Workshop		2016	\$100,000	\$30,000		\$70,000	
G	729	TB37XB	3 Axle Plant Trailer		2016	\$120,000	\$50,000		\$70,000	
G	749	CL96HA	Hino Crew Cab Tipper Truck		2017	\$100,000	\$30,000		\$70,000	
G	884	34080E	Husqvarna Z560X Mower		2022	\$35,000	\$12,000		\$23,000	
G	885	34081E	Husqvarna Z560X Mower		2022	\$35,000	\$12,000		\$23,000	
G	767	CQ39WW	Grader Transport Single cab Truck 2x4		2018	\$70,000	\$25,000		\$45,000	
G	788	78930D	John Deere 9009A Mower		2018	\$80,000	\$15,000		\$65,000	
G	798	86216D	Cat CS56B Roller		2020	\$210,000	\$80,000		\$130,000	
			Total Heavy Plant & Equipment			\$2,110,000	\$614,000	\$0	\$1,496,000	\$0

UPPER LACHLAN SHIRE COUNCIL

MOTOR VEHICLE REPLACEMENT SCHEDULE - 2025/2026

Fund	Plant No.	Rego Number	Current Vehicle	kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G	763	CQ34JA	Isuzu Dmax 4WD (Crookwell STP)		2018	\$50,000	\$25,000		\$25,000	
G	765	CP14EP	Holden Colorado (Grader Transport)		2022	\$50,000	\$18,000		\$32,000	
G	769	CQ13SL	Isuzu 4x4 Crew Cab Dmax		2022	\$50,000	\$20,000		\$30,000	
W	773	CQ00ZR	Holden Colorado (Water plant)		2022	\$48,000	\$25,000		\$23,000	
G	803	CS63NE	Toyota Fortuner (Manager E&P)		2022	\$49,500	\$25,000		\$24,500	
G	807	CV47GB	Toyota Prado (Mayor)		2022	\$60,000	\$35,000		\$25,000	
G	814	CU38MX	Ford Ranger 4x4 Crew Cab		2022	\$51,000	\$25,000		\$26,000	
G	832	CK37FP	Holden 4x4 Single Cab Colorado (Surveyor's)		2020	\$45,000	\$20,000		\$25,000	
W	833	DA69LV	Mitsubishi Triton single cab 4x4		2021	\$48,000	\$20,000		\$28,000	
G	840	DB66BV	Mitsubishi Triton Crew cab 4x4		2021	\$52,000	\$22,000		\$30,000	
G	841	DB67BV	Mitsubishi Triton Space/cab 4x4		2021	\$52,000	\$22,000		\$30,000	
G	850	DA61UH	Toyota Rav 4 Hybrid		2024	\$49,500	\$25,000		\$24,500	
W	816	CW39HV	Isuzu D-max 4X4 Space Cab		2019	\$50,000	\$24,000		\$26,000	
W	834	CZ35EJ	Isuzu D-Max Taralga Water		2021	\$50,000	\$28,000		\$22,000	
G	874	DD67EJ	Toyota Kluger GX AWD		2022	\$57,000	\$32,000		\$25,000	
			Total Motor Vehicles			\$762,000	\$366,000	\$0	\$396,000	\$0

Fund		Fund	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G		General Fund	\$2,576,000	\$863,000	\$0	\$1,713,000	\$0
W		Water Fund	\$296,000	\$117,000	\$0	\$179,000	\$0
S		Sewer Fund	\$0	\$0	\$0	\$0	\$0
DWM		Domestic Waste Fund	\$0	\$0	\$0	\$0	\$0
		Total All Funds	\$2,872,000	\$980,000	\$0	\$1,892,000	\$0

UPPER LACHLAN SHIRE COUNCIL

HEAVY PLANT REPLACEMENT SCHEDULE - 2026/2027

ALL COSTS ARE GST EXCLUSIVE

Fund	Plant No.	Rego Number	Plant Description	Hours/ kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G	308	75187D	New Holland Tractor		2002	\$80,000	\$30,000		\$50,000	
G	493	S52845	12 Man Caravan		2007	\$80,000	\$5,000		\$75,000	
G	494	S52846	12 Man Caravan		2007	\$80,000	\$5,000		\$75,000	
G	702	78873D	S/H John Deere 4WD Tractor		2009	\$80,000	\$45,000		\$35,000	
G	720	TB91BS	Traffic Light Set Master		2016	\$40,000	\$10,000		\$30,000	
G	759	75199D	Caterpillar 12M Platform 2 Grader		2018	\$650,000	\$150,000		\$500,000	
G	768	XN80EX	Mack 8x4 Water Truck		2018	\$320,000	\$150,000		\$170,000	
G	806	86235-D	Crown CD25 Forklift Gunning Depot		2015	\$65,000	\$10,000		\$55,000	
DWM	808	XN23RA	Iveco euro 6 garbage truck		2020	\$580,000	\$75,000		\$505,000	
G	809	94375-D	Toro 74960 Z Master with Grass catcher		2023	\$40,000	\$12,000		\$28,000	
G	810	94379-D	John Deere Z994R		2023	\$40,000	\$12,000		\$28,000	
G	821	02415E	Caterpillar CS56B Roller		2020	\$220,000	\$70,000		\$150,000	
G	860	11979E	Cub Cadet Pro-Z154S		2021	\$25,000	\$8,000		\$17,000	
G	861	17940E	Cub Cadet Pro-Z154S		2021	\$25,000	\$8,000		\$17,000	
			Total Heavy Plant & Equipment			\$2,325,000	\$590,000		\$1,735,000	

UPPER LACHLAN SHIRE COUNCIL

MOTOR VEHICLE REPLACEMENT SCHEDULE - 2026/2027

Fund	Plant No.	Rego Number	Current Vehicle	kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G	585	BM13LQ	Isuzu 4x4 Crew Cab Dmax		2023	\$55,000	\$25,000		\$30,000	
G	660	BS46UU	Isuzu 4x4 Crew Cab Dmax		2023	\$55,000	\$25,000		\$30,000	
G	743	CH18PO	Isuzu 4x4 Crew Cab Dmax		2023	\$55,000	\$22,000		\$33,000	
G	813	CV39LE	Holden Trailblazer 4WD 7 Seat SUV		2023	\$41,000	\$25,000		\$16,000	
G	815	CW59AD	Isuzu D-max 4X4 Crew Cab (weeds)		2023	\$55,000	\$22,000		\$33,000	
G	817	CW82SX	Holden Colorado Crew Cab		2023	\$55,000	\$22,000		\$33,000	
W	819	CW77SX	Subaru Forester Premium		2023	\$42,000	\$22,000		\$20,000	
G	836	CZ58EJ	Subaru Outback Premium Petrol		2024	\$51,500	\$25,000		\$26,500	
G	838	CZ41EJ	Isuzu Mux (RMCC)		2023	\$42,000	\$22,000		\$20,000	
G	839	ENQ34V	Toyota Fortuner GX SUV		2024	\$51,500	\$25,000		\$26,500	
G	858	DB70TI	Mitsubishi Triton		2022	\$55,000	\$22,000		\$33,000	
G	859	DD60EJ	Toyota Hilux		2022	\$55,000	\$22,000		\$33,000	
G	872	DB71TI	Mitsubishi Triton		2022	\$50,000	\$25,000		\$25,000	
G	877	DC85LW	Subaru Outback		2024	\$51,500	\$22,000		\$29,500	
			Total Motor Vehicles			\$714,500	\$326,000		\$388,500	

FUND SUMMARY

Fund		Fund	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G		General Fund	\$2,417,500	\$819,000	\$0	\$1,598,500	\$0
W		Water Fund	\$42,000	\$22,000	\$0	\$20,000	\$0
S		Sewer Fund	\$0	\$0	\$0	\$0	\$0
DWM		Domestic Waste Fund	\$580,000	\$75,000	\$0	\$505,000	\$0
		Total All Funds	\$3,039,500	\$916,000	\$0	\$2,123,500	\$0



Upper Lachlan Shire Council

Long Term Financial Plan 2023 –2032

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Appendix

10 Year Financial Plan – Scenario Base Case: by Consolidated and by Fund

- Historical Information
- Income Statement
- Statement of Financial Position (Balance Sheet)
- Equity Statement
- Cash Flow Statement
- Key Performance Indicators
- Financial Performance Indicators
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Executive Summary

The Upper Lachlan Shire Council in partnership with our communities developed the Upper Lachlan Community Strategic Plan Towards 2042 document, which identifies the community's priorities for twenty years and outlines strategies to achieve those goals.

The Upper Lachlan Community Strategic Plan Towards 2042 is a long-term visioning document that expresses community's long-term aspirations. The Community Aspirations are as follows:-

- 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.

In working towards delivering these long-term aspirations for our community, sufficient resources will need to be provided by Council and asset management will become a critical component in ensuring service delivery success. Council will address community aspirations within the five identified Strategic Pillars and there are strategic objectives identified. The Strategic Pillars are as follows:-

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

To ensure that Upper Lachlan Shire Council addresses the Strategic Pillars priorities in the Community Strategic Plan, a Resourcing Strategy has been prepared. The Resourcing Strategy is a key part of the integrated planning and reporting framework for Council's long term planning. Council's Resourcing Strategy includes the following integrated documents:-

- Long Term Financial Plan (LTFP);
- Workforce Plan; and
- Infrastructure Plan.

The Long Term Financial Plan sets out Council's projected income and expenditure, statement of financial position and cash flows for the coming 10 years and outlines methods of monitoring financial performance.

The Long Term Financial Plan will assist Council to make informed decisions with regard to the future sustainability and efficiency of Council operations.

Introduction

The creation of a Long Term Financial Plan is a requirement under the Integrated Planning and Reporting framework for NSW local government and forms part of the Council Resource Strategy.

The Long Term Financial Plan is a 10-year plan that tests the community's aspirations against its financial capacity. The Long Term Financial Plan will be used as a decision-making tool and will continue to evolve and change as circumstances change and Council decisions are implemented.

A Long Term Financial Plan provides a framework for Upper Lachlan Shire Council to assess its revenue building capacity to deliver upon the key performance indicators for all the principal activity areas and provide suitable level of services outlined in the Council Community Strategic Plan.

The Long Term Financial Plan also aims to:-

- Establish greater transparency and accountability of Council to the community;
- Provide an opportunity for early identification of financial issues and any likely impacts in the longer term;
- Provide a mechanism to solve financial problems and understand the financial impact of Council decisions; and
- Provide a means of measuring Council's success in implementing strategies.

The Long Term Financial Plan is a living document and will change as the underlying principles and key assumptions and Council's financial position change over time.

Council has identified a number of strategic performance measures that are incorporated into the assessment of Council's financial performance and financial position. Council will be vigilant in reviewing each performance measure to gauge how Council is progressing to achieve its community aspirations and strategic objectives.

The community engagement period, which informed the development of the Community Strategic Plan, identified roads and bridges infrastructure as priority number one. In response, Council has allocated the largest proportion of funds to this purpose annually over the life of the Long Term Financial Plan. Roads infrastructure projects will be implemented in accordance with Council's Infrastructure Plan and associated services levels will be reviewed in conjunction with the community.

History related to Financial Assessment of Council

In March 2013 a "Financial Assessment, Sustainability and Benchmarking Report" was prepared by NSW Treasury Corporation (TCorp) on Upper Lachlan Shire Council. The TCorp report assessed Upper Lachlan as being in a "Sound" Financial Sustainability Rating position and Outlook for the Council was Neutral.

In addition to this assessment, the Independent Pricing and Regulatory Tribunal (IPART) completed an "Assessment of Council Fit for the Future Proposals" in October 2015 the report was commissioned by the NSW Government. The IPART Report stated that Upper Lachlan Shire Council satisfied the financial criteria to be Fit; which included sustainability, efficiency, infrastructure and service management assessments. On 18 December 2015 Upper Lachlan Shire Council was deemed Fit for the Future by the NSW Government.

Financial Objectives

Council will pursue the following financial objectives for the term of the Long Term Financial Plan:-

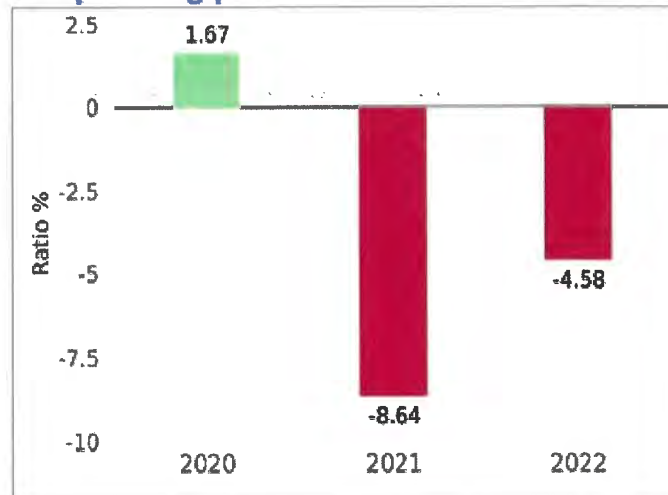
1. Maintain Council's sound financial performance and financial position for the ten year period;
2. Continue to provide a fair and equitable rating structure and revenue policy;
3. Attract and maximise government grants, contributions and subsidies as an external funding source to assist in delivering Council services;
4. Endeavour to budget for and achieve a balanced Net Operating Result (before capital grants and contributions) each year to ensure financial viability and stability in Council's core operating activities. This performance indicator is an annual Operating Performance Ratio above the benchmark of 0;
5. Budget maintain an Unrestricted Current Ratio of at minimum 1.50:1; thereby ensuring access to adequate working funds on a continual basis;
6. Annually fund the asset renewal program in line with Council's Infrastructure Plan and Asset Management Plan for all of its assets classes. To maintain a Buildings and Infrastructure Renewals Ratio of greater than 100%;
7. Continue to benchmark Upper Lachlan's financial performance against the Office of Local Government ratios;
8. Report to Council the Quarterly Budget Review Statements (QBRS) and to review program activities each quarter;
9. Report to Council and monitor the six monthly Delivery Program implementation reviews;
10. Continually review all operating expenditure and improve efficiency in service delivery where possible;
11. Reduce Council-owned assets which do not align with Council's adopted strategic objectives, and place an unnecessary ongoing maintenance burden on Council and the community;
12. Implement user-pay principles on service provision and assets, excluding known and Council approved community service obligations. Full cost recovery pricing principles to be implemented where appropriate.

Current Financial Position of Council

Operating Performance Ratio

This ratio is intended to measure Council's ability to contain its operating expenditure within the confines of its operating income. The benchmark is greater than 0%. The Operating Performance Ratio for the past three financial years from 2019/2020 to 2021/2022 is seen in the below graph:-

1. Operating performance ratio

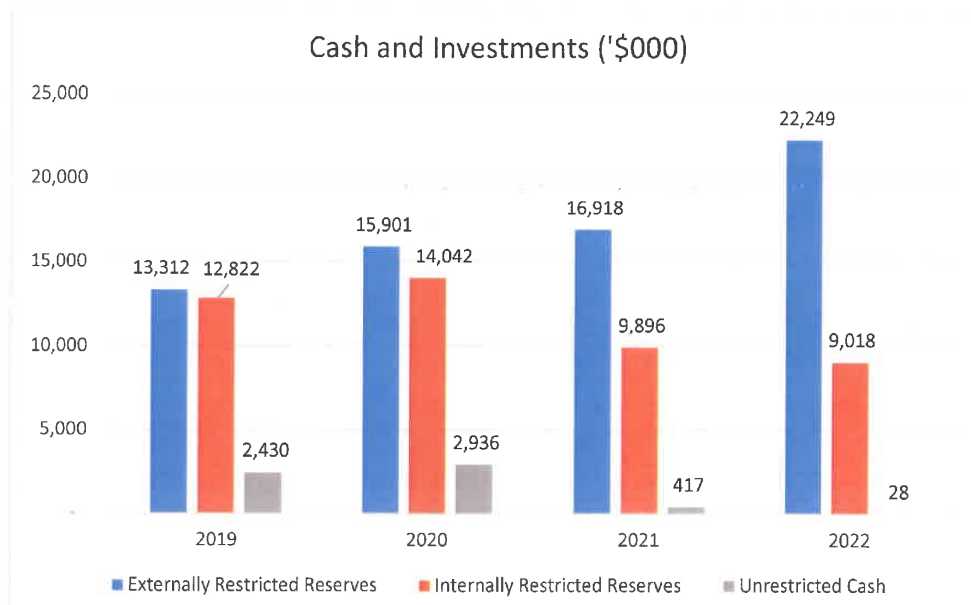


Financial Position Indicators

Financial Performance Measures	Indicator	2022	2021	2020	2019
Unrestricted Current Ratio	Ratio	2.88	2.30	4.56	5.13
Own Source Operating Revenue Ratio	Percentage	44.00%	52.79%	52.83%	63.34%
Rates and Annual Charges Outstanding	Percentage	3.18%	2.42%	2.67%	2.39%
Debt Service Cover Ratio	Percentage	10.14%	5.75%	13.56%	15.98%
Buildings and Infrastructure Renewals Ratio	Percentage	159.70%	107.96%	108.79%	89.50%
Operating Result Surplus (before capital grants and contributions)	(\$000)	-1,163	-3,890	357	213

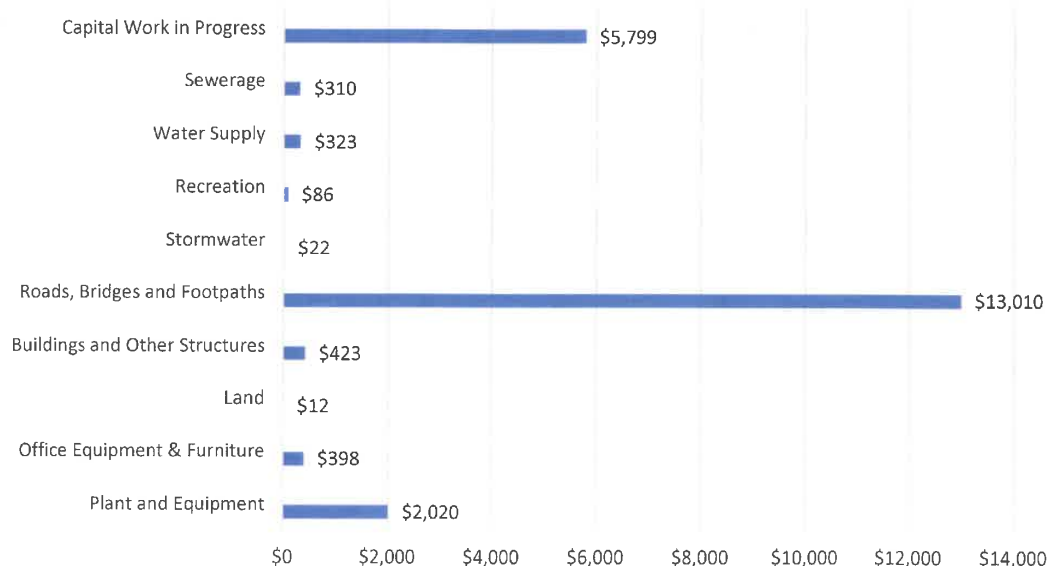
Cash and Investments

Cash and investments in 2021/2022 totals \$31.2 million (2020/2021 - \$27.2 million) and is divided into unrestricted cash, internally restricted cash reserves by Council, and externally restricted cash reserves (i.e. water supply, sewerage, domestic waste funds, external grants unexpended and development contributions).



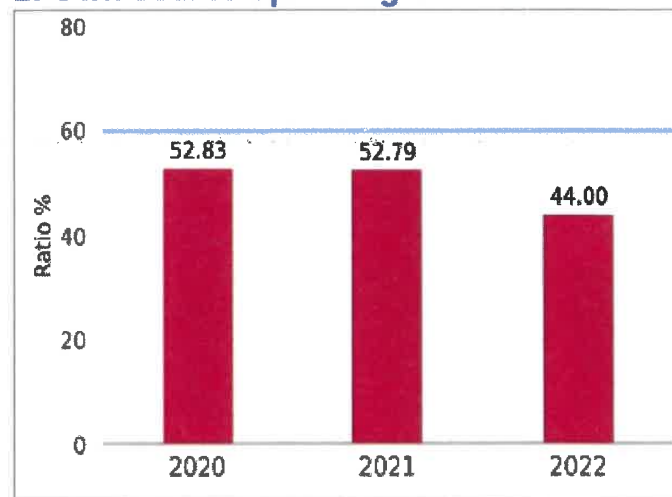
ASSETS DATA

2021/2022 Capital Expenditure by Asset Class \$22,402 (\$'000)

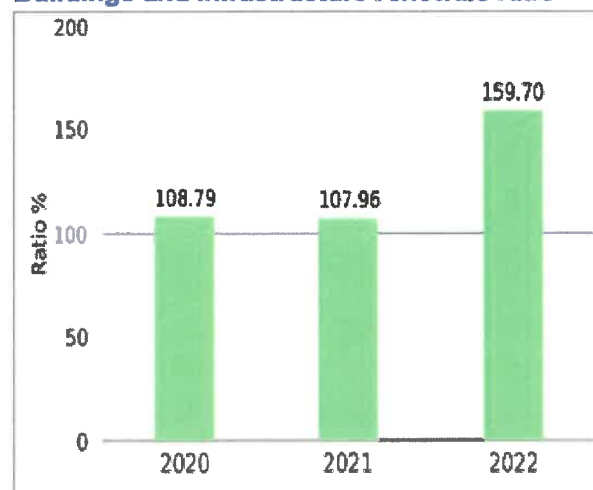


Own Source Operating Revenue Ratio

This ratio measures the degree of reliance on external funding sources such as operating grants and contributions. The Benchmark is greater than 60%. A comparison of Council's Own Source Operating Revenue Ratio for the past three financial years from 2019/2020 to 2021/2022 is seen in the below graph:-

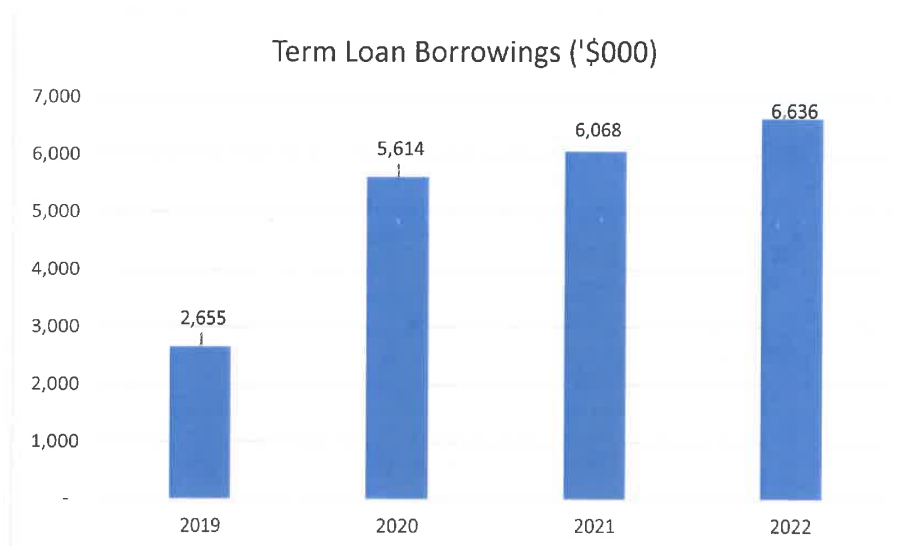
2. Own source operating revenue ratio**Buildings and Infrastructure Renewals Ratio**

This ratio measures the rate at which assets are being renewed relative to the rate at which the assets are depreciating. The Benchmark is greater than 100%. A comparison of Council's Buildings and Infrastructure Renewals Ratio for the past three financial years from 2019/2020 to 2021/2022 is seen in the below graph:-

Buildings and infrastructure renewals ratio

Borrowings and External Debt

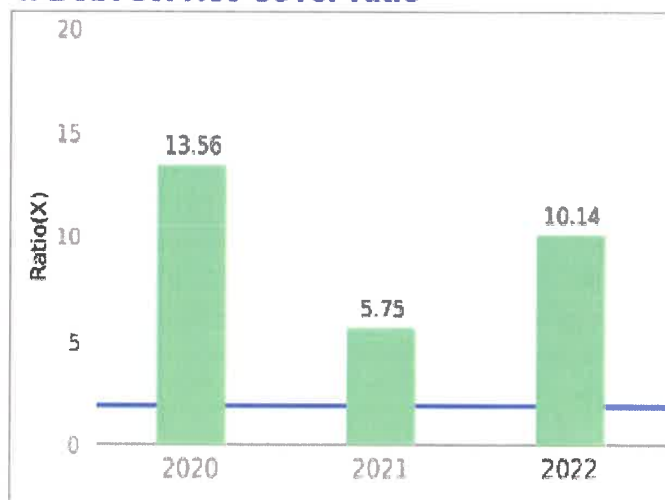
A comparison of Council's External Debt outstanding for the past five financial years is seen in the below graph. The Council Benchmark is less than 10% of total continuing operating income:-



Debt Service Cover Ratio

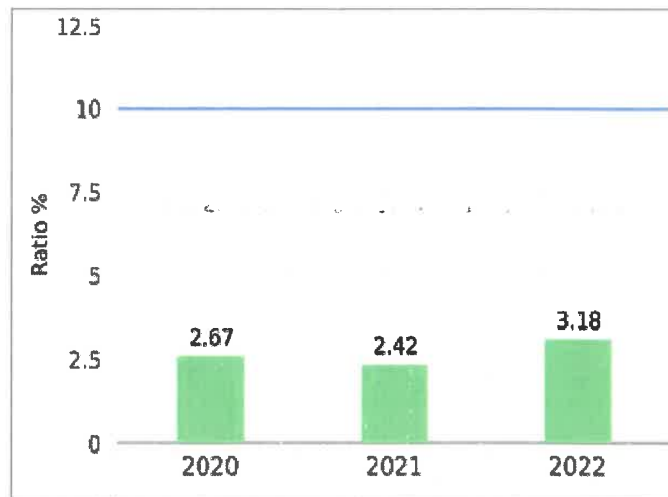
The Debt Service Cover Ratio is a ratio that measures the availability of operating cash to service debt including interest, principal and lease payments. Unlike its predecessor, the Debt Service Ratio, in this measure the higher the number, the greater the ability to service debt. The benchmark is greater than 2%.

4. Debt service cover ratio



Rates and Annual Charges Outstanding Ratio

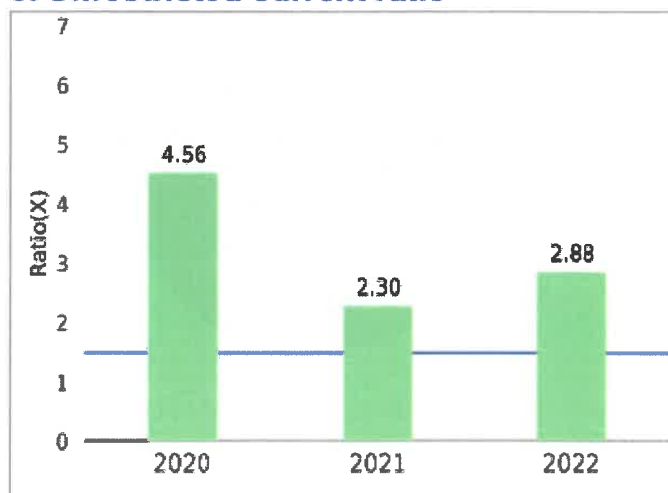
This performance measure assesses the impact of uncollected rates and annual charges on liquidity and reflects the adequacy of recovery efforts by Council. The past 3 financial years in the below graph displays the great efficiency in council debt recovery procedures:-



Unrestricted Current Ratio

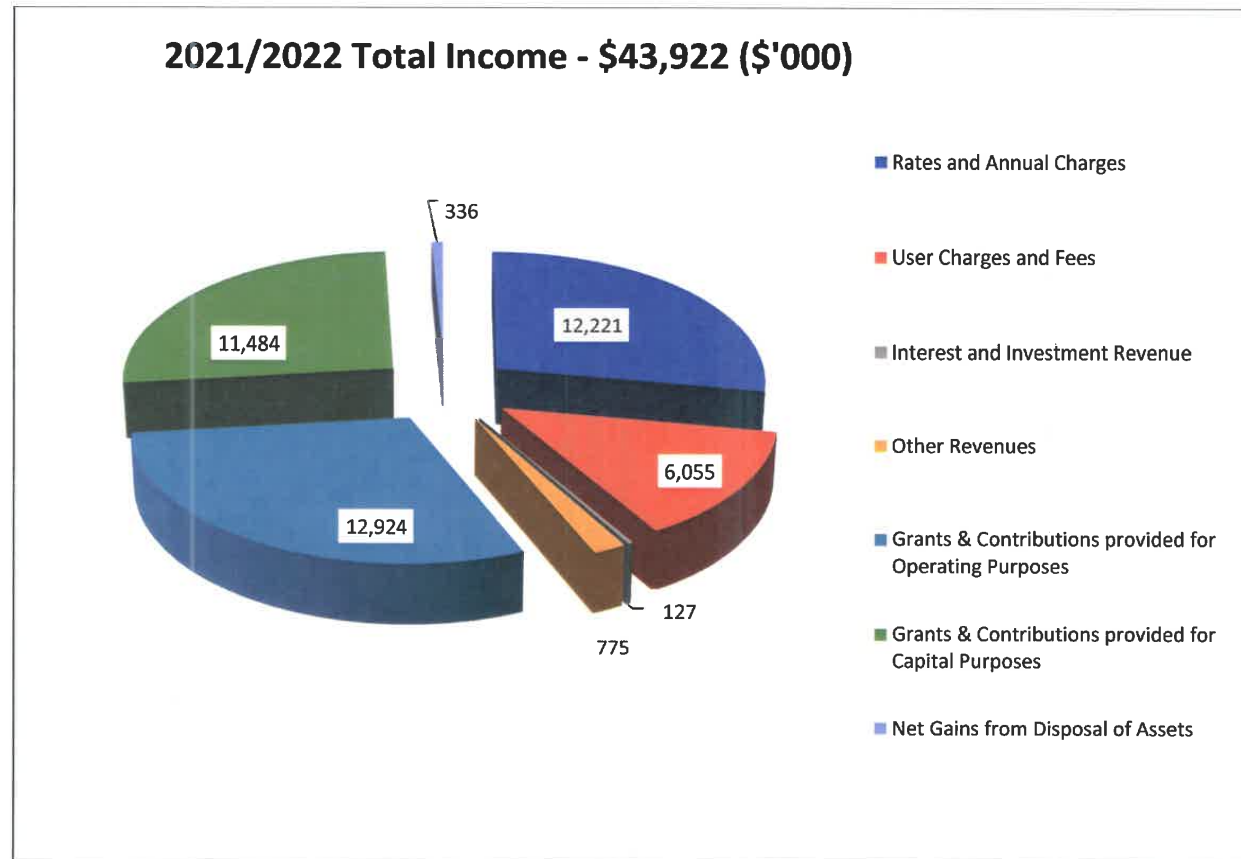
This is a commonly used measure of liquidity. This is a ratio of current assets to current liabilities (excluding external restrictions). This ratio assesses the adequacy of working capital and the ability of Council to satisfy financial obligations in the short term for unrestricted activities. A ratio of greater than 1.50 indicates healthy liquidity.

3. Unrestricted current ratio



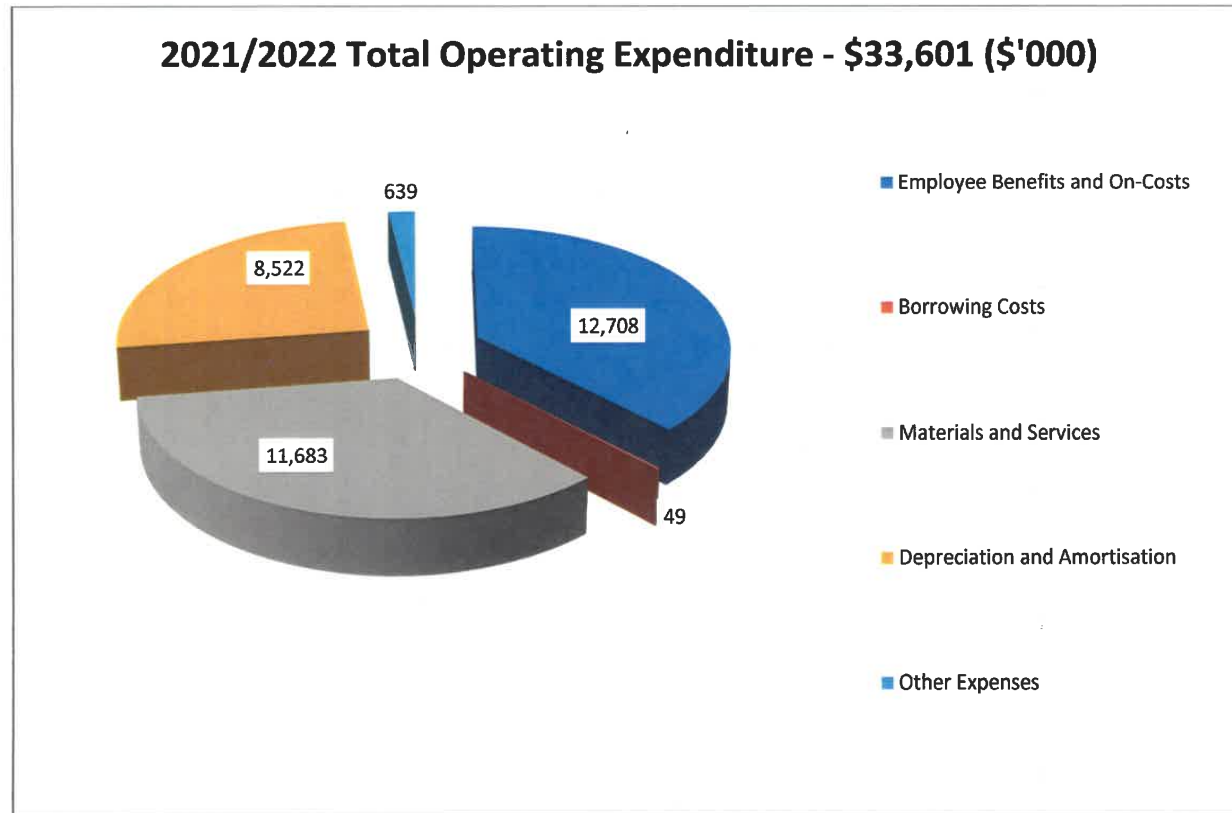
Operating Revenue by Source

In 2021/2022 total income (including capital grants and contributions) was \$43.9 million (2020/2021 – total income was \$37.2 million). A breakdown of Income from Continuing Operations by income source is seen in the below graph:-



Operating Expenditure by Type

In 2021/2022 total expenditure (including capital expenditure) was \$33.6 million (2020/2021 – total expenditure was \$33.8 million). A breakdown of Expenditure from Continuing Operations by expenditure type is seen in the below graph:-



Long Term Financial Plan and how it will be used

Council's Long Term Financial Plan model consists of linked spreadsheets that use the 2023/2024 budget, information contained in the Delivery Program and Operational Plan, as well as long-term key planning principles and assumptions to generate 10-year forecasts of income and expenditure.

Council's Long Term Financial Plan covers all areas of Council operations; including General Fund, Domestic Waste Fund, Water Supply and Sewerage Funds. The plan considers the high degree of infrastructure renewal required for council existing assets.

The Long Term Financial Plan will be subject to review and adjustment annually or as priorities change to align with the Community Strategic Plan and Resourcing Strategy components. The ten-year plan presents an Income Statement, Statement of Financial Position, Equity Statement and Cash Flow Statement.

The Long Term Financial Plan also draws on Council's Infrastructure Plan (incorporating the asset management plan) which defines the service levels, intervention thresholds and capital maintenance and renewal expenditure requirements for their respective asset classes.

The 10 year Long Term Financial Plan has been developed by Upper Lachlan Shire Council in accordance with the Office of Local Government Integrated Planning and Reporting Guidelines and the Local Government Act 1993.

The Purpose of the Long Term Financial Plan

- Provide a transparent account of Council's financial situation to the community;
- Set out the assumptions upon which Council's financial budgets have been structured;
- Provide methodology for strategic decision making that is in the community's best interests;
- Identify Key Performance Indicators upon which Council can benchmark its financial performance against other NSW Councils of a similar size with comparable resources;
- Evaluate the impact of future scenarios upon Council's financial position;
- Provide a basis for future decision making particularly when the Infrastructure Plan and asset management strategy are further refined and developed;
- Identify issues which impact upon the financial sustainability of Council including known opportunities and threats;
- Achieve balanced operational budget result annually acknowledging that minimum service delivery may need to be reviewed while attempting to reduce operating costs in real terms;
- Achieve a working fund surplus result annually and adequate cash at hand to cover all liabilities; and
- Assist with planning for major capital infrastructure renewal program and specific capital projects.

Key Planning Assumptions

A Long Term Financial Plan is dependent on a number of planning assumptions. In preparing this plan, it was necessary to consider a range of matters and make appropriate assumptions. These assumptions have been used to model and formulate the plan.

In developing the Long Term Financial Plan Council has considered and made assumptions with regards to demographics of the Shire, projected economic growth and industrial development within the Shire, service delivery standards, and all other major influences on Council's income streams and expenditure patterns and projects.

In summary, the Long Term Financial Plan sets out the following key planning assumptions used to develop the long-term forecasts of income and expenditure for Council:

Income Forecasts

<u>Income Source</u>	<u>Projected Annual Increase</u>
• General (Ordinary) Rates Income	2.50%
• Domestic Waste Charges	4% - full cost recovery
• Sewerage Charges	3% - full cost recovery
• Water Supply Charges	4% - full cost recovery
• Water Supply User Pay Charges	4% - full cost recovery
• Interest Rate on Investments	4% return over 10 year period
• Interest Rate on Overdue Rates	7%
• Operating General Purpose Grants	2.50%
• Capital Grants	2.50%
• Development Contributions	2.50%
• Net Gain from Disposal of Assets	Variable % based on plant schedule
• Other Revenues	2.50%
• User Charges and Fees	3.00% - full cost recovery and within Statutory limitations
• Population Growth	1.50% annually
• Service Levels	Refer to Infrastructure Plan

Expenditure Forecasts

<u>Expenditure Source</u>	<u>Projected Annual Increase</u>
• Salaries and Wages	3%
• Superannuation Guarantee Contribution	0.50% increase (from 2021 to 2025)
• SASS Defined Benefit Plan Contribution	Increased contribution rate until 2025
• Workers Compensation	variable based on claims history
• Consumer Price Index	3%
• Interest Rate for Borrowings	5%
• Depreciation Expense	1.90% recurrent only
• Insurances	5-10%
• Electricity and Gas	4%
• Materials, Contracts and Services	4%
• Major capital works projects	Varies according to projects funding status and other factors

Disclaimer: Noting CPI and wages growth for the next 2 years exceeds long-term projections over the 10 year life of the Long Term Financial Plan. 2022/2023 LTFP Income Statement is after 2nd Quarter budget revision and includes unanticipated operational grants income recognised that year.

Detailed Income Forecasts

General (Ordinary) Rates Income

Historically there is minor change in the number of rateable assessments from year to year. The total number of rateable assessments in 2005/2006 was 5,604. The number of rateable assessments for 2023/2024 is 6,524. There has been an average increase in total rateable assessments annually of 0.80%. This increase equates to minimal additional general rates income to Council.

Council will continue to apply the maximum annual rates increase allowable by IPART and Office of Local Government. The maximum permissible rates increase in recent past years included 2015/2016 was 2.40%, 2016/2017 was 1.80%, 2017/2018 was 1.50%, 2018/2019 was 2.30%, 2019/2020 was 2.70%, 2020/2021 was 2.60%, 2021/2022 was 2% and 2022/2023 was 2.4%. The maximum increase in 2023/2024 is 3.70%. Council has projected the annual rate pegging limit increase to be 2.50% annually. This is based on historical data (past ten years) increase in maximum rate cap for general rates income. A 3.7% increase equates to an additional \$309,381 general rates income. Further details for each individual rating category are available in Council's Operational Plan.

No special variation to general rates income is included in the Council Long Term Financial Plan projections for the Base Case Scenario, however this will continue to be assessed based on community feedback and on the need for additional income to continue to deliver services.

In Upper Lachlan LGA, a number of wind farms have been constructed and a number of wind farms have development consent however, the legal rateability status for these large-scale industrial developments is not clear. These projects are categorised as Business – Other for rating purposes.

Domestic Waste Management Charges

The Domestic Waste Management (DWM) service is provided by Council to the residential properties in townships and the immediate surrounding area of towns within the Shire. The DWM service provides garbage, recycling and green waste kerbside collection services. The basis of the DWM annual charge is on a full cost recovery basis to allow for the future upgrade of the DWM plant fleet, garbage bins, and partial allocation for the rehabilitation of the waste centres (rubbish tips) in the Shire.

The DWM charge is projected to increase annually by 4% over the next ten-year period. Council will continue to complete and publish in the Operational Plan a comprehensive domestic waste reasonable cost calculation in accordance with the Local Government Act 1993 requirements and to ensure any service changes are consulted with and conveyed to the community.

Sewerage Charges

Upper Lachlan Shire Council operates and manages sewerage systems and services within three towns in the Shire, being Crookwell, Gunning and Taralga. Council intends to maintain the sewerage services and improve the sewerage infrastructure in the coming ten-year period.

Council implemented the Department of Water and Energy Best Practice Management Guidelines and pricing principles for sewerage services and complies with the National Performance Framework advocated by the NSW Office of Water and Environment Protection Authority (EPA).

The average annual increase for sewerage charges of 3% is projected over the next ten-year period based on full cost recovery principles. In addition, Council endeavours to achieve an economic real rate of return on the sewerage services of greater than 1%.

Water Supply Charges

Council operates and manages water supply systems within four towns in the Shire, being Crookwell, Gunning, Dalton and Taralga. Council intends to maintain the water supply services and improve the infrastructure for these reticulated water supply systems. Council, in partnership with the Federal and State Government, completed capital upgrade works of \$10.1 million to increase reliability and improve water quality and water treatment operations for the Gunning and Dalton water supply schemes, these works were completed in May 2014. The Crookwell water supply scheme \$7 million upgrade project to the water treatment operations was completed late 2017.

The average annual increase for water supply annual charges of 4% is projected over the next ten-year period based on full cost recovery principles. In addition, Council aims to achieve an economic real rate of return on the water supply services of 1%.

Water Supply User Pay Charges

Water supply user pay charges are highly volatile due to the impact from seasonal conditions. Council has implemented initiatives, such as water bore installations to supplement existing water storages, to assist in drought proofing water resources necessary for the towns in the Shire. Upper Lachlan Shire Council has implemented the former Department of Water and Energy Best Practice Management Guidelines and pricing principles for water supply and comply with the National Performance Framework as advocated by the NSW Department of Planning and Environment. Council will continue to generate greater than 50% of total water supply revenue from water supply user charges.

The water supply user charges are projected to increase annually by 4% over the next ten-year period. All water supply users pay a dollar amount per kilolitre charge with a two-tiered tariff pricing system. The water supply user charges are based on full cost recovery of the service.

Interest Rate on Investments

Interest rates on investments have been variable in recent years. The Reserve Bank of Australia official cash interest rate has fallen from a high of 7.25% in March 2008 to a low of 0.25% from March 2020 to March 2022. Since May 2022, the rate has risen each month to a current rate of 3.60%. The average interest rate on term deposits held by Council at March 2023 is 4.14%. The RBA expectation is further tightening in interest rates will be needed as it seeks to return inflation to the target range of 2.0-3.0%. Term deposit interest rates are anticipated to be in the vicinity of 4.5% for the next year with the interest rate reducing to an average of 4% for the ten-year period. Future changes or volatility in interest rates will have an impact on Council's long-term financial outlook.

In accordance with Council's Investment Policy and Ministerial Investment Order, Council now invests only in term deposits, with varying maturity timeframes, with Australian authorised deposit taking institutions.

Interest Rate on Overdue Rates

Council has sustained a remarkably low rates and annual charges outstanding percentage of less than 3.50% for the past fifteen years. Council staff have enforced Council's Debt Recovery Policy and remained vigilant in assuring regular cash flow from rates and annual charges.

Council has projected an average overdue interest rate of 7% over the ten-year period. The interest rate in 2015/2016 was 8.50%, 8% in 2016/2017, 7.50% in 2017/2018, 2018/2019 and 2019/2020, 7% in 2020/2021 and 6% in 2021/2022 and 2022/2023. The interest revenue from outstanding rates

and annual charges will not be materially affected by any changes in the maximum interest rate as determined each year by the Office of Local Government.

Operating General Purpose Grants

Council's most important and material recurrent operating grant is the untied Financial Assistance Grants (FAG) received from the Federal Government and administered by the NSW Local Government Grants Commission. The FAG grant accounts for around 50% of Council's total operating grants and contributions received annually. The FAG grant has a general and roads component totalling \$5.645 million in 2022/2023. The LTFP has estimated a 2.50% increase annually for the FAG over the ten-year period, which is based in part on the Commonwealth's annual Consumer Price Index (CPI) estimates.

There are two other material operating grants received by Council annually. The operating grants received from the Roads and Maritime Services (RMS) for the Regional Roads Block Grant totals \$1.758 million annually. The Federal Government program Roads to Recovery is classified as an operating grant and is being used by Council solely for capital works projects and programs. The Roads to Recovery is a 5-year program equivalent to \$1.2 million each year. The Roads to Recovery new 5 year funding program began 1 July 2019. It is anticipated to continue for the 10-year period.

Council has assumed that all recurrent grants and contributions for operating purposes will also increase annually by a projection of 2.50%.

Capital Grants

Capital grants are by their nature highly variable from year to year depending on the need and community support for major capital works projects and the availability of other government grant programs to assist in funding major capital improvement projects.

Council's Delivery Program details the road reconstruction and sealing programmed works to 2027.

Council has also made allowance in the LTFP for timber bridges replacement program and has utilised loan funds matched against other government grant funding. All timber bridge replacements will be completed, by late 2023, with new concrete structures. Future borrowings may be utilised for stormwater projects and Crookwell waste centre upgrade and rehabilitation of landfill site.

There are numerous competitive rounds of NSW Government and Federal Government grants programs becoming available in the next 2-3 year period. Council has secured grant funding for the Tablelands Way reconstruction of road segments on Taralga - Oberon Road MR256 (\$6.5 million).

Council has projected an average increase in general fund capital grants income of 2.50% for the ten-year period.

Development Contributions

The Upper Lachlan Local Environment Plan 2010 encourages development around the existing towns and potential growth centres in the Shire. Council development contributions will be impacted by any increased economic development and subdivision activities over the coming ten years. The population and industrial development growth expectations are categorised in the low to moderate range by Council in our long-range forecasts.

Council has a Section 7.11 Development Contributions Plan that allows Council to collect contributions from developers where it is considered that additional demand will be placed on existing public facilities and amenities. Council's Plan contains the following development contributions; Roads, Open Space, Community Facilities, Waste Management, Emergency Services and Plan Administration. Council has projected an annual increase in development contributions of 2.50% for the ten-year period.

Council has implemented a Section 7.12 Development Contributions Plan in 2012 and this plan is designed to collect contributions from developments of regional and state significant developments and energy, wind and power station developments. Council has a Section 7.12 Development Contributions Plan to apply to state significant projects and has also established a Community Enhancement Fund (CEF). These plans are designed to mitigate negative aspects of these projects on the community and to ensure the developments make a reasonable contribution with respect to community infrastructure.

Council has a Section 64 Development Contributions Plan for the Upper Lachlan Shire Council area for water supply and sewerage services. Council has projected an annual increase in Section 64 development contributions of 2.50% for the ten-year period.

Net Gain from Disposal of Assets

Council has developed a detailed ten-year motor vehicle, plant and equipment replacement program and has a Disposal of Assets Policy. The Council Delivery Program provides further detailed information on projected motor vehicle, plant and equipment replacement. There are no real estate assets classified as available for sale and no sales are planned over the ten-year period. The annual increase % is variable and is subject to plant replacement schedule. There is no set % increase or decrease on the net gain from the disposal of assets.

User Charges and Fees

Council has numerous user charges and fees that are statutory fees determined by regulation or by another government agency, for example Development Application fees and Section 149 Certificate fees and Section 603 Certificate fees. In most cases, there is no annual increase in these user charges and fees provided in the relevant legislation. Therefore, no increase is estimated in statutory fees.

For discretionary fees, the most material fees are for private works (contracted work) undertaken by Council on private properties. The Transport for NSW Routine Maintenance Council Contract (RMCC) and Works Orders on State Road MR54 are also a discretionary fee. The State Road MR54 total works program is estimated to be contract works with Transport for NSW estimated at \$2 million each year for the entire ten-year period.

For all discretionary fees an annual increase of 3% is projected over the next ten-year period based on full cost recovery principles and profit component where applicable.

Other Revenues

Other Revenues are relatively immaterial in Council's operating budget these items include; property rental income, Agency fees (Service NSW and Australia Post Agency), fuel tax credits and other recoverable charges. An annual increase of 2.50% is projected over the next ten-year period based on full cost recovery principles and profit component where applicable.

Population Growth

The Long Term Financial Plan takes into consideration any potential growth in population within the Upper Lachlan local government area.

The Community Strategic Plan and Delivery Program are informed by the Australian Bureau of Statistics (ABS) Census and the ABS National Regional Profile for population growth in Upper Lachlan. The ABS Estimated Resident Population for Upper Lachlan at June 2021 was 8,514, which equates to a 2% annual increase. Council estimates a population increase of 1.50% annually to 2032.

The cost of Council's services is not particularly sensitive to population growth for the towns and villages within the Shire. At the projected increased population levels, the Long Term Financial Plan model assumes that the population growth will not have a significant impact on the income and expenditure projections contained therein.

Services Levels

Council will endeavour to continue maintaining the existing level of services for all the principal activities undertaken by Council as detailed in Councils Delivery Program and Operational Plan under each Community Strategic Plan Strategic Objective Area. In addition, Council will meet the service levels in relation to infrastructure maintenance and renewal as detailed in the Infrastructure Plan.

The service levels delivered at present may not necessarily meet with the community expectations however Council is attempting to address the backlog of roads, bridges and associated infrastructure work in a planned and coordinated manner and dealing with road damage for a number of natural disasters in the past 4 years.

Other Economic Factors

There are a number of economic factors that may potentially adversely affect the long-term financial projections and assumptions used by Council in formulating the current Long Term Financial Plan. In addition, COVID-19 pandemic impacts, floods and bushfire natural disasters have had significant economic impacts on our communities and local businesses.

These include the following items:-

Volatility in the Consumer Price Index (CPI)

Prior to the 2022/2023 year, the Consumer Price Index (CPI) had been relatively stable. The 2023 Financial Year however has seen a significant growth in inflation to the level of 7.8% for the 12 months to December 2022. The Federal Government and Reserve Bank of Australia continue to target an inflation range of between 2% and 3%.

Council's operating budget is particularly sensitive to changes in the CPI, particularly where prices for major consumption items such as transport and petroleum products increase in excess of the average CPI. Council has projected an annual CPI increase of 3% over the life of the Long Term Financial Plan, being the upper limit of the RBA target range.

Cost Shifting from NSW Government

The issue of cost shifting is of significant concern to all NSW Councils. The estimated annual cost shift expense for Upper Lachlan in 2015/2016 was \$1 million or equivalent to 3.50% of total Council income (excluding capital grants and contributions). The cost shift activities include Rural Fire Services, pensioner rates concessions, public libraries, noxious weeds control, contaminated land management, crown land management, animal control, and State Emergency Services (SES).

If this situation of cost shifting to local government is not addressed, Council's financial position is weakened and financial sustainability benchmarks become unattainable. In addition, from 2020/2021, the Emergency Services Levy will have increased by over \$333K annually from the levy paid by Council in 2018/2019 and this added annual expense increase will impact on services provided by Council in future years. In 2023/2024 the levy has increased by \$221K from 2022/2023.



Detailed Expenditure Forecasts

Salaries and Wages

Upper Lachlan employs 143 full-time equivalent employees, this fluctuates with casual staff utilised for peak period roadwork projects. The Workforce Plan identifies human resources key performance areas, goals and strategies and how they interact with Council's Strategic Objectives and Aspirations from the Community Strategic Plan to assist in delivering Council's programs. Council's single largest expense relates to salaries, employee benefits and on-costs.

Council reviews each position upon a vacancy and assesses the need for changes to a position or to the position parameters. Council has projected an increase in the number of employees as part of the organisation restructure which took effect in July 2021. In addition, Council does have an ageing workforce and have allocated 33% of total leave entitlements to an internally restricted cash reserve for this purpose and budgets annually for projected staff retirements, based on an age profile, this is incorporated into the annual Council Operational Plan.

All staff members are employed by Council under the NSW Industrial Relations System. The employment terms and conditions are set out in the Local Government (State) Award 2020. The Award includes, in effect, provision for annual salary increases. The increases mandated are 2.6% from July 2014, 2.7% from July 2015, and 2.8% from July 2016, 2.35% from July 2017, 2.50% from July 2018, 2.50% from July 2019, 1.50% from July 2020, a 2% increase in July 2021 and 2% in July 2022. Over the past 10 years, the average annual Award salary increase has been 2.75%. The projected increase for 2023/204 is 5%.

Salary costs are also affected by individual staff progressing in Council's Salary Structure by achieving productivity and skill step improvements related to their grading and salary steps. Council provides a modest allowance for these additional impacts. Council has forecast an annual increase in total salaries and wages of 3% over the term of the Long Term Financial Plan.

Superannuation Guarantee Contribution

The Superannuation Guarantee is required to be paid by Council to nominated superannuation funds as employer contributions on behalf of individual employees. The Superannuation Guarantee was set at 9% of employee's salary for a long period; however the Federal Government increased the % contribution rate incrementally as set out below:-

Financial Year	Contribution Rate
2012/2013	9.00%
2013/2014	9.25%
2014/2015 to 2020/2021	9.50%
2021/2022	10.00%
2022/2023	10.50%
2023/2024	11.00%
2024/2025	11.50%
2025/2026	12.00%

The Long Term Financial Plan assumes that the Superannuation Guarantee expense will increase incrementally up to 12% in future years. Federal Government confirmed that the superannuation guarantee contribution would increase to 11.00% from 1 July 2023.

In addition, Council commenced making superannuation guarantee contributions to elected Councillors from 1 July 2022.

Local Government Superannuation Scheme - Defined Benefit Plan Contribution

Council is involved in an industry defined benefits superannuation scheme, known as the Local Government SASS Superannuation Retirement Scheme. This superannuation scheme is a multi-employer fund where assets accumulate in the fund to meet member's benefits as defined in a Trust Deed consisting of all NSW Councils.

In 2009, the SASS scheme advised that as a result of the global financial crisis it had a significant deficiency of assets over liabilities. As a result, the Scheme has imposed increased contributions from 2009/2010 up to present date to recover the deficit. SASS has confirmed to Council that the increased contribution will remain in place, until at minimum, 30 June 2024. Council has employee members of SASS scheme and the total employer contribution expense annually is estimated at \$265K in 2023/2024.

The SASS scheme actuary monitors the financial position each year, however despite there being recovery in the financial markets since the global financial crisis; the scheme actuary reviewed the position at 30 June 2020 and advised additional contributions will continue to the scheme.

Workers Compensation

Council's Workers Compensation Insurance premium is a significant employee expenditure on-cost. The premium is calculated based on 3 years of workers compensation claims experience, estimated increases in salaries and wages and various multiplier factors used by StateCover Mutual Ltd. Upper Lachlan Shire Council workers compensation insurance premium costs in 2015/2016 was \$198,957, in 2016/2017 the cost was \$206,639 and in 2017/2018 the cost was \$233,098 (GST Inclusive). The cost in 2018/2019 was \$319,168, and cost in 2019/2020 was \$415,763. The cost estimate for 2023/2024 has increased to \$798K (Ex GST).

It is extremely difficult to calculate an appropriate inflationary index to forecast likely future Workers Compensation premiums. Implementation of an effective return to work and rehabilitation program will assist Council in reducing the amount of workers lost time due to injury. However, there are serious injury claims that will affect premiums in the next 3-year period.

Interest Rate for Borrowings

Council has a Loans/Borrowings Policy that details the objectives and criteria for external funding programs. Council will not borrow to finance annual operating and maintenance activities. Council will borrow for the acquisition of income producing assets or for asset renewal and upgrade programs. All Council loans are for fixed term periods and fixed interest rates to reduce the risk of exposure to variable repayment amounts.

Council has borrowings drawn down in recent years including; in 2019/2020, \$3.3 million loan for timber bridge replacement program, in 2020/2021 borrowings of \$1 million for timber bridge replacement program and in 2021/2022 borrowings of \$1.2 million for contribution to the construction of the Multi-purpose Aquatic and Activity Centre in Crookwell. Council has limited further capacity to borrow in the General Fund after taking up the 2023/2024 loan program. There are anticipated future borrowings forecast in the General Fund for 2023/2024 for the Crookwell Waste Transfer Station and MAAC Heated Pool project.

Any future upward movement in the official cash rate by the Australian Reserve Bank (current cash rate is at 3.60%) and movements in CPI has the potential to increase the borrowing interest rates available from financial institutions for any new loans. The current borrowing rates from financial institutions for loans covering a ten-year period are in the vicinity of 5.00% and a 20-year loan was 5.50%. Council's Long Term Financial Plan estimates an average interest rate of 5% for any new borrowings to 2031.

Consumer Price Index

See comments in economic factors outlined earlier titled "Volatility in Consumer Price Index". The annual CPI is estimated at 3% annually for 10 years in Council's Long Term Financial Plan.

Depreciation Expense

Depreciation of Council's major infrastructure assets is determined within their respective asset management strategies and this is reflected in the Long Term Financial Plan. Council's Infrastructure Plan and Financial Statements details the useful lives and depreciation periods for each class of asset.

The depreciation expense is calculated using the straight-line method to allocate their cost over their estimated useful lives. All assets classes are re-valued at "fair value" every 5 years.

Council has asset classes; including water supply, sewerage, land, buildings, stormwater, plant and equipment, roads, bridges and footpaths. Total depreciation projected in 2021/2022 is \$6.9 million. This has increased to a projected \$8.4 million depreciation expense in 2022/2023. The large increase is directly related to roads and bridges asset classes' revaluation increase of over \$1.1 million annual expense. Other increases are following the completion of Taralga water supply, Crookwell water treatment plant construction, Gunning and Dalton water supply capital improvement and new assets constructed, such as Crookwell Memorial Oval complex and new road construction projects.

In calculating depreciation, an annual provision for revaluation and recurrent depreciation expense increase of 1.90% has been included in the Long Term Financial Plan over the entire ten-year period.

Other Expenses - Emergency Services Levy and Management Contributions

The Long Term Financial Plan estimates a 2.50% increase annually for all other expenses. Other expenses category includes the following; contributions to other levels of government including Emergency Services Levy (ESL), contributions to Rural Fire Service (RFS), NSW Fire Brigade and State Emergency Services (SES) annually. In addition, there are donations and contributions to community groups and Section 355 Council Committees.

Emergency Services Levy Contributions are imposed on Councils by the NSW Government to assist funding the Rural Fire Service (RFS), NSW Fire Brigades and State Emergency Services (SES).

The contributions are a significant Other Expense item for Council with an annual contribution in 2021/2022 to Fire and Rescue NSW of \$34K, SES of \$12K and RFS \$508K. The Office of Local Government is no longer subsidising the large increase in the Emergency Services Levy (ESL) that took effect from 1 July 2019. The forecast expense for 2023/2024 is \$798K.

Insurances

Insurance expenses have significantly increased in the past 5 years. The annual insurance cost in 2019/2020 was \$693,000; in 2020/2021 was \$791,000, and in 2021/2022 the expense was \$878,000. The rate of increase in premiums has reduced since and in 2023/2024, the insurance expense is forecast as \$917,000. The insurance expense is projected to increase annually, of between 5% to 10%, over the ten year period. This projection is based in part on historical data, large-scale property damage from natural disasters and adverse insurance claims events history throughout Australia.

The significant increase in natural disaster events and severity of property damages in the past five years highlights the potential for increased property protection claims. In Upper Lachlan Shire

Council there has been significant recent insurance claims; Taralga water filtration plant destroyed by electrical fire in 2020, including a storm damage incident at Crookwell library in 2017, the 2018 hail damage to Council plant and motor vehicle fleet, the 2015 snow incident property damage claim, and previous years public liability cases x 2 relating to a trip fall incident and injury to a sporting group volunteer at Gunning sportsground.

Also, factored into the insurance costs increase is annual updating of Council's buildings declared insurance valuations. These valuations generally increase which in turn leads to higher insurance premiums as building replacement valuations continue to escalate.

Electricity and Gas

Electricity and Gas price increases were a focal point of Federal Government debate surrounding carbon taxes and meeting carbon credit targets and timeframes.

In 2014/2015, the increase in electricity costs as determined by the Independent Pricing and Regulatory Tribunal (IPART) was a price increase of 2.5%. Analyst projections of future electricity costs vary, however Council has estimated an average annual increase of 4% over the next ten-year period. Council participates in local government panel contracts to guarantee the most competitive electricity expenses tariff.

Materials, Contracts and Services

For the ten years to 2032, the Long Term Financial Plan estimates a 4% increase annually in Materials, Contracts and Services expense. The increase projected for total individual materials and contracts expenses is above the projected CPI due to specific purpose Council operations related to gravel pits, rubbish tips, waste centres, parks and gardens maintenance activities where costs are higher than CPI.

Private works activities will fluctuate from year to year based on private development projects within the Shire. Council does utilise a mix of Council employees and contracted plant hire operators and equipment when undertaking private works.

Council has contract arrangements related to the maintenance of State Road MR54, Goulburn to Crookwell to Bathurst Road. This Routine Maintenance Council Contract (RMCC) is with the Transport for NSW. The budget forward estimate is for \$2 million expense each year under the RMCC contract and Works Orders in the LTFP.

There are no significant (greater than \$50,000) legal costs projected by Council related to planning and development legal costs in 2023/2024. However, one legal proceeding is in mediation now that may proceed to a hearing at the Supreme Court.

Other Materials and Services expenses includes Councillors Allowances, street lighting, printing and stationary, valuation fees for rating purposes, telephones and communications expenses. The increase is largely based on historical data in relation to these expenses.

Council projections are also based on an existing contract with Telstra and TPG for telephony, mobile telephones, internet and NBN services. In addition, the Local Government Remuneration Tribunal determines increases in Councillor Allowances annually and for the past five years; the annual increase has been capped at 2.50%.

Major Capital Works Projects

The number and type of major capital works expenditure programs will depend upon a variety of factors not least of which is external funding arrangements.

The roads and bridges infrastructure maintenance and asset renewal is the largest challenge facing the Council in the medium to long term. Council is committed to local road capital improvements, especially in allocating additional resources to gravel resheeting programs.

Council annually receives a funding allocation of \$1.2 million from the Federal Government Roads to Recovery Program for roads and bridges. Local weather and environment factors continue to exacerbate the deterioration of gravel surfaces on local roads. Council intervention is continually necessary to restore and improve road surfaces.

Council completed the number one priority project being the reconstruction and bitumen sealing of the entire unsealed sections of Crookwell to Taralga Road MR248E and bitumen sealing the remaining unsealed sections of MR54 State Road Crookwell to Bathurst Road.

Council's Delivery Program details the road reconstruction and sealing programmed works to 2027. A significant project is the Transport for NSW Regional Roads Repair program, which will be utilised for the road reconstruction and resealing of regional roads.

A significant capital improvement project to be undertaken in coming years is the Crookwell landfill remediation capital works to meet EPA requirements. The DWM restricted reserve funds will partly fund the Crookwell landfill remediation component of waste centre upgrade in conjunction with funding from the General Fund.

Council's annual capital expenditure program from 2023 to 2032 will range from \$15 million to over \$30 million annually over the ten-year period.

There are significant sewerage and water supply fund asset replacements required in the next 5-10 year period. These include Crookwell and Gunning sewerage treatment plant replacements. These projects have not been included in the LTFP as reliable replacement timeframes and project budgets are yet to be developed. Grant funding and loans will be necessary to fund these projects.



Methods of Monitoring Financial Performance

The financial sustainability of local government has been the subject of independent reviews; including the Treasury Corporation report in 2013 and IPART report in 2015.

The Long Term Financial Plan opens the way for Council to address issues such as constraints on revenue growth (such as rate capping), ageing infrastructure, ageing population, legislative change and cost shifting and, in consultation with the community, set funding priorities and service levels.

In LTFP model for 2023/2024 and future years, there is limited information to provide a fully funded asset management plan. As a result, the unrestricted cash is unable to support the delivery program and capital works expenditure outlined in LTFP for those future years. Council will undertake review of asset management strategy to develop a fully costed works delivery program model.

Council will annually monitor, report, and assess its financial performance using the following measures:-

Performance Measures	Performance Indicator
Unrestricted Current Ratio of Assets to Liabilities	>2:1
• Net Operating Result (Operating Performance Ratio)	>=0 (balanced budget annually)
• Consolidated Debt Service Cover Ratio for all Funds	>=2% of operating revenue
• Rates and Annual Charges Outstanding Ratio	<5%
• Own Source Revenue Ratio (General Fund)	>=50%
• Buildings and Infrastructure Renewals Ratio	>=100%
• Total Unrestricted Cash Reserves	>\$250,000 at financial year end
• Employee Leave Entitlements Cash Reserve	>=33% of total liability
• Working Capital Result	Surplus maintained annually
• Each Fund (Water Supply, Sewerage and DWM)	Full cost recovery and annual operating Surplus
• Completion of Capital Budget	>=80% completion rate each year
• Budget Revote works carryovers	<5% of original operating budget
• Investment Returns	>90 day BBSW Rate
• Utilisation of Section 94 Development Plans funds	Minimum \$250,000 annual expenditure

In addition to the above mentioned performance measures, Upper Lachlan Shire Council will continue to use local government financial and governance health check benchmarks and other appropriate efficiency indicators in measuring Council's long-term financial sustainability.

Upper Lachlan Shire Council will not borrow to fund ongoing operating expenditure requirements. Council has developed a loan program, which is implemented into the Long Term Financial Plan.

Sensitivity Analysis

Long term financial planning is inherently uncertain. This Long Term Financial Plan is based on a range of principles and key assumptions to forecast Council's income and expenditure for the 10 years of the Plan. Variations in these assumptions over the life of the Plan may have a significant impact on the projections in the Plan.

The Long Term Financial Plan assumes the continuation of all current operational grants and subsidies. Upper Lachlan Shire Council does have significant reliance on grants and subsidies and any withdrawal of a grant or subsidy would require Council to reconsider the forecast service levels of expenditure and potentially review staffing levels.

Ultimately, any variations to the underlying assumptions will affect income and expenditure forecasts. Using a reliable basis for the assumptions should minimise the potential for significant material variations. Council has used the most recent publicly available and reliable information from a variety of sources in formulating the forecasts used in the Long Term Financial Plan model.

A major variable to the Long Term Financial Plan process is the projected capital expenditure and income required for future asset renewals and new asset and infrastructure projects. A number of Council projects are significantly dependent on matching or full grant funding for a project to proceed. In addition, the change in Council direction or changes in Council strategic objectives is a possibility with an election cycle of four years.

The table below summarises the Long Term Financial Plan's sensitivity to operational activities variations from the various underlying key assumptions:-

Operating Income and Expenditure Categories	2023/2024 Base Year (Rounded \$'000)	Likelihood of Variation	Sensitivity to 5% variation in the key assumptions (Rounded \$'000)
Income	\$33,167	variation	\$1,658
Rates and Annual Charges	\$13,652	Unlikely	+ / - \$682
User Charges and Fees	\$6,358	Possible	+ / - \$318
Operating Grants	\$11,083	Unlikely	+ / - \$554
Interest and Investments	\$1,259	Unlikely	+ / - \$63
Other Revenue	\$815	Possible	+ / - \$41
Expenditure	\$37,468	variation	\$1,873
Employee Benefits and Oncosts	\$14,153	Unlikely	+ / - \$708
Materials and Services	\$13,048	Possible	+ / - \$652
Borrowing Costs	\$279	Unlikely	+ / - \$14
Depreciation	\$8,994	Possible	+ / - \$449
Other Expenses & Loss on Disposal of Assets	\$994	Unlikely	+ / - \$50

The Sensitivity Analysis above indicates Council's financial exposure to changes in the underlying assumptions. The base year for projecting operating income and expenditure is sound and has been developed over a decade of budget preparation cycles. In the context of the Long Term Financial Plan, the projections are considered reliable estimates.

Projections of capital expenditure are based on the Upper Lachlan Shire Council Infrastructure Plan. This Plan identifies an optimal level of service delivery based on an assets age profile and condition assessment. These projections will be accurate in the context of the assumed service and asset intervention levels identified in the Infrastructure Plan.

Conclusion

Upper Lachlan Shire Council has prepared a consolidated budget with 10-year financial analysis projections. Council will continue to monitor all business units and functional cost centres to try to achieve efficiencies and productivity improvements. The General Fund financial sustainability over the ten year period is highly susceptible to any adverse material \$ variance and will result in the inability to meet financial sustainability benchmarks. The recent annual increases in insurance premium expenses (15%), workers compensation expenses (60%) and Emergency Services Levy expenses (75% increase over past three years), Audit Fees (168% increase in 2023) are well above CPI forecasts and has impacted Upper Lachlan Shire Council ability to achieve an operational surplus on an annual basis.

Council has completed the revaluation of assets at fair valuation for all the following all asset classes including; operational land, buildings, property, plant and equipment, office equipment, stormwater, roads, bridges, footpaths, water supply and sewerage assets. Since the revaluation of assets, Council now recognises an additional annual amount of \$300,000 for building depreciation expense and has recognised an additional \$1.2 million annually for roads and bridges depreciation expense.

Large infrastructure capital works construction projects were completed in 2012 to 2018; including the Taralga Sewer Scheme (\$6.9 million) and Taralga Water Supply Upgrade \$1.9) the major upgrade of the Gunning and Dalton Water Supply infrastructure (\$10.8 million) and the Crookwell water supply infrastructure (\$7 million) project. These major projects already have and will continue to result in significant increases in depreciation expense for future years. The increase in depreciation expense of greater than \$450,000 annually in the Water Supply Fund highlights the challenge Council will have in funding asset renewal programs into the future. In addition, timber bridge replacement works for 14 structures at a cost of \$9 million has been completed in the past three years and will add to council asset disposal cost and increased annual depreciation expense.

Further obligations imposed upon Councils (cost shifts) by other tiers of government continue to have negative impacts upon Councils' Long Term Financial Plan modelling and financial position. Local Government NSW have demonstrated that the impact of cost shifting upon NSW Councils equates to 3.50% of total income before capital amounts for Council each year. The Long Term Financial Plan model projects overall Council expenses to continue to increase faster than revenue. The outcome from this analysis will have a negative impact on Council's financial position and may adversely affect the level of services that may be provided to our community.

Consideration by Council of a special rates variation application in the near future is necessary to maintain the existing standard of services to the Shire community. In particular, additional revenue source from a special rates variation would assist in funding the backlog of asset renewal programs for the Council's local road and stormwater assets network.

The Long Term Financial Plan does not incorporate any new services to be provided by Council to the community in the next ten-year period, with the exception of the MAAC which is budgeted in future years. If the MAAC project comes to fruition, the operational expense for this service has not been factored into the LTFP.

While grant funding from the other tiers of government is available, from time to time this additional funding source has not been included in the Long Term Financial Plan as these sources are irregular and largely unpredictable. However, Council continues to endeavour to apply for and maximise access to State and Federal Government grants through Council Grants and Projects Officer.

The Independent Review Panel Report "Revitalising Local Government" released in 2013 recommends that the methodology for distribution of Financial Assistance Grants be amended. This recommendation if implemented will be large step in the right direction to allow Council to achieve financial sustainability.

Financial Modelling Scenario

The Long Term Financial Plan has outlined a financial model for a Base Case Scenario.

Base Case Scenario

The Base Case Scenario is the Status Quo operating model with base year 2023/2024 budget extrapolated for the entire 10-year period. All the assumptions are outlined on Pages 12 to 22 of this document. The capital expenditure program and cash flow statement in this Scenario are heavily influenced by the capital grants and contributions budgeted to be received in years one to four of the Long Term Financial Plan.

The Base Case Scenario capital works expenditure program is anticipated to deliver significant improvements to Council infrastructure in particular roads and timber bridge replacements, water and sewerage upgrades for future water security and lower ongoing operating and maintenance costs.

Council will continue to deliver the same services based on the principal activities as outlined in Council's Integrated Planning and Reporting documents. The variable component will be the capital expenditure and capital grants program.

Council will continue to annually review the Long Term Financial Plan and key assumptions contained therein to ensure validity and currency of long-term forward projections.

(The Long Term Financial Plan statements for this scenario are rounded to whole dollars and whole percentages and this means there are minor immaterial rounding balance errors to the Operational Plan and Delivery Program budget. Also, there are assumptions in the cash flow statement for variable % of receipts related to prior year charges and receivables.)



UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
HISTORICAL INFORMATION - CONSOLIDATED

Scenario: Base Case

Income Statement

Income from Continuing Operations

Revenue:

Rates & Annual Charges

User Charges & Fees

Other Revenues

Grants & Contributions provided for Operating Purposes

Grants & Contributions provided for Capital Purposes

Interest & Investment Revenue

Other Income:

Net Gains from the Disposal of Assets

Fair value increment on investment properties

Reversal of revaluation decrements on IPPE previously expensed

Reversal of impairment losses on receivables

Other Income

Joint Ventures & Associated Entities - Gain

Total Income from Continuing Operations

Expenses from Continuing Operations

Employee Benefits & On-Costs

Borrowing Costs

Materials & Contracts

Depreciation & Amortisation

Impairment of investments

Impairment of receivables

Other Expenses

Interest & Investment Losses

Net Losses from the Disposal of Assets

Revaluation decrement/impairment of IPPE

Fair value decrement on investment properties

Joint Ventures & Associated Entities - Loss

Total Expenses from Continuing Operations

Operating Result from Continuing Operations

Discontinued Operations - Profit/(Loss)

Net Profit/(Loss) from Discontinued Operations

Net Operating Result for the Year

Net Operating Result before Grants and Contributions provided for Capital Purposes

2021/22 2020/21 2019/20 2018/19

12,221	11,479	11,028	10,590
6,055	6,544	5,155	8,037
775	1,367	1,622	948
12,924	10,263	10,036	8,777
11,484	7,336	6,319	2,993
127	289	512	772

336	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
43,922	37,276	34,872	32,107

12,708	11,847	11,123	11,105
49	282	177	223
11,683	12,564	9,284	10,151
8,522	7,223	6,786	6,682
-	-	-	-
29	5	28	13
610	612	529	525
-	-	-	-
-	1,299	89	202
-	-	-	-
-	-	-	-
-	-	-	-
33,601	33,832	27,996	28,901

10,321	3,446	6,576	3,206
--------	-------	-------	-------

-	-	-	-
-	-	-	-

10,321	3,446	6,576	3,206
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(1,163)	(3,890)	357	213
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UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
HISTORICAL INFORMATION - CONSOLIDATED

Scenario: Base Case

Balance Sheet

ASSETS

Current Assets

Cash & Cash Equivalents

Investments

Receivables

Inventories

Contract assets and contract cost assets

Contract cost assets

Other

Non-current assets classified as "held for sale"

Total Current Assets

Non-Current Assets

Investments

Receivables

Inventories

Contract assets and contract cost assets

Contract cost assets

Infrastructure, Property, Plant & Equipment

Intangible Property

Intangible Assets

Right of use assets

Investments Accounted for using the equity method

Non-current assets classified as "held for sale"

Other

Total Non-Current Assets

TOTAL ASSETS

LIABILITIES

Current Liabilities

Payables

Income received in advance

Contract liabilities

Lease liabilities

Borrowings

Employee benefit provisions

Other provisions

Liabilities associated with assets classified as "held for sale"

Total Current Liabilities

Non-Current Liabilities

Payables

Income received in advance

Contract liabilities

Lease liabilities

Borrowings

Employee benefit provisions

Other provisions

Investments Accounted for using the equity method

Liabilities associated with assets classified as "held for sale"

Total Non-Current Liabilities

TOTAL LIABILITIES

Net Assets

EQUITY

Retained Earnings

Residual Reserves

Other Reserves

Council Equity Interest

Non-controlling equity interests

Total Equity

	2021/22	2020/21	2019/20	2018/19
	\$'000	\$'000	\$'000	\$'000
Current Assets				
Cash & Cash Equivalents	5,895	5,291	7,779	6,264
Investments	21,400	18,000	22,900	18,900
Receivables	7,001	8,743	3,329	3,112
Inventories	1,182	977	1,053	977
Contract assets and contract cost assets	-	-	-	-
Contract cost assets	-	-	-	-
Other	152	179	88	46
Non-current assets classified as "held for sale"	-	-	-	-
Total Current Assets	39,630	36,190	35,149	29,299
Non-Current Assets				
Investments	-	1,000	2,200	3,400
Receivables	32	64	153	185
Inventories	-	-	-	-
Contract assets and contract cost assets	-	-	-	-
Contract cost assets	-	-	-	-
Infrastructure, Property, Plant & Equipment	483,784	448,642	418,122	412,480
Intangible Property	-	-	-	-
Intangible Assets	-	-	-	-
Right of use assets	158	179	211	-
Investments Accounted for using the equity method	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-
Other	-	-	-	-
Total Non-Current Assets	483,974	449,895	420,696	416,065
TOTAL ASSETS	883,604	886,085	855,845	845,364
LIABILITIES				
Current Liabilities				
Payables	3,838	4,540	2,800	2,037
Income received in advance	-	-	-	-
Contract liabilities	4,522	2,120	118	-
Lease liabilities	18	19	20	-
Borrowings	503	634	546	341
Employee benefit provisions	4,381	4,123	4,375	4,284
Other provisions	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
Total Current Liabilities	13,242	11,436	7,869	6,662
Non-Current Liabilities				
Payables	-	-	-	-
Income received in advance	-	-	-	-
Contract liabilities	-	-	-	-
Lease liabilities	148	166	185	-
Borrowings	6,053	5,434	3,068	2,314
Employee benefit provisions	-	-	-	-
Other provisions	1,340	2,865	2,797	2,763
Investments Accounted for using the equity method	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
Total Non-Current Liabilities	7,541	8,465	6,050	5,087
TOTAL LIABILITIES	20,783	19,901	13,919	11,749
Net Assets	862,821	866,184	841,926	833,615
EQUITY				
Retained Earnings	320,992	319,671	307,225	301,291
Residual Reserves	181,729	155,348	132,693	132,308
Other Reserves	-	-	-	-
Council Equity Interest	502,721	489,019	439,918	433,599
Non-controlling equity interests	-	-	-	-
Total Equity	805,442	864,038	879,836	867,208

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
INCOME STATEMENT - CONSOLIDATED
Scenario: Base Case

	Actual	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Taxes & Annual Charges	12,221	12,982	13,828	13,928	14,339	14,763	15,201	15,652	16,117	16,596	17,091	17,601
User Charges & Fees	8,055	8,211	8,352	8,550	8,753	8,963	9,180	9,403	9,633	9,871	10,117	10,370
Other Revenues	775	777	875	891	909	926	945	963	982	1,002	1,022	1,042
Grants & Contributions provided for Operating Purposes	12,924	14,478	10,988	11,213	11,463	11,719	12,010	12,308	12,564	12,847	13,137	13,436
Grants & Contributions provided for Capital Purposes	11,664	22,034	13,428	1,633	1,130	1,133	603	621	640	659	678	645
Interest & Investment Revenue	127	322	1,259	1,310	1,364	1,419	1,477	1,537	1,600	1,665	1,733	1,803
Other Income:												
Net Gains from the Disposal of Assets	336	-	36	96	173	142	79	92	108	121	136	153
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrement on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total income from Continuing Operations	43,922	56,365	48,244	55,420	56,951	56,867	57,902	58,956	59,648	60,561	61,716	62,950
Expenses from Continuing Operations												
Employee Benefits & On-Costs	12,708	12,407	14,150	14,695	15,137	15,591	16,059	16,541	17,037	17,546	18,074	18,616
Borrowing Costs	49	257	279	309	295	283	241	217	195	169	148	126
Materials & Consumables	11,683	12,306	12,821	11,095	11,475	11,669	12,278	12,690	13,134	13,587	14,055	14,541
Depreciation & Amortisation	6,522	8,920	8,994	9,180	9,329	9,501	9,677	9,856	10,038	10,224	10,413	10,606
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	29	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	610	688	878	913	949	987	1,027	1,068	1,110	1,155	1,201	1,249
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	108	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	33,601	34,739	37,123	36,179	37,178	38,211	39,270	40,378	41,535	42,682	43,882	45,138
Operating Result from Continuing Operations	10,321	21,626	11,121	(759)	(1,244)	(1,344)	(1,377)	(2,023)	(2,033)	(2,121)	(2,176)	(2,289)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	10,321	21,626	11,121	(759)	(1,244)	(1,344)	(1,377)	(2,023)	(2,033)	(2,121)	(2,176)	(2,289)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,168)	76	(4,883)	(2,888)	(2,674)	(2,477)	(2,688)	(2,843)	(2,733)	(2,788)	(2,868)	(2,846)

UPPER LACHLAN SHIRE COUNCIL 10 Year Financial Plan for the Years ending 30 June 2033 BALANCE SHEET - CONSOLIDATED Scenario: Base Case												
	Actual 2021/22 \$'000	Current Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	Projected Years					
							2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	9,895	8,835	6,125	5,273	5,767	6,710	8,237	9,713	11,233	12,652	14,180	15,500
Investments	21,400	19,080	18,885	18,885	19,311	18,810	18,810	18,810	18,810	18,810	18,810	18,810
Receivables	7,001	2,575	2,478	2,426	2,495	2,581	2,630	2,705	2,782	2,860	2,941	3,023
Inventories	1,182	1,235	1,277	1,071	1,107	1,144	1,182	1,222	1,263	1,305	1,349	1,394
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	152	131	138	118	122	128	130	135	139	144	149	154
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	39,630	31,861	28,902	27,775	28,801	29,351	30,989	32,568	34,228	35,691	37,409	38,862
Non-Current Assets												
Investments	-	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340
Receivables	32	111	114	118	121	125	129	133	137	142	146	151
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	483,784	508,272	523,093	528,097	525,181	523,309	520,049	518,945	517,115	513,878	510,309	506,378
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	158	158	158	158	158	158	158	158	158	158	158	158
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	483,974	509,881	524,704	527,713	526,700	524,932	521,678	520,576	518,750	515,518	511,953	508,024
TOTAL ASSETS	923,604	841,742	853,607	855,487	855,502	854,282	852,667	853,164	852,977	851,210	849,362	846,886
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	3,838	4,159	4,458	3,955	5,498	5,584	5,788	5,999	6,187	6,361	6,573	6,792
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	4,522	39	235	18	18	19	-	-	-	-	-	-
Lease liabilities	88	-	-	-	-	-	-	-	-	-	-	-
Borrowings	583	807	894	830	852	874	898	868	828	538	561	321
Employee benefit provisions	4,381	4,480	4,480	4,581	4,707	4,836	4,989	5,108	5,247	5,393	5,542	5,697
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	13,342	9,284	9,844	9,184	10,783	11,113	11,435	11,671	12,002	12,293	12,678	12,810
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	188	188	188	188	188	188	188	188	188	188	188	188
Borrowings	8,053	5,448	7,086	8,458	5,804	5,129	4,431	3,828	3,198	2,858	2,098	1,778
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	1,340	1,340	1,340	1,400	1,420	1,440	1,480	1,480	1,500	1,520	1,540	1,560
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	7,541	6,972	8,632	8,022	7,390	6,735	6,057	5,472	4,694	4,345	3,804	3,502
TOTAL LIABILITIES	20,883	16,256	18,477	17,206	18,172	17,848	17,492	17,142	16,696	16,638	16,482	16,312
Net Assets	892,721	825,486	835,130	838,281	837,300	836,434	835,172	836,018	836,281	834,572	832,880	830,574
EQUITY												
Retained Earnings	320,992	343,101	352,224	351,471	350,227	348,883	346,908	344,883	342,790	340,689	338,491	336,203
Provisional Reserves	181,729	182,407	182,908	188,810	187,182	187,551	188,288	191,134	193,291	194,012	194,391	194,391
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	502,721	525,508	535,130	534,281	537,409	538,434	535,172	538,018	538,081	534,881	532,882	530,593
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	892,721	825,486	835,130	838,281	837,409	836,434	835,172	836,018	836,281	834,572	832,880	830,574

WYTHAM LACHLAN SHIRE COUNCIL 10 Year Financial Plan for the Years ending 30 June 2023 CASH FLOW STATEMENT - CONSOLIDATED Scenario: Base Case												
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	12,407	13,831	13,511	13,872	14,330	14,734	15,191	15,642	16,106	16,596	17,090	17,593
User Charges & Fees	7,914	16,796	6,346	6,496	6,696	6,900	7,121	7,349	7,581	7,817	8,051	8,292
Investment & Interest Revenue/Received	171	274	1,230	1,810	1,382	1,428	1,475	1,523	1,572	1,621	1,670	1,720
Grants & Contributions	265,810	32,629	24,591	12,629	12,594	12,553	12,502	12,500	13,254	13,300	13,346	14,090
Bonds & Deposits Received	50	-	-	-	-	-	-	-	-	-	-	-
Other	898	471	804	795	768	721	743	757	776	795	816	836
Payments:												
Employee Benefits & On-Costs	(12,448)	(12,398)	(14,088)	(14,561)	(15,002)	(15,452)	(15,915)	(16,389)	(16,869)	(17,352)	(17,831)	(18,311)
Interest & Dividends	(13,465)	(11,431)	(12,693)	(11,396)	(10,088)	(11,755)	(12,159)	(12,577)	(13,010)	(13,458)	(13,921)	(14,402)
Borrowing Costs	(213)	(237)	(258)	(285)	(258)	(243)	(221)	(197)	(175)	(149)	(128)	(106)
Bonds & Deposits Repaid	-	-	-	-	-	-	-	-	-	-	-	-
Other	(1,518)	(798)	(820)	(907)	(939)	(977)	(1,015)	(1,059)	(1,099)	(1,143)	(1,188)	(1,236)
Net Cash provided (or used in) Operating Activities	30,441	31,403	18,641	8,004	5,358	6,231	7,824	7,300	8,091	9,222	8,340	8,480
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	15,700	875	203	-	-	502	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	509	543	291	756	590	816	842	867	893	920	948	975
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Capital Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Disposal Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(15,700)	-	-	-	(427)	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(17,429)	(33,463)	(23,570)	(8,964)	(8,828)	(8,053)	(6,485)	(6,699)	(6,899)	(7,065)	(7,277)	(7,495)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Disposal & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	(2,400)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(19,328)	(31,947)	(23,076)	(8,168)	(8,278)	(6,551)	(5,663)	(5,792)	(5,999)	(6,145)	(6,329)	(6,519)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	1,200	-	2,490	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(632)	(583)	(579)	(591)	(630)	(652)	(674)	(698)	(695)	(629)	(599)	(551)
Repayment of lease liabilities (principal repayments)	(15)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Financing Activities	549	(583)	1,724	(591)	(630)	(652)	(674)	(698)	(695)	(629)	(599)	(551)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,664	(1,060)	(2,710)	(862)	494	544	1,527	1,476	1,520	1,448	1,478	1,540
plus: Cash & Cash Equivalents - beginning of year	8,361	8,896	8,836	6,126	6,720	6,767	6,710	8,237	9,713	11,233	12,692	14,160
Cash & Cash Equivalents - end of the year	9,995	7,836	6,126	5,258	7,214	7,311	8,237	9,713	11,233	12,692	14,160	15,700
Cash & Cash Equivalents - end of the year	21,400	20,227	20,224	20,224	20,224	20,224	20,224	20,224	20,224	20,224	20,224	20,224
Cash, Cash Equivalents & Investments - end of the year	61,236	38,382	38,382	38,382	38,382	38,382	38,382	38,382	38,382	38,382	38,382	38,382
Reconciling:												
- Balance Reconciliation	32,240	25,190	17,188	17,188	16,475	16,770	16,289	15,876	15,512	15,198	14,900	14,603
- Intangible Assets	20,492	8,938	5,120	5,237	7,890	7,814	7,814	7,814	7,814	7,814	7,814	7,814
- Investments	20	69	46	17	142	276	283	172	135	119	124	72
	51,752	34,197	22,354	22,432	24,417	24,856	24,386	23,862	23,661	23,131	22,838	22,489

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
EQUITY STATEMENT - CONSOLIDATED
Scenario: Base Case

EQUITY STATEMENT - CONSOLIDATED		Actuals	Current Year					Projected Years					
Scenario: Base Case		2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Opening Balance (as at 1/7)		466,019	502,721	525,908	535,130	538,281	537,409	536,434	535,172	536,018	536,081	534,681	532,882
Adjustments to opening balance		-	-	-	-	-	-	-	-	-	-	-	-
Revised opening Balance (as at 1/7)		466,019	502,721	525,908	535,130	538,281	537,409	536,434	535,172	536,018	536,081	534,681	532,882
Net Operating Result for the Year		10,321	22,109	9,823	(753)	(1,244)	(1,344)	(1,977)	(2,023)	(2,093)	(2,121)	(2,178)	(2,289)
Adjustments to net operating result		-	-	-	-	-	-	-	-	-	-	-	-
Revised Net Operating Result for the Year		10,321	22,109	9,823	(753)	(1,244)	(1,344)	(1,977)	(2,023)	(2,093)	(2,121)	(2,178)	(2,289)
Other Comprehensive Income		-	-	-	-	-	-	-	-	-	-	-	-
Correction of prior period errors		-	-	-	-	-	-	-	-	-	-	-	-
Gain (loss) on revaluation of IPP&C		26,381	678	900	3,904	372	389	715	2,868	2,157	721	379	-
Gain (loss) on revaluation of available for sale investments		-	-	-	-	-	-	-	-	-	-	-	-
Revised (gain) loss on available for sale investments recognised in operating result		-	-	-	-	-	-	-	-	-	-	-	-
Gain (loss) on revaluation of other reserves		-	-	-	-	-	-	-	-	-	-	-	-
Revised (gain) loss from other reserves recognised in operating result		-	-	-	-	-	-	-	-	-	-	-	-
Impairment loss (reversal) - financial assets at fair value through OCI		-	-	-	-	-	-	-	-	-	-	-	-
Revised (gain) loss on financial assets at fair value through OCI		-	-	-	-	-	-	-	-	-	-	-	-
Gain(loss) on revaluation of financial assets at fair value through OCI (other than equity instruments)		-	-	-	-	-	-	-	-	-	-	-	-
Gain(loss) on revaluation of equity instruments at fair value through OCI		-	-	-	-	-	-	-	-	-	-	-	-
Transfers to Income Statement		-	-	-	-	-	-	-	-	-	-	-	-
Impairment (loss) reversal relating to IPP&C		-	-	-	-	-	-	-	-	-	-	-	-
Impairment (reversal) of available for sale investments to (from) operating result		-	-	-	-	-	-	-	-	-	-	-	-
Joint ventures and associates		-	-	-	-	-	-	-	-	-	-	-	-
Other reserves movements		-	-	-	-	-	-	-	-	-	-	-	-
Other Movements (combined)		-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income		26,381	678	900	3,904	372	389	715	2,868	2,157	721	379	-
Total Comprehensive Income		36,702	22,787	9,822	3,151	(872)	(955)	(1,262)	845	84	(1,400)	(1,799)	(2,289)
Distributions to/(contributions from) non controlling interests		-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity		-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period		502,721	525,908	535,130	538,281	537,409	536,434	535,172	536,018	536,081	534,681	532,882	532,882

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
FINANCIAL PERFORMANCE INDICATORS
Scenario: Base Case

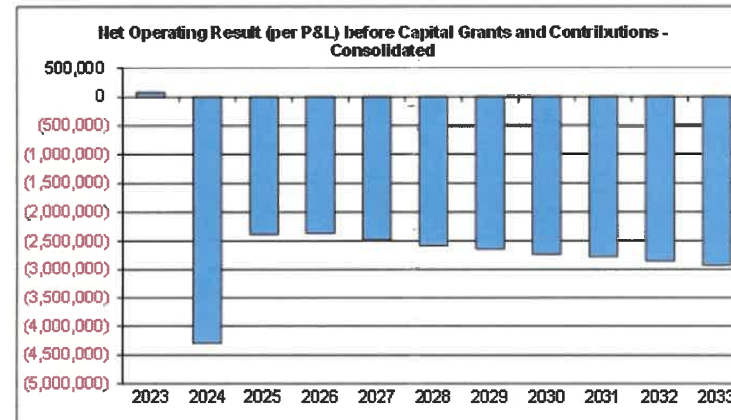
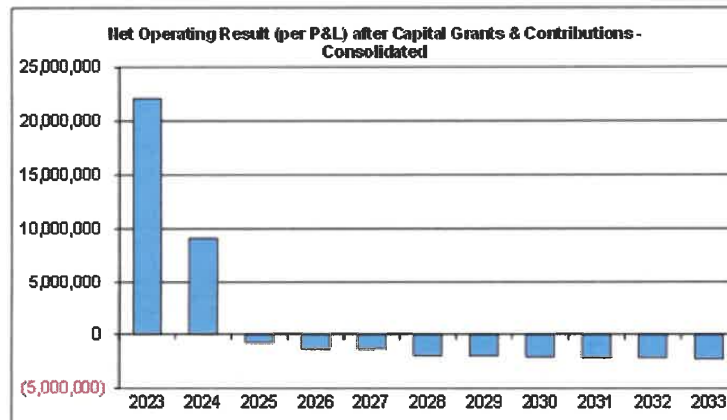
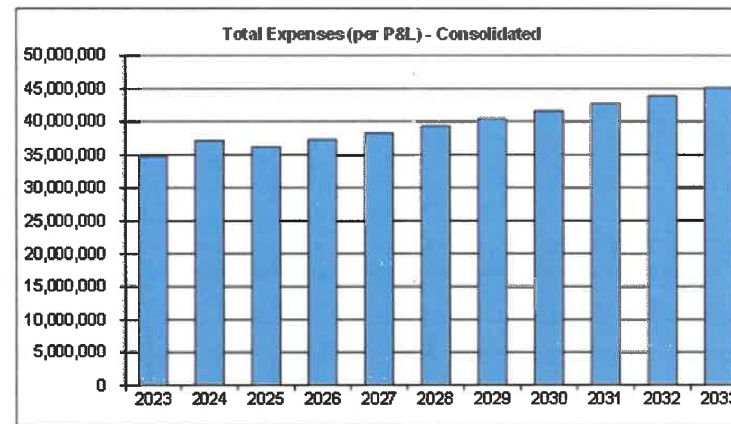
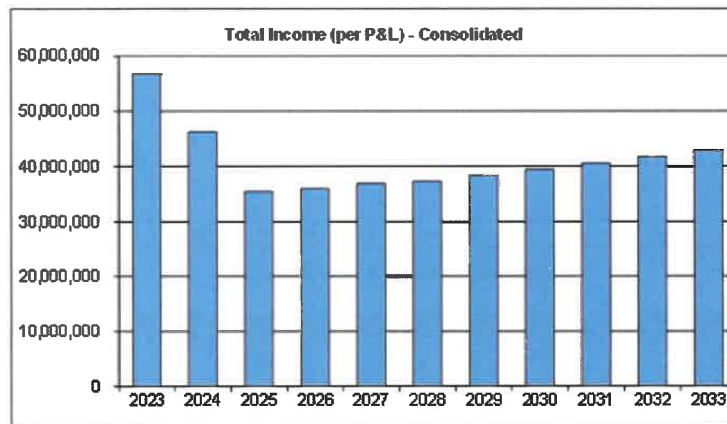
	2019/20	Past Years			Current Year	Projected Years									
	2019/20	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
New Note 15 Ratios															
Operating Performance Ratio 1)	1.43%	1.67%	-3.64%	-4.58%	0.78%	-13.23%	-7.37%	-7.38%	-7.38%	-7.28%	-7.27%	-7.34%	-7.29%	-7.32%	-7.34%
Own Source Operating Revenue Ratio 1)	63.34%	52.83%	52.79%	44.00%	35.77%	47.21%	63.64%	64.78%	65.00%	66.09%	66.26%	66.43%	66.60%	66.77%	67.02%
Unrestricted Current Ratio	5.13	4.58	2.30	2.88	1.96	1.85	1.82	1.43	1.41	1.38	1.35	1.31	1.28	1.20	1.15
Debt Service Cover Ratio 1)	15.983	13.594	6.7532	10.14	11.25	5.17	6.99	7.72	7.61	7.93	8.02	9.26	9.41	11.01	11.12
Ratios, Annual Charges, Interest & Excess Charges Outstanding Percentage	2.39%	2.67%	2.42%	3.18%	3.04%	3.67%	3.08%	3.08%	3.02%	2.70%	2.74%	2.71%	2.72%	2.72%	2.73%
Cash Expense Cover Ratio 1)	15.322	19.0043	13.4796	13.27	8.67	7.27	7.67	8.77	8.46	4.60	4.55	4.24	4.84	5.04	5.35
1) Operating Performance Ratio 1)															
New Special Schedule 7 Ratios															
Building & Infrastructure Renewals Ratio	39.51%	108.75%	107.96%	159.70%	74.68%	75.80%	76.61%	77.08%	78.05%	79.03%	80.00%	80.92%	81.46%	82.48%	83.35%

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
KEY PERFORMANCE INDICATORS - CONSOLIDATED
 Scenario: Base Case

Scenario: Base Case		Current Year 2022/23	Projected Years									
			2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
			<div><div><div><div></div><div>Within green benchmark (green min and/or green max)</div></div><div><div></div><div>Within amber benchmark (amber min and/or amber max)</div></div><div><div></div><div>Not within benchmark (amber min and/or amber max)</div></div></div><div><div><div></div><div>Within green benchmark</div></div><div><div></div><div>above green maximum and below amber maximum</div></div><div><div></div><div>below green minimum and above amber minimum</div></div><div><div></div><div>above amber maximum</div></div><div><div></div><div>below amber minimum</div></div></div></div>									
Council's Target Benchmarks												
New Note 13 Ratios												
Operating Performance Ratio 1)	Snapshot	<div><div></div><div>—</div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	<div><div>0.76%</div></div>	<div><div>-13.23%</div></div>	<div><div>-7.37%</div></div>	<div><div>-7.35%</div></div>	<div><div>-7.35%</div></div>	<div><div>-7.26%</div></div>	<div><div>-7.27%</div></div>	<div><div>-7.34%</div></div>	<div><div>-7.29%</div></div>	<div><div>-7.32%</div></div>	<div><div>-7.34%</div></div>
Own Source Operating Revenue Ratio 1)	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	<div><div>35.77%</div></div>	<div><div>47.21%</div></div>	<div><div>63.64%</div></div>	<div><div>64.78%</div></div>	<div><div>65.00%</div></div>	<div><div>66.09%</div></div>	<div><div>66.26%</div></div>	<div><div>66.43%</div></div>	<div><div>66.60%</div></div>	<div><div>66.77%</div></div>	<div><div>67.02%</div></div>
Unrestricted Current Ratio	Snapshot	<div><div></div><div>—</div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	<div><div>1.96</div></div>	<div><div>1.85</div></div>	<div><div>1.82</div></div>	<div><div>1.43</div></div>	<div><div>1.41</div></div>	<div><div>1.38</div></div>	<div><div>1.35</div></div>	<div><div>1.31</div></div>	<div><div>1.26</div></div>	<div><div>1.20</div></div>	<div><div>1.15</div></div>
Debt Service Cover Ratio 1)	Snapshot	<div><div></div><div>—</div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	<div><div>11.25</div></div>	<div><div>5.17</div></div>	<div><div>6.99</div></div>	<div><div>7.72</div></div>	<div><div>7.81</div></div>	<div><div>7.93</div></div>	<div><div>8.02</div></div>	<div><div>9.26</div></div>	<div><div>9.41</div></div>	<div><div>11.01</div></div>	<div><div>11.12</div></div>
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	<div><div></div><div>—</div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	<div><div>3.01%</div></div>	<div><div>3.07%</div></div>	<div><div>3.03%</div></div>	<div><div>3.06%</div></div>	<div><div>3.02%</div></div>	<div><div>2.70%</div></div>	<div><div>2.71%</div></div>	<div><div>2.71%</div></div>	<div><div>2.72%</div></div>	<div><div>2.72%</div></div>	<div><div>2.73%</div></div>
Cash Expense Cover Ratio 1)	Snapshot	<div><div></div><div>—</div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	<div><div>8.67</div></div>	<div><div>7.27</div></div>	<div><div>7.67</div></div>	<div><div>8.77</div></div>	<div><div>8.45</div></div>	<div><div>4.50</div></div>	<div><div>4.55</div></div>	<div><div>4.24</div></div>	<div><div>4.64</div></div>	<div><div>5.04</div></div>	<div><div>5.35</div></div>
1) different Calculation to TCorp's calculation for same ratio												
New Special Schedule 7 Ratios												
Building & Infrastructure Renewals Ratio	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	<div><div>74.66%</div></div>	<div><div>75.60%</div></div>	<div><div>76.61%</div></div>	<div><div>77.06%</div></div>	<div><div>78.05%</div></div>	<div><div>79.03%</div></div>	<div><div>80.00%</div></div>	<div><div>80.92%</div></div>	<div><div>81.46%</div></div>	<div><div>82.48%</div></div>	<div><div>86.35%</div></div>

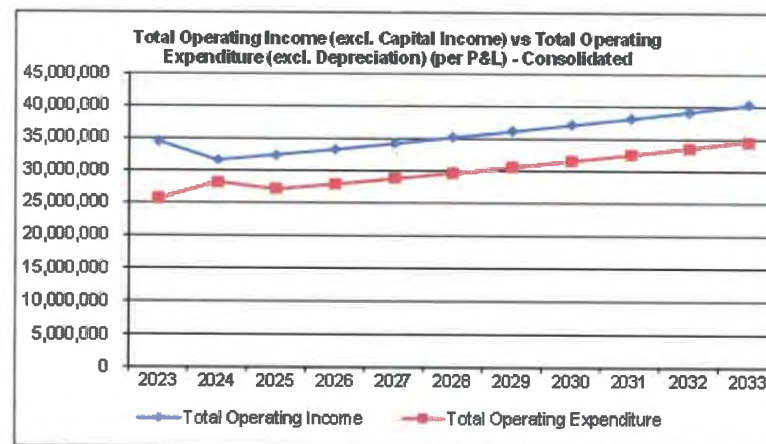
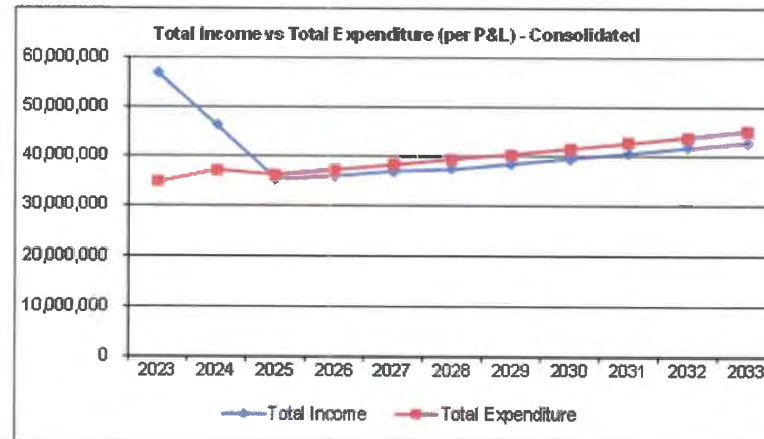
UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

Income Statement Charts



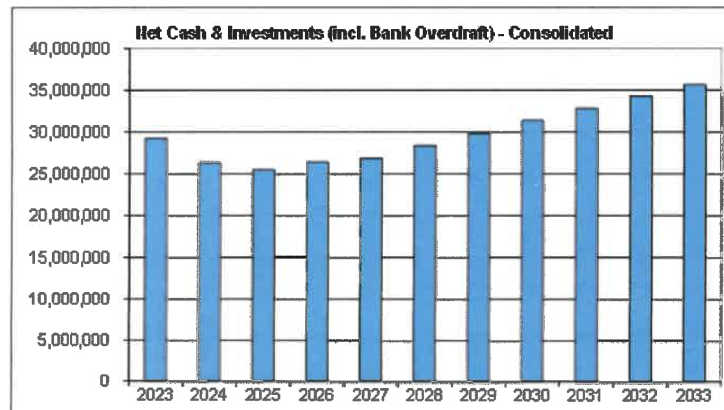
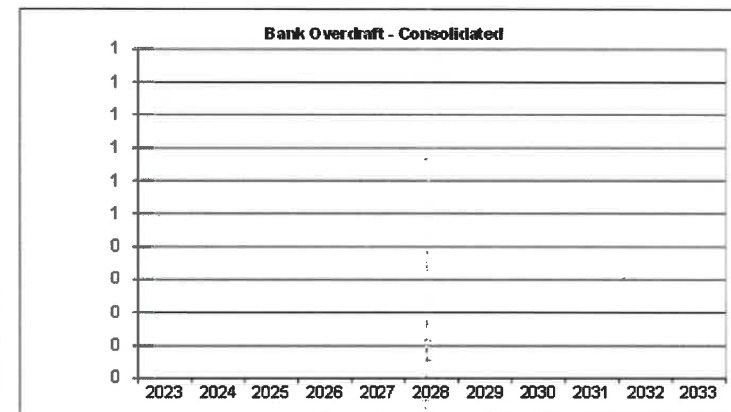
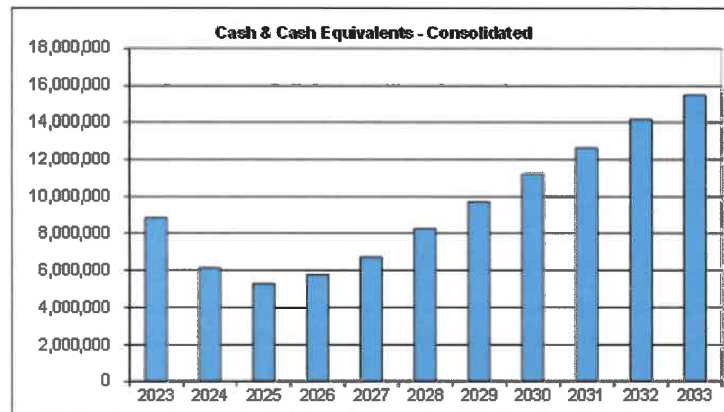
UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

Income Statement Charts



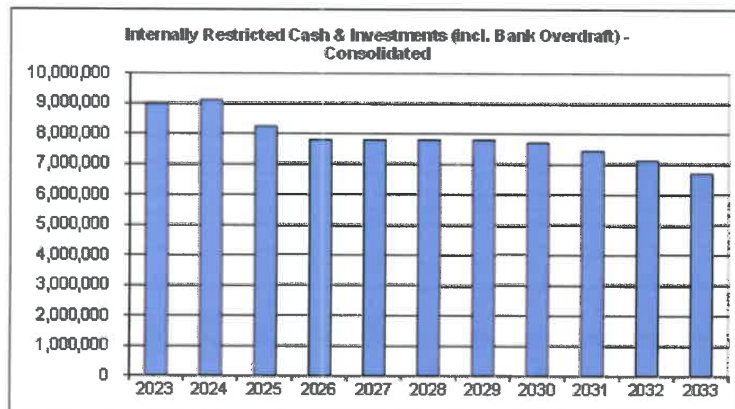
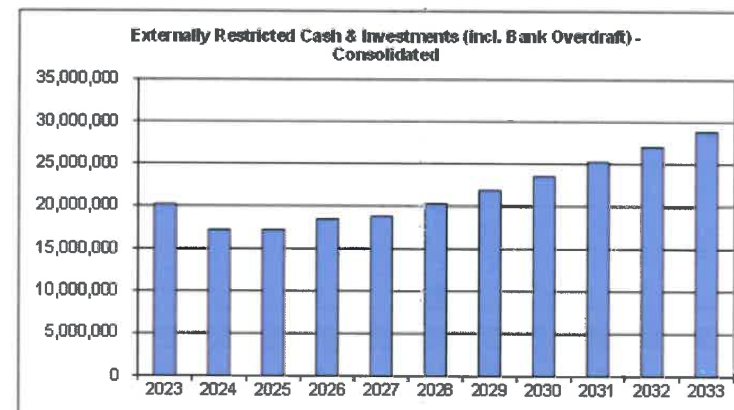
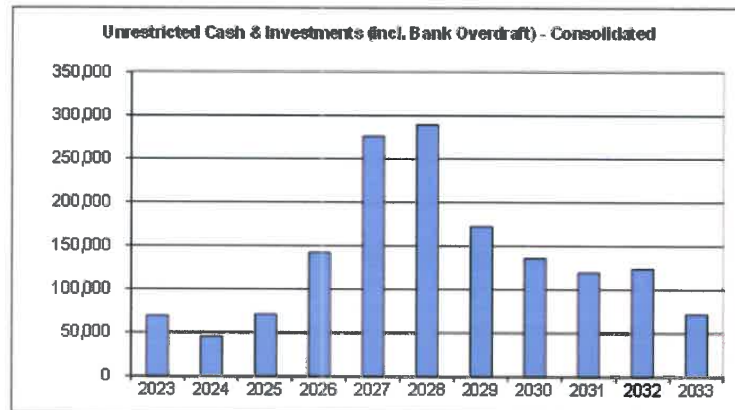
UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

Cash, Investment & Bank Overdraft Charts



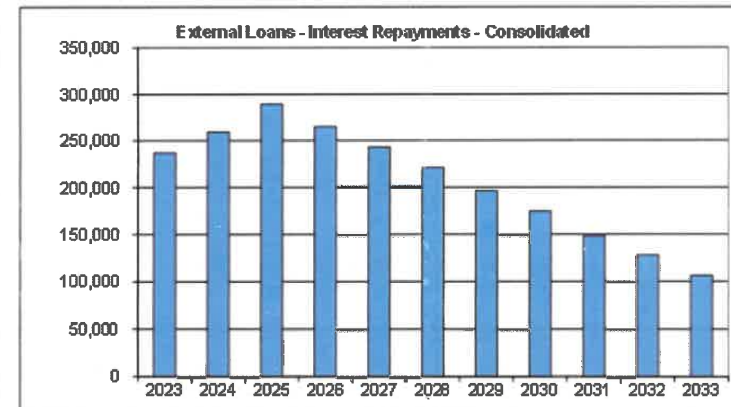
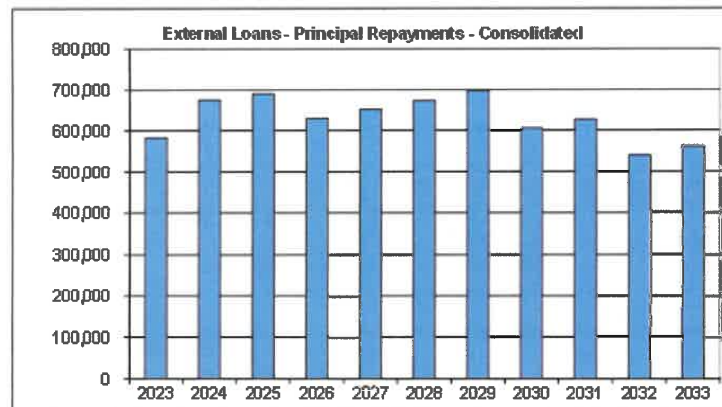
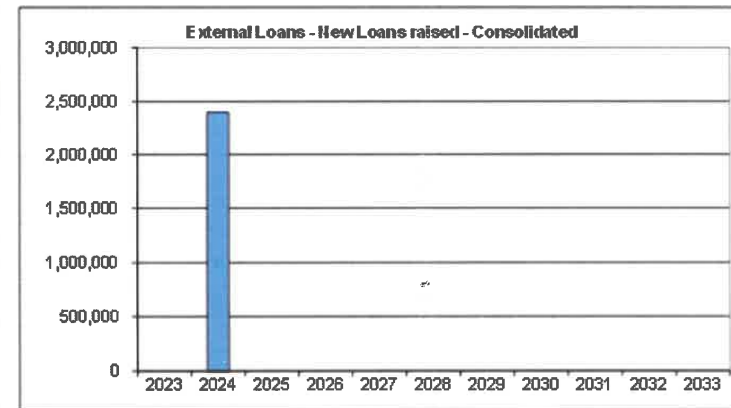
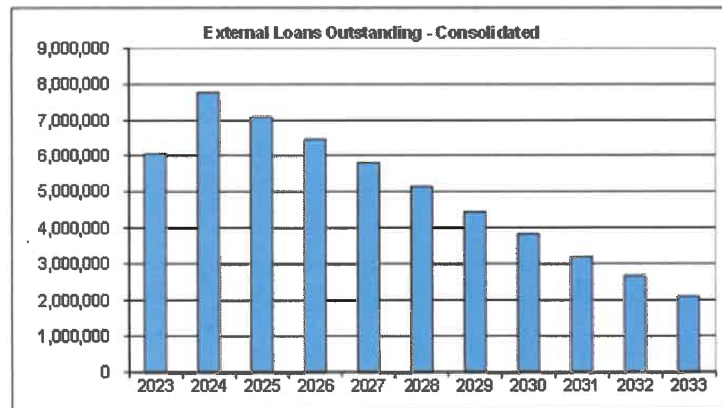
UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

Cash Restrictions Charts



UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

External Loans Charts



UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

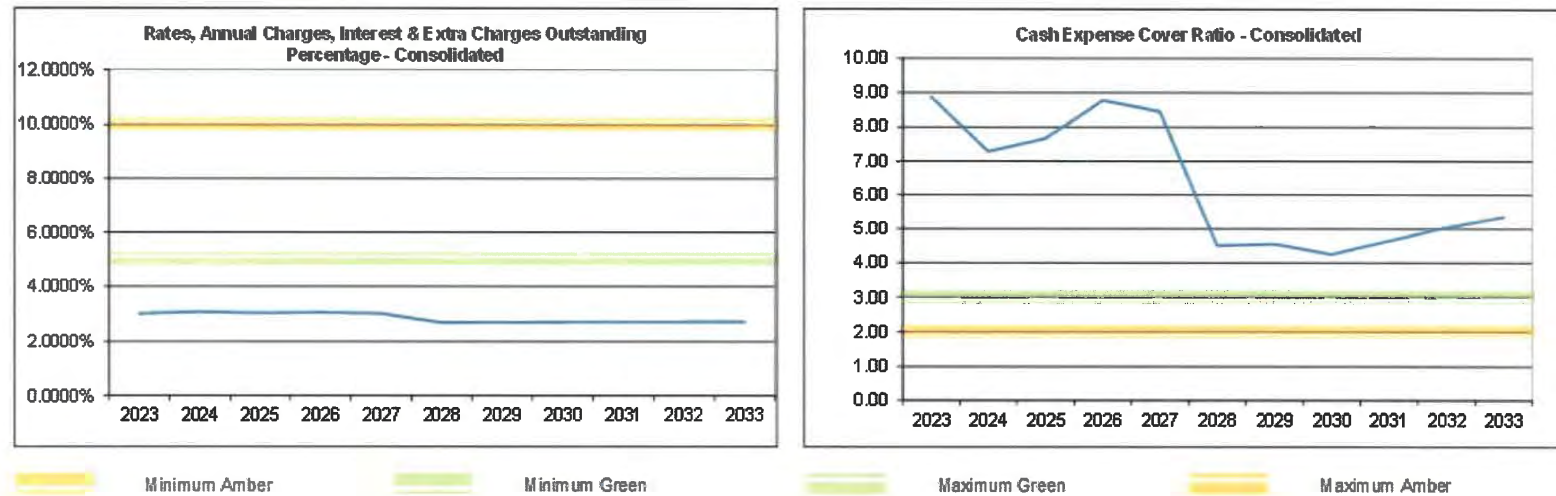
New Note 13 Ratios Charts



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UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

New Note 13 Ratios Charts (continued)



UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
HISTORICAL INFORMATION - GENERAL FUND
Scenario: Base Case

	2021/22 \$'000	2020/21 \$'000	2019/20 \$'000	2018/19 \$'000
Income Statement				
Income from Continuing Operations				
Revenue:				
Rates & Annual Charges	9,875	9,290	8,931	8,824
User Charges & Fees	4,828	5,222	3,940	6,845
Other Revenues	864	830	1,412	838
Grants & Contributions provided for Operating Purposes	12,888	10,227	10,000	8,743
Grants & Contributions provided for Capital Purposes	10,912	7,305	6,107	2,841
Interest & Investment Revenue	94	251	391	583
Other Income:				
Net Gains from the Disposal of Assets	341	-	-	-
Fair value increment on investment properties	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-
Other Income	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-
Total Income from Continuing Operations	39,400	33,145	30,781	28,474
Expenses from Continuing Operations				
Employee Benefits & On-Costs	11,575	10,550	10,095	10,149
Borrowing Costs	12	238	123	161
Materials & Contracts	9,920	10,502	7,764	8,760
Depreciation & Amortisation	7,408	6,214	5,780	5,831
Impairment of investments	-	-	-	-
Impairment of receivables	18	5	28	13
Other Expenses	610	612	529	525
Interest & Investment Losses	-	-	-	-
Net Losses from the Disposal of Assets	-	1,335	88	204
Revaluation decrement/impairment of IPPE	-	-	-	-
Fair value decrement on investment properties	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-
Total Expenses from Continuing Operations	29,339	29,454	24,408	25,443
Operating Result from Continuing Operations	9,861	3,691	6,373	3,031
Discontinued Operations - Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-
Net Operating Result for the Year	9,861	3,691	6,373	3,031
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,651)	(3,614)	266	198

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
HISTORICAL INFORMATION - GENERAL FUND
Balance Sheet

	2021/22 \$'000	2020/21 \$'000	2019/20 \$'000	2018/19 \$'000
ASSETS				
Current Assets				
Cash & Cash Equivalents	9,890	8,231	7,779	6,266
Investments	11,973	9,945	14,543	11,578
Receivables	5,709	7,875	3,094	2,877
Inventory	1,162	977	1,853	977
Contract assets and contract cost assets	-	-	-	-
Contract liabilities	-	-	-	-
Other	152	179	88	45
Non-current assets classified as "held for sale"	-	-	-	-
Total Current Assets	28,984	27,207	26,357	21,746
Non-Current Assets				
Investments	-	1,000	2,200	3,400
Receivables	13	48	143	125
Inventory	-	-	-	-
Contract assets and contract cost assets	-	-	-	-
Contract liabilities	-	-	-	-
Infrastructure, Property, Plant & Equipment	434,763	408,768	377,576	371,896
Investment Property	-	-	-	-
Intangible Assets	-	-	-	-
Right of use assets	168	179	211	-
Investments accounted for using the equity method	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-
Other	-	-	-	-
Total Non-Current Assets	434,944	409,995	380,526	376,422
TOTAL ASSETS	464,788	437,202	407,883	398,168
LIABILITIES				
Current Liabilities				
Payables	3,606	4,626	2,789	2,010
Provisioned liabilities	-	-	-	-
Contract liabilities	4,247	2,120	118	-
Loan liabilities	18	19	28	-
Borrowings	353	601	376	265
Employee benefit provisions	3,890	3,735	4,830	2,874
Other provisions	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
Total Current Liabilities	12,014	11,021	7,341	5,218
Non-Current Liabilities				
Payables	-	-	-	-
Provisioned liabilities	-	-	-	-
Contract liabilities	-	-	-	-
Loan liabilities	148	165	185	-
Borrowings	8,987	4,948	4,467	1,658
Employee benefit provisions	-	-	-	-
Other provisions	1,340	2,860	2,787	2,780
Investments accounted for using the equity method	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
Total Non-Current Liabilities	10,475	7,973	7,439	4,498
TOTAL LIABILITIES	22,489	18,994	14,780	9,716
Net Assets	442,300	418,208	393,103	388,452
EQUITY				
Retained Earnings	219,020	269,766	266,071	250,442
Revaluation Reserve	185,451	148,441	126,173	126,148
Other Reserves	-	-	-	-
Council Equity Interest	443,079	418,207	393,244	388,590
Non-controlling equity interests	-	-	-	-
Total Equity	443,079	418,207	393,244	388,590

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
INCOME STATEMENT - GENERAL FUND
Scenario: Base Case

	Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	Projected Years					
							2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	9,875	10,534	10,891	11,206	11,516	11,845	12,183	12,530	12,888	13,256	13,636	14,027
User Charges & Fees	4,626	4,888	4,900	5,043	5,190	5,341	5,497	5,658	5,823	5,993	6,168	6,348
Other Revenues	664	717	875	891	709	726	745	763	782	802	822	842
Grants & Contributions provided for Operating Purposes	12,048	14,476	10,968	11,213	11,403	11,719	12,018	12,298	12,564	12,847	13,137	13,435
Grants & Contributions provided for Capital Purposes	10,912	21,853	12,327	1,526	1,020	1,020	557	573	590	606	626	645
Interest & Investment Revenue	94	184	261	792	825	856	893	930	968	1,007	1,049	1,092
Other Income:												
Net Gains from the Disposal of Assets	341	-	36	46	56	67	79	92	106	121	136	153
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of evaluation decrements on IPIC previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	39,488	52,633	48,758	36,511	38,798	31,978	31,972	32,834	33,721	34,634	35,574	36,542
Expenses from Continuing Operations												
Employee Benefits & On-Costs	11,575	11,161	12,839	13,346	13,746	14,156	14,583	15,021	15,471	15,936	16,414	16,906
Borrowing Costs	12	220	249	281	256	238	217	195	174	153	133	114
Materials & Contracts	9,920	10,751	11,119	9,327	9,636	9,960	10,294	10,639	10,998	11,365	11,747	12,143
Depreciation & Amortisation	7,408	7,884	7,938	8,089	8,243	8,399	8,559	8,721	8,887	9,056	9,228	9,403
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	16	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	610	647	667	902	936	976	1,015	1,055	1,096	1,141	1,187	1,235
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	190	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPIC	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	29,939	36,823	33,812	31,944	32,823	31,731	34,668	35,631	36,626	37,651	38,789	39,861
Operating Result from Continuing Operations	9,549	15,810	14,946	(5,433)	(4,025)	(9,753)	(2,696)	(2,807)	(2,905)	(3,017)	(3,135)	(3,239)
Discontinued Operations - Profit/(Loss)												
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	9,549	15,810	14,946	(5,433)	(4,025)	(9,753)	(2,696)	(2,807)	(2,905)	(3,017)	(3,135)	(3,239)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,661)	660	(4,781)	(2,869)	(3,883)	(3,173)	(3,262)	(3,378)	(3,494)	(3,626)	(3,782)	(3,964)

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - GENERAL FUND
Scenario: Base Case

	Actual 2021/22 \$'000	Current Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	Projected Years 2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	9,895	8,635	5,654	4,168	4,207	3,268	3,024	2,641	2,232	1,674	1,068	298
Investments	11,913	10,573	10,573	10,573	10,573	10,573	10,573	10,573	10,573	10,573	10,573	10,573
Receivables	6,709	2,117	2,010	1,943	1,991	2,006	2,087	2,142	2,197	2,254	2,312	2,371
Inventories	1,182	1,235	1,277	1,071	1,107	1,144	1,162	1,222	1,263	1,305	1,349	1,394
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	162	131	138	118	122	126	130	135	138	144	149	154
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	29,851	22,682	19,652	17,893	18,000	17,149	16,997	16,713	16,405	15,950	15,452	14,791
Non-Current Assets												
Investments	-	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340
Receivables	13	76	77	80	82	84	87	89	92	94	97	100
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	434,763	458,025	471,196	474,017	472,854	471,250	468,742	466,065	468,692	463,902	461,162	456,451
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	158	158	158	158	158	158	158	158	158	158	158	158
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	434,934	459,556	472,710	475,594	474,434	472,832	470,326	468,052	468,281	465,453	462,777	460,049
TOTAL ASSETS	464,785	482,238	492,362	493,487	492,434	489,981	487,323	484,765	484,686	481,403	478,229	474,840
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	3,826	4,144	4,422	3,938	5,308	5,586	5,749	5,939	6,136	6,340	6,551	6,769
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	4,247	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	16	-	-	-	-	-	-	-	-	-	-	-
Borrowings	583	588	689	686	626	647	689	575	595	504	529	321
Employee benefit provisions	3,980	4,069	4,059	4,180	4,306	4,435	4,560	4,705	4,848	4,992	5,141	5,296
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	12,634	8,788	9,169	8,723	10,320	10,647	10,996	11,219	11,577	11,835	12,215	12,386
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	148	166	186	168	166	166	186	168	166	166	166	186
Borrowings	5,557	5,001	6,884	6,087	5,431	4,784	4,115	3,541	2,948	2,442	1,919	1,596
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	1,340	1,380	1,380	1,400	1,420	1,440	1,480	1,480	1,500	1,520	1,540	1,580
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	7,045	6,547	8,246	7,655	7,017	6,300	5,741	5,167	4,612	4,128	3,625	3,324
TOTAL LIABILITIES	19,679	15,335	17,415	16,378	17,337	17,347	16,737	16,386	16,189	15,963	15,840	15,710
Net Assets	445,106	466,903	474,947	477,109	475,097	472,634	470,586	468,379	468,497	465,440	462,389	459,130
EQUITY												
Retained Earnings	279,625	301,426	309,170	307,737	305,894	303,541	300,845	298,048	295,144	292,127	289,992	287,732
Revaluation Reserves	185,451	185,750	185,673	188,402	189,402	189,402	189,750	171,911	173,353	173,353	173,397	173,397
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	445,085	467,175	475,048	477,139	475,097	472,643	470,586	468,959	468,497	465,480	462,389	459,129
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	445,085	467,175	475,048	477,139	475,097	472,643	470,586	468,959	468,497	465,480	462,389	459,129

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Base Case

	Actuals 2021/22 \$'000	Control Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Cash Flow from Operating Activities												
Receipts:												
Sales & Annual Charges	-	10,401	10,888	11,198	11,516	11,843	12,180	12,528	12,885	13,254	13,633	14,024
User Charges & Fees	-	9,435	4,891	5,002	5,148	5,298	5,453	5,612	5,776	5,944	6,116	6,296
Investment & Interest Revenue Received	-	136	753	801	823	864	894	932	970	1,010	1,052	1,095
Bonds & Contributions	-	32,684	-	12,738	12,483	12,739	12,575	12,881	13,194	13,495	13,784	14,080
Bonds & Deposits Received:	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	471	304	795	788	721	743	757	776	796	816	836
Payments:												
Employee Benefits & On-Costs	-	(11,150)	(12,778)	(13,211)	(13,611)	(14,020)	(14,443)	(14,878)	(15,320)	(15,779)	(16,253)	(16,740)
Materials & Contracts	-	(9,880)	(10,882)	(9,628)	(9,252)	(9,848)	(10,178)	(10,519)	(10,871)	(11,237)	(11,614)	(12,008)
Borrowing Costs	-	(200)	(229)	(281)	(238)	(218)	(197)	(179)	(164)	(133)	(113)	(94)
Bonds & Deposits Repaid	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(776)	(810)	(896)	(928)	(965)	(1,004)	(1,044)	(1,086)	(1,129)	(1,174)	(1,221)
Net Cash provided (or used) in Operating Activities	-	30,521	16,523	6,538	7,848	8,414	8,826	9,098	9,311	9,181	9,227	9,271
Cash Flow from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	343	291	748	863	841	842	887	883	920	948	976
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(31,562)	(21,241)	(8,084)	(7,887)	(7,568)	(6,468)	(6,689)	(6,859)	(7,065)	(7,277)	(7,495)
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used) in Investing Activities	-	(31,018)	(20,950)	(7,386)	(7,024)	(6,727)	(5,628)	(5,791)	(5,956)	(6,145)	(6,329)	(6,519)
Cash Flow from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	2,400	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(563)	(656)	(669)	(606)	(626)	(647)	(689)	(751)	(856)	(904)	(923)
Repayment of Lease Liabilities (net of cash payments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used) in Financing Activities	-	(563)	1,745	(669)	(606)	(626)	(647)	(689)	(751)	(856)	(904)	(923)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(1,060)	(3,181)	(1,465)	19	(840)	(244)	(293)	(409)	(568)	(605)	(770)
plus: Cash & Cash Equivalents - beginning of year	-	9,896	8,885	5,654	4,185	4,207	3,288	3,034	2,641	2,232	1,674	1,068
Cash & Cash Equivalents - end of year	-	8,836	5,694	4,189	4,207	3,268	3,024	2,741	2,232	1,674	1,068	298
Cash & Cash Equivalents - end of the year	9,896	8,836	5,654	4,199	4,207	3,268	3,024	2,641	2,232	1,674	1,068	298
plus: Cash & Cash Equivalents - end of the year	11,513	11,513	11,513	11,513	11,513	11,513	11,513	11,513	11,513	11,513	11,513	11,513
Cash, Cash Equivalents & Investments - end of the year	21,409	20,349	17,167	15,712	15,720	14,781	14,537	14,254	14,145	13,187	12,581	12,211
representing:												
- Restricted Reserves	12,762	11,680	8,401	7,730	8,178	7,291	6,830	6,388	6,205	6,013	5,724	5,425
- Internal Restrictions	8,598	8,598	8,120	8,250	7,810	7,814	7,814	7,814	7,714	7,454	7,134	6,714
- Unrestricted	28	69	66	71	142	276	290	122	136	119	124	72
Cash, Cash Equivalents & Investments - end of the year	21,409	20,349	17,167	15,712	15,720	14,781	14,537	14,254	14,145	13,187	12,581	12,211

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033

EQUITY STATEMENT - GENERAL FUND

Scenario: Base Case

	At 30 June 2022/23 \$'000	Current Year 2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Opening Balance (as at 1/7)	410,205	445,076	467,175	475,043	477,139	475,067	472,943	470,595	469,959	469,497	465,400
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-
Revised opening Balance (as at 1/7)	410,205	445,076	467,175	475,043	477,139	475,067	472,943	470,595	469,959	469,497	465,400
Net Operating Result for the Year	9,861	21,800	7,748	(1,433)	(2,043)	(2,154)	(2,698)	(2,797)	(2,904)	(3,017)	(3,135)
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-
Revised Net Operating Result for the Year	9,861	21,800	7,748	(1,433)	(2,043)	(2,154)	(2,698)	(2,797)	(2,904)	(3,017)	(3,135)
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of PP&E	17,010	299	123	3,529	-	-	346	2,160	1,442	-	43
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating result	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of other reserves	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss from other reserves recognised in operating result	-	-	-	-	-	-	-	-	-	-	-
- Impairment loss (reversal) - financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of financial assets at fair value through OCI (other than equity instruments)	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to IPR&E	-	-	-	-	-	-	-	-	-	-	-
- Impairment (reversal) of available for sale investments to (from) operating result	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (continued)	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	17,010	299	123	3,529	-	-	346	2,160	1,442	-	43
Total Comprehensive Income	26,871	22,099	7,871	2,096	(2,043)	(2,154)	(2,347)	(637)	(1,462)	(3,017)	(3,092)
Distributions to/(contributions from) non controlling interests	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	445,076	467,175	475,043	477,139	475,097	472,943	470,595	469,959	469,497	465,400	463,129

UPPER LACHLAN SHIRE COUNCIL

10 Year Financial Plan for the Years ending 30 June 2032

FINANCIAL PERFORMANCE INDICATORS - GENERAL FUND

Scenario: Base Case

FINANCIAL PERFORMANCE INDICATORS - GENERAL FUND					Past Years					Current Year					Projected Years				
Scenario: Base Case	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33				
New Note 13 Ratio																			
Operating Performance Ratio 1)	1.33%	1.55%	-8.99%	-4.82%	0.45%	-17.09%	10.38%	-10.50%	10.63%	-10.63%	-10.78%	-10.90%	-11.05%	-11.20%	-11.35%				
Own Source Operating Revenue Ratio 1)	59.32%	47.67%	47.05%	39.07%	30.97%	42.30%	58.19%	59.37%	59.57%	60.57%	60.72%	60.87%	61.01%	61.16%	61.31%				
Unrestricted Current Ratio	5.13	4.56	2.30	2.08	1.98	1.85	1.82	1.43	1.41	1.38	1.35	1.31	1.28	1.20	1.16				
Debt Service Cover Ratio 1)	15.62	16.67	8.03	9.14	10.51	3.73	5.65	6.23	8.28	8.30	6.31	7.30	7.31	8.58	8.57				
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	1.08%	2.01%	1.73%	3.92%	2.05%	2.08%	2.03%	2.08%	2.00%	1.99%	1.80%	1.80%	1.80%	1.80%	1.80%				
Cash Expense Cover Ratio 1)	12.64	18.31	11.49	13.27	4.70	2.66	2.64	2.14	1.93	1.37	1.16	0.96	0.70	0.43	0.12				
1) different Calculation to TCom's calculation for same ratio																			
New Special Schedule 7 Ratio																			
Building & Infrastructure Revenue Ratio	91.20%	134.14%	128.49%	179.45%	80.62%	81.74%	82.75%	83.06%	84.07%	85.08%	85.98%	86.81%	87.19%	88.16%	90.91%				

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
KEY PERFORMANCE INDICATORS - GENERAL FUND
Scenario: Base Case

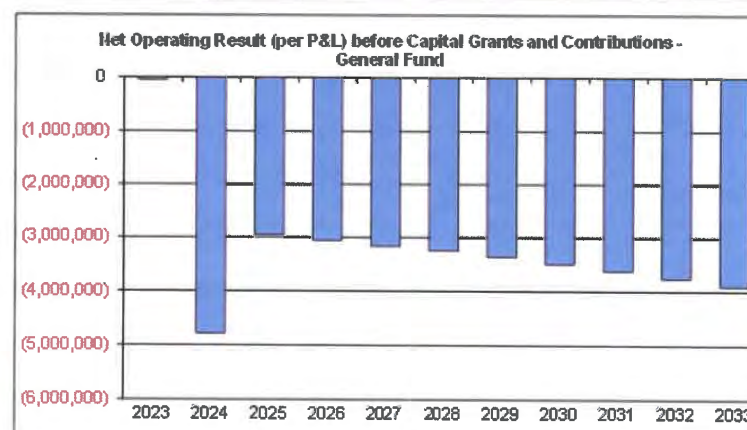
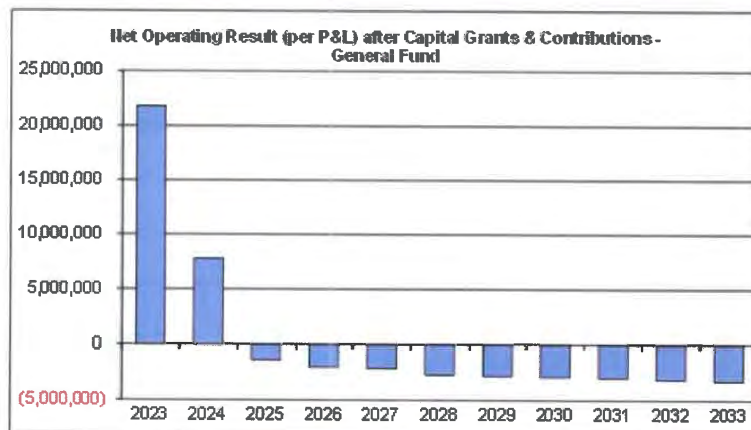
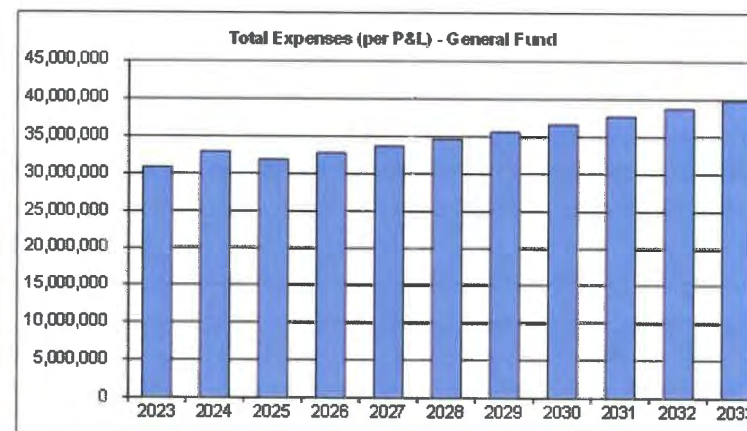
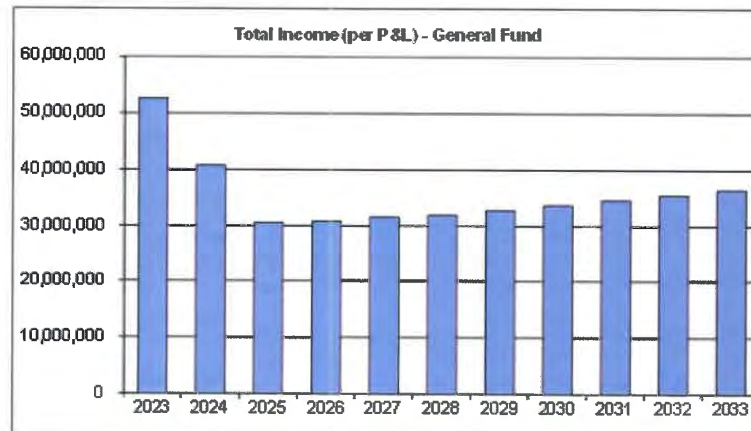
Scenario: Base Case		Current Year 2022/23	Projected Years									
			2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
			<div><div></div> Within green benchmark (green min and/or green max)</div> <div><div></div> Within amber benchmark (amber min and/or amber max)</div> <div><div></div> Not within benchmark (amber min and/or amber max)</div>				<div><div></div> Within green benchmark</div> <div><div></div> above green maximum and below amber maximum</div> <div><div></div> below green minimum and above amber minimum</div> <div><div></div> above amber maximum</div> <div><div></div> below amber minimum</div>					
Council's Target Benchmarks												
New Note 13 Ratios												
Operating Performance Ratio 1)	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	0.45%	-17.09%	-10.38%	-10.50%	-10.63%	-10.63%	-10.76%	-10.90%	-11.05%	-11.20%	-11.35%
Own Source Operating Revenue Ratio 1)	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	30.97%	42.30%	58.19%	59.37%	59.57%	60.57%	60.72%	60.87%	61.01%	61.16%	61.31%
Unrestricted Current Ratio	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	1.96	1.85	1.82	1.43	1.41	1.38	1.35	1.31	1.26	1.20	1.15
Debt Service Cover Ratio 1)	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	10.51	3.73	5.65	6.23	6.25	6.30	6.31	7.30	7.31	8.58	8.57
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	2.05%	2.08%	2.03%	2.06%	2.00%	1.59%	1.60%	1.60%	1.60%	1.60%	1.60%
Cash Expense Cover Ratio 1)	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	4.70	2.66	2.04	2.14	1.53	1.37	1.16	0.96	0.70	0.43	0.12
1) different Calculation to TCorp's calculation for same ratio												
New Special Schedule 7 Ratios												
Building & Infrastructure Renewals Ratio	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	80.82%	81.74%	82.75%	83.06%	84.07%	85.06%	85.96%	86.81%	87.19%	88.16%	101.91%

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - GENERAL FUND

Scenario: Base Case

Income Statement Charts

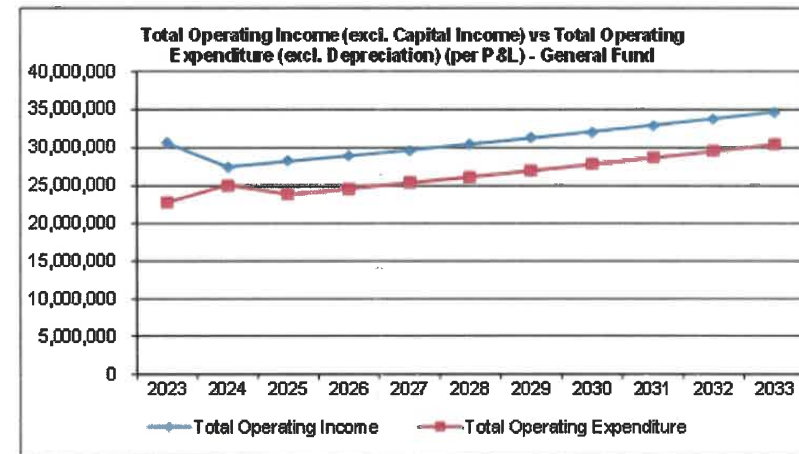
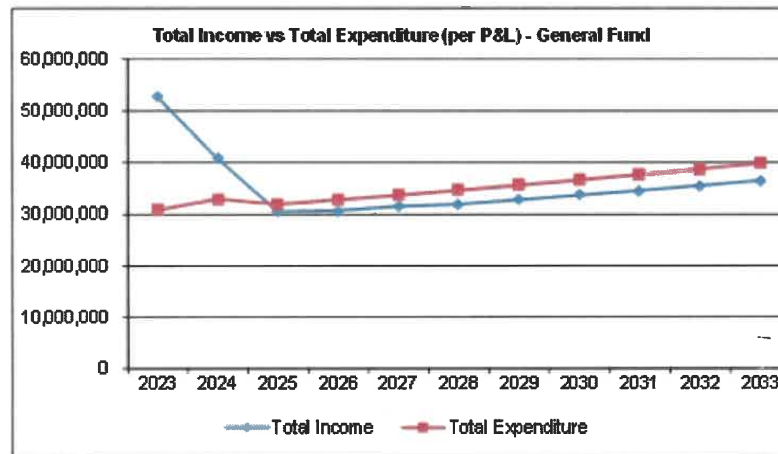


UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - GENERAL FUND

Scenario: Base Case

Income Statement Charts

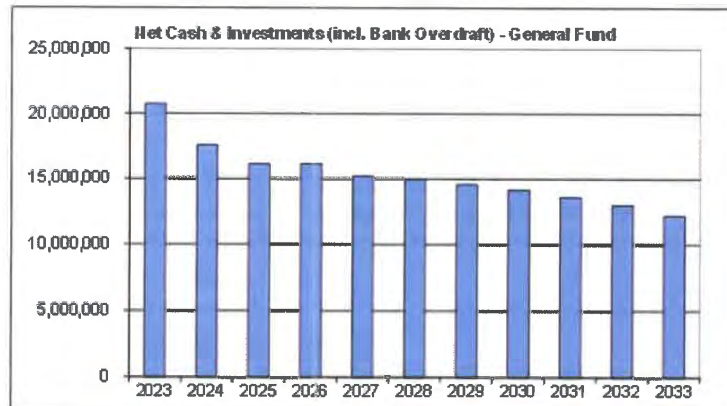
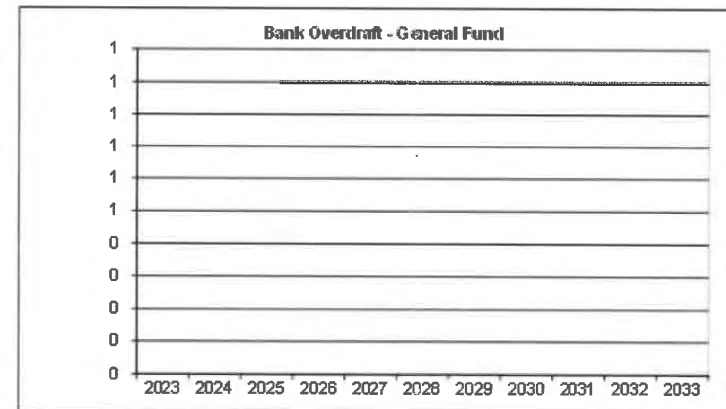
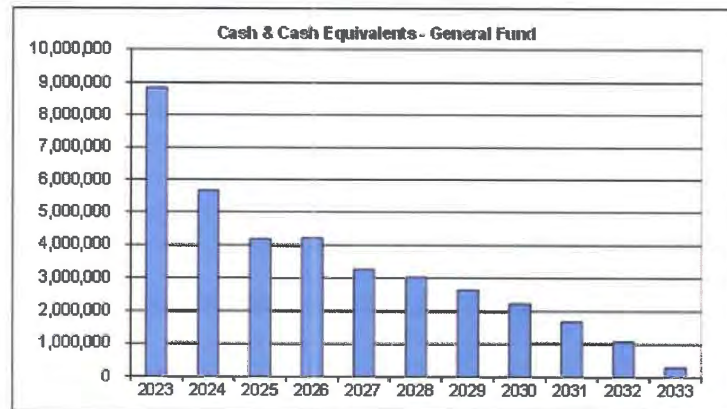


UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033

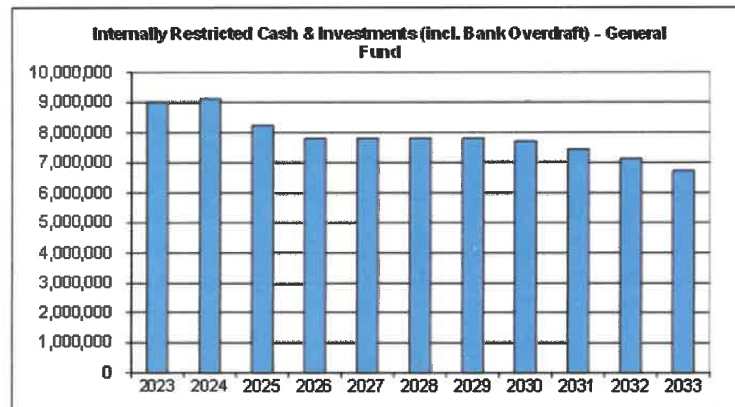
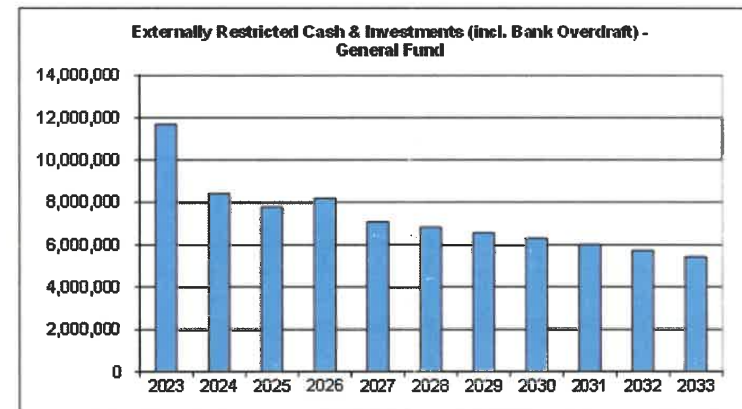
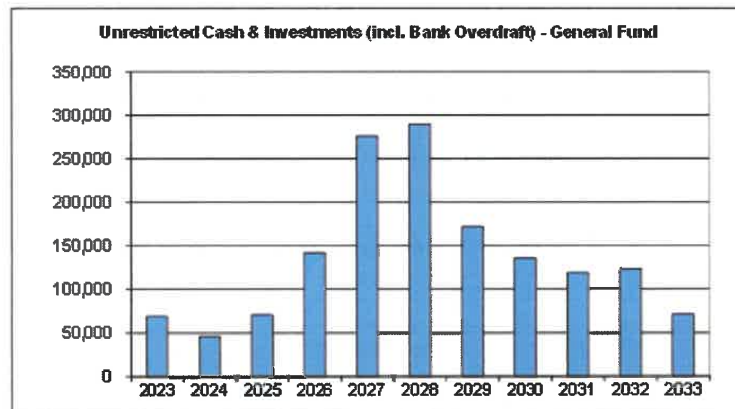
CHARTS - GENERAL FUND

Scenario: Base Case

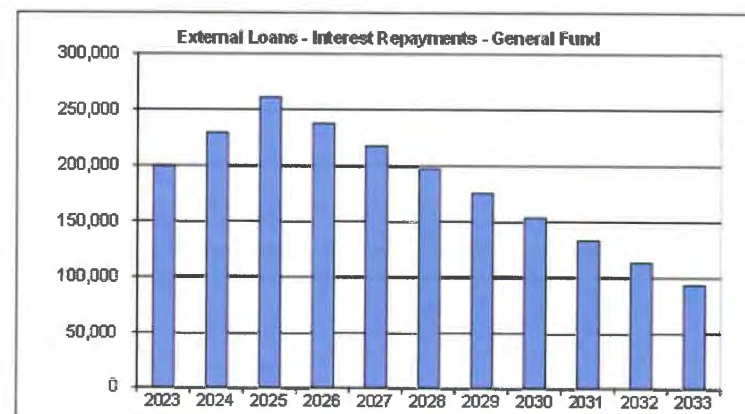
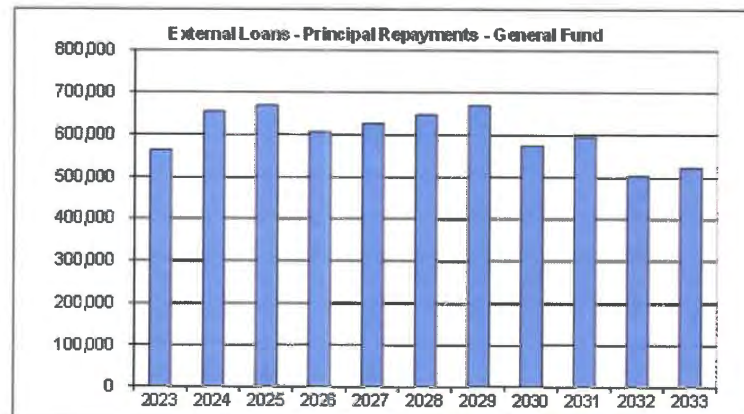
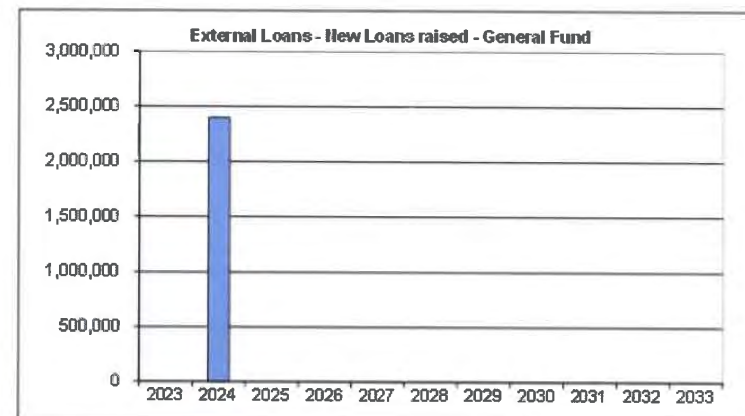
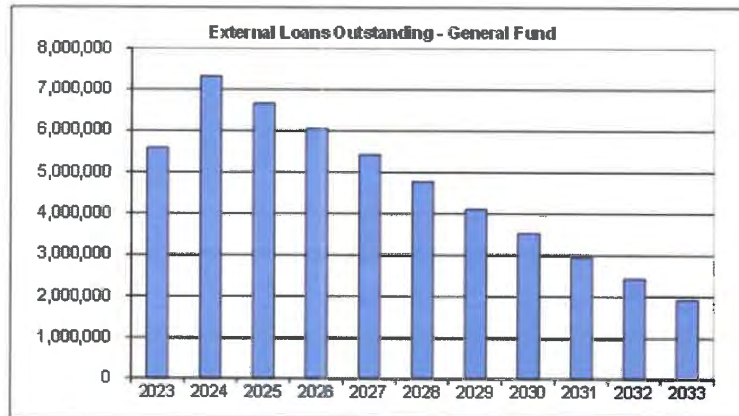
Cash, Investment & Bank Overdraft Charts



UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
CHARTS - GENERAL FUND
Scenario: Base Case
 Cash Restrictions Charts



UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
CHARTS - GENERAL FUND
Scenario: Base Case
 External Loans Charts

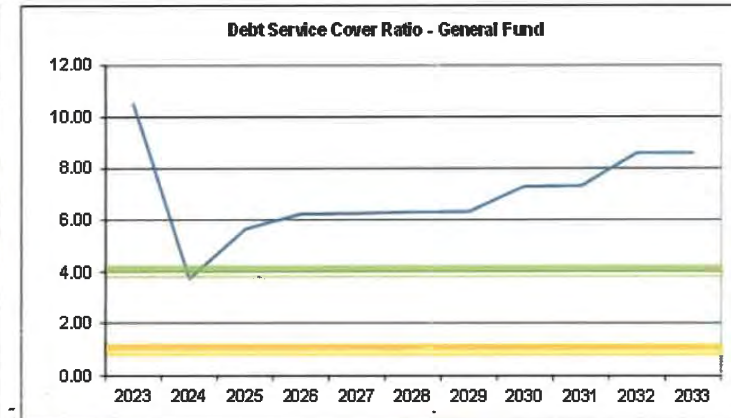
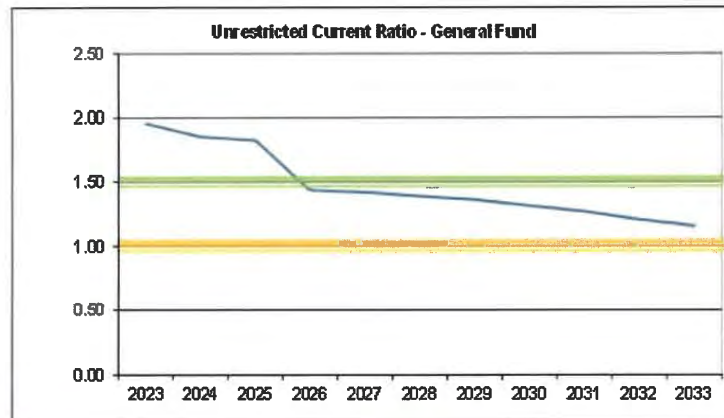
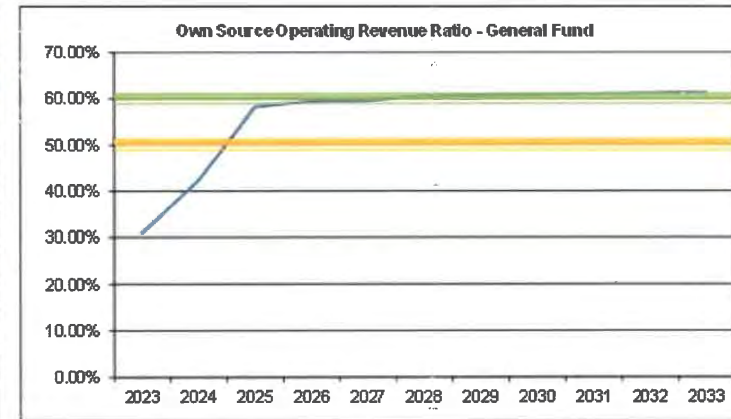


UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - GENERAL FUND

Scenario: Base Case

New Note 13 Ratios Charts



Minimum Amber

Minimum Green

Maximum Green

Maximum Amber

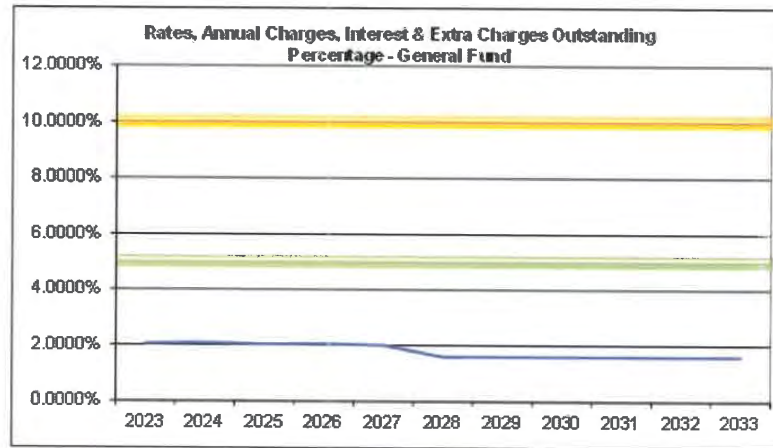
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UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - GENERAL FUND

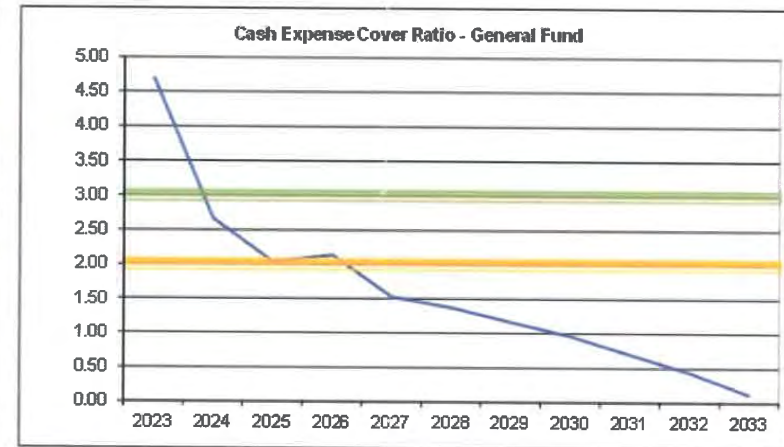
Scenario: Base Case

New Note 13 Ratios Charts (continued)



Minimum Amber

Minimum Green



Maximum Green

Maximum Amber

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033

HISTORICAL INFORMATION - WATER FUND

Income Statement

Income from Continuing Operations

Revenues:

Rates & Annual Charges

User Charges & Fees

Other Revenues

Grants & Contributions provided for Operating Purposes

Grants & Contributions provided for Capital Purposes

Interest & Investment Revenue

Other Income:

Net Gains from the Disposal of Assets

Fair value increment on investment properties

Reversal of revaluation decrements on IPPE previously expensed

Reversal of impairment losses on receivables

Other Income

Joint Ventures & Associated Entities - Gain

Total Income from Continuing Operations

Expenses from Continuing Operations

Employee Benefits & On-Costs

Borrowing Costs

Materials & Contracts

Depreciation & Amortisation

Impairment of Investments

Impairment of receivables

Other Expenses

Interest & Investment Losses

Net Losses from the Disposal of Assets

Revaluation decrement/impairment of IPPE

Fair value decrement on investment properties

Joint Ventures & Associated Entities - Loss

Total Expenses from Continuing Operations

Operating Result from Continuing Operations

Discontinued Operations - Profit/(Loss)

Net Profit/(Loss) from Discontinued Operations

Net Operating Result for the Year

Net Operating Result before Grants and Contributions provided for Capital Purposes

1,012	945	900	840
1,031	998	927	938
111	498	200	100
19	19	19	18
315	21	111	9
13	13	43	68

-	14	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
2,501	2,508	2,200	1,973

675	759	640	584
29	35	40	45
1,198	1,230	980	856
603	509	492	575
-	-	-	-
13	-	-	-
-	-	-	-
-	-	-	-
5	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
2,523	2,533	2,132	2,060

(22)	(25)	68	(87)
------	------	----	------

-	-	-	-
-	-	-	-

(22)	(25)	68	(87)
------	------	----	------

(337)	(46)	(43)	(96)
-------	------	------	------

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
HISTORICAL INFORMATION - WATER FUND
Balance Sheet

	2021/22 \$'000	2020/21 \$'000	2019/20 \$'000	2018/19 \$'000
ASSETS				
Current Assets				
Cash & Cash Equivalents	-	-	-	-
Investments	3,510	2,656	2,962	2,551
Receivables	225	786	155	130
Inventories	-	-	-	-
Contract assets and contract cost assets	-	-	-	-
Contract cost assets	-	-	-	-
Other	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-
Total Current Assets	3,735	3,442	3,121	2,681
Non-Current Assets				
Investments	-	-	-	-
Receivables	7	6	4	35
Inventories	-	-	-	-
Contract assets and contract cost assets	-	-	-	-
Contract cost assets	-	-	-	-
Infrastructure, Property, Plant & Equipment	28,942	24,964	25,051	25,236
Investment Property	-	-	-	-
Intangible Assets	-	-	-	-
Right of use assets	-	-	-	-
Investments accounted for using the equity method	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-
Other	-	-	-	-
Total Non-Current Assets	28,949	24,970	25,055	25,271
TOTAL ASSETS	32,684	28,412	28,176	27,952
LIABILITIES				
Current Liabilities				
Payables	10	11	13	14
Income received in advance	-	-	-	-
Contract liabilities	275	-	-	-
Lease liabilities	-	-	-	-
Borrowings	16	85	114	74
Employee benefit provisions	220	206	188	158
Other provisions	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
Total Current Liabilities	521	302	315	246
Non-Current Liabilities				
Payables	-	-	-	-
Income received in advance	-	-	-	-
Contract liabilities	-	-	-	-
Lease liabilities	-	-	-	-
Borrowings	378	394	443	557
Employee benefit provisions	-	-	-	-
Other provisions	-	-	-	-
Investments accounted for using the equity method	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
Total Non-Current Liabilities	378	394	443	557
TOTAL LIABILITIES	900	696	758	803
Net Assets	31,784	27,716	27,418	27,149
EQUITY				
Retained Earnings	25,516	25,537	25,560	25,495
Residual Reserves	6,260	2,177	1,885	1,654
Other Reserves	-	-	-	-
Council Equity Interest	31,778	27,654	27,448	27,149
Non-controlling equity interests	-	-	-	-
Total Equity	31,776	27,654	27,448	27,149

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
INCOME STATEMENT - WATER FUND
Scenario: Base Case

	Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	Projected Years					
							2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Income from Continuing Operations												
Revenues:												
Rates & Annual Charges	1,012	1,067	1,120	1,164	1,211	1,259	1,310	1,362	1,417	1,473	1,532	1,594
User Charges & Fees	1,031	1,113	1,106	1,150	1,195	1,243	1,292	1,343	1,397	1,452	1,510	1,570
Other Revenues	111	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	99	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	315	141	658	85	87	89	-	-	-	-	-	-
Interest & Investment Revenue	13	55	191	199	207	210	224	234	243	253	263	274
Other Income:												
Net Gains from the Disposal of Assets	-	11	-	50	117	75	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrement on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	2,581	2,386	3,275	2,628	2,797	2,962	2,926	2,999	3,096	3,178	3,305	3,437
Expenses from Continuing Operations												
Employee Benefits & On-Costs	675	693	778	801	825	850	875	901	928	958	985	1,015
Borrowing Costs	29	29	24	23	22	20	19	17	17	12	12	10
Maintenance & Contracts	1,195	994	1,066	1,109	1,153	1,199	1,247	1,297	1,349	1,403	1,459	1,515
Depreciation & Amortisation	605	533	503	506	513	549	554	580	585	571	577	552
Impairment of Investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	13	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	10	10	11	11	11	12	12	13	13	14	15
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	5	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	2,523	2,258	2,411	2,481	2,556	2,690	2,700	2,780	2,895	2,956	3,047	3,139
Operating Result from Continuing Operations	(22)	128	864	147	243	232	119	191	163	222	258	298
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(22)	128	864	147	243	232	119	191	163	222	258	298
Net Operating Result before Grants and Contributions provided for Capital Purposes	(987)	(190)	8	82	177	180	118	191	188	222	258	288

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
BALANCE SHEET - WATER FUND
Scenario: Base Case

	Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	Projected Years 2027/28 2028/29 2029/30 2030/31 2031/32 2032/33 \$'000 \$'000 \$'000 \$'000 \$'000 \$'000					
ASSETS												
Current Assets												
Cash & Cash Equivalents			471	380	120	1,001	1,616	2,266	2,991	3,739	4,526	5,355
Investments	3,510	2,801	2,801	2,801	3,228	2,726	2,726	2,726	2,726	2,726	2,726	2,726
Receivables	225	357	358	373	307	403	419	435	453	471	489	509
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,735	3,158	3,631	3,554	3,735	4,130	4,761	5,446	6,170	6,936	7,742	8,590
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	7	25	25	26	27	26	29	30	32	33	34	36
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	26,942	26,622	30,437	30,667	30,953	31,011	30,760	30,586	30,451	30,335	29,986	29,404
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	26,949	26,647	30,462	30,693	30,980	31,040	30,729	30,616	30,483	30,368	29,986	29,439
TOTAL ASSETS	32,684	32,805	34,092	34,247	34,714	35,169	35,490	36,064	36,653	37,304	37,762	38,029
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	10	12	13	13	14	14	15	15	16	17	17	18
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	275	39	235	16	16	19	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	16	17	16	19	21	22	24	25	27	29	31	-
Employee benefit provisions	229	229	229	229	229	229	229	229	229	229	229	229
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	530	297	495	279	282	284	267	270	272	274	277	247
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	378	361	342	323	302	280	258	231	204	175	145	145
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	378	361	342	323	302	280	258	231	204	175	145	145
TOTAL LIABILITIES	908	657	837	602	584	564	524	501	476	449	422	392
Net Assets	31,776	32,147	33,255	33,644	34,130	34,605	34,966	35,563	36,177	36,854	37,340	37,637
EQUITY												
Retained Earnings	25,516	25,644	26,506	26,655	26,896	27,130	27,249	27,400	27,583	27,785	28,043	28,341
Revaluation Reserves	6,260	6,503	6,747	6,900	7,232	7,475	7,718	8,183	8,614	9,069	9,297	9,297
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	31,720	32,147	33,255	33,644	34,130	34,605	34,966	35,563	36,177	36,854	37,340	37,637
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	31,776	32,147	33,255	33,644	34,130	34,605	34,966	35,563	36,177	36,854	37,340	37,637

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - WATER FUND
Scenario: Base Case

	Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	Projected Years					
							2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Cash Flow from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,009	1,116	1,161	1,208	1,256	1,309	1,359	1,413	1,470	1,528	1,589
User Charges & Fees	-	571	1,108	1,138	1,183	1,230	1,278	1,329	1,382	1,437	1,494	1,553
Investment & Interest Revenue Received	-	99	181	188	207	216	224	234	243	253	263	274
Grants & Contributions	-	(99)	1,005	(153)	87	89	(118)	-	-	-	-	-
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(683)	(778)	(801)	(828)	(850)	(878)	(901)	(928)	(956)	(985)	(1,018)
Mortgage & Concessions	-	(992)	(1,066)	(1,108)	(1,153)	(1,199)	(1,247)	(1,297)	(1,348)	(1,402)	(1,459)	(1,517)
Borrowing Costs	-	(29)	(24)	(23)	(22)	(20)	(18)	(17)	(17)	(12)	(12)	(10)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(10)	(10)	(11)	(11)	(11)	(12)	(12)	(13)	(13)	(14)	(15)
Net Cash provided (or used in) Operating Activities	-	308	1,382	482	635	680	636	658	751	775	816	860
Cash Flow from Investing Activities												
Receipts:												
Sale of Investment Securities	-	710	-	-	-	582	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	50	117	75	-	-	-	-	-	-
Sale of non-current assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	(427)	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(959)	(1,104)	(525)	(586)	(956)	-	-	-	-	-	-
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(230)	(1,104)	(475)	(696)	(956)	(212)	-	-	-	-	-
Cash Flow from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(16)	(17)	(18)	(19)	(21)	(22)	(24)	(25)	(27)	(29)	(31)
Repayment of Finance Leases (Principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Disbursements to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (or used in) Financing Activities	-	(16)	(17)	(18)	(19)	(21)	(22)	(24)	(25)	(27)	(29)	(31)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	0	471	891	(261)	881	615	670	705	748	787	830
plus: Cash & Cash Equivalents - beginning of year	-	-	0	471	380	120	1,601	1,616	2,286	2,991	3,739	4,526
Cash & Cash Equivalents - end of the year	-	0	471	891	120	1,681	1,816	2,286	2,991	3,739	4,526	5,356
Cash & Cash Equivalents - end of this year	-	0	471	380	120	1,681	1,616	2,286	2,991	3,739	4,526	5,356
minus: Cash & Cash Equivalents - end of the year	-	3,816	2,801	2,481	2,881	3,228	2,720	2,725	2,725	2,725	2,725	2,725
Cash, Cash Equivalents & Investments - end of the year	-	3,816	2,801	2,212	3,181	3,348	3,727	4,342	5,016	5,718	6,493	7,225
Representing:												
- External Restrictions	-	463	463	463	525	607	686	771	871	959	1,059	1,159
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	3,047	2,801	2,909	2,648	2,741	3,041	3,671	4,341	4,999	5,493	6,223
	-	3,510	3,264	3,378	3,173	3,348	3,727	4,342	5,016	5,718	6,493	7,225

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
EQUITY STATEMENT - WATER FUND
Scenario: Base Case

	Actual 2021/22 \$'000	Current Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	Projected Years					
	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Opening Balance (as at 1/7)	27,655	31,776	32,147	33,255	33,844	34,130	34,805	34,968	35,563	36,177	36,854	37,340
Adjustments to opening balance												
Revised opening Balance (as at 1/7)	27,655	31,776	32,147	33,255	33,844	34,130	34,805	34,968	35,563	36,177	36,854	37,340
Net Operating Result for the Year	(22)	128	864	147	243	232	119	151	163	222	268	296
Adjustments to net operating result												
Revised Net Operating Result for the Year	(22)	128	864	147	243	232	119	151	163	222	268	296
Other Comprehensive Income												
- Correction of prior period errors												
- Gain (loss) on revaluation of RPP&C	4,143	243	243	243	243	243	242	448	450	455	228	
- Gain (loss) on revaluation of available for sale investments												
- Realised (gain) loss on available for sale investments recognised in operating												
- Gain (loss) on revaluation of other reserves												
- Realised (gain) loss from other reserves recognised in operating result												
- Impairment loss (reversal) - financial assets at fair value through OCI												
- Realised (gain) loss on financial assets at fair value through OCI												
- Gain (loss) on revaluation of financial assets at fair value through OCI (other)												
- Gain (loss) on revaluation of equity instruments at fair value through OCI												
- Transfers to Income Statement												
- Impairment (loss) reversal relating to LPP&C												
- Impairment (reversal) of available for sale investments to (from) operating												
- Joint ventures and associates												
- Other reserves movements												
- Other Movements (combined)												
Other Comprehensive Income	4,143	243	243	243	243	243	242	448	450	455	228	
Total Comprehensive Income	4,121	371	1,107	390	486	475	361	597	614	677	496	296
Distributions to/(contributions from) non-controlling interests												
Transfers between Equity												
Equity - Balance at end of the reporting period	31,776	32,147	33,255	33,844	34,130	34,805	34,968	35,563	36,177	36,854	37,340	37,636

UPPER LACHLAN SHIRE COUNCIL

10 Year Financial Plan for the Years ending 30 June 2032

FINANCIAL PERFORMANCE INDICATORS - WATER FUND

Scenario: Base Case

FINANCIAL PERFORMANCE INDICATORS - WATER FUND				Real Years				Current Year				Projected Years						
Scenario: Base Case	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33				
New Note 13 Ratios																		
Operating Performance Ratio 1)	-4.88%	-2.06%	-1.05%	-15.42%	-1.05%	0.26%	1.26%	2.26%	3.25%	4.26%	5.14%	5.34%	5.99%	6.67%				
Own Source Operating Revenue Ratio 1)	98.63%	94.09%	98.41%	96.85%	94.07%	79.61%	97.48%	97.52%	97.53%	100.00%	100.00%	100.00%	100.00%	100.00%				
Unrestricted Current Ratio	10.58	9.30	11.39	7.05	16.60	6.77	20.84	21.20	22.98	29.97	35.29	39.31	44.11	49.49				
Debt Service Cover Ratio 1)	11.84	4.29	4.37	10.17	11.98	13.62	14.41	15.20	15.95	16.78	17.74	17.97	20.44	21.75				
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	7.24%	4.58%	4.75%	0.00%	6.32%	6.30%	6.30%	6.29%	6.28%	6.29%	6.29%	6.29%	6.29%	6.29%				
Cash Expense Cover Ratio 1)	19.7	13.17	12.45 ~		17.62	22.33	24.89	26.45	25.70	25.47	22.84	15.39	18.80	24.64				
Additional Calculations in TGA's capital structure system																		
New Special Schedule 7 Ratios																		
Building & Infrastructure Renewals Ratio	100.55%	66.00%	20.24%	55.03%	52.97%	53.71%	54.38%	55.04%	55.64%	56.19%	57.14%	58.07%	58.97%	59.00%				

UPPER LACHLAN SHIRE COUNCIL

10 Year Financial Plan for the Years ending 30 June 2033

KEY PERFORMANCE INDICATORS - WATER FUND

Scenario: Base Case

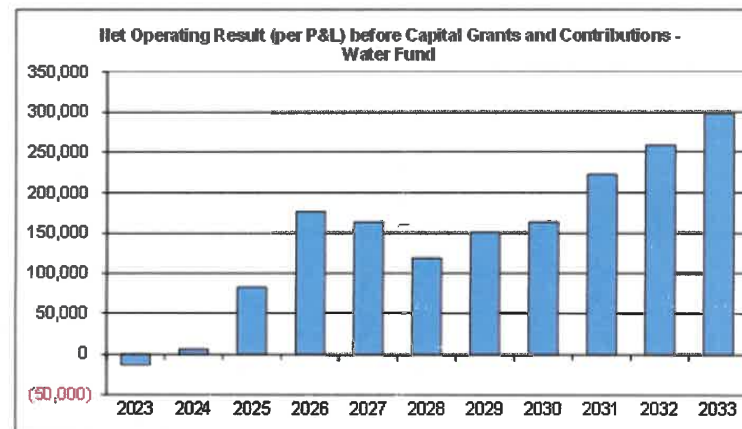
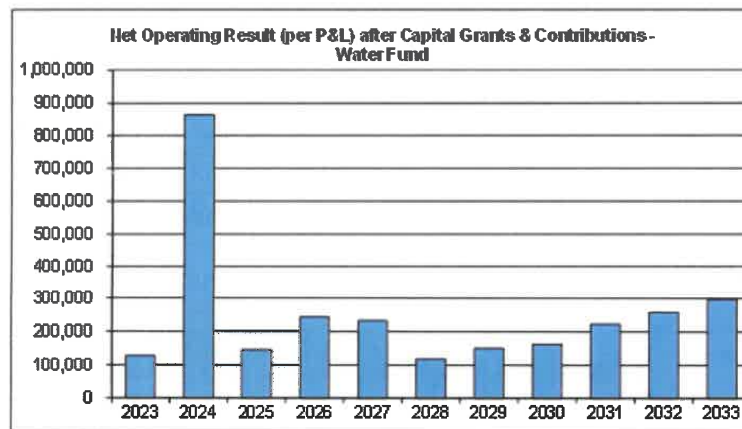
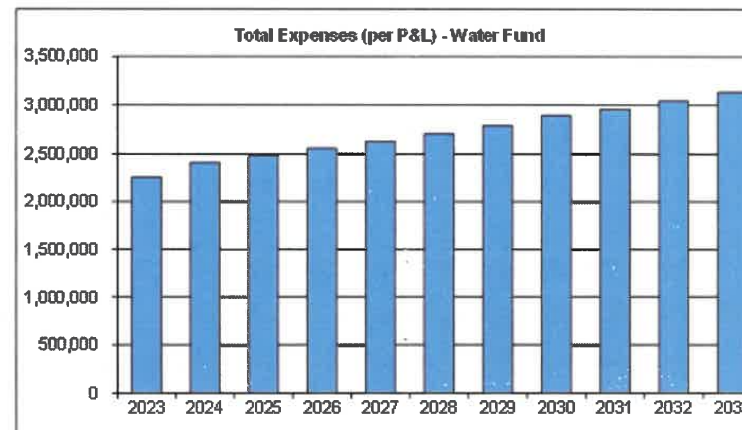
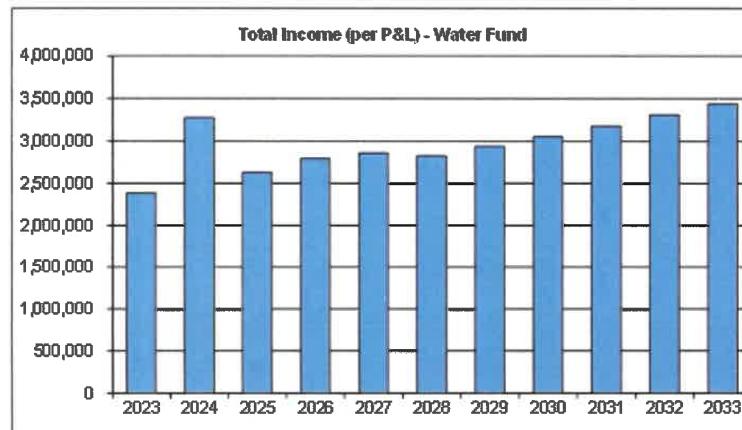
Scenario: Base Case		Current Year	Projected Years									
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
			<div><div></div> Within green benchmark (green min and/or green max)</div>	<div><div></div> Within green benchmark</div>								
			<div><div></div> Within amber benchmark (amber min and/or amber max)</div>	<div><div></div> above green maximum and below amber maximum</div>								
				<div><div></div> below green minimum and above amber minimum</div>								
			<div><div></div> Not within benchmark (amber min and/or amber max)</div>	<div><div></div> above amber maximum</div>								
				<div><div></div> below amber minimum</div>								
Council's Target Benchmarks												
New Note 13 Ratios												
Operating Performance Ratio 1)	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	-1.05%	0.26%	1.28%	2.28%	3.25%	4.20%	5.14%	5.34%	6.99%	7.81%	8.67%
Own Source Operating Revenue Ratio 1)	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	94.07%	73.81%	97.49%	97.52%	97.53%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Unrestricted Current Ratio	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	16.60	8.77	20.84	21.20	22.96	29.97	35.29	39.31	44.11	48.93	69.49
Debt Service Cover Ratio 1)	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	11.93	13.62	14.41	15.20	15.95	16.78	17.74	17.97	20.44	20.70	21.75
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	6.32%	6.30%	6.30%	6.29%	6.29%	6.29%	6.29%	6.29%	6.29%	6.29%	6.29%
Cash Expense Cover Ratio 1)	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	17.62	22.33	24.69	26.45	25.70	25.47	22.84	15.39	18.60	21.74	24.84
1) different Calculation to TCorp's calculation for same ratio												
New Special Schedule 7 Ratios												
Building & Infrastructure Renewals Ratio	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	52.97%	53.71%	54.39%	55.04%	55.64%	56.19%	57.14%	58.07%	58.97%	59.85%	59.00%

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - WATER FUND

Scenario: Base Case

Income Statement Charts

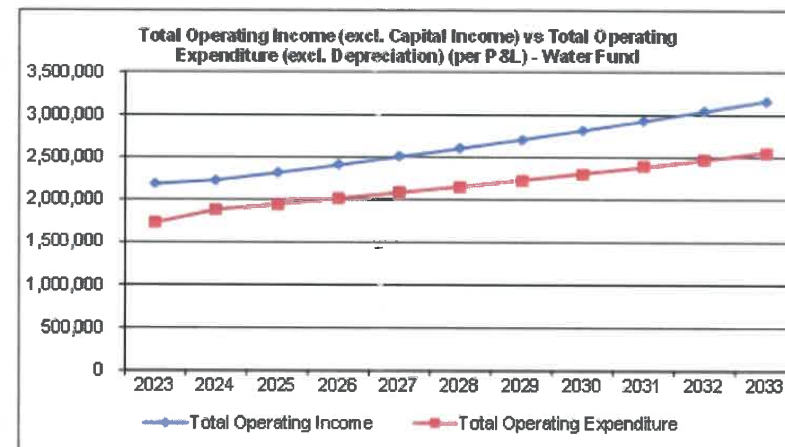
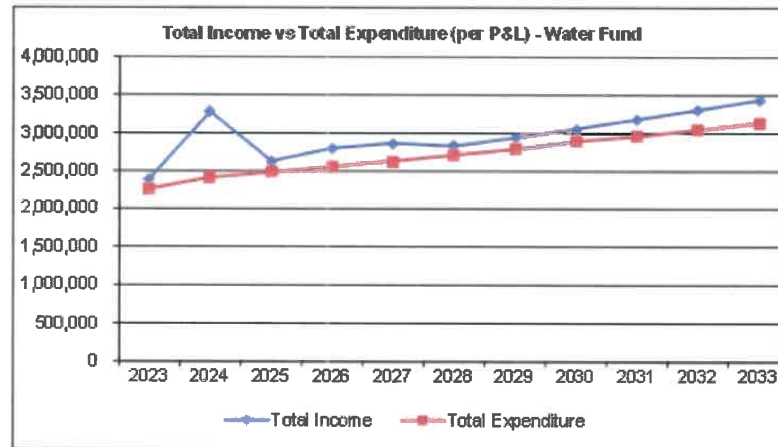


UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - WATER FUND

Scenario: Base Case

Income Statement Charts

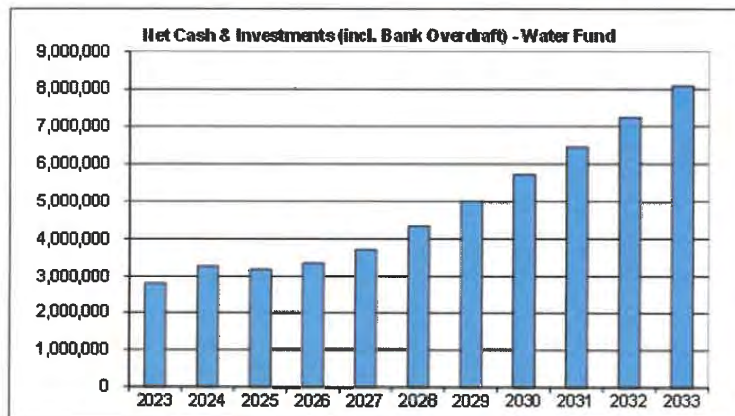
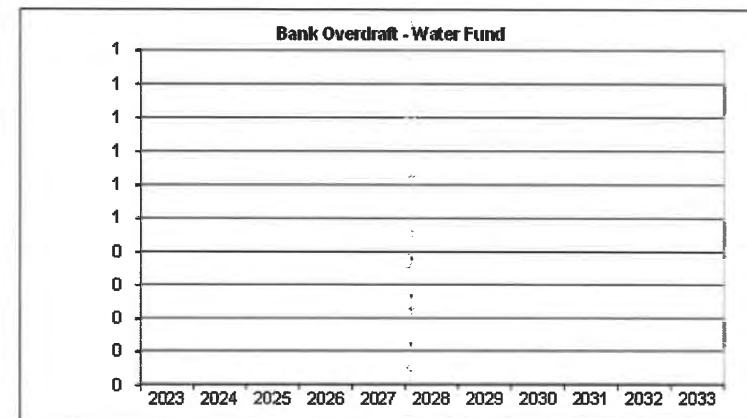
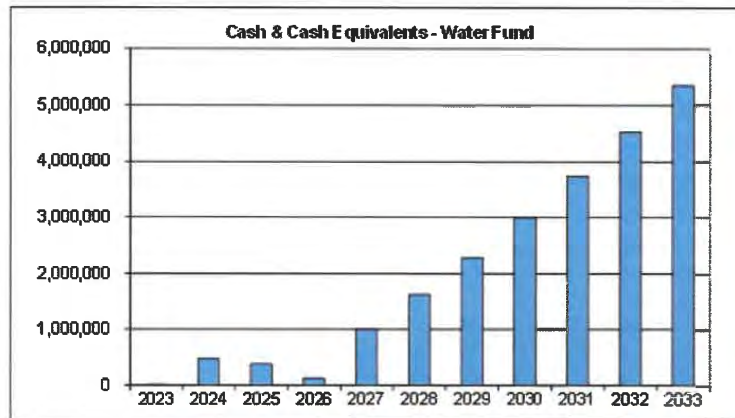


UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - WATER FUND

Scenario: Base Case

Cash, Investment & Bank Overdraft Charts

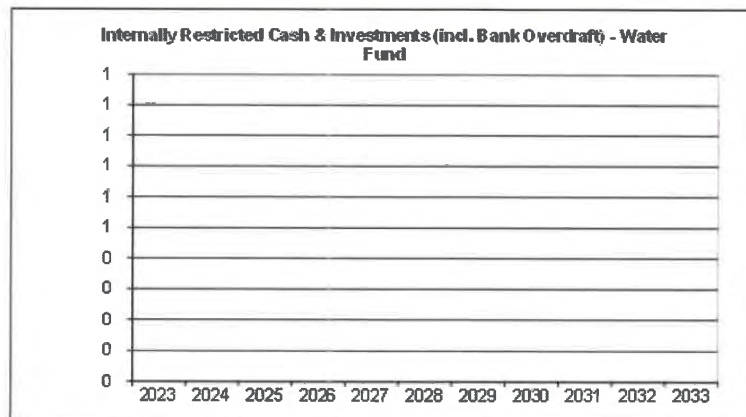
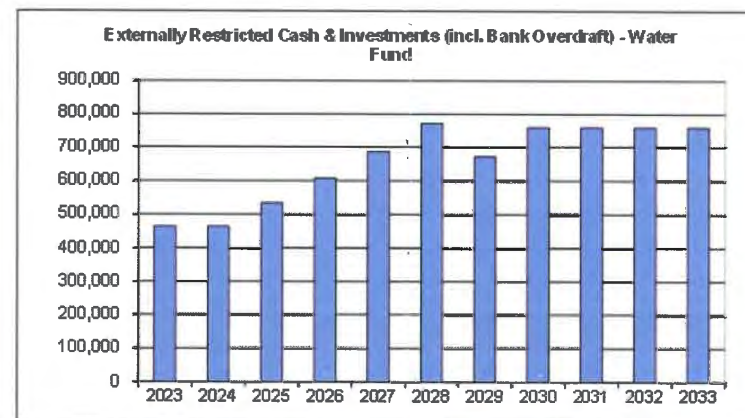
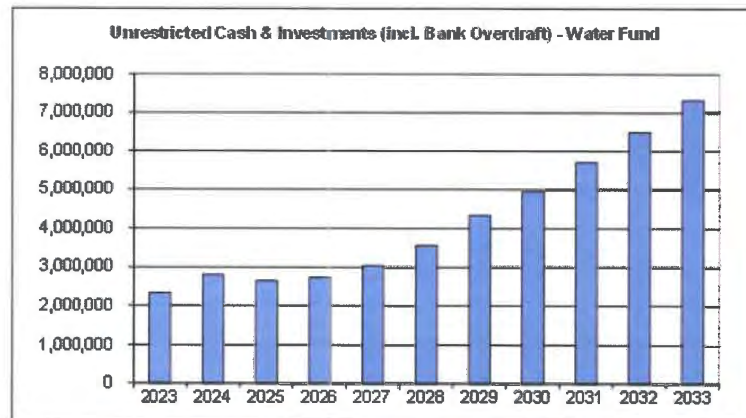


UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033

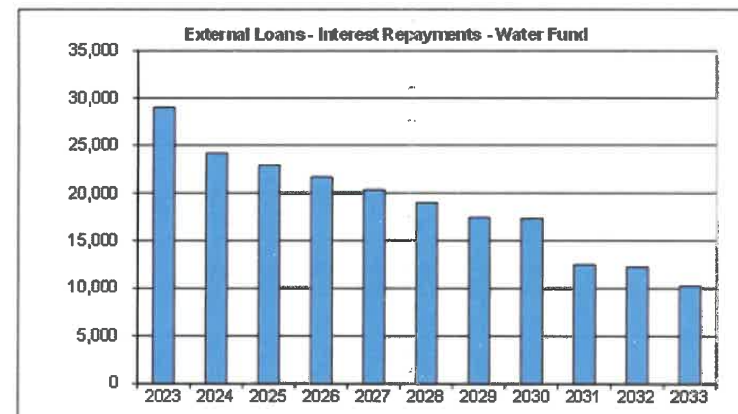
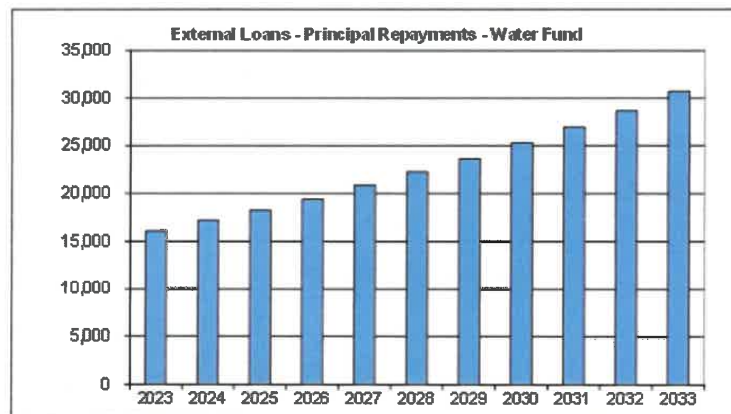
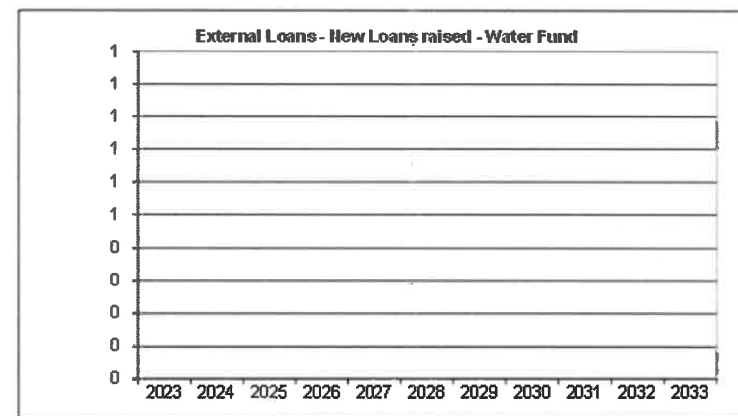
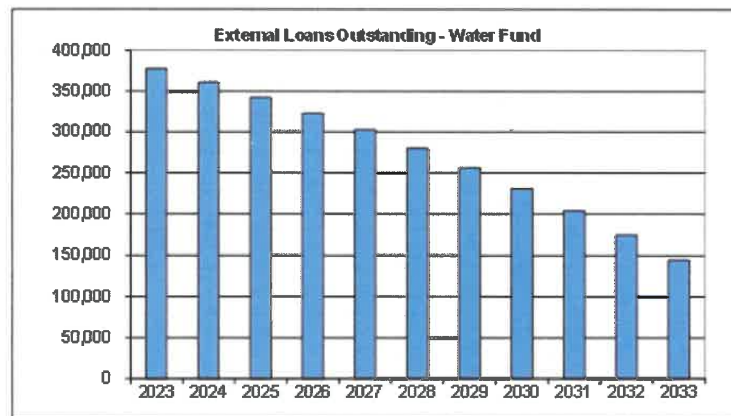
CHARTS - WATER FUND

Scenario: Base Case

Cash Restrictions Charts



UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
CHARTS - WATER FUND
Scenario: Base Case
 External Loans Charts

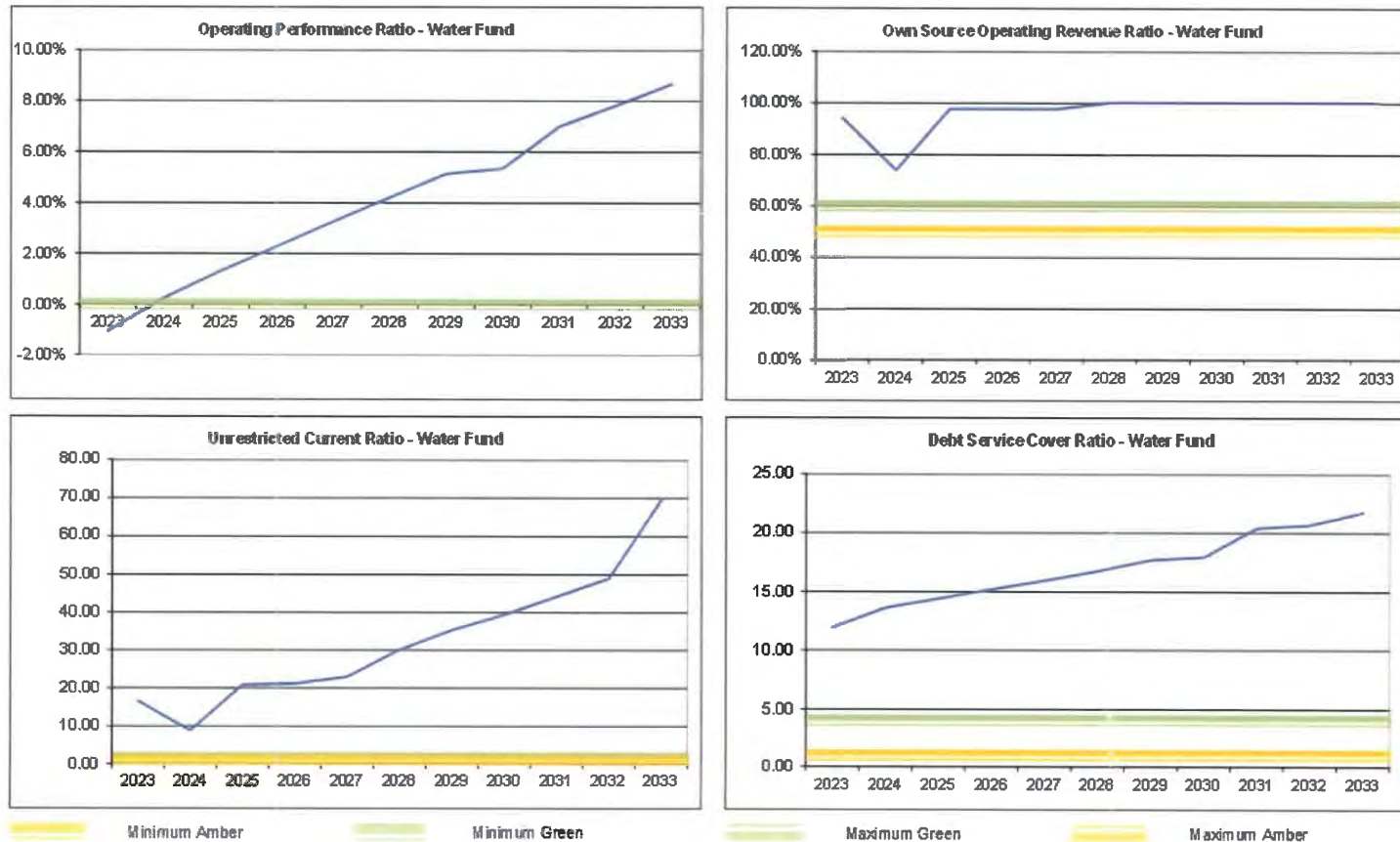


UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - WATER FUND

Scenario: Base Case

New Note 13 Ratios Charts

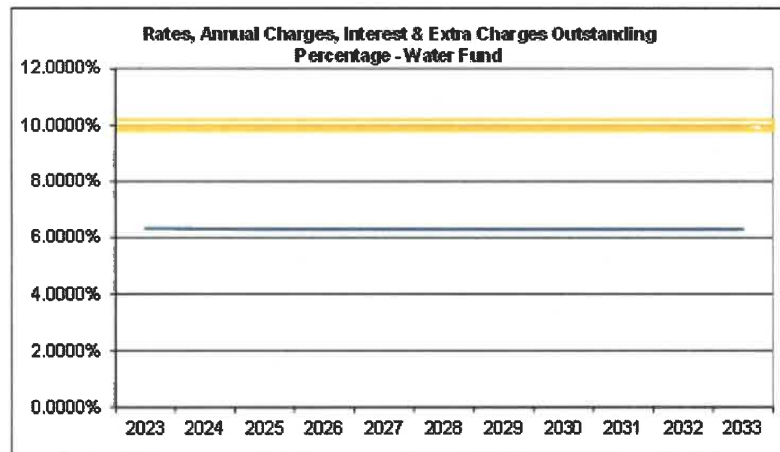


UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - WATER FUND

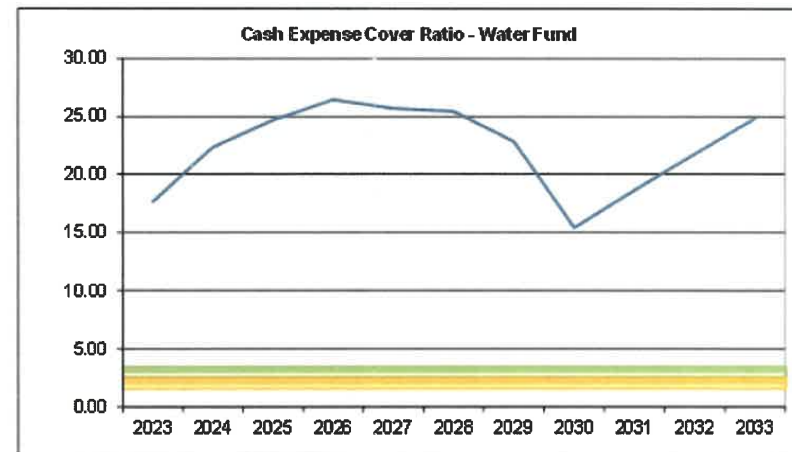
Scenario: Base Case

New Note 13 Ratios Charts (continued)



Minimum Amber

Minimum Green



Maximum Green

Maximum Amber

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
HISTORICAL INFORMATION - SEWER FUND
Scenario: Base Case

	2021/22 \$'000	2020/21 \$'000	2019/20 \$'000	2018/19 \$'000
Income Statement				
Income from Continuing Operations				
Revenue:				
Rates & Annual Charges	1,334	1,244	1,197	1,116
User Charges & Fees	398	324	288	254
Other Revenues	-	19	10	10
Grants & Contributions provided for Operating Purposes	17	17	17	16
Grants & Contributions provided for Capital Purposes	257	10	101	143
Interest & Investment Revenue	20	25	78	121
Other Income:				
Net Gains from the Disposal of Assets	-	22	-	-
Fair value increment on investment properties	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-
Other Income	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-
Total Income from Continuing Operations	2,026	1,661	1,691	1,660
Expenses from Continuing Operations				
Employee Benefits & On-Costs	458	538	388	372
Borrowing Costs	8	11	14	17
Materials & Contracts	565	832	580	535
Depreciation & Amortisation	513	500	494	470
Impairment of investments	-	-	-	-
Impairment of receivables	-	-	-	-
Other Expenses	-	-	-	-
Interest & Investment Losses	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	(2)
Revaluation decrement/impairment of IPPE	-	-	-	-
Fair value decrement on investment properties	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-
Total Expenses from Continuing Operations	1,544	1,881	1,456	1,398
Operating Result from Continuing Operations	482	(220)	235	262
Discontinued Operations - Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-
Net Operating Result for the Year	482	(220)	235	262
Net Operating Result before Grants and Contributions provided for Capital Purposes	225	(238)	134	119

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
HISTORICAL INFORMATION - SEWER FUND
Balance Sheet

ASSETS**Current Assets**

Cash & Cash Equivalents

Investments

Receivables

Inventories

Contract assets and contract cost assets

Contract liabilities

Other

Non-current assets classified as "held for sale"

Total Current Assets

Non-Current Assets

Investments

Receivables

Inventories

Contract assets and contract cost assets

Contract liabilities

Infrastructure, Property, Plant & Equipment

Investment Property

Intangible Assets

Right of use assets

Investments accounted for using the equity method

Non-current assets classified as "held for sale"

Other

Total Non-Current Assets

TOTAL ASSETS

LIABILITIES**Current Liabilities**

Payables

Income received in advance

Contract liabilities

Lease liabilities

Borrowings

Employee benefit provisions

Other provisions

Liabilities associated with assets classified as "held for sale"

Total Current Liabilities

Non-Current Liabilities

Payables

Income received in advance

Contract liabilities

Lease liabilities

Borrowings

Employee benefit provisions

Other provisions

Investments accounted for using the equity method

Liabilities associated with assets classified as "held for sale"

Total Non-Current Liabilities

TOTAL LIABILITIES

Net Assets

EQUITY

Reserves

Provisional Reserves

Other Reserves

Council Equity Interest

Non-voting equity interests

Total Equity

2021/22
\$'000

2020/21
\$'000

2019/20
\$'000

2018/19
\$'000

-	-	-	-
5,977	5,399	5,395	4,771
67	84	85	105
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
6,044	5,483	5,481	4,876

-	-	-	-
12	10	6	8
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
20,279	14,970	15,565	15,564
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
20,091	14,980	15,071	15,566
26,136	20,463	20,636	20,542

2	3	4	4
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
4	48	56	48
172	162	149	152
-	-	-	-
-	-	-	-
178	213	209	198

-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
88	92	128	184
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
88	92	128	184
260	305	336	382
23,657	20,158	20,226	19,860

13,831	13,368	13,990	13,354
10,218	4,790	4,636	4,506
-	-	-	-
20,049	20,158	20,226	19,860
-	-	-	-
23,657	20,158	20,226	19,860

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
INCOME STATEMENT - SEWER FUND
Scenario: Base Case

	Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	Projected Years					
	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,334	1,361	1,516	1,563	1,610	1,659	1,708	1,760	1,812	1,867	1,923	1,981
User Charges & Fees	398	330	347	357	366	379	390	402	414	426	439	452
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	17	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	257	40	41	42	44	45	46	48	49	51	52	-
Interest & Investment Revenue	20	83	306	319	332	345	359	374	389	404	421	438
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IP/IC previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	2,026	1,834	2,212	2,282	2,363	2,427	2,504	2,589	2,664	2,748	2,838	2,871
Expenses from Continuing Operations												
Employee Benefits & On-Costs	458	532	533	549	566	583	600	618	637	656	676	696
Borrowing Costs	8	8	8	5	5	5	4	4	4	3	3	2
Materials & Contracts	565	581	636	680	684	709	735	762	790	819	849	880
Depreciation & Amortisation	513	523	523	533	543	554	564	575	586	597	608	620
Impairment of Investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	9	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IP/IC	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,544	1,653	1,639	1,748	1,798	1,858	1,904	1,959	2,016	2,075	2,135	2,198
Operating Result from Continuing Operations	482	181	573	534	565	577	600	630	648	674	699	673
Discontinued Operations - Profit/(Loss)												
Net Profit/(Loss) from Discontinued Operations												
Net Operating Result for the Year	482	181	573	534	565	577	600	630	648	674	699	673
Net Operating Result/Net Income and Contributions provided for Capital Purposes	286	141	472	482	512	522	554	578	599	623	647	670

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
BALANCE SHEET - SEWER FUND
Scenario: Base Case

	Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	Projected Years 2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	-	-	-	704	1,440	2,442	3,697	4,786	6,009	7,209	8,566	9,847
Investments	5,977	5,713	5,510	5,510	5,510	5,510	5,510	5,510	5,510	5,510	5,510	5,510
Receivables	67	100	110	113	117	120	124	126	131	135	139	144
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	6,044	5,813	5,620	6,326	7,066	8,072	9,251	10,424	11,651	12,915	14,215	15,500
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	12	11	12	12	13	13	13	14	14	15	15	16
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	20,079	20,625	21,460	21,414	21,354	21,046	20,898	20,294	19,902	19,642	19,141	18,521
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	20,091	20,636	21,472	21,426	21,367	21,061	20,911	20,306	19,906	19,656	19,156	18,537
TOTAL ASSETS	26,135	26,449	27,092	27,752	28,433	29,133	29,862	30,732	31,637	32,571	33,371	34,037
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2	3	3	4	4	4	4	4	4	4	5	5
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	4	4	4	5	5	5	6	6	6	7	7	-
Employee benefit provisions	172	172	172	172	172	172	172	172	172	172	172	172
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	178	179	180	180	181	181	182	182	183	183	184	177
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	88	84	80	75	71	65	60	54	48	41	34	34
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	88	84	80	75	71	65	60	54	48	41	34	34
TOTAL LIABILITIES	266	263	260	255	252	246	242	236	230	224	218	211
Net Assets	25,869	26,186	26,832	27,497	28,181	28,886	29,620	30,496	31,407	32,347	33,154	33,826
EQUITY												
Retained Earnings	15,851	16,032	16,546	17,060	17,605	18,212	18,812	19,436	20,083	20,757	21,456	22,129
Revaluation Reserves	10,018	10,153	10,287	10,416	10,547	10,674	10,799	11,060	11,324	11,590	11,897	12,199
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	25,869	26,186	26,832	27,496	28,182	28,886	29,611	30,496	31,407	32,347	33,154	33,826
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	25,869	26,186	26,832	27,496	28,182	28,886	29,611	30,496	31,407	32,347	33,154	33,826

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
CASH FLOW STATEMENT - SEWER FUND
Scenario: Base Case

	Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Cash Flow from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,349	1,307	1,550	1,607	1,655	1,704	1,751	1,803	1,862	1,918	1,976
User Charges & Fees	-	336	367	357	368	379	390	402	414	426	439	452
Investment & Interest Revenue Received	-	83	336	319	332	345	358	370	382	404	421	438
Grants & Contributions	-	40	41	42	44	46	48	49	51	52	52	-
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(542)	(549)	(549)	(556)	(563)	(570)	(578)	(587)	(596)	(606)	(616)
Maintenance & Repairs	-	(660)	(760)	(650)	(684)	(709)	(735)	(762)	(790)	(819)	(849)	(880)
Borrowing Costs	-	(8)	(5)	(5)	(5)	(5)	(4)	(4)	(4)	(3)	(3)	(2)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used) in Operating Activities	-	682	1,026	1,054	1,095	1,127	1,160	1,194	1,229	1,266	1,303	1,258
Cash Flow from Investing Activities												
Receipts:												
Sale of Investment Securities	-	264	303	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets identified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(543)	(1,225)	(355)	(355)	(1,120)	-	-	-	-	-	-
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used) in Investing Activities	-	(678)	(1,021)	(355)	(355)	(1,120)	-	-	-	-	-	-
Cash Flow from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(4)	(4)	(4)	(5)	(5)	(5)	(5)	(5)	(5)	(7)	(7)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Dividends from non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (or used) in Financing Activities	-	(4)	(4)	(4)	(5)	(5)	(5)	(5)	(5)	(5)	(7)	(7)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	0	-	704	735	1,002	1,135	1,189	1,223	1,260	1,296	1,281
plus: Cash & Cash Equivalents - beginning of year	-	-	0	0	704	1,440	2,442	3,597	4,786	6,009	7,269	8,566
Cash & Cash Equivalents - end of the year	-	0	0	704	1,440	2,442	3,597	4,786	6,009	7,269	8,566	9,847
Cash & Cash Equivalents - end of the year	-	0	0	704	1,440	2,442	3,597	4,786	6,009	7,269	8,566	9,847
Investments - end of the year	-	5,977	5,713	5,910	5,510	5,310	5,110	4,910	4,710	4,510	4,310	4,110
Cash, Cash Equivalents & Investments - end of the year	-	6,077	6,713	6,610	6,950	7,752	8,707	9,696	10,719	11,779	12,876	13,957
Major Non-Cash Transactions:												
- Capital Resolutions	606	606	606	606	671	731	696	701	751	751	751	751
- Internal Resolutions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	5,371	5,107	4,904	5,578	6,279	7,221	8,459	9,595	10,768	12,028	13,325	14,606
	6,077	6,713	6,610	6,950	7,752	8,707	9,696	10,696	11,699	12,779	14,076	15,357

































































































UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
EQUITY STATEMENT - SEWER FUND
Scenario: Base Case

	Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	Projected Years 2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Opening Balance (as at 1/7)	20,159	25,669	26,166	26,603	27,486	28,162	28,888	29,611	30,496	31,407	32,347	33,154
Adjustments to opening balance												
Restated opening Balance (as at 1/7)	20,159	25,669	26,166	26,603	27,486	28,162	28,888	29,611	30,496	31,407	32,347	33,154
Net Operating Result for the Year	482	181	513	604	555	577	600	624	646	674	699	673
Adjustments to net operating result												
Restated Net Operating Result for the Year	482	181	513	604	555	577	600	624	646	674	699	673
Other Comprehensive Income												
- Correction of prior period errors												
- Gain (loss) on revaluation of IPP&E	5,238	135	133	131	129	127	124	261	264	266	107	
- Gain (loss) on revaluation of available for sale investments												
- Realised (gain) loss on available for sale investments recognised in operating												
- Gain (loss) on revaluation of other reserves												
- Realised (gain) loss from other reserves recognised in operating result												
- Impairment loss (reversal) - financial assets at fair value through OCI												
- Realised (gain) loss on financial assets at fair value through OCI												
- Gain(loss) on revaluation of financial assets at fair value through OCI (other)												
- Gain(loss) on revaluation of equity instruments at fair value through OCI												
- Transfers to Income Statement												
- Impairment (loss) reversal relating to IPP&E												
- Impairment (reversal) of available for sale investments to (from) operating result												
- Joint ventures and associates												
- Other reserves movements												
- Other Movements (combined)												
Other Comprehensive Income	5,238	135	133	131	129	127	124	261	264	266	107	
Total Comprehensive Income	5,720	317	647	665	684	704	724	885	911	940	807	673
Distributions to/contributions from non-controlling interests												
Transfers between Equity												
Equity - Balance at end of the reporting period	25,879	26,106	26,679	27,438	28,162	28,886	29,611	30,496	31,407	32,347	33,154	33,826

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
FINANCIAL PERFORMANCE INDICATORS - SEWER FUND
Scenario: Base Case

	Past Years				Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
New Ratio 13 Ratio															
Operating Performance Ratio 1)	7.84%	8.43%	13.93%	12.72%	8.38%	21.76%	21.96%	22.15%	22.35%	22.53%	22.72%	22.89%	23.10%	23.26%	23.43%
Dom Source Operating Revenue Ratio 1)	90.42%	93.02%	95.37%	96.48%	97.62%	98.14%	98.15%	98.15%	98.15%	98.15%	98.16%	98.16%	98.16%	98.16%	100.00%
Unrestricted Current Ratio	23.46	24.80	25.74	33.96	67.11	64.07	72.36	80.82	92.24	107.11	120.65	134.35	148.90	163.55	195.81
Debt Service Cover Ratio 1)	36	11.86	5.11	93.25	58.44	103.74	107.15	110.40	113.30	116.57	120.59	125.37	132.82	131.64	135.43
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	9.28%	5.89%	5.89%	0.00%	7.57%	7.47%	7.43%	7.43%	7.43%	7.43%	7.43%	7.43%	7.43%	7.42%	7.42%
Cash Expense Cover Ratio 1)	59.51	32.5	39.08	-	79.16	82.56	94.21	104.84	117.15	132.10	141.33	150.20	158.79	167.02	174.54
1) different Calculation to TCorp's calculation for same ratio															
New Special Schedule 7 Ratio 04															
Building & Infrastructure Revenue Ratio	98.00%	40.00%	36.46%	63.52%	24.53%	25.89%	26.81%	27.90%	28.96%	29.98%	31.10%	32.20%	33.26%	34.33%	35.00%

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
KEY PERFORMANCE INDICATORS - SEWER FUND
Scenario: Base Case

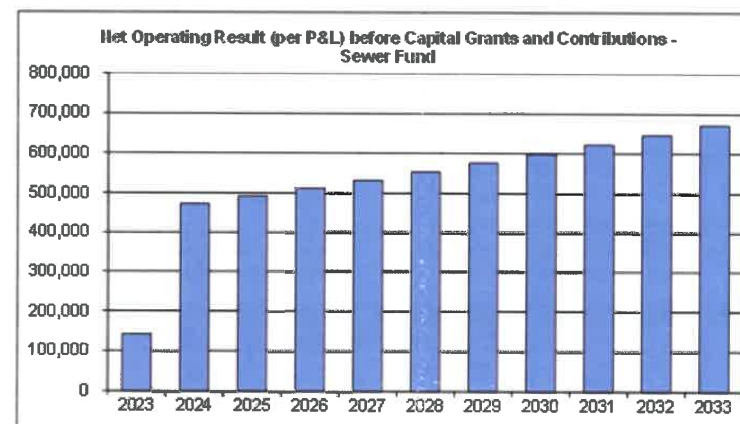
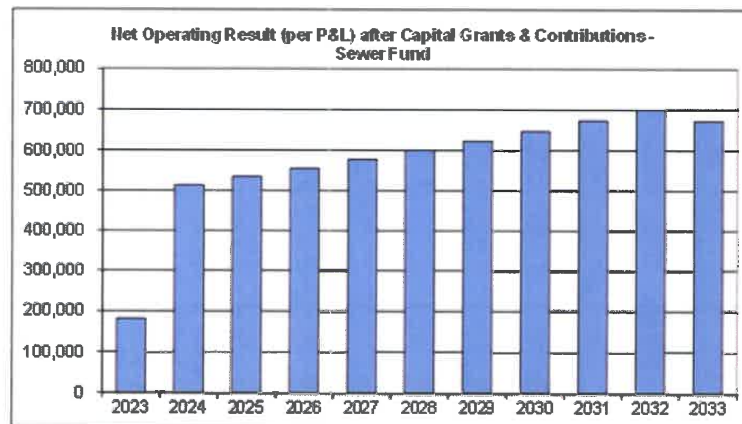
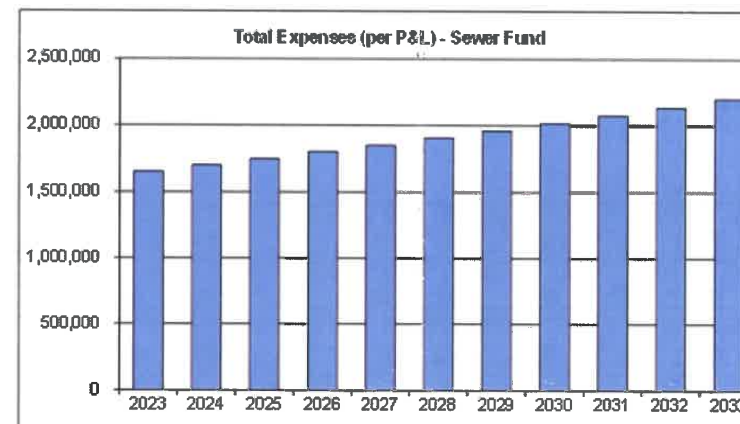
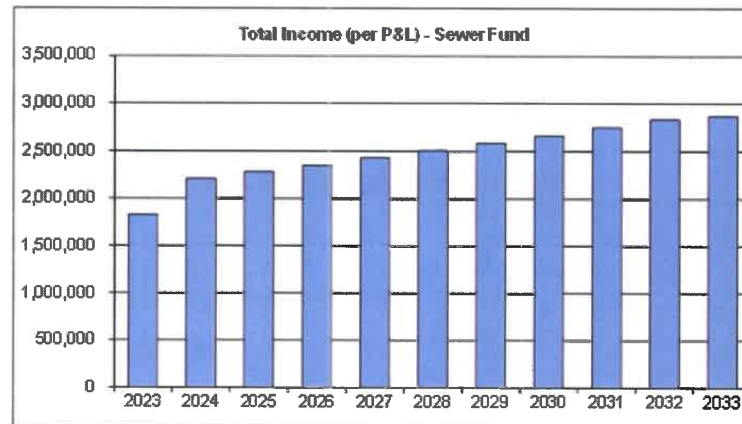
Scenario: Base Case		Current Year	Projected Years									
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
			 Within green benchmark (green min and/or green max)						 Within green benchmark			
			 Within amber benchmark (amber min and/or amber max)						 above green maximum and below amber maximum			
									 below green minimum and above amber minimum			
			 Not within benchmark (amber min and/or amber max)						 above amber maximum			
									 below amber minimum			
Council's Target Benchmarks												
New Note 13 Ratios												
Operating Performance Ratio 1)	Snapshot	 —	 —	 —	 —	 —	 —	 —	 —	 —	 —	 —
	Actual Ratio	8.36%	21.76%	21.96%	22.15%	22.35%	22.53%	22.72%	22.89%	23.10%	23.26%	23.43%
Own Source Operating Revenue Ratio 1)	Snapshot	 —	 —	 —	 —	 —	 —	 —	 —	 —	 —	 —
	Actual Ratio	97.82%	98.14%	98.15%	98.15%	98.15%	98.15%	98.16%	98.16%	98.16%	98.16%	100.00%
Unrestricted Current Ratio	Snapshot	 —	 —	 —	 —	 —	 —	 —	 —	 —	 —	 —
	Actual Ratio	67.11	64.07	72.36	80.82	92.24	107.11	120.65	134.35	148.90	163.55	195.81
Debt Service Cover Ratio 1)	Snapshot	 —	 —	 —	 —	 —	 —	 —	 —	 —	 —	 —
	Actual Ratio	58.44	103.74	107.15	110.48	113.30	116.57	120.50	119.37	132.82	131.64	135.43
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	 —	 —	 —	 —	 —	 —	 —	 —	 —	 —	 —
	Actual Ratio	7.57%	7.47%	7.43%	7.43%	7.43%	7.43%	7.43%	7.43%	7.43%	7.42%	7.42%
Cash Expense Cover Ratio 1)	Snapshot	 —	 —	 —	 —	 —	 —	 —	 —	 —	 —	 —
	Actual Ratio	79.16	82.56	94.21	104.84	117.15	132.10	141.33	150.20	158.79	167.02	174.54
1) different Calculation to TCorp's calculation for same ratio												
New Special Schedule 7 Ratios												
Building & Infrastructure Renewals Ratio	Snapshot	 	 	 	 	 	 	 	 	 	 	 
	Actual Ratio	24.53%	25.68%	26.81%	27.90%	28.96%	29.98%	31.10%	32.20%	33.28%	34.33%	33.00%

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - SEWER FUND

Scenario: Base Case

Income Statement Charts

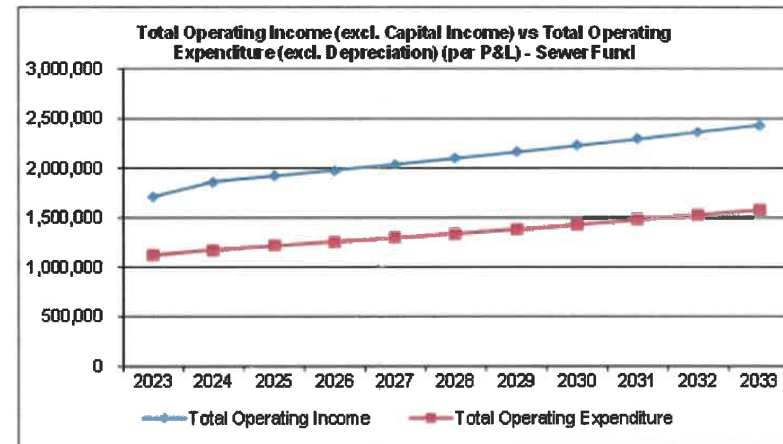
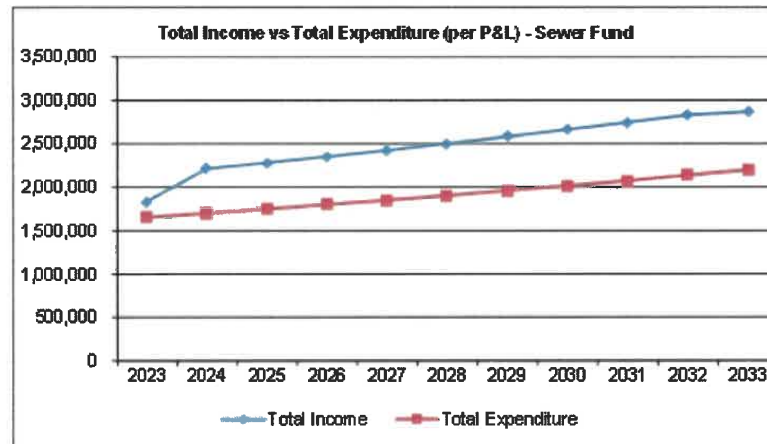


UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - SEWER FUND

Scenario: Base Case

Income Statement Charts

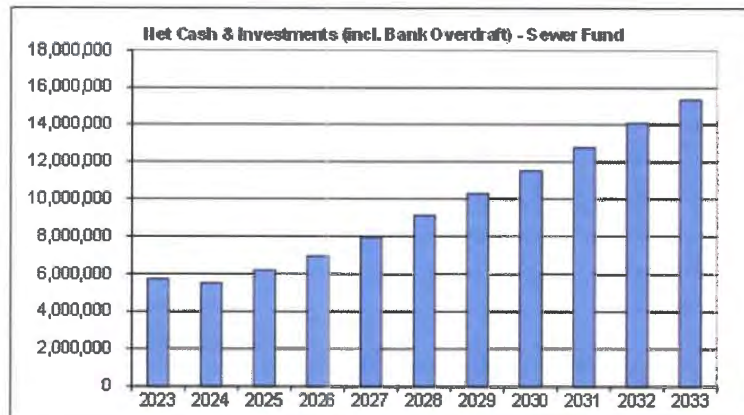
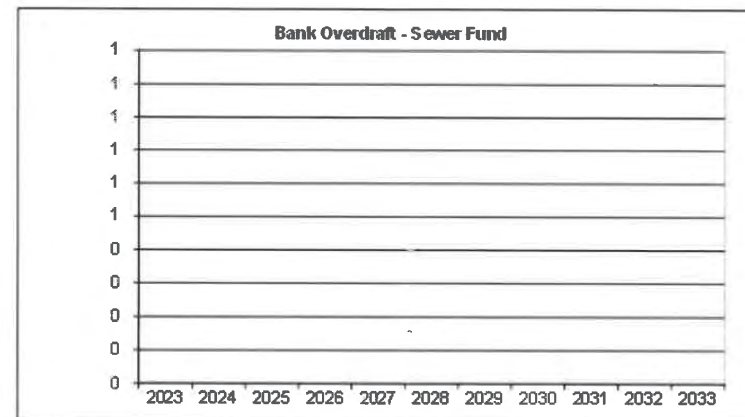
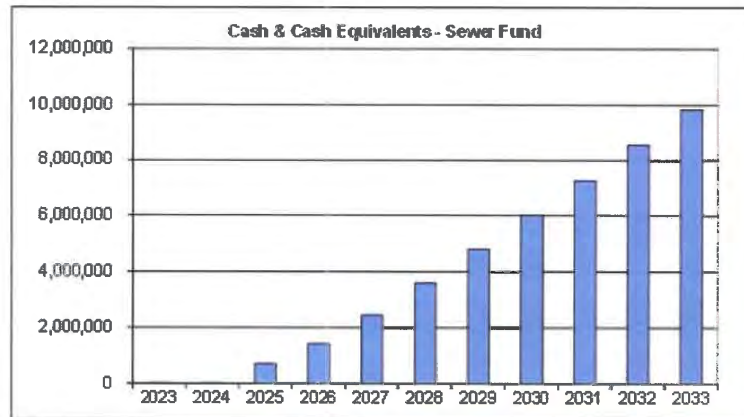


UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - SEWER FUND

Scenario: Base Case

Cash, Investment & Bank Overdraft Charts

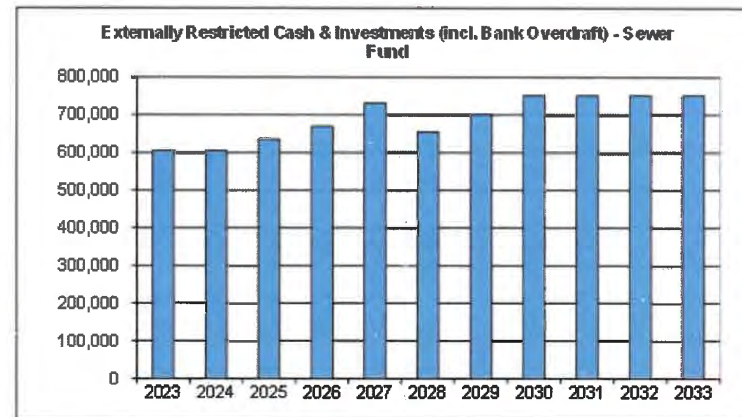
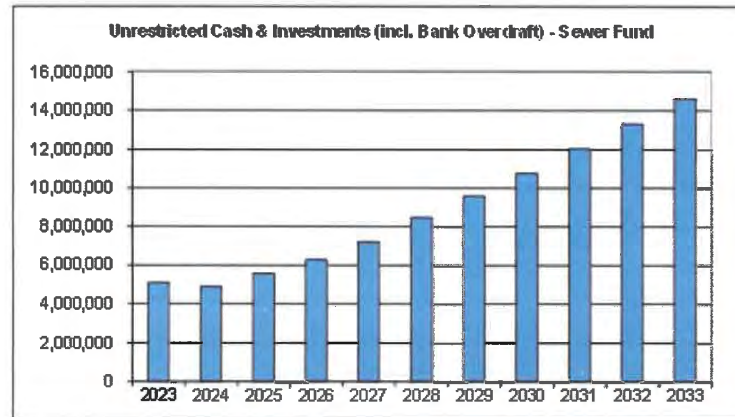


UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033

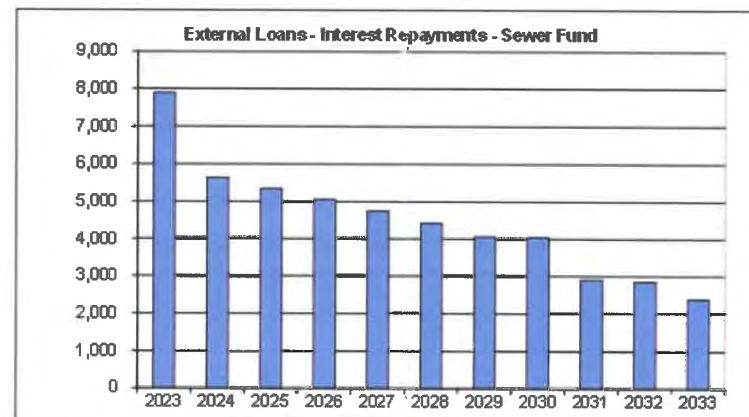
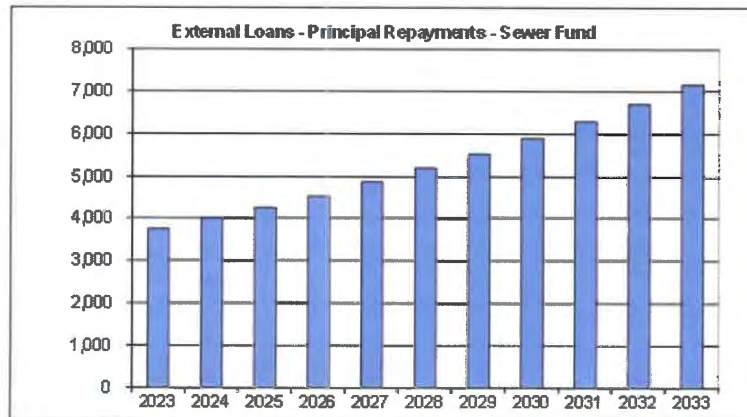
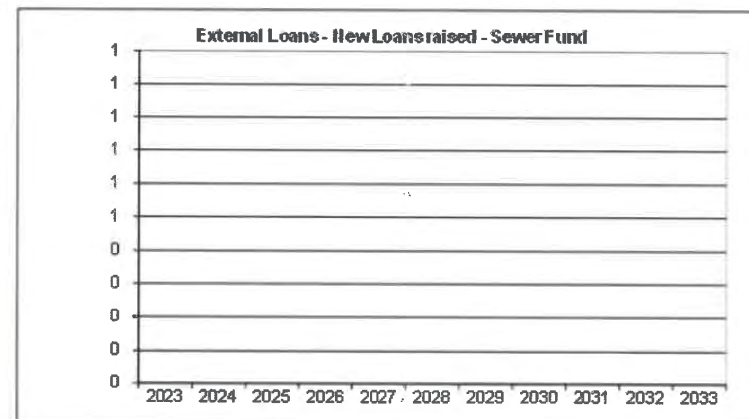
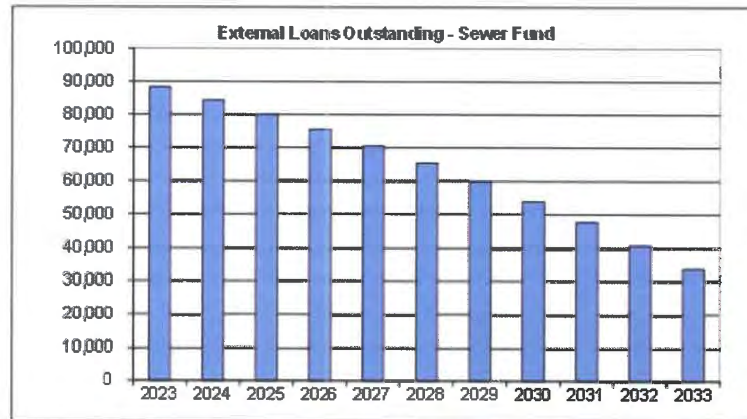
CHARTS - SEWER FUND

Scenario: Base Case

Cash Restrictions Charts



UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
CHARTS - SEWER FUND
Scenario: Base Case
 External Loans Charts

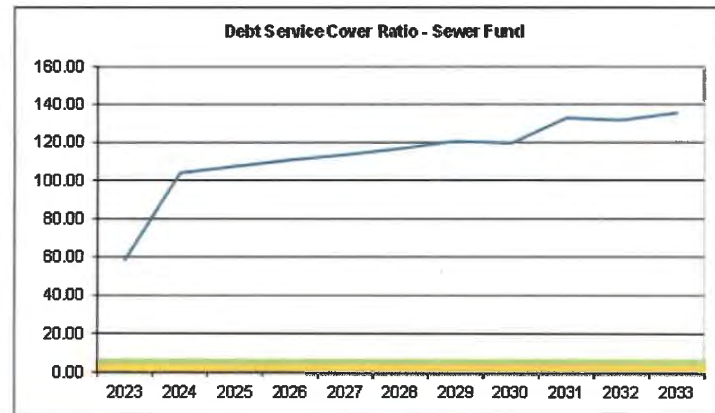
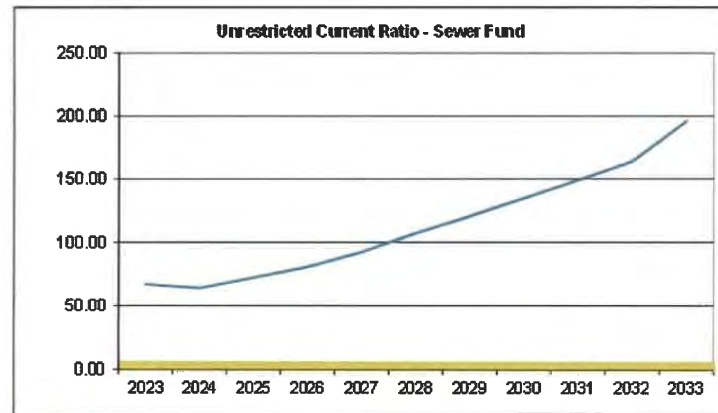
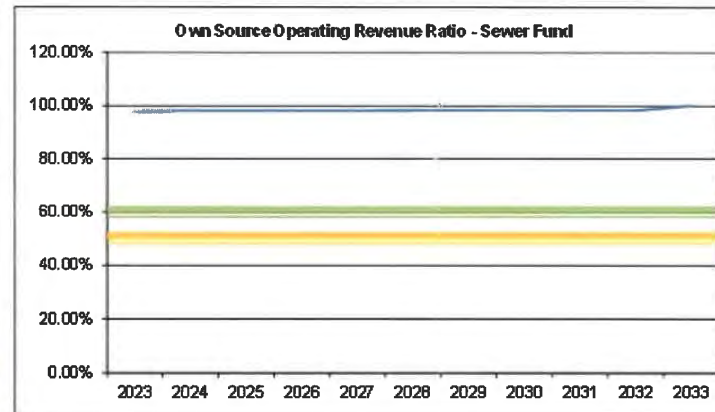


UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - SEWER FUND

Scenario: Base Case

New Note 13 Ratios Charts



Minimum Amber

Minimum Green

Maximum Green

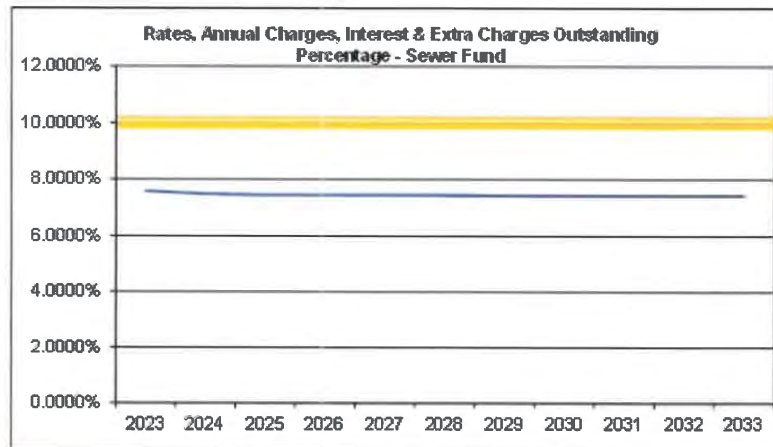
Maximum Amber

UPPER LACHLAN SHIRE COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - SEWER FUND

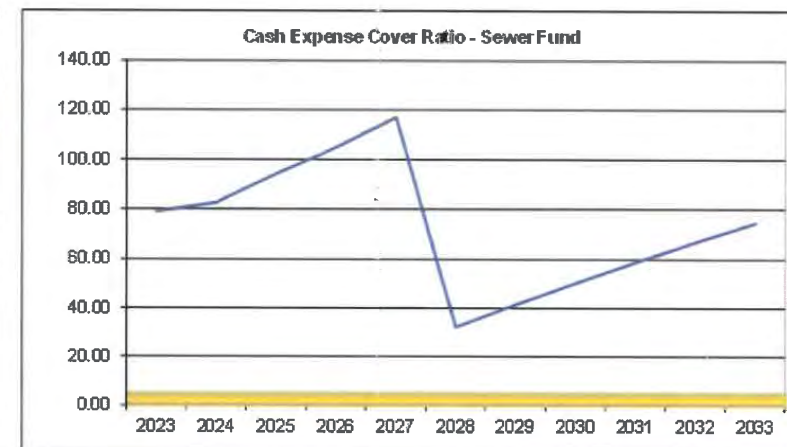
Scenario: Base Case

New Note 13 Ratios Charts (continued)



Minimum Amber

Minimum Green



Maximum Green

Maximum Amber



Infrastructure Plan 2023-2032



INFRASTRUCTURE PLAN

2023 – 2032

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2. EXECUTIVE SUMMARY

The Upper Lachlan Shire Council provides an extensive range of infrastructure assets comprising roads, footpaths, kerb and gutter, stormwater, water, waste management, sewerage, buildings, and recreation facilities to provide a safe environment for all to enjoy the unique character of South East of New South Wales.

The Upper Lachlan Shire Council's Infrastructure assets consist of:-

• Roads (Local and Regional Roads)	Approx. 1,909 km
• Bridges / Major Culverts	147 structures
• Footpaths	23.24 km
• Kerb and Gutter	49.8 km
• Reticulation (Water Supply/Sewerage Services)	107.7 km
• Stormwater and Culverts Under Roads	60.5km
• Other assets; includes Open Space and Recreational Assets	4.6 km

Additionally Council manages and controls numerous buildings and 6 x waste management transfer stations.

VALUE OF THE INFRASTRUCTURE ASSET CLASSES

The values of the infrastructure covered by this Plan are identified in the following table (excludes; Tip and Quarry Asset Classes, Office Equipment, Furniture and Fittings and Plant and Equipment Asset Classes):-

INFRASTRUCTURE	FAIR VALUE Gross Replacement Cost 30 June 2022 ('\$000)
Roads – Sealed and Unsealed Roads	\$365,889
Bridges – Concrete, Timber and Culvert	\$75,218
Water Supply network	\$44,059
Sewerage Services network	\$30,959
Buildings	\$59,319
Other Structures	\$2,288
Open space & Recreational assets (i.e. Swimming Pools)	\$5,207
Stormwater	\$33,149
Footpath	\$4,417
Land – Operational and Community	\$12,104
TOTAL	\$632,609

There are two key indicators of cost to provide the Infrastructure Asset services that needs to be further developed:-

- The life cycle cost being the average cost over the life cycle of the asset, and
- The total maintenance and capital renewal expenditure required to deliver existing service levels in the next 10 years covered by Council's Long Term Financial Plan.

Development of Asset Management System

Council have embarked upon the development of an Asset Management System that will enable Council to make evidence based decision. The development of this system will take several years; however, some initial steps have been taken. The steps to date include the recording of the Asset Condition rating of its entire transport assets. Additionally, vehicle with camera, roughometer and staff resources are allocated to develop the Asset Register in preparation for the new suite of documentation.

3. INTRODUCTION

The Upper Lachlan Shire Council has invested significant funds in infrastructure assets over many years in order to service the needs the communities within the Local Government Area (LGA).

The importance of these assets to our community and their significance in relation to Upper Lachlan Shire Council's budget, means that asset management must be a critical part of Council's planning and service delivery function. This means that the effective management of assets has a direct relationship to the asset's ability to deliver services to a defined standard.

Management of Infrastructure Assets is a proactive, rather than reactive, discipline for the management of Council assets and facilities and utilises data to determine:-

- What infrastructure Council has?
- What condition the infrastructure is in, and therefore its expected life?
- How much is required to maintain a certain service level?
- Can Council afford this level of service with current funding levels?
- If not, how does Council intend to manage this gap (i.e. reduce service levels, increase funding, dispose of assets, or lobby for additional grants from other tiers of Government)?

A formal approach to the management of infrastructure assets is essential in order to provide services in the most cost-effective manner, and to demonstrate this to customers, investors and other stakeholders.

This Infrastructure Plan covers the following infrastructure assets:-

ITEM	INFRASTRUCTURE GROUP
Transport	<p>All the components and facilities associated with the road network. These can be categorised into the following groups:-</p> <ul style="list-style-type: none"> • Roads (components include Surface, Pavement, and Earthworks); • Footpaths; • Bridges and Culverts; • Kerb and Guttering; • Culverts under the road (Council do not manage rural drainage);
Water Supply	<p>Council has a large water supply network that distributes treated water from various dams, reservoirs and bore fields to the towns of Gunning, Dalton, Crookwell and Taralga.</p> <p>The components for a water supply network include:-</p> <ul style="list-style-type: none"> • Bores • Dams • Pump Stations • Reticulation • Water Treatment Plants • Reservoirs • Telemetry <p>In addition to the supply of treated water, Council provides a network on untreated water supply for the use of the rural community for farming activities.</p>
Sewerage	<p>Council operates sewerage systems at Gunning, Crookwell and Taralga.</p> <p>The components for a sewerage network include:-</p> <ul style="list-style-type: none"> • Sewerage Treatment Plants • Reticulation network

	<ul style="list-style-type: none"> • Pump Stations
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Buildings and Other Structures	<p>Council has a significant number of buildings. These buildings can be categorised into the following groups:-</p> <ul style="list-style-type: none"> • Offices / Chambers • Halls • Amenities • Residential Houses • Museums • Libraries • Recreation • Community Centres
Land	<p>Although land is an asset that generally does not depreciate, it is important to know what land Council has, and to determine if they provide a continuing benefit to the community. Land can be defined in the following categories:-</p> <ul style="list-style-type: none"> • Freehold - Operational Land • Managed Crown land – Community Land • Managed Crown – Operational Land
Other Infrastructures	<ul style="list-style-type: none"> • The Other Structures category includes repeater station towers and television transmission tower, land transfer stations and quarries.
Recreation and Open Space	<p>The new category recreational and open spaces includes;</p> <ul style="list-style-type: none"> • Sporting fields, • Open space reserves • Playground equipment • Parks and • Swimming pools • Bins, signs, tables, benches and streetscape furniture.
Urban Stormwater	<p>The urban stormwater portfolio includes all the urban networks to carry water flows. This portfolio includes:-</p> <ul style="list-style-type: none"> • Stormwater pipes • Culverts

ALIGNMENT OF ASSET MANAGEMENT TO THE COMMUNITY STRATEGIC PLAN (CSP)

Council's Vision is:

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

Council's Mission is:

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

Council's Aim is:

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

Alignment of the Asset Management with CSP

Council has prepared the Community Strategic Plan Towards 2042 (CSP). This CSP is prepared on behalf of the community after community engagement and the purpose of the CSP is to identify the community's priorities and aspirations for the future. Our Infrastructure is one of the "strategic pillars" of the CSP, which states that "our community is well serviced and connected to built, social, and communication infrastructure". Our Infrastructure have several strategies as follows:-

- Strategy D.1 - Plan for, maintain and improve road corridor networks.
- Strategy D.2 - Advocate for funding to improve road corridor conditions and connectivity.
- Strategy D.3 - Our local character is maintained through the protection and preservation of historic buildings.
- Strategy D.4 - Encourage community pride through the beautification of our towns and rural areas.
- Strategy D.5 - Develop infrastructure and attractions that emphasise the natural and heritage features of the region.
- Strategy D.6 - Our community infrastructure is accessible and fosters inclusive, healthy and active recreation.
- Strategy D.7 - Infrastructure improvements and additions support our communities and enhance visitor experiences.
- Strategy D.8 - Management of community infrastructure is supported by strong relationships between Council and community groups and used to the maximum extent possible.
- Strategy D.9 - Advocate to State and Federal Government agencies for infrastructure that meets the needs of all people in our communities and our visitors.
- Strategy D.10 - Provide high quality reliable water supply to communities.
- Strategy D.11 - Provide safe and efficient sewerage services to communities.
- Strategy D.12 - Our recycling and waste management practices are accessible and efficient.
- Strategy D.13 - Advocate for servicing of mobile telephone blackspot areas.
- Strategy D.14 - Advocate for a more stable communication network.

In the Council Delivery Program there are 8 Aspirations identified by our community; the Infrastructure Plan integrates with 5 of the Aspirations as follows:-

- 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
- Responsible and efficient use of resources

The implementation of the Infrastructure Plan will address the provision of:-

- Infrastructure and service required by the community;
- Plan for infrastructure and service provision;
- Asset Management – to continually upgrade infrastructure and services;
- Enhanced service management and customer satisfaction;
- Improved risk management; and
- More sustainable decision-making.

Future of Asset Management System

The future development of the Asset Management System will further improve this alignment by allocating resources based on needs identified in the CSP, instead preparing works within the available funds. This approach will enable Council to talk to our community regarding multiple service level scenarios and cost associated with those service levels based on multiple scenarios for Council's Long Term Financial Plan .

4. LEGISLATIVE REQUIREMENTS

Council is required to comply with various legislations and standards in relation to asset management. Some of those regulations are outlined below:

ACCOUNTING REGULATION

The Local Government Act 1993 and the Office of Local Government, Local Government Code of Accounting Practice and Financial Reporting, prescribe the form of the Financial Statements. Also, the following Australian Accounting Standards apply to local government infrastructure:-

- AASB 116 Property, Plant and Equipment
- AASB 136 Impairment of Assets
- AASB 137 Provisions, Contingent Liabilities and Contingent Assets

LOCAL GOVERNMENT ACT 1993

Section 8 - the Council Charter is:-

- To directly or on behalf of other levels of government provide (after due consultation) adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively.
- To bear in mind that it is the custodian and trustee of public assets and to effectively plan for, account for and manage the assets for which it is responsible.
- To engage in long term strategic planning on behalf of the local community.

Section 403 (2):-

Asset Management Planning – included in Council's resourcing strategy for the provision of resources required to implement the Community Strategic Plan, this comprises the Asset Management Strategy and Plan.

CIVIL LIABILITY ACT 2002

Principles concerning resources and responsibilities of public or other authorities are provided in Section 42 of the Civil Liability Act 2002 as follows:

The following principles apply in determining whether a public or other authority has a duty of care or has breached a duty of care in proceedings for civil liability to which this Part applies:

- (a) the functions required to be exercised by the authority are limited by the financial and other resources that are reasonably available to the authority for the purpose of exercising those functions,
- (b) the general allocation of those resources by the authority is not open to challenge,
- (c) the functions required to be exercised by the authority are to be determined by reference to the broad range of its activities (and not merely by reference to the matter to which the proceedings relate),
- (d) the authority may rely on evidence of its compliance with the general procedures and applicable standards for the exercise of its functions as evidence of the proper exercise of its functions in the matter to which the proceedings relate.

Roads Authorities have special non-feasance protection under Section 45 of this Act.

WORK, HEALTH AND SAFETY ACT 2011

The WH&S Act promotes improved standards for workplace safety and welfare. The Act places obligations on employers to provide a safe working environment for its employees and to ensure that they are adequately trained and that the plant they use is safe and fit for purpose.

ROADS ACT 1993

The Act specifies a framework and principles for the management of the road network as well as specifying the rights and duties of road users, the roles and functions of road authorities.

PLANNING AND ASSESSMENT ACT 1979

The Act specifies the framework that applies for planning the use, development and protection of land in the present and long-term interest of all members of the community.

PROTECTION OF ENVIRONMENT OPERATIONS (POEO) ACT 1997

The Act specifies measures to protect, restore and enhance the quality of environment, reduce risk to human health, prevent degradation of the environment, and improve the efficiency of the environmental protection legislation.

DISABILITY INCLUSION ACT 2014

This Act requires Council to report that the service it provides aligns with the State Disability Inclusion Plan. S12 (1). Each public authority must from the day prescribed by the regulations, have a plan (a **disability inclusion action** plan) setting out the measures it intends to put in place (in connection with the exercise of its functions) so that people with disability can access general supports and services available in the community, and can participate fully in the community.

LOCAL GOVERNMENT AMENDMENT (PLANNING AND REPORTING) ACT 2016

The Integrated Planning and Reporting framework aims to:-

- Improve integration of various statutory planning and reporting processes undertaken by Councils as required by the Local Government Act 1993, the Office of Local Government's Guidelines and the Environmental Planning and Assessment Act 1979.
- Strengthen Councils' strategic focus.
- Streamline reporting processes.
- Ensure that the Local Government Act 1993 and the Integrated Planning and Reporting Guidelines support a strategic and integrated approach to planning and reporting by local Councils.

Council will be reviewing its suite of Asset Management, Resource and LTFP documentation to ensure appropriate integration of services with community expectations.

5. COUNCIL'S INTEGRATED PLANNING PROCESS

Council's integrated planning process is continuous, allowing Council to implement its vision for the future. This longer-term view is derived from Community Strategic Plan Towards 2042 and reflected in the Council Long Term Financial Plan (LTFP). As infrastructure provides the platform for community wellbeing, economic development and environmental sustainability, asset management is a key feature of the planning framework and forms part of the resourcing strategy.

The relationship between the Community Strategic Plan and annual planning is shown below:-



Council's Resourcing Strategy provides an over-arching framework, under which key strategic components such as the Workforce Plan, Long Term Financial Plan and the Infrastructure (Asset Management) Plan are developed.

REVIEW OF COUNCIL'S ASSET MANAGEMENT STRATEGY

Upper Lachlan Shire Council has managed its assets by maintaining an asset register and monitored the condition of those assets based on a sample internal inspection regime.

Council is documenting and translating community levels of services into technical levels of service and prepare a strategic and preventative or corrective maintenance actions. These standards will establish a direct relationship between community expectations of service delivery based on the actual condition of the assets and Council's ability to meet them. Restrictions on Council's income streams (rate pegging) provides a restriction in creating this relationship between community expectations and service delivery.

COUNCIL'S ASSET MANAGEMENT STRATEGY

This Infrastructure Plan details how Council will meet its commitments stated in the Asset Management Policy which was adopted by Council. Council allocates significant funds to the improvement of its asset base (i.e. creating new assets). Approximately 35% of the funds allocated by Council are directed to asset renewals or improving the level of service provided by existing assets. Council is moving towards employing the following strategies for the management of its assets in the future:-

ASSET MANAGEMENT STRATEGIES AND ACTIONS

No	Strategy	Desired Outcome	Recent Actions
1	Move from Annual Budgeting to Long Term Financial Planning for assets.	The long-term implications of Council services are considered in annual budget deliberations.	A revised suite of documentation is being developed to ensure LTFP accurately reflects Asset Needs.
2	Develop and annually review Asset Management Plans covering at least 10 years for all major asset classes (80% of asset value).	Identification of services needed by the community and required funding to optimise 'whole of life' costs.	Council prepares 4 years program at the moment and moving towards 10 years works program based on land use and growth amongst the consideration.
3	Develop Long Term Financial Plan covering 10 years incorporating asset management plan expenditure projections with a sustainable funding position outcome.	Sustainable funding model to provide Council services.	Council's LTFP will be based on Asset needs as soon condition ratings are accurately documented.
4	Incorporate Year 1 of Long Term Financial Plan revenue and expenditure projections into annual budgets.	Long term financial planning drives budget deliberations.	Asset conditions data that is being collected will determine Asset needs which will drive investment decision.
5	Review and update asset management plans and long term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	Council and the community are aware of changes to service levels and costs arising from budget decisions.	Community consultation to be undertaken on the documented technical level of service as a part of the Infrastructure Plan.
6	Report Council's financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability and performance against strategic objectives in Annual Reports.	Financial sustainability information is available for Council and the community.	Council will undertake fair valuation at regular frequency defined by Office of Local Government.
7	Ensure Council's decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs.	Improved decision making and greater value for money.	Asset Registers are being updated to make evidence based decisions.
8	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report.	Services delivery is matched to available resources and operational capabilities.	Resource needs are now being matched with work at hand as a part of the works program.
9	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions.	Responsibility for asset management is defined and have recently been incorporated in several positions.	Position Descriptions of the Asset and Design team contains Asset related responsibilities.
10	Implement an Improvement Plan to realise 75% 'Core' maturity for the financial and asset management competencies.	Improved financial and asset management capacity within Council.	An independent review of the Core Maturity is pending.
11	Report annually to the Council Executives through the Asset Management Steering Committee on development and implementation of Asset Management Strategy, Asset Management Plans and Long Term Financial Plans.	Oversight of resource allocation and performance.	The new suite of documents will be reported to the Council and Community annually, this action is pending.

IMPLEMENTATION FRAMEWORK

The philosophies underpinning the development and implementation of asset management within Upper Lachlan Shire Council are as follows: -

- Involvement of all stakeholders (including the community, elected Councillors and staff, Government Departments) in the development of strategies, policies and service standards, the delivery of services and in the decision making of relevant matters concerning Council's infrastructure.
- Adoption and implementation of best practice asset management.
- Achievement and maintenance of financial sustainability of all Council assets.
- Managers responsible for delivering a service will also be responsible for the management and care of assets involved in the delivery of their services.
- Asset management is not a standalone function but must be integrated in the delivery of service.
- Asset management is a corporate tool and is supported by the entire organisation.

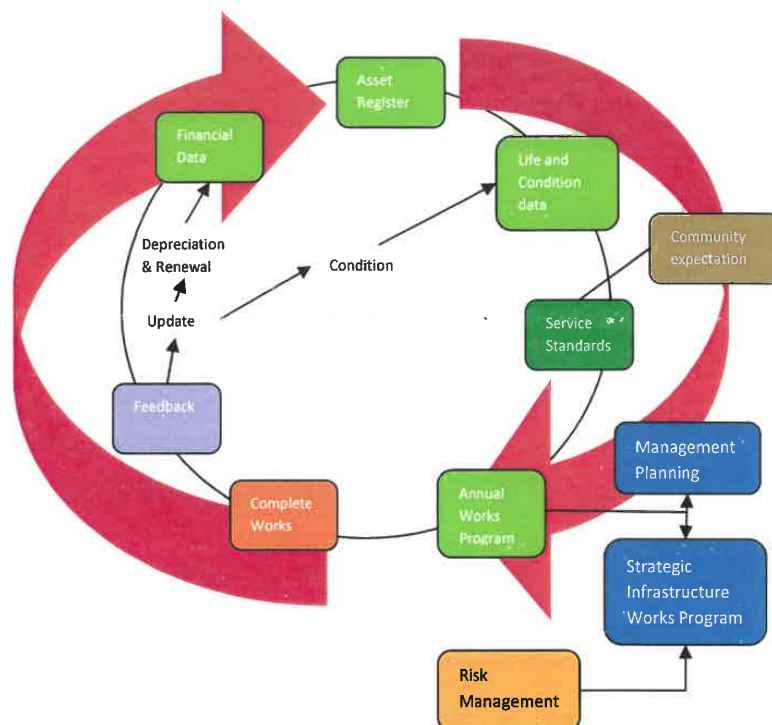
The following principles guide Council and its staff in making decisions and formulating policies and strategies:-

- Funds will be allocated to asset categories based on assessments of community need, community satisfaction, utilisation of the asset, importance of the asset to the community and Council, risk, impact on the environment and other matters generally in accordance with quadruple bottom line analysis.
- An integrated planning approach will be used to obtain the best outcomes for the community and Council in relation to asset management.

The current responsibilities of asset management within Council are detailed in Council's Asset Management Policy. Implementation of the Infrastructure Plan is the responsibility of the Director of Infrastructure in consultation with relevant Departmental Managers.

This Infrastructure Plan and supporting appendices will be reviewed by Managers' and led by Manager Assets and Design on an annual basis.



ASSET MANAGEMENT CYCLE

The above diagram outlines the Asset Management Cycle for adoption by Council that supports this Asset Management Plan. The principles embodied in the cycle support community based service delivery expectations of asset functions and provide continual up to date information on Council's asset base. This information pertains to each individual asset's condition, financial status, service delivery capacity and depreciated position.

This cycle will allow the organisation to provide asset data to the elected Council and the community on the service delivery capacity of its assets, the asset category condition assessment and Council's true depreciation position. It will allow renewal budgets to be based on holistic infrastructure data allowing funding distribution to more closely reflect infrastructure condition and community expectation.

Details of each of the management cycle items shall be developed as this strategy matures in future revisions.

ASSET MANAGEMENT MATURITY OF UPPER LACHLAN SHIRE COUNCIL

Section	Maturity Description
AM Policy Development	Minimum – Corporate expectations expressed informally and simply e.g. "all departments must update AM Plans every three years"
Levels of Service and Performance Management	Minimum - Asset Contribution to organisation's objectives and some basic levels of service have been defined
Demand Forecasting	Minimum – Demand forecasts based on experienced staff predictions with consideration of known past demand trends and likely future growth patterns
Asset Register Data	Core – Sufficient information to complete asset valuation – as for 'minimum' plus replacement cost and asset age/life. Asset hierarchy, asset identification and asset attribute systems documented
Asset Condition	Minimum – Condition assessment at asset group level. Supports minimum requirements for managing critical assets and statutory requirements (e.g. safety)
Risk Management	Minimum – Critical assets understood by staff involved in maintenance / renewal decision
Decision Making	Minimum - AM decisions based on staff judgment and agreed corporate priorities
Operational Planning	Minimum – Operational responses are understood by key staff, but plans may not be well-documented, mainly reactive in nature. Asset utilisation is measured of some key assets but is not routinely analysed
Maintenance Planning	Minimum - Organisational Objectives and how asset functions support these are understood. Compliant with legislation and regulations. Maintenance records maintained
Capital Works Planning	Minimum – There is a schedule of proposed capital projects and associated costs, based on staff judgment of future requirements
Financial and Funding Strategic	Minimum – Assets re-valued in compliance with financial reporting and accounting standards. 10-year financial forecasts are based on extrapolation of past trends and broad assumptions about the future.
AM Teams	Minimum – AM allocated primarily to one or two people who have AM experience
AM Plans	Minimum – Plan contains basic information on assets, service levels, planned works and financial forecast (5-10 years) and future improvements
Information System	Minimum – Asset register can record core asset attributes – size, material, etc. Asset information reports can be manually generated for AMP input
Service Delivery Mechanisms	Minimum – Service delivery roles clearly allocated (internal and external), generally following historic approaches
Quality Management	Minimum – Simple process documentation in place for service-critical activities
Improvement Planning	Minimum – Improvement actions identified and allocated to appropriate staff

This maturity is intended to be independently assessed as a part of the new suite of documentation.

6. IMPEMENTATION OF THE STRATEGY

The implementation of the Strategy will be demonstrated through the achievement of actions as outlined below. The asset management focus will change over time as the Council progresses through the asset management journey.

ASSET MANAGEMENT FOCUS

- I. Develop an Asset Management System based on AS ISO 50000:2014 series;
- II. Document technical levels of service;
- III. Create Strategic and Asset Management Plans for Infrastructure Assets;
- IV. Asset Management Committee is established meeting quarterly;
- V. Advance service level agreements for infrastructure assets;
- VI. Asset fair value revaluations by each Asset Class are conducted in accordance with the OLG Code of Accounting and Financial Reporting Guidelines.

ACTION AREAS FOR 2023/2024

- I. Strategic Asset Planning:-
 - a. Development of long term asset strategies, which are linked to a revised asset policy and service objectives of Council.
 - b. Improve infrastructure plans with actions that improves asset value to Council and the community.
- II. Asset Knowledge / Data:-
 - a. Advance a condition rating system based on transportation asset condition rating.
 - b. Review Road asset segmentation, update to actual bitumen seal lengths.
- III. Asset Knowledge Process:-
 - a. Develop processes to continuously survey transportation assets.
 - b. Investigate linking the financial asset register to an engineering asset register.
- IV. Operational and Maintenance work practices:-
 - a. The asset number is used as the identifier for large assets.
 - b. Develop service levels agreements within agreed budgets.
 - c. Implement a project handover, for an asset after capitalised work is completed.
- V. Information systems:-
 - a. Develop process to update records in the Corporate Asset Register.
 - b. Implement asset management folders within HPE Content Manager.

7. LEVELS OF SERVICE

Council has community levels of service and is the process of developing technical levels of service.

CURRENT LEVEL OF SERVICE

"An objective of Asset management Planning is to match the level of service provided by the asset with the expectations of the customer. Asset Management Planning will enable the relationship between level of service and cost of service (the price/quality relationship) to be determined. This relationship can then be evaluated in consultation with customers to determine the optimum level of service that the community is prepared to pay for." (Page 3.6, International Infrastructure Management Manual 2012 (IIMM))

Council has characterised service levels in two definitions aligned with International Infrastructure Management Manual. These two levels of service are a community level of service and a technical level of service. Community levels of service relate to how the community receives or derives benefit from the service of each asset in terms of safety, quality, quantity, reliability and responsiveness.

Supporting the community service levels are operational or technical measures of service developed to ensure that the minimum community levels of service are met. These technical levels of service may relate to cost/efficiency and legislative compliance. These technical measures relate to service criteria such as:-

Service Criteria	Technical measures may relate to
Quality	Component deterioration
Quantity	Area of parks per resident
Availability	Number of users versus need
Safety	Pavement width and condition

INFRASTRUCTURE PLAN – ADOPTED SERVICE LEVELS

(i) Sealed Roads (Rural, and Urban)

Notes:

- The level of service documents referred to hereunder have been developed in conjunction with the key performance indicators included in Council's Operational Plan.
- Council's response to customer requests is recorded in a Customer Request Management (CRM) system.
- Road safety issues relate to road infrastructure related issues only (will not include speed, alcohol and other drug related incidents).

Key Performance Indicator	Level of Service	Performance Measure Process	Performance Target	Current Performance
Quality	Provide a smooth ride	Customer Requests Management (CRM) closed within target time	90% average over 6 month	80% average over 6 months
Function	Ensure roads meet user requirements for travel time and availability	(CRM) closed within target time	90% average over 6 month	80% average over 6 months
Safety	Provide safe roads free from hazards	(CRM) closed within target time	90% average over 6 month	80% average over 6 months
Maintenance Inspections	Ensure condition of asset	Inspection records	State Roads inspected every week. Regional Roads inspected every 3 months. Local roads inspected every 3 months	State Roads inspected every week. Regional Roads inspected every 3 months. Local roads inspected every 3 months
Maintenance Response	Ensure road safety Make Safe	Work records	State and Regional Roads within 1 day. Local roads within 5 days	State and Regional Roads within 1 day. Local roads within 5 days
Cost	Provide services in a cost effective manner	Maintenance cost per km	Within budget	Within budget

(ii) Unsealed Roads (Rural and Urban)**Notes:**

- a) The level of service documents referred to hereunder have been developed in conjunction with the key performance indicators included in Council's Operational Plan.
- b) Council's response to customer requests is recorded using Council's Customer Request Management (CRM) system.
- c) Road Safety issues relate to road related issues only (will not include speed, alcohol and other drug related incidents).

Key Performance Indicator	Level of Service	Performance Measure Process	Performance Target	Current Performance
Quality	Provide a smooth ride	Customer Requests Management(CRM) closed within target time	90% average over 6 month	80% average over 6 months
Function	Ensure roads meet user requirements for travel time and availability	CRM closed within target time	90% average over 6 month	80% average over 6 months
Safety	Provide safe roads free from hazards	CRM closed within target time	90% average over 6 month	80% average over 6 months
Road survey	Ensure condition of asset	Survey records	Roads inspected once a year. Traffic counts once every 3 years.	Roads inspected once a year. Traffic counts once every 3 years.
Maintenance Response	Ensure road safety Make Safe	Work records	State and Regional Roads within 10 day. Local roads within 15 days	State and Regional Roads within 10 day. Local roads within 15 days
Cost	Provide services in a cost effective manner	Maintenance cost per km	Within budget	Within budget

(iii) Footpaths**Notes:**

- a) The level of service documents referred to hereunder have been developed in conjunction with the key performance indicators included in Council's Operational Plan.
- b) Council's response to customer requests will be recorded using Council's Customer Request Management (CRM) system.
- c) Council's footpath maintenance policy also applies.
- d) Works carried out in this area are limited to the available budget.

Key Performance Indicator	Level of Service	Performance Measure Process	Performance Target	Current Performance
Quality	Provide a smooth surface	Customer Requests Management (CRM) closed within target time	90% average over 6 month	80% average over 6 months
Function	Provide access to and from CBD and public facilities	CRM closed within target time	90% average over 6 month	80% average over 6 months
Safety	Provide footpaths free from hazards	CRM closed within target time	90% average over 6 month	80% average over 6 months
Footpath survey	Ensure condition of asset	Survey records	Inspected annually	Inspected annually
Maintenance Response	Ensure public safety Make safe	Work records	Within two days	Within two days
Cost	Provide services in a cost effective manner	Maintenance cost per km	Within budget	Within budget

(iv) Kerb and Gutter and StormwaterNotes:

- a) The level of service documents referred to hereunder have been developed in conjunction with the key performance indicators included in Council's Operational Plan.
- b) Council's response to customer requests will be recorded using Council's Customer Request Management (CRM) system.
- c) Works carried out in this area are limited to the available budget.

Key Performance Indicator	Level of Service	Performance Measure Process	Performance Target	Current Performance
Quality	Provide barrier to stormwater entering property	Customer Requests Management (CRM) closed within target time	90% average over 6 month	38% average over 6 month
Function	Provide structures to transport of stormwater	(CRM) closed within target time	90% average over 6 month	38% average over 6 month
Safety	Provide unbroken kerb and gutter and drainage structures	(CRM) closed within target time	90% average over 6 month	38% average over 6 month
K&G Survey	Ensure condition of asset	Survey records	Annually	Annually
Maintenance Response	Ensure public safety	Work records	State and Regional Roads within 1 day. Local roads within 2 days	State and Regional Roads within 1 day. Local roads within 2 days
Cost	Provide services in a cost effective manner	Maintenance cost per km	Within budget	Within budget

(v) Crookwell Aerodrome - Alternative Landing AreaNotes:

- a) The level of service documents referred to hereunder have been developed in conjunction with the key performance indicators included in Council's Operational Plan.
- b) Council's response to customer requests will be recorded using Council's Customer Request Management (CRM) system.

Key Performance Indicator	Level of Service	Performance Measure Process	Performance Target	Current Performance
Quality	Provide a smooth surface	Customer service requests	Nil per month	Nil per month
Function	Provide safe aircraft access and egress	Access provided	Nil customer service requests	Nil customer service requests
Safety	Provide runway free from hazards	Number of accidents	Nil accidents	Nil accidents
Lease Inspections	Ensure condition of asset	Inspection records	As per policy	As per policy
Maintenance Response	Ensure public safety Make safe	Work records	As per policy	As per policy
Cost	Provide services in a cost effective manner	Maintenance cost per annum	Within budget	Within budget

(vi) BuildingsNotes:

- a) The level of service documents referred to hereunder have been developed in conjunction with the key performance indicators included in Council's Operational Plan.
- b) Works carried out in this area are limited to the available budget.
- c) Councils Plans of Management detail further service and maintenance arrangements for public buildings owned and/or controlled by Council.

Key Performance Indicator	Level of Service	Performance Measure Process	Performance Target	Current Performance
Quality	Buildings suitable for purpose	Customer Requests Management (CRM) closed within target time	90% average over 6 months	17% average over 6 months
Function	Easy access and suitable for use	CRM closed within target time	90% average over 6 months	17% average over 6 months
Safety	Provide buildings free from hazards	CRM closed within target time	90% average over 6 months	17% average over 6 months
Maintenance Inspections	Ensure condition of asset	Inspection records	Buildings inspected once each year	Non - regular inspections undertaken
Maintenance Response	Ensure public safety Make safe	Work records	Within 3 days.	Within 5 days
Cost	Provide services in a cost effective manner	Maintenance cost per annum	Within budget	Within budget

(vii) Water Supply and Sewerage

The level of Service:-

- Define explicitly the standards required.
- Are an expansion of the mission statements.
- Largely shape Council's detailed planning.

The Levels of Service define the deliverables and are the driving force for the management and development of the water supply and sewerage schemes. Achieving the target Levels of Service is the primary goal.

Council uses its judgment in setting standards and while there are statutory service standards in some areas such as water quality, effluent quality, noise, and sludge management, in other areas, stakeholder may be consulted (see Section 5.4 of ULSC Strategic Business Plan 2014) and may desire levels of service which are even more stringent than the regulatory requirement

While Council endeavors to close any perceived gap between the stakeholder expectations and the levels of service provided, this is also subject to economic, social and environmental considerations. This Plan presents Council's proposed approach to future service delivery.

It should be noted that while the current Levels of Service are the target, which Council aims to meet, they are not intended as a formal customer contract. It is Council's responsibility to strive for continual improvement to achieve these levels in the most cost effective way.

The current and target levels of service are shown in the tables below:-

Table vii-1: Levels of Service – Water Supply

Key Performance Indicator	Level of Service	Performance Measure Process	Performance Target	Current Performance
Quality	Supply interruptions to Customers	Days Notice Domestic Notice commercial Notice industrial	7 14 14	7 14 14
Function	Consumption Restrictions in Droughts	Restriction as % of normal usage Months/10 years No./10yr period	Level 5 40% 20 10	Level 6 50% 30 10
Safety	Compliance with ADWG 2011 Physical parameters Chemical Parameters Microbiological parameter	No. /total No. Of Zone	 100 100 100	 100 100 100
Maintenance Inspections	Ensure condition of asset	Inspection records	% inspected once each year	Non - regular inspections undertaken
Maintenance Response	Unplanned interruptions Water main breaks Average duration Frequency	No./100km/Year Hours/event/Year No./per 1000 connections/year	 3 4 3	 5 5 5
Cost	Provide services in a cost effective manner	Maintenance cost per annum	Within budget	Within budget

Table vii-2: Levels of Service – Sewerage Supply

Key Performance Indicator	Level of Service	Performance Measure Process	Performance Target	Current Performance
Quality	Complaints received Service complaints Odour -Treatment works -Pumping stations -Reticulation system	No./1000 connections/Years	 1 0 0 <5	 1 0 0 5
Function	Extent of Service	% Service area	100	98
Safety	System failures Cat one - rainfall & capacity Cat two – pumping & equipment failure Cat three – blockage & collapse EPA licence	No./100km/Year Compliance with licence	 0 1 3 100%	 0 1 5 100%
Maintenance Inspections	Ensure condition of asset	Inspection records	% inspected once each year	Non - regular inspections undertaken
Maintenance Response	Unplanned interruptions Chokes Durations	5/10km/yr. 2hrs/event	 5 2	 5 2
Cost	Provide services in a cost effective manner	Maintenance cost per annum	Within budget	Within budget



DESIRED LEVEL OF SERVICE

At present, the information regarding desired levels of service is obtained from the Upper Lachlan Community Satisfaction Survey which was conducted in 2019 and 2015 also feedback from residents to Councillors and staff, service requests, community outreach meetings and public submissions to IP&R Council Strategic Plans. Council adopted a Community Strategic Plan after extensive community consultation including on-line surveys, youth surveys and targeted engagement directly with community groups.

Council has consulted with our community in relation to desired levels of service. In Community Outreach Meetings, supported by community surveys, Council has engaged with the community. The community has largely accepted that an Asset Condition of 1 (Very Good) for all assets is both unaffordable and unachievable for all long life assets such as roads.

The community understand the affordability issue faced by all councils and have indicated that the targeted intervention is necessary for long life assets an Asset Condition 4 (Poor) and Asset Condition 5 (Very Poor). Council has completed the Report on Infrastructure Assets (formerly Special Schedule 7) on the basis of community engagement and have reported this information in the Council Annual Report each year. The Annual Report is one of the key accountability mechanisms between Council and its community.

The Special Schedule report flows directly from the Council's Delivery Program, which defines performance indicators for both existing and proposed levels of service. These performance measures are then used to quantify the asset upgrade costs between existing and target service levels.

Since 2015/2016, Upper Lachlan Shire Council used the gross replacement cost % as the basis for asset condition assessment in Special Schedule - Report on Infrastructure Assets as mandated by Office of Local Government.

Upper Lachlan Shire Council's Infrastructure Plan identifies asset service standards by each asset class and incorporates an assessment of the risks associated with the assets involved and the identification of strategies for the management of those risks.

8. FUTURE DEMAND

DEMAND FORECAST

Factors affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership, consumer preferences and expectations, economic factors, agricultural practices and environmental awareness.

Council population growth is 1% annually therefore the demands are unlikely to change within the next 12 months. One specific matter that is affecting demand is the influx of people buying land and hobby farms while living in large urban centres outside the shire, creating an expectation of a levels of service similar to the urban centres of Sydney and Canberra.

Overall, demand for infrastructure is generated predominantly through either:-

- An increased utilisation of existing infrastructure brought about by the factors above; or
- The requirement for new infrastructure to meet the needs of growth in new development.

The demand created by these two circumstances requires analysis to consider the ramifications to existing infrastructure networks and the ability to these networks to cope with the increased infrastructure. This analysis applies in all cases ranging from new subdivisions creating an increased load on an existing sewerage network and treatment plant, to that same subdivision increasing traffic across existing road network potentially creating the need to upgrade that existing infrastructure to cope with the increased utilisation and demand.

Demand factor trends and impacts on service delivery have been adopted as shown in the table below:-

Demand factors	Present position	Projection	Impact on Service
Population	8,514 (2021 ABS Census and Estimated Residential Population data)	1% to 2.50% annual increase	Minimal impact on current services
Demographics	25% of population aged 65 years and older	Generational change with X & Baby-boomer increasing at the cost of Y generation	Increase in demand of Infrastructure to support aging population
Regional roads	Increase travelling to large regional towns for work	Traffic volumes increase by 10%	Change Maintenance and renewals priorities
Local roads	Increase demand to use high productivity heavy vehicles	8%-12% larger vehicles	Safety risk due to limited road carriage widths

DEMAND MANAGEMENT PLAN

Demand for new services will be managed through a combination of managing and maintaining existing assets, upgrading of existing assets and providing new assets to meet this demand. Demand management practices include non-asset solutions, insuring against risk and managing failures.

The planning for infrastructure due to demand is a constant process of review and assessment of existing infrastructure and its ability to cope with increasing demand, versus the need to augment for new infrastructure.

Demand on infrastructure is created through increased utilisation generated from a growing population and changing patterns of behaviour, ranging from social demographics to transport options and solutions. Often this increasing demand will stem from urban or residential growth increasing the utilisation of a range of community infrastructure.

CHANGES IN TECHNOLOGY

Technology changes are forecast to have little effect on the delivery of services covered by this plan. Changes in technology will be considered at each annual review of the Infrastructure Plan.

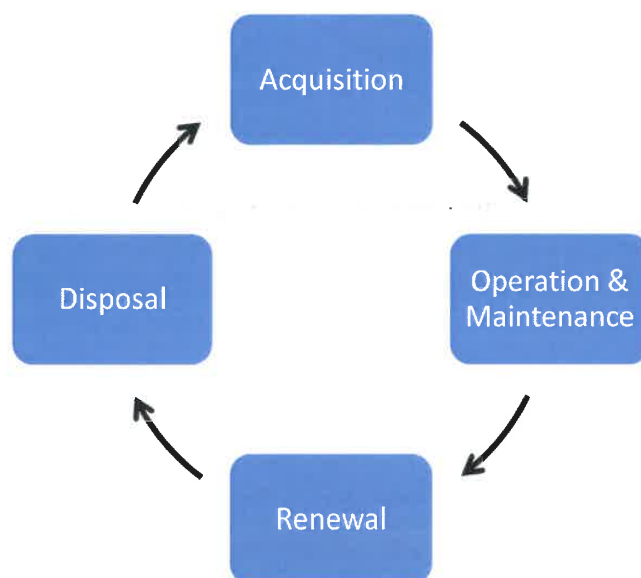
NEW ASSET FOR GROWTH

Council continues to seal new road and heavily spending on growth to service our communities. The new assets required to meet growth will either be acquired from land developments or constructed by Council. Acquiring these new assets will commit Council to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future projected operation and maintenance costs.

9. LIFECYCLE MANAGEMENT PLAN

Lifecycle management details how Council plans to manage and operate the asset category at the agreed level of service while minimising lifecycle costs throughout the useful life of the asset.

This section identifies and describes the four key phases of the asset management lifecycle of local government assets, namely: acquisition, operation and maintenance, renewal, and disposal.



ACQUISITION

There are six elements to the asset acquisition phase of the cycle. They are:-

1. Documenting needs described in layman words;
2. Assessment of requirements to meet that need described in technical language;
3. Feasibility study such as business case and benefit cost analysis;
4. Acquire (procure or construct) using internal or external resources;
5. Asset identification, recognition and recording;
6. Recording and accounting

These elements are not carried out in an entirely sequential manner; some elements overlap and the planning element should be evident in all other elements.

Congruence of the asset management process with all stages of planning is vital to ensure the process adds value to the community. Ad hoc asset management processes are unlikely to result in optimum asset management, for example to have assets acquired, maintained or disposed of, in accordance with the organisation's goals and objectives. It can have serious consequences for Council, particularly in longer-term sustainability.

Sound and effective use of planning of the asset management cycle will assist Council in:-

- Setting levels for service delivery.
- Assessing the functional adequacy of existing assets.
- Identifying surplus or under-performing assets.
- Assessing the assets required for new policy initiatives.
- Evaluating options for asset provision (for example, private versus public investment).
- Evaluating options for funding asset acquisition.
- Ensuring funds are available when required.
- Ensuring assets are maintained and disposed of in an optimum manner; and

- Evaluating asset management performance.

The development of an Asset Management Plan as a part of Council's planning processes provides the best means of delivering value-added asset management. The Plan must cover the complete lifecycle management and be integrated with Council's Community Strategic Plan and other planning documents.

OPERATIONS AND MAINTENANCE

Public-sector assets, particularly long-lived assets such as buildings, roads and footpaths, require maintenance and incur operational costs throughout their lives. There are five matters for asset maintenance consideration.

They are:-

1. Planned maintenance,
2. Unplanned maintenance,
3. Maintenance of asset records,
4. Revaluation, and
5. Reassessment.

Planning is an important part of the maintenance phase. The timeframe over which some assets are to be maintained adds a degree of complexity to the planning involved. The development of planned maintenance schedules should involve a multidisciplinary approach. It is critical that the planning is undertaken as the resources required to maintain the assets in optimum condition for the least cost will required the evaluation of a range of factors for different assets.

The selection of appropriate maintenance schedules is crucial to minimise asset maintenance costs while prolonging the service effectiveness of assets. It may appear to be a paradox to plan for unplanned maintenance, but unplanned maintenance consumes resources. It is essential that provision be made for time, money and skills to be available to quickly restore assets that fail in service to their operation effectiveness. Alternatively, contingency plans (business continuity planning / disaster recovery planning) should be made where catastrophic failure of major infrastructure assets has the potential to severely disrupt the provision of services to the community.

Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again. Maintenance includes reactive, planned and cyclic maintenance work activities.

Reactive maintenance is unplanned repairs work carried out in response to customer or service requests and management/supervisory directions. Council Staff using experience and judgment undertake assessment and prioritisation of reactive maintenance.

Planned maintenance is repair work identified and managed through CRM.

Cyclic maintenance (capitalised maintenance) is the replacement of higher value components or sub-components of assets that is undertaken on a regular cycle, for example repainting and building roof replacement. This work generally falls into the capital threshold and identified through annual asset condition rating. See Appendix - Infrastructure, Property, Plant And Equipment Accounting Policy And Valuation.

Maintenance of Asset Records

In addition to the financial and technical information requirements for statutory reporting and to enable effective management, asset records must be kept. Maintenance of asset records adds value to the asset management process. Appropriate asset records that record relevant acquisition, operation maintenance, renewal and disposal information can be invaluable sources of information throughout the asset management process. The benefits of comprehensive asset records include: -

- A record for each asset containing information such as condition, fair value, location, and materials.
- Recording maintenance performed ensures that it is not done twice and enables a review to confirm that it has been carried out,
- The maintenance expenditure is charged to the correct asset to develop an historical cost record.

Australian Accounting Standards require assets to be re-valued on a regular basis (currently five (5) year intervals). This requirement ensures that assets are recorded at a value that reflects what the market would pay to acquire the asset or what it might cost to replace the asset in its present form. This can only be achieved with high quality asset data. The value of asset holdings recorded provides an indication of the level of resources that may be required to replace those assets in their current form.

RISK MANAGEMENT

Upper Lachlan Shire Council acknowledges that risks are inherent in every business decision. The identification and management of opportunities and risk is equally critical to ensure business decisions are robust and sustainable across all departments' objectives.

Areas of Risk

Council faces two main risk areas:

Hazard-Based Risk

Hazard-based risk is the risk associated with a source of potential harm or a situation with the potential to cause harm. This is the most common risk associated with Council, as addressed by Work Health and Safety programs. Hazard-based risks include:

- Physical hazards – including noise, temperature or other environmental factors.
- Chemical hazards – including storage and/or use of flammable, poisonous, toxic or carcinogenic chemicals.
- Biological hazards – including viruses, bacteria, fungi and other hazardous organisms.
- Ergonomic hazards – including poor workspace design, layout or activity and equipment usage.
- Psychological hazards – that may result in physical or psychological harm, including bullying, sexual discrimination, workload or mismatch of job specification to employee capability.

Council generally addresses hazard-based risk through its WH&S programs.

Operational Risk

These are risk that relate to the day-to-day operations of Council. They result from inadequate or failed internal processes, people and systems. The two main, interdependent components are operational integrity and service delivery.

Operational risk arises from inadequate internal controls, inadequate or no documentation, poor planning and implementation, or implementation, or inadequate supervision.

Council has identified the following operational risk areas or categories:

- Contract administration and procurement
- Workplace Health and Safety and Environmental management
- Project management and delivery
- Public liability management
- Human resource management
- Fraud and corruption
- Business continuity management

An assessment of risk associated with service delivery from infrastructure assets has identified critical risks to Council in both categories or risk. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Critical risks, being those assessed as 'Very High' – requiring immediate corrective action and 'High' – requiring prioritised corrective action identified in the Risk Management Framework are summarised in the following table.

Critical Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan
Concrete Bridges	Failure due to age	VH	Concrete bridge inspection schedule with Concrete box culverts
Unsealed Rural Roads	Storm events, surface & drainage damage	H	Schedule drainage works & increased Grading cycle
AC Water Mains	Line breaks due to pressure changes	VH	Funds to replace AC water mains each financial year until complete
Building	Public liability risk with facilities not meeting Building Codes & Safety Standards	H	Source funding grants & consult community to review resourcing needs

RENEWAL

Renewal is the periodic replacement of assets or asset components. It is the renewal of existing assets that returns the service potential or the life of the asset to that which it had originally. Work over and above restoring an asset to original capacity is upgrade/expansion or new works expenditure.

In the asset operation and maintenance phase, there will have been assessment of the asset on a continuous basis. This history of assessment provides valuable information as the asset nears the end of its useful life, and during its useful life at times when major expenditures are approaching. Council, armed with such information may choose to seek alternate asset options to support services rather than to continue with more of the same as used in the past.

The usage of the asset, the regularity of its maintenance, the extent of unplanned maintenance and any associated downtime, can help to determine the retirement or disposal date of the asset. The current value of the asset is also a factor that should be considered. Its value may be such that an earlier or later disposal date is indicated. Two other factors that must be carefully considered in assessing the condition of an asset are the technical and commercial obsolescence aspects of the asset's condition.

In developing an asset renewal profile, there are a number of concepts to consider:-

- Asset age – the elapsed time since the asset was constructed or acquired and brought into service.

- Current replacement cost as new – the cost to reconstruct/renew the asset. This cost is calculated on a full-cost attribution basis. In the case of major infrastructure assets, the cost will include the cost of design and construction and the indirect costs of the construction/acquisition.
- Useful life of the asset – generally, there are two approaches typically used to develop the asset renewal profile.

One uses the age of the asset, in conjunction with its useful life and current replacement cost as new, to develop the profile. The other uses the current replacement cost of the remaining useful life in lieu of asset age. Once the renewal profile is created, consideration can be given to strategies to deal with expenditure peaks and troughs.

Typically, the strategies may include:-

- Extending the life of existing assets by specific maintenance strategies;
- Renewing some assets earlier than planned;
- Where the increase in expenditure appears to be of a permanent nature, planning for the transfer of funds from other areas or additional revenue budgeting.

Asset Renewal Plan

Assets requiring renewal are identified from Age, condition and/or written down value data obtained from the asset register. Candidate proposals are inspected to verify accuracy of condition and to develop a preliminary renewal estimate based on adopted unit rates. Assets identified for renewal are ranked by priority and available funds and scheduled in future works programs

Renewal will be undertaken using 'low-cost' renewal methods where practical. The aim of 'low-cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the asset at a cost less than replacement cost where possible. Renewals are to be funded from Council's capital works program and grants where available.

DISPOSAL

Disposal, retirement or rationalisation of assets generally will occur due to changes in community demands or needs. Assessment of the need for assets is a part of the Council review process that determines whether it is meeting the needs and expectations of the community. Challenging the status quo and investigating innovative options for meeting the community service needs is all part of this process.

The preservation of some assets means that, while the asset life cycle applies to all assets, some may not be considered for disposal for cultural or heritage reasons. There must be a defined relationship between the growth of Council's asset base, its income and capacity to maintain the service delivery of the asset base to meet community expectation, whilst continuing to deliver all the service required to Council.

Currently there is no defined relationship between the growth of Council's asset base and the subsequent funding to maintain the asset. This shortfall will be addressed by:-

- Improving the distribution of funds to these assets;
- Funding asset renewal and maintenance based on condition;
- Rationalising assets as required; and
- Managing assets to meet community service expectations.

ASSET RATIONALISATION

The reassessment of an asset's usefulness to community should be made on a regular basis, on two criteria. They are:

1. The need for the asset. Does the organisation have a continuing need for the asset? Is the asset still providing a required service to the community? Is that service provision what the customer expect? Is there a more cost-effective way to provide that service?
2. The useful life of the asset. At acquisition, the asset will have been designed for a useful life, dependent on the factors outlined in the section on useful life. Where factor change, the useful life of the asset should be reassessed. Usage of the asset may have been more or less than planned. The condition of the asset may be better or worse than expected at this point in its life. Any change in the expected useful life of an asset will have accounting implications – the value of the asset may need to be adjusted.

10. LIFE CYCLE COST

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include operating and maintenance expenditure and asset consumption (depreciation expense). The life cycle cost for the services covered in this plan is shown in Table 1 (Reference: Upper Lachlan Shire Council General Purpose Financial Statements 2021/2022).

Table 1: Life Cycle Cost for Council Services

Service	Current Year Expenditure		Depreciation Expense	Life Cycle Cost (\$/year)
	Actual Maintenance	Required Maintenance		
Transport	\$5,319	\$3,056	\$4,202	\$12,341
Water Supply	\$1,856	\$1,292	\$587	\$3,491
Sewerage	\$999	\$448	\$488	\$2,272
Buildings	\$738	\$986	\$778	\$2,249
Other Structure	\$939	\$29	\$34	\$51
Urban Storm-water	\$728	\$1,179	\$309	\$1,916
TOTAL	\$10,579	\$6,990	\$6,398	\$22,320

Next suite of documents is expected to separate the Operational Costs from Maintenance. Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operating, maintenance and capital renewal expenditure as an averaged over the past 3 years. Life cycle expenditure will vary depending on the timing of asset renewals.

The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than the life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist Council in providing service to the community in a financially sustainable manner. This is the purpose of the Infrastructure Plan and Long Term Financial Plan.

A shortfall between life cycle cost and life cycle expenditure gives an indication of the life cycle gap to be addressed in the asset management and long term financial plan.

11. FUNDING ASSET MAINTENANCE AND RENEWAL

Asset management influences the funding of maintenance and renewal of assets as well as the replacement, improvement or acquisition of assets. The levels of funding for these activities are contained in Councils Long Term Financial Plan, the Four Year Delivery Program and annually in Councils Operational Plan.

The development of service standard for assets and the condition rating of asset against these standards will provide Council with a priority list of works that will identify assets requiring intervention to improve their condition to meet the community expectation of asset service delivery. Council will be able to make data based decisions on asset improvements in the context of the entire asset category, thereby allocating adequate funding to the asset on an annual and future basis.

Forecasting asset renewal and maintenance budgets against service standards will assist to ensure that adequate funding is allocated to each asset category over a period necessary to ensure the standard is met and maintained. This will assist in removing the inconsistent application of funding from year to year and replace it with a process that will effectively forecast funding required to maintain, assets which meet the community expectation.

ASSET VALUATION

All asset classes have been revalued at 5 year intervals. Asset consumption rate and asset upgrade / expansion rate are to be developed in future revised plans. The asset revaluation schedule is detailed in Council annual Financial Statements.

The Upper Lachlan Shire Council Financial Statements, as at 30 June 2022, shows a Buildings and Infrastructure Renewals Ratio of 159.70% above the LGA industry benchmark of 100%.



12. PLAN IMPROVEMENT AND MONITORING

This section contains the financial requirement resulting from all the information presented in the previous sections of this Infrastructure Plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

FINANCIAL STATEMENTS AND PROJECTIONS

The financial projections for projected operations capital expenditure (renewal and upgrade/expansion/new assets) are included in Council's Long Term Financial Plan.

FUNDING STRATEGY

Projected expenditure identified in the above graph is to be funded from Council's capital budgets and include developer contributions and potential grant funding. The funding strategy is detailed in the Council's 10 year Long Term Financial Plan.

VALUATION FORECASTS

Asset values are forecast to increase as additional assets are added to the asset base from construction and acquisition by Council and from assets constructed by land developers and others and donated to Council.

The carrying amount of the asset categories (depreciated replacement cost or fair value) will vary depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets.

This process is applied to each asset and subsequently each asset class, determining the renewed value of the asset class, the annual depreciation and the cumulative depreciation of the asset in total.

KEY ASSUMPTIONS MADE IN FINANCIAL FORECASTS

This section details the key financial assumptions made in presenting the information contained in this Infrastructure Plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable the community to gain an understanding of the level of confidence in the data behind the financial forecasts.

Key financial assumptions made in this Asset Management Plan are as follows:-

- **Unit Rates**

Council has quantified unit rates for all assets for the construction or purchase cost of each asset. In some cases these unit rates are simply the purchase price of an asset for example a pit lid, or as complex as the inclusion of a variety of materials, plant and labour rates combined to rates a single unit rate for an asset.

This level of complexity does build in a certain error to the unit rate which when applied across the asset base can lead to a compounding error in the value of the asset base and the subsequent cost to maintain or renew the asset to deliver a service level or standard.

Currently, Council includes the cost to dispose of an asset in the unit rate of that asset type. As Council moves towards strategic asset management, this cost may be captured separately.

- **Annual Maintenance Cost per Unit**

In addition to the above, Council has determined an annual maintenance cost or rate per asset unit to create the direct and quantifiable link between the quantity of the asset and the funds required on an annual basis to maintain that asset, and the delivery of that asset's service level or standard.

- **Depreciation Methodology**

Council adopted a depreciation methodology used to develop the fair value of its assets as required by the Office of Local Government. Straight-line depreciation method is used by Upper Lachlan based on a defined asset life for each asset component.

IMPROVEMENT TO KEY ASSUMPTIONS

Accuracy of future financial forecasts may be improved in future revisions of this Infrastructure Plan by the following actions:-

- **Improving Unit Rate Accuracy**

As described above Council has quantified unit rates for all assets for the construction or purchase cost of each asset. Whilst the complexity of the development of these unit rates may allow an element of error to be included in the original rate, the continual review of these rates, based on financial data captured against each asset, will see a reduction of error in the unit rates. The Asset Management 'system' by capturing the necessary data to supply the legislated financial reporting requirement, will itself redefine the unit rates as more and more data is captured to refine the values.

- **Improving Maintenance Rate Accuracy**

As with the unit rate above, there is the potential for error to exist in these maintenance unit rates as the complex nature of the development of these rates can lead to the over or under stating of a particular element of a particular maintenance event.

A periodic review of these figures utilising the information captured against each asset will refine these unit rates.

- **Improving Asset Condition Data**

As the condition associated with each asset is determining remaining life of the asset, a continual yearly update of asset condition and the continual surveillance of the community's assets will improve the renewal information of the organisation.

ASSET MANAGEMENT SYSTEM

Council maintains financial asset data in Authority by Civica. This data is readily available to be exported from that format into a variety of formats to suit a variety of needs. These needs include:-

- Work's programming
- Current Asset fair value data
- Expenditure forecasting
- Condition summary
- Extrapolation/manipulation of data
- Asset location and details

In 2020/2021 the Transport assets infrastructure revaluation at "fair value" provided Council with the opportunity to work with Assetic, an external engineering professional consultant. Individual infrastructure asset registers of Road, Bridges, Culvert and Pipes, Stormwater Drainage, Footpaths, Kerb and Gutter were re-valued.

Council will continue to utilise the Authority Asset Accounting System (CVR module) by Civica as an asset register.

INFORMATION PROCESS

The key information sources *into* this Infrastructure Plan are:-

- The asset register data on size, age, value, remaining life of the network
- The unit rates of categories of work/material
- The adopted service levels
- Depreciation rates
- Projections of various factors affecting future demand of service
- Correlation between maintenance and renewal, including consumption models
- Data on new assets acquired by Council

The key information sources *from* this Infrastructure Plan are:-

- The assumed Works Program and trends
- The resulting budget, valuation and depreciation projections
- The useful life analysis
- Current condition rating and
- Business rules associated with Asset Management for any infrastructure asset category as contained in this Plan

These will impact Council's Long Term Financial Plan, Delivery Program, strategic business plans, annual budget and Departmental business plans and budgets.

PERFORMANCE MEASURES

The effectiveness of the infrastructure Asset Management Plan can be measured in the following ways:-

- The degree to which the required cash flows identified in this Infrastructure Plan are incorporated into Council's Long Term Financial Plan and Community Strategic Plan.
- The degree to which 1-4 year detailed works programs budgets, business plans and organisational structures take into account the 'global' works program trends provide by the Infrastructure Plan.

MONITORING AND RENEWAL PROCEDURES

This Infrastructure Asset Management Plan will be reviewed during annual budget preparation and amended to recognise the changes in service levels and/or resources available to provide those services. The Infrastructure Plan is updated annually.

13. APPENDICE

INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT ACCOUNTING POLICY AND VALUATION

AND

ASSET MANAGEMENT POLICY

E2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Financial assets and liabilities

Valuation Techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (i.e. level 1 inputs), Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

Revaluation at Fair Value

All assets re-valued will be carried in the accounts at their re-valued amount, being their fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment costs.

All new assets and asset acquisitions made after the respective dates of valuation are recorded at their initial cost of acquisition.

Valuation of certain classes of assets require the engagement of an external valuer. To facilitate the valuation process Council has synchronised the valuation of Buildings, Operational Land and Property with Other Structures to occur at the same time every five years.

2017/2018 - Buildings, Operational Land and Property, Other Structures and Plant and Equipment assets.

2020/2021 - Roads, Bridges, Footpaths, Stormwater, and Drainage assets (deferred from 2019/2020).

2020/2021 - Community Land.

2021/2022 - Water Supply and Sewerage network assets.

Additional information regarding capitalisation thresholds and depreciation rates utilised has been included as it is relevant in determining what property is deemed to be an 'asset' and is therefore subject to valuation measurement. It also discloses what level of acquisitions will be included after the date of valuation.

The Fair Valuation techniques Council has employed while utilising Level 2 and Level 3 inputs are as follows:

Plant and Equipment, Office Equipment and Furniture and Fittings – Fair Value

Infrastructure, property, plant and equipment (IPPE)

Plant and Equipment, Office Equipment and Furniture and Fittings are valued at Fair Value under AASB 116 from 30 June 2018, as per the Office of Local Government's directions, using the depreciated historical cost method:-

'In light of the nature and value of Council plant and equipment the Department has stated that NSW Councils may use depreciated historic cost as fair value as long as Council has undertaken a high level review to determine if there has been any impairment to the assets.'

The carrying amount of these assets is assumed to approximate fair value due to the nature of the items. All new assets and asset acquisitions made after the respective dates of valuation are recorded at their initial cost of acquisition.

No market based evidence (Level 2) could be supported therefore these assets were all classified as having been valued using Level 3 valuation inputs.

There has been no change to the valuation process during the reporting period.

Plant and Equipment, Office Equipment and Furniture and Fittings - Depreciation & Capitalisation

Thresholds

Major depreciation periods are:

Plant and Equipment, Road-making Equipment	10 to 15 years
Office Equipment	5 to 10 years
Furniture and Fittings	5 to 20 years
Motor Vehicles	5 years

Asset capitalisation thresholds are:-

Office Equipment	\$2,000
Furniture and Fittings	\$2,000
Plant and Equipment	\$5,000

Operational Land

Operational Land was re-valued at Fair Value by external independent valuer Scott Fullarton Valuations Pty Ltd as at 30 June 2018. Valuation was undertaken in accordance with the requirements of AASB 13 Fair Value, which defines Fair Value as "The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date". This involved establishing the nature of the asset, characteristics important to market participants, the appropriate market and valuation premise. Having maximised the level of valuation input, the adopted technique deemed appropriate is the Market Approach, which requires the comparison or income approach to valuation. All new Operational Land acquired after the current valuation date is recorded at the initial cost of acquisition.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

There has been no change to the valuation process during the reporting period.

Community Land

Community land was required to be re-valued as at 30 June 2021. In line with the prescribed manner of attributing a valuation to Community Land, the land values (Unimproved Capital Value) as supplied by the Valuer General's Office have been used.

Land Improvements - Depreciable

Land Improvements - Depreciable were re-valued at Fair Value under AASB 116 as at 30 June 2016 using the depreciated historical cost method.

The carrying amount of these assets is assumed to approximate fair value due to the nature of the items. All new assets and asset acquisitions made after the current valuation date are recorded at their initial cost of acquisition. Due to the diverse nature of land improvements, major depreciation periods are up to 100 years and the capitalisation threshold is \$5,000.

No market based evidence (Level 2) could be supported therefore these assets were all classified as having been valued using Level 3 valuation inputs.

There has been no change to the valuation process during the reporting period.

Buildings - Specialised & Non-Specialised

Buildings were re-valued at Fair Value by external independent valuer Scott Fullarton Valuations Pty Ltd as at 30 June 2018. Valuation was undertaken in accordance with the requirements of AASB 13 Fair Value, which defines Fair Value as "The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date". This involved establishing the nature of the asset, characteristics important to market participants, the appropriate market and valuation premise. Having maximised the level of valuation input, the adopted techniques deemed appropriate are:

Non-specialised buildings - Market Approach - This requires the comparison or income approach to valuation.

Specialised buildings - Cost Approach - This requires the depreciated replacement cost approach to valuation.

This asset class is categorised as Level 3 as there are inputs used in the valuation of these assets that require significant professional judgement and are therefore unobservable.

All new buildings acquisitions (new acquisitions and capital improvements) made after the current valuation date are recorded at their initial cost of acquisition.

There has been no change to the valuation process during the reporting period.

Buildings - Specialised & Non-Specialised – Depreciation & Capitalisation Thresholds

Major depreciation periods and capitalisation thresholds remain unchanged.

Major depreciation periods are:-

Buildings	45 to 75 years
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Asset capitalisation thresholds include:-

Buildings - construction/extensions/renovations	\$2,000
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Other Structures

The Other Structures asset class was re-valued at Fair Value by external independent valuer Scott Fullarton Valuations Pty Ltd as at 30 June 2018. Valuation was undertaken in accordance with the requirements of AASB 13 Fair Value with the adopted technique deemed appropriate being the Cost Approach, which requires the depreciated replacement cost approach to valuation. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

This asset class is categorised as Level 3 as there are inputs used in the valuation of these assets that require significant professional judgement and are therefore unobservable.

There has been no change to the valuation process during the reporting period.

Other Structures - Depreciation & Capitalisation Thresholds

Major depreciation periods are:

Other Structures	15 to 50 years
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Asset capitalisation thresholds include:-

Other Structures	\$2,000
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Roads

The Roads asset class was re-valued as at 30 June 2021 componentised by formation (non-depreciable), pavement subbase (non-depreciable), pavement base, surface and structures including kerb & gutter. This asset class was re-valued at Fair Value by external consultants Assetic and Upper Lachlan Shire Council professional engineering staff and were recognised at fair value from 30 June 2021. The Cost Approach using Level 3 inputs was used to value this asset class. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

No market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

There has been no change to the valuation process during the reporting period.

Roads - Depreciation & Capitalisation Thresholds

Major depreciation periods are:-

Sealed Roads – Surface	25 years
Sealed Roads – Pavement Base	80 years
Unsealed Roads – Wearing Course	35 years
Unsealed Roads – Formation	Infinite
Roads Pavement Sub-base	Infinite
Other Road Structures	80 years
Formation (Bulk Earthworks)	Infinite
Kerb and Gutter	80 years

Asset capitalisation thresholds include:-

Road construction, gravel re-sheeting and reconstruction	\$5,000
Kerb and Gutter	\$5,000

Bridges

The Bridges asset class was re-valued as at 30 June 2021 classified as concrete, timber or drainage structures. This asset class was re-valued at Fair Value by external consultants Assetic and Upper Lachlan Shire Council professional engineering staff and were recognised at fair value from 30 June 2021. The Cost Approach using Level 3 inputs was used to value this asset class. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

No market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

There has been no change to the valuation process during the reporting period.

Bridges - Depreciation & Capitalisation Thresholds

Major depreciation periods are:-

Bridges – Concrete	100 years
Drainage Structures on Roads	100 years

Asset capitalisation thresholds include:-

Bridge construction and reconstruction	\$5,000
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Footpaths

Footpaths were re-valued as at 30 June 2021 at Fair Value by external consultants Assetic and Upper Lachlan Shire Council professional engineering staff and were recognised at fair value from 30 June 2021. The same historical cost per square metre of works carried out was utilised. The Cost Approach using Level 3 inputs was used to value this asset class. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition. No market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

There has been no change to the valuation process during the reporting period.

Footpaths - Depreciation & Capitalisation Thresholds

Major depreciation periods are:-

Footpaths	40 to 80 years
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Asset capitalisation thresholds include:-

Footpaths	\$5,000
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Stormwater Drainage Assets

Stormwater Drainage assets were re-valued as at 30 June 2021 at Fair Value by external consultants Assetic and Upper Lachlan Shire Council professional engineering staff. The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. The NSW Office of Water 'Reference Rates Manual - valuation of water supply, sewerage and stormwater assets' was utilised to assist to determine fair value. While the unit rates may be supported from market evidence (Level 2) other inputs (such as estimates of pattern of consumption, residual value, asset condition and useful life) required extensive professional judgement. All asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

Limited market based evidence (Level 2) could be supported therefore these assets were all classified as having been valued using Level 3 valuation inputs.

There has been no change to the valuation process during the reporting period.

Stormwater Drainage Assets – Depreciation & Capitalisation Thresholds

Major depreciation periods are:-	
Stormwater and Flood Control Structures	80 to 100 years
Asset capitalisation thresholds include:-	
All Stormwater assets	\$5,000

Water Supply and Sewerage Infrastructure Assets

Water Supply and Sewerage infrastructure assets were re-valued at Fair Value by an internal valuation undertaken by Upper Lachlan Shire Council professional operations staff and were recognised at fair value as at 30 June 2012 and 30 June 2017. During the 2021/2022 financial year, Upper Lachlan Shire Council engaged Australis Asset Advisory Group to complete a comprehensive revaluation of Council's Water and Sewer assets as at 30 June 2022.

Council's water and sewer assets are to be indexed each year in line with the 'Reference Rates Manual as published by the NSW Office of Water. Council has an extensive water and sewer capital works programme, all new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

This asset class is categorised as Level 3 as there are inputs used in the valuation of these assets (such as estimates of pattern of consumption, residual value, asset condition and useful life), that require significant professional judgement and are therefore unobservable.

There has been no change to the valuation process during the reporting period.

Water Supply and Sewerage Infrastructure Assets - Depreciation

Major depreciation periods for future years determined following the revaluation are:-

Dams	120 years
Reservoirs	100 years
Bores	25 - 50 years
Reticulation Pipes	60 - 80 years
Pump Stations	25 - 100 years
Pumps	25 years
Telemetry	10 years

Asset capitalisation thresholds include: -	
Reticulation extensions and new assets	\$3,000

Swimming Pool Assets

Swimming Pool assets were included in the asset class Other Structures prior to 30 June 2017.

The Swimming Pool asset class was re-valued at Fair Value by external independent valuer Scott Fullarton Valuations Pty Ltd as at 30 June 2018. Valuation was undertaken in accordance with the requirements of AASB 13 Fair Value with the adopted technique deemed appropriate being the Cost Approach, which requires the depreciated replacement cost approach to valuation. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

This asset class is categorised as Level 3 as there are inputs used in the valuation of these assets that require significant professional judgement and are therefore unobservable.

There has been no change to the valuation process during the reporting period.

Swimming Pool - Depreciation & Capitalisation Thresholds

Major depreciation periods are:

Swimming Pools	50 years
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Asset capitalisation thresholds include:-

Swimming Pools	\$3,000
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Other Open Space/Recreational Assets

Other Open Space/Recreational assets were included in the asset class Other Structures prior to 30 June 2017.

The Other Open Space/Recreational asset class was re-valued at Fair Value by external independent valuer Scott Fullarton Variations Pty Ltd as at 30 June 2018. Valuation was undertaken in accordance with the requirements of AASB 13 Fair Value with the adopted technique deemed appropriate being the Cost Approach, which requires the depreciated replacement cost approach to valuation. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

This asset class is categorised as Level 3 as there are inputs used in the valuation of these assets that require significant professional judgement and are therefore unobservable.

There has been no change to the valuation process during the reporting period.

Other Open Space/Recreational - Depreciation & Capitalisation Thresholds

Major depreciation periods are:

Playground Equipment and Park Furniture	15 years
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Asset capitalisation thresholds include:-

Playground Equipment and Park Furniture	\$1,000
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Other Assets (including Tips & Quarries Rehabilitation)

Assets within this class comprise of all assets not classified elsewhere. Other Assets, other than tips and quarries rehabilitation, are valued at Fair Value under AASB 116 from 30 June 2012 using the depreciated historical cost method. A review of these assets was undertaken for 30 June 2018 and the same valuation methodology was retained. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

No market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

There has been no change to the valuation process during the reporting period.

POLICY:-	
Policy Title:	ASSET MANAGEMENT POLICY
File reference:	F10/618-03
Date Policy was adopted by Council initially:	15 October 2009
Resolution Number:	418/09
Other Review Dates:	21 March 2013
Resolution Number:	31/13
Current Policy adopted by Council:	17 June 2021
Resolution Number:	88/21
Next Policy Review Date:	2024

PROCEDURES/GUIDELINES:-	
Date procedure/guideline was developed;	N/A
Procedure/guideline reference number:	N/A

RESPONSIBILITY:-	
Draft Policy developed by:	Director of Infrastructure
Committee/s (if any) consulted in the development of this policy::	
Responsibility for implementation:	Director of Infrastructure
Responsibility for review of Policy:	Director of Infrastructure

BACKGROUND AND CONTEXT

Council's assets are made up of a wide range of different asset types all of which are fundamental in meeting the needs of the community. Assets may be physical (i.e. tangible e.g. plant, buildings) or non-physical (i.e. intangible e.g. intellectual property, good will). This policy only considers physical assets.

The major characteristics of an asset are:

- There must be service potential or future economic benefits,
- The future economic benefits must be quantifiable, and
- Council must have control of the service potential.

Council's major assets are categorised as follows:

-
- Roads
- Bridges
- Water system
- Sewerage system
- Buildings
- Stormwater structures
- Land Community & operational
- Footpaths, kerb and gutters

The standard to which these assets are provided and maintained impacts on residents, the business community and visitors, as well as the amenity and safety aspects of the community.

The long-lived nature of many assets and the need for their ongoing renewal means that planning must be based on an understanding of the full costs throughout each asset's life cycle and address both short and long term planning needs.

SCOPE

This policy applies to all infrastructure assets under the care and control of Upper Lachlan Shire Council.

POLICY STATEMENT

The focus of this policy is to enable informed decision-making on the provision of services. Whilst Council is the custodian of a large and diverse asset portfolio that has been accumulated over a long period, the purpose of strategic asset management is to determine the optimum method to provide the desired service levels for current and future generations.

Upper Lachlan Shire Council currently owns, controls, maintains and is responsible for substantial number of asset classes including property, buildings, plant and equipment, roads, bridges, footpaths, drainage, recreation facilities, waste management facilities, parks and reserves, aerodrome, car parks, caravan parks, water and sewerage assets. These assets make up the social and economic infrastructure that enables the provision of services to the community and businesses, playing a vital role in the local economy and on quality of life. Asset management is a tool that facilitates corporate accountability and impacts on all areas of service planning and delivery.

A strong and sustainable local government system requires a robust planning process to ensure that those assets are maintained and renewed in the most appropriate way on behalf of local communities.

As custodian, Council is responsible to effectively account for and manage these assets and to have regard to the long-term and cumulative effects of its decisions. This is a core function of Councils and is reflected in the Charter, in Section 8 of the *Local Government Act 1993* (NSW).

Given the value and importance of infrastructure assets, it is essential that they are well managed to ensure their future sustainability. Failure to adequately manage infrastructure assets is a key risk that could prevent Council from achieving strategic goals.

Council's Community Strategic Plan expresses the desires of the community and provides a resource to assist Council in the determination of appropriate and sustainable levels of service.

Council's Community Strategic Plan sets the desired services, and levels of service, that Council will provide to the community. The asset management process determines the life cycle cost and funding requirements of the target service levels for current and future generations. The long-term financial plan is the mechanism by which the funding requirements of the asset management plan and other corporate objectives in the Community Strategic Plan are tested and implemented.

This policy sets the principles that will govern the provision of asset related services. The asset management framework and strategy sets out the process to determine the life cycle cost of each service and a funding model to achieve and sustain the target service levels. The framework will define accountabilities for service planning and delivery.

Asset management relates directly to Council's Community Strategic Plan and Long Term Financial Plan. A strategic approach to asset management ensures that the Council delivers the highest appropriate level of service through its assets. This provides positive impact on:

- Members of the public and staff;
- Council's financial position;
- The ability of Council to deliver the expected level of service and infrastructure;
- The political environment in which Council operates; and
- The legal obligations and liabilities of Council.

BEST PRACTICE

In order to achieve the objectives of this policy, Council adopts the following core principles:

1. *Understanding Customer Expectations*

- An inspection regime will be used as part of asset management to ensure agreed service levels are maintained and to identify asset renewal priorities.
- Infrastructure Services will be regularly reviewed to ascertain the community's expectations, and
- Council will employ a range of community engagement techniques to capture the views, opinions and expectations of the community in relation to asset quality, maintenance and renewal priorities and standards.

2. *Asset Planning and Budgeting*

- Asset management principles will be integrated within existing planning and operational processes.
- Asset condition assessment will be carried out by Works & Operations Department, leading to a program of works based on risk matrix profile, road hierarchy and road classification.
- Council will adopt life cycle cost analysis for the management of infrastructure assets.
- Capital Works Projects and Asset Maintenance shall be subjected to technical and financial evaluation and prioritised using predetermined criteria and the principles outlined in Council's Asset Management Plans.

- Council will regularly review its asset inventory and identify opportunities for asset rationalisation.
- Wherever possible, predictive modelling will be used to develop and implement preventative maintenance programs to ensure that lowest net life cycle cost is achieved and asset potential is optimised.

3. ***Asset Operations and Management***

- A consistent Asset Management Strategy must exist for implementing systematic asset management and appropriate asset management best practice throughout all departments of Council.
- Maintenance plans shall be developed using asset condition data and shall incorporate a cost-benefit analysis.
- All services shall be regularly benchmarked to ensure Council is meeting best practice standards, and
- All outsourced services will be procured through a competitive process.

4. ***Management of Risk***

- Council will maintain a program of regular inspection of assets under its control to minimise community's risk.
- Council will implement the principles of ISO 3000:2009 when identifying analysing, evaluating and treating risks presented by Council assets and infrastructure, and
- Council will maintain Work Health and Safety System for its employees and contractors working on Council assets.

5. ***Asset Accounting and Costing***

- Systematic, cyclic reviews will be applied to all asset classes ensuring assets are managed, valued and depreciated according to appropriate best practice Australian Standards.
- Council will maintain a detailed asset management system of all owned assets.
- Useful lives will be determined for each of these assets with the written down value determined in accordance with the current applicable accounting regulations.
- Depreciation charges will be calculated using a method that reflects the true consumption of the asset, or is an indication of the future cash flows necessary to sustain asset condition and maintain the required service level. Wherever possible, condition based depreciation method will be used to determine written down value, and
- Council will value all these current assets at Fair Value.
- Council will revalue each asset class on a regular (3-5 years) basis.
- Residual values will be determined based on value at the end of the economic life cycle.

6. ***Asset Management Plans***

- Council will develop Asset Management Plans for each asset Category.
- Asset Management Plans will establish Levels of Service, Future Demand, Life Cycle Management Plans Financial Projections, Asset Management Practices, Performance Monitoring and Improvement.
- Asset renewal plans will be prioritised and implemented progressively based on agreed service levels and the effectiveness of the current assets to provide that level of services.
- The Asset Management Plans will be linked to the Community Strategic Plan and Long Term Financial Plan, and
- The Asset Management Plans will be subjected to continuous improvement.

ROLES AND RESPONSIBILITIES

The responsibilities and relationships associated with Asset Management are:

The Council

- To act as overall stewards for Council assets.
- To adopt the corporate Asset Management Policy and Strategy.
- To agree to levels of service, risk and cost standards via the annual Business Planning process, and
- To approve appropriate resources for asset management activities in the Long Term Financial Plan and the annual budget.

Executive Management Group

- To foster and support the cross-functional Asset Management Policy.
- To ensure that accurate and reliable information is presented to Council for decision-making, and
- To ensure that adequate resources are provided to implement approved Asset Management Strategies and plans.

Senior Management

- To monitor and review the implementation of the Asset Management Policy and Asset Management Strategy.
- To represent the key asset management functions, e.g. Infrastructure Planning, Maintenance and Construction, Finance, Community Engagement and direct service provision such as Recreation and Community Services.
- To monitor the development and implementation of the Asset Management Practices Improvement Strategy.
- To provide guidance to develop long term (whole of life) Asset Management Plans for major asset groups.
- To ensure the community needs and expectations are considered in the development of Asset Management Plans.
- Maintain Asset registers and condition reporting systems for Council.
- To review the performance of asset management programs such as maintenance programs and capital works programs.
- Ensure efficient and effective use of Council funds and optimising "life cycle" cost of all assets.
- Promote and raise awareness of asset management to the Council, staff, key stake-holders and the community.
- To provide advice on City structure plans, land use planning and major (subdivision) developments, and
- To evaluate and prioritise Capital Works projects on Council-owned and controlled land and recommend the annual and 10 year program to the Executive Management Group.

Asset / Risk Coordinator

- The implementation of an effective Asset Management System, to ensure the Council takes a proactive role in Asset Management.
- To develop and implement asset management strategies
- To coordinate to the development of forward planning programs for Council's asset activities within the Division
- To lead in the development of asset performance standards
- In consultation with the community and the Director of Works and Operation develop long term strategic and operational plans asset and infrastructure management

- Proactively pursue improvement in the management of all Council's activities and assets in accordance with StateCover best practice guidelines
- Development and implementation of asset management processes to enable long term sustainable management of Council's infrastructure
- Prepare reports for Council outlining such matters as level of funding required to maintain assets, list of priority projects
- Complete questionnaires associates with asset management
- Attend relevant and approved Asset management Seminars and develop a network with other Councils

ASSET MANAGEMENT FRAMEWORK

The management of Council's assets will be within the framework outlined below.

¹The Asset Management (AM) framework links asset management activities with the council's strategic objectives. Figure 1 defines the Asset Management Framework consisting of a documented hierarchy of AM policy, Strategy and plans that:

- Links organisational strategic objectives with the AM policies and objectives needed to deliver them;
- Links council's strategic objectives with the levels of service that the assets should deliver;
- Guides, the AM priorities, the work required on the assets to achieve those objectives, and the finances needed to support that work.

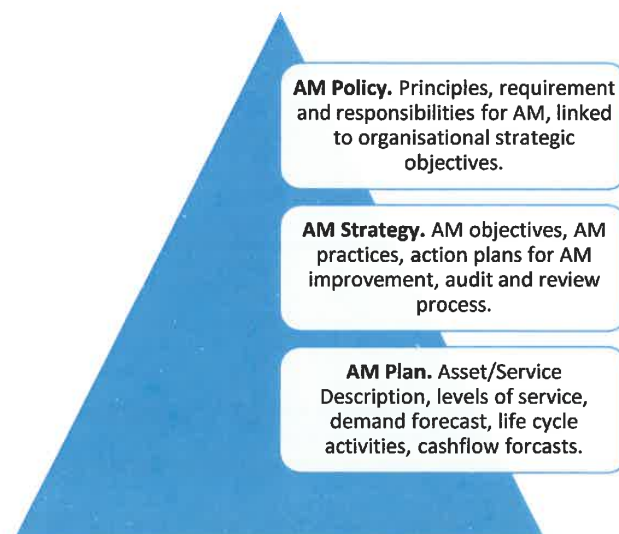


Figure 1 The Asset Management Framework

¹ IIMM -2011 The Asset Management Framework, page 2/3

GUIDING PRINCIPLES FOR ASSET MANAGEMENT DECISIONS

Council will take into consideration the following principles to determine asset management decisions.

1. **Level of Service**

- (a) In accordance with its long term Asset Management and Financial Plans, Council will provide quality infrastructure assets that support service levels that are appropriate, accessible, responsive and sustainable to the community.
- (b) Consult with the community and key stakeholders on determining Levels of Service and asset service standards.

2. **Demand Forecasting**

- (a) Developing sustainable and effective management strategies for the long term including demand analysis covering changes in legislations and demographics.

3. **Life Cycle Planning**

- (a) Life Cycle Asset Management is fundamental to the achievement of the Council Plan and Council's Long Term Financial Strategy Plan.
- (b) The decision to fund capital projects will be based on agreed criteria for the evaluation and prioritisation of Capital proposals. This will include those projects suggested by the community.
- (c) Setting the priority for asset management in descending order as follows:
 - 1. Asset renewal,
 - 2. Asset upgrade, and
 - 3. Asset extension.

4. **Risk Management**

- (a) Resources and priorities for asset management practices will include a risk assessment.

5. **Financial Management**

- (a) The amount of renewal funding required to maintain minimum service levels will be reflected in Council's 10 Year Long Term Financial Plan.
- (b) The provision of funding for new projects will only be considered after renewal requirements are identified and considered.
- (c) Prior to consideration of any major new works, renewal or up-grade to an asset, a critical review, based on demonstrated service needs will be undertaken and the "whole of life" costs of that asset will be reflected in Council's 10 Year Financial Plan.
- (d) Decisions today impact on future generations.
- (e) Accounting procedures will follow Council's current Accounting Policy and Procedure, this is subject to change following revaluation of asset classes. For currency, refer to the Annual Review within the Financial Statements.

DEFINITIONS

Asset – A physical component of a facility which has value and enables services to be provided and has an economic life of greater than 12 months. They represent not only physical objects or rights which have some monetary value, but also result from expenditure from which the benefit is yet to be derived.

Asset Life Cycle – This is the period of ownership of an asset from the planning and design phase through to decommissioning or disposal.

Asset Management – Asset Management is a systematic process to guide the planning, acquisition, operation and maintenance, renewal and disposal of assets.

Asset Management Information System – An Asset Management Information System is the foundation for all Asset Management practices. It is a combination of processes, data and software applied to provide the essential outputs for effective asset management such as reduced risk and optimum infrastructure investment. The Asset Management Information System links to other information systems within Council such as the Property System, Geographic Information System, Finance System and Document Management System integrating Asset Management with the rest of Council's operations.

Asset Management Strategy – A strategy for asset management covering development and implementation of plans and programs for asset creation, operation, maintenance, rehabilitation, replacement, disposal and performance monitoring to ensure desired level of service and other operational objectives are achieved at optimum cost. The Community Strategic Plan typically has a 10-25 year horizon and aligns Asset Management with the corporate business plan (IPWEA, 2006).

Asset Management Plan – A plan developed for the management of one or more infrastructure assets that combines multi-disciplinary management techniques (including technical and financial) over the lifecycle of the assets in the most cost effective manner to provide a specified level of service. A significant component of the plan is long-term cash flow projection for the activities (IPWEA, 2006).

Capital Expansion – Providing a new asset – e.g. extending a footpath to an area where the footpath did not exist or was classified as "natural earth".

Capital Renewal – Renewing the existing asset to extend its serviceability, but not providing a higher level of service – e.g. resealing, re-sheeting an unsealed road (not widening).

Capital Upgrade – Renewing the asset, thereby providing a higher level of service – e.g. sealing an unsealed road, upgrading a stormwater pipe with a larger size.

Infrastructure Asset – Infrastructure assets are typically large, interconnected networks or portfolios of composite assets, comprising components and sub-components that are usually renewed or replaced individually to continue to provide the required level of service from the network. Some examples are roads, footpaths and cycle ways, water and sewerage reticulation infrastructure, bridges and municipal buildings.

Level of Service – Defining and meeting community expectations in relation to the quality and quantity of services delivered by Council. In the context of asset management, this applies to assets such as roads.

Maintenance – Does not upgrade or renew the asset, it just enables the asset to attain its planned lifespan – e.g. pothole repair, crack sealing and bitumen patching.

Operational Plan – Operational plans generally comprise detailed implementation plans and information with a 1-3 year outlook (short-term). The plans typically cover operational control to ensure delivery of Asset Management Policy, Strategy and Plans. The plans also detail structure, authority, responsibilities, deliver defined levels of service and emergency preparedness/response (IPWEA, 2006).

Useful Life of an Asset – The useful or economic life of an asset is the estimated or expected time between placing the asset into service and removing it from service.

REFERENCES

NSW Local Government Act 1993 (as amended)

NSW Local Government Regulation (as amended)

Australian Accounting Standards

Civil Liability Act 2002

WHS Act 2011

WHS Regulation

International Infrastructure Management Manual

ISO 30000:2009 Risk Management Principles

ULSC Procurement Policy

ULSC Infrastructure Plan

VARIATION

Council reserves the right to vary or revoke this policy.



WORKFORCE PLAN

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Executive Summary

Upper Lachlan Shire Council Community Strategic Plan 2042 identifies the five themes and strategic objectives:-

- A. Our Community - We are a network of close-knit and well-supported communities that value our rural lifestyle.
- B. Our Economy - We capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment. We foster and develop diverse, adaptive, and innovative agricultural industry.
- C. Our Environment - We appreciate our range of rural landscapes and habitats and are stewards of the natural environment for future generations.
- D. Our Infrastructure - Infrastructure compliments our rural and historic landscapes whilst supporting healthy communities and industries.
- E. Our Civic Leadership - Our leaders work collaboratively to meet the needs of the community, in an ethical and strategic manner.

Through the Community Strategic Plan, strategic goals are identified to guide Council in working to meet the needs of the community. In order to achieve these goals, adequate resources (human, financial and assets) will need to be provided by Council to ensure service delivery success. To achieve this, a Resourcing Strategy has been prepared.

The Resourcing Strategy is a key part of the Integrated Planning and Reporting framework for Council's long term planning. Council's Resourcing Strategy in relation to human resources is laid out in this Workforce Plan. Workforce planning strengthens Council's capacity to deliver on strategic and operational plans. It improves Council's understanding of its workforce profile and enables more informed responses to planned and unplanned change and allows for clearer strategies for people development and progression.

The actions and initiatives set out in this Workforce Plan can help increase employee engagement, in turn reducing operational costs, and create efficiencies across business processes.

Council's Workforce Plan has 6 Key areas:-

- Key Area 1: Attract and Retain the right people
- Key Area 2: Build and leverage the capability of our workforce
- Key Area 3: Enhance Organisation Development
- Key area 4: Enhancing Performance through management
- Key Area 5: Provide a workplace that is focused on employee Work, Health and Safety (WHS)
- Key Area 6: Improve Employee Relations through an '*employee voice*' approach

Introduction

Upper Lachlan Shire Council's Workforce Plan outlines Council's commitment to ensuring Council has both the capacity and capability within its workforce to deliver positive outcomes for the organisation and ultimately the community it serves, now and into the future.

The Workforce Plan together with the Asset Management Strategy and Long Term Financial Plan, combine to form Council's Resourcing Strategy, ensure the provision of the necessary resources to implement Council's Delivery Program and Operational Plan, in order to achieve our Community Strategic Plan.

Councils' Workforce Plan aligns with key planning and strategy documents. Its focus is to ensure that we have a capable, skilled, engaged and sustainable workforce in order to deliver on our commitments.

This document meets the Office of Local Government's Integrated Planning and Reporting (IP&R) requirements where the resourcing strategy comprising asset management, financial Planning and the workforce planning form part of the integrated framework.

Scope

Council's Workforce Plan identifies high level workforce management issues and themes and guides our people management strategies over the next 4 years. It is anticipated that the local government industry and our workforce will be impacted by a variety of challenges during this period and as such this plan requires ongoing reviewed in line with the IR&P cycle.

What is Workforce Planning?

Workforce planning is an integrated continuous process of shaping the workforce to ensure it is capable of delivering organisational objectives now and into the future. This process is designed to future-proof the challenges faced by Council by nurturing and developing a sustainable workforce through the application of aligned people management approaches.

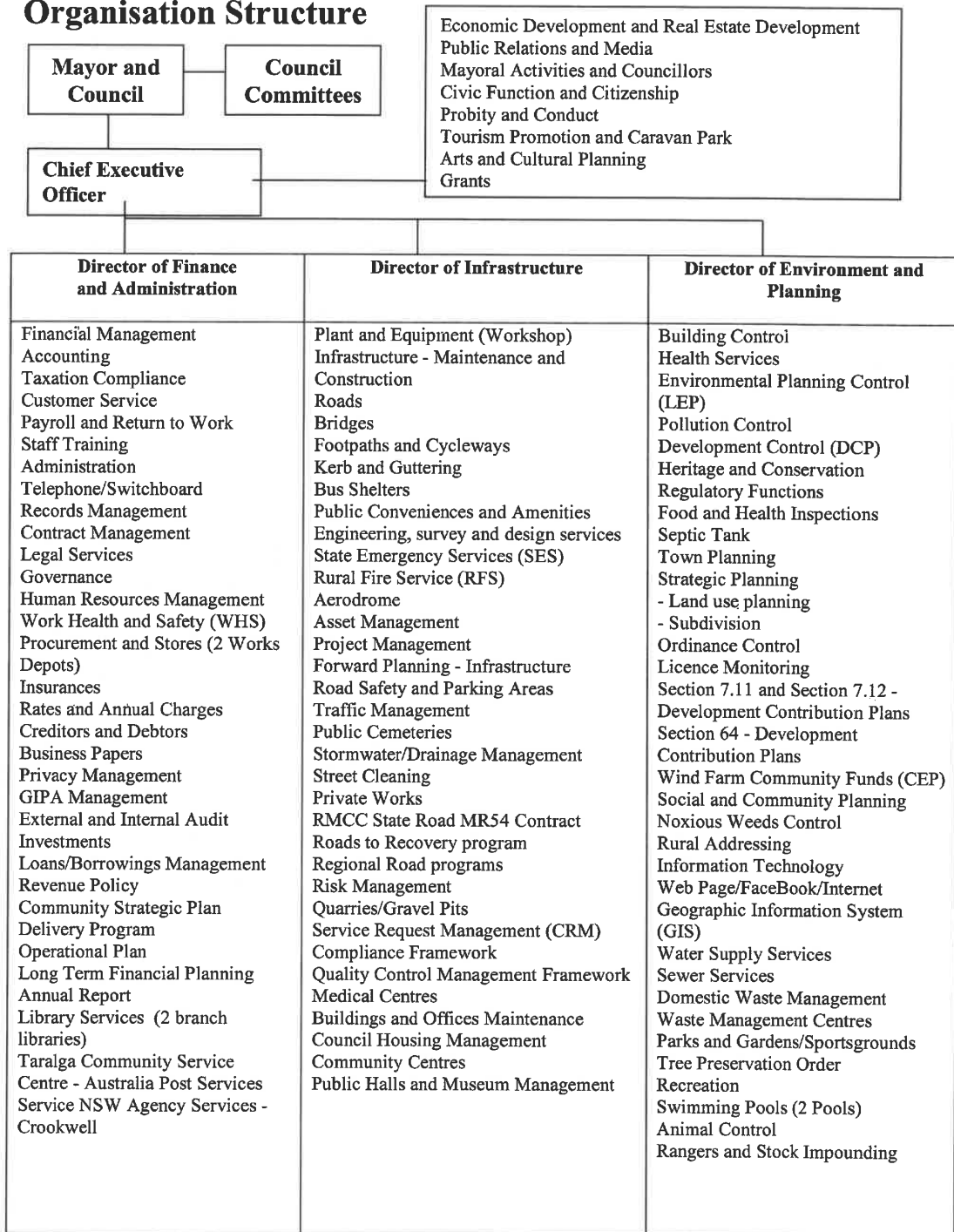
Workforce planning is an iterative and continuous process, which follows a cycle.

This process strengthens Council's capacity to deliver on strategic and operational plans; improves understanding of workforce profile; enables more informed response to planned and unplanned change; and allows for clearer strategies for people development and progression.

The actions and initiatives set out in a Workforce Plan can help increase employee engagement, in turn reducing operational costs, and create efficiencies across business processes.



Organisation Structure



Our People

Council Workforce Profile



Forty-two percent (42%) of our workforce is older than 55 years of age

Sixty-six percent (66%) of our workforce is over 45 years of age



Average age of our workforce is 48 years old



71% of our workforce is Male

29% of our workforce is Female



52% employees have less than 5 years of service

Average employee tenure 9.6 Years



15.5% Annual Employee Turnover (projected 2022/2023)



15% of Workforce live outside the Shire

Workforce Composition



75% Full Time - (25% Female and 75% Male)
 14% Part Time - (95% Female and 5% Male)
 11% Casual – (41% Female and 59% Male)



58% Outdoor workers 92% Male
 44% Indoor workers 68% Female



Senior Executives Male/Female 3:1
 Managers Male/Female 1.2:1



Staff by Directorate
 Chief Executive Officer 5%
 Infrastructure 48%
 Environment and Planning 28%
 Finance and Administration 19%



FTE employees 152
 Employee headcount 158



Contextual Issues

The world of work has changed significantly over the last 10 years and continues to be in a state of flux. Globalisation, relentless advances in technology, the changing nature of work and an ageing workforce the main disruptors driving this transformation¹. Add in the coronavirus pandemic, which has escalated the pace of change and spurred on *'the great resignation'*. These factors further intensifying the war-for-talent and the need for organisations to reimagine their future workforce.

Local Government is not immune to the effects of these disruptions. The Australian Local Government Association national survey, conducted in 2022, provides insights into the workforce profile of local government. Not only did the report demonstrate evidence of the longstanding and escalating issue of an ageing workforce and major skills shortage, it also revealed that the sector is facing a significant shift in workforce expectations around flexibility².

In 2013 the National Local Government Workforce Strategy 2013-2020 was released³. The National Strategy includes eight strategic themes, all of which are relevant to the NSW context and are adopted in the NSW Workforce Strategy. These include:

- Improving workforce planning and development
- Promoting local government as a place-based employer
- Retaining and attracting a diverse workforce
- Creating a contemporary workplace
- Investing in skills
- Improving productivity and leveraging technology
- Maximising management and leadership
- Implementation and collaboration

Additionally, regional and remote local government face a unique range of workforce challenges. The following have been identified as the key workforce issues facing regional councils⁴:

- Inability to compete with the private sector on remuneration
- Lack of suitably qualified and experienced applicants
- High demand across the labour market for specific occupations
- Shortage of skilled locals – limited talent pool
- Remoteness – hard to recruit skilled and experienced staff
- Lack of opportunity for career progression particularly in small councils
- Regional/remote location – lack of facilities/housing.

Upper Lachlan Shire Council's experience reflects the challenges outlined above. Of note, as a result of a somewhat stable workforce, Council is faces the additional challenge of modernizing its practices and processes

¹ Local Government Workforce Skills and Capability Survey Report, Australian Local Government Association, 2022; Workforce of the Future, Price Waterhouse Cooper, 2018; Building the future-ready workforce, Deloitte, 2021.

² Local Government Workforce Skills and Capability Survey Report, Australian Local Government Association, 2022.

³ Australian Centre of Excellence for Local Government (ACELG) and Local Government Managers Australia (LGMA), (2013) Future-Proofing Local Government: National Workforce Strategy 2013-2020.

⁴ Local Government Workforce Skills and Capability Survey Report, Australian Local Government Association, 2022.

in amongst the ageing workforce. Council's intensifying need to digitize and implement technological change, seemingly incompatible with its workforce profile, reluctant to change as it heads towards retirement.

Upper Lachlan Shire Council is a significant local employer, providing a pipeline of employment across many occupations. With only a small rate-base, Council's ability to compete primarily through salary is limited. This constraint requires Council to consider and harness more fully its total value proposition for employees.

Upper Lachlan Shire Council has been working through a lengthy industrial relations dispute regarding its Salary System. This dispute has dominated the management of the workforce for over three years. The impact of the dispute largely negative as it has created a resistance to change, established turmoil in the organisation, fostered distrust, a feeling of defeat and widens the chasm of misunderstanding. Resolving this dispute and refocusing the organisations energy on building trust within the workforce is critical.

In developing an effective Workforce Plan, it is crucial to identify and understand current and future internal and external factors that may have an impact on the workforce. The 'influences' identified below will be monitored as part of the annual review of this strategy to ensure our response to workforce planning remains effective.

External

- COVID-19 Pandemic
- Current and future labour market
- Current and future economic environment
- Operational and strategic workings of the Local Government environment
- Local Government reform
- The demographics within the Local Government Area
- Legislation and regulatory requirements
- National Local Government Workforce Strategy
- NSW Local Government Workforce Strategy
- Community expectations
- Industrial Relations

Internal

- Community Strategic Plan, Delivery Program & Operational Plans
- Resourcing Strategy
- Major Projects portfolio
- Equal Employment Opportunity Management Plan
- Ageing Workforce Strategy
- WHS Management System
- Enterprise Risk Management System
- Corporate Sustainability Action Plan
- Employee Engagement Survey
- Workforce metrics
- Leave liability
- Human Resource Policy, Process and Practices

Workforce Plan – Key Area Actions

The following outlines the measures and actions that will be implemented by Council to enable successful Workforce Management and achievement of Council's goals. Human Resources in conjunction with management, are responsible for the development, implementation and review of the Workforce Plan.

Key Area 1: Attract and Retain the right people		
Improve recruitment experience	Refine recruitment process and approach	Complete
	Streamline recruitment practices to reduce total time from vacancy to hire	June 2023
Develop 'people' pipelines	Build strong links with local Schools, TAFE and universities as a source of work-experience; trainees/apprentices and cadets.	September 2023
Targeted retention of 'talent'	Determine rewards and recognition approaches to assist in the retention of talent.	April 2024
Key Area 2: Build and leverage the capability of our workforce		
Leverage outgoing organisation knowledge	Draft and implement Ageing Workforce Strategy – focus on transition to retirement	November 2023
	Set up structured knowledge sharing environments	March 2024
Implement Training Plans	Consolidate individual training and development plans	July 2023
	Draft organisation wide training and development plan	February 2024
Increase skill across the workforce	Develop/Deliver Leadership Development program	Complete
	Draft Job Rotation Process	August 2023
	Develop and implement turn-key training for workforce (online and face-to face)	June 2025

Key Area 3: Enhance Organisation Development		
Build employee culture of engagement	Complete Employee Engagement survey	June 2024
Employee Value Proposition	Clarify and develop Council's EVP – "I work at Council & that works for you!"	June 2025
Position Council as a place-based employer	Leverage benefits of the unique ability for Council to contribute to local growth initiatives through the employment of local resources.	Ongoing
Key area 4: Enhancing Performance through Management		
Build Management capability	Provide clear guidelines and training to supervisors to assist in the management of performance	Ongoing
Leverage high performer's through increased development opportunities	Work one on one with employees and agree a development approach to appraisals	October 2023
Performance Appraisals	All staff to have a performance appraisal undertaken Develop contemporary approach to performance assessment	1 June – Annually October 2023
Key Area 5: Provide a workplace that is focused on employee Work, Health and Safety (WHS)		
Effective and Efficient processes	Develop Council WHS Program Update Council WHS and HR Policy and Process Implement IT systems to enhance WHS management	Complete Ongoing August 2023
Improved approach to RTW Coordination	Update Council WHS and HR Policy and Process Upskill RTW Coordinators and Supervisors to manage RTW more proactively Reduce time lost per injury	Ongoing June 2023 Annual reduction in LIT
Wellbeing and Lifestyle	Roll out Employee Wellbeing Survey Provide two opportunities per year to employees to assist with Employee Wellbeing	Complete Ongoing

Key Area 6: Improve Employee Relations through an 'employee voice' approach		
Effective and Efficient processes	Implement IT systems to enhance payroll and people management	June 2023
Industrial Relations	Continue to work to resolve Salary System dispute	July 2023
	Foster relationship with Unions	Ongoing
Embed Workforce management strategies that allow an opportunity for the employee's voice to be heard	Update Council HR Policy and Process	Ongoing

