



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.



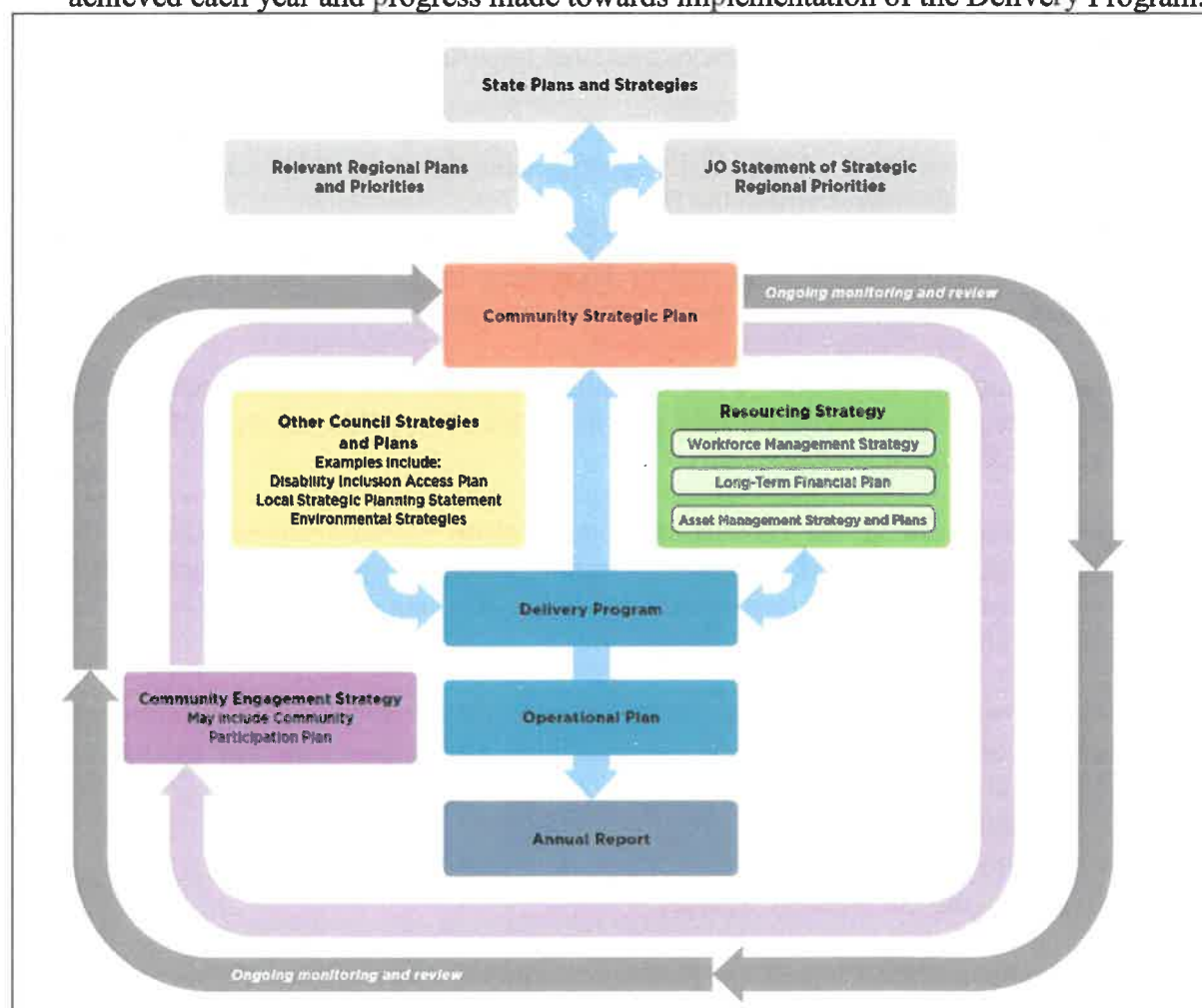
Council Deputy Mayor Mandy McDonald and Mayor Pam Kensit

## 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).

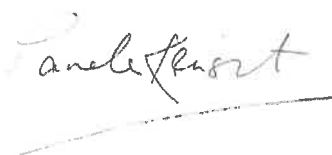
The outcome from the goals should see Council's programs and activities better reflecting what the community as a whole wants. Council has tried to address the needs and demands from all cross-sections of the community.

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.

A handwritten signature in black ink, appearing to read 'Pam Kensit'. The signature is written in a cursive, flowing style. Below the signature is a horizontal line.

**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', written over a horizontal line.

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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**Clr Darren O'Brien**

**P (02) 4832 0501**  
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**E dobrien@upperlachlan.nsw.gov.au**



**Clr Susan Reynolds**

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**E sreynolds@upperlachlan.nsw.gov.au**



**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](http://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](http://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:-

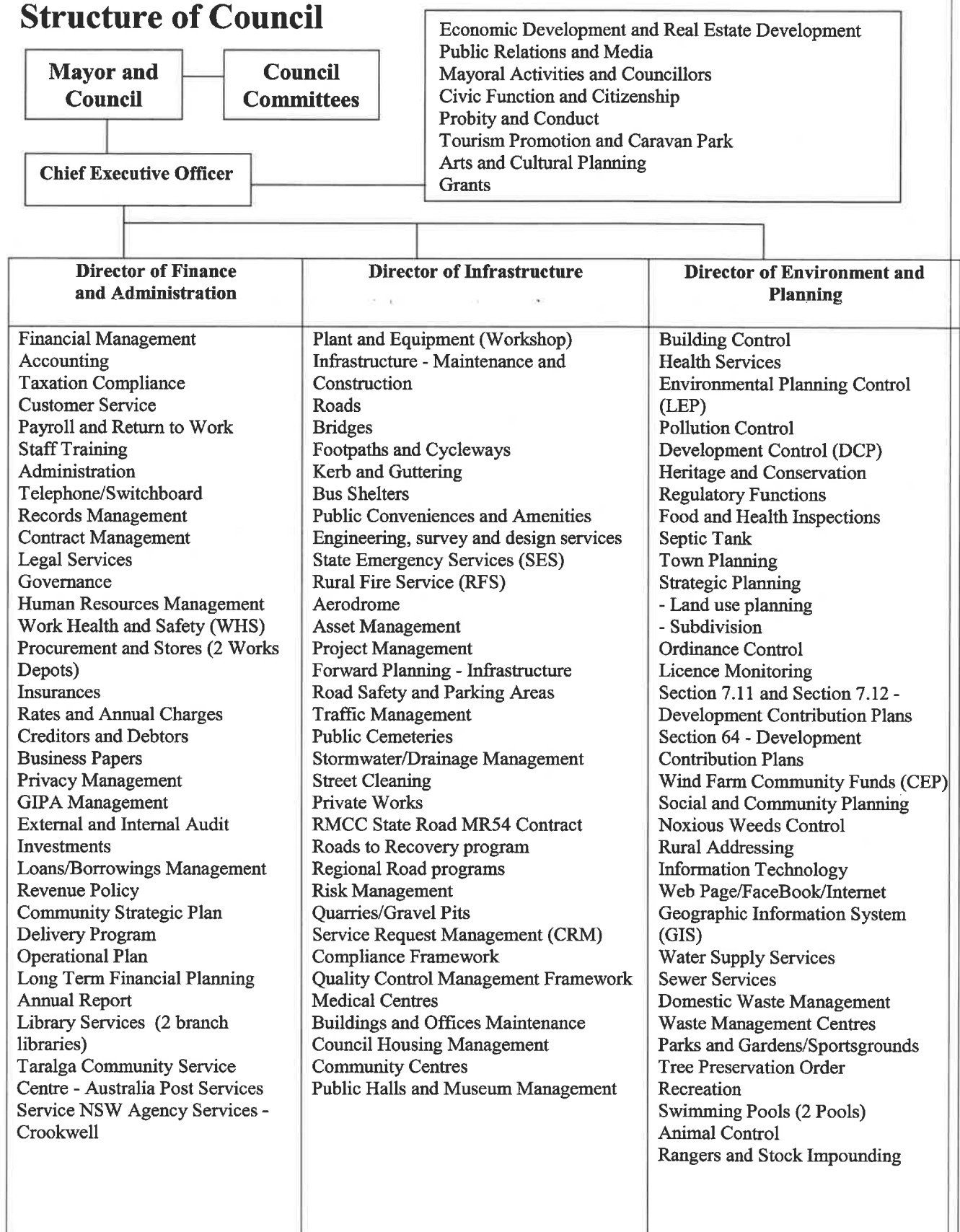
- **Chief Executive Officer's Office** - to provide an effective interface between the community, Council and staff and to enhance the Council's corporate image. Key principal activities include media relations, mayoral activities, grants, civic functions, tourism and economic development.
- **Environment 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:-

<b>Chief Executive Officer</b>	Ms Alex Waldron	(wk) 4830 1000
<b>Director of Infrastructure</b>	Mr Leon Kruger	(wk) 4830 1063
<b>Acting Director of Environment and Planning</b>	Mr Simon Arkinstall	(wk) 4830 1027
<b>Director of Finance and Administration</b>	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**

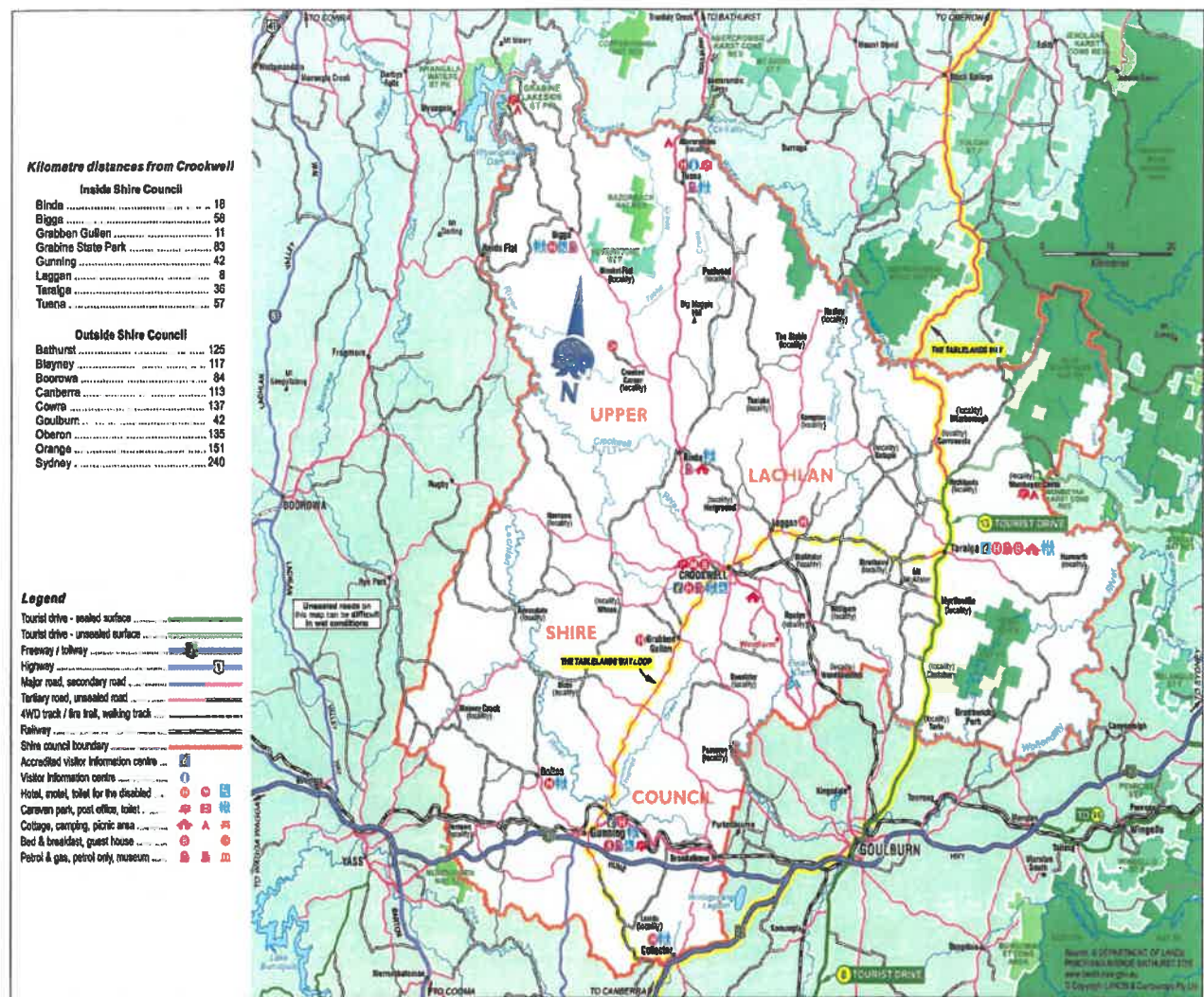
About 93% of the Shire is zoned rural or environmental protection. A large proportion of the remaining native vegetation is located on private land, with 2% of the Shire being National Park or Nature Reserve.

## **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](mailto:council@upperlachlan.nsw.gov.au).

### COUNCIL ADMINISTRATION OFFICES

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#### **Taralga Community Service Centre**

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## 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
<b>Upper Lachlan (Group 10)</b>	<b>2.88%</b>	<b>2.30%</b>	<b>4.56%</b>	<b>5.12%</b>
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
<b>Upper Lachlan (Group 10)</b>	<b>44.00%</b>	<b>52.79%</b>	<b>52.83%</b>	<b>63.34%</b>
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%.

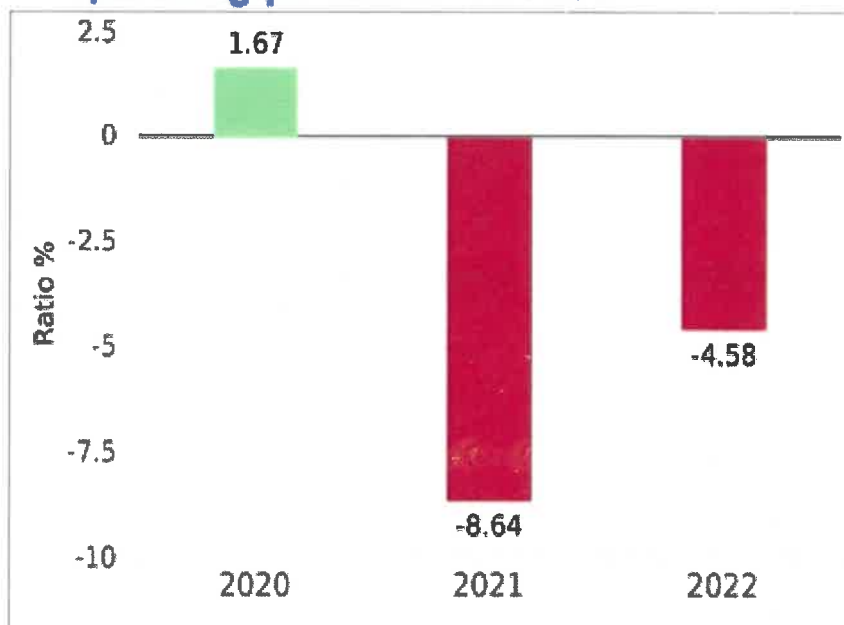
	2022	2021	2020	2019
<b>Upper Lachlan (Group 10)</b>	<b>-4.58%</b>	<b>-8.64%</b>	<b>1.67%</b>	<b>1.43%</b>
Blayney (Group 10)	-0.86%	-3.74%	-4.96%	-0.91%
Oberon Council (Group 10)	-7.62%	4.07%	-2.73%	9.75%
Yass Valley (Group 11)	N/A	-1.35%	12.08%	5.59%
NSW Average	N/A	N/A	-0.20%	1.75%
Group 10 Average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

### Outstanding Rates and Annual Charges

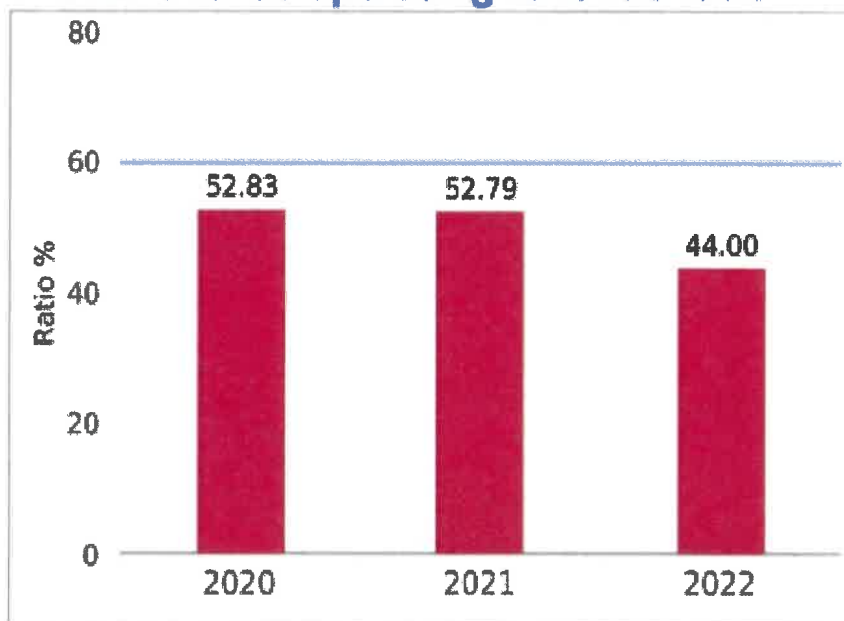
This ratio assesses the impact of uncollected rates and annual charges on Council's liquidity and adequacy of recovery efforts and practices of Council. The benchmark is less than 10%.

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

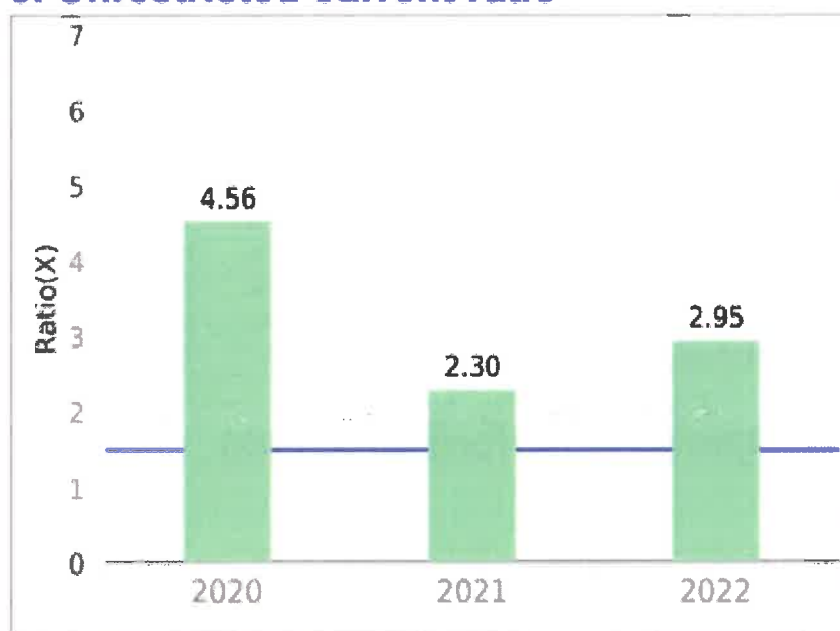


### 2. Own source operating revenue ratio





### 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	<b>*This is a shared Council / Government action</b> <b>Strategy B.1</b> - Promote the region as an ideal location for businesses and industry. <b>Strategy B.3</b> - Partner with businesses and other organisations to attract and retain skilled employees. <b>Strategy B.4</b> - Enhance economic resilience to adapt and respond to shocks like COVID 19 and natural disasters.



Priority Number	NSW Premier's Priority	Strategic Pillar	CSP Strategy (Role of Council and/or Government Agencies)
			<p><b>Strategy B.6</b> - Support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants.</p> <p><b>Strategy B.7</b> - Support our young people to access surrounding education, training and employment pathways.</p> <p><b>Strategy B.8</b> - Advocate for better telecommunications connectivity to support local education, training, and employment opportunities.</p> <p><b>Strategy E.4</b> - 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><b>*This is a shared Council / Government action</b></p> <p><b>Strategy D.1</b> - Plan for, maintain and improve road corridor networks.</p> <p><b>Strategy D.2</b> - Advocate for funding to improve road corridor conditions and connectivity.</p> <p><b>Strategy D.5</b> - Develop infrastructure and attractions that emphasise the natural and heritage features of the region.</p> <p><b>Strategy D.7</b> - Infrastructure improvements and additions support our communities and enhance visitor experiences.</p> <p><b>Strategy D.9</b> - Advocate to State and Federal Government agencies for infrastructure that meets the needs of all people in our communities and our visitors.</p> <p><b>Strategy D.14</b> - Advocate for a more stable communication network.</p> <p><b>Strategy E.7</b> - Manage assets in a proactive way across their lifespan within resources limitations.</p>
3	Reducing domestic violence	Strategic Pillar 1 – Our Community	<p><b>*This is a State Government action</b></p> <p><b>Strategy A.1</b> - 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><b>*This is a State Government action</b></p> <p><b>Strategy A.3</b> - 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><b>*This is a State Government action</b></p> <p><b>Strategy A.3</b> - 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><b>*This is a State Government action</b></p> <p><b>Strategy B.7</b> - 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. <b>Strategy B.8</b> - Advocate for better telecommunications connectivity to support local education, training, and employment opportunities. <b>Strategy D.14</b> - Advocate for a more stable communication network.
7	Protecting our kids	Strategic Pillar 1 – Our Community	<b>*This is a State Government action</b> <b>Strategy A.1</b> - Our community has access to health and community services that support physical health and mental wellbeing through all life stages. <b>Strategy A.7</b> - Support participation in a broad range of activities to foster community connectivity and informal support networks. <b>Strategy E.11</b> - 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	<b>*This is a State Government action</b> <b>Strategy A.1</b> - 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	<b>*This is a shared Council / Government action</b> <b>Strategy E.1</b> - Council practices and processes are undertaken in an efficient manner that meets legislative requirements. <b>Strategy E.2</b> - Make doing business with Council easier. <b>Strategy E.3</b> - Governance provides a sound basis for decision making. <b>Strategy E.4</b> - Council actively participates in regional bodies such as CRJO to identify innovations and opportunities for our region. <b>Strategy B.3</b> - Partner with businesses and other organisations to attract and retain skilled employees. <b>Strategy B.5</b> - Foster strategic partnerships with tourism authorities to harness marketing and attraction opportunities.
10	Keeping our environment clean	Strategic Pillar 2 – Our Environment	<b>*This is a shared Council / Government action</b> <b>Strategy C.1</b> - Protect and enhance the existing natural environment, including flora and fauna native to the region. <b>Strategy C.2</b> - Implement effective integrated weed and pest animal management. <b>Strategy C.3</b> - Protect and rehabilitate waterways and catchments.

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

<b>Aspirations</b>		<b>Our Community</b>	<b>Our Economy</b>	<b>Our Environment</b>	<b>Our Infrastructure</b>	<b>Our Civic Leadership</b>
	<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

<b>Delivery Program Actions</b>	<b>Performance Measures</b>	<b>Responsibility</b>	<b>CSP Strategy and Aspiration</b>	<b>Timeframe</b>
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**

<b>Delivery Program Actions</b>	<b>Performance Measures</b>	<b>Responsibility</b>	<b>CSP Strategy and Aspiration</b>	<b>Timeframe</b>
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

<b>Delivery Program Actions</b>	<b>Performance Measures</b>	<b>Responsibility</b>	<b>CSP Strategy and Aspiration</b>	<b>Timeframe</b>
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**

<b>Delivery Program Actions</b>	<b>Performance Measures</b>	<b>Responsibility</b>	<b>CSP Strategy and Aspiration</b>	<b>Timeframe</b>
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**

<b>Delivery Program Actions</b>	<b>Performance Measures</b>	<b>Responsibility</b>	<b>CSP Strategy and Aspiration</b>	<b>Timeframe</b>
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**

<b>Delivery Program Actions</b>	<b>Performance Measures</b>	<b>Responsibility</b>	<b>CSP Strategy and Aspiration</b>	<b>Timeframe</b>
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

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
<b><u>GENERAL FUND</u></b>					
<b>1.COMMUNITY</b>					
Health Services, Medical Centres - (Internal Painting Crookwell Health Cottage)		60,000			60,000
<b>Public Libraries</b>					
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
<b>Public Halls, Cultural Services, Community Centres and Museums</b>					
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**  
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**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
<b><i>Sporting Grounds and Parks and Gardens</i></b>					
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
<b><i>Swimming Pools</i></b>					
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
<b>Total Community Expenditure</b>	<b>6,448,203</b>	<b>451,000</b>	<b>17,000</b>	<b>18,000</b>	<b>6,934,203</b>

**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
<b><u>GENERAL FUND</u></b>					
<b>2. ENVIRONMENT</b>					
<i><b>Town Planning and Development Control</b></i>					
GIS upgrade - Remap shire for LEP (Transfer from Reserves)	87,500				87,500
<i><b>Waste Centres, Rubbish Tips and Street Cleaning</b></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><b>Domestic Waste Management (DWM)</b></i>					
DWM Plant Net Replacement Cost - (see Plant Schedule)	20,000			505,000	525,000

**UPPER LACHLAN SHIRE COUNCIL+D:AS**  
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**Funding Types:**  
7.11 - Section 7.11  
RR - Recurrent Reve  
R - Transfer from Reserve

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
<b><u>WATER SUPPLY FUND</u></b>					
<b><i>Crookwell Water Supply Fund</i></b>					
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
<b><i>Gunning Water Supply Fund</i></b>					
Mains Replacement	60,000	60,000	60,000	60,000	240,000
Clear SCADA 2 x Client PC replacement	16,800				16,800
<b><i>Dalton Water Supply Fund</i></b>					
Mains Replacements	30,000	30,000	30,000	30,000	120,000
<b><i>Taralga Water Supply Fund</i></b>					
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
Taralga Dam - Design & Assessment (Black Summer Bushfire Recovery Grant)	795,000				795,000
<b>Total Water Supply Services Expenditure</b>	<b>1,121,457</b>	<b>493,235</b>	<b>488,400</b>	<b>310,879</b>	<b>2,413,971</b>

**UPPER LACHLAN SHIRE COUNCIL+D:AS**  
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**Funding Types:**

7.11 - Section 7.11

RR - Recurrent Reve

R - Transfer from Reserve

CG - Capital Grant

OG - Operating 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
<b><u>SEWERAGE FUND</u></b>					
<b><i>Crookwell Sewerage Fund</i></b>					
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
<b><i>Gunning Sewerage Fund</i></b>					
Sewer Main Rehabilitation / Renewal	40,000				40,000
Sewer Relining (2021/2022 Project)	112,500				112,500
<b><i>Taralga Sewerage Fund</i></b>					
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
<b>Total Sewerage Services Expenditure</b>	<b>1,229,007</b>	<b>359,259</b>	<b>359,531</b>	<b>124,876</b>	<b>2,072,673</b>
<b>Total Environment Expenditure</b>	<b>4,374,964</b>	<b>910,344</b>	<b>1,133,674</b>	<b>960,435</b>	<b>7,379,417</b>

**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
<b><u>GENERAL FUND</u></b>					
<b>3. ECONOMY</b>					
<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

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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
<b>Information Technology</b>					
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
<b>Total Economy Expenditure</b>	<b>1,177,944</b>	<b>957,705</b>	<b>948,612</b>	<b>766,385</b>	<b>3,850,646</b>

**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
<b><u>GENERAL FUND AND DWM FUND</u></b>					
<b>4. INFRASTRUCTURE</b>					
<i>Roads, Bridges, Cycleways, Footpaths and Kerb and Guttering</i>					
<i>Urban Local Roads</i>					
<b><u>Urban Unsealed Rd - Road Reconstruction and Sealing</u></b>					
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 (Cemetary Road) - Sealing of the existing unsealed road (0.650km)			120,000		120,000
<b><u>Urban Sealed Rd - Road Pavement Rehabilitation</u></b>					
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
<b><u>Roads to Recovery</u></b>					
Roads to Recovery Annual Grant Program \$1,203,046		553,046	200,000	753,046	1,506,092
<b><u>Local Roads Gravel Resheeting Program</u></b>	373,046				373,046
Gravel Resheeting program funded by Roads to Recovery					

**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

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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
<b><u>Roads to Recovery - Rural Sealed Road Pavement Rehabilitation</u></b>					
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
<b><u>Rural Local Roads</u></b>					
Breadalbane Road reconstruction (FLR4 & R2R)	1,155,712				1,155,712
<b><u>Gravel Resheeting Rural Local Roads (Transfer from Sec. 94 Reserve)</u></b>	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:**  
7.11 - Section 7.11  
RR - Recurrent Reve  
R - Transfer from Reserve

CG - Capital Grant  
OG - Operating Grant  
M - Mixed Funding  
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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
<b>Regional Roads</b>					
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
<b>Local Roads Bridge Program</b>					
<b>Footpaths and Cycleways</b>					
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
<b>Kerb and Guttering</b>					
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

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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
<b>Other Infrastructure</b>					
School - Rural Bus Stops - (Grant Funded)	20,000	20,000	20,000		60,000
<b>Public Cemeteries</b>					
Land acquisition - Gunning Cemetery				200,000	200,000
Beams for Plaques - Crookwell Cemetery	100,000				100,000
<b>Stormwater and Drainage</b>					
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
<b>Public Conveniences and Amenities</b>					
<b>Housing</b>					
Staff Accommodation Capital Replacements/Improvements (3 Houses)	15,000	15,000	15,000	15,000	60,000
<b>Plant and Equipment Operations</b>					
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
<b>Total Infrastructure Expenditure</b>	<b>11,748,527</b>	<b>6,537,046</b>	<b>6,379,046</b>	<b>6,044,546</b>	<b>30,709,165</b>



**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
<b><u>GENERAL FUND</u></b>					
<b>5. CIVIC LEADERSHIP</b>					
<i>Tourism Promotion and Business</i>					
Bank House - Building Improvements (Painting) (Transfer from Building Reserve)	205,000				205,000
<b>Total Civic Leadership Expenditure</b>	<b>205,000</b>				<b>205,000</b>
<b>Total Capital Works Expenditure</b>	<b>23,954,638</b>	<b>8,856,095</b>	<b>8,478,332</b>	<b>7,789,366</b>	<b>49,078,431</b>
<b><u>Capital Works Funding by Fund:-</u></b>					
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
<b>Total of All Funds Expenditure</b>	<b>23,954,638</b>	<b>8,856,095</b>	<b>8,478,332</b>	<b>7,789,366</b>	<b>49,078,431</b>
<b><u>Capital Works Funding by Source:-</u></b>					
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
<b>Total Capital Works Funded by Capital Income</b>	<b>18,092,269</b>	<b>1,792,000</b>	<b>1,421,000</b>	<b>1,207,000</b>	<b>22,512,269</b>
<b>Grants and Contributions - Operating</b>	<b>2,082,261</b>	<b>1,853,046</b>	<b>1,853,046</b>	<b>1,853,046</b>	<b>7,641,399</b>
<b>Recurrent Revenue</b>	<b>3,780,108</b>	<b>5,211,049</b>	<b>5,204,286</b>	<b>4,729,320</b>	<b>18,924,763</b>
<b>Total Capital Works Funding</b>	<b>23,954,638</b>	<b>8,856,095</b>	<b>8,478,332</b>	<b>7,789,366</b>	<b>49,078,431</b>

**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
<b><u>GENERAL FUND</u></b>					
<b>1.COMMUNITY</b>					
<i><b>Public Halls, Cultural Services, Community Centres and Museums</b></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><b>Asbestos Removal Various Buildings</b></i>					
Asbestos Removal From Council Buildings - Medium Risk (Transfer from Reserve)					
<i><b>Sporting Grounds and Parks and Gardens</b></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><b>Swimming Pools</b></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
<b>Total Community Income</b>	<b>\$6,303,803</b>	<b>\$125,000</b>			<b>\$6,428,803</b>

**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
<b><u>GENERAL FUND</u></b>					
<b>2. ENVIRONMENT</b>					
<i><b>Town Planning and Development Control</b></i>					
GIS upgrade - Remap shire for LEP (Transfer from Reserves)	\$87,500				\$87,500
<i><b>Section 94 - Development Contributions</b></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><b>Environmental Systems and Protection</b></i>					
<i><b>Noxious Weeds Control</b></i>					
<i><b>Building Control</b></i>					
<i><b>Waste Centres, Rubbish Tips and Street Cleaning</b></i>					
Crookwell Waste Centre	\$1,400,000				\$1,400,000
<i><b>Domestic Waste Management (DWM)</b></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
<b>WATER SUPPLY FUND</b>					
<i><b>Crookwell Water Supply Fund</b></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><b>Gunning Water Supply Fund</b></i>					
Water Section 64 Development Contributions	\$18,200	\$18,700	\$19,300	\$19,900	\$76,100
<i><b>Dalton Water Supply Fund</b></i>					
Water Section 64 Development Contributions	\$2,700	\$2,800	\$2,900	\$3,000	\$11,400
<i><b>Taralga Water Supply Fund</b></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
<b>Total Water Supply Services Income</b>	<b>\$857,800</b>	<b>\$249,600</b>	<b>\$245,600</b>	<b>\$68,700</b>	<b>\$1,421,700</b>

**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
<b>SEWERAGE FUND</b>					
<i><b>Crookwell Sewerage Fund</b></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><b>Gunning Sewerage Fund</b></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><b>Taralga Sewerage Fund</b></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
<b>Total Sewerage Services Income</b>	<b>\$1,093,600</b>	<b>\$478,200</b>	<b>\$483,000</b>	<b>\$487,900</b>	<b>\$2,542,700</b>
<b>Total Environment Income</b>	<b>\$4,569,800</b>	<b>\$1,357,000</b>	<b>\$1,376,700</b>	<b>\$1,729,100</b>	<b>\$9,032,600</b>



**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
<b><u>GENERAL FUND</u></b>					
<b>3. ECONOMY</b>					
<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
<b>Total Economy Income</b>	<b>\$168,200</b>				<b>\$168,200</b>

**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
<b><u>GENERAL FUND AND DWM FUND</u></b>					
<b>4. INFRASTRUCTURE</b>					
<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
<b>Footpaths and Cycleways</b>					
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
<b>Kerb and Guttering</b>					
<b>Other Infrastructure</b>					
School - Rural Bus Stops - (Grant Funded)	\$20,000	\$20,000	\$20,000		\$60,000
<b>Public Cemeteries</b>					
Land acquisition - Gunning Cemetery	\$100,000				\$100,000
<b>Stormwater and Drainage</b>					
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
<b>Public Conveniences and Amenities</b>					
<b>Housing</b>					
<b>Total Infrastructure Income</b>	<b>\$7,560,266</b>	<b>\$1,122,000</b>	<b>\$922,000</b>	<b>\$602,000</b>	<b>\$9,506,266</b>

**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
<b><u>GENERAL FUND</u></b>					
<b>5. CIVIC LEADERSHIP</b>					
<i>Tourism Promotion and Business</i>					
Bank House - restoration and painting (transfer from Building reserve)	\$205,000				\$205,000
<b>Total Civic Leadership Income</b>	<b>\$205,000</b>				<b>\$205,000</b>
<b>Total Capital Grants and Contributions Income, Transfers from Reserves &amp; Loans</b>	<b>\$18,807,069</b>	<b>\$2,604,000</b>	<b>\$2,298,700</b>	<b>\$2,331,100</b>	<b>\$25,340,869</b>
<b><u>Direct Funding Towards Capital Works</u></b>					
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
<b>Total Direct Funding Towards Capital Works</b>	<b>\$18,092,269</b>	<b>\$1,867,900</b>	<b>\$1,540,400</b>	<b>\$1,550,000</b>	<b>\$23,050,569</b>
<b>Total Section 7.11 Contributions Received - Not Funding This Years Capital Works</b>	<b>\$714,800</b>	<b>\$736,100</b>	<b>\$758,300</b>	<b>\$781,100</b>	<b>\$2,990,300</b>
<b>Total Capital Grants and Contributions Income, Transfers from Reserves &amp; Loans</b>	<b>\$18,807,069</b>	<b>\$2,604,000</b>	<b>\$2,298,700</b>	<b>\$2,331,100</b>	<b>\$26,040,869</b>

## 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	(99.88)	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		(11,996.45)		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	0.00
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	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	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	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	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	13.13950.6200.854	88,240.32	13.13600.4900	1,994.26	07-08-23	2,012.66	07-02-24	4,006.92	84,233.40	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	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

## Proposed Loans

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	01.22008.2502	(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	2,719.94	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	11,156.39	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		26,593.26	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	0.00
173	01.6200.6200.781	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	0.00
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	0.00
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	0.00
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	0.00
Sub-total		4,998,856.58	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	13.13950.6200.854	84,233.40	13.13600.4900	2,109.64	07-08-24	2,149.19	07-02-25	4,258.83	79,974.57	79,974.57	0.00
170	12.12950.6200.854	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	0.00
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	-0.00

## Proposed Loans

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 Taralga Water		22,927.20	18,235.21	41,162.41
Total Crookwell Sewer		0.00	0.00	0.00
Total Taralga 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	709.65	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	07-08-26	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	26,744.37
Total		(26,593.26)		77,818.84		74,830.38		71,075.13		25,051.64	151,107.60

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	-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	0.00	
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	0.00	
175	01.6200.6200.857	624,760.91	01.60012.4900	49,200.75	05-12-25	49,642.63	06-06-26	98,843.39	525,917.52	525,917.52	0.00	
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	0.00	
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	0.00	
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	0.00	
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	0.00	

## 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	29,615.84	30-06-26				60,719.28
Sub-total				57,659.32		55,751.39		0.00			113,410.71

Principal		Bal		Principal pmts per loan repayment schedule						Balance	
Loan #	Ledger #	1/07/2025	Ledger #	Pmt. 1	Pmt. Date	Pmt. 2	Pmt. Date	Total Pmts.	Check	30/06/2026	Variance
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	0.00
Sub-total		2,188,788.06	Sub-total	74,061.89		75,969.82		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		(14,938.37)		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	0.00
Sub-total		0.00		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		(10,113.27)		12,838.83		12,840.32		12,210.25		9,526.68	25,092.56
Total		(25,051.64)		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

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
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
				<b>Total Heavy Plant &amp; Equipment</b>			<b>\$1,360,000</b>	<b>\$271,000</b>	<b>\$122,516</b>	<b>\$1,089,000</b>	<b>\$148,484</b>

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)
				<b>Total Motor Vehicles</b>			<b>\$56,000</b>	<b>\$20,000</b>		<b>\$36,000</b>	<b>(\$8,527)</b>

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	
				<b>Total All Funds</b>			<b>\$1,416,000</b>	<b>\$291,000</b>	<b>\$151,043</b>	<b>\$1,125,000</b>	<b>\$139,957</b>



## 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	
			<b>Total Heavy Plant &amp; Equipment</b>			<b>\$2,510,000</b>	<b>\$457,000</b>	<b>\$0</b>	<b>\$2,053,000</b>	<b>\$0</b>

## 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	
			<b>Total Motor Vehicles</b>			<b>\$705,000</b>	<b>\$342,000</b>	<b>\$0</b>	<b>\$363,000</b>	<b>\$0</b>

#### 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
			<b>Total All Funds</b>			<b>\$3,215,000</b>	<b>\$799,000</b>	<b>\$0</b>	<b>\$2,416,000</b>	<b>\$0</b>



## 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	Seca us 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 T Top 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	
			<b>Total Heavy Plant &amp; Equipment</b>			<b>\$2,110,000</b>	<b>\$614,000</b>	<b>\$0</b>	<b>\$1,496,000</b>	<b>\$0</b>

## 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	CO34JA	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	
			<b>Total Motor Vehicles</b>			<b>\$762,000</b>	<b>\$366,000</b>	<b>\$0</b>	<b>\$396,000</b>	<b>\$0</b>

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
		<b>Total All Funds</b>			<b>\$2,872,000</b>	<b>\$980,000</b>	<b>\$0</b>	<b>\$1,892,000</b>	<b>\$0</b>

## 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	
			<b>Total Heavy Plant &amp; Equipment</b>			<b>\$2,325,000</b>	<b>\$590,000</b>		<b>\$1,735,000</b>	

## 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	
			<b>Total Motor Vehicles</b>			<b>\$714,500</b>	<b>\$326,000</b>		<b>\$388,500</b>	

#### 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
		<b>Total All Funds</b>		<b>\$3,039,500</b>	<b>\$916,000</b>	<b>\$0</b>	<b>\$2,123,500</b>	<b>\$0</b>