



**Upper Lachlan Shire Council
Annual Report
2015-2016**



TABLE OF CONTENTS**(In compliance with Section 428 of the Local Government Act 1993)**

Description	Page No
General Manager's Review of Operations	2-4
Senior Staff Contact Details	5
Elected Councillors	6
Statement of Ethical Principles	7
Audited Financial Statements (A complete copy attached as Annexure "A")	8
1. General Information	9
Strategic Task List Performance Indicators	10
Financial Data – Income and Expenditure	11-14
Council Organisation Structure	15
2. Operational Plan Principal Activities – Key Performance Indicators	16-50
3. State of the Environment Report	51-57
4. Condition of Public Works	58-65
5. Legal Proceedings Detail	66
6. Elected Members – Mayoral and Councillors' Expenses and Facilities	67-81
7. Statement of Remuneration for Senior Staff; (b) per Clause 217 (1)	81
8. Contracts	82-83
9. Bush Fire Activities	84
10. Cultural Services	85-103
11. Private Works	104
12. Section 356 Contributions	105-106
13. Human Resources Activities	107-110
14. Equal Employment Opportunity (EEO) Management Plan	110-113
15. Delegations to External Bodies	114-118
16. Noxious Weeds Report	119
17. Controlling Interest in Companies	120
18. Partnerships, Co-Operatives and Joint Ventures Statement	120
19. Rates and Charges Abandoned	120
20. Companion Animals	121
Local Government (General) Regulation 2005 requirements per Clause 217(1):-	
(a) Overseas Visits funded by Council	122
(c) Activities for Children	122
(d) Access and Equity Activity Summary	123
(e) Category 2 Businesses Activities and Competitive Neutrality	123
(f) Stormwater Management Services	124
Government Information (Public Access) Act 2009 and Regulation	125-129
Public Interest Disclosures Act Report	130
Privacy and Personal Information Act 1998 Compliance Requirements	131
Environmental Planning and Assessment Act 1979 Planning Agreements	131
Delivery Program Action Report and Fit for the Future Action Plan Progress Report (Included as Annexure "B")	132-151
Social and Community Plan (attached as Annexure "C")	
End of term Report (attached as Annexure "D")	



General Manager, Mr John Bell

General Manager's Review of Operations

It is with great pleasure that Upper Lachlan Shire Council presents the 2015/2016 Annual Report. I am privileged to have led a dedicated team of professional Council staff over the past year through some eventful and challenging times to continue to efficiently deliver quality services to the community.

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

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

During the year the 9 Councillors passed 175 resolutions providing the strategic direction for

the Shire. Those resolutions can range from a \$100 donation through to multi-million dollar contracts and initiatives that will change the shape of the Shire for decades to come.

Financial Position Report

The Annual Report confirms that the Upper Lachlan Shire Council is in a positive financial position and has the scale and capacity to meet all provisions and liabilities.

The independent external audit of the Council's Financial Statements, by Intentus Chartered Accountants, confirms a net operating result for 2015/2016 from all Council activities, totalling a net operating surplus of \$3.825 million for the year (before capital grants and contributions). This equates to an Operating Performance Ratio of 13.01%.

Within the Financial Statements, Council's Statement of Performance Measures highlights Council's Unrestricted Current Ratio of Assets to Liabilities as 6.40:1, which shows the adequacy of Council's working funds to meet all liabilities and other restrictions.

Further, Rates and Annual Charges Outstanding percentage is only 2.36%. Council's Building and

Infrastructure Renewals Ratio is 148.04% which indicates that Council is spending sufficiently on asset renewals relative to the rate at which assets are depreciating on an annual basis.

There are a number of financial performance measures and benchmarks that the Office of Local Government has mandated for all Councils. These indicators were recommended by the Treasury Corporation Sustainability Review of NSW Local Government undertaken in 2013.

Upper Lachlan Shire Council will continue to pay due attention to all financial, infrastructure and efficiency performance measures.

As in previous years, the long-term future financial sustainability of the Upper Lachlan Shire Council remains the number one priority for Council.

Organisation Structure

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

Council has successfully completed another year with significant strategic achievements. Councillors and staff are to be commended for using their knowledge and expertise to provide community services within the available revenue streams. Council will continue to seek out ways to lower costs while providing a level of service that maintains customer confidence.

Council employs 132 full time equivalent employees and these staff members persist in reinforcing an ongoing commitment to customer service and continuous improvement and will carry on meeting the needs and expectations of our ever growing Shire within the available

resources.

Community Strategic Plan

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

- Community Strategic Plan 'Vision 2023';
- Resource Strategy - containing the Long Term Financial Plan, the Workforce Plan and the Infrastructure Plan;
- Delivery Program;
- Operational Plan; and
- Social and Community Plan.

Council held three community outreach meetings in the Shire in May 2016, including Big Hill, Gunning and Taralga, to allow community feedback and input into implementing the Council strategic plans.

Asset Renewal and New Infrastructure Highlights – Total Expenditure on Assets \$8.167 million

Major construction and new infrastructure highlights for 2015/2016 included the following projects:-

- Finalisation of road reconstruction and bitumen sealing the last unsealed section of MR248E – Crookwell to Taralga Road at a cost of \$695,822;
- Bitumen resealing of urban and rural sealed local roads throughout the Shire at a cost of \$512,079;
- Bitumen resealing of sealed regional roads throughout the Shire at a cost of \$352,190;
- Pavement rehabilitation of MR52 Gunning to Gundaroo Road at a cost of \$594,149;
- Gravel resheeting of unsealed rural roads throughout the Shire at a cost of \$1.085 million;

- Crookwell Main Street reconstruction and kerb and gutter works totalling \$364,016;
- Road pavement rehabilitation and sealing works on local roads at a cost of \$1.382 million;
- Kangaloolah Road Green Creek timber bridge replacement at a cost of \$131,013;
- Crookwell waste centres remediation works total cost of \$147,269;
- Crookwell cemetery expansion land acquisition at a cost of \$300,00;
- New Gunning Skate Park facility construction at a cost of \$160,000;
- New Crookwell Television Tower translator construction at a cost of \$268,778;
- Grosvenor Street sewerage service main extension at a cost of \$181,927.

Fit for the Future Program

The Fit for the Future reform program revolved around some introspection which found that Upper Lachlan Shire Council was in a solid position financially, was managing assets to a high standard, was able to manage change and challenges and continued to be an effective partner for other tiers of government.

The State Government identified that Council had met all of the criteria with the exception of scale and capacity. Council believes we have now demonstrated to the State Government that scale and capacity has been demonstrated with new projects being approved and a positive outlook for Shire growth.

Upper Lachlan Shire Council has now met all 7 of the mandated Fit for the Future benchmarks in 2015/2016.

Council has demonstrated achievement of the performance measures utilised by the Office of Local Government and the Fit for the Future Program.

Conclusion

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

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

Yet again, this year's Annual Report demonstrates that Council continues to deliver a wide range of quality services to the community and Council continues to communicate in a number of proactive and receptive ways including the award winning quarterly "Voice Newsletter", community surveys, media releases, and informal meetings, from our website, FaceBook page, community outreach meetings and engagement forums.

In the meantime I would like to thank the Councillors and staff for their hard work and commitment to the Upper Lachlan Shire community during the 2015/2016 financial year.

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



John Bell
General Manager

**UPPER LACHLAN SHIRE COUNCIL –
SENIOR STAFF**

General Manager:

Mr John Bell

Work Phone: 4830 1000

Director of Environment and Planning:

Mrs Tina Dodson

Work Phone: 4830 1000

Director of Finance and Administration:

Mr Andrew Croke

Work Phone: 4830 1000

Director of Works and Operations:

Mr Phil Newham

Work Phone: 4830 1000



Councils Senior Management Team – (l to r) Mr Phil Newham, Mrs Tina Dodson, Mr John Bell and Mr Andrew Croke

UPPER LACHLAN SHIRE COUNCIL ELECTED MEMBERS



MAYOR
Cl John Shaw

P O Box 42
Gunning NSW 2581

P (02) 48451304
M 0418256651



DEPUTY MAYOR
Cl James Wheelwright

Phil's River
Crookwell 2583

P (02) 48342149



Cl Paul Culhane

6912 Boorowa Road
Lost River 2583

P (02) 48362190
M 0410622798



Cl Malcolm Barlow

619 Redground Road
Crookwell 2583

P (02) 48373030



Cl Brian McCormack

Taralga Road
Laggan 2583

P (02) 48373258
M 0428634092



Cl Scott Craig

764 Yalbraith Road
Taralga 2580

P (02) 48438138
M 0439877871



Cl Joanne Marshall

P O Box 7
BINDA 2583

M 0408976070



Cl Darren O'Brien
14 Crown Street
Crookwell 2583

P (02) 48320501
M 0409821003



Cl John Searl
P O Box 4002
Dalton 2581

P (02) 48342149
M 040560347

STATEMENT OF ETHICAL PRINCIPLES

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

Selflessness

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

Openness

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

Honesty

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

Accountability

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

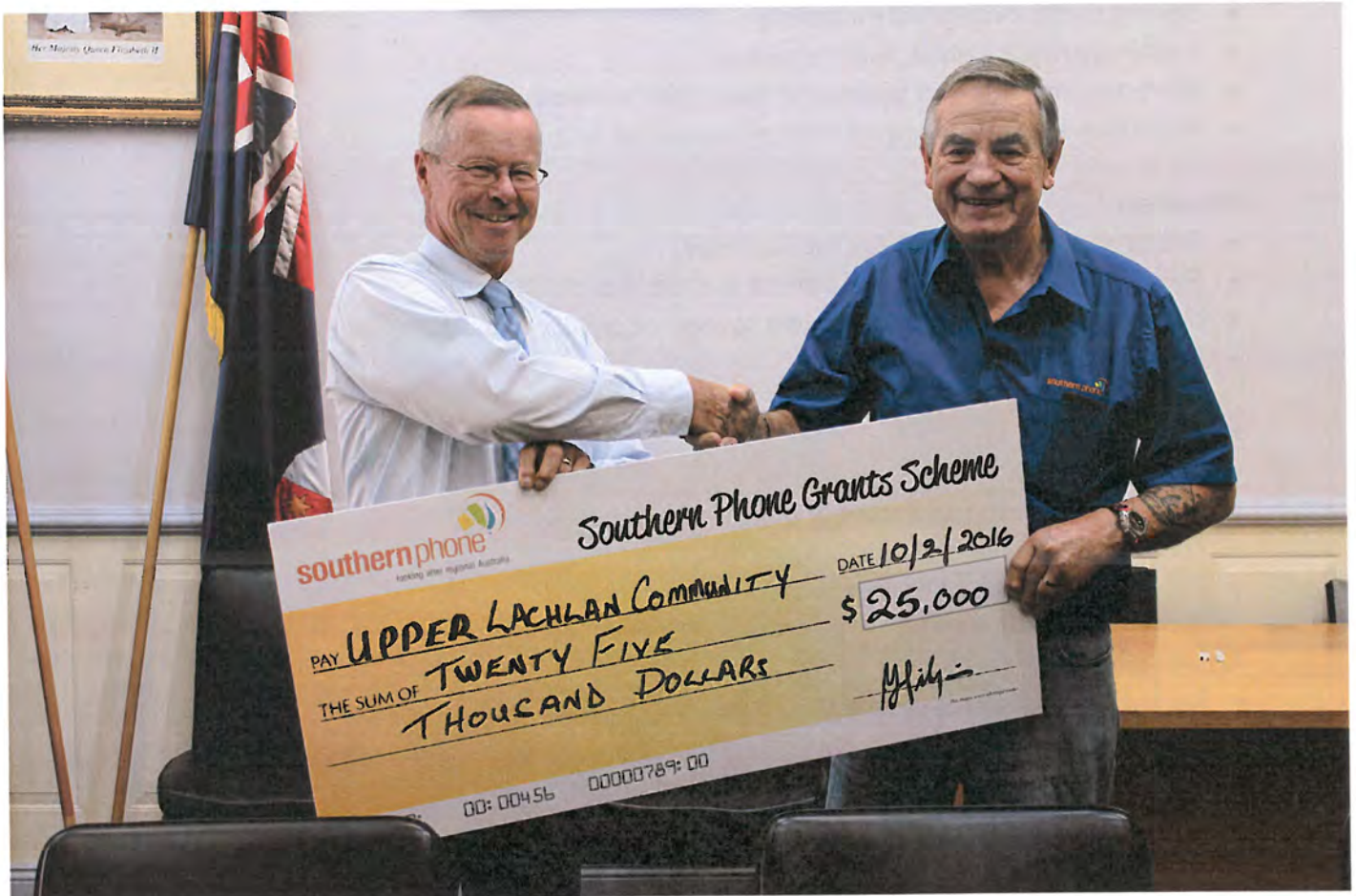
Objectivity

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

Courage

- Having the courage to uphold these principles
- Reporting suspected wrongdoing
- Embracing necessary change
- Giving advice fearlessly and frankly

UPPER LACHLAN SHIRE COUNCIL FINANCIAL STATEMENTS 2015/2016



Southern Phone Chairman Bill Hilzinger presented a community grant cheque to Upper Lachlan Shire Mayor John Shaw OAM on 10 February 2016.

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

Annexure Document "A" includes a copy of Upper Lachlan Shire Council's audited Financial Statements for 2015/2016. This is included as an attachment at the end of the Annual Report.

1. GENERAL INFORMATION

COUNCIL MEETINGS:

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

During 2015/2016 Ordinary Council Meetings were held on the third Thursday of each month commencing at 9am. There were a number of community outreach meetings, directed at the facilitation of community involvement and dialogue with Council, held in Big Hill, Gunning and Taralga.

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

UPPER LACHLAN SHIRE COUNCIL ADMINISTRATION OFFICES:

Crookwell Office

44 Spring Street, Crookwell NSW 2583

Telephone: (02) 4830 1000

Fax: (02) 4832 2066

Email: council@upperlachlan.nsw.gov.au

Website: www.upperlachlan.nsw.gov.au

Gunning Office

123 Yass Street, Gunning NSW 2581

Telephone: (02) 4845 4100

Fax: (02) 4845 1426

Taralga Community Service Centre

29 Orchard Street, Taralga NSW 2580

Telephone: (02) 4840 2099

Fax: (02) 4840 2296

Email: taralgacsc@upperlachlan.nsw.gov.au

ALL CORRESPONDENCE SHOULD BE DIRECTED TO:-

The General Manager

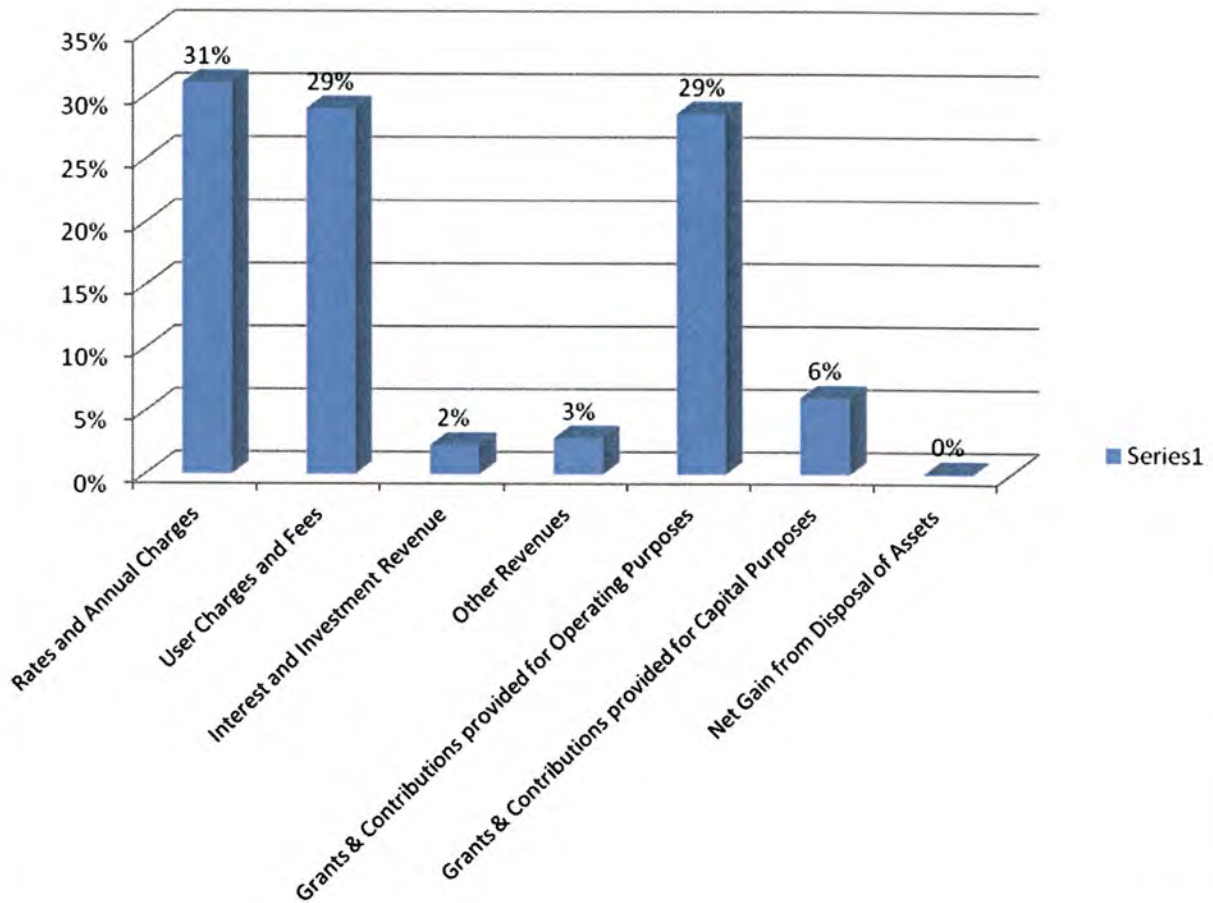
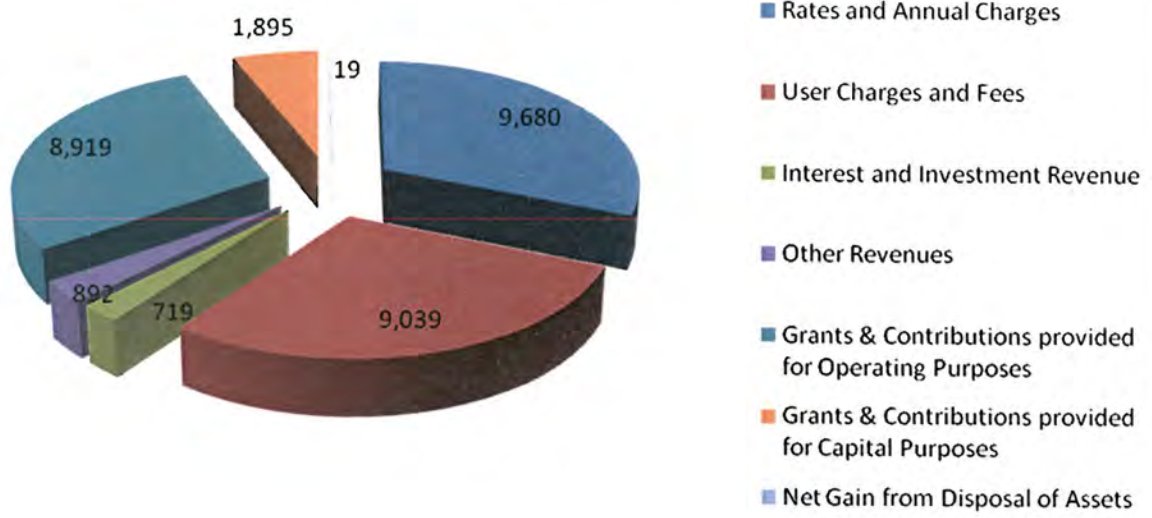
PO Box 42

GUNNING NSW 2581

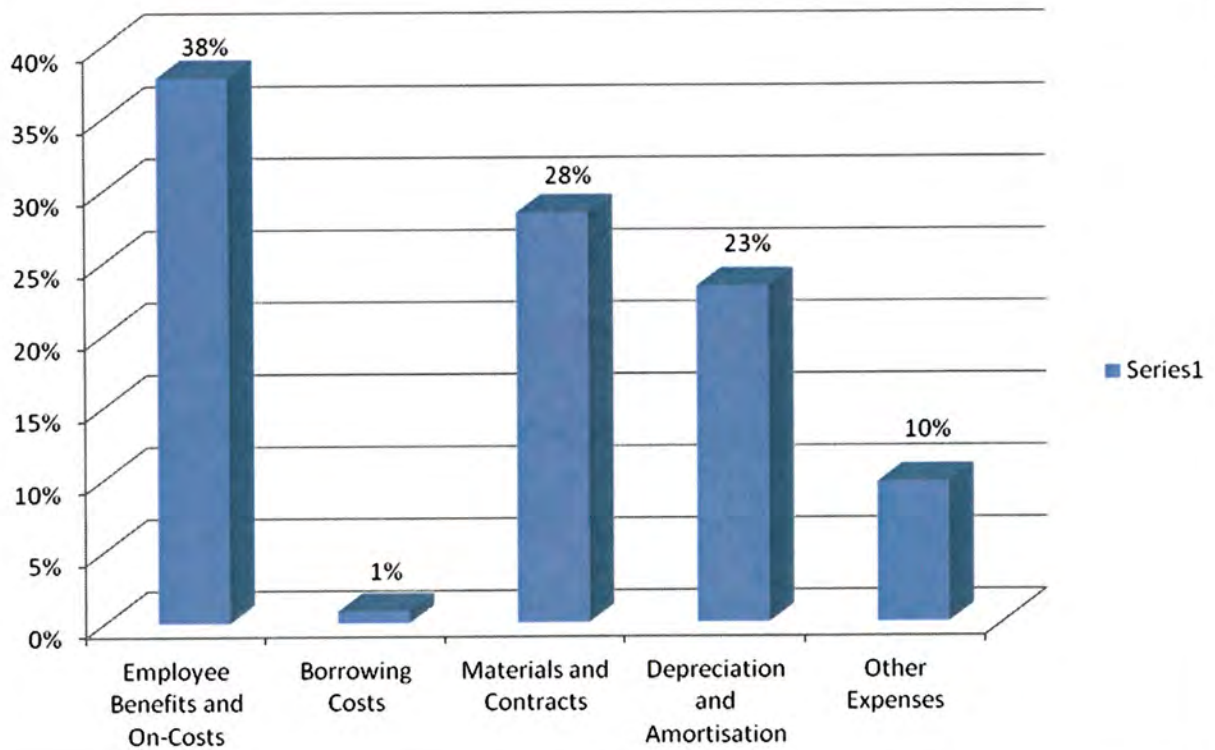
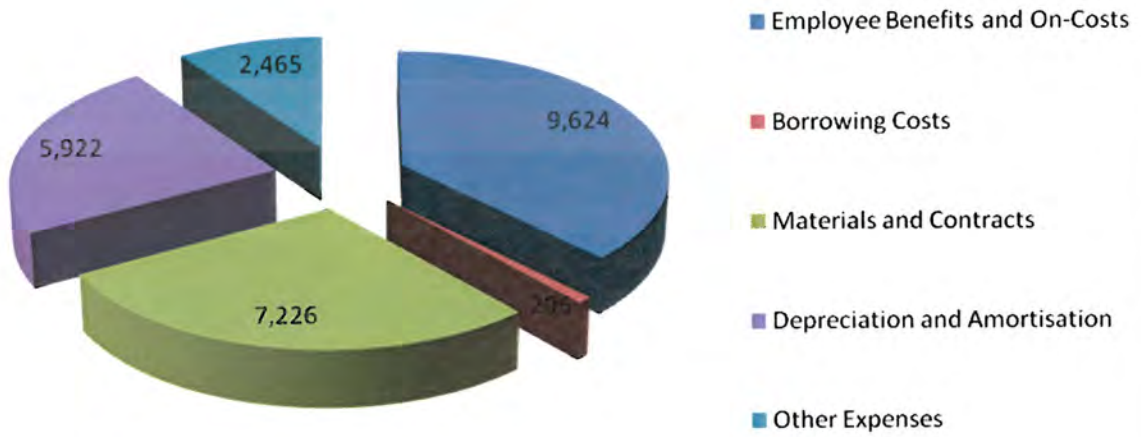
2015/2016 Strategic Task Performance Activities

Key Performance Activities	Performance
Annual Report and State of Environment Report	Completed by statutory timeframe
Community Strategic Plan End of Term Report	Completed by statutory timeframe
Financial Statements and Financial Data Return	Completed by statutory timeframe
Social and Community Plan	Completed by statutory timeframe
Loan Borrowings Return	Completed by statutory timeframe
Pecuniary Interest Returns	Completed by statutory timeframe
Noxious Weeds NSW Department of Primary Industries Grant Return	Completed by statutory timeframe
Pensioner Concession Subsidy Claim	Completed by statutory timeframe
Grants Commission ALGA National Local Roads Data Return	Completed by statutory timeframe
Grants Commission Local Roads and Bridges Data Return	Completed by statutory timeframe
Quarterly Budget Review Statements and Quarterly Reviews of the Operational Plan to Council	Completed by statutory timeframe
Delivery Program review reports biannually to Council	Completed by statutory timeframe
Monthly report on Council Investment Register / Portfolio	Completed by statutory timeframe
Adoption of the Payment of Expenses and Provision of Facilities Policy	Completed by statutory timeframe
Government Information (Public Access) (GIPA) Annual Report and Agency Information Guide	Completed by statutory timeframe
Quarterly Rates and Charges Notices posting to ratepayers	Completed by statutory timeframe
Rates Statement of Compliance Notional Income Return	Completed by statutory timeframe
Adoption of Integrated Plans and Resourcing Strategy by Council	Completed by statutory timeframe
Lodgement of Goods and Services Tax (GST) Certificate	Completed by statutory timeframe
Report to Council on senior staff contractual conditions	Completed by statutory timeframe
Annual adoption of Organisation Structure by Council	Completed by statutory timeframe
Adoption of Delegations by Council	Completed by statutory timeframe
Adoption of Code of Conduct by Council	Completed by statutory timeframe
Grants Commission Return of General Information	Completed by statutory timeframe
Public Interest Disclosures Annual Report – every six months	Completed by statutory timeframe
NSW State Library Public Library Annual Return	Completed by statutory timeframe
Complaint Statistics report to Council – annual	Completed by statutory timeframe

2015/2016 Total Income - \$31,163 (\$'000)

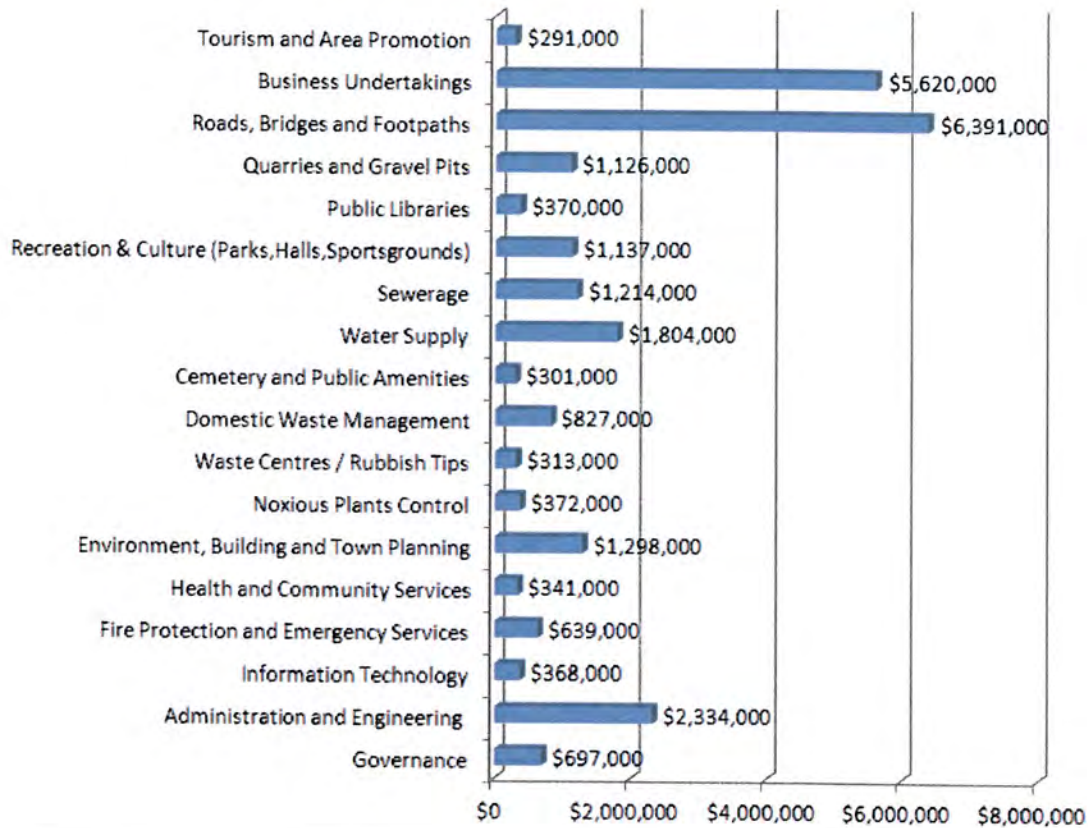


2015/2016 Total Operating Expenditure - \$25,443 (\$'000)



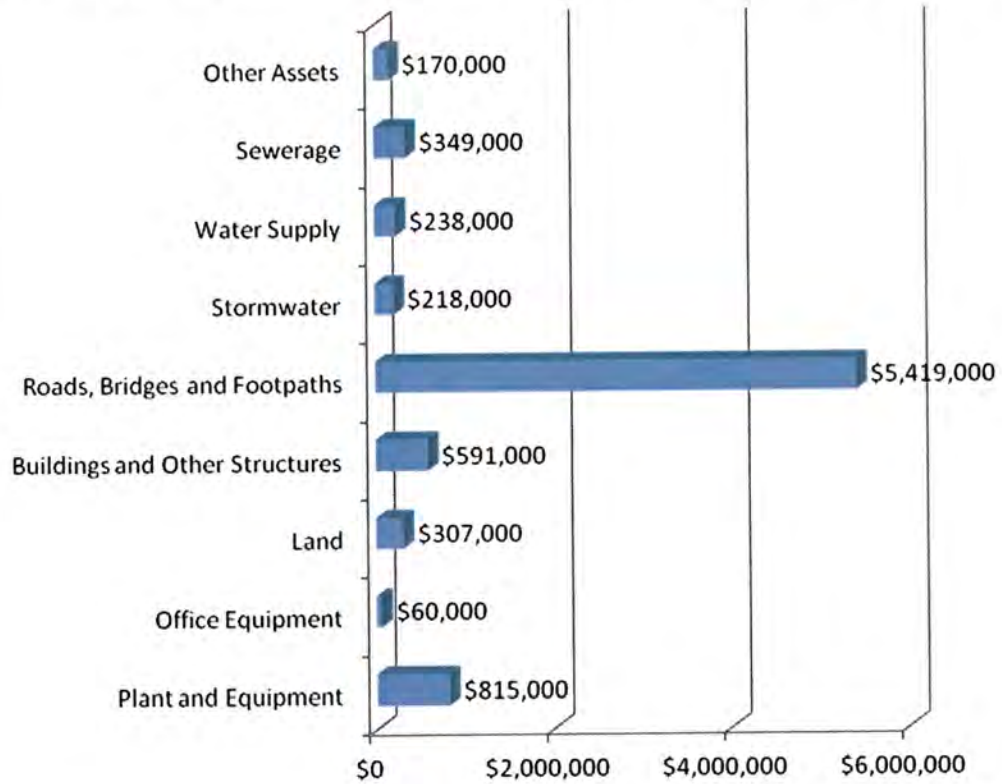
FINANCIAL DATA

2015/2016 Operating Expenditure \$25,443 (\$'000) on Council Services

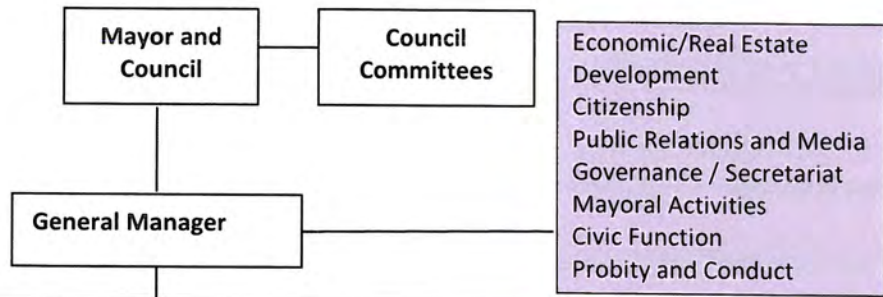


FINANCIAL DATA

2015/2016 Capital Expenditure by Asset Class - \$8,167 (\$'000)



Organisation Structure



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

2. OPERATIONAL PLAN

In 2015/2016 Upper Lachlan Shire Council adopted the Operational Plan in respect of its principal activities (functions) and corresponding performance targets within those principal activities.

Listed below is the comparison with Council's objectives and the achievements during 2015/2016.



Gunning Skate Park was officially opened on 4 June 2016

Section 428 (2) (b)

COUNCIL'S PRINCIPAL ACTIVITIES – Key Performance Indicators

FUNCTION

SOCIAL

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

ENVIRONMENTAL

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

ECONOMIC

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

INFRASTRUCTURE, ACCESS AND TRANSPORT

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

GOVERNANCE

Governance and Civic Leadership

COMMENTARY REGARDING STRATEGIC PERFORMANCE MEASURES UNDERTAKEN

Section 428 (2) (b)

CSP STRATEGIC OBJECTIVE - SOCIAL:

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

Key Performance Indicators	Performance Measures	Delivery Program Actions	Performance Status
Liaise with health care service providers within the Shire.	Maintain lease for buildings.	1.1 - Support the retention of medical and health care facilities in the towns.	Achieved – Council has worked collaboratively with the operators utilising Council owned buildings for health care services.
Support the Youth Council to promote youth engagement.	Report each year in the Annual Report.	1.4-2 - Retain the youth population demographic and provide appropriate facilities.	Achieved - representatives from the Ya'Mad Committee attended the NSW Youth Conference on 11-13 September 2015.
Maintain a web based community directory.	Review annually.	1.7 - Social inclusion for all disparate communities.	Achieved - annual review completed in September 2015.

CSP STRATEGIC OBJECTIVE - SOCIAL:

PRINCIPAL ACTIVITY - PUBLIC HALLS, CULTURAL SERVICES, COMMUNITY CENTRES AND MUSEUMS

Key Performance Indicators	Performance Measures	Delivery Program Actions	Performance Status
Implement Social and Community Plan for Council.	Report every year in the Annual Report.	1.2 - Support provision of ageing population services and aged accommodation.	Achieved - Social and Community Plan has been reviewed and adopted by Council in June 2016.

Key Performance Indicators	Performance Measures	Delivery Program Actions	Performance Status
Implement Cultural Plan for Council.	Review every two years.	<p>1.4-1 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.</p> <p>1.6 - Protect all significant heritage sites to preserve the diverse history of the Shire.</p>	Not achieved - Review of Cultural Plan will be completed by December 2016 in conjunction with Southern Tablelands Arts Council (STARTS).
Maintenance and management of Council public facilities.	<p>Annual AGM and audits for Committees.</p> <p>Review Plan of Managements for public buildings.</p>	<p>1.8 - Manage and upgrade Council's public buildings and community centres.</p> <p>1.8 - Manage and upgrade Council's public buildings and community centres.</p>	<p>Being Achieved – as per budget commitments and project timing.</p> <p>Achieved - Plan of Managements were reviewed and completed. Subsequent reviews will be reported to Council for endorsement.</p>

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

Key Performance Indicators	Performance Measures	Delivery Program Actions	Performance Status
Registration of companion animals.	Monthly report to Office of Local Government.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved - monthly reports submitted to the Office of Local Government.
Maintain a Complaint Handling Register.	Complaints closed out within two weeks.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Being Achieved – not all compliance action can be finalised within a 2 week timeframe.
Maintain an Impounding Register.	Statistics reported in Annual Report.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – included in Annual Report November 2015.

**CSP STRATEGIC OBJECTIVE - SOCIAL:
PRINCIPAL ACTIVITY - SWIMMING POOLS**

Key Performance Indicators	Performance Measures	Delivery Program Actions	Performance Status
Swimming pool guidelines.	Annual review of guidelines.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved - annual booking schedule completed. Schools and Department of Education, Swim Club and special interest groups catered for. Safety systems reviewed in accordance with Practice Note 15 prior to pool opening 1 November 2016.

Key Performance Indicators	Performance Measures	Delivery Program Actions	Performance Status
Water quality testing.	Daily testing and water sample compliance.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – three times daily water quality sampling undertaken during pool opening days, results recorded, corrective action taken, compliance with Department of Health guidelines maintained.
Swimming pool patronage numbers.	Report annually to Council.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – daily attendance records maintained for Crookwell and Gunning Swimming Pools. Report to Council at conclusion of summer season.

**CSP STRATEGIC OBJECTIVE - SOCIAL:
PRINCIPAL ACTIVITY - SPORTING GROUNDS AND PARKS AND GARDENS**

Key Performance Indicators	Means to Achieve Target	Manner of Performance Assessment	Performance Status
Sports field maintenance and Playing Fields Committee meetings.	Report to Council annually.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Being achieved - sporting committee is meeting twice yearly. Gunning Skate Park has been completed and opened.
Prepare Plans of Management for land where Council is the trustee.	Review Plans every two years.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Not achieved – no progress to date.
Towns and villages mowing and maintenance program and fire risk minimisation.	Implement town beautification initiatives.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – new townspersons (working in towns and villages), Bigga townsperson employed.

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

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Quarterly Reports for library services to Council.	Report to Council by deadline.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – Quarterly Reports for branch libraries are prepared within a month of the end of the quarter.
Complete NSW State Library Return of Local Priority Grant Report and Statement of Library Operations.	Completed by State Library deadline.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – Library Return completed and returned to Office of Local Government by 22 December 2015.
Increase membership and number of library loans.	Increase by 1% per annum.	1.4-1 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Achieved – statistics prepared by Library Manager for the 2014/2015 Annual Report.
Southern Tablelands Library Cooperative (STLC) Library Cooperative Committee meetings and REX meetings attendance. Review of joint policies and annual fees.	Implement Committee decisions.	1.5 - Lobby for retention of education facilities.	Achieved – the STLC Cooperative Library Model commenced 1 July 2012, STLC Annual Report and Committee meeting held in December 2015. 3 policies were reviewed in 2015/2016.

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

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Maintain Section 94 Register for each individual Bushfire Brigade.	Annual Audit of Section 94 Register.	1.8 - Manage and upgrade Council's public buildings and community centres.	Achieved – Section 94 Register audit completed for 2015/2016 and provided a copy of the register to RFS in August 2016.
Complete review of DISPLAN.	Report to Council every two years.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Not achieved - creation of new Consequence Management Guide commenced on 28 January 2016.
Complete review of Rural Fire Service (RFS) Service Level Agreement.	Report to Council.	1.3 - Lobby for improved mobile telephone, broadband, and television reception services.	Achieved – RFS Service Level Agreement was renewed in July 2014.

**CSP STRATEGIC OBJECTIVE - ENVIRONMENTAL:
PRINCIPAL ACTIVITY – TOWN PLANNING AND DEVELOPMENT CONTROL**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Prepare LEP amendments and submit to Department of Planning.	LEP Amendments submitted to Department of Planning for gazettal.	2.4 - Promote environmentally sustainable developments (ESD).	Achieved – All finalised amendments have been submitted to Department of Planning for gazettal during 2015/2016.
Review and implementation of Section 94 and Section 94A Development Contributions Plans.	Implement Plans by target date specified by the NSW Department of Planning and Infrastructure; and Annual audit Section 94 Register.	2.5-2 - To pursue Section 94A Development Contributions payments for all State Significant - Designated Developments.	Achieved – audited Section 94 Register in 2015/2016. Section 94 Plan reviews are pending subject to completion of briefing document anticipated in October 2016.
Section 355 Committees commence operations and Council provide support to facilitate the Community Enhancement Program (CEP).	CEP agreements signed by developers. Funds paid to reserve annually. Committees resourced to benefit target communities.	2.5-2 - To pursue Section 94A Development Contributions payments.	Achieved – One fund operational in 2015/2016 with more operational funds predicted for 2016/2017.
Completion and issue of Section 149 Certificates.	Complete within 7 days.	2.4 - Promote environmentally sustainable developments (ESD)	Achieved.

**CSP STRATEGIC OBJECTIVE - ENVIRONMENTAL:
PRINCIPAL ACTIVITY - BUILDING CONTROL**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Ensure ongoing accreditation of Building Surveyors is maintained.	Minimum CPD points are obtained annually.	2.4 - Promote environmentally sustainable developments (ESD).	Achieved - All Building Surveyors have maintained their accreditation.
Construction Certificate (CC) assessment and determination	Determine 90% of CC's within 30 days.	2.4 - Promote environmentally sustainable developments (ESD).	Not Achieved - 71% of CC's were determined within 30 days for 2015/2016.
Development Application (DA) assessment and determination.	Determine 90% of DA's within 40 days.	2.4 - Promote environmentally sustainable developments (ESD).	Not Achieved - 84% of DA's were determined within 40 days for 2015/ 2016.

**CSP STRATEGIC OBJECTIVE - ENVIRONMENTAL:
PRINCIPAL ACTIVITY - ENVIRONMENTAL SYSTEMS AND PROTECTION**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
State of Environment Reporting.	Complete and include in Council Annual Report.	2.7 - Implement Climate Change Adaption Strategy. 2.5-1 - Promote use of green and renewable energy.	Achieved – included in the Annual Report November 2015. A regional SOE will be reported in 2016/2017.
Investigate and report environmental complaints in accordance with legislation.	Deal with complaints within 30 days.	2.1 - Address environmental degradation issues.	Being Achieved – not all compliance action can be finalised within the 30 day timeframe.

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Assist community groups to seek grant funding for environmental initiatives for Council land and waterways.	Number of grants per annum.	2.6 - Support land care initiatives to restore and beautify natural resources.	Achieved – successful liaison with relevant government agencies in seeking funding and partnerships for environmental initiatives.

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

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Regular inspection of housing by independent management agent.	House inspections twice a year.	2.4 - Promote environmentally sustainable developments (ESD).	Achieved – in collaboration with Council’s property agent.
Annual house maintenance and repair program derived from inspections.	Repairs completed within 30 days of notification.	2.4 - Promote environmentally sustainable developments (ESD).	Achieved – in collaboration with Councils property agent.

**CSP STRATEGIC OBJECTIVE - ENVIRONMENTAL:
PRINCIPAL ACTIVITY - NOXIOUS WEEDS CONTROL**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Property inspections - the type and density of noxious weed infestations to be recorded and reported to Council.	15% of properties inspected annually and high risk pathways.	2.1 - Address environmental degradation issues, i.e. noxious weeds control.	Achieved - 718 property inspections and high risk pathways have been undertaken during 2015/2016.
Suppression of noxious plants on road reserves.	Roads to be surveyed annually and control work conducted.	2.1 - Address environmental degradation issues, i.e. noxious weeds control.	Being Achieved - monthly updates are included in the Council Business Paper.

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Regular education programs (field days and press releases) for landowners on the most effective control methods.	3 programs per year.	2.6 - Support land care initiatives to restore and beautify natural resources.	Achieved - regular government and non-government meetings attended. Weed control information included in Councils information page.

**CSP STRATEGIC OBJECTIVE - ENVIRONMENTAL:
PRINCIPAL ACTIVITY - FOOD CONTROL AND INSPECTIONS**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Conduct food premise inspections of retailers and service providers.	Annual inspection of all food premises.	2.2 - Improve urban streetscape and CBD.	Achieved – annual inspections were undertaken in April/May 2016.
Re-inspection of food retailers issued with infringement notices.	Follow up within 90 days of notice.	2.2 - Improve urban streetscape and CBD.	Achieved – 4 reinspections undertaken with no further action required in 2015/2016.
Swimming Pool register and inspection program.	Ensure Swimming Pool register is maintained.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Being achieved – compliant and ongoing.

**CSP STRATEGIC OBJECTIVE - ECONOMIC:
PRINCIPAL ACTIVITY - FINANCIAL SERVICES**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Council's Investment Policy and Investment Strategy.	Review biennially.	3.1-2 - Prudent financial management.	Achieved – policy was reviewed in September 2015 by the Audit and Investment Committee.
Maintain Employee Leave Entitlements (ELE) internal restricted cash reserves to fund leave as it becomes payable.	33% Cash reserve of total ELE expense.	3.1-1 - Ensure financial viability of Council.	Achieved – Council ELE cash reserve is 41% of total ELE expense as at 30 June 2016.
Implementation of Council's Strategic Internal Audit Plan and report actions to Audit and Investment Committee.	Complete 2 audits annually.	3.1-2 - Prudent financial management.	Achieved – Grant Thornton Australia tender accepted for provision of internal audit services at March 2016 Council Meeting. Strategic Internal Audit Plan and Strategy was adopted in June 2016.
Progressively complete Asset Fair Valuation for all asset classes. In 2015 revalue roads, bridges and footpath assets.	Audited annually.	3.1-1 - Ensure financial viability of Council.	Achieved – The revaluation of roads other structures and community land asset classes was completed by 30 June 2016.
Improve long-term financial plan (LTFP) modelling.	10 year plan reviewed annually.	3.1-1 - Ensure financial viability of Council.	Achieved – Long Term Financial Plan was reviewed and readopted by Council in June 2016.
Accurate and timely Council budget reporting and review.	Quarterly Reports.	3.1-2 - Prudent financial management.	Achieved – provision of Quarterly Budget Review Statements and KPIs report to Council each quarter within 2 months of end of the quarter.

**CSP STRATEGIC OBJECTIVE - ECONOMIC:
PRINCIPAL ACTIVITY - ADMINISTRATION AND CORPORATE SUPPORT**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Manage Councils Accounts Payable and Purchasing systems.	90% of tax invoices are paid within credit terms.	3.7 - Greater efficiency and increased customer service standards.	Being achieved – 89.38% of tax invoices were paid by Council in accordance with credit terms. There were 5,499 tax invoices processed by accounts payable section in 2015/2016.
Manage Councils Accounts Receivable system.	90% payment recovered within sixty days.	3.7 - Greater efficiency and increased customer service standards.	Achieved – 94% of sundry debtor invoices were recovered within 60 days of tax invoice date. There were 751 accounts receivable tax invoices processed in 2015/2016.
Complete scanning of legal documents, contracts and personnel files onto Council electronic document management system.	50% of personnel files stored on TRIM by 30 June 2016.	3.7 - Greater efficiency and increased customer service standards.	Achieved – all legal files have been scanned and stored in TRIM electronic records management system. All old former Council files are now catalogued. The scanning of council employee personnel files into TRIM is 50% completed.
Participate in CENTROC and/or CBRJO resource sharing projects.	Report cost savings annually.	3.1-1 - Ensure financial viability of Council.	Achieved – Council is participating in training services program, internal audit, ArcBlue procurement program, unified telecommunications project, and water supply best practice programs.

**CSP STRATEGIC OBJECTIVE - ECONOMIC:
PRINCIPAL ACTIVITY - GENERAL PURPOSE REVENUE AND RATES**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Proportion of rates accounts outstanding at year end.	Less than 5% outstanding.	3.1-2 - Prudent financial management.	Achieved – 2.36% rates and charges outstanding percentage as at 30 June 2016.
Completion of statutory certificates i.e. Section 603 Certificates.	95% completion rate within 5 days.	3.7 - Greater efficiency and increased customer service standards.	Achieved – 97.80% completed within timeframe for 2014/2015. There were 405 Section 603 Certificates issued in 2015/2016.
Complete and audit Statement of Compliance for permissible rates income.	Annual Completion by due date free of error.	3.1-2 - Prudent financial management.	Achieved – by the statutory deadline of 31 October 2015.
Process land revaluations and supplementary land valuations from the Valuer Generals Office.	Monthly reconciliation and signoff by management.	3.1-2 - Prudent financial management.	Achieved – all reconciliations signed and authorised in 2015/2016.

**CSP STRATEGIC OBJECTIVE - ECONOMIC:
PRINCIPAL ACTIVITY - INFORMATION TECHNOLOGY**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Council's Information Technology Strategic Plan and Business Continuity Plan to be reviewed and updated.	Implementation of recommendations within specified timeframes.	3.7 - Greater efficiency and increased customer service standards.	Being achieved – IT Strategic Plan recommendations being implemented. Business Continuity Plan was reviewed in April 2015.
Implement Council PC (computers) replacement program on a four year rotational basis.	Annually install 100% of PC's scheduled.	3.7 - Greater efficiency and increased customer service standards.	Achieved – computer replacement program completed, change to Windows 7 is completed.
Review, upgrade and update Council's Website and FaceBook page information.	Updated on a weekly basis.	3.7 - Greater efficiency and increased customer service standards.	Achieved – Council website and FaceBook page are updated each week and as required.
Efficient response times to user requests for technical assistance.	90% of requests responded to within two days.	3.7 - Greater efficiency and increased customer service standards.	Achieved – response rate to requests within specified timeframes.
Implementation of new servers, software and databases, including telecommunication systems upgrade.	Complete each year within budget estimate.	3.7 - Greater efficiency and increased customer service standards.	Not achieved – Request for Quotation for file server virtualisation is prepared. Unified telecommunications phone system upgrade scheduled in October 2016.

**CSP STRATEGIC OBJECTIVE - ECONOMIC:
PRINCIPAL ACTIVITY - WORKFORCE (HUMAN RESOURCES AND WORK HEALTH AND SAFETY)**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Review and implement Council Succession Plan.	Review Annually.	3.3 - Assist facilitation of employment opportunities.	Not achieved – Succession Plan was reviewed and adopted by Council in June 2015.
Proportion of Council employee turnover per year.	Less than 10%.	3.3 - Assist facilitation of employment opportunities.	Achieved – 6.34% employee turnover in 2015/2016. 3 staff retirements and 6 staff resignations.
Conduct annual performance reviews, reissue and sign-off for all employee’s position descriptions and training plans.	Complete 90% by 30 April each year.	3.3 - Assist facilitation of employment opportunities.	Not achieved – 70% of the 2015/2016 performance reviews were completed by 30 June 2016.
Review and implement the human resources four year strategy in Council’s Workforce Plan.	Review Annually.	3.3 - Assist facilitation of employment opportunities.	Achieved – the reviewed Workforce Plan was adopted by Council at June 2016 meeting.
Conduct on-site work safety inspections of works sites and offices. Information provided to Council WH&S Committee and management.	80% of worksites are audited each year by WH&S Committee.	3.7 - Greater efficiency and increased customer service standards. Greater focus on work health and safety and risk management methods at Council worksites.	Not achieved – WH&S Committee meetings held every 2 months. Incident reports and remedial action summary provided to MANEX each month.

<p>All new employees to attend Corporate Induction.</p>	<p>Within a month of commencing employment.</p>	<p>3.3 - Assist facilitation of employment opportunities.</p>	<p>Being achieved - Appropriate level of personal and professional development is undertaken via an equitable process which results in the appropriate skills and knowledge being available to meet Council objectives.</p>
<p>Maintain a database of hazards and risk management of all Council activities.</p>	<p>Quarterly updated by Section Managers and reported annually by WH&S Coordinator.</p>	<p>3.7 - Greater efficiency and increased customer service standards. Greater focus on work health and safety and risk management methods at Council worksites.</p>	<p>Being achieved – significant achievements in the Parks and Gardens, Construction Crews and Works Depot all reviewed. All crews have access to task specific risk assessments and SWMS. SWMS being reviewed at present.</p>
<p>Identification of need for and implementation of safe work method statements (SWMS) for specific worksites.</p>	<p>80% of WH&S corrective actions will be completed within agreed timeframes.</p>	<p>3.7 - Greater efficiency and increased customer service standards. Greater focus on work health and safety and risk management methods at Council worksites.</p>	<p>Achieved - systematically working through and identifying areas within Council that require SWMS. Review of Parks and Gardens and Water supply services are substantially completed. A significant number of new SWMS have been developed for work with RMS which has been approved.</p>

<p>Increase awareness training of back and manual handling injuries such as sprains and strains for all staff.</p>	<p>Training provided every two years.</p>	<p>3.7 - Greater efficiency and increased customer service standards. Greater focus on work health and safety and risk management methods at Council worksites.</p>	<p>Achieved - training is provided, achievement of established WH&S performance targets, minimisation of workplace risk and the development of a prevailing culture of safety in the organisation; Increasing level of compliance to StateCover public liability insurance audit requirements.</p>
<p>Establish corporate safety management objectives, strategies and targets in the WH&S section. Minimisation of lost time incidents, injuries and workers compensation claims.</p>	<p>Incident reporting by employee within 2 days to senior management.</p>	<p>3.7 - Greater efficiency and increased customer service standards. Greater focus on work health and safety and risk management methods at Council worksites.</p>	<p>Achieved – Incident Reporting Policy and Procedure updated. Educating staff on reporting requirements via new staff induction, site inductions and staff meetings. Notification of workplace incident reports to StateCover within two days of incident occurring.</p>
<p>Identify and address WH&S issues identified as critical to ensure a safe worksite. Identify "Hotspots" within work groups and concentrate training programs on identified problem areas.</p>	<p>Quarterly reporting to WH&S Committee and management.</p>	<p>3.7 - Greater efficiency and increased customer service standards. Greater focus on work health and safety and risk management methods at Council worksites.</p>	<p>Achieved - safety inspection results, incidents and injuries reported to Manex and the WHS Committee bi-monthly. Toolbox talks being routinely completed by works crews.</p>

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

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Implement Crookwell caravan park user charges.	Cost neutral facility.	3.4 - Encourage and support viable local businesses.	Achieved – in 2015/2016 Council operated the facility with minor profit.
Implement Plans of Management for all Council controlled caravan parks and camping areas.	Review and update every 2 years.	3.2 - Encourage sustainable moderate population growth.	Not achieved – review of Plan of Management yet to be completed.
Provide improvements to Crookwell caravan park facilities.	Continue to promote facility and seek external grant funding.	3.7 - Greater efficiency and increased customer service standards.	Achieved – Crookwell caravan park promotion ongoing, increased patronage statistics in 2014/2015 and 2015/2016.

**CSP STRATEGIC OBJECTIVE - ECONOMIC:
PRINCIPAL ACTIVITY - TOURISM PROMOTION AND BUSINESS**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Review and implement Tourism Strategic Plan.	Report annually to the Tourist Association.	3.4 - Encourage and support viable local businesses.	Achieved – Action Plan and projects identified and were reviewed by the Tourist Association.
Coordinate the Crookwell Potato Festival event.	Provide annual event summary to Tourist Association.	3.6 - Promote tourism opportunities and community events.	Achieved – successful event coordination on 5 March 2016.
Prepare the Tourist Association annual financial statements and tourism statistics.	Present to Tourist Association AGM in September.	3.7 - Greater efficiency and increased customer service standards.	Achieved – audited Financial Statements were presented to Tourist Association AGM in December 2015.
Preparation of Destination Management Plan to Destination NSW for Southern Tablelands Region.	Increase visitation and \$ spend in the Shire each year.	3.6 - Promote tourism opportunities and community events.	Achieved – Destination Management Plan was completed for Council and regions in conjunction with Inland NSW Regional Tourist Office.
Prepare and distribute tourism publications; i.e. Accommodation Guide and Group Touring Guide.	Distribution within program deadlines.	3.6 - Promote tourism opportunities and community events.	Achieved – new Upper Lachlan Guide publication completed and distributed in 2015.
Business activity of the State Road MR54 RMCC contract and work orders to retain RMS accreditation.	Generate profit in accordance with contract limits.	3.1-2 – Prudent financial management.	Achieved – MR54 State Road RMS works orders are ongoing. New road construction and sealing works of unsealed sections - Sections 1 and 2 are completed. Council received an excellent RMS Contractor Performance Report in 2016.

**CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT:
PRINCIPAL ACTIVITY - ROADS, BRIDGES, FOOTPATHS, CYCLEWAYS, AND KERB AND GUTTERING**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Implement Roads Hierarchy Classification in strategic planning of forward road programs.	Review Road Hierarchy annually.	4.1 - Improve local road and transport networks.	Achieved – Roads Hierarchy has been developed and reviewed.
Completion of annual capital works expenditure program in accordance with budget allocation.	Complete 80% of works program annually.	4.1 - Improve local road and transport networks.	Achieved – 85% of General Fund roads infrastructure capital works program was completed in 2015/2016.
Progression in the reconstruction and upgrade of Grabine Road as part of the Special Grant program with RMS and Transport for NSW (8 year program commenced 2013).	Complete Stage 4 within budget allocation.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved - stage 4 of Grabine Road commenced and is a carryover to be completed in 2016/2017.
Call and evaluate tenders for civil works contract plant and labour hire, and capital works projects.	To review tenders every two years.	4.1 - Improve local road and transport networks.	Achieved – tenders called and completed. Reported to Council at September 2015 meeting.
Gravel resheeting programme submitted to and adopted by Council in June each year.	Resheet every road in a 30 year cycle.	4.1 - Improve local road and transport networks.	Achieved – the gravel resheeting program adopted. Section 94 funded gravel resheet program is complete. Roads to Recovery gravel resheeting program are complete for 2015/2016.
Number of kilometres per year cost per kilometre for road maintenance, dissecting bitumen and gravel roads.	Provide cost report to Council annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Council adopted Infrastructure Plan in June 2016.

Continuation of footpath replacement program in accordance with Footpath Policy.	Complete within budget allocation.	4.9 - Develop new and upgrade existing footpaths and cycleway networks.	Being achieved - ongoing projects being completed; Carrington Street Crookwell and Yass Street, Gunning.
Establish a Bridge Replacement and maintenance program.	To review program every two years.	4.11 - Progressively replace timber bridges on local and regional roads.	Achieved – priority program has been prepared and included in the 4 year Delivery Program. Plan to utilise borrowings to assist in funding bridge program. The replacement of Kiamma Creek, Crookwell bridge funds have been secured from NSW Government Fixing Country Roads Program.
Complete the replacement of the Abercrombie River timber bridge on MR256 Taralga to Oberon Road.	Complete by June 2016.	4.11 - Progressively replace timber bridges on local and regional roads.	Not achieved – funding contract signed, review of environment effects completed, heritage studies have delayed the replacement of Abercrombie Bridge until 2016/2017.
Commence the regional road repair and reconstruction program on MR52 Gundaroo to Gunning Road.	Complete Stage 1 by June 2016.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Stage 1 roadwork's on MR52 completed; design for Stage 2 completed. Physical work to start on Stage 2 in 2016/2017.

**CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT:
PRINCIPAL ACTIVITY - STORMWATER AND DRAINAGE**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Stormwater Levy for all towns to assist in funding capital improvements.	Maintain an external restricted cash reserve.	4.10 - Upgrade stormwater and kerb and guttering in towns.	Achieved – works program is included in Operational Plan.
Creation of a Floodplain Risk Study and Plans.	Completion of Study and Plan by June 2016.	4.13 - Flood Management Plans created for all towns.	Being achieved - Flood Study completed and plans still being developed in conjunction with a consultant.
Implement Stormwater Management Plan.	Implement Stormwater works outlined in Plan.	4.10 - Upgrade stormwater and kerb and guttering in towns.	Not achieved - some works being carried out within the limits of available funding. Finalisation of the Flood Plan will help staff to focus work on works identified in the plan.

**CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT:
PRINCIPAL ACTIVITY - QUARRIES AND GRAVEL PITS**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Prepare annual stocktake of gravel pits stock held and movements. Review quantity of gravel stock held for each gravel pit/quarry.	Complete by June each year.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved - gravel management system is in place and working well. Gravel stocks have been reduced to target value and approval of Council's auditors.
Maintain a gravel pit rehabilitation cash reserve in accordance with gravel restoration liability requirements.	Review cash reserve annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – rehabilitation reserve created and funds being credited to reserve.
Review gravel royalty payment pricing model and internal charge rate and procedures.	Review and update gravel royalty payment annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – internal gravel charge reviewed and updated 29 April 2016.
Erect signage as warning of potential hazard at quarries where Council have Quarry Management agreements with owners to operate the quarry.	Installation of signage as remote supervision.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – signs erected.

**CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT:
PRINCIPAL ACTIVITY - WASTE CENTRES, RUBBISH TIPS AND STREET CLEANING**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Progress option study for alternative waste sites including Veolia Woodlawn site.	Report to Council annually.	4.7 - Provide increased waste pickup and clean up service at existing village rubbish tips.	Performance Indicator no longer valid. Council will not be progressing with option for waste transfer to the Veolia Woodlawn site.
Maintain a rubbish tip (landfill) rehabilitation cash reserve.	Review cash reserve annually.	4.7 - Provide increased waste pickup and clean up service at existing village rubbish tips.	Achieved – rehabilitation reserve established with annualised contributions to the fund.
Prepare, review and implement a Strategic Waste Management Plan.	Complete by September 2015.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved - Strategic Waste Management Plan reviewed. Upgrade of Crookwell Landfill major focus and works in progress to satisfy EPA requirements. Grant application submitted to NSW EPA has been successful.
Ensure compliance with DECCW licence for rubbish tips (landfill).	No non-compliance incidents.	4.7 - Provide increased waste pickup and clean up service at existing village rubbish tips.	Achieved – DECCW annual return for Crookwell landfill completed on time and submitted.

**CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT:
PRINCIPAL ACTIVITY - PUBLIC CONVENIENCES AND AMENITIES**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Maintain public toilet facilities according to health requirements.	Weekly Maintenance schedule undertaken.	4.4 - Develop town main street and CBD beautification programs.	Achieved – weekly maintenance and cleaning being carried out.

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

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Prepare Plans of Management for all Council controlled cemeteries.	Review every two years.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved – review is pending.
Crookwell Cemetery expansion of existing site to cater for future demand.	Negotiate land acquisition with surrounding land owners.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved - land acquisition for Crookwell Cemetery expansion has been purchased. Negotiations underway to purchase additional land to extend the site of Gunning Cemetery.
Undertake maintenance activities according to the adopted works schedule.	Within 5% of budget allocation.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – maintenance activities according to annual program and budget allocation.

**CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT:
PRINCIPAL ACTIVITY - ENGINEERING, PURCHASING AND WORKS SUPERVISION**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Implementation and review of Asset Management Plan and Asset Strategy.	Link to Long-term Financial Plan model.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved - asset revaluation completed and incorporated into Fit for the Future financial and asset modelling.
Six monthly Stores Stocktakes with a proportion and value of Stores stock control bin errors being minimised.	Less than \$500 stock write down from a single stocktake.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved – the re-organisation of both Crookwell and Gunning stores is yet to be completed. Six monthly stores stocktakes completed without material variations.
Implementation of new Risk Management Action Plan (RAMP) to meet StateWide Public Liability Audit verification requirements.	Complete annually within allocated deadline.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved – RAMP program audit has been completed for 2014/2015. The 2015/2016 RAMP program has been commenced with results not yet announced.
Implement Risk Assessment Plan.	Review and update each year.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Enterprise Risk Register developed by Grant Thornton Australia, it was adopted and implemented by Council in July 2016.
Review Council Underground Petroleum Storage (UPS) systems; including diesel and petrol bowsers.	Ensure low level of leakage and no environmental impact.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year	Being achieved - testing indicates that losses from the system are minimal. Old disused tank at Crookwell

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
		period.	offices will be removed as part of carpark refurbishment.

**CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT:
PRINCIPAL ACTIVITY - PLANT AND EQUIPMENT OPERATIONS**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Prepare a plant and equipment 10 year forward plan.	Review and update annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – plant policy has been prepared and approved with replacements being undertaken in accordance with the policy and within the limitation of the budget.
Annual Plant Replacement schedule.	Replacement cost is within 5% of budget allocation.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved – 66% of plant replacements for 2015/2016 were completed. Some items are ordered and yet to be delivered with funding transferred to plant reserve.
Maintain a plant replacement cash reserve and achieve plant hire surplus each year.	Review annually adopted plant hire rates.	4.1 - Improve local road and transport networks.	Achieved – plant hire rates were reviewed and updated in July 2015. Plant hire income is approaching the required level.
Management of motor vehicle leaseback program.	Review annually.	4.1 - Improve local road and transport networks.	Achieved – leaseback program and lease fees are being reviewed annually. Last review of leaseback fees was completed in July 2016.

**CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT:
PRINCIPAL ACTIVITY - DOMESTIC WASTE MANAGEMENT (DWM)**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
DWM service charge includes a disposal cost as a costed entity.	Establish Fund and review annually.	4.7 - Provide increased waste pickup and clean up service at existing village rubbish tips.	Achieved – DWM makes a disposal cost contribution to landfill generally in accordance with volume of waste disposed.
Average number of garbage bin service collections missed per month and number of complaints received.	Less than 2% of weekly pickups.	4.7 - Provide increased waste pickup and clean up service at existing village rubbish tips.	Being achieved – improvements to collection routes and staffing have seen a significant reduction in missed bin complaints. New collection truck has reduced breakdowns and impact upon comingling recycle and waste.
Complete the DWM reasonable cost calculation.	Audited annually.	4.7 - Provide increased waste pickup and clean up service at existing village rubbish tips.	Achieved – calculation and methodology was included in the 2015/2016 Operational Plan.
Prepare and review DWM long-term plant replacement schedule.	Reviewed annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved – plant replacement schedule reviewed. Replacement schedule consisting of two side loading compactor trucks being replaced on a 5 yearly staggered rotation. Tenders have been called for a replacement garbage truck to be reported at October 2016 Council meeting.

**CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT:
PRINCIPAL ACTIVITY - WATER SUPPLY SERVICES**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Carry out weekly water quality standard testing.	Complying water quality test samples.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – daily water quality testing undertaken for the Crookwell, Taralga, Gunning and Dalton systems. New water treatment plants complete for Gunning/Dalton and Taralga, both water schemes are operating in accordance with specifications.
Implement user pay best practice pricing water charges in accordance with State Government Guidelines.	50% water supply income from user pay charges.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – user pay water charges implemented. 53.65% of total residential water revenue in 2015/2016 is from water usage consumption charges.
Implement Strategic Business Plan, Water Conservation, and Demand Management Plans for the town water supplies.	Implement action plan.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved - Water Conservation, Demand Management and Drought Management Plans completed. Integrated Water Cycle Management Plan is completed, Strategic Business Plan completed. Drinking Water Quality Management Plan completed.
Maintain Section 64 Development Contributions Plan Register.	Audited annually.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – Section 64 Register maintained and audited annually.

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Commence the construction of the Crookwell water supply treatment plant project upgrade.	Funding partnerships to be negotiated.	4.6 - Improve water supply and sewerage facilities to towns.	Being achieved - funding secured and tenders have been called for new Crookwell Water Filtration Plant. Funding partnership for Crookwell WTP completed with NSW Government contributing \$6 million and Council share is \$1 million. Physical construction to start in October 2016.
Surplus Water Fund operating result.	Within 10% of budget.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – water supply fund returning a surplus to set aside funds for future infrastructure replacement requirements.

**CSP STRATEGIC OBJECTIVE - INFRASTRUCTURE, ACCESS AND TRANSPORT:
PRINCIPAL ACTIVITY - SEWERAGE SERVICES**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Number of sewer chokes per month per five kilometres of mains.	Less than 3.	4.6 - Improve water supply and sewerage facilities to towns.	Being achieved – problem sewer main areas in Crookwell and Gunning have been relined as part of the CEEP program. Some additional relining completed in March 2016.
Implement Strategic Business Plan, including Integrated Water Cycle Management Strategy for town sewerage systems.	Implement action plan.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Integrated Water Cycle Management (IWCM) Plan is completed. Strategic Business Plan also completed.
Surplus Sewerage Fund operating result.	Within 10% of budget.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – operating result surplus in 2015/2016 which provides for future infrastructure replacement needs.
Maintain Section 64 Development Contributions Plan Register.	Audited annually.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – Section 64 Register updated and reconciled each month and audited annually.
Sewerage Treatment Plants comply with EPA conditions.	Satisfactory report from NSW Office of Water.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – EPA Annual Return completed on time. NSW Office of Water regional inspector provided satisfactory report for Crookwell, Gunning and Taralga Sewerage Treatment Plants.

**CSP STRATEGIC OBJECTIVE - GOVERNANCE:
PRINCIPAL ACTIVITY – GOVERNANCE AND CIVIC LEADERSHIP**

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Implement organisation structure in accordance with Local Government Act requirements.	Reviewed annually.	5.4 - Ensure the retention and attraction of quality staff.	Achieved – adopted at Council Meeting on 18 February 2016.
Council Policy Development and review.	Continual policy review and upgrade each year.	5.3 - Promote community engagement and involvement in decision making processes.	Achieved – KPI achieved continual policy development and reviews undertaken. In 2015/2016 48 policies were reviewed.
Council Meeting Business Paper creation and distribution.	Released one week prior to meeting date.	5.3 - Promote community engagement and involvement in decision making processes.	Achieved – Provision of iPads to Councillors, agenda distribution within required timeframes.
Complaint handling and service delivery.	Complete service requests within 15 days.	5.2 - Lobby other levels of Government for increased share of funding and changes to taxation distribution.	Being achieved – target KPI timeframe is 15 days. CRM service requests delivery reported to Council each quarter.
Complete Council Annual Report.	Completed and sent to OLG by 30 November every year.	5.1 - Participate in resource sharing initiatives.	Achieved – forwarded to Office of Local Government in November 2015.
Implement the Office of Local Government (OLG) “Fit for the Future” Council Improvement Proposal and 4 years Action Plan. Upper Lachlan Shire Council to remain sustainable in the long term.	Meet all seven OLG benchmarks.	5.3 - Promote community engagement and involvement in decision making processes.	Achieved – all seven Fit for the Future benchmarks met by Upper Lachlan submission. Assessment Report released on 18 December 2015 with Council assessed as “Fit for the Future”.

<u>Key Performance Indicators</u>	<u>Means to Achieve Target</u>	<u>Manner of Performance Assessment</u>	<u>Performance Status</u>
Compliance with Office of Local Government (OLG) Circulars and compliance with legislative and statutory amendments.	OLG Circulars to be reviewed monthly.	5.3 - Promote community engagement and involvement in decision making processes.	Achieved – circulars reviewed, complied with and placed before Council as requested by the OLG.



Crookwell Swimming Pool

3. STATE OF THE ENVIRONMENT REPORT 2015/2016

1. Introduction

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

2. Shire profile

2.1 Location

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

production, history and picturesque countryside.

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

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

2.2 Area and Population

Upper Lachlan Shire has an area of 7,242 square kilometres. According to the Australian Bureau of Statistics (ABS) Census of 2011, the Shire's population is around 7,193 (3,604 male and 3,589 female), with a median age of 46 years. Figure 1 illustrates the proportions of age groups in the Shire.

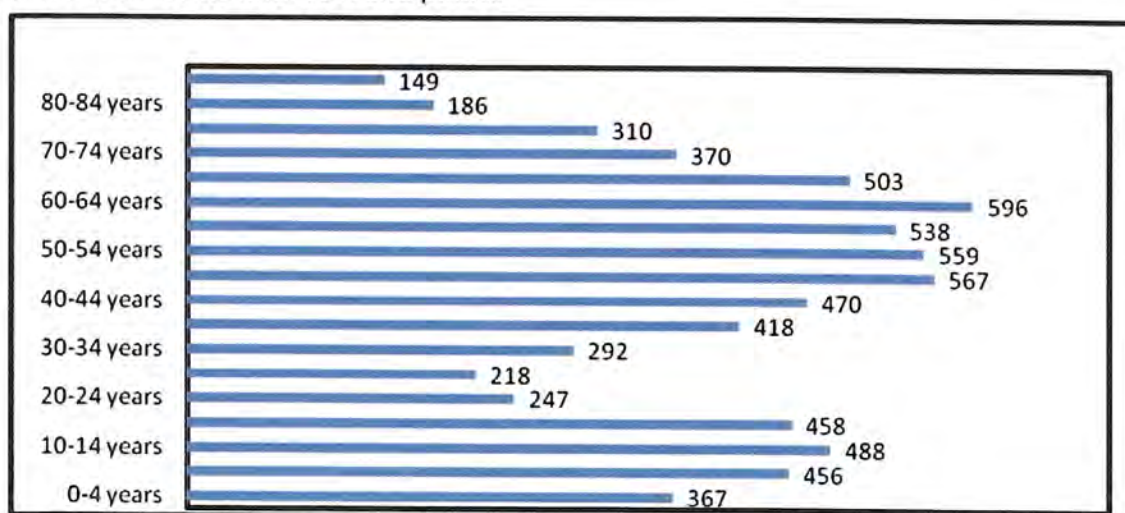


Figure 1: Upper Lachlan Shire population's age distribution, ABS Census 2011.

3. Community Strategic Plan Environmental Objectives:

Council’s Community Strategic Plan specifies two environmental objectives:

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

4. Environmental indicators

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

- Land use
- Air
- Water
- Biodiversity

- Waste
- Noise
- Heritage.

4.1 Land use

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

Council’s development application records indicate that the Shire has attracted considerable residential development in recent years. As illustrated by Figure 2, from 1 July 2012 to 30 June 2016, most applications for consent to use land proposed residential and ancillary development (e.g. dwelling houses, carports, pergolas and the like) in both rural and urban/village localities.

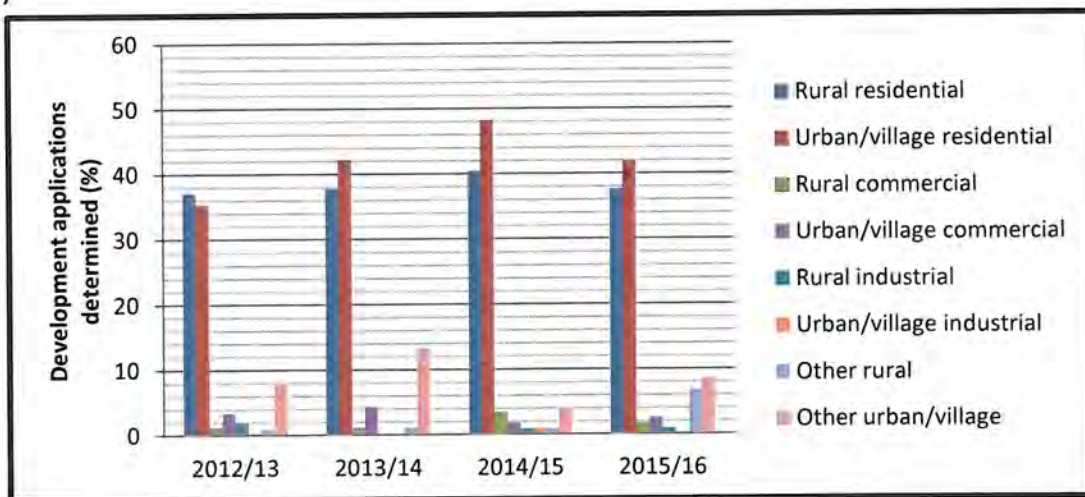


Figure 2: Percentages of land uses proposed by development applications determined from 1 July 2009 to 30 June 2016 (Note: Development applications proposing subdivision of land are not shown).

The proportion of determined commercial and industrial development applications has been consistently small.

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

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

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

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

4.2 Air

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

Overall air quality in the Shire is not considered to have changed significantly in the reporting period from 1 July 2009. Urban/village localities may see seasonal air quality impacts due largely to concentration of vehicle emissions and particularly solid fuel heater usage. The Shire's cold winter climate necessitates effective domestic heating, and wood combustion heating is popular in the Shire, perhaps due to increasing costs and limited choice of alternative domestic heating methods.

4.3 Water

Microbial quality of water supplies in the Shire has generally been sound since 1 July 2015. Regular sampling and testing has not identified samples that contained E.coli. Testing for inorganic compounds since 1 July 2012 has not identified any cause for health concerns.

4.3.1 Crookwell

Crookwell's drinking water is sourced from the Kentgrove (Back Creek) Dam. The

supply is fully treated and disinfected with chlorine.

Samples were regularly taken and assessed for E. coli since 1 July 2012. None returned a positive sample for organisms. Chemical samples were also taken during the reporting period and assessed for 31 different inorganic compounds. All samples returned results within Drinking Water Guidelines. Council has commenced work on a new water filtration plant in Crookwell that will have both UV light and chlorine disinfection systems. The new plant should be operational from July 2017. over the reporting period from 1 July 2013.

4.3.2 Dalton

Dalton's drinking water is sourced from the new Gunning water filtration plant via a pipeline. Samples have been taken from both systems with all test results complying with the Drinking Water Guidelines.

4.3.3 Taralga

Taralga's drinking water is sourced from Woolshed Creek and several bores that are within the Taralga township. The supply is currently processed using a "new" water filtration plant that was constructed in 2013. The plant has both UV light and chlorine disinfection.

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

4.3.4 Gunning

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

Samples were regularly taken and assessed for E. coli over the reporting period from 1 July 2009. None returned a positive sample for organisms. Chemical samples were also taken during the reporting period and assessed for 31 different inorganic compounds. Aluminium, iron and colour had been found in excess of aesthetic guidelines values. However, none of these compounds threaten public health.

4.4 Biodiversity

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

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

It is impracticable to accurately assess changes to the extent and condition of native vegetation across the Shire. However, Council's Biodiversity Planning Framework (BPF), developed in the formulation of Upper Lachlan Local Environmental Plan 2010 (the LEP), facilitates improved management and protection of biodiversity and therefore

ecological communities. The BPF was prepared to provide guidance for protecting and enhancing the Shire’s biodiversity values while accommodating sustainable development, and thus facilitates management by Council officers of biodiversity values, including in the development assessment process.

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

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

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

The LEP includes provisions that apply to proposals for development on land identified as “sensitive land” on the “Natural Resources

Sensitivity—Biodiversity Map”. The overarching aim of those provisions is to maintain terrestrial and aquatic biodiversity including:

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

4.5 Waste

From 1 July 2015 to 30 June 2016, Council dealt with 5,419 tonnes of waste, 1,050 tonnes of which was recyclable. No detailed data of the total amounts of various waste types disposed to landfill are available.

Noise

The relatively few noise complaints received by Council in the reporting period since 1 July 2009 related to matters including:

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

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

4.6 Heritage

Council adopted the *Community Heritage Study 2007 – 2008*, coordinated by heritage consultant Dr Jennifer Lambert Tracey, on 18 February 2010. In the carrying out of the Study, Council and members of the Upper

Lachlan community recognised the heritage significance of many items and places throughout the Shire. The Study aimed to comprehensively identify those items and places of heritage significance, with the purpose of enhancing their historical perspective and thereby enabling a more vibrant integration of local history and heritage within a cultural landscape context.

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

The Study facilitated inclusion of heritage provisions and the listing of identified local and State significant heritage items in Upper Lachlan Local Environmental Plan 2010 (the LEP), providing a statutory tool to:

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

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

5. Evaluation and Planning for the Future

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

To achieve its Vision, Council aspirations are:

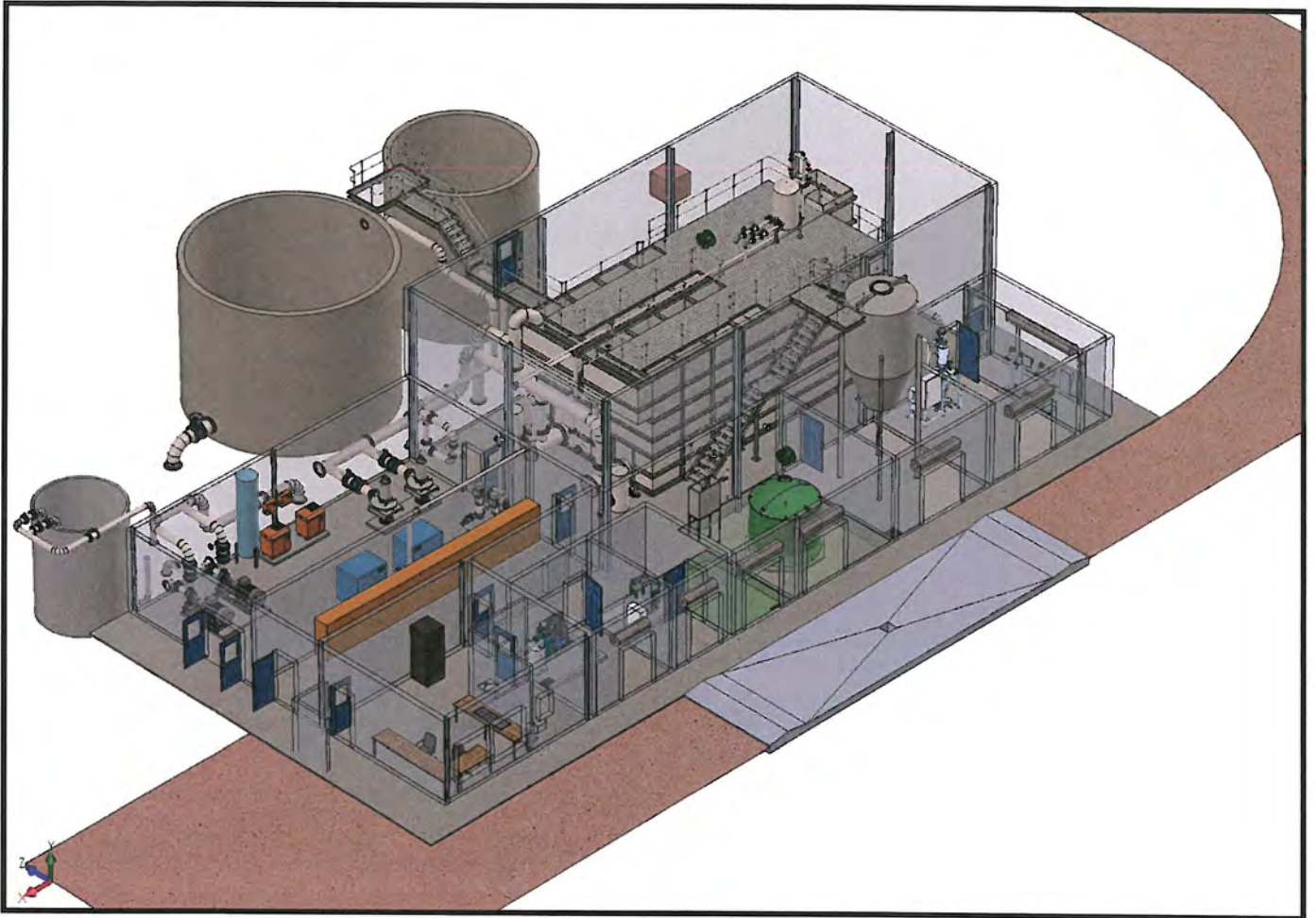
- A built environment enhancing the lifestyle of a diverse community;
- Community liaison to preserve and enhance community facilities;
- A healthy natural environment;
- A prosperous economy with the balanced use of our land;
- People attaining health and wellbeing;
- Resilient and adaptable communities;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

6. Limitations

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

This report addresses the current State of the Environment in Upper Lachlan Shire Council as at 30 June 2016, based on relevant in-house information available at that time.

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



The design for a new Crookwell Water Treatment Plant should be operational by July 2017

4. CONDITION OF PUBLIC WORKS**Section 428 (2) (d)****Asset Condition Ranking System**

- 1 – Excellent Condition – No work required (normal maintenance)
 2 – Good Condition – Only Minor maintenance work required
 3 – Average Condition – Maintenance work required
 4 – Poor Condition – Renewal required
 5 – Very Poor Condition – Urgent Renewal / upgrading required

Condition of Public Buildings / Other Structures

Asset Category	Asset Condition as at 30 June 2016	Estimated Cost to bring to Satisfactory Standard (current \$ value)	Required Annual Maintenance Expense (current \$ value)	Current Actual Maintenance Expense for 2015/2016
Specialised Buildings	Rank 2	\$801,000	\$310,000	\$213,000
Non-Specialised Buildings	Rank 2	\$32,000	\$45,000	\$16,000
Other Structures	Rank 1	\$392,000	\$96,000	\$60,000

Condition of Water Supply Network

Asset Category	Asset Condition as at 30 June 2016	Estimated Cost to bring to Satisfactory Standard (current \$ value)	Required Annual Maintenance Expense (current \$ value)	Current Actual Maintenance Expense for 2015/2016
Treatment Plants	Rank 2	\$0	\$185,000	\$162,000
Water Bores	Rank 1	\$0	\$ 85,000	\$ 57,000
Dam	Rank 1	\$0	\$ 32,000	\$ 23,000
Reservoirs	Rank 2	\$0	\$ 23,000	\$ 15,000
Mains	Rank 1	\$0	\$122,000	\$ 84,000
Pumping Stations	Rank 1	\$0	\$ 15,000	\$ 85,000

Condition of Sewerage Network

Asset Category	Asset Condition as at 30 June 2016	Estimated Cost to bring to Satisfactory Standard (current \$ value)	Required Annual Maintenance Expense (current \$ value)	Current Actual Maintenance Expense for 2015/2016
Treatment Works	Rank 1	\$0	\$116,000	\$172,000
Mains	Rank 2	\$0	\$70,000	\$16,000
Pumping Stations	Rank 1	\$0	\$163,000	\$36,000

Condition of Stormwater Network

Asset Category	Asset Condition as at 30 June 2016	Estimated Cost to bring to Satisfactory Standard (current \$ value)	Required Annual Maintenance Expense (current \$ value)	Current Actual Maintenance Expense for 2015/2016
Stormwater / Drainage Network	Rank 2	\$0	\$16,000	\$0

Condition of Public Roads

Asset Category	Asset Condition as at 30 June 2016	Estimated Cost to bring to Satisfactory Standard (current \$ value)	Required Annual Maintenance Expense (current \$ value)	Current Actual Maintenance Expense for 2015/2016
Sealed Roads Surface	Rank 2	\$819,000	\$598,000	\$1,087,000
Sealed Roads Structure	Rank 3	\$0	\$815,000	\$361,000
Unsealed Roads	Rank 3	\$0	\$1,390,000	\$2,135,000
Bridges	Rank 3	\$401,000	\$184,000	\$32,000
Footpaths	Rank 2	\$0	\$14,000	\$18,000
Kerb and Gutter	Rank 2	\$0	\$30,000	\$1,000

CONDITION OF PUBLIC ROADS

Section 428 (2) (d) continued....



Resealing of MR52

a) Urban Roads and Streets

Council endeavours to provide a regular maintenance program throughout the year for all of the urban roads and streets in the towns and villages within the Shire. The **98** kilometres of urban roads are mostly in “Good Condition” with some of the bitumen pavement wearing surfaces nearing the end of their useful lives and these streets are prioritised for resealing or rehabilitation in programs within the next five years. The total Council funded expenditure on urban local roads and streets totalled **\$561,773**.

Council completed Crookwell Main Street improvements, including kerb and gutter and drainage works, in conjunction with Roads and Maritime Services (RMS) MR54 State Road main street road pavement upgrade project. Council contributed **\$265,656**.

b) Local Roads - Sealed

A program of regular ongoing maintenance is carried out throughout the year, which incorporates a program of resealing, sealed rural

local roads. The **490** kilometres of sealed local roads are in “Average Condition” but around twenty percent of these roads are deteriorating in condition and will need rehabilitation over the next five years. Major flooding and increased rainfall has seen a rapid increase in road surface failures and sealed roads network deterioration, Council has increased funding for this remediation work since 2012 and will continue to do so in the coming four year period.

The 2015/2016 Council funded maintenance operating expenditure on sealed local roads amounted to **\$457,823**. The capital expenditure for bitumen resealing for sealed local roads totalled **\$365,394**.

c) Local Roads - Unsealed

A program of continuous gravel resheeting upgrades is incorporated in Council's annual capital works program and regular gravel maintenance works are carried out throughout the year. The **1,139** kilometres of unsealed local roads varies in condition from road to road. There are an estimated twenty percent of unsealed local roads which require further improvement to bring to a satisfactory condition.

The 2015/2016 Council own source funded roads maintenance, asset renewals, bitumen reseals and grading expenditure on local roads totalled **\$1,884,881**. In addition, Section 94 developer contributions were utilised to gravel resheet unsealed local roads total expenditure of **\$448,484**. The Federal Government, Roads to Recovery funding was utilised to gravel resheet unsealed local roads total expenditure of **\$937,912** and also pavement rehabilitation projects totalling **\$1,256,871**.

Council expended **\$81,334** on the reconstruction and rehabilitation project on Grabine Road. The

funding for this project is matched 50/50 by Council and RMS for an 8 year timeframe.

d) Bridges on Local Roads

Council is responsible for the maintenance of concrete and timber bridge assets on local roads. Council funded routine maintenance operating expenditure for bridges on local roads, within the Shire, at a total cost of **\$29,948**.

e) Regional Roads – Sealed and Unsealed

Council has **213** kilometres of sealed Regional Roads and **41** kilometres of unsealed Regional Roads that are subject to a regular maintenance and resealing program. Regional Roads include MR241 (Rye Park Rd), MR248E (Laggan and Taralga Rd), MR248W (Boorowa Rd), MR52 (Grabben Gullen and Gundaroo Rd), MR256 (Goulburn - Oberon Rd), MR258 (Wombeyan Caves Rd). Council utilises Roads and Maritime Services (RMS) block grant and regional road repair program funding as well as our own source funds to maintain and upgrade regional roads.

In 2015/2016 total asset renewal and maintenance expenditure on all Regional Roads in the Shire, for both sealed and unsealed sections, totalled **\$2,666,562**.

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

- Reconstruction road works on Regional Road MR248E (Crookwell to Taralga Road). Expenditure from the RMS Repair Program and Council funds, totalled **\$695,822**.
- Reconstruction road works on Regional Road MR52 (Grabben Gullen to Gundaroo Road). Expenditure from the RMS Repair Program and Council funds, totalled **\$594,149**.

f) Bridges on Regional Roads

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

There are a total of 33 concrete bridges / culverts on Regional Roads. Also, there remains 2 timber bridges which will require replacement in the future, these are Kiamma Creek Bridge on MR248E and Abercrombie River Bridge on MR256.

The Abercrombie Bridge has had \$1.5 million funds allocated from the Fixing Country Roads Program and the Bridges to Renewal Program to complete works in 2016/2017. Total expenditure on this project was **\$69,270** in 2015/2016.

Council has successfully made application for funding from the NSW Government Fixing Country Roads Program and will complete the timber bridge replacement of Kiamma Creek Bridge on MR248E in 2017/2018.

In 2015/2016, routine maintenance operating expenditure on Regional Road bridges totalled **\$912**.



Reconstructed MR248E Official Opening in May

DRAINAGE

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

INFRASTRUCTURE ASSETS

The written down value, at fair valuation, for Council's physical infrastructure assets as at 30 June 2016, are as follows:-

	\$ '000
◆ Roads – Sealed:	\$ 71,458
◆ Roads – Unsealed:	\$ 38,123
◆ Roads – Non Depreciable	
Bulk Earthworks:	\$211,611
◆ Bridges:	\$ 47,035
◆ Footpaths:	\$ 1,812
◆ Kerb and Gutter:	\$ 3,861
◆ Buildings:	\$ 43,707
◆ Other Structures:	\$ 5,360
◆ Stormwater Drainage:	\$ 2,494
◆ Water Supply Network:	\$ 34,486
◆ Sewerage Network:	<u>\$ 22,613</u>
TOTAL:	<u>\$482,560</u>

The water supply and sewerage network assets were re-valued at "fair value" as at 30 June 2012. The buildings and other structures asset classes were valued at "fair value" as at 30 June 2014. The infrastructure asset classes of roads, bridges, footpaths and stormwater listed above were valued at "fair value" as at 30 June 2015.

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

CONDITION OF WATER SUPPLIES

Crookwell Water Supply

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

Council has been successful in securing \$6M in funding to assist with the construction of a new Water Treatment Plant in Crookwell. The new plant will utilise the Dissolved Air Filtration and Flotation process, providing Crookwell with superior water quality, both efficiently and reliably. The new water treatment plant will provide capacity for significant growth in Crookwell. The new plant is expected to be operational by late 2017.

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



Crookwell Dam

Dalton Water Supply

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

Gunning Water Supply

The Gunning Water Supply underwent a \$10.8M major upgrade during 2013-2014. The project is now complete and has been operating well. The upgraded system is considered comprehensive and first class,

providing secure and quality drinking water for the Gunning community well into the future. The project included the construction of a water supply reservoir and water supply treatment plant in Gunning.



The Gunning Water Filtration Plant was completed in 2014

Taralga Water Supply

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

Village Bores

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

CONDITION OF SEWERAGE NETWORK

Gunning Sewerage

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

Crookwell Sewerage

Crookwell's sewerage transportation system was originally commissioned in 1961. Upgrading and augmentation of the sewerage treatment plant occurred in 1993 with the addition of an intermittently decanted extended aeration (IDEA) tank. This augmentation work increased the capacity of the STP to an

equivalent population of 4,200. The augmentation provided ability for increased nutrient removal and compliance with EPA licence conditions. At the same time the trunk sewer main and major pump well were also upgraded to provide for peak flow conditions. Infiltration of stormwater is a shortcoming of the system; however, the sewerage treatment plant is functioning satisfactorily and generally complies with EPA licence conditions. Several kilometres of the worst of the leaking mains were lined with a special PVC material during the reporting period Council continues to invest in a sewer main relining program.

Taralga Sewerage

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



Aerial view of Taralga Sewerage Treatment Plant

5. LEGAL PROCEEDINGS DETAILS

Section 428 (2) (e)

In 2015/2016 Council incurred legal expenses in the sum of \$108,286. These expenses were incurred in the following areas:-

❖ Rates Recovery:	\$ 3,264
❖ Planning and Development:	\$ 86,430
❖ Administration, Engineering and Rural Fire Services:	\$ 18,592

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

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

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

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

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



Members of the NSW Fire Brigade

6. ELECTED MEMBERS – MAYORAL AND COUNCILLOR'S EXPENSES AND FACILITIES

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

Upper Lachlan Shire Council provided an annual Mayoral Fee of \$24,030 and provision of a motor vehicle for undertaking official engagements and mayoral duties. There are nine elected members of Council (Councillors); each is paid an annual fee of \$11,010. Councillors were reimbursed for expenses incurred in carrying out their responsibilities during the financial year including training, travelling and sustenance expenses.

The total amount expended on Upper Lachlan Shire Council's elected Councillors in 2015/2016 was \$168,427 and the expenditure included the following:-

❖ Mayoral Fees:	\$24,030
❖ Councillors Fees & Allowances:	\$99,090
❖ Councillors/Delegates Expenses:	\$45,307

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

- ❖ Provision of office equipment allocated to Councillors; the Mayor is allocated an iPhone and all associated costs with this device are paid by Council. There is an annual data plan total expense of \$480. All Councillors are supplied with an iPad the annual data plan expense is \$4,315 for all 9 Councillors.
- ❖ Telephone calls made by Councillors; all nine Councillors have an annual telecommunications allowance of \$960 in accordance with Council's Payment of Expenses and Provision of Facilities Policy.

Therefore, telecommunications expense totals \$8,640.

- ❖ Attendance at conferences and seminars by Councillors; the Mayor and Deputy Mayor attended the Local Government NSW (LGNSW) Conference. The conference registration expense totalled \$1,798.
- ❖ Training and skill development of Councillors included the following:- Nil
- ❖ No Councillors have undertaken interstate and / or overseas visits as representatives of Council.
- ❖ No expenses were paid by Upper Lachlan Shire Council in the provision of child care and / or care of an immediate family member of a Councillor.

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

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

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

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

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

OBJECTIVES:

The objectives of this policy are:

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

LEGISLATIVE PROVISIONS:

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

Provisions under the Local Government Act 1993

The provisions set out in Sections 252, 253 and 254 of the *Local Government Act 1993* apply to Council's policy for the payment of expenses and provision of facilities to the Mayor and Councillors.

Pursuant to Section 252 of the *Local Government Act 1993* a policy of this nature must be adopted by Council within five (5) months after the end of each year. Upper Lachlan Shire Council will review this policy annually, within 3 months after the completion of the financial year.

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

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

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

- a) a copy of the policy or amendment together with details of all submissions received;
- b) a statement setting out, for each submission, the Council's response to the submission, and the reasons for the Council's response; and
- c) a copy of the notice given.

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

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

Provisions under the Local Government (General Regulation) 2005

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

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

- any overseas and interstate visits undertaken during the year by Councillors;
- any dedicated office equipment allocated to Councillors on a personal basis including but not limited to laptop computers, tablets, mobile telephones, landline telephones and facsimile machines installed in Councillors homes (including call costs of these facilities);
- the attendance of Councillors at conferences and seminars;
- the training of Councillors and the provision of skill development for Councillors;
- the expenses of any spouse, partner or other person who accompanied a Councillor in the performance of their civic function; and

- the expenses involved in the provision of care for a child of, or an immediate family member of, a Councillor, to allow the Councillor to undertake their civic functions.

Clause 403 of *Local Government (General Regulation) 2005* prohibits a Council from including in a policy of this nature a provision to:

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

Other Policy Provisions

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

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

POLICY STATEMENT:

Introduction

- To accord with the provisions of Section 252 of the *Local Government Act, 1993* (LGA) Council is required to adopt a policy concerning the payment of expenses

incurred by and the provision of facilities to the Mayor and Councillors to enable them to carry out their civic functions.

- The policy ensures accountability and transparency in the reimbursement of expenses incurred or to be incurred by Councillors. The policy also ensures the facilities provided to assist Councillors carry out their civic duties are reasonable.
- The provisions within this policy for the payment of expenses and provision of facilities to the Mayor and Councillors are not provided for private benefit and must not be used to produce election material or for any other political purpose.
- No private benefit is to be obtained from any loyalty programs such as 'frequent flyer' or any other like schemes.
- It is acknowledged that incidental use of Council equipment and facilities may occur from time to time. If more substantial private use has occurred, a payment must be made to cover the level of the private use. Councillors should not generally obtain a private benefit from the provision of equipment and facilities.
- This policy excludes annual fees paid to the Mayor, Deputy Mayor and Councillors in accordance with Sections 248-251 of the LGA, those fees are determined annually by the Local Government Remuneration Tribunal.

Reporting Requirements

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

- Council will report annually, in their Annual Report, on the payment of the Councillors expenses during the financial year.
- Council will provide a statement annually, in their Annual Report, on the total amount of money expended during the financial year on the provision of facilities to the Mayor and Councillors.
- The detail provided in Council's Annual Report pertaining to the payment of expenses and provision of facilities to the Mayor and Councillors will be such to comply with the provisions of Section 428 of the LGA and Clause 217 of the *Local Government (General Regulation) 2005* (LGR).

Approval Arrangements for Claiming Expenses and Use or Provision of Facilities

- Requests for meeting Councillor expenses incurred or to be incurred, or requests to use or be provided with facilities, where possible, should be approved by Council.
- Where approval by Council is not possible, approval from both the Mayor and General Manager will be required.
- In circumstances where approval is being sought by the Mayor outside of Council meetings, approval from both the Deputy Mayor and General Manager will be required.

General Provisions

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

include those incurred as a result of anything other than civic duties.

- There is no provision for payment of a general allowance to Councillors or Mayor.
- All claims for reimbursement must be made on the prescribed form and must be accompanied by appropriate documentary evidence. Councillors are required to submit their application for reimbursement of expenses within 30 days of the date of the expense. Applications not submitted within 30 days of the expense being incurred will not be subsequently paid without the General Managers authority.
- Councillors may request payment in advance in anticipation of expenses to be incurred in attending conferences, seminars and training away from home. These must be fully reconciled, within one month of having incurred the expense, against actual expenses incurred. The level of supporting documentation should be commensurate with the nature of the expenditure.
- Reasonable incidental expenses associated with a Councillor attending a conference, seminar or training course will be reimbursed upon presentation of documentary evidence and completion of a claim form. Incidental expenses are capped up to a combined maximum of \$100.00 per day per Councillor. Incidental expenses may include telephone or facsimile calls, refreshments, taxi fares and parking fees.
- Councillors may elect to contribute all or part of their Councillor Allowance into an approved Superannuation Scheme by completing the election form attached to the Council's Salary Sacrificing Policy.

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

Mayor and Councillors

Fixing and payment of annual fees for the Mayor

s.249

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

Fixing and payment of annual fees for Councillors

s.248

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

2. Travelling

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

2.1 Conditions of Travel

A Councillor travelling on Council business shall:-

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

2.2 Claim for Expenses

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

2.3 Eligible Council Business

- a) To and from meetings of the Council and Council Committees (including attendance by Councillors who are not on Committees).
- b) Inspections within Upper Lachlan Shire, subject to compliance with a Council resolution or with the authority of the Mayor or in his absence the Deputy Mayor.

Upon Business of Council outside the Upper Lachlan Shire, subject to

compliance with a Council resolution or with the authority of the Mayor or in his absence the Deputy Mayor.

- c) To and from conferences of the Local Government NSW or the Australian Council of Local Government Associations or any district/regional associations/organisations and/or joint organisations of Councils or of any regional development committee.
- d) To and from periodical conferences or meetings of such other associations or organisations as may be resolved from time to time.
- e) To, on and from business of other associations and organisations to which a Councillor has been appointed by Council resolution.
- f) In the event of travelling allowances being met by other organisations and being below those determined by Upper Lachlan Shire Council, Councillors are entitled to claim any shortfall whilst on Council approved business.
- g) Travel other than by Council or private vehicle (i.e. by taxi, train or other public transport) shall be reimbursed on an actual cost basis.

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

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

- 3.1 Councillors and all staff should wherever possible attempt to attend Conferences, and training seminars, at the closest non-

metropolitan centre, weighing up however any additional cost of fuel involved in travelling to that centre compared with the additional accommodation cost to Council involved in attending the Conference, or Seminar, in the metropolitan area.

- 3.2 It is recognised that it is in the interest of the Councillor and the employee to be as close as possible to the venue for the Conference or Seminar.
- 3.3 Wherever possible, Council vehicles should be used for travel.
- 3.4 Where a conference or training seminar is to be held in the Sydney Metropolitan area and will commence after 10.00 am. Council will not recognise the previous night's accommodation for reimbursement. In cases where the conference or seminar is held at a country centre, accommodation expenses for the night before will not be met where it can reasonably be assumed that the Councillor or employees would not have to leave Crookwell, Taralga or Gunning prior to 6.30 am.
- 3.5 Councillors and staff should when arranging accommodation, always seek the "Government rate".
- 3.6 Wherever possible a Council order/corporate card should be used for accommodation purposes. Other acquittances should be forwarded to Council's Expenditure Officer for any expenditure incurred by the Councillor or Staff member and requiring reimbursement.
- 3.7 Council may, with the approval of the Mayor in the case of a Councillor, or the General Manager in the case of a Staff member, advance a sum of money towards expenses, utilising a corporate credit card.

The advance amount is limited to \$200.00 per Councillor per event. In each such case it will be necessary for receipts to be produced for expenditure incurred and any balance returned for receipt by Council.

- 3.8 In all instances, registration fees will be paid directly by Council.
- 3.9 In considering accommodation/expenses claims approval will only be given to "reasonable" claims. Should expenses incurred be considered unreasonable then Councillor or staff members will be required to meet the difference between what is considered reasonable and that which has been incurred.
- 3.10 In the case of any dispute the final definition of the word "reasonable" will be made by Council in the case of Councillors and the General Manager in the case of staff.

3.11 Accommodation

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

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

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

Reimbursement of accommodation and meal expenses will occur following the submission of the prescribed claim form and provision of copies

of tax invoices, appropriate accounts and/or receipts.

The standard of accommodation booked for Councillors and the limit of meal expenses to be reimbursed will be at the discretion of the General Manager in consultation with the Mayor. Councillors may arrange, at their own expense, upgrades of the standard of accommodation provided.

3.12 Sustenance

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

3.13 Seminars and Conferences

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

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

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

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

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

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

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

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

Where a Councillor is unable to attend a conference or seminar and a full refund of fees paid cannot be obtained, or an alternative delegate cannot be substituted, the Councillor shall be responsible for the payment of any shortfall, unless extenuating circumstances apply.

4. Sustenance Expenses (Within Upper Lachlan Shire)

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

If Council business extends over meal breaks, the Mayor or General Manager, in the case of Council meetings, or the Chairman, in the case of

Committee or other meetings, may authorise the provision of a meal at Council expense. Light meals/refreshments in conjunction with other activities of Council will be provided where appropriate.

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

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

5. Facilities

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

Councillors must pay Council for any private use of Council facilities or equipment.

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

If a Councillor does obtain a private benefit for the use of a facility provided by Council being more than incidental use, the Councillor shall be

invoiced for the amount of the private benefit with repayment to be in accordance with Council's normal terms.

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

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

5.1 Mayor

Council will provide the Mayor with the following facilities:

- An office in the Council's Administration Building. Council's Meeting Rooms are also to be available for use by the Mayor.
- Postage of official correspondence – all mail is to be directed through the Council's own mailing system.
- Access to telephone, facsimile, e-mail, internet and photocopy facilities for Council business purposes (during normal office hours).
- Secretarial services for Council business as required.
- Use of a Council Lap Top Computer or Tablet, if required.
- Meals/refreshments on days/evenings of Council, Committee, Sub-Committee and Working Party Meetings, or at any other time deemed appropriate by the General Manager whilst on Council business.

- Use of a Council Vehicle for official and private use, including a fuel card and a designated car parking space at the Council Administration Centre for the use of the Mayor:
 - The vehicle will be of an appropriate standard to be determined by the Mayor and General Manager and be similar to the standard of vehicle included in the General Manager's contract of employment.
 - The fuel and running costs associated with the Mayoral Vehicle will be met by Council.
 - The Mayoral Vehicle will be registered, insured and fully maintained by the Council.
- Use of a Council Mobile Telephone - Council will provide the Mayor with a mobile phone or smart phone type/style device, with a maximum monthly account limit of \$100.00 per month.
- Payment of conference/workshop/seminar registration fees for attendance approved by Council.
- Identification badge and business cards.
- The Mayor shall be entitled to wear any Mayoral robes/chain acquired by the Council.
- The wearing or otherwise of such trappings of office shall be at the sole discretion of the Mayor.
- Council's Meeting Rooms and areas of Council's Administrative Building as required.
- Postage of official correspondence – all mail is to be directed through the Council's own mailing system.
- Access to telephone, facsimile, e-mail, internet and photocopy facilities for Council business purposes (during normal office hours).
- Secretarial services for Council business as required.
- Use of a Council Lap Top Computer or Tablet, if required.
- Meals/refreshments on days/evenings of Council, Committee, Sub-Committee and Working Party Meetings, or at any other time deemed appropriate by the Mayor or General Manager whilst on Council business.
- Arrangement and payment of travel in respect of Council commitments. Alternatively, a Council vehicle may be provided for such purposes.
- Payment of conference/workshop/seminar registration fees for attendance approved by Council.
- Identification badge and business cards.

5.2 Councillors

Council will provide the Councillors with the following facilities:

- ### 5.3 Telecommunication Devices Owned by Councillors
- Council shall reimburse Councillors for their telecommunication device costs (including mobile phone, landline rental, landline telephone, internet access and facsimile)

incurred in attending to Council business up to a maximum cost of \$80.00 per Councillor per month of term. All communication device costs incurred above this maximum are at the Councillors own expense.

5.4 Acquisition and Return of Equipment and Facilities by Councillors

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

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

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

6. Training and Educational Expenses

Council will make provision for the payment of relevant training and educational expenses incurred by a Councillor where the training is directly related to the Councillor's civic responsibilities and functions.

Councillors seeking to avail themselves of this provision will be required to accord with the approval requirements of this policy.

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

7. Council Vehicles

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

8. Council Information

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

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

9. Insurance Provisions

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

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

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

This insurance includes cover for any travel directly to and from any such activity.

10. Legal Assistance Provisions

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

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

were made in good faith in the course of exercising a function under the Act; or

- c) For proceedings before the Local Government Pecuniary Interest and Disciplinary Tribunal or an investigative body provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the Tribunal or investigative body makes a finding substantially favourable to the Councillor.
- d) For the purposes of Section 31(1)(c) of this Policy, the following are considered to be appropriate investigative bodies:
 - Independent Commission Against Corruption;
 - Office of the NSW Ombudsman;
 - Office of Local Government, Department of Premier and Cabinet;
 - NSW Police Force;
 - Director of Public Prosecutions; or
 - Council's Conduct Review Committee/Reviewer.

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

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

- b) The Councillor's performance or exercise of the civic duty or function was in the opinion of Council bona fide and/or proper under the Act, and the Councillor acted in good faith as required under Section 731 of the Local Government Act.
 - c) The amount of such reimbursement shall be limited to the extent that only fees charged at a rate equivalent to the hourly rate then being charged by Council's solicitors will be paid, i.e. any portion of the expenses representing any hourly charge rate higher than the hourly rate of Council's solicitors will be not be reimbursed.
 - d) The Council is not the plaintiff in the action; and
 - e) Approval has been granted in the form of a Council Resolution supporting the reimbursement.
- 10.3 Legal expenses incurred in relation to proceedings arising out of the performance by a Councillor of his or her functions under the Act will be distinguished from expenses incurred in relation to proceedings arising merely from something that a Councillor has done during his or her term in office.
- 10.4 There are no circumstances in which legal expenses will be met by Council:
- a) For proceedings initiated by a Councillor.
 - b) For a Councillor defending any action in a matter not arising directly as a result of his or her civic duty.

- c) Where the outcome of an action against the Council is unfavourable to the Councillor.

11. Responsibility/Accountability

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

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

12. Dispute Resolution Process

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

- a) A Councillor wishing to dispute the provision of expenses and facilities must document the nature of their dispute including the supporting reasons/arguments for them lodging the dispute. Once complete the dispute should be lodged with the General Manager.
- b) The General Manager will assign a Council Staff member independent of the process to prepare a report on the dispute to Council. The Council Report will include:
 - the nature and circumstances of the dispute;
 - relevant sections of this Policy; and
 - a recommendation.
- c) The Council Report will be put before Council for a determination on the dispute; this is to be done in Open Council.

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

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

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

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

14. Risk Assessment

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

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

15. Related Policies and Relevant Legislation/Guidelines

A New Tax System (Goods and Services Tax) Act 1999;
 Access to Information Policy;
 Bribes, Gifts and Benefits Policy;
 Cash Handling Policy;
 Code of Business Practice;

Code of Conduct for Councillors, staff and delegates of Council;
 Code of Meeting Practice;
 Complaints Management Policy;
 Corporate Credit Card Policy;
 Crimes Act 1900;

Delegations of Authority Procedure;
 Division of Local Government - Guidelines for the Payment of Expenses and the Provision of Facilities for Mayors and Councillors for Local Councils in NSW.
 Division of Local Government Circular No. 05-08: Legal Assistance for Councillors and Council Employees.
 Environmental Planning and Assessment (EPA) Act 1979;
 Fraud and Corruption Prevention Policy;
 Government Information (Public Access) Act 2009;
 Government Information (Public Access) Policy;
 Harassment Policy;
 ICAC publication "No Excuse for Misuse, preventing the misuse of council resources";
 ICAC Act (ICAC) 1988;
 Interaction between Councillors and Staff Policy;
 Internal Reporting – Protected Disclosures Policy;
 Internet and Email Policy;
 Local Government Act 1993;
 Local Government (General Regulation) 2005;
 Local Government (State) Award 2014;
 Mobile Phone Policy;
 NSW Ombudsman - Good Conduct and Administrative Practice (Guidelines for State and Local Government) June 2006;
 NSW State Records Act 1998;
 Privacy and Personal Information Protection Act 1998;
 Public Interest Disclosures Act 1994;
 Public Interest Disclosures Policy;
 Purchasing and Acquisition of Goods Policy

and Procedures;
 Salary Sacrificing Policy;
 Section 355 Committee Code of Meeting Practice;
 Section 355 Committee Policy;
 Staff Training Policy;
 Statement of Ethical Principles;

16. Variation

Council reserves the right to vary or revoke this policy.

7. SENIOR STAFF

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

In accordance with Section 332(2), of the Local Government Act 1993, there are four Senior Staff positions within Council. During the 2015/2016 financial year, the remuneration package applicable for Upper Lachlan Shire Council's General Manager was:-

General Manager: Mr John Bell

General Manager's Total Remuneration:

Gross Salary component of package:	\$260,639
Employer Superannuation Contribution:	\$24,761
Fringe Benefits Tax for non-cash benefit:	\$7,621
Salary Package Allowances (iPad data plan, iPhone, satellite internet, LGPA membership)	<u>\$3,742</u>
Total Remuneration	<u>\$ 296,763</u>

Senior Staff:

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

Director of Environment and Planning - Tina Dodson

Director of Finance and Administration - Andrew Croke

Director of Works and Operations - Phil Newham

Senior Staff Total Remuneration:

Gross Salary component of package:	\$542,759
Employer Superannuation Contribution:	\$51,562
Fringe Benefits Tax for non-cash benefit:	\$14,699
Salary Package Allowances (iPad data plan & telephone rental)	<u>\$2,815</u>
Total Remuneration	<u>\$611,835</u>

8. CONTRACTS**Section 428 (2) (h)**

Payments for goods and services, under contractual arrangements during 2015/2016 of greater than \$150,000, are shown below and are in accordance with the Local Government Act, Local Government Regulations, and Tendering Guidelines. Employment contracts (that is contracts of service) are not included.

Contracts for greater than \$150,000, including the name of the contractor, the nature of the goods or services supplied by the contractor and the total amount paid to the contractor are provided below. Please note that the contract payments listed below may exceed the nominated contract value, due to variation of contract terms and conditions.

Name of Contractor	Description of goods and services	Total Paid (GST Inclusive) (Tender unit rates to value of)
Roadworx Surfacing Pty Ltd	Sprayed Bitumen surfacing / resurfacing; and supply of cold mix and emulsion	\$2,309,658
Denrith Pty Ltd (trading as Divall's Earthmoving and Bulk Haulage)	Win, crush and stockpile gravel for road construction / maintenance; also truck and plant hire, sand and soil supplies	\$965,259
Hill and Co. Pty Ltd	Supply of Fuel (CENTROC Contract)	\$590,716
Yass Earthmovers	Water truck and excavator hire, contract labour	\$426,036
WesTrac Equipment Pty Ltd	Purchase of Backhoe and Vibratory Roller	\$386,622
Power Direct Pty Ltd	Supply of electricity various sites/locations	\$380,356
Top Water Carters Pty Ltd	Truck hire, plant hire and water carting hire	\$378,561
Ashton LT and MA Pty Ltd	Tree lopping and mulching	\$306,158
AJ Parsons Earthmoving Pty Ltd	Excavator and plant hire, contract labour	\$280,159
Hunter Valley Training Centre (Southern Tablelands)	Employment management services of apprentices, 5 apprentice wages and employee benefits	\$273,179
Revegetation and Erosion Control	Supply and install Shotcrete	\$222,852
Produx Pty Ltd	Supply of plant parts	\$222,401
Broadcast Transmission Services	Digital television tower translator switchover	\$186,780

Crookwell Hay Contractors	Plant Hire	\$184,027
Rollers Australia Pty Ltd	Plant Repairs and Parts	\$182,801
Multiquip Aggregates	Truck hire and excavator plant hire	\$179,739
Gunning Ag and Water Solutions	Water Supply equipment and fencing materials	\$176,729
Geissler Motors	Purchase of 4 small plant fleet / motor vehicles	\$172,792
Euro Civil	Supply and installation of road safety barriers	\$164,395



Road resurfacing on RMS State Road MR54

9. RURAL FIRE SERVICE ACTIVITIES**Section 428 (2) (i)****GENERAL**

Upper Lachlan Shire Council, Yass Valley Council and Goulburn Mulwaree Council have agreed to enter into a rural fire district zone and service level agreement with the NSW Rural Fire Service (RFS) pursuant to Section 12A, of the Rural Fire Services Act 1997. Council supports the RFS by making an annual financial contribution to them for undertaking the day to day management of the rural fire services on behalf of the three Councils. The Councils also provide administration and finance resources support for the RFS operations.

Upper Lachlan Shire Council collects and expends Section 94 developer contributions related to emergency service contributions on behalf of individual brigades as necessary.

HAZARD REDUCTION

These duties are now undertaken by the NSW Rural Fire Service and include such activities as fire trail maintenance and assisting land owners and other agencies with hazard reduction operations if requested.

Council carried out hazard reduction work such as slashing of road verges and controlled mowing of open spaces and ensuring these areas are free of undergrowth that may be likely to constitute a bushfire hazard.

STATUTORY BUSHFIRE DANGER PERIOD

1 October 2015 to the 31 March 2016 (this may be varied subject to local conditions).

BRIGADE CALLOUTS – 2015/2016**Fire and Other Incidents**

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

For the financial year 2015/2016, the RFS in the Upper Lachlan Shire local government area responded to:-

• Grass/forest/scrub fires	69
• Motor vehicle accident/car fire	33
• Hazardous Chemical	1
• Service Calls	11
• Good intent Calls	6
• Other	3

The above statistics represents a total of 123 incidents attended for the twelve month period to 30 June 2016.

10. CULTURAL SERVICES

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

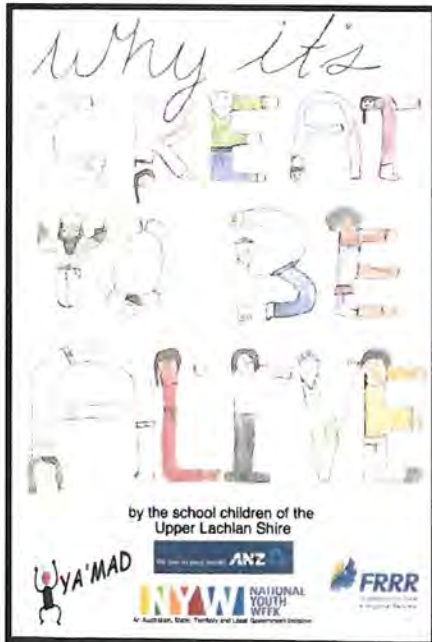
Section 428 (2) (j)

Programmes undertaken by Council during 2015/2016 to promote services and access to services for residents included those activities listed below. Council believes these programs provide access to all residents of the Shire given the nature of the close knit rural communities that exist within the Shire.

Council undertook the following initiatives: -

- Council is progressively implementing the Cultural Plan for the Shire.
- Cultural events funding program of \$3,000 annually.

- Participation in the preparation of a Community Services Directory.
- Continuation of activities outlined within the Social and Community Plan for the Shire.
- Continued support to the Community Access Committee.
- Youth Week Events.
- Community Technology Centre access to services in the villages of Bigga and Tuena.
- Continuation of the services through the Southern Tablelands Library Cooperative for the towns of Gunning and Crookwell.
- Continued partnership with Southern Tablelands Arts on program delivery.



The 2015 Youth Book Week Front Cover Design by Monique Thomson

The 2015 Youth Book Week Back Cover by Molly Carr

10a) LIBRARY SERVICES

MISSION STATEMENT:

To assist residents to fulfil their informational, cultural and recreational needs by providing appropriate library resources and services.

KEY PERFORMANCE INDICATORS:

Key Performance Indicator	Performance Measure	Delivery Action	Delivered
Quarterly reports for library services to council	Report to Council by deadline	1.9 Encourage recreational and leisure activities while maintaining public safety standards	✓
Complete NSW State Library Return of Local Priority Grant Report and Statement of Library Operations	Completed by State Library Deadline	1.9 Encourage recreational and leisure activities while maintaining public safety standards	✓
Increase membership and number of library loans*	Increase by 1% per annum	1.4.1 Community Services for young, aged, disabled, and people from diverse cultural backgrounds	✓
STLC Library Cooperative Committee meetings and REX meetings attendance. Review of joint policies and annual fees	Implement Committee decisions	1.5 Lobby for retention of education facilities	✓

*Loans includes hard copy resources, web renewals online and loans of e-resources.

UPPER LACHLAN SHIRE LIBRARY SERVICE USAGE STATISTICS:

Usage Statistics	Crookwell Library		Gunning Library	
	2014/15	2015/16	2014/15	2015/16
New Members	158	140	41	57
Loans *	37,239	33,535	8,483	8,032
Internet sessions	4,107	4,502	1,844	2,284
Visitors	24,080	27,714	9,339	9,358
Items in collection	17,053	17,875	10,247	9,702
Hours open per week	31.5	31.5	17	17

*Loans include issues and renewals of hard copy resources.

SOUTHERN TABLELANDS LIBRARY COOPERATIVE (STLC) USAGE STATISTICS:

STLC Usage Statistics	2014/15	2015/16
Web Renew Online (Loans)	18,942	22,119
E-resources	10,020	18,719

OVERVIEW:

Usage of the services and resources at both Crookwell Library and Gunning Libraries remained at high levels throughout the year. Although loans of hard copy resources were less compared to the previous financial year, this is reflective of a trend across all NSW public libraries. Our members are doing more online and this is shown by the increase of the number of web renewals (loans) and more members borrowing e-resources. Technology remains popular with the community which is reflected in the increase of the number of Internet sessions at both Crookwell and Gunning Libraries. There was also an increase in the number of visitors to the Crookwell Library.

The Upper Lachlan Shire Library Service, for the fourth year, remains under the umbrella of the Southern Tablelands Library Co-operative (STLC).

Library buildings, facilities and resources continue to be upgraded and well maintained. As part of Council's commitment to providing excellent public access computer facilities, new PCs were installed during the year and the software was upgraded to Windows 10. Our up-to-date computer technology, fast Internet

and Wi-Fi facilities provide an excellent service to library patrons and the many visitors to our Shire.

Crookwell and Gunning Library patrons continue to have free wireless broadband, using personal Wi-Fi enabled e-devices such as laptops, tablet computers and smart phones. With an increase in patron usage of e-devices the library staff continues to spend more time assisting patrons with these devices.

To optimise the use of our Libraries resources, swapping items between the STLC Libraries are undertaken regularly.

The increase in donations of both books and DVDs has continued allowing local staff to keep their cataloguing skills up to date.

This year saw an increase in the library becoming a people place, bringing people together with diverse backgrounds through a range of informal social activities and structured group activities.

EVENTS AND PROMOTION:**Crookwell and Gunning Libraries:**

Staff at Crookwell and Gunning Libraries hosted a number of activities and events during the year. All events were very well attended.

- Crookwell and Gunning Libraries participated in the annual Library and Information Week, which was held from the 23-29 May. Both libraries held a display covering the theme 'Discover more through your library and information service'. Items included a range of different types of items as well as updated pamphlets promoting library services.
- On 28th October 2015 the Upper Lachlan Shire Library Service hosted free Tom Roberts information sessions in Bigga, Crookwell and Gunning by the National Gallery of Australia and the Southern Tablelands Arts. An audience of fifty-two people across the three locations learnt about Tom Roberts' life and his work. The National Gallery of Australia presenters showed the audience a number of works from bush and city scenes to portraits. The children from Bigga Public School attended the Bigga session. The Crookwell Library Friends organised a bus trip to see the exhibition in Canberra with residents from across the Shire attending.



- Kaitlyn Middleton, Health Promotion & Youth Health Officer from Grand Pacific gave free information sessions on Friday the 5th

February at Crookwell and Gunning Libraries. Kaitlyn gave an inspiring talk on how to use the library pedometers and the healthy benefits of exercise and eating the right food. Eighteen participants attended the Gunning session and six attended the Crookwell session. After the sessions there was an increase in the number of patrons borrowing the library pedometers.



- Articles promoting the events, services and resources of the Crookwell and Gunning Libraries were published in the Crookwell Gazette the Gunning Lions Newsletter, Goulburn Post, Upper Lachlan Shire's Newsletter, school newsletters, Crookwell Library Facebook site, and 'What's on in the Shire of Villages' newsletter. Events and programs were also promoted through the STLC's website and the distribution of handouts and posters to the target audiences.
- Numerous thematic displays showcasing a selection of fiction and non-fiction resources provided an interesting variety of items for loan in our Libraries. Many of these displays coincided with national or local events. New resources were also displayed at both libraries as they became available.
- Crookwell Library held another successful

Mary Gilmore Display for the Mary Gilmore Weekend. The Upper Lachlan Dame Mary Gilmore Society presented the Crookwell Library with a Certificate of Appreciation.

- The Crookwell Police Station lent the Crookwell Library the 150 years of policing display.



150 years of policing display

Gunning Library Events:

- The Knitting Circle continues to meet twice a month attended by up to thirty people attending a quarter. The knitting circle is popular even when the weather is warm.



Knitting Circle

- Eight Craft enthusiasts attended a Christmas card making workshop in the Library on 13 November 2015 and produced some beautiful cards. The workshops used the Cuttlebug craft machines, which were bought

from the NSW Revitalising Regional Library Grant.



Card Created at the Christmas Card Workshop

- The library once again hosted the Biggest Morning Tea with a number of people attending. Fifty people attended the morning tea with \$580 raised.
- The library held two sessions on using Trove on the 17 June 2016. In total sixteen people attended these sessions. Local resident Michael de Percy, a senior lecturer at the University of Canberra conducted the sessions.

Crookwell Library Events:

- The monthly Scrabble Afternoons continue to be a great success attended by six to twelve enthusiastic players each session. Students from Crookwell High School also attended some of these sessions. The Crookwell Friends of the Library assist with the running of the afternoon and sponsor afternoon tea.
- The Crookwell Library held two free Family History workshops as part of National Family History Month in August. These events included 'family history scrapbooking' and 'explore Family and Local History Resources

Online'. In total ten people attended these sessions.



Family history scrapbooking workshop

- Crookwell Library Assistant Annette Lindsay provided tablet training to Bigga residents on the 18 August 2015 in Bigga. The feedback from the training was very positive.
- Seven craft enthusiasts attended a Christmas card making workshop in the Library on the 17 November 2015 respectively. The workshops used the new Cuttlebug craft machines, which were bought from the NSW Revitalising Regional Library Grant.



Christmas card Making workshop

CHILDREN AND YOUNG PEOPLE:

Activities and events aimed at our junior and young adult members throughout the year included:

- Regular story time sessions, made possible with the assistance of volunteers from the community and staff. Storytime includes a story and a craft related activity.
- Regular usage of library facilities by Play Groups, Pre-schools, local schools, After School Care and Vacation Care groups. These visits are a great way to introduce young children to the library and have resulted in many families joining our Library Service.
- 'Star Boxes' – Resources funded by the Mulwaree Community Trust for pre-schools and families.
- As part of Library and Information Week Crookwell and Gunning Libraries celebrated National Simultaneous Storytime. National Simultaneous Storytime encourages children to read and parents to read to their children. In total there were forty-eight people who attended the storytime sessions across both libraries. This year libraries across the nation enjoyed the story '*I got this hat*' written by Jol and Kate Temple and illustrated by Jon Foye. Following the reading, children enjoyed a craft activity where they designed their own pirate hats. Children came dressed in their favourite hats; there were pirate hats, fireman hats, fancy hats and even spotty hats.



- A number of school holiday workshops were held at Crookwell and Gunning Libraries under the guidance of Library Assistants, Clare McIntosh and Maree Roche. The workshops were aimed at specific age groups and included 'Minion Mania'; 'Spring'; 'Kung Fu Panda 3'; 'Make it: recycled craft workshop'. The Kung Fu Panda 3 school holiday activity in the April school holidays was so popular at the Crookwell Library that two sessions were held.



Gunning

- The Library's fortnightly StoryTime sessions continue to be popular. Gunning Early Child Centre also participates in storytime. Volunteers continue to assist with the running of these sessions.



Storytime Session

- Classes from Kinder to year 6 at Gunning Public School visit the library once a week during the school term.
- Gunning and District Before and After School Care (OOSH) continue to have a permanent booking of computers after school once a week during term time.
- The Library held a Christmas breakup StoryTime party with eighteen children attending the party.

Crookwell

- The numbers of children attending Storytime at the Crookwell Library decreased in 2015 due to a clash in times with a new playgroup. Storytime was moved back by half an hour to 11:30 from term four in 2015. The number of attendees in term four increased each week. Volunteers assisted with running these sessions in 2015. From 2016 library staff began to run these sessions.
- The Crookwell Library facilitated a Summer Reading Club from the 15th December 2015 through to the end of January 2016. The Reading Club allows children and young people to develop a sense of community with other children across the country over

the summer holidays, and discover great Australian authors and illustrators. As part of the programs kits with themed activity books and goodies were created for the children. A display was set up of children's books on the theme 'Lost Worlds' to help inspire children on the types of stories that related to the theme. The Summer Reading Club was a huge success with twenty-nine children enrolled in the club. Each child received a laminated participation certificate, as well as lucky dips after a set number of books were read. As children also needed to be members of the library, this resulted in a number of new members.



Summer Reading Club Display

- A children's table was set up in January for colouring in or puzzles during the summer holidays. This proved to be popular with children visiting the library whilst parents and grandparents browsed the library shelves. Colouring material is now made available to children during the holidays.
- In celebration of all that's great about the Upper Lachlan Shire Library Service, and to coincide with Library Lover's Day on 14 February 2016, Crookwell Library asked students from a year nine English class at Crookwell High School to create a mural about what they love about libraries and

literature. Ten students and two teachers participated in the activity. The students also created heart shaped books and posters about love and literature. The event was very successful and the students enjoyed creating the mural and finding inspiration from library resources.



Library Lovers Mural



Library Lovers Hand Crafted Book and Frame

- Library staff facilitated storytime and craft sessions at the Crookwell Potato Festival on Saturday the 6th March. Three storytime sessions were held during the day and included a craft activity associated with a book. As part of the day staff handed out membership forms, a new pamphlet on storytime and other leaflets about library services. The day was very successful with a number of people from the local community finding out about storytime at the library for the first time. Thirty-three children participated in the storytime and craft activities.
- The Library partnered with Crookwell Public School in term three to assist students in

years three and four with a local history project about Crookwell. Many parents and students utilised the library and asked for assistance from library staff.

- The Country Women's Association (CWA) County of Study Italy projects were displayed at the Crookwell Library foyer during August.
- Year twelve students from Crookwell High School utilised the Library facilities in the September school holidays for their HSC study.

COLLECTIONS, RESOURCES AND FACILITIES:

- The 2014/2015 NSW Public Library Statistics Return was completed and submitted to the NSW State Library by the deadline of 19 November 2015.
- The Annual Statement of Library Operations, Application for Library Subsidy and Local Priority Grant for 2015/2016 was completed and submitted to the NSW State Library by the deadline of the 23 December 2015.
- The STLC Fines Feast was held from Monday 23 November - Sunday 13 December 2015 at all the STLC libraries. During the Fines Feast patrons could come into the library and pay their fines (for overdue items only) with a donation of non-perishable food. Each Library donated the food to a local charity that organised Christmas hampers to local families in need. Patrons donated food even if they didn't have any fines to pay.

Collections

The collections at both Crookwell and Gunning Libraries continued to be enhanced with the

addition of new items and a weeding and discard program.

- The STLC website continued to be regularly upgraded. The website provides members with a variety of databases; online catalogue; downloadable e-books, e-audio, and e-magazines; local area information; web links; and the ability for members to manage their details and loans.
- Both Crookwell and Gunning Libraries received a large number of donations suitable for addition to our collections. Items not suitable for the collection are sold as part of the annual book sale or added to the 'sale tables' at both libraries.
- In line with the STLC Collection Development Policy weeding of collections were completed during the year. At Crookwell Library there was a focus on the adult fiction, large print, magazines children's junior easy, junior fiction, youth, music and parenting collections. At the Gunning Library there was a focus on the junior easy and youth collections. Items weeded from the collection were withdrawn from the catalogue and stored for next year's book sale or were put out on the sale tables at both libraries.
- To maximise usage of STLC Library resources Crookwell, Goulburn and Yass each swapped fifty titles from their Romance collections.
- Gunning Library once again received a large donation of new children's books from the Children's Book Council.
- The re-organisation of the Crookwell Library DVD collection continued in this financial year. Volunteers assisted with the project,

whilst library staff catalogued purchased and donated DVDs.

- The Upper Lachlan Shire Council Library Service continued to add and withdraw items as per its agreement with the State Library of NSW Legal Information Access Centre (LIAC) for the period 2015-2018. LIAC provides free legal resources for the community at both libraries.
- The Upper Lachlan Shire Council Library Service continued to add and withdraw items from the 'druginfo @ your library' collection of pamphlets and books. 'Druginfo @ your library' is a NSW Health and State Library of NSW initiative which provides free drug information resources for the community at both libraries.
- The drug information pamphlets and more general pamphlets were re-organised and placed in more prominent positions in the Crookwell Library.
- Subscriptions to magazines and newspapers continue to be reviewed as a result of feedback from patrons. The Crookwell Library Friends renewed the Crookwell Library's subscription to *Choice* magazine for a period of two years. The Crookwell Library Friends also paid for two new library subscriptions for the magazine titles *Inside History* and *Graziher*, as well as four paperback westerns.
- The Public Library South East (SE) Zone Consortium with OverDrive (e-books) was re-signed for a further twelve months.
- Grand Pacific Health changed the batteries and the branding of the pedometers at both libraries in December.

- The Parenting Collection at the Crookwell Library was moved into the Children's area to make this collection more visible to parents.
- A number of collections at the Crookwell Library were re-organised to make space for items. These included the reference, legal, biography, literacy, children's DVDs, and junior easy collections.
- New stickers were added to the spines of rural romance books at the Crookwell Library to make it easier for patrons and staff to find and shelve these types of books.
- Local author books are now added to the lending collection and a copy added to the Crookwell and District Historical Society Collection. Any additional copies will be added to the Reference Collection of the Crookwell Library. This new rule has come about as a number of local authors have asked for their material to be in the library's lending collection rather than sit in a Reference Collection where people are unable to borrow.

Resources

- Crookwell Library continues to provide a fortnightly Home Library Service to members who are unable to visit the library as they are house bound or due to ill health. Volunteers assist with the delivery of the material. Library staff delivers library books to members who are un-expectedly ill in hospital.
- The Read and Connect Book Groups continued to borrow the book club kits and met regularly to discuss each book.
- The Crookwell Library utilised the Libraries Australia Inter Library Loans system to

borrow items not held in the STLC libraries. This service assisted a number of patrons in our community.

- Both libraries continued the library card replacement drive, replacing the old cards with the Upper Lachlan Shire Library Service branding.
- This year a number of items were purchased from the NSW Revitalising Regional Library Grant as per the agreement with the NSW State Library. These items included:
 - Two cuttlebug embossing machines, assorted dies and card stock for Crookwell and Gunning libraries. The Cuttlebug is used to cut out shapes and emboss different types of paper, for scrapbooking, card making and general paper crafts.
 - Two double-sided poster stands for promoting events at Crookwell and Gunning Libraries.
 - Five computers for Crookwell and Gunning Libraries. Three computers were installed at Gunning and two were installed at Crookwell.
 - Two display boards for Gunning Library for advertising events and promoting library services.
 - Two pillow pets/bean bags for the Children's area at Gunning Library.
- The new Family history brochure was launched as part of the National Family History month in August. The brochure highlights the STLC Family history resources as well as the local historical societies of Crookwell and Gunning.
- The library and information pamphlets were updated and formed part of the 'Discover More about your library' display as part of Library and Information Week in May 2016.
- The STLC is now able to send out automated email reminder notices for items due three days prior to the item's due date.
- The Crookwell Library renewed its advertisement for library services on three Signboards across the Crookwell Township for two years.
- The Crookwell Library renewed its advertisement in the Rotary Club of Crookwell annual Calendar.
- Library staff participated in training during the year. As a result of this training staff learnt new skills and became more aware of changes to library practices and how other libraries conduct their services.
 - Two Library staff attended the Copyright Fundamentals training at the State Library of NSW on Wednesday the 22nd July. The training provided some useful information on copyright issues in a more digital age.
 - Two staff members attended Cuttlebug embossing machine training in August in Goulburn.
 - The Library Manager attended the NSW Public Library Association 2015 Conference in Sydney in November.
- Gunning and Crookwell Library staff met at Crookwell Library on the 9 September 2015 and 17 February 2016. Items discussed included changes to STLC policies, the

Council social media policy, Library KPIs, library events, sharing information on the copyright training and work tasks.

- The Library Manager attended a number of meetings during the year. These included:
 - A meeting with Telstra at the Telstra drop in session in January at the CWA rooms, discussing free computer/tablet classes.
 - Three South East (SE) Zone meetings with Library Managers discussing e-resources, policies, State Library of NSW reports, what's happening across public libraries in the Zone and wider NSW, and planning the next public library conference hosted by the zone in Ulladulla in November 2016. The SE Zone Library Managers Meeting in June was hosted by the Library Manager in the Upper Lachlan Shire Council Chambers.
 - A STLC Library Managers meeting, discussing the product called Freegal, a music streaming service.
 - A meeting with Crookwell Public School Teachers in June discussing how the library can support the school in class projects and literacy.
- Volunteers are an essential part of the library. This assistance has enabled staff to concentrate on other library tasks. This year volunteers assisted with shelving, shelf reading, collection re-organisation, DVD project, labelling books and DVDs, sorting

donations, weeding, book covering and storytime. In total there were three hundred and seventy-three hours completed at Crookwell Library and twenty-one hours completed at Gunning Library.

- A Crookwell High School student undertook work experience at the Crookwell Library from the 23–27 November 2015. The student undertook a number of tasks across the library and learnt about how the library operates and its place in the community.

Facilities

- Our Libraries computers and Wi-Fi facilities continue to be well used by patrons and visitors. New public computers have been installed at Crookwell and Gunning Libraries and application software for all public access computers updated. All public computers at Crookwell and Gunning Libraries have been updated with Windows 10.
- The HiTech comprehensive management plan for Crookwell and Gunning computers was renewed. This allows the smooth running of the IT infrastructure at both libraries.
- AMLIB (Library Management System) was upgraded across the STLC Libraries on Sunday the 12 December 2015.
- The new air-conditioning and heating system was installed in mid-August 2015 at the Crookwell Library.
- The gutters around the Crookwell Memorial Hall complex (including the Crookwell Library) were replaced after the snow event in 2015.

- Argyle Fire Services serviced the fire extinguishers as part of Council's regular maintenance program. The fire control panel and smoke detectors were also serviced during the year at the Crookwell Library.
- Dorma Australia installed the new automatic slider for the automatic door in June at the Crookwell Library.
- The Gunning Library purchased four tub chairs. The chairs are well used by the patrons and their location near the loans desk provides a useful space for staff to assist patrons.
- New interior and exterior cracks have appeared in the walls at Crookwell and Gunning Libraries. These cracks have been investigated by Council.
- The Crookwell Memorial Hall Committee utilised the facilities of the Library afterhours to hold their quarterly meetings and AGM. The Library Manager continues to be a part of this Committee.
- The Crookwell Archives and District Historical Society hosted a number of events in the library including their AGM afternoon tea and Christmas afternoon tea.
- The Country Women's Association utilised the library for lunch time meetings to plan their annual country of study dinner.
- The Crookwell and District Breastfeeding Group utilised the facilities of the Library to hold support group meetings.
- The Crookwell Library became part of the Australian Breastfeeding Association (ABA)'s Welcome Here program where the library displays a Breastfeeding Welcome Here

sticker to say that breastfeeding is welcome at the library.

COMMUNITY LIAISON:

Crookwell and Gunning Libraries continue to work closely with community groups and organisations to better serve our community. These organisations include:

Australian Cancer Council
 Breast Screen Australia
 Crookwell Amateur Dramatic Society
 Crookwell Community Men's Shed
 Crookwell Community Transport
 Crookwell Community Trust
 Crookwell Country Women's Association
 Crookwell and District Arts Council
 Crookwell and District Breastfeeding Group
 Crookwell and District Historical Society
 Crookwell and District Hospital
 Crookwell Lions Club
 Crookwell Neighbourhood Centre
 Crookwell Probus Club
 Crookwell Public School Book Group
 Crookwell Rotary Club
 Crookwell Visual Artists
 Gunning Community and Health Service
 Gunning Historical Society
 Gunning Lions Club
 'KAOS' Kids Acting on Stage
 Mary Gilmore Association
 'OOSH' – Gunning after school care
 Schools and pre-schools within the Shire
 Southern Tablelands Arts
 Southern Tablelands WIRES
 View Haven Lodge

GUNNING LIBRARY FRIENDS:

- The Gunning Library Friends met on Friday the 13 May 2016. This group is still in its early stages of development.

CROOKWELL LIBRARY FRIENDS:

- The Crookwell Library Friends continued to provide strong support sponsoring and organising the monthly scrabble sessions, organising and running the annual library book sale, and hosting events.
- The Crookwell Library Friends held a tea talk in the Crookwell Memorial Hall Art Gallery on Tuesday the 28 July 2015. Mandy McDonald and Stephen Carroll shared their knowledge of different teas from their travels in China. The talk went for an hour and half followed by lunch in the Library. The event was very popular with thirty-six people attending. There were also four new library memberships.



Tea Travels in China Tea Talk

- The Crookwell Library Friends held their AGM on the 11 November in the Crookwell Library. The 2015 Crookwell Library Friends Executive Committee were re-elected for 2016. The Committee consists of Vicki Jeffrey (President), Gina Hill (Secretary), Bill Martin (Treasurer) and Michaela Olde (Library representative). The Crookwell Library Friends will be assisting with the Home Library Service on a volunteer

roster system for 2016-2017. In total twelve people attended the AGM. A light lunch was held afterwards in the Library.

- International Games Day (21 November) was held in conjunction with Scrabble on 1 December. The Crookwell Library Friends organised the event and included a Christmas feast. Thirteen people attended this event.



International Games Day

- A morning tea was held on Thursday the 3 December 2015 from 10:30-12pm to thank the Crookwell Library volunteers for their assistance during the year. Fourteen people attended this event.
- The Friends Book Sale once again took place in March in conjunction with the Crookwell Potato Festival and until 31 March 2016 during library opening hours. The Crookwell Library Friends volunteers assisted with unpacking the donations, setting up and selling the books, music and DVDs. The generosity of the volunteers in giving their time for the book sale and the large amount of donations from the community resulted in a very successful book sale, raising \$3,256. As there had been many donations over the past twelve months,

there were a lot of items still for sale at the end of March. These items will be stored for next year's sale. A special thanks to all the members of 'The Friends' who helped with the event and to Vicki Jeffrey who undertook the co-ordination of the Book Fair.



Crookwell Library Annual Book Sale

- The Crookwell Library Friends held a talk in the Art Gallery in March. The guest speaker was Shandara Holman, a holistic healer. Morning tea was provided by the Friends.
- In March the Crookwell Library Friends visited the Tom Roberts exhibition at the National Gallery of Australia in Canberra. The group also visited Old Parliament House. Forty-nine people attended, with ten people from Gunning.
- The Crookwell Library Friends visited the Miss Fisher's Murder Mysteries Costume Exhibition at Old Government House in Parramatta on Wednesday the 8 June 2016. Thirty-eight people attended the event.

10c) REGIONAL TOURISM

General Overview

The Upper Lachlan Tourist Association has continued to work with tourism operators and local groups to develop and promote the Upper Lachlan Shire throughout 2015/2016. The main regional tourism projects and activities implemented during this year include -

- Exhibiting at the Canberra Home and Leisure Show and the Collector Pumpkin Festival
- Bag-A-Bargain Shire Wide Garage Sale;
- Crookwell Potato Festival;
- G'Day Canberra Region event with the American Embassy;
- New and existing event funding;
- Tablelands Branding Workshop;
- Upper Lachlan Tourist Association Membership Scheme; and
- Social Media Strategy.

Tourism Strategic Plan Implementation

During 2015/2016 the Upper Lachlan Tourist Association again reviewed the 2020 Tourism Strategic Plan that lays down the development and promotional priorities for tourism in the Shire with the four key objectives being:-

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

and relevant information and services to the sector and visitors.

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

Festivals and Events

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

It is an ongoing role of the Upper Lachlan Tourist Association through the tourism staff to assist minor and major events with planning, promotion and evaluation. During the year there were also two events for which tourism staff are the co-ordinators or event organisers – the Crookwell Potato Festival and the Shire wide garage sale "Bag a Bargain". In addition, tourism staff organise the Crookwell Australia Day celebrations.

The 2016 Crookwell Potato Festival was a fantastic success with over 4,000 attendees. Thanks to the formation of an active, skills based committee and substantial private industry support the festival was able to offer a range of new attractions which proved very popular with festival attendees.

The Bag-A-Bargain shire wide garage sale was held for the eighth time in May 2016. This year there were again 13 sites spread across the Shire. The event not only boosts income to the area through the sales themselves but also through visitors spending on fuel and food.

In 2015/2016 tourism staff has supported community initiatives such as the new Crookwell Garden Festival that is showing early promise as being a very strong event.

In 2015/2016 the ULTA through its Events Funding program was please to be able to assist the organisers of the Crookwell Garden Festival, Crookwell Squash Open and the Dame Mary Gilmore Weekend.



Casa della Pace was part of the Crookwell Garden Festival

Attractions and Activities

Under the new Canberra Region Joint Organisation the Tablelands Tourism Committee conducted a branding workshop with industry representatives has resulted in a brand positioning based around "People, Place and Produce". This positioning is now being reflected in all future marketing including an upcoming Tablelands Guide and website.

Canberra Region Joint Organisation and Visit Canberra are working closely together to best showcase major events and attractions across the region. This has resulted in a regional events calendar which will be used to inform the Social Media Plan through 2016/2017. Visit Canberra has also agreed to include regional listings on their flagship tourism website which is a major milestone for the region.

As part of the closer relationship between Destination NSW and Visit Canberra, driven by

the work of the Canberra Region, regional tourism businesses were able to attend an "Export Ready" workshop in Canberra. This workshop was focussed on how the region as a whole and individuals in particular can engage with the international market including the Singaporean and New Zealand visitors who can now fly directly into Canberra.

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



The Upper Lachlan Shire is working closely with the Canberra Region Joint Organisation to promote the region

Tourist Information

The employment of a part time Destination Information Officer in 2015/2016 allowed us to focus on ensuring that residents and visitors have access to the most accurate and timely information possible when it comes to attractions and activities across the Shire. With particular focus on the monthly "What's On", biannual calendar of events, fortnightly newspaper advertisements and quarterly inserts in "The Voice" we have been able to promote local tourism products to a wide audience both inside and outside the region.

By far the biggest project for the year was working with the Australian Tourism Data

Warehouse to ensure all of the local listings are up-to-date and compliant with new specifications that enable higher resolution images to appear on the websites of their 70 channel partners.

Tourism Promotion

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

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

The Destination Information Officer was particularly focussed on building our social media presence and we can report that our Facebook reach is now in excess of 50,000 people a year and continues to grow. Tourism staff has now moved onto using Instagram as a promotional tool as the current trend is towards this simply image sharing platform.



Promotional material on display

Tourism Statistics

The statistics for 2015/2016 show some very positive signs:

- Facebook reach up 342%.
- Website hits up by 11% on www.visitupperlachlan.com.au.
- Crookwell Caravan Park nights up 7%.

The sealing of the MR248E - Laggan to Taralga Road is already showing positive results with visitors now able to visit the region in comfort and safety. There are exciting developments coming online in both Laggan and Taralga during 2016/2017, completion of this road is timely. With the completion of MR54 in late 2017 the region will be completely accessible by sealed roads and the subsequent increase in traffic will be a benefit to the entire Southern Tablelands.

10d) MULTI CULTURAL ACCESS

The demand for services for persons from non-English speaking backgrounds and / or from the

Aboriginal community has not been evident in the Upper Lachlan Shire local government area.

11. PRIVATE WORKS

Section 428 (2) (k)

In accordance with Section 67, of the Local Government Act 1993, a Council may, by agreement with the owner or occupier of any private land, carry out on the land any kind of work that may lawfully be carried out on the land. Examples of the kind of work that a Council might carry out under this section include: paving, road access construction, water and sewer connections and kerb and gutter works.

Upper Lachlan Shire Council has adopted a Private Works (Projects and Plant Hire) Policy to regulate and stipulate the requirements for the undertaking of private works within the Upper

Lachlan Shire Council area. The policy is designed to protect public funds and the integrity, security and reputation of the Council and its Staff and maintain a high level of services to the community.

Upper Lachlan Shire Council carries out work on private land in accordance with plant hire and labour rates established by Council when setting the Schedule of Fees and Charges. In 2015/2016 the total of such work was \$205,368.



12. AMOUNTS ATTRIBUTED OR GRANTED UNDER SECTION 356**Section 428 (2) (I)**

Section 356, of the Local Government Act 1993, permits Councils to resolve to contribute money or grant financial assistance to persons as a means of exercising Council functions. Council has established a Section 356 - Financial Assistance Policy and allocates funding annually in Council's Operational Plan for financial assistance / contributions to community, sporting and charity organisations.

The following is the list of Council Section 356 Contributions for 2015/2016 in \$: -

Bigga Golf Club (Ordinary Rates)	2,488
Bigga Primary School P and C	1,000
Crookwell and District Historical Society	675
Crookwell AP and H Society (Ordinary Rates)	2,528
Crookwell CWA (Ordinary Rates)	769
Crookwell Progress Association (Insurance Fees)	917
Dame Mary Gilmore Society	200
Fullerton Anglican Church Property Trust (Ordinary Rates)	506
Goulburn Crookwell Heritage Railway Inc. (Waste, Water and Sewer Rates)	1,590
Grabben Gullen Hall and Recreational Reserve Trust (Waste Charge)	408
Gunning and District Community Health	10,000
Isaac McGregor – National Indoor Hockey Championships	400
Katelyn and Heidi Staples – Equestrian representation	400
Laggan Public School	100
Lions Club of Gunning (Notice Board Contribution)	318
Middle Arm Hall Progress Association	250
Middle Arm Hall Progress Association (Ordinary Rates)	571
Narrawa and District War Memorial Hall (Ordinary Rates and Waste)	483
South East Regional Academy of Sport (SERAS)	1,850
Southern Tablelands Regional Arts Council (STARTS) Membership	2,203
St Vincent De Paul (Ordinary Rates and Waste Charges)	2,122
Taralga A P and H Association	1,250
Taralga Australia Day Committee – Rodeo Contribution	500
Taralga Australia Day Committee – Rodeo DA fee	285
Taralga Golf Club	249
Taralga Historical Society (Ordinary Rates and Water)	1,195
Taralga Medical Clinic (Ordinary Rates and Waste)	1,003
Taralga Playgroup	500
Taralga Public School	1,000
Taralga Small Schools Sports Sponsorship	340
Tony Foley Memorial Centre	1,000
Zone 27 Pony Club (Bonds)	500

In-kind Contributions

Crookwell A P and H Society (water use reduction)	500
Crookwell Picnic Race Club (in kind watering - Binda Picnic Races)	500
Gunning Focus Group - Court House Rent	750
St Vincent De Paul (Mattress disposal)	180

TOTAL CONTRIBUTIONS**\$39,528**

In addition to the financial contributions listed above Council also provide in kind support to Committees of Council and waive public hall hire fees and Development Application fees for various community groups.



Upper Lachlan Shire Mayor John Shaw accepts a cheque from Veolia Mulwaree Trust to help fund Gunning Skate Park

13. HUMAN RESOURCES ACTIVITIES

Section 428 (2) (m)

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

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

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

The Workforce Plan

The Workforce Plan seeks to identify the strengths and weakness of Council in the area of human resource management and to outline the

broad strategies to be put in place to move forward in the next four years.

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

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

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

Recruitment and Selection

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

The Human Resources section has developed and implemented new recruitment strategies for the organisation. One of the main strategies was to review the current procedures to attempt to attract quality staff to the organisation.

Council employee positions advertised externally in 2015/2016 included:-

- Horticulturist
- Trainee Development Town Planner
- Bigga Towns Person
- Destination Information Officer
- Management Accountant

- Casual Labourers On Call
- Certificate III Civil Construction Trainees
- Media Officer
- Apprentice Plant Mechanic
- Construction Overseer
- Revenue Officer Maternity Relief
- Casual Pool Attendants

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

- On Call Rangers
- Waste Depot Attendants
- Plant Operator Grader Crookwell
- Plant Operator Roller Crookwell
- Plant Operator Truck Crookwell
- Plant Operator Parks and Gardens
- Skilled Labourer Gunning
- Skilled Labourer Crookwell
- Plant Operator Roller Gunning
- Plant Operator Truck Gunning

Performance Reviews

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

All the position descriptions were reviewed and evaluated in line with changes in terms of position parameters responsibilities, accountabilities and new duties.

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

Policy and Procedure Review and Development

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

- Recruitment and Selection Policy
- Loss of Drivers Licence Policy
- Leave Policy
- Disciplinary Policy
- Separation and Termination Policy
- Code of Conduct
- Alcohol and Other Drugs Policy
- Secondary Employment Policy
- Nine Day Fortnight Policy

Industrial Relations

Council has participated in the Local Government (State) Award 2017 negotiations that are being continued with the Office of Local Government, Local Government NSW, and relevant Unions such as USU, DEPA, LGEA and Regional Organisation of Councils.

A lot of these changes will affect Council's policy and procedures in its management of working conditions, with many identified changes to the Award. Council will make relevant changes to the policies and procedures to accommodate these changes.

Human Resources Training Plan

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

OBJECTIVES:

- * To encourage employees in their personal and professional development and to assist them where necessary to maintain high levels of competence in their respective positions and vocations.
- * To provide development opportunities via a range of sources including training conducted by recognised private providers, training/coaching in specific skills areas provided by designated staff, on the job training by managers and team leaders, and approved tertiary studies.
- * To provide assistance to employees where a course of study can be demonstrated to enhance their competence, and is of benefit to the Council's service provision, and the employee's ability to fulfil their position requirements.
- * To facilitate the development of a Training Plan that will match training and development processes to the current and future skill requirements of Council and the career development needs of employees.
- * To ensure that expenditure in training matters is used in a cost effective manner.
- * To comply with Local Government (State) Award and other legislative and regulative provisions related to Council.

Training and Development

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

- Bullying and Harassment
- EEO
- Privacy
- Alcohol and Other Drugs
- Code of Conduct
- Work, Health and Safety

All Council employees have completed the first modules of Bullying and Harassment, Alcohol and Other Drugs, and Work, Health and Safety.

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

- Pesticide Use Workshop
- Traffic Controller (Blue)
- Traffic Control Apply Plans and Introduction (Yellow)
- Traffic Control Plans Design and Audit (Orange)
- Water NSW ESC Workshop
- Drum MUSTER Inspector Training
- ICAC Procurement
- Senior First Aid
- On Line Bulling and Harassment
- On Line Work, Health & Safety
- On Line Alcohol & Other Drugs
- Degree Associate of Engineering major in Civil Engineering
- Confined Space
- Safe Handling of Sharps & Infectious Waste
- Induction Training for all new Council Employees
- CPC50108 Diploma of Building Surveying

- Bachelor of Information Technology Tertiary Degree

In 2015/2016 total staff training costs were \$90,133 this includes the employees' time, salaries and training course fees. The training costs excluding salaries and wages totalled \$46,340.

There were also staff recruitment expenses incurred that totalled \$10,637 which included medical examinations, advertising and interview expenses; however, this amount excludes staff salaries and wages expenses.

14. IMPLEMENTATION OF EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN

Section 428 (2) (n)

Equal Employment Opportunity is ensuring that there is no direct discrimination, indirect discrimination or harassment against anyone in the workplace. All persons do have an equal right and fair opportunities when applying for a position in the workplace or whilst employed by Council. By the implementation of an EEO Policy and Programme, a more productive workplace will develop and this will result in a better service to the community.

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

- The best available person is selected for each position;
- The right people are trained in the correct and most appropriate functions;
- The most suitable/best person is promoted;
- Every employee is developed to reach their full potential no matter what sex, age, race and so on;

- Every employee is able to work productively in a non-threatening and non-harassing environment.

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

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

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

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

Also, all staff members have been provided with a copy of Upper Lachlan Shire's adopted Code of Conduct. Upper Lachlan Shire Council's has also

adopted an Equal Employment Opportunity Management Plan and an Equal Employment and Anti-Discrimination Policy which states the following EEO program activities and sets EEO performance targets.

EEO PROGRAM ACTIVITIES

EEO Policy Statement

1. Objective

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

2. Strategies

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

3. Target Group

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

4. Actions

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

- a) A positive commitment by Council to implementing the EEO program and incorporating EEO principles into all Council operations;
- b) Brief explanation about EEO and the positive benefits EEO will bring to Council as an organisation and to all Council Staff;
- c) A brief statement about the Anti-Discrimination Act and the responsibility of

Council to ensure a discrimination-free workplace;

- d) A brief outline of the EEO Management Plan and proposed activities including;
- e) Articulates the aims and summary of objectives;
- f) Priority strategies in various areas i.e. recruitment, training;
- g) A clear statement of responsibility of all Managers / supervisors in preventing discrimination and promoting EEO;
- h) The Council Resolution adopting the EEO Policy and Management Plan;
- i) Endorsement of the General Manager and Mayor.

4.2 Gain management and staff commitment.

4.3 Seek union/s agreement.

4.4 Submit EEO Policy to Council for adoption.

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

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

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

EEO Performance Targets

5.1 EEO Policy Statements

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

5.2 Communication and Awareness Raising

- 5.2.1 All new employees attend EEO sessions as part of Induction training programs.
- 5.2.2 Put into practice as part of all new staff Induction Process
- 5.2.3 Random sampling of employees' awareness / understanding of EEO is undertaken on a regular basis through mediums such as selection interviews and exit interviews.
- 5.2.4 EEO questions are implemented into the selection criteria as well as the EEO questions in the interview process for all positions.
- 5.2.5 Quarterly progress reports on EEO achievements are prepared and distributed to all staff.
- 5.2.6 Department monthly and quarterly meetings are held and all Departments are aware of their responsibilities under the provisions of the EEO policy.
- 5.2.7 Report on EEO Management Plan is prepared annually for inclusion in Council's Annual Report.
- 5.2.8 The Human Resources Coordinator in concurrence with the Department Directors and

General Manager, review, amend and forward document to Council meeting for adoption.

5.3 Appointment, Promotion and Transfer

- 5.3.1 Immediate and ongoing.
- 5.3.2 The Human Resources Coordinator in concurrence with the Department Directors and General Manager, review, amend and forward the Recruitment and Selection Policy to Council annually, with the provisions outlined.
 - o All employee recruitment and selection will be in accordance with equal employment opportunity principles and EEO Management Plan, Anti-Discrimination Act 1977, the Local Government Act 1993 and the Local Government (State) Award 2014.

5.4 Training and Development

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

5.5 Conditions of Employment

- 5.5.1 Immediate and ongoing.
- 5.5.2 All conditions of employment will be in accordance with Council's Recruitment and Selection Policy and procedures in complying with equal employment opportunity principles and EEO Management Plan, Anti-Discrimination Act

1977, the Local Government Act 1993 and the Local Government (State) Award 2014.

5.6 Harassment and Grievance Procedures

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

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

5.6.3 Bullying and Harassment Prevention training of staff members was undertaken in 2009 throughout the organisation with all the supervisory positions being given priority to assist their skills in identifying and addressing issues relating to bullying and harassment. There will be ongoing training for new staff each year.



Council staff are subject to ongoing training and development

15. DELEGATIONS TO EXTERNAL BODIES

Section 428 (2) (o)

The following external bodies were delegated functions by Council during 2015/2016:-

Bigga Memorial Hall Committee

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

Binda Cemetery Committee

Functions of the Committee: The care control and management of the Binda Cemetery in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council.

Binda Hall Committee

Functions of the Committee: The care control and management of the Binda Hall in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council.

Breadalbane Community Hall Committee

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

Collector Oval Committee

Functions of the Committee: The care, control, management and organisation of the Collector Oval in accordance with the requirements of the

Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council from time to time.

Collector Pumpkin Festival

Functions of the Committee: The care, control, management and organisation of the Collector Pumpkin Festival in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council from time to time.

Collector Wind Farm Community Enhancement Program Committee

Functions of the Committee: To provide recommendations to Council prioritising available project funding involving the Community Enhancement Program for the benefit of the eligible target community.

Community Technology Centre Committee

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

Crookwell Christmas in the Park Committee

Functions of the Committee: The care, control, management and organisation of the Crookwell Christmas in the Park function in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council from time to time.

Crookwell and District Arts Council

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

Crookwell and District Historical Society

Functions of the Committee: The care control and management of the history of the Crookwell portion of the area in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council.

Crookwell II Wind Farm Community Consultation Committee

Functions of the Committee: To provide community representation with regards to the Community Enhancement Program for the benefit of the eligible target community.

Crookwell III Wind Farm Community Consultation Committee

Functions of the Committee: To provide community representation with regards to the Community Enhancement Program for the benefit of the eligible target community.

Crookwell Memorial Hall Committee

Functions of the Committee: The care, control and management of the Crookwell Memorial Hall in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council. A Plan of Management for the facility for a period of five years is agreed in accordance with the Management arrangement with Council.

Crookwell Potato Festival Committee

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



Crookwell Potato Festival

Dalton Power Station Community Enhancement Program Committee

Functions of the Committee: To provide recommendations to Council prioritising available project funding involving the Community Enhancement Program for the benefit of the eligible target community.

Economic Development Task Force Committee

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

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

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

Gullen Range Wind Farm Community Enhancement Program Committee

Functions of the Committee: To provide recommendations to Council prioritising available project funding involving the Community Enhancement Program for the benefit of the eligible target community.

Gunning and District Historical Society

Functions of the Committee: The care control and management of the history of the Gunning portion of the area in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council.

Gunning Courthouse Management Committee

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

Gunning Golf Club Management Committee

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

Gunning Shire Hall and Showground Precinct Advisory Committee

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

Rye Park Wind Farm Community Consultation Advisory Group

Functions of the Committee: To provide community representation with regards to the Community Enhancement Program for the benefit of the eligible target community.

Sporting Fields Committee

Functions of the Committee: To advise Council on matters involving the use, maintenance and improvement of Sporting Fields throughout the Upper Lachlan Shire.

Stonequarry Cemetery Committee

Functions of the Committee: The care control and management of the Stonequarry Cemetery in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council.

Taralga War Memorial Hall Committee

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

Taralga Wind Farm Community Consultation Advisory Group

Functions of the Committee: To provide community representation with regards to the Community Enhancement Program for the benefit of the eligible target community.

Taralga Wind Farm Community Enhancement Program Committee

Functions of the Committee: To provide recommendations to Council prioritising available project funding involving the Community Enhancement Program for the benefit of the eligible target community.



Taralga Wind Farm

Tuena Hall and Recreation Area Committee

Functions of the Committee: The care control and management of the Tuena Hall and Recreation

Area in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council.

Upper Lachlan Access Committee

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

Upper Lachlan Australia Day Committee

Functions of the Committee: The Australia Day Committee will be responsible for the co-ordination of the official Australia Day celebrations across the Upper Lachlan Shire. Subject to the Australia Day Guidelines the Committee's responsibilities in respect of this event are as follows:

- a) The Committee will: organise the Ambassador, provide recommendations to Council on the annual Australia Day Awards and be responsible for expenditure as per Operational Management plan allocation.
- b) The Council will: be responsible for any administrative assistance to the Committee and be responsible for funding as per the management plan for the current year

Upper Lachlan Tourist Association

Functions of the Committee: The care control and management of the tourist function of the Upper Lachlan area in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council.

Youth Council (YA'MAD)

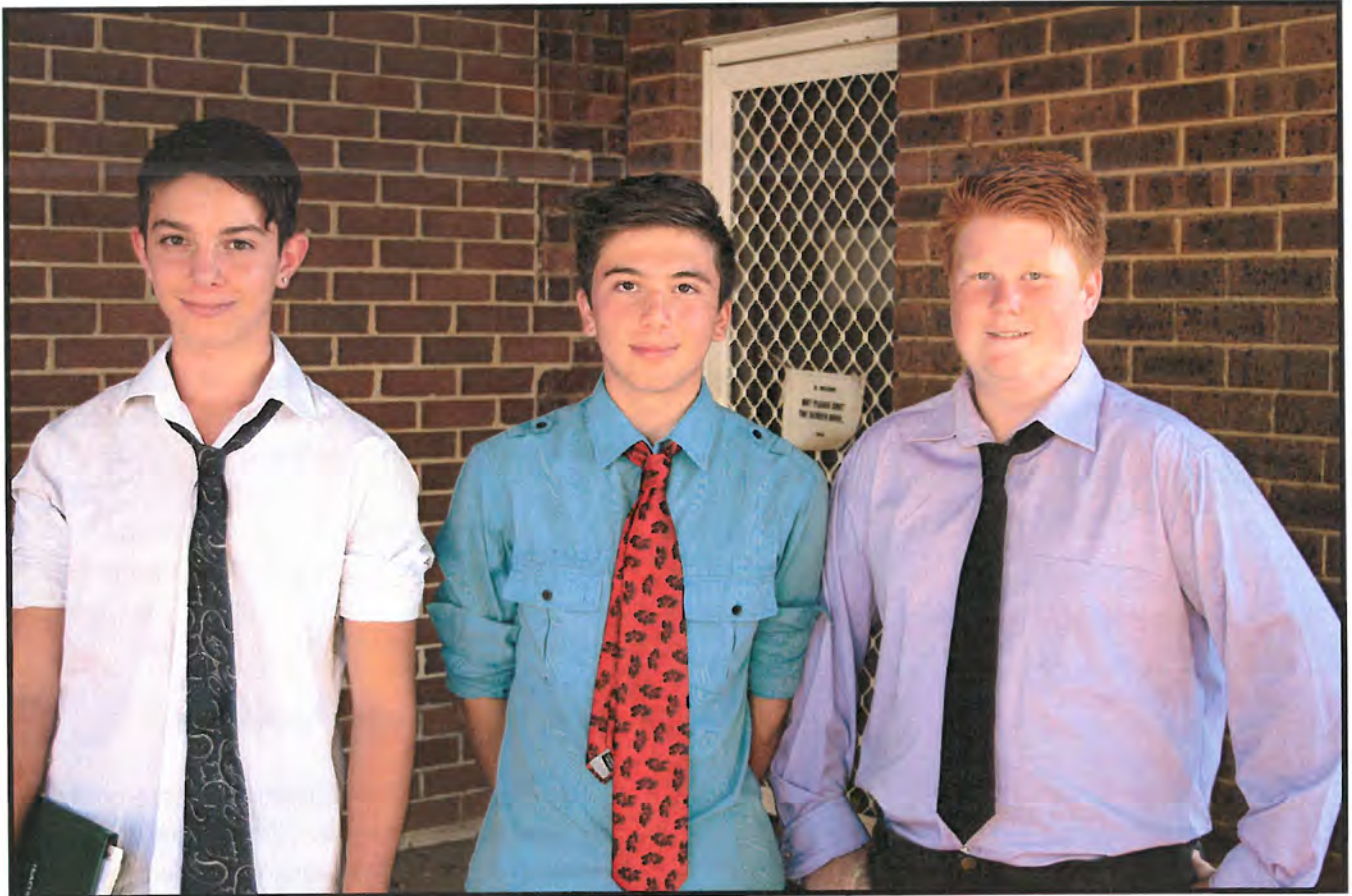
Functions of the Committee: The care, control, management and organisation of the Upper Lachlan Shire Youth Council in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any budget that is voted by Council annually.

Audit and Investment Committee

Functions of the Committee: The Audit and Investment Committee will act as an advisory

Committee to Council. The primary role of the Committee is to assist Council in the effective operation of its responsibilities for financial reporting, risk management, investments, to

maintain and review the internal control systems and to facilitate the organisation's ethical development. The audit committee will liaise with Council's external auditor and internal auditor to facilitate achieving the organisational goals and maintaining efficient work practices.



Members of YA'MAD

16. NOXIOUS WEEDS REPORT

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

Control of Noxious Weeds on Council Land

In 2015/2016, Council's Noxious Weeds Section implemented a weed control program to control noxious weeds on roadsides, reserves and parks that are under Council's control. Council's Staff conducted this weed control program, which aimed to control noxious weeds to the standards specified in the control measures of the weed control orders made by the NSW Government. The outcomes of this weed control program were regularly reported to Council during the year.

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

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

Control of Noxious Weeds on Privately Owned Land

Noxious Weeds Inspection

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

During 2015/2016, 718 private property inspections, 9 programmed surveys, 111 high risk pathway sites and 2892 kilometres of transport pathway surveys were conducted with a range of actions taken to ensure that a maximum level of noxious weed control compliance was achieved. The aim of this inspection/survey program was to identify new weed incursions and gain the co-operation of landholders to participate in control programs.

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

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

17. CONTROLLING INTEREST IN COMPANIES

Section 428 (2) (p)

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

18. PARTNERSHIPS, CO-OPERATIVES OR JOINT VENTURES

Section 428 (2) (q)

Partnerships, co-operatives or other joint ventures to which Council was a party in 2015/2016 are as follows:-

- 1) Upper Lachlan Shire Council is one of eighteen members of the Central Regional Organisation of Councils (CENTROC). CENTROC is located in the central west of NSW, and facilitates regional cooperation and resource sharing.
- 2) Upper Lachlan Shire Council is one of eight members of the constituted Canberra Region Joint Organisation of Councils (CBRJO) which facilitates regional cooperation and resource sharing.
- 3) Southern Tablelands Library Cooperative – comprises Upper Lachlan Shire, Yass Valley and Goulburn Mulwaree Councils.
- 4) Southern Tablelands Regional Arts Council (STARTS) – is a partnership between Arts NSW and Upper Lachlan Shire, Boorowa, Goulburn Mulwaree, Queanbeyan Palerang Regional Council, Wingecarribee, Wollondilly and Yass Valley Councils.
- 5) Inland NSW Regional Tourism – comprised NSW Local Government Councils throughout the State. Is now disbanded - Upper Lachlan was a member during the year.
- 6) Southern Tablelands and South Coast Regional Noxious Plant Committee.

- 7) South East Resource Recovery Regional Organisation of Councils (SERRROC) – comprises seventeen Councils.
- 8) StateWide Mutual Limited for Local Government (Jardine Lloyd Thompson’s Mutual Liability Scheme and Risk Management).

19. RATES AND CHARGES ABANDONED

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

During the 2015/2016 financial year an amount of \$17,485 was written-off related to water supply annual charges and user charges. The income abandonment related to water usage accounts for undetected water leaks in accordance with Council policy.

Upper Lachlan Shire Council provided rate relief to pensioners during the financial year totalling \$214,182, including the following distributions:-

General Purpose Pension Abandonment	\$100,389
Water Supply Pension Abandonment	\$ 33,963
Sewerage Services Pension Abandonment	\$ 30,762
Domestic Waste Pension Abandonment	\$ 49,068

20. COMPANION ANIMALS

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

Activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulations included collection and lodgement of data relating to pound activities and dog attacks and also various community education activities. Council has developed and adopted a local Companion Animals Management Plan to improve outcomes in the area of companion animal's management in the Upper Lachlan local government area.

The 2015/2016 Upper Lachlan Shire Council pound data collection return showed that 79 dogs and 7 cats had been seized and transferred to Council's pound facility. From the 86 animals seized; 62 were euthanized, 24 were released to owners.

Upper Lachlan Shire Council expended \$111,397 on animal control activities, including impounding and controlling stock. Council has an employee who undertakes the animal control functions and enforcement.



Sheep grazing on the a farm in spring near Crookwell

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

a) OVERSEAS VISITS FUNDED BY COUNCIL

During the 2015/2016 financial year there were no overseas visits undertaken by Councillors, Council employees or other persons on behalf of Upper Lachlan Shire Council.

b) STATEMENT OF REMUNERATION FOR SENIOR STAFF (as per No. 7 above).

c) ACTIVITIES FOR CHILDREN

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

Council has playground equipment in all the 13 towns and villages within the Shire, with multiple playground facilities provided in the towns.

In conjunction with various community organisations, Council is continuing to provide barbeque areas in its parks and gardens together with additional shaded areas that enable families and children to access these areas on a frequent basis.

The Council provides two Branch Library services for the community at Crookwell and Gunning. The libraries continue to provide free public access to computers and Wi-Fi, as well as a range of children library services and activities at the libraries.

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

patronised by children and by the local Swimming Club and the Primary Schools in the district.

Council has provided a skate ramp for the community at the Goodhew Park in Taralga for many years. Now the Council, in conjunction with the community and Veolia Mulwaree Trust, has installed a new skate park in Gunning. Further, Council in conjunction with the community has programmed the installation of a Crookwell skate park in the near future.

Council maintains numerous sportsgrounds within the Shire, which are in an excellent condition. These sporting grounds are utilised for a variety of sports competitions such as tennis, cricket, rugby league, rugby union, touch football, soccer, hockey, athletics and golf.

Council indirectly supports children by way of donations to primary and secondary Schools within the Shire, and leases Crown land to the SDN Children's Services who provide a pre-school in Crookwell. Council continues to be a financial partner of the South East Regional Academy of Sport (SERAS) who provide scholarships for young talented sports persons.



Gunning Skate Park is enjoyed by all ages

d) ACCESS AND EQUITY ACTIVITY SUMMARY**i. SOCIAL AND COMMUNITY PLAN**

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

Council adopted its first Social and Community Plan 2007 – 2012 in 2006. This Plan was then reviewed and revised in 2013 and again in 2014 with the Social and Community Plan 2013 – 2018 adopted on the 19 June 2014. The Social and Community Plan includes demographic information about the population of the LGA in addition to looking at the needs of people with disabilities, people from culturally and linguistically diverse backgrounds, Aboriginal people, children, young people, women, and older people as required. Council also included men, mental health and wellbeing, the farming community and transport as issues and groups examined.

A Crime Prevention Plan has not been completed.

Please see the complete copy of the reviewed and updated Social and Community Plan provided as Annexure Document "B" at the end of the Annual Report. This details the Action Plan performance against identified targets.

e) COMPETITIVE NEUTRALITY

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

ii. CATEGORY 1 BUSINESS ACTIVITIES

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

iii. CATEGORY 2 BUSINESS ACTIVITIES

As at 30 June 2016, Council has three Category 2 businesses, namely the Water Supply, Sewerage service and Domestic Waste Management service for the Upper Lachlan Shire Council area.

The Water Supply business unit operates for the following towns; Crookwell, Gunning, Dalton and Taralga. The Sewerage service operates in the following towns; Crookwell, Gunning and Taralga. The Domestic Waste Management service operates in all towns and villages on the designated collection route within the Upper Lachlan Shire Council area.

Details of the three Category 2 businesses performances can be found in Council's Special Purpose Financial Statements, which are presented as an attachment at the end of the Annual Report.

iv. CATEGORY 2 COMPETITIVE NEUTRALITY PRICING

Council has established a Complaints Management Policy to deal with Competitive Neutrality complaints in conjunction with Council's Code of Business Practice. The Complaints Management Policy and Code of Business Practice are available to the public in the main customer service area of Council's Administration Offices in Gunning and Crookwell, is included in Council's Policy Register and is available on Council's website. The documents state the objectives and intent of handling customer complaints in an efficient and effective manner and include an application form for registering and dealing with all customer complaints within set response timeframes.

v. CATEGORY 2 PERFORMANCE COMPARISON

Throughout 2015/2016, Upper Lachlan Shire Council did not receive any competitive neutrality complaints in relation to its Category 2 businesses operations.



Brooklands footbridge

f) STORMWATER MANAGEMENT SERVICES

Stormwater drainage maintenance and construction is carried out according to the needs and resources available and allocated by Council's Works and Operations Department. Council's Operational Plan outlines that all town's stormwater drainage works including the cleaning, clearing and maintenance are to be completed in accordance with the Operational Plan budget allocation.

Council levied a Stormwater Management Charge for the specific purpose of improving the existing stormwater and drainage infrastructure. The annual charge is levied in accordance with the Local Government (General) Amendment (Stormwater) Regulation 2006, under Section 496A, of the Local Government Act 1993. The charge is applicable to all urban land within a city, town or village that is categorised as Residential and Business, excluding vacant land.

The Stormwater Management annual charge is levied in four towns; those towns are Collector, Crookwell, Gunning and Taralga. The income raised by the annual charge in 2015/2016 totalled \$44,988. The income generated from the stormwater levy is in Council's externally restricted reserve fund that currently totals \$191,003.

In 2015/2016 a budget allocation was utilised for stormwater capital improvements. Council expended \$16,102 on stormwater drainage improvements in Taralga.

Upper Lachlan Shire Council also maintains stormwater operational expenditure each year exclusive from the Stormwater Management levy of \$15,000.

GOVERNMENT INFORMATION (PUBLIC ACCESS) APPLICATION – ANNUAL REPORT 2015/2016

Under Section 125 (1) of the Government Information (Public Access) Act 2009, each agency must, within 4 months after the end of each reporting year, prepare an Annual Report on the agency's obligations under this Act.

Under Clause 7, of the Government Information (Public Access) Regulation 2009 the Annual Report must include the following:-

7 (a) *Details of the review carried out by the agency under Section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.*

Section 7 of the Act - *Authorised proactive release of government information* – at subsection (3), provides that... *An agency must, at intervals of not more than 12 months, review its program for the release of government information under this section to identify the kinds of government information held by the agency that should in the public interest be made publicly available and that can be made publicly available without imposing unreasonable additional costs on the agency.*

The focus by Council is on ease of access to information and to provide as much information wherever practicable via the Council website and at our 3 Council administration offices and 2 libraries.

Yes – a review was carried out by Upper Lachlan Shire Council in July 2016 and information was made publicly available by Council senior management.

A review of Council's Agency Information Guide was last amended and readopted by Council on 20 August 2015. Also, senior management reviewed the access information content on Council's website. Also, senior management reviewed the access information content on Council's website.

As a result of the review Council decided to proactively release the following information:-

- Code of Meeting Practice;
- Code of Business Practice;
- Child Protection Policy;
- Risk Management Policy;
- Drinking Water Quality Management System;
- OLG Fit for the Future Action Plan – June 2016 Progress Report;
- Gullen Range Wind Farm and Upper Lachlan Shire Council Community Enhancement Program;
- Taralga Wind Farm Nominees and Upper Lachlan Shire Council Community Enhancement Program;
- Planning Proposal amend Upper Lachlan Local Environmental Plan 2010 – Smith Road, Crookwell ;
- Social Media Policy; and
- Community Engagement Policy.

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

There were three (3) valid Access Applications received and determined by Council during 2015/2016.

7 (c) *The total number of access applications received by the agency during the reporting year that the agency refused, either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (Information for which there is conclusive presumption of overriding public interest against disclosure).*

7 (d) *Information, as set out in the form required by the tables in Clause 7 (d) and Schedule 2, relating to the access applications (if any) made to the agency during the reporting year.*

Please see the required information set out in the below tables.

There was one (1) Access Application refused by Council in regards to Schedule 1 of the Act.

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

Table A: Number of applications by type of applicant and outcome*								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private Sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	2	0	0	0	0	0	0	0
Members of the public (other)	0	0	1	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	2	0	1	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

*A **personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

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

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

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

	Number of occasions when application not successful
Responsible and effective government	1
Law enforcement and security	1
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	3
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	3

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Reviewed by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of the Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

*The information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see Section 54 of the Act)	0

Table I: Applications transferred to Other Agencies

	Number of applications transferred
Agency - Initiated Transfers	0
Applicant - Initiated Transfers	0



PUBLIC INTEREST DISCLOSURES ACT – ANNUAL REPORT

Report to the NSW Ombudsman

Reporting Period: July 2015 to June 2016

Submitted On: 25 July 2016

	Made by public officials performing their day to day functions	Under a statutory or other legal obligation	All other PID's
No of public officials who made public interest disclosures to your public authority	0	0	0
No of public interest disclosures received by your public authority	0	0	0
Of public interest disclosures received, how many were primarily about:			
- Corrupt conduct	0	0	0
- Maladministration	0	0	0
- Serious and substantial waste	0	0	0
- Government information contravention	0	0	0
- Local government pecuniary interest contravention	0	0	0
No of public interest disclosures (received since 1 Jan 2012) that have been finalised in this reporting period		0	
Have you established an internal reporting policy?			Yes
Has the head of your public authority taken action to meet their staff awareness obligations?			Yes
If so, please select how staff have been made aware:			
Statement of Commitment from the head of the organisation,			
Training provided to new staff during induction			



Crookwell Administration Building

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

The Privacy Code of Practice for Local Government was approved by the Attorney General and was made by Order published in the Government Gazette on 30 June 2000. By virtue of Section 32, of the Privacy and Personal Information Protection Act 1998, Upper Lachlan Shire Council is bound by the Privacy Code of Practice for Local Government.

The Privacy Code of Practice for Local Government provides for the protection of personal information and for the protection of privacy of individuals generally. A Privacy Management Plan sets out the various information protection principles, training, induction and internal review procedures by which Council manages any private and personal information it holds. Upper Lachlan Shire Council resolved to adopt the updated model Privacy Management Plan for Local Government (without amendment) as supplied by the Office of Local Government in January 2013. The Council reviewed and readopted the Privacy Management Plan and Privacy Policy on 18 April 2013.

Upper Lachlan Shire Council has appointed, the Director of Finance and Administration, Andrew Croke, as the Privacy Contact Officer. The Privacy Contact Officer will review all complaints received by Council with respect the Privacy and Personal Information Protection Act 1998.

**CONDUCT REVIEW
Section 33 (5)**

Upper Lachlan Shire Council had no complaints pursuant to the Privacy and Personal Information Protection Act 1998.

**CODE OF CONDUCT COMPLAINTS
Clause 12.1 and 12.2 of the Upper Lachlan Shire Council Code of Conduct**

Upper Lachlan Shire Council - Code of Conduct Complaints summary:-

Number of code of conduct complaints about Councillors and General Manager:	0
Number of code of conduct complaints investigated by a conduct reviewer or Committee	0
Number of complaints reviewed by the Office of Local Government (OLG)	0
Nature of the issues raised by complainants	Not applicable
Outcomes of complaints	Not applicable

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

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

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

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

APPENDIX B – DELIVERY PROGRAM ACTIONS REPORT

The Delivery Program Actions are integrated with the Community Strategic Plan CSP Strategic Objectives with references also provided to the Community Aspirations. Each six month period the General Manager is to provide a progress report with respect to the Delivery Program principal activities and program actions.

CSP STRATEGIC OBJECTIVE NO 1 - SOCIAL

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspirations	Progress Report
1.1 - Support the retention of medical and health care facilities in the towns.	Support medical practitioners by providing available community buildings to facilitate health care service provision.	Director of Environment and Planning	People attaining health and wellbeing.	Completed – Council owned buildings are leased to Crookwell Health Care Centre and Gunning District Community Health Service.
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	To cater for a diverse community.	Completed – Adopted by Council in June 2016.
1.3 - Lobby for improved mobile telephone, broadband, and television reception services.	To ensure regional and rural areas are included in the roll out of Federal Government technological initiatives.	Director of Works and Operations	Community liaison to preserve and enhance community facilities.	Completed - Crookwell TV repeater tower is operational. Mobile telephone towers approved for construction in three locations in the Shire funded by the Federal Government

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspirations	Progress Report
1.4-1 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Number of actions of the Social and Community Plan, Cultural Plan and Ageing Strategy are implemented.	Directors of Environment and Planning Finance and Administration	To engage and include all sections of the community.	Completed - Review of Social and Community Plan was completed in June 2016. Cultural Plan funding program implemented.
1.4-2 - Retain the youth population demographic and provide appropriate facilities.	Number of consultations held with youth groups. Continue support of the Youth Council.	Director of Environment and Planning	Resilient and adaptable communities.	Completed - Youth Council meetings. Youth week activities were held in April 2016. Crookwell youth are actively fund raising for Skate Park project development.
1.5 - Lobby for retention of education facilities.	Advocate for education facilities from pre-school to high school to be retained in the Shire's towns.	General Manager	To engage and include all sections of the community.	Completed - continued advocacy to retain education facilities and Council supports local schools through financial donations.
1.6 - Protect all significant heritage sites to preserve the diverse history of the Shire.	Number of heritage sites receiving funding over three year program.	Director of Environment and Planning	To embrace cultural and historical heritage.	Completed - Four heritage grants funded and completed in 2015/2016.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspirations	Progress Report
1.7 - Social inclusion for all disparate communities.	Provision of recreational opportunities and upgrade to existing public recreational facilities within the Shire towns.	Director of Works and Operations	A built environment enhancing the lifestyle of a diverse community.	Completed - maintenance work on sportsgrounds. Gunning Skate Park construction project completed.
1.8 - Manage and upgrade Council's public buildings and community centres.	Regular communication and support facilitation of Section 355 Committees arrangements. Preparation of review of all buildings and prepare strategy on future arrangements.	Director of Environment and Planning	Community liaison to preserve and enhance community facilities.	Communication and support to Committees is being provided.
1.9 - Encourage recreational, cultural and leisure activities while maintaining public safety standards.	Provide funding for existing library and swimming pool facilities. Also, manage animal control and sporting grounds activities.	All three Council Department Directors	Community liaison to preserve and enhance community facilities.	In Progress - maintenance work to be carried out on swimming pools prior to commencement of the 2016/2017 season.

CSP STRATEGIC OBJECTIVE NO 2 - ENVIRONMENTAL

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspirations	Progress Report
2.1 - Address environmental degradation issues, i.e. noxious weeds control.	Review of long-term Noxious Weeds Management Strategy.	Director of Environment and Planning	A prosperous economy with the balanced use of our land.	Review of Policy not completed. Further consultation required due to the implementation of the new Biosecurity Act.
2.2 - Improve urban streetscape and CBD.	Town beautification and improvement initiatives to be examined. Street Cleaning and maintenance programs implemented.	Director of Works and Operations	A built environment enhancing the lifestyle of a diverse community.	In Progress – the Crookwell Main Street road pavement upgrade has commenced. Work has been delayed by wet weather. Street cleaning and maintenance ongoing.
2.3 - Reduce the amount of waste to landfills and provide a Strategic Waste Management Plan and strategies for future waste service provision.	Annual reduction in the quantity of recyclable materials going into the landfill.	Director of Works and Operations	To protect and enhance the environment.	In Progress – recycling is being transported to Canberra. Grant for waste centres improvements was successful and work has commenced.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspirations	Progress Report
2.4 - Promote environmentally sustainable developments (ESD).	Review, update and implementation of Upper Lachlan LEP and Development Control Plans (DCP).	Director of Environment and Planning	Implement environmental and planning regulations and controls to maximise health and safety.	Not completed – LEP and DCP are to be reviewed in 2016/2017. ESD's are regularly promoted.
2.5-1 - Promote use of green and renewable energy.	Council promote solar and other alternate energy source initiatives.	Director of Environment and Planning	A healthy natural environment.	Alternative energy sources are encouraged.
2.5-2 - To pursue Section 94A Development Contributions payments for all State Significant - Designated Developments.	Council is to manage, audit and distribute the funds through a Committee of Council.	Director of Environment and Planning	Community liaison to preserve and enhance community facilities.	Negotiations with various developers continuing. Two Community Enhancement Funds have commenced and providing funding to date.
2.6 - Support land care initiatives to restore and beautify natural resources.	The waterways sustain natural ecosystems through the expansion of willow removal and catchment programs.	Director of Environment and Planning	Community liaison to preserve and enhance community facilities.	Gunning Landcare is leasing Council offices for their operations. Kiamma Creek beautification projects are in progress.
2.7 - Implement Climate Change Adaption Strategy.	Implement Climate Change and Natural Resource Management Strategy recommendations.	Director of Environment and Planning	To protect and enhance the environment.	In Progress.

CSP STRATEGIC OBJECTIVE NO. 3 - ECONOMIC

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspirations	Progress Report
3.1-1 - Ensure financial viability of Council.	Long-Term Financial Planning (LTFP) model implemented and reviewed annually.	Director of Finance and Administration	Financial Viability and sustainable work practices utilised.	Completed - LTFP reviewed in June 2016. Operating surplus projected for entire 10 year period. Operating surplus result achieved in past 8 financial years.
3.1-2 – Prudent financial management.	Review and update the Strategic Internal Audit Plan.	Director of Finance and Administration	Transparent and accountable governance.	Completed - Internal Audit Plan and Audit Strategy by Grant Thornton adopted by Council Audit and Investment Committee.
3.2 - Encourage sustainable population growth and provision of associated infrastructure.	Council strategically plan and expend funds on infrastructure provision through development contributions.	Director of Finance and Administration	To plan strategically for development. People attaining health and wellbeing.	Completed - Development Contributions 4 year expenditure programs developed.
3.3 - Assist facilitation of employment opportunities.	Number of contacts with existing businesses and grant application preparation resources provided to assist businesses.	Director of Finance and Administration	To provide employment opportunities.	In Progress - grants funding successful - Crookwell water treatment plant, Kiamma Creek bridge replacement and MR52 Devils Elbow road upgrade project.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspirations	Progress Report
3.4 - Encourage and support viable local businesses.	Tourism section is to prepare two business promotions annually.	Director of Finance and Administration	A prosperous economy with the balanced use of our land.	Completed - tourism membership scheme, Bag a Bargain, Central West Lifestyle magazine winter edition launched.
3.5 - Development of light industrial land in towns.	Investigate feasibility of industrial land in towns linking to the transport route.	Director of Environment and Planning	Sustainable strategic planning of the Shire's future.	No investigation - demand is not evident to date.
3.6 - Promote tourism opportunities and community events.	Marketing and promotion is timely, professional, informative and responsive to user needs.	Director of Finance and Administration	A prosperous economy with the balanced use of our land.	In Progress - Destination Management Plan developed. Shire Tourism Promotion Guide Completed. Destination Guide to be completed December 2016
3.7 - Greater efficiency and increased customer service standards. Greater focus on work health and safety, and risk management methods at Council worksites.	Improve customer response times utilise new technologies, and implement safe work method statements (SWMS).	Director of Finance and Administration	Responsible and efficient use of resources. People attaining health and wellbeing.	1. Community land assets revaluation completed. 2. LG –PWC Operational Management Effectiveness Report completed. 3. Enterprise Risk Register completed.

CSP STRATEGIC OBJECTIVE NO. 4 – INFRASTRUCTURE, ACCESS AND TRANSPORT

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspirations	Progress Report
4.1 - Improve local road and transport networks.	Manage road assets to ensure public safety. Road Hierarchy reviewed and reported to Council.	Director of Works and Operations	Asset Management - To continually upgrade infrastructure and services.	Completed – roads hierarchy reported to Council in 2015.
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 Works and Operations	To plan for infrastructure and service provision. Responsible and efficient use of resources.	In Progress - 10 year works program has been prepared and approved by Council. Further refinement and improvement in assets registers is required.
4.3 - Bitumen seal all classified roads and urban roads and streets.	Prepare 4 year road capital works program budget and review works priorities annually.	Director of Works and Operations	To provide infrastructure and services required by the community.	Completed - 4 year capital road works budget programmed and projects have commenced.
4.4 - Develop town main street and CBD beautification programs.	Prepare town main street plans and progressively implement improvement programs.	Director of Works and Operations	Community liaison to preserve and enhance community facilities.	In Progress - works on Crookwell main street rehabilitation commenced in December 2015. Final completion of works has been delayed by wet weather.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspirations	Progress Report
4.5 - Investigate provision of new recreational facilities; i.e. Skate Park in Gunning and Crookwell, Swimming Pool in Taralga.	Funding to be obtained from external sources to Council for capital funding to build an asset for each project before commencement is to begin.	Director of Works and Operations	A built environment enhancing the lifestyle of a diverse community.	In Progress - Skate Park construction in Gunning complete. Crookwell skate park grant application is being prepared at present.
4.6 - Improve water supply and sewerage facilities to towns.	Council, in conjunction with government grant funding, source external funding to proceed with the construction of the Crookwell water treatment plant project.	Director of Works and Operations	To provide infrastructure and services required by the community. Responsible and efficient use of resources.	In Progress - the contract has been signed for the Crookwell water filtration plant and water supply project. Completion date for the project is by end of 2017.
4.7 - Provide increased waste pickup and clean up service at existing village rubbish tips.	Council is to adopt a Strategic Waste Management Plan for the Shire.	Director of Works and Operations	Responsible and efficient use of resources.	Completed - existing village tips are being managed effectively at present by utilising Council equipment to arrange and compact waste at each tip.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspirations	Progress Report
4.8 - Investigate feasibility of the Goulburn - Crookwell Rail and Bike Trail concepts.	Joint Councils Committee formed. Feasibility Study to be completed. Project estimates to be completed. Council to pursue grant and other funding options.	Director of Works and Operations	To plan for infrastructure and service provision.	In Progress - feasibility study is complete. Committee established and external funding is dependent on external grant opportunities.
4.9 - Develop new and upgrade existing footpaths and cycleway networks.	Review and implement the Pedestrian Access and Mobility Plan (PAMP) to create links to community services.	Director of Works and Operations	A built environment enhancing the lifestyle of a diverse community.	In Progress - footpath works proceeding in accordance with current PAMP. Carrington Street, Crookwell project is proceeding. A consultant has been engaged to update Council's PAMP.
4.10 - Upgrade stormwater and kerb and guttering in towns.	Stormwater Management Plans created and recommendations progressively implemented in a 4 year capital works budget.	Director of Works and Operations	To provide infrastructure and services required by the community.	In Progress - numerous locations requiring improvements have been identified in the Stormwater Plan which will be finalised in near future.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspirations	Progress Report
4.11 - Progressively replace timber bridges on local roads and regional roads.	Prepare a 10 year bridge replacement program and budget.	Director of Works and Operations	Asset Management - to continually upgrade infrastructure and services.	Completed - 10 year plan has been included in works schedule. Council has commenced survey and planning for MR256 Abercrombie River timber bridge replacement. Construction expected to commence in October 2016.
4.12 - Regional transport link upgrade of Taralga Road MR248E is the highest infrastructure priority of the Council.	Reconstruct and bitumen seal the remaining unsealed section of MR248E. Utilise RMS Repair Program funding and State Government special grant.	Director of Works and Operations	Asset Management - to continually upgrade infrastructure and services.	Completed - Final stage of MR248E road reconstruction project was completed in November 2015. Road officially opened by the NSW Minister for Roads in May 2016.
4.13 - Flood Management Plans created for all towns.	Preparation of Flood Management Plans for towns; Crookwell, Gunning, Collector and Taralga.	Director of Environment and Planning	A prosperous economy with the balanced use of our land.	In Progress - Flood Risk Management Plan and Study due for completion in March 2017.

CSP STRATEGIC OBJECTIVE NO 5 - GOVERNANCE

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspirations	Progress Report
5.1 - Participate in resource sharing initiatives.	Report projects to Council every year. Achieve annualised \$ savings through participation in CENTROC and CANBERRA REGION JO projects.	General Manager	To become a Council of excellence. Responsible and efficient use of resources.	Completed - participation in CBRJO and CENTROC. In 2014/2015 over \$100K savings achieved for Upper Lachlan.
5.2 - Lobby other levels of Government for increased share of funding, changes to taxation distribution and changes in Financial Assistance Grants methodology and distribution.	To present the case for a Referendum for change to allow Constitution Recognition of Local Government. Review the intergovernmental Agreement.	General Manager	To provide civic leadership and guidance for the community.	In progress – currently no taxation distribution changes have been achieved.
5.3 - Promote community engagement and involvement in decision making processes.	Number of Community Outreach Meetings and program outcomes achieved. Community Survey undertaken every four years.	General Manager	To have genuine open communication with the community.	Completed – Three Community Outreach meetings held in May 2016. Community meetings held for both Gunning and Crookwell Skate Parks during 2016. Community Survey was completed in March 2015.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspirations	Progress Report
5.4 - Ensure the retention and attraction of quality staff.	Staff turnover of less than 10% every year.	General Manager	<p>Transparent and accountable governance.</p> <p>Responsible and efficient use of resources.</p>	<p>Completed - recruitment and Selection processes continue to meet policy requirements. Staff turnover equated to 6.80% in 2014/2015.</p>
5.5 - Mobilise volunteers through increased level of retirees.	To utilise volunteers to assist in providing services to the community.	General Manager	Resilient and adaptable communities.	<p>Completed - Council utilise volunteers in numerous areas of operations; including library, parks, land care, and tourism.</p>

COUNCIL'S FIT FOR THE FUTURE ACTION PLAN – JUNE 2016 PROGRESS REPORT

SUSTAINABILITY ACTION PLAN				
Objective	Strategies	Actions	Key milestones	Progress Report
1. Secure additional revenue to keep Council's operating performance ratio well above the benchmark and ensure funding for renewal of road network assets	Implement Special Rate Variation in 2020/2021	<ol style="list-style-type: none"> 1. Notify community of intention to apply for SRV 2. Community consultation and engagement 3. Notify IPART of intention to apply 4. Submit application to IPART 5. Fund infrastructure renewal of its road network assets 	<p>Commencement in July 2019</p> <p>Community Engagement Strategy reviewed</p>	<p>No action required – No Council Resolution for a future Special Rate Variation. This strategy will be for consideration of a newly elected Council.</p> <p>Additional Roads to Recovery funding in 2015/2016 and 2016/2017 totaling \$2.6 million.</p>
2. Drive cost savings through procurement	Implementation of a Best Practice in Procurement Program	<ol style="list-style-type: none"> 1. Procurement Roadmap - Arc Blue 2. Review Procurement Action Plan and policies 	<p>Commenced November 2014</p> <p>Development of \$ spend analysis completed June 2015</p>	<p>ArcBlue utilised, Council is part of CBRJO procurement working party.</p> <p>Council Procurement Committee established, Purchasing Policy is to be reviewed by December 2016.</p>

			Utilisation of LGP Tender Panel and TenderLink	LGP Tender Panel contracts utilised and TenderLink utilisation by Council.
3. Maintain diverse income streams through state roads contract	Retention and provision of Roads and Maritime Services (RMS) Routine Maintenance Council Contract (RMCC)	<ol style="list-style-type: none"> 1. Maintain existing high standard rating for road works in Contractor Performance Report 2. RMCC Benchmarking 	<p>RMCC Commenced in 2008</p> <p>Contracted project completion date of 2018 for \$10 million scope of road works</p>	<p>Completed Stage 1 of MR54 reconstruction project in 2014/2015.</p> <p>Completed Stage 2 of MR54 reconstruction project in 2015/2016.</p> <p>Survey and design of Stage 3 of MR54 reconstruction project commenced.</p> <p>The 2015/2016 RMCC Contractor Performance Benchmark Reports are satisfactory.</p>
4. Maximise diverse income streams through private works	Provision of road reconstruction contracted private works for renewable energy developments	<ol style="list-style-type: none"> 1. Review pricing structures for private works which are in demand at profitable rates 2. Cost of service is transparent and in accordance with the National Competition Policy (NCP) Guidelines 	Remain competitive with the private sector and to secure contract works for road reconstruction	<p>Council is meeting all NCP Guidelines and private works rates incorporated into Council Revenue Policy.</p> <p>Council has not undertaken contract road works for wind farm developments in 2015/2016.</p> <p>Council has ensured road safety is paramount in transport access routes to proposed wind farms.</p>

INFRASTRUCTURE AND SERVICE MANAGEMENT ACTION PLAN

Objective	Strategies	Actions	Key milestones	Progress Report
1. Implement best practice asset management practices	JRA Asset Management Improvement Program Review	1. Review Asset Management and Risk Plan, strategies and policies 2. Review of Council Infrastructure Plan – define community service level for asset maintenance	Commenced November 2014 Asset Management Plans identify asset service standards Road and Transport asset classes valuation at fair value Asset Register created – JRA Datashare	Infrastructure Plan reviewed and adopted by Council on 16 June 2016 with service level standards identified. Asset Revaluation at fair value for roads, bridges and stormwater was completed 30 June 2015. JRA utilised for revaluation. Special Schedule 7 Asset Preparedness Program completed and reviewed by Intentus Accountants in December 2015.
2. Secure funding for asset renewals	Utilise borrowing capacity to invest in infrastructure renewal projects – Timber Bridge Replacement Program	1. Review Council Borrowings/Loans Policy 2. Council Long Term Financial Plan (LTFP) priority bridge replacement schedule	Commencing August 2016 Loan financing arrangements with Financial Institutions Application for State Government Local Infrastructure Renewal Scheme (LIRS) funding	No new borrowings in 2015/2016. Borrowings/Loans Policy to be reviewed by December 2016. Borrowings program for timber bridge replacements are incorporated into the Council Delivery Program and LTFP adopted by Council on 16 June 2016.

Objective	Strategies	Actions	Key milestones	Progress Report
3. Minimise potential public liability incidents	Utilise Statecover Best Practice Guidelines and achieve industry benchmarks for risk management practices	<ol style="list-style-type: none"> 1. Review Risk Management Plan and Policy 2. Review Safe Work Method Statements for high risk priorities 	<p>Risk Management Action Plan (RAMP) approved and adopted by Council annually by June</p> <p>Safe Work Method Statements (SWMS) reported to WH&S Committee every 6 months</p>	<p>RAMP approved by Council management and approved by Statecover for 2015/2016.</p> <p>Council completed the 2014/2015 RAMP audit and achieved 52% compliance projects completion.</p> <p>SWMS progressively reviewed and reported every two months to the WH&S Committee.</p>
4. Maintain assets in satisfactory condition to meet community expectations	Evaluation of asset utilisation and rationalisation	<ol style="list-style-type: none"> 1. Review of Council Infrastructure Plan 	Report to Council on strategies for Council owned buildings rationalisation by June 2016	<p>Council buildings inventory workshop held in 2015. One building surplus to Council requirements was sold.</p> <p>Council's Internal Audit Strategy and Plan has identified Building and Asset Management as an auditable area in 2016/2017. All assets purpose, maintenance and utilisation are to be evaluated.</p>

EFFICIENCY ACTION PLAN				
Objective	Strategies	Actions	Key milestones	Progress Report
1. Understand how the organisation is performing	Benchmark Upper Lachlan with other Councils Local Government Professionals Australia (LGPA) - Operational and Management Effectiveness Report	<ol style="list-style-type: none"> 1. Identify trend analysis of operational cost centres and functional service areas of Council 2. Performance tool for benchmarking by senior management of operational efficiencies of individual cost centres 	<p>Completed 2012/2013 and 2013/2014</p> <p>Continue annual benchmarking for entire period to 2019/2020</p>	<p>The 2015/2016 LGPA Operational and Management Effectiveness Report with Council data were completed.</p> <p>Benchmarking completed annually with data collection for 2016/2017 to commence in August 2016.</p>
2. Continue to collaborate regionally	Be an active partner in the Canberra Region Joint Organisation of Councils (CBRJO)	<ol style="list-style-type: none"> 1. Development and implementation of a JO Management Plan 2. JO Strategic Plan aligned with Quadruple Bottom Line principles 3. Intergovernmental collaboration; i.e. ACT Government and State Government 	<p>Implementation after JO Pilots in 2016</p> <p>Formulation of an effective and efficient governance structure to oversee implementation and evaluation in CBR Region</p> <p>CBR branding established, support tourism / economic development for the Region</p>	<p>Council is participating in CBRJO and CENTROC.</p> <p>Awaiting finalisation of Fit for the Future Council Mergers and the Joint Organisations Pilot Program to determine which joint organisation region Upper Lachlan will be a member of.</p> <p>Council utilises CBR branding and has actively participated in regional tourism events.</p>

<p>3. Continuously improving the quality and efficiency of all of Council's services</p>	<p>Undertake four year rolling program of service reviews as part of Council's Delivery Program</p>	<ol style="list-style-type: none"> 1. Develop four year program of service reviews, with a focus on those services of greatest cost to the organisation 2. Update Delivery Program to incorporate the service reviews 3. Implement program annually 4. Report outcomes through the Delivery Program report and update Long Term Financial Plan annually to reflect any changes 	<p>Program established and Delivery Program updated</p> <p>6 Monthly Delivery Program Report to include service review progress and outcomes</p> <p>Annual update of Council's Long Term Financial Plan</p> <p>Annual Review of Strategic Internal Audit Plan by Grant Thornton Australia</p>	<p>Delivery Program and Long Term Financial Plan were approved by Council on 16 June 2016.</p> <p>The 2015/2016 Delivery Program Review reported to Council on 21 July 2016.</p> <p>Internal Audit Strategy and Plan adopted and to commence in 2016/2017. Grant Thornton Australia is contracted to provide internal audit services to Council.</p>
<p>4. Improve efficiency through technological advancement</p>	<p>Provide innovative and leading technology interface</p>	<ol style="list-style-type: none"> 1. Enhanced use of technology particularly in the area of staff remote and on-line customer access 2. Implement a Unified Telecommunications solution 	<p>CBRJO Implement DA systems by December 2016</p> <p>CENTROC Request for Tender, tender specifications prepared June 2015</p> <p>Implementation of Integrated United Telecommunications System March 2016</p>	<p>Pending.</p> <p>Tender for Unified Telecommunications completed and accepted by Council in March 2016. The Uplinx Group is contracted to deliver the project by December 2016.</p>

Actual Performance against expected improvement in Performance (General Fund)					
Measure/ Benchmark	2014/2015 Projection	2014/2015 Actual	2015/2016 Projection	2015/2016 Actual	Achieves FFTF benchmark?
Operating Performance Ratio (Greater than or equal to break-even average over 3 years)	0.039	0.059	0.034	0.076	Yes
Own Source Revenue Ratio (Greater than 60% average over 3 years)	60.87%	61.03%	62.37%	63.93%	Yes
Building and Infrastructure Asset Renewal Ratio (Greater than 100% average over 3 years)	119.23%	124.98%	136.57%	145.28%	Yes
Infrastructure Backlog Ratio (Less than 2%)	1.87%	2.52%	1.60%	1.97%	No/Yes
Asset Maintenance Ratio (Greater than 100% average over 3 years)	104.30%	102.33%	103.97%	103.00%	Yes
Debt Service Ratio (Greater than 0% and less than or equal to 20% average over 3 years)	1.37%	1.26%	1.42%	1.14%	Yes
Real Operating Expenditure per capita A decrease in Real Operating Expenditure per capita over time	2.25%	2.33%	2.24%	2.34%	Yes

