



# Delivery Program 2017-18 - 2020-21



## UPPER LACHLAN SHIRE COUNCIL DELIVERY PROGRAM

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## 1. WELCOME TO THE DELIVERY PROGRAM

The Delivery Program forms part of Council's Integrated Planning and Reporting Framework and is designed to provide a summary of the program actions and principal activities that Upper Lachlan Shire Council will undertake for the next four years for the period covering 2017/2018 to 2020/2021. The Delivery Program is designed to implement the strategies established in the Tablelands Regional Community Strategic Plan.

This Delivery Program should also be read in conjunction with Upper Lachlan Shire Council's 2017/2018 Operational Plan. The Delivery Program is focused on a four year period, while the Operational Plan focuses on a single year. The Delivery Program provides a single point of reference for all the principal activities undertaken by the Council.

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

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

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



L-R Mayor Brian McCormack OAM and Deputy Mayor John Stafford

## 2. WHAT IS THE DELIVERY PROGRAM?

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

The framework has four key elements:

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



The Community Strategic Plan will be reviewed every four years. Each newly elected Council must complete this review by 30 June in the year following the local government elections and roll the planning forward by at least four years so that it is always, at minimum, a 10 year plan.

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

The Operational Plan will be prepared on an annual basis and be adopted before the beginning of each financial year. The document must outline the activities to be undertaken that year as part of the Delivery Program.

The Council Annual Report completes the Integrated Planning and Reporting Framework. This report must be completed within five months of the end of the financial year. The report focuses on Council's implementation of the Delivery Program and Operational Plan. The report is designed to be a report to the community.



### 3. MESSAGE FROM THE MAYOR

Council has developed a long term outlook for our activities, and most importantly, these activities will be based upon what the community as a whole desires to see happening within towns and villages in the Upper Lachlan Shire Council area.



Some of the key initiatives the community has told us they want to see happen in the future are:-

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

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

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

The outcome from the goals should see Council's programs and activities better reflecting what the community as a whole wants. Council has tried to address the needs and demands from all cross-sections of the community. The public submissions that are received and their comments will be integrated into these final documents where appropriate.

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

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

- Building Infrastructure;
- Creating Jobs;
- Improving government services.

The Upper Lachlan Shire Council has prepared a comprehensive capital works program for the Shire for the four year period to 30 June 2021.

A handwritten signature in black ink, reading "B. McCormack".

**Clr Brian McCormack OAM**  
**Mayor**

#### 4. MESSAGE FROM THE GENERAL MANAGER



After the local government Integrated Planning and Reporting legislation amendments it is now the responsibility of all Councils, under Section 402–406, of the Local Government Act 1993, to prepare and adopt a Community Strategic Plan, Delivery Program and Operational Plan.

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

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

#### **Strategic Pillars and Principal Activities**

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

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

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

I assure residents that all public submissions to the Delivery Program are considered by Council. A plan such as this will become a living document which we, as a community can add to and assist in reflecting the direction we endeavour to follow.

A handwritten signature in dark ink, appearing to read 'John Bell'. The signature is written in a cursive style with a large, sweeping initial 'J'.

John Bell  
**General Manager**



## 5. COUNCIL VISION, MISSION AND VALUES

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

### **TABLELANDS COUNCIL'S REGIONAL VISION**

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

### **MISSION**

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

### **VALUES**

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

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

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

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

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

### **AIM**

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



L-R Laurie Curran Water Site Supervisor Matthew White, Member for Goulburn Pru Goward MP, Upper Lachlan Shire Council Mayor Brian McCormack OAM and Council General Manager John Bell.

## **6. GUIDING PRINCIPLES FOR COUNCIL**

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

The Guiding Principles for Council are as follows:-

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

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

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

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

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



## 7. ELECTED REPRESENTATIVES / COUNCILLORS



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Laggan 2583

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## **8. COUNCIL AND COMMITTEE MEETINGS STRUCTURE**

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

All Resolutions made at a closed part of a Council Meeting are made public by the Mayor or Chairperson of the meeting as soon as the closed part of the meeting has ended in accordance with Clause 253 and Clause 269 of the Local Government (General) Regulation 2005.

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

### **COUNCIL MEETINGS**

The Ordinary Meetings of Council are held on the third Thursday of each month. All ratepayers and residents of the local government area are welcome to attend Council and Committee of Council Meetings.

The Ordinary Council Meetings are held at the Crookwell Memorial Hall, situated at Denison Street Crookwell, and one meeting a year is held at the Gunning Council Chambers.

You have the opportunity to participate in the Council Meetings by making a deputation on an agenda item or a presentation to Council on a relevant community issue. Deputations or presentations to Council are not to exceed fifteen minutes. Deputation or presentation requests must be lodged with the General Manager two weeks prior to the Council Ordinary Meeting date.

### **AVAILABILITY OF BUSINESS PAPERS**

All the Council business paper agendas are made readily available on the Council's website ([www.upperlachlan.nsw.gov.au](http://www.upperlachlan.nsw.gov.au)) or at the three Council Administration offices, two branch libraries during business hours, and are also provided at the meeting. The business papers for each Ordinary Council Meeting are prepared on the second Thursday of each month, and any person wishing to bring a matter before Council must lodge it with the General Manager by that day.

### **COMMUNITY ENGAGEMENT MEETINGS**

Council holds community engagement outreach meetings each year in outlying towns and villages including; Crookwell, Gunning, Taralga, Bigga and Big Hill to facilitate community involvement and dialogue with Council. Dates for the community engagement meetings will be advertised in local newspapers and relevant community distribution channels.

### **TALK TO YOUR COUNCILLORS**

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



## **9. ROLE OF THE MAYOR, COUNCILLORS AND GENERAL MANAGER**

### **COUNCIL'S GOVERNING BODY – LOCAL GOVERNMENT ACT 1993**

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

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

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

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

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

**The Functions of the General Manager, Chapter 11, Part 2, Section 335, is as follows:-**

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



Upper Lachlan Shire Councillors  
L-R: (Front Row) Mayor Brian McCormack OAM and Deputy Mayor John Stafford  
(Back Row) Clr Richard Opie, Clr Paul Culhane, Clr Pam Kensit, Clr John Searl, Clr Darren O'Brien,  
Clr James Wheelwright and Clr Ron Cummins



## 10. ORGANISATION STRUCTURE

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

- **General Manager's Office** - to provide an effective interface between the community, Council and staff and to enhance the Council's corporate image;
- **Environment and Planning** - to ensure that development within the Council is regulated in accordance with legislative requirements that satisfy the future needs of rural sustainability and economic growth, having regard to the maintenance of the Council's heritage. Key principal activities include services related to town planning, housing, building, health services, animal control and noxious weeds management;
- **Works and Operations** - to provide an efficient, effective and flexible engineering and works directorate that undertakes work in accordance with Council's priorities, policies, Workplace Health and Safety, and risk management standards and the Council adopted strategic plans and strategies. Key principal activities include services related to roads, bridges, footpaths, stormwater, water supply, sewerage, parks and gardens, domestic and rural waste management; and
- **Finance and Administration** - to provide professional and responsive financial management, information technology systems, administration services, library, tourism and human resource support, and services for the organisation and community.

### SENIOR MANAGEMENT

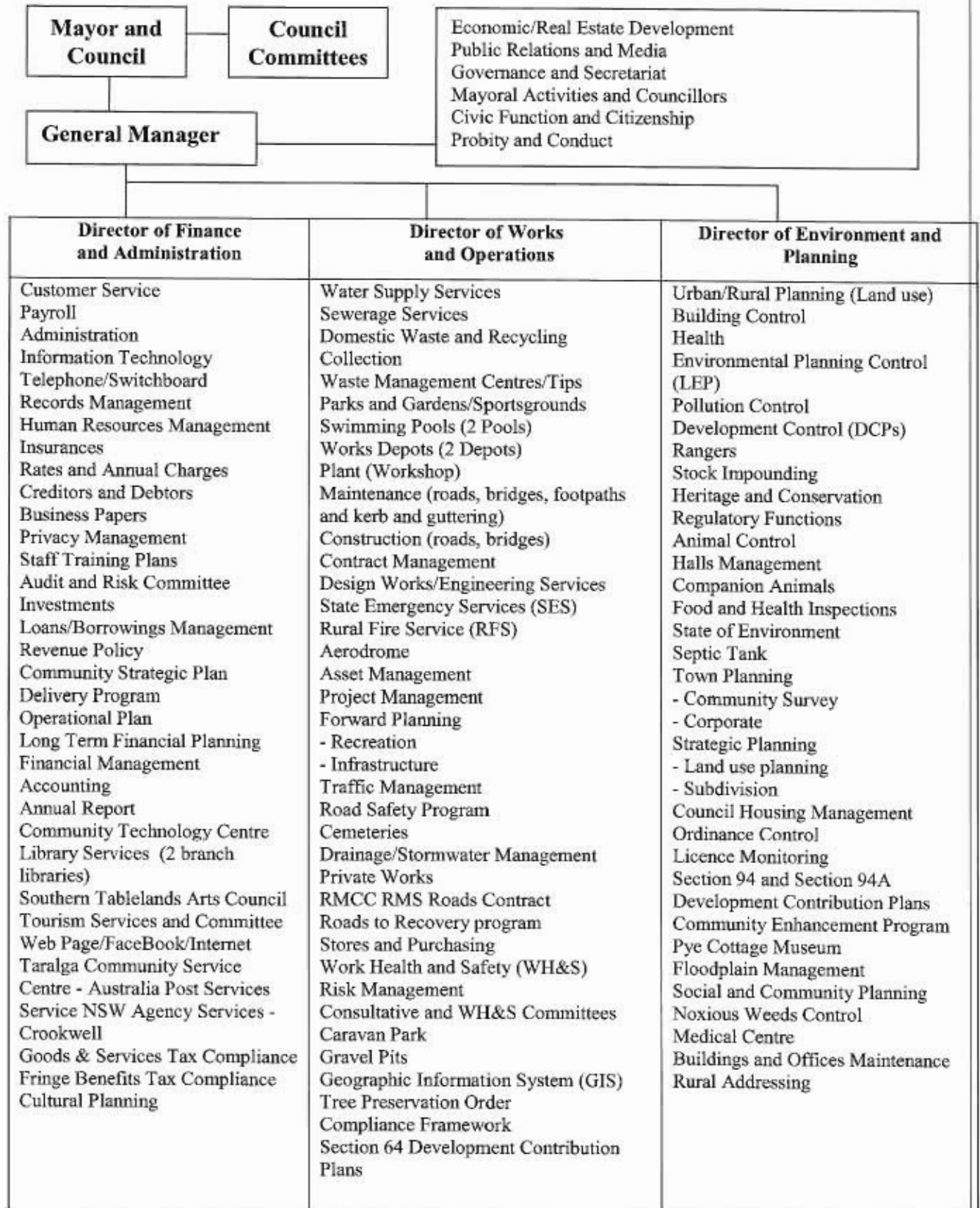
The Upper Lachlan Shire Council senior management team is responsible for overseeing the day-to-day operations of Council; providing professional advice to the elected Council, and implementing Council decisions. It is this team that has primary responsibility for delivering the activities identified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

The senior management team is outlined below:-

<b>General Manager</b>	Mr John Bell	(wk) 4830 1000
<b>Director of Works and Operations</b>	Mr Phillip Newham	(wk) 4830 1063
<b>Director of Environment and Planning</b>	Mrs Tina Dodson	(wk) 4830 1027
<b>Director of Finance and Administration</b>	Mr Andrew Croke	(wk) 4830 1008



## Structure of Council





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

### **1. COMMUNITY**

Priority: We are a network of vibrant, inclusive and diverse communities that value our cooperative spirit, self sufficiency, and rural lifestyle.

The principal activities are:-

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

### **2. ENVIRONMENT**

Priority: We appreciate our range of rural landscapes and habitats, and act as custodians of the natural environment for future generations.

The principal activities are:-

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

### **3. ECONOMY**

Priority: We have a strong regional economy experiencing sustainable growth, which provides for a diverse range of employment opportunities.

The principal activities are:-

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

#### 4. INFRASTRUCTURE

Priority: Our community is well serviced and connected to built, social and communications infrastructure.

The principal activities are:-

- Roads, Bridges, Cycleways, Footpaths 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; and
- Sewerage services.

#### 5. CIVIC LEADERSHIP

Priority: Our leaders operate ethically and implement good governance. We empower our residents with the tools to participate actively in the development of our communities.

The principal activities are:-

- Councillors and Mayoral Activities;
- Council Meetings and Committee of Council Meetings; and
- Council Policy Development.



Pictured Left: Upper Lachlan Shire Citizen of the Year Robert Bill with Australia Day Ambassador, Jacinta Tynan



Pictured Right: Upper Lachlan Shire Young Citizen of the Year Constance Marks with Australia Day Ambassador, Jacinta Tynan and Mayor Brian McCormack OAM



## **12. CORPORATE GOVERNANCE**

### **Corporate Governance and Councillors**

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

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

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

### **Conduct Review Committee and Conduct Reviewer Panel**

The Conduct Review Committee and/or Conduct Reviewer deal with complaints regarding allegations of breaching the Council's Code of Conduct. The Conduct Review Committee is formed, as determined by the Complaints Coordinator, General Manager and/or Mayor, from a panel of appropriately qualified persons who are independent of Council. Operating guidelines for the Conduct Reviewer and Conduct Review Committee is available in the Code of Conduct Procedures which is available to the public on Council's website.

### **Monitoring Organisational Performance**

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

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

### **Executive Management (MANEX)**

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

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

### 13. SHIRE PROFILE AND POPULATION DEMOGRAPHICS

#### Population

- The estimated resident population of Upper Lachlan Shire Council at 30 June 2015 is 7,876 (source ABS Regional Population Growth dated 30 March 2016):-

Local Government Area	2004	2008	2012	2013	2014	2015	% Change 2014/2015
Upper Lachlan Shire	7,192	7,276	7,555	7,600	7,761	7,876	1.5%

- Upper Lachlan Shire Council had the fastest rate of growth in the South East and Tablelands in 2013/2014 of 2.1%, the increase in 2014/2015 was 1.5%.

#### 2011 Census Statistics

The 2011 Australian Bureau of Statistics (ABS) Census data shows the Upper Lachlan Shire Council population was 7,193. Crookwell is the largest town in the Upper Lachlan Shire local government area with a population of 2,507. Gunning township has a population of 482.

##### Population gender consisted of:-

Gender – Males	3,604
Gender – Females	<u>3,589</u>
Total Population	<u>7,193</u>

##### Age Groups:-

0 – 14 years	1,311	18% of population
15 – 24 years	705	10% of population
25 – 34 years	508	7% of population
35 – 44 years	889	12% of population
45 – 54 years	1,125	16% of population
55 – 64 years	1,134	16% of population
65 years and over	1,521	21% of population

The median age is 46 years in Upper Lachlan compared to 37 years for persons in Australia.

##### Income (population aged 15 years and over):-

Median individual \$/week income	\$491	Australian median	\$577
Median household \$/week income	\$943	Australian median	\$1,234
Median family income \$/week	\$1,194	Australian median	\$1,481

##### Dwelling Characteristics:-

Median rent \$/week	\$140	Australian median	\$285
Median housing loan repayment \$/month	\$1,460	Australian median	\$1,800
Average household size	2.4	Australian median	2.6
Average children per family	1.9	Australian median	2.1



## **Local Government Area**

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

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

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

## **Business, Economic and Industry**

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

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

## **Demographics**

Like many rural communities, our population is ageing and this trend is expected to continue. There is 21% of the community aged over 65 years; this age demographic has increased by 3% since the 2006 Census. The age group of 0 – 14 has declined by 2% since the 2006 Census and accounts for 18% of the population.

## **Employment**

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

## **Environment**

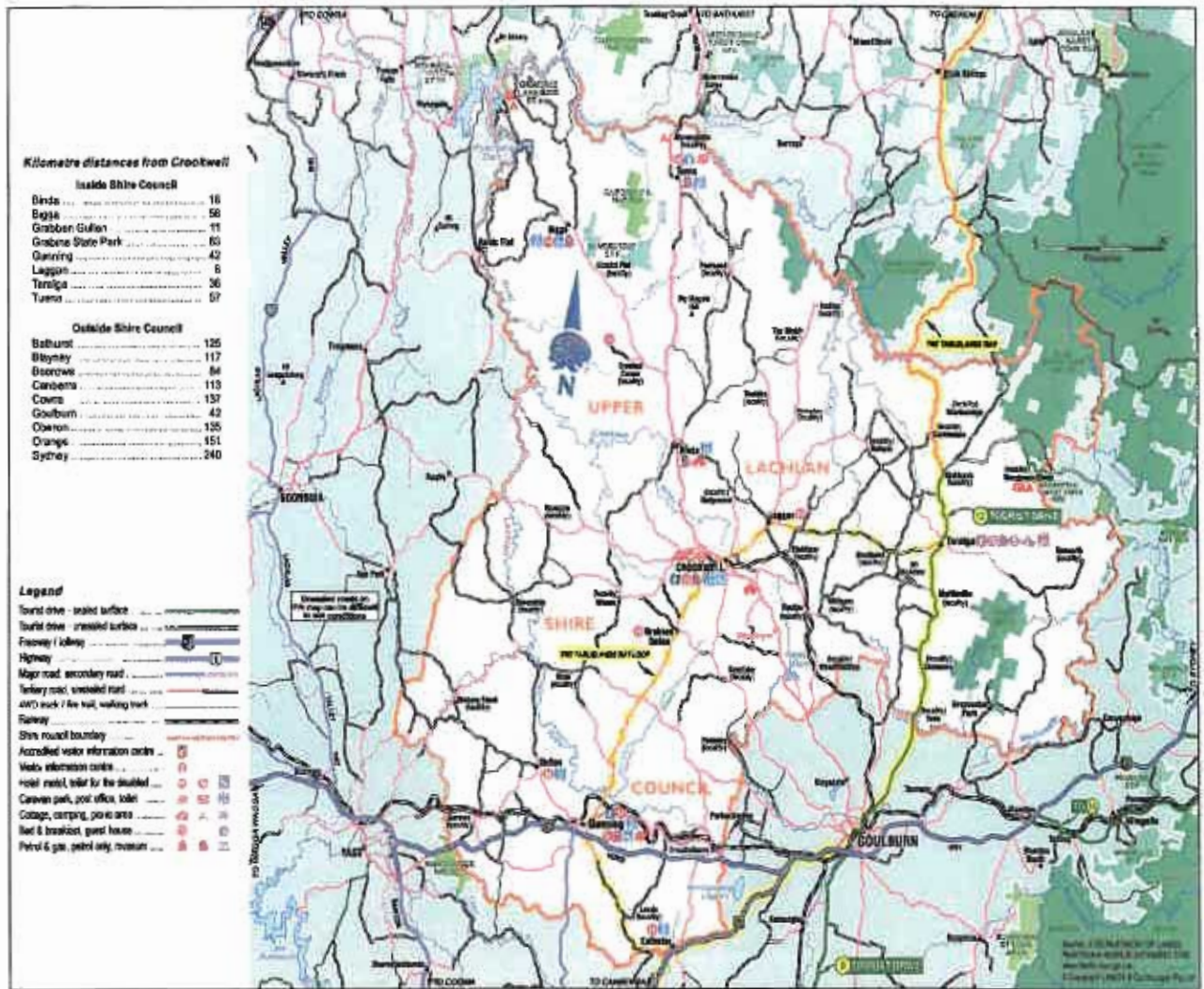
About 93% of the Shire is zoned rural or environmental protection. A large proportion of the remaining native vegetation is located on private land, with 2% of the Shire being National Park or Nature Reserve.

## **Land**

The Shire total land area is 7,243 square kilometres.

## **Tourist Attractions**

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







## 14. CONTACT US

All written correspondence is to be addressed to the General Manager, Upper Lachlan Shire Council, PO Box 42, Gunning NSW 2581 or alternatively email [council@upperlachlan.nsw.gov.au](mailto:council@upperlachlan.nsw.gov.au).

### COUNCIL ADMINISTRATION OFFICES

#### **Crookwell Office**

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CROOKWELL NSW 2583

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Fax (02) 4832 2066

Email [council@upperlachlan.nsw.gov.au](mailto:council@upperlachlan.nsw.gov.au)

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FaceBook [www.facebook.com/pages/Upper-Lachlan-Shire-Council](https://www.facebook.com/pages/Upper-Lachlan-Shire-Council)



#### **Gunning Office**

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GUNNING NSW 2581

Telephone (02) 4845 4100

Fax (02) 4845 1426



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

29 Orchard Street  
TARALGA NSW 2580

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Fax (02) 4840 2296





## 15. FINANCIAL PERFORMANCE COMPARATIVES – HOW WE COMPARE?

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

Other councils classified in Group 10 includes; Blayney and Oberon Councils. Provided below is a snapshot of how Upper Lachlan Shire Council compares with other councils in terms of financial performance and financial position, and average rates per Assessment. Note: Financial comparative data is provided from the Office of Local Government and the comparative data is available for up to 2016 (2015/2016 financial year).

### Financial Performance Indicators

#### **Unrestricted Current Ratio**

This ratio is an indicator of a Council's ability to meet its financial obligations as they fall due. A ratio of 2:1 or better generally equates to a sound financial position and shows that a Council has sufficient liquid assets on hand to meet all short-term commitments.

	2016	2015	2014	2013	2012
<b>Upper Lachlan (Group 10)</b>	<b>6.40%</b>	<b>5.66%</b>	<b>5.62%</b>	<b>4.48%</b>	<b>4.25%</b>
Blayney (Group 10)	7.23%	6.73%	5.52%	7.80%	4.77%
Oberon (Group 10)	3.46%	3.86%	5.49%	6.93%	5.63%
Yass Valley (Group 11)	2.04%	2.23%	3.57%	3.91%	4.32%
Group 10 Average	N/A	4.20%	4.30%	5.10%	4.60%

#### **Own Source Operating Revenue Ratio**

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

	2016	2015	2014	2013	2012
<b>Upper Lachlan (Group 10)</b>	<b>65.28%</b>	<b>65.81%</b>	<b>57.03%</b>	<b>52.53%</b>	<b>59.05%</b>
Blayney (Group 10)	64.24%	71.86%	70.40%	63.76%	65.40%
Oberon Council (Group 10)	61.99%	63.99%	72.05%	60.06%	57.80%
Yass Valley (Group 11)	61.03%	68.33%	71.93%	56.92%	58.48%
Group 10 Average	N/A	57%	62%	49%	47%

#### **Operating Performance Ratio**

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

	2016	2015	2014	2013	2012
<b>Upper Lachlan (Group 10)</b>	<b>13.01%</b>	<b>2.92%</b>	<b>6.20%</b>	<b>8.98%</b>	<b>8.83%</b>
Blayney (Group 10)	7.12%	3.59%	-18.42%	-11.39%	-8.89%
Oberon Council (Group 10)	20.55%	-0.27%	0.89%	10.09%	-1.30%
Yass Valley (Group 11)	-2.06%	-17.49%	-29.68%	-14.21%	-8.13%
Group 10 Average	N/A	-1.70%	-16.10%	-6.80%	-7.10%

### Building and Infrastructure Renewals Ratio

This ratio assesses the rate at which Council assets are being renewed relative to the rate at which the assets are depreciating. The benchmark is greater than 100%.

	2016	2015	2014	2013	2012
<b>Upper Lachlan (Group 10)</b>	<b>148.04%</b>	<b>122.19%</b>	<b>105.29%</b>	<b>93%</b>	<b>79.36%</b>
Blayney (Group 10)	155.04%	120.09%	106.63%	69.19%	96.84%
Oberon Council (Group 10)	214.45%	165.91%	124.18%	133.70%	125%
Yass Valley (Group 11)	130.93%	18.67%	39.70%	79.81%	70.66%
Group 10 Average	N/A	98%	79.30%	79%	65%

### General Rates Revenue

The average ordinary (general) rates per assessment for Farmland, Residential and Business categories are represented in the following three tables, Note: data for 2016 is unavailable at reporting date:-

<b>Farmland</b>	2015	2014	2013	2012
<b>Upper Lachlan (Group 10)</b>	<b>\$1,657.39</b>	<b>\$1,614.18</b>	<b>\$1,509.20</b>	<b>\$1,512.15</b>
Blayney (Group 10)	\$2,542.12	\$2,453.06	\$2,332.87	\$2,282.94
Oberon Council (Group 10)	\$1,366.17	\$1,351.97	\$1,284.49	\$1,232.36
Yass Valley (Group 11)	\$1,998.62	\$1,988.19	\$1,906.83	\$1,894.74
Group 10 Average	\$2,252.49	\$2,344.64	\$2,257.70	\$2,265.69

<b>Residential</b>	2015	2014	2013	2012
<b>Upper Lachlan (Group 10)</b>	<b>\$451.85</b>	<b>\$449.16</b>	<b>\$457.72</b>	<b>\$426.08</b>
Blayney (Group 10)	\$595.00	\$552.46	\$557.95	\$542.65
Oberon Council (Group 10)	\$664.09	\$649.08	\$563.99	\$548.51
Yass Valley (Group 11)	\$707.57	\$682.75	\$665.33	\$644.41
Group 10 Average	\$656.26	\$666.11	\$516.92	\$496.99

<b>Business</b>	2015	2014	2013	2012
<b>Upper Lachlan (Group 10)</b>	<b>\$914.18</b>	<b>\$887.22</b>	<b>\$850.75</b>	<b>\$827.72</b>
Blayney (Group 10)	\$1,098.11	\$1,076.34	\$960.63	\$800.00
Oberon Council (Group 10)	\$736.84	\$755.56	\$715.56	\$699.55
Yass Valley (Group 11)	\$2,095.41	\$2,060.71	\$1,992.83	\$1,729.24
Group 10 Average	\$1,256.65	\$1,219.21	\$1,196.86	\$1,115.04

### Outstanding Rates and Annual Charges

This ratio assesses the impact of uncollected rates and annual charges on Council's liquidity and adequacy of recovery efforts and practices of Council. The benchmark is less than 5%.

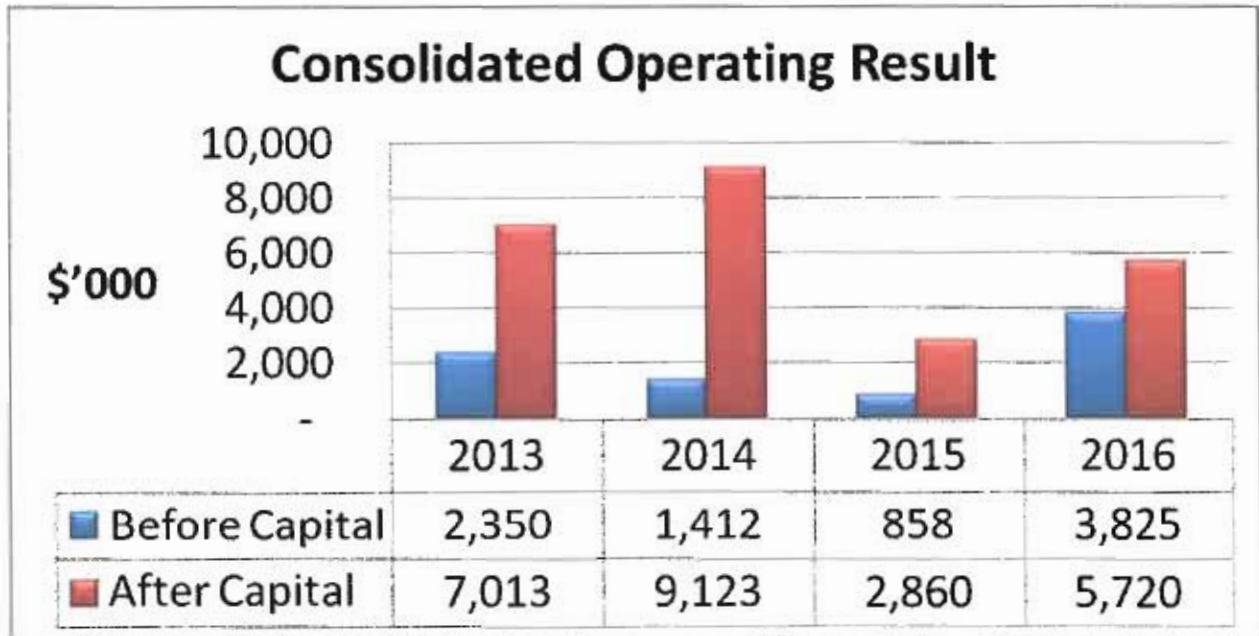
	2016	2015	2014	2013	2012
<b>Upper Lachlan (Group 10)</b>	<b>2.36%</b>	<b>2.23%</b>	<b>3.21%</b>	<b>2.79%</b>	<b>3.07%</b>
Blayney (Group 10)	2.22%	2.28%	4.50%	5.57%	7.68%
Oberon Council (Group 10)	7.88%	7.48%	6.98%	8.12%	8.14%
Yass Valley (Group 11)	5.75%	5.77%	8.95%	7.58%	6.85%
Group 10 Average	N/A	6.50%	7.27%	9.20%	8.80%



**Financial Performance**

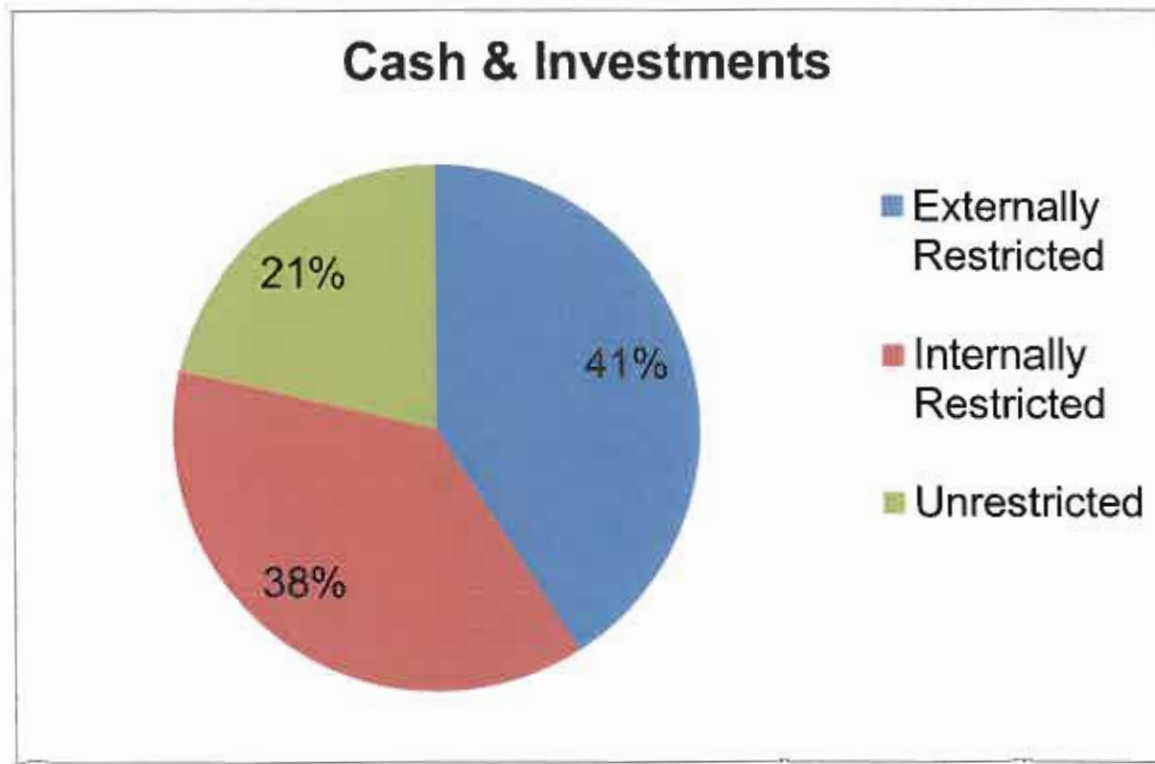
**Operating Result**

The Operating Result (before and after capital grants and contributions) is a surplus result for the past four financial years from 2013 to 2016 as seen in the below graph:-



**Cash and Investments**

Cash and investments totals \$25.3 million and contains unrestricted cash, internally restricted cash by Council, and externally restricted cash by fund (i.e. water supply, sewerage, and domestic waste funds, external grants unexpended and development contributions).



## **16. COMMUNITY STRATEGIC PLANNING FRAMEWORK: INTEGRATED PLANNING AND REPORTING**

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

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

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

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

- Long Term Financial Plan;
- Infrastructure Plan;
- Workforce Plan;
- Upper Lachlan Local Environmental Plan 2010;
- Upper Lachlan Section 94 Development Contributions Plan 2007;
- Upper Lachlan Section 94A Development Contributions Plan 2012;
- Upper Lachlan Section 64 Development Servicing Plans (Water Supply Schemes and Sewerage Schemes) 2008;
- Upper Lachlan Shire Community Economic Portrait 2013;
- Upper Lachlan State of Environment Report;
- Upper Lachlan Social and Community Plan 2013-2018;
- Upper Lachlan Tourism Strategic Plan 2020;
- Climate Change Adaption Strategy 2011;
- Upper Lachlan Public Access and Mobility Plan (PAMP);
- Upper Lachlan Community Heritage Study;
- Upper Lachlan Shire Economic Development Strategy 2015-2020;
- Upper Lachlan Drought Management Plan 2012;
- Upper Lachlan Flood Risk Management Plan and Study 2016;
- Upper Lachlan Cultural Plan 2017-2020;
- Upper Lachlan Information Technology Strategic Plan 2015-2018;
- Plans of Management for Council on community land; and
- The NSW Premier's Priorities in Action (replaces NSW 2021 State Plan).

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



## Council's Strategic Planning Framework

### **Community Strategic Plan**

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

### **Strategies**

### **Delivery Program**

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

### **Activities (Programs and Projects)**

### **Operational Plan**

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

\*This Delivery Program is designed to coincide with the term of the Council (which is 4 years). The Delivery Program is prepared in accordance with the Integrated Planning and Reporting requirements. Note: The next local government election is in September 2020.

## 17. NSW PREMIER'S PRIORITIES IN ACTION

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

The NSW 2021 State Plan outlined a vision for the future of NSW which was underpinned by 5 Long Term Strategies including:-

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

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

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

### NSW Premier's Key Priorities

Priority Number	NSW Premier's Priority	Strategic Pillar	Tablelands Regional CSP Strategy (Role of Council and/or Government Agencies)
1	Creating Jobs	Regional Strategic Pillar 3 – Economy	<p><b>*This is a shared Council / Government action</b></p> <p><b>Strategy EC1</b> - Capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment.</p> <p><b>Strategy EC2</b> - Jointly develop appropriate tourism opportunities and promote the region as a destination.</p> <p><b>Strategy EC3</b> - Support and foster conditions that enable local and small/home-based businesses to grow.</p> <p><b>Strategy EC5</b> - Encourage collaboration between businesses, government, and training providers to develop employment and training opportunities for young people in the region.</p>

Priority Number	NSW Premier's Priority	Strategic Pillar	Tablelands Regional CSP Strategy (Role of Council and/or Government Agencies)
2	Building Infrastructure	Regional Strategic Pillar 4 – Infrastructure	<p><b>*This is a shared Council / Government action</b></p> <p><b>Strategy IN1</b> - Develop high speed rail links between the region, Canberra, Sydney and Melbourne.</p> <p><b>Strategy IN2</b> - Improve public transport links to connect towns within the region and increase access to major centres.</p> <p><b>Strategy IN3</b> - Maintain and improve road infrastructure and connectivity.</p> <p><b>Strategy IN4</b> - Maintain and update existing community facilities, and support the development of new community infrastructure as needed.</p> <p><b>Strategy IN7</b> - Secure improvements for, and future proof, telecommunications infrastructure.</p>
3	Reducing domestic violence	Regional Strategic Pillar 1 – Community	<p><b>*This is a State Government action</b></p> <p><b>Strategy CO3</b> - Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community.</p>
4	Improving service levels in hospitals	Regional Strategic Pillar 1 – Community	<p><b>*This is a State Government action</b></p>
5	Tackling childhood obesity	Regional Strategic Pillar 1 – Community	<p><b>*This is a State Government action</b></p> <p><b>Strategy CO1</b> - Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport.</p>
6	Improving education results	Regional Strategic Pillar 4 – Infrastructure	<p><b>*This is a State Government action</b></p> <p><b>Strategy IN9</b> - Improve accessibility to, and support the development of, education and training facilities in the region.</p>
7	Protecting our kids	Regional Strategic Pillar 1 – Community	<p><b>*This is a State Government action</b></p> <p><b>Strategy CO3</b> - Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community.</p>
8	Reducing youth homelessness	Regional Strategic Pillar 1 – Community	<p><b>*This is a State Government action</b></p>
9	Driving public sector diversity	Regional Strategic Pillar 5 – Civic Leadership	<p><b>*This is a shared Council / Government action</b></p> <p><b>Strategy CL3</b> - Collaborate and cooperate to achieve efficiencies and a greater voice in regional decision-making, and encourage similar cooperation across other sectors and community groups.</p> <p><b>Strategy CL4</b> - Actively investigate and communicate funding sources and collaboration opportunities that can strengthen the region.</p>



Priority Number	NSW Premier's Priority	Strategic Pillar	Tablelands Regional CSP Strategy (Role of Council and/or Government Agencies)
10	Keeping our environment clean	Regional Strategic Pillar 2 – Environment	<p><b>*This is a shared Council / Government action</b></p> <p><b>Strategy EN1</b> - Protect and enhance the existing natural environment, including flora and fauna native to the region.</p> <p><b>Strategy EN2</b> - Adopt environmental sustainability practices.</p> <p><b>Strategy EN3</b> - Protect and rehabilitate waterways and catchments.</p> <p><b>Strategy EN4</b> - Maintain a balance between growth, development and environmental protection through sensible planning.</p> <p><b>Strategy EN5</b> - To investigate and implement approaches to reduce our carbon footprint.</p>
11	Faster housing approvals	Regional Strategic Pillar 2 – Environment	<p><b>*This is a shared Council / Government action</b></p> <p><b>Strategy EN4</b> - Maintain a balance between growth, development and environmental protection through sensible planning.</p>
12	Improving government services	<p>Regional Strategic Pillar 5 – Civic Leadership</p> <p>Regional Strategic Pillar 4 – Infrastructure</p> <p>Regional Strategic Pillar 3 – Economy</p>	<p><b>*This is a shared Council / Government action</b></p> <p><b>Strategy CL3</b> - Collaborate and cooperate to achieve efficiencies and a greater voice in regional decision-making, and encourage similar cooperation across other sectors and community groups.</p> <p><b>Strategy IN7</b> - Secure improvements for, and future proof, telecommunications infrastructure.</p> <p><b>Strategy EC1</b> - Capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment.</p> <p><b>Strategy EC4</b> - Foster and develop a diverse, adaptive, and innovative agricultural industry.</p>

The Crookwell Skate Park opening was enjoyed by all ages and abilities.



## **18. COMMUNITY ENGAGEMENT - THE PROCESS OF DEVELOPING THE TABLELANDS REGIONAL COMMUNITY STRATEGIC PLAN**

As a result of legislation enacted in October 2009, all NSW Councils are required by the Local Government Act 1993 to develop a Community Strategic Plan. The plan must:-

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

### **INAUGURAL COUNCIL COMMUNITY STRATEGIC PLAN**

Upper Lachlan Shire Council adopted a Community Engagement Policy at the September 2009 Council Meeting. Council then proceeded to undertake community consultation meetings in accordance with Council's policy. The workshops were facilitated by independent chairperson, Mr Andy Hughes. There were six community outreach workshops held in April and May 2010; Crookwell, Gunning, Bigga, Taralga, Collector and Big Hill. There were 115 people who attended the community workshops.

Council utilised a community survey prepared and collated in-house by Council staff and was posted to all ratepayers within the Shire. There were 134 responses received in relation to the community survey. The results of the survey were reported to the August 2010 Council Meeting. After this extension community engagement process, the inaugural Upper Lachlan Shire Council Community Strategic Plan was adopted by Council in June 2011.

### **INAUGURAL COMMUNITY SURVEYS**

After the September 2012 local government elections Council engaged Piazza Research to conduct a community survey by utilising a telephone survey, supported by a secure online survey, of community members, to allow community input into the review of Councils Community Strategic Plan and Delivery Program. The survey was conducted in November 2012 and 215 surveys were completed or 3% of the Upper Lachlan population. The community survey findings demonstrated overall satisfaction with Council services was high with 74% of respondents being satisfied and 21% being dissatisfied.

Following on from the initial community survey, Piazza Research completed a new survey in February 2015. 211 surveys were completed or 3% of the population in the Shire. The community survey findings demonstrated overall satisfaction with Council services was high with 68% of respondents being satisfied and 29% being dissatisfied.

## **TABLELANDS REGIONAL COMMUNITY STRATEGIC PLAN DEVELOPMENT**

Council engaged consultants, Cardno NSW/Act Pty Ltd to undertake the development of a Regional Community Strategic Plan (CSP) on behalf of Goulburn Mulwaree Council, Upper Lachlan Shire Council and Yass Valley Council. The councils recognised the synergies and efficiencies to be gained through developing a new joint Regional CSP, a progressive approach that, while meeting the requirements of the Integrated Planning and Reporting legislation, it is unique in the NSW context.

Specifically the Cardno NSW/ACT Pty Ltd brief required:-

- A peer review of the three Councils' Community Strategic Plans;
- The development of the Tablelands Regional Community Strategic Plan;
- Preparation of a Community Engagement Strategy and Communications Plan; and
- Facilitation of community engagement workshops in three local government areas.

Upper Lachlan Shire Council adopted the Tablelands Regional Community Strategic Plan 2016-2036 in February 2017 and this plan takes effect July 2017.

## **TABLELANDS COMMUNITY ENGAGEMENT STRATEGY AND CONSULTATION**

The community consultation utilised in the development of the Tablelands Regional Community Strategic Plan was extensive and included development of the Tablelands Community Engagement Strategy and Communications Plan including the following:-

- Key Stakeholder Identification, Engagement and Register;
- Identification of vulnerable and hard to reach populations;
- Methods of Key Community Engagement Activities determined; and
- Communications Plan developed.

The community engagement activities in Upper Lachlan LGA included:-

- On line Community Survey (50 survey responses) and On line Youth Survey (40 survey responses);
- Project Fact Sheets;
- Project Media Releases;
- Council website, and local media channels promotion and information dissemination;
- Council and council staff charrette; and
- Cardno NSW/ACT Pty Ltd independently facilitated community outreach workshops held in November 2016 at Crookwell, Taralga and Gunning (54 community attendees in total).

## **TABLELANDS PLANNING PRINCIPLES**

In developing the Community Strategic Plan Council has considered other regional plans, including the Sydney – Canberra Corridor Strategy. The Tablelands Regional Community Strategic Plan and Community Engagement Strategy and Communications Plan are based on two sets of guiding principles – social justice and sustainability.

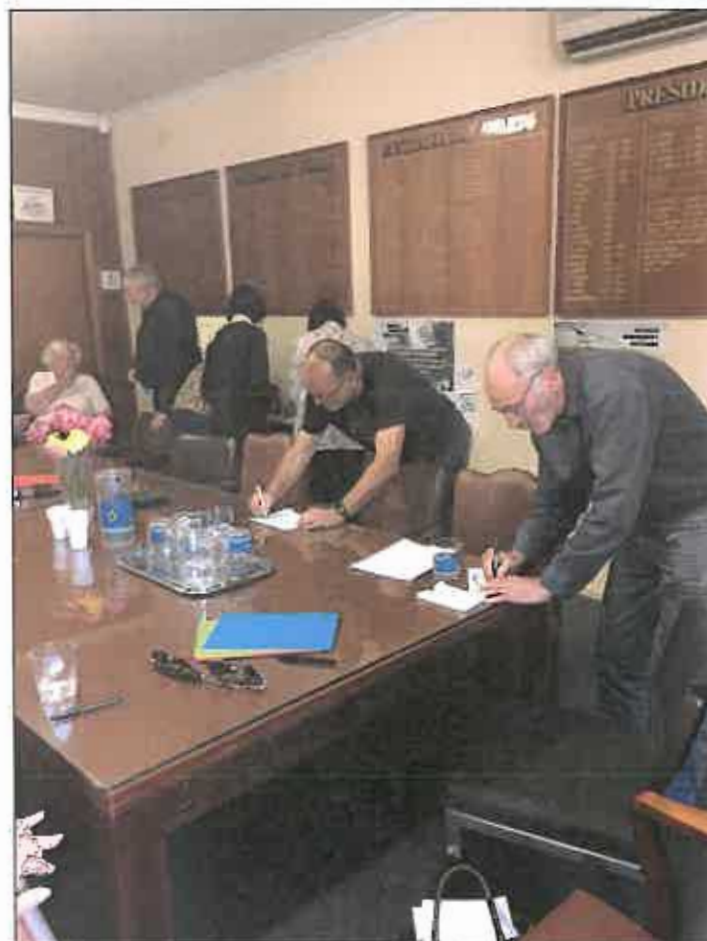


The **social justice** principles Council has regard for are the following:-

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

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

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



Community Engagement workshop held in Gunning, November 2016

## **19. REGIONAL COMMUNITY STRATEGIC PLAN – STRATEGIC PILLARS AND ASPIRATIONS**

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

### **OUR STRATEGIC PILLARS**

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

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

### **Tablelands Regional CSP Strategies**

#### **1. Community (CO)**

**Strategy CO1** - Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport.

**Strategy CO2** - Encourage and facilitate active and creative participation in community life.

**Strategy CO3** - Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community.

**Strategy CO4** - Recognise and celebrate our diverse cultural identities, and protect and maintain our community's natural and built cultural heritage.

**Strategy CO5** - Maintain our rural lifestyle.

#### **2. Environment (EN)**

**Strategy EN1** - Protect and enhance the existing natural environment, including flora and fauna native to the region.

**Strategy EN2** - Adopt environmental sustainability practices.

**Strategy EN3** - Protect and rehabilitate waterways and catchments.

**Strategy EN4** - Maintain a balance between growth, development and environmental protection through sensible planning.

**Strategy EN5** - To investigate and implement approaches to reduce our carbon footprint.

### **3. Economy (EC)**

**Strategy EC1** - Capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment.

**Strategy EC2** - Jointly develop appropriate tourism opportunities and promote the region as a destination.

**Strategy EC3** - Support and foster conditions that enable local and small/home-based businesses to grow.

**Strategy EC4** - Foster and develop a diverse, adaptive, and innovative agricultural industry.

**Strategy EC5** - Encourage collaboration between businesses, government, and training providers to develop employment and training opportunities for young people in the region.

### **4. Infrastructure (IN)**

**Strategy IN1** - Develop high speed rail links between the region, Canberra, Sydney and Melbourne.

**Strategy IN2** - Improve public transport links to connect towns within the region and increase access to major centres.

**Strategy IN3** - Maintain and improve road infrastructure and connectivity.

**Strategy IN4** - Maintain and update existing community facilities, and support the development of new community infrastructure as needed.

**Strategy IN5** - Ensure high quality water supply options for the towns in the region.

**Strategy IN6** - Implement safe, accessible, and efficient management and recycling options for general waste, green waste, and sewage.

**Strategy IN7** - Secure improvements for, and future proof, telecommunications infrastructure.

**Strategy IN8** - Improve accessibility to, and support the development of, health and medical facilities in the region.

**Strategy IN9** - Improve accessibility to, and support the development of, education and training facilities in the region.



## 5. Civic Leadership (CL)

**Strategy CL1** - Effect resourceful and respectful leadership and attentive representation of the community.

**Strategy CL2** - Encourage and facilitate open and respectful communication between the community, the private sector, Council, and other government agencies.

**Strategy CL3** - Collaborate and cooperate to achieve efficiencies and a greater voice in regional decision-making, and encourage similar cooperation across other sectors and community groups.

**Strategy CL4** - Actively investigate and communicate funding sources and collaboration opportunities that can strengthen the region.



Community Engagement workshop held in Taralga in November 2016

## Aspirations

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

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

## Quadruple Bottom Line

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

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

## **20. DELIVERY PROGRAM ACTIONS**

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

The Delivery Program Actions are outlined below:-

### **1. REGIONAL CSP STRATEGIC PILLAR - COMMUNITY:**

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

### **2. REGIONAL CSP STRATEGIC PILLAR - ENVIRONMENT:**

- 1) Address environmental degradation issues, i.e. noxious weeds control.
- 2) Promote environmentally sustainable developments.
- 3) Promote use of green and renewable energy.
- 4) Pursue Section 94A Development Contributions payments for all State Significant – Designated Developments.
- 5) Support land care initiatives to restore and beautify natural resources.



### 3. REGIONAL CSP STRATEGIC PILLAR - ECONOMY:

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

### 4. REGIONAL CSP STRATEGIC PILLAR – INFRASTRUCTURE:

- 1) Improve local road and regional road transport networks.
- 2) Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.
- 3) Bitumen sealing all urban streets in towns.
- 4) Develop town main street and CBD beautification programs.
- 5) Lobby for improved mobile telephone and broadband services.
- 6) Improve water supply and sewerage facilities to towns.
- 7) Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.
- 8) Actively seek funding for the Goulburn to Crookwell Rail Trail concept.
- 9) Develop new and upgrade existing footpaths and cycleway networks.
- 10) Upgrade stormwater and kerb and guttering in towns.
- 11) Progressively replace timber bridges on local and regional roads.
- 12) Flood Risk Management Plans created for Crookwell, Gunning, Taralga and Collector.
- 13) Transport link priority projects to State Parks including the Wombeyan Caves Road and Grabine Road reconstruction and upgrade to facilitate economic benefits to the region.
- 14) Progressively bitumen seal all classified roads.

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

- 1) Participate in resource sharing initiatives.
- 2) Lobby other levels of Government for increased share of funding distribution.
- 3) Promote community engagement and involvement in decision making processes.
- 4) Ensure the retention and attraction of quality staff.





## 21. ACHIEVING OUR REGIONAL COMMUNITY STRATEGIC PLAN GOALS

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

### REGIONAL CSP STRATEGIC PILLAR NO. 1 - COMMUNITY

<b>Delivery Program Actions</b>	<b>Performance Measures</b>	<b>Responsibility</b>	<b>CSP Strategy and Aspiration</b>	<b>Timeframe</b>
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	Strategy CO1 - Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport. 5. People attaining health and wellbeing.	2017 - 2020
1.2 - Support provision of ageing population services and aged accommodation.	Liaise with government agencies and associated community groups in advocating for adequate aged care services and accommodation.	Director of Environment and Planning	Strategy CO1 - Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport. 2. Community liaison to preserve and enhance community facilities.	2017 - 2020
1.3 - 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 and Finance and Administration	Strategy CO3 - Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community. 6. Resilient and adaptable communities.	2017 - 2020
1.4 - Retain the youth population demographic and provide appropriate facilities.	Number of consultations held with youth groups. Continue support of the Youth Committees.	Director of Environment and Planning	Strategy CO2 - Encourage and facilitate active and creative participation in community life. 2. Community liaison to preserve and enhance community facilities.	2017/2018



<b>Delivery Program Actions</b>	<b>Performance Measures</b>	<b>Responsibility</b>	<b>CSP Strategy and Aspiration</b>	<b>Timeframe</b>
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	Strategy CO1 - Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport. 2. Community liaison to preserve and enhance community facilities.	2017 - 2020
1.6 - Protect 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	Strategy CO4 - Recognise and celebrate our diverse cultural identities, and protect and maintain our community's natural and built cultural heritage. 1. A built environment enhancing the lifestyle of a diverse community.	Annual funding 2017 - 2020
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	Strategy CO5 - Maintain our rural lifestyle. 6. Resilient and adaptable communities.	2017/2018
1.8 - Manage and upgrade Council's public buildings and community centres.	Regular communication and support of Section 355 Committees arrangements. Preparation and review of Council buildings and prepare strategy on future arrangements.	Director of Environment and Planning	Strategy CO4 - Recognise and celebrate our diverse cultural identities, and protect and maintain our community's natural and built cultural heritage. 2. Community liaison to preserve and enhance community facilities.	2017 - 2020
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	Strategy CO2 - Encourage and facilitate active and creative participation in community life. 2. Community liaison to preserve and enhance community facilities.	2017 - 2020

## REGIONAL CSP STRATEGIC PILLAR NO. 2 - ENVIRONMENT

<b>Delivery Program Actions</b>	<b>Performance Measures</b>	<b>Responsibility</b>	<b>CSP Strategy and Aspiration</b>	<b>Timeframe</b>
2.1 - Address environmental degradation issues, i.e. noxious weeds control.	Review of long-term Noxious Weeds Management Strategy.	Director of Environment and Planning	Strategy EN2 - Adopt environmental sustainability practices. 3. A healthy natural environment.	2017/2018
2.2 - Promote environmentally sustainable developments (ESD).	Review, update and implementation of Upper Lachlan Local Environmental Plan (LEP) and Development Control Plan (DCP).	Director of Environment and Planning	Strategy EN4 - Maintain a balance between growth, development and environmental protection through sensible planning. 4. A prosperous economy with the balanced use of our land.	2017/2018
2.3 - Promote use of green and renewable energy.	Council promote alternate energy source initiatives. Implement Climate Change Adaption Strategy.	Director of Environment and Planning	Strategy EN5 - To investigate and implement approaches to reduce our carbon footprint. 3. A healthy natural environment.	2017 - 2020
2.4 - Pursue Section 94A Development Contributions payments for all State Significant - Designated Developments.	Council is to manage and distribute the funds through a Section 355 Committee of Council.	Director of Environment and Planning	Strategy EN1 - Protect and enhance the existing natural environment, including flora and fauna native to the region. 1. A built environment enhancing the lifestyle of a diverse community.	2017 - 2020
2.5 - 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	Strategy EN3 - Protect and rehabilitate waterways and catchments. 2. Community liaison to preserve and enhance community facilities.	2017 - 2020



### REGIONAL CSP STRATEGIC PILLAR NO. 3 - ECONOMY

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
3.1 - Ensure financial viability of Council.	Long-term Financial Planning model implemented. Fit for the Future Action Plan implemented in relation to sustainability.	Director of Finance and Administration	Strategy EC4 - Foster and develop a diverse, adaptive, and innovative agricultural industry. 7. Responsible and efficient use of resources.	Reviewed annually 2017 – 2020
3.2 - Prudent financial management.	Complete implementation of the Internal Audit Strategy and Plan. Achieve key financial benchmarks.	Director of Finance and Administration	Strategy CO5 - Maintain our rural lifestyle. 8. Transparent and accountable governance.	Reviewed annually 2017 – 2020
3.3 - Encourage sustainable population growth and provision of associated infrastructure.	Implementation of the Economic Development Strategy 2015-2020 recommendations.	Director of Environment and Planning	Strategy EC1 - Capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment. 4. A prosperous economy with the balanced use of our land.	2017 – 2020
3.4 - 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	Strategy EC5 - Encourage collaboration between businesses, government, and training providers to develop employment and training opportunities for young people in the region. 7. Responsible and efficient use of resources.	2017 – 2020
3.5 - Encourage and support viable local businesses.	Deliver on tourism member and non member benefits program.  Tourism section is to prepare two business promotions annually.	Director of Finance and Administration	Strategy EC3 - Support and foster conditions that enable local and small/home-based businesses to grow. 4. A prosperous economy with the balanced use of our land.	2017 – 2020
3.6 - Promote tourism opportunities and community events.	Marketing and promotion is timely, professional, informative and responsive to user needs. Capitalise on Canberra Region brand opportunities.	Director of Finance and Administration	Strategy EC2 - Jointly develop appropriate tourism opportunities and promote the region as a destination. 2. Community liaison to preserve and enhance community facilities.	2017 – 2020



## REGIONAL CSP STRATEGIC PILLAR NO. 4 – INFRASTRUCTURE

<b>Delivery Program Actions</b>	<b>Performance Measures</b>	<b>Responsibility</b>	<b>CSP Strategy and Aspiration</b>	<b>Timeframe</b>
4.1 - Improve local road and regional road transport networks.	Manage road assets to ensure public safety. Road Hierarchy reviewed and reported to Council. Pavement rehabilitation regional roads.	Director of Works and Operations	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 7. Responsible and efficient use of resources.	2017 - 2020
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	Strategy IN4 - Maintain and update existing community facilities, and support the development of new community infrastructure as needed. 2. Community liaison to preserve and enhance community facilities.	Review annually 2017 - 2020
4.3 - Bitumen sealing all urban streets in towns.	Prepare 4 year road capital works program budget and review works priorities annually.	Director of Works and Operations	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 1. A built environment enhancing the lifestyle of a diverse community.	2017 - 2020
4.4 - Develop town main street and CBD beautification programs.	Town's main street beautification, improvement programs and street cleaning. Streetscape Plan development and implementation in coordinated manner.	Director of Works and Operations	Strategy IN2 - Improve public transport links to connect towns within the region and increase access to major centres. 2. Community liaison to preserve and enhance community facilities.	2017/2018
4.5 - Lobby for improved mobile telephone and broadband services.	To ensure regional and rural areas are included in the roll out of Federal Government technological initiatives.	Director of Works and Operations	Strategy IN7 - Secure improvements for, and future proof, telecommunications infrastructure. 1. A built environment enhancing the lifestyle of a diverse community	2017 - 2020
4.6 - Improve water supply and sewerage facilities to towns.	Implement town water supply and sewerage improvement programs. Complete construction of the Crookwell water treatment plant \$7 million project.	Director of Works and Operations	Strategy IN5 - Ensure high quality water supply options for the towns in the region. 2. A healthy natural environment.	2016/2017 and 2017/2018

<b>Delivery Program Actions</b>	<b>Performance Measures</b>	<b>Responsibility</b>	<b>CSP Strategy and Aspiration</b>	<b>Timeframe</b>
4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Council provide a strategy for future waste service provision. Implement improvement works to waste centres and waste transfer stations that comply with EPA guidelines.	Director of Works and Operations	Strategy IN6 - Implement safe, accessible, and efficient management and recycling options for general waste, green waste, and sewage. 7. Responsible and efficient use of resources.	2017/2018 and future years
4.8 - Actively seek funding for the Goulburn to Crookwell Rail Trail concept.	Joint Goulburn Mulwaree and Upper Lachlan Shire Councils Committee formed. Feasibility Study to be completed. Project estimates to be completed. Council to pursue grant and other funding options to facilitate the development of a rail trail.	Director of Works and Operations	Strategy EC2 - Jointly develop appropriate tourism opportunities and promote the region as a destination. Strategy IN4 - Maintain and update existing community facilities, and support the development of new community infrastructure as needed. 4. A prosperous economy with the balanced use of our land.	2017 - 2020
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	Strategy IN4 - Maintain and update existing community facilities, and support the development of new community infrastructure as needed. 1. A built environment enhancing the lifestyle of a diverse community.	2017 - 2020
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	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 2. A healthy natural environment.	2017 - 2020
4.11 - Progressively replace timber bridges on local and regional roads.	Prepare and implement a 10 year bridge replacement program with funding model in Long Term Financial Plan.	Director of Works and Operations	Strategy IN2 - Improve public transport links to connect towns within the region and increase access to major centres. 7. Responsible and efficient use of resources.	2017 - 2020 Review annually



<b>Delivery Program Actions</b>	<b>Performance Measures</b>	<b>Responsibility</b>	<b>CSP Strategy and Aspiration</b>	<b>Timeframe</b>
4.12 - Flood Risk Management Plans created for Crookwell Gunning, Taralga and Collector.	Preparation and implementation of Flood Risk Management Plan recommendations.	Director of Environment and Planning and Director of Works	Strategy EN4 - Maintain a balance between growth, development and environmental protection. 4. A prosperous economy with the balanced use of our land.	2017/2018 and future years
4.13 Transport link priority projects to State Parks including the Wombeyan Caves Road and Grabine Road reconstruction and upgrade to facilitate economic benefits to the region.	Pursue grant funding opportunities that deliver on the pursuit of regional economic growth benefits. Improve road infrastructure assets with potential to stimulate the local economy.	Director of Works and Operations	Strategy IN3 - Maintain and improve road infrastructure and connectivity. Strategy EC2 - Jointly develop appropriate tourism opportunities and promote the region as a destination. 4. A prosperous economy with the balanced use of our land.	2017 - 2020
4.14 Progressively bitumen seal all classified roads.	Reductions in classified roads gravel sections. Improvement in road network condition rating to ensure public safety.	Director of Works and Operations	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 7. Responsible and efficient use of resources.	2017 - 2020





## **REGIONAL CSP STRATEGIC PILLAR NO. 5 – CIVIC LEADERSHIP**

<b>Delivery Program Actions</b>	<b>Performance Measures</b>	<b>Responsibility</b>	<b>CSP Strategy and Aspiration</b>	<b>Timeframe</b>
5.1 - Participate in resource sharing initiatives.	Report projects to Council every year. Achieve annualised \$ savings through participation in Canberra Region Joint Organisation projects.	General Manager	Strategy CL3 - Collaborate and cooperate to achieve efficiencies and a greater voice in regional decision-making, and encourage similar cooperation across other sectors and community groups. Strategy CL4 - Actively investigate and communicate funding sources and collaboration opportunities that can strengthen the region. 7. Responsible and efficient use of resources.	Reviewed, reported annually 2017 - 2020
5.2 - Lobby other levels of Government for increased share of funding distribution.	Review the Intergovernmental Agreement. Grants Commission review and amendment to financial assistance grants (FAG) distribution to rural councils.	General Manager	Strategy CL2 - Encourage and facilitate open and respectful communication between the community, the private sector, Council, and other government agencies. 8. Transparent and accountable governance.	2017 - 2020
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. The "Voice" Council newsletter publication distributed quarterly.	General Manager	Strategy CL1 - Effect resourceful and respectful leadership and attentive representation of the community. 6. Resilient and adaptable communities.	2017 - 2020
5.4 - Ensure the retention and attraction of quality staff.	Performance management efficiency and staff turnover of less than 10% every year.	General Manager	Strategy CL1 - Effect resourceful and respectful leadership and attentive representation of the community. 8. Transparent and accountable governance.	2017 - 2020

## **22. FIT FOR THE FUTURE – COUNCIL STRATEGIES AND ACTION PLAN**

The NSW Government Fit for the Future program lays the foundations for a stronger system of local government and stronger local communities. The Fit for the Future program requires councils to actively assess their scale and capacity in achieving long term sustainability and for councils to submit proposals to the Government indicating how they will achieve these objectives.

The NSW Government declared Upper Lachlan Shire Council as Fit for the Future on 18 December 2015. The NSW Government determined Upper Lachlan Shire Council is to standalone and considers Council does have sufficient scale and capacity and is deemed Fit.

Upper Lachlan Shire Council had already met the Financial Sustainability criterion as recommended by the Independent Pricing and Regulatory Tribunal (IPART). Upper Lachlan Shire Council meets the Fit for the Future criterion for financial sustainability over the next ten years in respect of sustainability, infrastructure and service management and efficiency benchmarks.

As a Fit for the Future Council, Upper Lachlan will continue to operate efficiently. The key focuses of Council's Improvement Proposal within this context are:-

1. Sustainability - build greater financial scale and capacity to continue to service the needs of its community into the future;
2. Infrastructure and Service Management – continue the commitment to best practice asset management to ensure Council manages its assets effectively, and delivers quality assets to its community;
3. Efficiency – Council is demonstrating increasing efficiency through its declining operating expenditure per capita. In order to ensure the organisation delivers quality services in the most cost-effective way over time, Council will:-
  - a. Continue its commitment to regional collaboration and resource-sharing to reduce costs of services where possible;
  - b. Implement a rolling program of service reviews to ensure that over the course of each 4 year Delivery Program, it considers each service it delivers as to its ongoing alignment with community priorities, its effectiveness, and whether it is being delivered in the most efficient way possible.

These key strategies will ensure Council remains on track to not only continue to meet the Fit for the Future benchmarks, but more importantly to deliver quality and cost-effective services to meet the needs of the Upper Lachlan community over time.

## SUSTAINABILITY ACTION PLAN

Objective	Strategies	Actions	Key milestones	Outcome	Impact on other measures
1. Secure additional revenue to keep Council's operating performance ratio above benchmark and ensure funding for renewal of road network assets	Implement Special Rate Variation in 2020/2021	<ol style="list-style-type: none"> <li>1. Notify community of intention to apply for SRV</li> <li>2. Community consultation and engagement</li> <li>3. Notify IPART of intention to apply</li> <li>4. Submit application to IPART</li> <li>5. Fund infrastructure renewal of its road network assets</li> </ol>	<p>Commencement in July 2019</p> <p>Community engagement and support for the proposal is achieved</p>	<p>Targeted local roads hierarchy established</p> <p>Effective asset management</p> <p>Further reducing the infrastructure backlog ratio</p>	All three Sustainability Benchmarks will be enhanced
2. Drive cost savings through procurement	Implementation of a Best Practice in Procurement Program	<ol style="list-style-type: none"> <li>1. Procurement Roadmap - Arc Blue</li> <li>2. Review Procurement Action Plan and policies</li> </ol>	<p>Procurement Committee recommendations to MANEX</p> <p>Utilisation of LGP Vendor Panel and TenderLink</p> <p>CBRJO procurement working group committee reports to management</p>	<p>Achievement of 5% cost savings through amended procurement practices</p> <p>Stores operation development strategy</p> <p>Internal efficiencies in a comprehensive contract management framework and contract register framework</p>	Operating Performance Ratio maintained above Benchmark



Objective	Strategies	Actions	Key milestones	Outcome	Impact on other measures
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"> <li>1. Maintain existing high standard rating for road works in Contractor Performance Report</li> <li>2. RMCC Benchmarking</li> </ol>	<p>RMS rating maintained satisfactory or better</p> <p>RMCC commenced in 2008</p> <p>Contracted MR54 project completion date of 2018 for \$10 million scope of road works</p>	<p>Service delivery to work schedule timeframes of RMS</p> <p>Project and risk management ensuring high standard of work deliverables</p> <p>Profit margin delivered within project plan</p> <p>Existing workforce utilised and ensures staff retention</p>	Operating Performance Ratio maintained above Benchmark
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"> <li>1. Review pricing structures for private works which are in demand at profitable rates</li> <li>2. Cost of service is transparent and in accordance with the National Competition Policy Guidelines</li> </ol>	Remain competitive with the private sector and to secure contract works for road reconstruction	<p>Ensure profitability of the business unit</p> <p>Sustainable business practices and best practice project management</p> <p>Annual review of workforce capacity to maintain the appropriate skill levels and meet contract conditions</p>	Operating Performance Ratio and Own Source Revenue Ratio maintained above Benchmark

**INFRASTRUCTURE AND SERVICE MANAGEMENT ACTION PLAN**

<b>Objective</b>	<b>Strategies</b>	<b>Actions</b>	<b>Key milestones</b>	<b>Outcome</b>	<b>Impact on other measures</b>
1. Implement best practice asset management reporting	Asset Management Improvement Program	<ol style="list-style-type: none"> <li>1. Review Asset Management and Risk Plan, strategies and policies</li> <li>2. Review of Council Infrastructure Plan – define community service level set by Council for asset maintenance</li> </ol>	<p>Asset Management Plans identify asset service standards</p> <p>Infrastructure asset classes valuation at fair value</p> <p>Ensure asset condition standards are maintained above Condition 5</p>	<p>The determination of satisfactory target service levels</p> <p>Special Schedule 7 - flows directly from the Delivery Program which defines performance indicators for service levels</p> <p>Reliable cost estimations for infrastructure backlog based on local government best practice</p>	The Infrastructure Backlog Ratio and Asset Maintenance Ratio - Infrastructure and Service Management Benchmarks will be achieved
2. Secure funding for asset renewals	Utilise borrowing capacity to invest in infrastructure renewal projects – Timber Bridge Replacement Program	<ol style="list-style-type: none"> <li>1. Review Council Borrowings/Loans Policy</li> <li>2. Council Long Term Financial Plan priority bridge replacement schedule</li> </ol>	<p>Commencing loan financing arrangements with Financial Institutions</p> <p>Application for State Government Local Infrastructure Renewal Scheme (LIRS) funding</p>	<p>Capital investment in asset renewal programme</p> <p>\$ savings on interest proportion of new borrowings</p> <p>Loans programmed in LTFP to replace 6 timber bridges \$2.6 million borrowings over 4 year period</p>	<p>Debt Service Ratio is within benchmark level of 0 to 20%.</p> <p>The Infrastructure Backlog Ratio Benchmark will be reduced</p>

Objective	Strategies	Actions	Key milestones	Outcome	Impact on other measures
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"> <li>1. Review Risk Management Plan and Policy</li> <li>2. Review Safe Work Method Statements for high risk priorities</li> </ol>	<p>Risk Management Action Plan (RAMP) approved and adopted by Council annually by June</p> <p>Safe Work Method Statements reported to WH&amp;S Committee every 6 months</p>	<p>Mitigation of public liability incidents and claims</p> <p>Safe work environment for staff and the public</p>	Asset Maintenance Ratio - Infrastructure and Service Management Benchmarks will be achieved
4. Maintain assets in satisfactory condition to meet community expectations	Evaluation of asset utilisation and rationalisation	<ol style="list-style-type: none"> <li>1. Review of Council Infrastructure Plan</li> <li>2. Recommendations from Grant Thornton Building and Asset internal audit.</li> </ol>	Condition Report prepared for Council owned building assets and maintenance action plan approved by June 2018	<p>Inform decision making on annual \$ spending on asset maintenance programs; buildings</p> <p>Ensure buildings and infrastructure assets are safe and no deterioration in asset condition</p>	Asset Maintenance Ratio - Infrastructure and Service Management Benchmark will be achieved



## EFFICIENCY ACTION PLAN

Objective	Strategies	Actions	Key milestones	Outcome	Impact on other measures
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"> <li>1. Identify trend analysis of operational cost centres and functional service areas of Council</li> <li>2. Performance tool for benchmarking by senior management of operational efficiencies of individual cost centres</li> </ol>	Management Tool - annual benchmarking	<p>Survey statistics to be utilised to drive cost savings and efficiencies within the organisation</p> <p>Effective tool for meaningful comparisons of Councils that focus on operational and management excellence</p>	The Efficiency Benchmark will be achieved and enhanced through regional collaboration
2. Continue to collaborate regionally	Be an active partner in the Canberra Region Joint Organisation of Councils (CBRJO)	<ol style="list-style-type: none"> <li>1. Development and implementation of a JO Strategic Plan</li> <li>2. JO Strategic Plan aligned with Quadruple Bottom Line principles</li> <li>3. Intergovernmental collaboration; i.e. ACT Government and State Government</li> </ol>	<p>Implementation after JO Pilots</p> <p>Formulation of an effective and efficient governance structure to oversee implementation, review and evaluation in CBR Region</p> <p>CBR branding to support tourism and economic development throughout the region</p>	<p>Operational support to member Councils</p> <p>Regional Leadership and Advocacy</p> <p>Tablelands Regional Community Strategic Plan</p> <p>Resource sharing and economies of scale to deliver operational efficiencies, avoid duplication of services and realisation of \$ saving annually</p>	The Efficiency Benchmark will be achieved and enhanced through regional collaboration

Objective	Strategies	Actions	Key milestones	Outcome	Impact on other measures
3. Continuously improving the quality and efficiency of all of Council's services	Undertake four year rolling program of service reviews as part of Council's Delivery Program	<ol style="list-style-type: none"> <li>1. Develop program of service reviews, with a focus on those services of greatest cost to the organisation</li> <li>2. Update the Four Year Delivery Program to incorporate the service review program</li> <li>3. Implement program annually</li> <li>4. Report outcomes through the 6 Month Delivery Program report and update Long Term Financial Plan annually to reflect any savings or changes</li> </ol>	<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>Implementation of Internal Audit Plan by Grant Thornton Australia over 4 year period to 2019/2020</p>	<p>Regular review of services to ensure:</p> <ul style="list-style-type: none"> <li>• Ongoing alignment with community priorities</li> <li>• The services are delivering the outcomes, such as customer satisfaction, service levels</li> <li>• Opportunities for improvements, alternate service delivery methods , or changes to service levels</li> </ul>	The Efficiency Benchmark will be achieved and enhanced through this program, with the potential for improving the Operating Performance Ratio over time
4. Improve efficiency through technological advancement	Provide innovative and leading technology interface	<ol style="list-style-type: none"> <li>1. Enhanced use of technology particularly in the area of staff remote and on-line customer access</li> <li>2. Implement a Unified Telecommunications solution</li> </ol>	<p>Establishment of Development Assessment (DA) Tool</p> <p>Implementation of Integrated United Telecommunications System</p>	<p>Online DA lodgment system operational by June 2018</p> <p>Integrated Unified Telecommunications System - reduction in costs and ability to streamline internal and external communications with the latest technology</p>	The Efficiency Benchmark will be achieved and enhanced through this program

**UPPER LACHLAN SHIRE COUNCIL**  
**DELIVERY PROGRAM**  
**CAPITAL EXPENDITURE BUDGET - 2017/2018 to 2020/2021**  
**Capital Expenditure - Acquisition/Renewal of Assets**

Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b><u>GENERAL FUND</u></b>					
<b>1.COMMUNITY</b>					
<i>Emergency Services and Fire Protection</i>					
<i>Animal Control</i>					
Crookwell Pound - Impounding Yard Improvements (Sec. 94 Funded)	3,000		3,000		6,000
<i>Health Services, Medical Centres, Aged, Disabled and Community Services</i>					
Health Services, Medical Centres, etc. - Program to be Identified		30,000	30,000	30,000	90,000
Implementation of Disability Action Plan - Program to be Identified		100,000	100,000	100,000	300,000
<i>Public Libraries</i>					
Crookwell and Gunning Libraries - Office Equipment, Furniture & Fittings	5,000		5,000		10,000
Crookwell and Gunning Libraries - Computers and Printers	6,600	6,800	7,000	7,200	27,600
Gunning Library - Structural Repairs	25,000				25,000
<i>Public Halls, Cultural Services, Community Centres and Museums</i>					
Binda Hall - Exterior Painting	20,000				20,000
Memorial Hall - Crookwell Historical Society - Internal Painting	10,000				10,000
Public Halls, Cultural Services, Community Centres, etc. - Program to be Determined		60,000	60,000	60,000	180,000
Tony Foley Centre - Roof, Painting & Toilet Upgrade		15,000		15,000	30,000



**UPPER LACHLAN SHIRE COUNCIL**  
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Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b><i>Sporting Grounds and Parks and Gardens</i></b>					
Kiamma Creek/Pat Cullen Reserve Marsden Street Entrance Improvements (contingent upon 50% contribution from Kiamma Creek Landcare Group)	10,000				10,000
Kiamma Creek BBQ & Covered Seating Installation/Upgrade	5,000				5,000
Memorial Oval - Building Replacement - Amenities, Gym & Function Centre (50% to be Grant Funded)		1,036,000			1,036,000
<b><i>Swimming Pools</i></b>					
Crookwell Swimming Pool Improvements 17/18 - Toddler's Pool	20,000				20,000
Crookwell Swimming Pool- Painting Facade		25,000			25,000
Crookwell Swimming Pool Paint/Maintain Pool Inside Surface			10,000		10,000
Gunning Swimming Improvements - 17/18 1st Aid & Staff Amenities	10,000			10,000	20,000
Gunning Swimming Pool - Replace Shade Sail		6,000			6,000
<b>Total Community Expenditure</b>	<b>114,600</b>	<b>1,278,800</b>	<b>215,000</b>	<b>222,200</b>	<b>1,830,600</b>

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Capital Expenditure - Acquisition/Renewal of Assets**

Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b><u>GENERAL FUND</u></b>					
<b>2. ENVIRONMENT</b>					
<i>Town Planning and Development Control</i>					
LEP Review & Section 94 Plan Review (\$75k Plan Administration Sec 94 Funded)	120,000				120,000
<i>Housing</i>					
Staff Accommodation Improvements (3 Houses)	15,000	15,000	15,000	15,000	60,000
<i>Environmental Systems and Protection</i>					
<i>Nexious Weeds Control</i>					
<i>Building Control</i>					
Administration Building - Asbestos Awning Replacement - (17/18 Taralga CSC)	10,000				10,000
Administration Building - Improvements (All Offices) - Program to be Identified		80,000	80,000	80,000	240,000
Crookwell Depot Staff Amenities - Air Conditioners	6,000				6,000
Crookwell Stores Depot - Store Security Cage	25,000				25,000
Crookwell Plant Workshop Replacement/Relocation			360,000		360,000
<b>Total Environment Expenditure</b>	<b>176,000</b>	<b>95,000</b>	<b>455,000</b>	<b>95,000</b>	<b>821,000</b>

**UPPER LACHLAN SHIRE COUNCIL**  
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**CAPITAL EXPENDITURE BUDGET - 2017/2018 to 2020/2021**  
**Capital Expenditure - Acquisition/Renewal of Assets**

Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b><u>GENERAL FUND</u></b>					
<b>3. ECONOMY</b>					
<i>Financial Services</i>					
Loans - Principal Reduction (Former Crookwell Loan 168 - Finalised 6/4/2021)	23,600	25,800	28,091	30,668	108,159
Loans - Principal Reduction (Bridges Loan 172 - Finalised 23/12/2024)	93,200	101,400	110,307	119,998	424,905
Loans - Principal Reduction (Regional & Local Bridge Repl. Program 17/18 to 20/21) (Total Loan \$2.6m (MR 248E Kiamma Ck \$531k & Local Road Bridges \$2.07m)		125,543	130,103	134,815	390,461
<i>Administration and Corporate Support</i>					
<i>Information Technology</i>					
IT - Review Customer Request Management System	41,600				41,600
IT - Hardware (19 x PCs incl. MS Office)	39,900	41,900	44,000	46,200	172,000
IT - New Server Gunning & New Exponare (Spectrum) Server	27,000				27,000
IT - New Virtualised Servers - Additional Project Memory Replication & 10GB Ports	20,400				20,400
IT - Software - (Acrobat & Antivirus, etc.)	11,000	11,600	12,200	12,800	47,600
IT - Data Projectors Replacement	8,000				8,000
IT - Network Improvements	6,900	7,200	7,600	8,000	29,700
IT - Replace Printers	5,000	5,000	5,000	5,000	20,000
IT - Design Engineer & Trainees 1 x 64 bit Windows 7 PCs for Civilcad	4,000		4,000		8,000
IT - Replace (UPS) Equipment	3,000	3,100	3,200	3,300	12,600
IT - Smart Phones - iPhone (Senior Management & Mayor)	1,300	1,300	7,000	1,400	11,000
IT - Authority Upgrade & TRIM Upgrade		30,000		35,000	65,000
IT - Hardware (Replacement iPads)		18,000			18,000
IT - Hardware 10 Android tablets for Works Staff		9,000			9,000



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**Capital Expenditure - Acquisition/Renewal of Assets**

Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<i>Information Technology (cont.)</i>					
IT - Hardware 5 iPads for E & P Staff		5,400			5,400
IT - Hardware Reflect Roads Management System		5,000			5,000
<i>Caravan Parks</i>					
<i>Tourism Promotion and Business</i>					
Christmas Decorations Equipment Installation - Goulburn Street Crookwell	15,000	10,000			25,000
Christmas Decorations Equipment Installation - Other Towns & Villages		15,000	15,000	15,000	45,000
Effluent Dump Point (RV Friendly Town) - Taralga	7,500				7,500
<b>Total Economy Expenditure</b>	307,400	415,243	366,501	412,181	1,501,325

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**Capital Expenditure - Acquisition/Renewal of Assets**

Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b><u>GENERAL FUND AND DWM FUND</u></b>					
<b>4. INFRASTRUCTURE</b>					
<i>Roads, Bridges, Cycleways, Footpaths and Kerb and Guttering</i>					
<i>Urban Local Roads</i>					
<u>Urban Unsealed Rd - Road Reconstruction and Sealing</u>					
McIntosh Road West - Crookwell	40,000				40,000
Yass Street Cooper Street to Park Street - Gunning		40,000			40,000
Church & Hill Streets - Taralga			40,000		40,000
East Street - Crookwell				40,000	40,000
<u>Urban Sealed Rd - Road Pavement Rehabilitation</u>					
Bunnaby Street - Taralga	200,000				200,000
Robertson Lane from Park Street to East Street - Crookwell		200,000			200,000
Roberts Street (Goulburn Street to Robertson Street) - Crookwell			180,000		180,000
Bond Street from Grosvenor Street to Biala Street - Gunning			100,000		100,000
Bialla Street from Waratah Street to Adams Street - Gunning				100,000	100,000
King Road - Crookwell				200,000	200,000
Urban Sealed Rd - Bitumen Resealing	100,000	104,000	108,200	112,500	424,700

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Capital Expenditure - Acquisition/Renewal of Assets**

Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<i>Roads to Recovery</i>					
2017/2018 Roads to Recovery Program \$1,679,666					
- Gravel Resheeting - \$480,675					
- Rural Sealed Roads - Pavement Rehabilitation & Reseal - \$798,991					
- Grabine Road - \$400,000					
(2017/2018 will be \$1,679,666 (2 x \$839,833)					
(2018/2019 - normal Grant of \$839,833)					
(2019/2020 - normal Grant Indexed at 1.7% \$854,110)					
(2020/2021 - normal Grant of \$854,110)					
 Roads to Recovery - Local Roads Gravel Resheeting Program	<b>480,675</b>	<b>639,830</b>	<b>654,110</b>	<b>654,110</b>	<b>2,428,725</b>
Abbey Collins Road	11,000				
Armours Road	11,000				
Bialla Road	22,000				
Brayton Road	22,000				
Clarevale Road	11,000				
Coolalie Road	13,000				
Greenmantle Road	19,000				
Jerrong Road	22,000				
Ladevale Road	22,000				
Leary's Lane	22,000				
Lerida Road South	22,000				
Lost River Road	22,000				
Old South Road	22,000				
Peelwood Road	22,000				
Redground Heights Road	15,000				



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Capital Expenditure - Acquisition/Renewal of Assets**

Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b>Roads to Recovery - Local Roads Gravel Resheeting Program (cont.)</b>					
Reids Flat Road	22,000				
Rugby Road	22,000				
Sapphire Road	22,000				
Sheldricks Lane	22,000				
Third Creek Road	22,000				
Towrang Road	22,000				
Tyrl Tyrl Road	12,200				
Wheeo Road	22,000				
Woodhouselee Road	14,475				
Woodville Road	22,000				
<b><u>Roads to Recovery - Rural Sealed Road Pavement Rehabilitation</u></b>					
Beverdale Road	269,880				269,880
Towrang Road	279,111				279,111
2016 Road Damage Restoration - Redground Rd	250,000				250,000
Rural Sealed Roads Bitumen Reseal Program				200,000	200,000
Roads to Recovery - Grabine Road Construction - Total of \$3m over 8 Years (includes \$200k deferred from 2016/2017 / Project funding completed 2019/2020)	400,000	200,000	200,000		800,000
<b><u>Rural Local Roads</u></b>					
Grabine Road Construction - Total of \$1.6m over 4 Years (Tranche 2 Special Grant - 50% Funding \$800,000 2016/2017 to 2019/2020) (16/17 \$200k, 17/18 \$200k, 18/19 \$200k, 19/20 \$200k)	400,000	200,000	200,000		800,000

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Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<i>Rural Local Roads (cont.)</i>					
<u>Gravel Resheeting Rural Local Roads (Transfer from Sec. 94 Reserve)</u>	190,500	250,000	250,000	250,000	940,500
<u>Roads Scheduled for Gravel Resheeting</u>					
Bannister Lane	22,000				
Collector Road	22,000				
Coolalie Road	9,000				
Golspie Road	22,000				
Greenmantle Road	3,000				
Kentgrove Road	11,000				
Redground Road	22,000				
Redground Heights Road	7,000				
Ryanna Road	22,000				
Tyri Tyri Road	6,500				
Walsh's Road	22,000				
Woodhouselee Road	22,000				

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Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<i>Rural Local Roads (cont.)</i>					
Rural Local Sealed Road - Bitumen Resealing	468,000	487,000	706,000	734,000	2,395,000
Rural Local Sealed Road - Pavement Rehabilitation Breadalbane Road (\$45k 2016 Road Damage Restoration)	150,000			150,000	300,000
Rural Local Sealed Road - Pavement Rehabilitation Gurrundah Road		181,000			181,000
Rural Local Sealed Road - Pavement Rehabilitation Bevendale Road		188,000			188,000
Rural Local Sealed Road - Pavement Rehabilitation Roslyn Road			188,000		188,000
Rural Local Sealed Road - Pavement Rehabilitation Golspie Road (east of Cummins Road)				75,000	75,000
2016 Road Damage Restoration - Wheel Rd - Council Funded	121,000				121,000
2016 Road Damage Restoration - Redground Rd - Council Funded includes (Additional \$250k in Roads to Recovery Program)	102,000				102,000
Rural Local Road - Reids Flat Road - Causeway Rehabilitation			65,000		65,000
Rural Local Road - Bannaby Road - Crash Barrier			65,000		65,000
Rural Local Road - Lade Vale Road Erosion Control - Causeway Replacement		110,000			110,000
Rural Local Road - Bannister Lane Curve Realignment & Initial Seal (Sec 94A \$250k & Sec 94 \$100k)	350,000				350,000
Rural Local Road - Culvert Replacement Program (15 Small Pipes p.a.)		100,000		100,000	200,000
Rural Local Road - Causeway Extension Program		100,000		100,000	200,000



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Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b><i>Regional Roads</i></b>					
Resealing Program (RMS Block Grant Funded)	334,035	477,400	491,700	506,500	1,809,635
Rehabilitation - Gundaroo Road MR52 (50% RMS REPAIR Grant Funded)	742,000				742,000
Rehabilitation - Gundaroo Road MR52 (RMS 3x3 Grant Funded)	123,000				123,000
Rehabilitation - Laggan Road MR248E (50% RMS REPAIR Grant Funded)		622,000	622,000		1,244,000
Rehabilitation - Laggan Road MR248E (RMS 3x3 Grant Funded)		123,000	123,000		246,000
Rehabilitation - MR52 (near gas pipeline) (50% RMS REPAIR Grant Funded)				622,000	622,000
Rehabilitation - MR52 (near gas pipeline) (RMS 3x3 Grant Funded)				123,000	123,000
Boorowa Road MR248W Crash Barrier Improvements (RMS Block Grant Funded)	100,000				100,000
Boorowa Road MR248W 2016 Road Damage Restoration (Council Funded)	837,000				837,000
Regional Road Rehabilitation - MR256 Taralga Road - (100% Grant Funded) (Near Chapman's Lane Tarp - \$238,063 Black Spot Grant Funding)	238,063				238,063
Regional Road Rehabilitation - MR258 -Wombeyan Caves Road - (100% Grant Funded) (Near Mares Forest Road - \$186,110 Black Spot Grant Funding)	186,110				186,110
<b><i>Regional Roads Timber Bridge Replacement Program</i></b>					
MR 248E - Timber Bridge Replacement - Kiamma Creek (50% Fixing Country Roads Grant/ 50% Loan)	1,062,500				1,062,500
<b><i>Local Roads Bridge Program</i></b>					
Crookwell River (Woodville Road) - Timber Bridge Replacement - (100% Loan Funded)		290,000			290,000
Diamond Creek Bridge (Kangaloolah Road) - (100% Loan Funded)		520,000			520,000
Peelwood Creek Bridge (Peelwood Road) - Timber Bridge Replacement - (100% Loan Funded)			1,000,000		1,000,000
No.1 Crookwell River Bridge (Julong Road) - (100% Loan Funded)			125,000		125,000
No. 2 Peelwood Road (near Kangaloolah Rd intersection) - (100% Loan Funded) (Total Loan \$2.596m MR 248E Kiamma Ck \$531k & Local Road Bridges \$2.065m)				130,000	130,000

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Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b>Footpaths and Cycleways</b>					
Traffic & Transport Cycleway Program - Lorn Street Collector (Collector Public School) - (Subject to 50% RMS funding)	120,000	100,000			220,000
Traffic & Transport Cycleway Program - 2019/2020 - (50% RMS funded)			50,000		50,000
Traffic & Transport Cycleway Program - 2020/2021 (50% RMS funded) (Subject to PAMP endorsement by Council)				50,000	50,000
<b>Kerb and Guttering</b>					
Kerb and Guttering - Laggan Road - Oram Street	228,000				228,000
Kerb and Guttering Repair - Colyer Street	50,000	50,000	50,000	50,000	200,000
Kerb and Guttering - Corner of Bourke Street and Brennan Street (contingent upon 50% contribution from Collector Memorial Hall)	22,554				22,554
Shire Wide Kerb and Guttering		20,000	20,000	20,000	60,000
<b>Other Infrastructure</b>					
School - Rural Bus Stops - (Transfer from Sec 94 Reserve)	15,000	15,000	30,000	30,000	90,000
Towns & Villages Streetscape Investigation & Program	200,000	150,000	150,000	150,000	650,000
<b>Waste Centres, Rubbish Tips and Street Cleaning</b>					
Crockwell Landfill Upgrade/Remediation - EPA Requirement (Estimates from GHD preliminary costings) (17/18 \$270k Transfer from DWM Sec. 94 Reserve & \$1.23m Council Funded) (18/19 & Future Years 100% Council Funded)	1,500,000	1,500,000			3,000,000
Waste Transfer Stations Construction - Tuena, Bigga, Collector & Taraiga (50% funded by NSW EPA Grant)		50,000	400,000		450,000
Remediation of Waste Transfer Station Sites (50% funded by NSW EPA Grant)			200,000		200,000



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Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<i>Public Cemeteries</i>					
Lawn Cemeteries Columbariums (Transfer from Sec. 94 Reserve) (Gunning, Dalton & Taralga)	10,000	10,000	10,000	10,000	40,000
<i>Stormwater and Drainage</i>					
Robertson Lane Crookwell - Stormwater Drainage (Davey Motors) (Transfer from Reserve)	160,000				160,000
Railway Street Crookwell - Stormwater Drainage (behind vel surgery)	25,000				25,000
Goulburn Street Crookwell - Gross Pollutant Trap		180,000			180,000
Brooklands Street Crookwell - Detention Basin Works		200,000			200,000
Collector - Diversion Works			200,000		200,000
Carr Street Crookwell - Detention Basin Works - (FRMP - Measure 6&7)			200,000		200,000
Denison Street Crookwell - Detention Basin Works - (FRMP - Measure 6&7)				867,000	867,000
<i>Public Conveniences and Amenities</i>					
Goodhew Park - Amenities Upgrade (Transfer from Sec. 94 Reserve)	100,000				100,000
Goulburn Street Crookwell - Amenities Block	10,000				10,000
<i>Engineering, Purchasing and Works Supervision</i>					
<i>Plant and Equipment Operations</i>					
Motor Vehicle Net Replacement Cost - (see Motor Vehicle Schedule)	193,300	280,100	307,800	194,000	975,200
Heavy Plant Fleet Net Replacement Cost - (see Plant Schedule)	785,000	648,000	799,000	818,000	3,050,000
Workshop Plant and Tools	4,000	4,000	4,000	4,000	16,000
<i>Domestic Waste Management (DWM)</i>					
DWM Plant Net Replacement Cost - (see Plant Schedule)			386,000		386,000
<b>Total Infrastructure Expenditure</b>	<b>10,846,728</b>	<b>8,039,330</b>	<b>7,924,810</b>	<b>6,290,110</b>	<b>33,100,978</b>



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Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b><u>WATER SUPPLY FUND</u></b>					
<i>Crookwell Water Supply Fund</i>					
Loan Principal Reduction (Former Crookwell Loan 163W - Finalised 24/4/2022)	52,500	56,300	60,418	64,785	234,003
Mains Replacement - General	150,000	150,000	150,000	150,000	600,000
Crookwell DAFF Water Treatment Plant (Infrastructure NSW Grant - 17/18 \$857k ) (ULSC contribution - 17/18 \$143k - Transfer from Reserve)	1,000,000				1,000,000
Computer Replacement Manager of Operations (Laptop)	2,000			2,100	4,100
Computer Replacement Water Treatment Plant (PC)		1,200			1,200
Manager of Operations Motor Vehicle- Net Repl. Cost - (see Motor Vehicle Schedule)				19,800	19,800
<i>Gunning Water Supply Fund</i>					
Mains Replacement	60,000	60,000	60,000	60,000	240,000
<i>Dalton Water Supply Fund</i>					
Mains Replacements	30,000	30,000	30,000	30,000	120,000
<i>Taralga Water Supply Fund</i>					
Loan Principal Reduction (Loan 170 - Finalised 9/2/2037)	11,600	12,400	13,253	13,984	51,237
Mains Replacements	50,000	50,000	50,000	50,000	200,000
<b>Total Water Supply Services Expenditure</b>	<b>1,356,100</b>	<b>359,900</b>	<b>363,671</b>	<b>390,669</b>	<b>2,470,340</b>

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Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b><u>SEWERAGE FUND</u></b>					
<i>Crookwell Sewerage Fund</i>					
Loan Principal Reduction (Former Crookwell Loan 163S - Finalised 24/4/2022)	33,400	35,800	38,405	41,181	148,786
Sewer Main Rehabilitation / Renewal	50,000	50,000	50,000	50,000	200,000
Sewerage Pumping Station Upgrades	10,000	10,000	10,000	10,000	40,000
Mower Purchase	6,300				6,300
Geo Tube for Sludge Drying		7,000		7,500	14,500
Manager of Operations Motor Vehicle Net Repl. - (see Motor Vehicle Schedule)		20,700			20,700
Computer Replacement Sewer Fund STP (Laptop)		2,100			2,100
<i>Gunning Sewerage Fund</i>					
Sewer Main Rehabilitation / Renewal	40,000	40,000	40,000	40,000	160,000
<i>Taraiga Sewerage Fund</i>					
Loan Principal Reduction (Loan 170 - Finalised 9/2/2037)	2,700	2,900	3,095	3,266	11,961
Sewer Main Rehabilitation / Renewal	50,000		50,000		100,000
<b>Total Sewerage Services Expenditure</b>	<b>192,400</b>	<b>168,500</b>	<b>191,500</b>	<b>151,947</b>	<b>704,347</b>
<b><u>GENERAL FUND</u></b>					
<b>5. CIVIC LEADERSHIP</b>					
<i>Real Estate Development</i>					
<b>Total Civic Leadership Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Works Expenditure</b>	<b>12,993,228</b>	<b>10,356,773</b>	<b>9,516,483</b>	<b>7,562,107</b>	<b>40,428,591</b>

**UPPER LACHLAN SHIRE COUNCIL**  
**DELIVERY PROGRAM**  
**CAPITAL EXPENDITURE BUDGET - 2017/2018 to 2020/2021**  
**Capital Expenditure - Acquisition/Renewal of Assets**

Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b><u>Capital Works Funding by Fund:-</u></b>					
General Fund Expenditure	11,444,728	9,828,373	8,575,311	7,019,491	36,867,903
DWM Fund Expenditure	0	0	386,000	0	386,000
Water Supply Funds Expenditure	1,356,100	359,900	363,671	390,669	2,470,340
Sewerage Funds Expenditure	192,400	168,500	191,500	151,947	704,347
<b>Total of All Funds Expenditure</b>	<b>12,993,228</b>	<b>10,356,773</b>	<b>9,516,483</b>	<b>7,562,107</b>	<b>40,428,591</b>
<b><u>Capital Works Funding by Source:-</u></b>					
Transfer from Reserves	303,000	0	386,000	0	689,000
Section 64/94	1,013,500	275,000	293,000	290,000	1,871,500
Grants and Contributions - Capital	2,659,700	1,154,000	761,000	361,000	4,935,700
Loans and Borrowings	531,250	810,000	1,125,000	130,000	2,596,250
Grants and Contributions - Operating	1,986,701	1,440,230	1,468,810	1,483,610	6,379,351
Recurrent Revenue	6,499,077	6,677,543	5,482,673	5,297,497	23,956,790
<b>Total Capital Works Funding</b>	<b>12,993,228</b>	<b>10,356,773</b>	<b>9,516,483</b>	<b>7,562,107</b>	<b>40,428,591</b>
<b><u>Capital Works Funding by Fund &amp; Source:-</u></b>					
<b><u>General Fund</u></b>					
General Fund Transfer from Reserves	160,000	0	0	0	160,000
General Fund Section 94	1,013,500	275,000	293,000	290,000	1,871,500
General Fund Grants and Contributions - Operating	1,986,701	1,440,230	1,468,810	1,483,610	6,379,351
General Fund Grants and Contributions - Capital	1,802,700	1,154,000	761,000	361,000	4,078,700
Loans and Borrowings	531,250	810,000	1,125,000	130,000	2,596,250
Recurrent Revenue	5,950,577	6,149,143	4,927,501	4,754,881	21,782,102
<b>Total General Fund Capital Works Funding</b>	<b>11,444,728</b>	<b>9,828,373</b>	<b>8,575,311</b>	<b>7,019,491</b>	<b>36,867,903</b>



**UPPER LACHLAN SHIRE COUNCIL**  
**DELIVERY PROGRAM**  
**CAPITAL EXPENDITURE BUDGET - 2017/2018 to 2020/2021**  
**Capital Expenditure - Acquisition/Renewal of Assets**

Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b><u>Domestic Waste Management Fund</u></b>					
DWM Transfer from Reserves	0	0	386,000	0	386,000
DWM Section 94	0	0	0	0	0
DWM Grants and Contributions - Capital	0	0	0	0	0
Loans and Borrowings	0	0	0	0	0
Recurrent Revenue	0	0	0	0	0
<b>Total Domestic Waste Management Fund Capital Works Funding</b>	<b>0</b>	<b>0</b>	<b>386,000</b>	<b>0</b>	<b>386,000</b>
<b><u>Water Fund</u></b>					
Water Fund Transfer from Reserves	143,000	0	0	0	143,000
Water Fund Section 64	0	0	0	0	0
Water Fund Grants and Contributions - Capital	857,000	0	0	0	857,000
Loans and Borrowings	0	0	0	0	0
Recurrent Revenue	356,100	359,900	363,671	390,669	1,470,340
<b>Total Water Fund Capital Works Funding</b>	<b>1,356,100</b>	<b>359,900</b>	<b>363,671</b>	<b>390,669</b>	<b>2,470,340</b>
<b><u>Sewer Fund</u></b>					
Sewer Fund Transfer from Reserves	0	0	0	0	0
Sewer Fund Section 64	0	0	0	0	0
Sewer Fund Grants and Contributions - Capital	0	0	0	0	0
Loans and Borrowings	0	0	0	0	0
Recurrent Revenue	192,400	168,500	191,500	151,947	704,347
<b>Total Sewer Fund Capital Works Funding</b>	<b>192,400</b>	<b>168,500</b>	<b>191,500</b>	<b>151,947</b>	<b>704,347</b>
<b>Capital Works Expenditure Funding Source Total</b>	<b>12,993,228</b>	<b>10,356,773</b>	<b>9,516,483</b>	<b>7,562,107</b>	<b>40,428,591</b>

**UPPER LACHLAN SHIRE COUNCIL  
DELIVERY PROGRAM  
CAPITAL INCOME BUDGET - 2017/2018 to 2020/2021  
Grants and Contributions Provided for Capital Purposes**

Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b><u>GENERAL FUND</u></b>					
<b>1.COMMUNITY</b>					
<i>Emergency Services and Fire Protection</i>					
<i>Animal Control</i>					
Crookwell Pound - Impounding Yard Improvements (Transfer from Sec. 84 Reserve)	\$3,000		\$3,000		\$6,000
<i>Health Services, Medical Centres, Aged, Disabled and Community Services</i>					
<i>Public Libraries</i>					
<i>Public Halls, Cultural Services, Community Centres and Museums</i>					
<i>Sporting Grounds and Parks and Gardens</i>					
Kiamma Creek/Pat Cullen Reserve Marsden Street Entrance Improvements (50% contribution from Kiamma Creek Landcare Group)	\$5,000				\$5,000
Memorial Oval - Building Replacement - Amenities, Gym & Function Centre (50% Funded from Clubs NSW, Veolia & Sport & Rec. Grants)		\$518,000			\$518,000
<i>Swimming Pools</i>					
<b>Total Community Income</b>	<b>\$8,000</b>	<b>\$518,000</b>	<b>\$3,000</b>	<b>\$0</b>	<b>\$529,000</b>

**UPPER LACHLAN SHIRE COUNCIL  
DELIVERY PROGRAM  
CAPITAL INCOME BUDGET - 2017/2018 to 2020/2021  
Grants and Contributions Provided for Capital Purposes**

Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b><u>GENERAL FUND</u></b>					
<b>2. ENVIRONMENT</b>					
<i>Town Planning and Development Control</i>					
LEP Review & Section 94 Plan Review (\$75k Plan Administration Sec 94 Funded)	\$75,000				\$75,000
<i>Section 94 - Development Contributions</i>					
Open Space	\$23,700	\$24,400	\$25,100	\$25,900	\$99,100
Bushfire	\$21,600	\$22,200	\$22,900	\$23,600	\$90,300
Community Facilities/Amenities	\$43,300	\$44,600	\$45,900	\$47,300	\$181,100
Roads/Traffic Construction	\$298,700	\$307,700	\$316,900	\$326,400	\$1,249,700
Extractive Industries	\$9,400	\$9,700	\$10,000	\$10,300	\$39,400
Plan Administration	\$5,200	\$5,400	\$5,600	\$5,800	\$22,000
<i>Housing</i>					
<i>Environmental Systems and Protection</i>					
<i>Noxious Weeds Control</i>					
<i>Building Control</i>					
<b>Total Environment Income</b>	<b>\$476,900</b>	<b>\$414,000</b>	<b>\$426,400</b>	<b>\$439,300</b>	<b>\$1,756,600</b>



**UPPER LACHLAN SHIRE COUNCIL  
DELIVERY PROGRAM  
CAPITAL INCOME BUDGET - 2017/2018 to 2020/2021  
Grants and Contributions Provided for Capital Purposes**

Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b><u>GENERAL FUND</u></b>					
3. ECONOMY					
<i>Financial Services</i>					
<i>Administration and Corporate Support</i>					
<i>Information Technology</i>					
<i>Caravan Parks</i>					
<i>Tourism Promotion and Business</i>					
<i>Total Economy Income</i>	\$0	\$0	\$0	\$0	\$0

**UPPER LACHLAN SHIRE COUNCIL  
DELIVERY PROGRAM  
CAPITAL INCOME BUDGET - 2017/2018 to 2020/2021  
Grants and Contributions Provided for Capital Purposes**

Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b><u>GENERAL FUND AND DWM FUND</u></b>					
<b>4. INFRASTRUCTURE</b>					
<i>Roads, Bridges, Cycleways, Footpaths and Kerb and Guttering</i>					
<i>Urban Local Roads</i>					
<i>Rural Local Roads</i>					
Grabine Road Construction - Total of \$1.6m over 4 Years (Tranche 2 Special Grant - 50% Funding \$800,000 2016/2017 to 2019/2020) (16/17 \$200k, 17/18 \$200k, 18/19 \$200k, 19/20 \$200k)	\$400,000	\$200,000	\$200,000	\$0	\$800,000
Bannister Lane Curve Realignment & Initial Seal (\$250k Gullen solar farm Sec 94A & \$100k Sec. 94)	\$350,000				\$350,000
Gravel Resheeting Roads (Transfer from Sec. 94 Reserve)	\$190,500	\$250,000	\$250,000	\$250,000	\$940,500
<i>Regional Roads</i>					
Regional Road Rehabilitation - Gundaroo Road MR52 (50% RMS REPAIR Grant Funded)	\$371,000				\$371,000
Regional Road Rehabilitation - Laggan Road MR248E (50% RMS REPAIR Grant Funded)		\$311,000	\$311,000		\$622,000
Rehabilitation - MR52 (near gas pipeline) (50% RMS REPAIR Grant Funded)				\$311,000	\$311,000
Regional Road Rehabilitation - MR256 Taralga Road - (100% Grant Funded) (Near Chapman's Lane Tarlo - \$238,063 Black Spot Grant Funding)	\$238,063				\$238,063
Regional Road Rehabilitation - MR258 -Wombeyan Caves Road - (100% Grant Funded) (Near Mares Forest Road - \$186,110 Black Spot Grant Funding)	\$186,110				\$186,110
<i>Regional Roads Timber Bridge Replacement Program</i>					
MR 248E - Timber Bridge Replacement - Kiamma Creek (50% RMS Grant & 50% Loan Funded)	\$1,062,500				\$1,062,500

**UPPER LACHLAN SHIRE COUNCIL**  
**DELIVERY PROGRAM**  
**CAPITAL INCOME BUDGET - 2017/2018 to 2020/2021**  
**Grants and Contributions Provided for Capital Purposes**

Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b>Local Roads Bridge Program</b>					
Crookwell River (Woodville Road) - Timber Bridge Replacement - (100% Loan Funded)		\$290,000			\$290,000
Diamond Creek Bridge (Kangaloolah Road) - (100% Loan Funded)		\$520,000			\$520,000
Peelwood Creek Bridge (Peelwood Road) - Timber Bridge Replacement - (100% Loan Funded)			\$1,000,000		\$1,000,000
No.1 Crookwell River Bridge (Julong Road) - (100% Loan Funded)			\$125,000		\$125,000
No. 2 Peelwood Road (near Kangaloolah Rd intersection) - (100% Loan Funded)				\$130,000	\$130,000
(Total Loan \$2.596m MR 248E Kiamma Ck \$531k & Local Road Bridges \$2.065m)					
<b>Footpaths and Cycleways</b>					
Traffic & Transport Cycleway Program - Lorn Street Collector (Collector Public School) - (50% Grant funded)	\$60,000	\$50,000			\$110,000
Traffic & Transport Cycleway Program - 2019/2020 - (50% RMS funded)			\$25,000		\$25,000
Traffic & Transport Cycleway Program - 2020/2021 (50% RMS funded)				\$25,000	\$25,000
<b>Kerb and Guttering</b>					
Kerb and Guttering - Corner of Bourke Street and Brennan Street (50% contribution from Collector Memorial Hall)	\$11,277				\$11,277
<b>Other Infrastructure</b>					
School - Rural Bus Stops (Transfer from Sec. 94 Reserve)	\$15,000	\$15,000	\$30,000	\$30,000	\$90,000
<b>Waste Centres, Rubbish Tips and Street Cleaning</b>					
Waste Transfer Stations Construction - Tuena, Bigga, Collector & Taralga (50% funded by NSW EPA Grant)		\$25,000	\$200,000		\$225,000
Remediation of Waste Transfer Station Sites (50% funded by NSW EPA Grant)			\$100,000		\$100,000
<b>Public Cemeteries</b>					
Lawn Cemeteries Columbariums (Transfer from Sec. 94 Reserve)	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
<b>Stormwater and Drainage</b>					
Robertson Lane Crookwell - Stormwater Drainage (Davey Motors) (Transfer from Reserve)	\$160,000				\$160,000



**UPPER LACHLAN SHIRE COUNCIL**  
**DELIVERY PROGRAM**  
**CAPITAL INCOME BUDGET - 2017/2018 to 2020/2021**  
**Grants and Contributions Provided for Capital Purposes**

Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<i>Public Conveniences and Amenities</i> Goodhew Park - Amenities Upgrade (Transfer from Sec. 94 Reserve)	\$100,000				\$100,000
<i>Engineering, Purchasing and Works Supervision</i>					
<i>Plant and Equipment Operations</i>					
<i>Domestic Waste Management (DWM)</i> Section 94 Contribution - Garbage Disposal and Facilities	\$15,500	\$16,000	\$16,000	\$16,500	\$64,000
Crookwell Landfill Upgrade/Remediation - EPA Requirement (Transfer from Sec. 94 Reserve)	\$270,000				\$270,000
DWM Plant - Net Replacement Cost (Transfer from Reserve)			\$386,000		\$386,000
<b>Total Infrastructure Income</b>	<b>\$3,439,950</b>	<b>\$1,687,000</b>	<b>\$2,653,000</b>	<b>\$772,500</b>	<b>\$8,552,450</b>

**UPPER LACHLAN SHIRE COUNCIL  
DELIVERY PROGRAM  
CAPITAL INCOME BUDGET - 2017/2018 to 2020/2021  
Grants and Contributions Provided for Capital Purposes**

Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b>WATER SUPPLY FUND</b>					
<i>Crookwell Water Supply Fund</i>					
Water Section 64 Development Contributions	\$25,800	\$26,600	\$27,400	\$28,200	\$108,000
Crookwell NEW DAFF Water Treatment Plant (Infrastructure NSW Grant)	\$857,000				\$857,000
Crookwell NEW DAFF Water Treatment Plant - Transfer from Reserve (Infrastructure NSW Grant - 17/18 \$857k ) (ULSC contribution - 17/18 \$143k - Transfer from Reserve)	\$143,000				\$143,000
<i>Gunning Water Supply Fund</i>					
Water Section 64 Development Contributions	\$15,200	\$15,700	\$16,200	\$16,700	\$63,800
<i>Dalton Water Supply Fund</i>					
Water Section 64 Development Contributions	\$2,100	\$2,200	\$2,300	\$2,400	\$9,000
<i>Taralga Water Supply Fund</i>					
Water Section 64 Development Contributions	\$9,300	\$9,600	\$9,900	\$10,200	\$39,000
<b>Total Water Supply Services Income</b>	<b>\$1,052,400</b>	<b>\$54,100</b>	<b>\$55,800</b>	<b>\$57,500</b>	<b>\$1,219,800</b>

**UPPER LACHLAN SHIRE COUNCIL  
DELIVERY PROGRAM  
CAPITAL INCOME BUDGET - 2017/2018 to 2020/2021  
Grants and Contributions Provided for Capital Purposes**

Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b>SEWERAGE FUND</b>					
<i>Crookwell Sewerage Fund</i> Sewerage Section 64 Development Contributions	\$20,600	\$21,200	\$21,800	\$22,500	\$86,100
<i>Gunning Sewerage Fund</i> Sewerage Section 64 Development Contributions	\$8,200	\$8,400	\$8,700	\$9,000	\$34,300
<i>Taraiga Sewerage Fund</i> Sewerage Section 64 Development Contributions	\$5,400	\$5,600	\$5,800	\$6,000	\$22,800
<b>Total Sewerage Services Income</b>	<b>\$34,200</b>	<b>\$35,200</b>	<b>\$36,300</b>	<b>\$37,500</b>	<b>\$143,200</b>
<b><u>GENERAL FUND</u></b>					
<b>5. CIVIC LEADERSHIP</b>					
<i>Real Estate Development</i>					
<b>Total Civic Leadership Income</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Capital Grants and Contributions Income, Transfers from Reserves &amp; Loans</b>	<b>\$5,011,450</b>	<b>\$2,708,300</b>	<b>\$3,174,500</b>	<b>\$1,306,800</b>	<b>\$12,201,050</b>



**UPPER LACHLAN SHIRE COUNCIL  
DELIVERY PROGRAM  
CAPITAL INCOME BUDGET - 2017/2018 to 2020/2021  
Grants and Contributions Provided for Capital Purposes**

Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b><u>Direct Funding Towards Capital Works</u></b>					
Total Transfers from Reserves	\$303,000	\$0	\$386,000	\$0	\$689,000
Total Section 94/64 Transfers from Reserve	\$998,500	\$275,000	\$293,000	\$290,000	\$1,856,500
Total Loans	\$531,250	\$810,000	\$1,125,000	\$130,000	\$2,596,250
Total Capital Grants and Contributions Income	\$2,674,700	\$1,104,000	\$836,000	\$336,000	\$4,950,700
<b>Total Direct Funding Towards Capital Works</b>	<b>\$4,507,450</b>	<b>\$2,189,000</b>	<b>\$2,640,000</b>	<b>\$756,000</b>	<b>\$10,092,450</b>
<b>Total Section 94/64 Contributions Received - Not Funding This Years Capital Works</b>	<b>\$504,000</b>	<b>\$519,300</b>	<b>\$534,500</b>	<b>\$550,800</b>	<b>\$2,108,600</b>
<b>Total Capital Grants and Contributions Income, Transfers from Reserves &amp; Loans</b>	<b>\$5,011,450</b>	<b>\$2,708,300</b>	<b>\$3,174,500</b>	<b>\$1,306,800</b>	<b>\$12,201,050</b>
<b><u>Transfers from Reserve</u></b>					
Total General Fund Transfers from Reserves	\$160,000	\$0	\$0	\$0	\$160,000
Total DWM Fund Transfers from Reserves	\$0	\$0	\$386,000	\$0	\$386,000
Total Water Fund Transfers from Reserve	\$143,000	\$0	\$0	\$0	\$143,000
Total Sewer Fund Transfers from Reserve	\$0	\$0	\$0	\$0	\$0
<b>Total Transfers from Reserves</b>	<b>\$303,000</b>	<b>\$0</b>	<b>\$386,000</b>	<b>\$0</b>	<b>\$689,000</b>
<b><u>Total Section 94/64 Contributions/Transfers - Funding This Years Capital Works</u></b>					
Total General Fund Section 94 Contributions/Transfers	\$626,400	\$169,700	\$184,900	\$178,500	\$1,159,500
Total DWM Fund Section 94 Contributions/Transfers	\$285,500	\$16,000	\$16,000	\$16,500	\$334,000
Total Water Fund Section 64 Contributions/Transfers	\$52,400	\$54,100	\$55,800	\$57,500	\$219,800
Total Sewer Fund Section 64 Contributions/Transfers	\$34,200	\$35,200	\$36,300	\$37,500	\$143,200
<b>Total Transfers from Sec 64/94 Reserves</b>	<b>\$998,500</b>	<b>\$275,000</b>	<b>\$293,000</b>	<b>\$290,000</b>	<b>\$1,856,500</b>

**UPPER LACHLAN SHIRE COUNCIL**  
**DELIVERY PROGRAM**  
**CAPITAL INCOME BUDGET - 2017/2018 to 2020/2021**  
**Grants and Contributions Provided for Capital Purposes**

Job Description	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Total 4 Year Delivery Program
<b><u>Borrowings/Loans</u></b>					
Total General Fund Loans	\$531,250	\$810,000	\$1,125,000	\$130,000	\$2,596,250
Total DWM Fund Loans	\$0	\$0	\$0	\$0	\$0
Total Water Fund Loans	\$0	\$0	\$0	\$0	\$0
Total Sewer Fund Loans	\$0	\$0	\$0	\$0	\$0
<b>Total Loans</b>	<b>\$531,250</b>	<b>\$810,000</b>	<b>\$1,125,000</b>	<b>\$130,000</b>	<b>\$2,596,250</b>
<b><u>Capital Grants and Contributions Income</u></b>					
Total General Fund Income	\$1,817,700	\$1,104,000	\$836,000	\$336,000	\$4,093,700
Total DWM Fund Income	\$0	\$0	\$0	\$0	\$0
Total Water Funds Income	\$857,000	\$0	\$0	\$0	\$857,000
Total Sewer Funds Income	\$0	\$0	\$0	\$0	\$0
<b>Total Capital Grants and Contributions Income</b>	<b>\$2,674,700</b>	<b>\$1,104,000</b>	<b>\$836,000</b>	<b>\$336,000</b>	<b>\$4,950,700</b>
<b><u>Total Section 94/64 Contributions Received - Not Funding This Years Capital Works</u></b>					
Total General Fund Section 94 Contributions Received	\$401,900	\$414,000	\$426,400	\$439,300	\$1,681,600
Total DWM Fund Section 94 Contributions Received	\$15,500	\$16,000	\$16,000	\$16,500	\$64,000
Total Water Fund Section 64 Contributions Received	\$52,400	\$54,100	\$55,800	\$57,500	\$219,800
Total Sewer Fund Section 64 Contributions Received	\$34,200	\$35,200	\$36,300	\$37,500	\$143,200
<b>Total Section 94/64 Contributions Income</b>	<b>\$504,000</b>	<b>\$519,300</b>	<b>\$534,500</b>	<b>\$550,800</b>	<b>\$2,108,600</b>
<b><u>Capital Income as per Income Statement</u></b>					
Total General Fund Income	\$2,219,600	\$1,518,000	\$1,262,400	\$775,300	\$5,775,300
Total DWM Fund Income	\$15,500	\$16,000	\$16,000	\$16,500	\$64,000
Total Water Funds Income	\$909,400	\$54,100	\$55,800	\$57,500	\$1,076,800
Total Sewer Funds Income	\$34,200	\$35,200	\$36,300	\$37,500	\$143,200
<b>Total Capital Income as per Income Statement</b>	<b>\$3,178,700</b>	<b>\$1,623,300</b>	<b>\$1,370,500</b>	<b>\$886,800</b>	<b>\$7,059,300</b>



## Loan Estimates 2017/2018

<b>Interest</b>						
Loan #	Accrual to 30/06/2017	Interest pmts per loan repayment schedule			Accrual to 30/06/2018	Total Interest 2017/2018
		Pmt. 1	Pmt. 2	Next Pmt.		
172	(1,536.59)	40,170.80	38,208.94	36,162.72	1,383.27	78,226.43
168A	(2,251.65)	4,806.16	4,269.40	3,755.72	1,759.53	8,583.44
	(3,788.24)	44,976.96	42,478.34	39,918.44	3,142.80	86,809.86
163A	(3,996.66)	10,916.24	9,935.52	9,028.72	3,305.60	20,160.70
163A	(2,540.50)	6,938.99	6,315.59	5,739.18	2,101.23	12,815.31
	(6,537.16)	17,855.23	16,251.11	14,767.90	5,406.83	32,976.01
171	0.00	0.00	0.00	0.00	-	-
	0.00	0.00	0.00	0.00	0.00	0.00
170	(2,767.40)	3,522.14	3,497.12	3,414.20	2,697.41	6,949.27
170	(11,849.26)	15,080.88	14,973.76	14,618.72	11,549.60	29,754.97
	(14,616.66)	18,603.02	18,470.88	18,032.92	14,247.00	36,704.24
	(24,942.06)	81,435.21	77,200.33	72,719.26	22,796.63	156,490.11
<b>Principal</b>						
Loan #	Bal 1/07/2017	Principal pmts per loan repayment schedule			Balance 30/06/2018	Variance
		Pmt. 1	Pmt. 2	Total Pmts.		
172	934,204.69	45,624.68	47,586.54	93,211.22	840,993.47	0.00
168A	108,194.79	11,555.24	12,092.00	23,647.24	84,547.55	0.00
	1,042,399.48	57,179.92	59,678.54	116,858.46	925,541.02	
163A	303,665.48	25,762.90	26,743.62	52,506.52	251,158.96	0.00
163A	193,027.67	16,376.38	16,999.78	33,376.16	159,651.51	0.00
	496,693.15	42,139.28	43,743.40	85,882.68	410,810.47	
171	38,949.32	27,407.95	11,541.33	38,949.28	0.04	0.00
	38,949.32	27,407.95	11,541.33	38,949.28	0.04	
170	107,513.32	1,346.99	1,372.01	2,719.00	104,794.32	0.00
170	460,344.31	5,767.47	5,874.59	11,642.06	448,702.25	0.00
	567,857.63	7,114.46	7,246.60	14,361.06	553,496.57	
	2,145,899.58	133,841.61	122,209.87	256,051.48	1,889,848.10	0.00
<b>Proposed Loans</b>						
<b>Interest</b>						
Loan #	Accrual to 30/06/2017	Interest pmts per loan repayment schedule			Accrual to 30/06/2018	Total Interest 2017/2018
		Pmt. 1	Pmt. 2	Next Pmt.		
	42,916.00	0.00	0.00	0.00	43,281.00	0.00
<b>Principal</b>						
Loan #	Bal 1/07/2017	Principal pmts per loan repayment schedule			Balance 30/06/2018	Variance
		Pmt. 1	Pmt. 2	Total Pmts.		
	0.00	0.00	0.00	0.00	0.00	
<b>Summary</b>						
	Interest	Principal	Total			
Total General Fund	86,809.86	116,858.46	203,668.32			
Total Domestic Waste Fund	0.00	38,949.28	38,949.28			
Total Crookwell Water	20,160.70	52,506.52	72,667.22			
Total Taralga Water	29,754.97	11,642.06	41,397.03			
Total Crookwell Sewer	12,815.31	33,376.16	46,191.47			
Total Taralga Sewer	6,949.27	2,719.00	9,668.27			
Total All Funds	156,490.11	256,051.48	412,541.59			



## Loan Estimates 2018/2019

Interest	Accrual to	Interest pmts per loan repayment schedule			Accrual to	Total Interest
Loan #	30/06/2018	Pmt. 1	Pmt. 2	Next Pmt.	30/06/2019	2018/2019
172	(1,383.27)	36,162.72	34,028.51	31,802.53	1,216.49	70,024.45
168A	(1,759.53)	3,755.72	3,178.29	2,652.94	1,222.78	6,397.26
	(3,142.80)	39,918.44	37,206.80	34,455.47	2,439.27	76,421.71
163A	(3,305.60)	9,028.72	7,990.84	7,003.45	2,564.10	16,278.07
163A	(2,101.23)	5,739.18	5,079.43	4,451.80	1,629.89	10,347.27
	(5,406.83)	14,767.90	13,070.27	11,455.25	4,194.00	26,625.34
171 Finished						
	0.00	0.00	0.00	0.00	0.00	0.00
170	(2,697.41)	3,414.20	3,422.60	3,319.67	2,622.72	6,762.12
170	(11,549.60)	14,618.72	14,654.69	14,213.97	11,229.82	28,953.64
	(14,247.00)	18,032.92	18,077.29	17,533.64	13,852.54	35,715.75
	(22,796.63)	72,719.26	68,354.36	63,444.36	20,485.82	138,762.80
Principal	Bal	Principal pmts per loan repayment schedule			Balance	Variance
Loan #	1/07/2018	Pmt. 1	Pmt. 2	Total Pmts.	30/06/2019	
172	840,993.47	49,632.76	51,766.97	101,399.73	739,593.74	0.00
168A	84,547.55	12,605.68	13,183.10	25,788.78	58,758.77	0.00
	925,541.02	62,238.44	64,950.07	127,188.51	798,352.51	
163A	251,158.96	27,650.42	28,688.31	56,338.73	194,820.23	0.00
163A	159,651.51	17,576.19	18,235.93	35,812.12	123,839.39	-0.00
	410,810.47	45,226.61	46,924.24	92,150.85	318,659.62	
171 Finished						
	0.00	0.00	0.00	0.00	0.00	
170	104,794.32	1,454.93	1,446.53	2,901.46	101,892.86	0.00
170	448,702.25	6,229.63	6,193.66	12,423.29	436,278.96	0.00
	553,496.57	7,684.56	7,640.19	15,324.75	538,171.82	
	1,889,848.06	115,149.61	119,514.50	234,664.11	1,655,183.95	0.00
Proposed Loans						
Interest	Accrual to	Interest pmts per loan repayment schedule			Accrual to	Total Interest
Loan #	30/06/2018	Pmt. 1	Pmt. 2	Next Pmt.	30/06/2019	2018/2019
Bridges	0.00	57,112.00	55,747.00	54,353.00	-	112,859.00
	43,281.00	57,112.00	55,747.00	54,353.00	43,646.00	112,859.00
Principal	Bal	Principal pmts per loan repayment schedule			Balance	Variance
Loan #	1/07/2018	Pmt. 1	Pmt. 2	Total Pmts.	30/06/2019	
Bridges	2,596,000.00	62,011.00	63,375.00	125,386.00	2,470,614.00	0.00
	2,596,000.00	62,011.00	63,375.00	125,386.00	2,470,614.00	
Summary						
	Interest	Principal	Total			
Total General Fund	189,280.71	252,574.51	441,855.22			
Total Domestic Waste Fund	0.00	0.00	0.00			
Total Crookwell Water	16,278.07	56,338.73	72,616.80			
Total Taralga Water	28,953.64	12,423.29	41,376.93			
Total Crookwell Sewer	10,347.27	35,812.12	46,159.39			
Total Taralga Sewer	6,762.12	2,901.46	9,663.58			
Total All Funds	251,621.80	360,050.11	611,671.91			

## Loan Estimates 2019/2020

<b>Interest</b>						
Loan #	Accrual to 30/06/2019	Interest pmts per loan repayment schedule			Accrual to 30/06/2020	Total Interest 2019/2020
		Pmt. 1	Pmt. 2	Next Pmt.		
172	(1,216.49)	31,802.53	29,480.83	27,059.30	1,035.06	61,101.93
168A	(1,222.78)	2,652.94	1,979.33	1,362.33	632.78	4,042.26
	(2,439.27)	34,455.47	31,460.16	28,421.63	1,667.83	65,144.19
163A	(2,564.10)	7,003.45	5,936.67	4,884.33	1,788.25	12,164.27
163A	(1,629.89)	4,451.80	3,773.68	3,104.76	1,136.72	7,732.30
	(4,194.00)	11,455.25	9,710.35	7,989.09	2,924.97	19,896.57
	0.00	0.00	0.00	0.00	0.00	0.00
170	(2,622.72)	3,319.67	3,323.37	3,236.61	2,560.83	6,581.15
170	(11,229.82)	14,213.97	14,229.83	13,858.33	10,964.83	28,178.81
	(13,852.54)	17,533.64	17,553.20	17,094.94	13,525.67	34,759.96
	(20,485.82)	63,444.36	58,723.71	53,505.66	18,118.47	119,800.72
<b>Principal</b>						
Loan #	Bal 1/07/2019	Principal pmts per loan repayment schedule			Balance 30/06/2020	Variance
		Pmt. 1	Pmt. 2	Total Pmts.		
172	739,593.74	53,992.95	56,314.65	110,307.60	629,286.14	0.00
168A	58,758.77	13,708.47	14,382.07	28,090.54	30,668.23	0.00
	798,352.51	67,701.42	70,696.72	138,398.14	659,954.37	
163A	194,820.23	29,675.69	30,742.48	60,418.17	134,402.06	0.00
163A	123,839.39	18,863.57	19,541.68	38,405.25	85,434.14	0.00
	318,659.62	48,539.26	50,284.16	98,823.42	219,836.20	
	0.00	0.00	0.00	0.00	0.00	
170	101,892.86	1,549.46	1,545.76	3,095.22	98,797.64	0.00
170	436,278.96	6,634.38	6,618.52	13,252.90	423,026.06	0.00
	538,171.82	8,183.84	8,164.28	16,348.12	521,823.70	
	1,655,183.95	124,424.52	129,145.16	253,569.68	1,401,614.27	0.00
<b>Proposed Loans</b>						
<b>Interest</b>						
Loan #	Accrual to 30/06/2019	Interest pmts per loan repayment schedule			Accrual to 30/06/2020	Total Interest 2019/2020
		Pmt. 1	Pmt. 2	Next Pmt.		
Bridges	0.00	54,353.00	52,928.00	51,472.00	-	107,281.00
	43,646.00	54,353.00	52,928.00	51,472.00	44,012.00	107,281.00
<b>Principal</b>						
Loan #	Bal 1/07/2019	Principal pmts per loan repayment schedule			Balance 30/06/2020	Variance
		Pmt. 1	Pmt. 2	Total Pmts.		
Bridges	2,470,614.00	64,769.00	66,194.00	130,963.00	2,339,651.00	0.00
	2,470,614.00	64,769.00	66,194.00	130,963.00	2,339,651.00	
<b>Summary</b>						
	Interest	Principal	Total			
Total General Fund	172,425.19	269,361.14	441,786.33			
Total Domestic Waste Fund	0.00	0.00	0.00			
Total Crookwell Water	12,164.27	60,418.17	72,582.44			
Total Taralga Water	28,178.81	13,252.90	41,431.71			
Total Crookwell Sewer	7,732.30	38,405.25	46,137.55			
Total Taralga Sewer	6,581.15	3,095.22	9,676.37			
Total All Funds	227,081.72	384,532.68	611,614.40			



## Loan Estimates 2020/2021

Interest	Accrual to	Interest pmts per loan repayment schedule			Accrual to	Total Interest
Loan #	30/06/2020	Pmt. 1	Pmt. 2	Next Pmt.	30/06/2021	2020/2021
172	(1,035.06)	27,059.30	24,533.65	21,899.39	837.68	51,395.58
168A	(632.78)	1,362.33	692.24		-	1,421.79
	(1,667.83)	28,421.63	25,225.89	21,899.39	837.68	52,817.37
163A	(1,788.25)	4,884.33	3,688.56	2,475.26	906.24	7,690.88
163A	(1,136.72)	3,104.76	2,344.66	1,573.41	576.06	4,888.76
	(2,924.97)	7,989.09	6,033.22	4,048.67	1,482.30	12,579.64
	0.00	0.00	0.00	0.00	0.00	0.00
170	(2,560.83)	3,236.61	3,235.60	3,129.61	2,441.78	6,353.16
170	(10,964.83)	13,858.33	13,854.00	13,400.21	10,455.11	27,202.61
	(13,525.67)	17,094.94	17,089.60	16,529.82	12,896.89	33,555.77
	(18,118.47)	53,505.66	48,348.71	42,477.88	15,216.87	98,952.78
Principal	Bal	Principal pmts per loan repayment schedule			Balance	Variance
Loan #	1/07/2020	Pmt. 1	Pmt. 2	Total Pmts.	30/06/2021	
172	629,286.14	58,736.18	61,261.83	119,998.01	509,288.14	0.00
168A	30,668.23	14,999.07	15,669.16	30,668.23	0.00	0.00
	659,954.37	73,735.25	76,930.99	150,666.24	509,288.14	
163A	134,402.06	31,794.81	32,990.58	64,785.39	69,616.67	0.00
163A	85,434.14	20,210.61	20,970.71	41,181.32	44,252.82	-0.00
	219,836.20	52,005.42	53,961.29	105,966.71	113,869.49	
	0.00	0.00	0.00	0.00	0.00	
170	98,797.64	1,632.52	1,633.53	3,266.05	95,531.59	0.00
170	423,026.06	6,990.02	6,994.35	13,984.37	409,041.69	0.00
	521,823.70	8,622.54	8,627.88	17,250.42	504,573.28	
	1,401,614.27	134,363.21	139,520.16	273,883.37	1,127,730.91	0.00
Proposed Loans						
Interest	Accrual to	Interest pmts per loan repayment schedule			Accrual to	Total Interest
Loan #	30/06/2020	Pmt. 1	Pmt. 2	Next Pmt.	30/06/2021	2020/2021
Bridges	0.00	51,472.00	49,983.00	48,462.00	-	101,455.00
	44,012.00	51,472.00	49,983.00	48,462.00	44,377.00	101,455.00
Principal	Bal	Principal pmts per loan repayment schedule			Balance	Variance
Loan #	1/07/2020	Pmt. 1	Pmt. 2	Total Pmts.	30/06/2021	
Bridges	2,339,651.00	67,650.00	69,139.00	136,789.00	2,202,862.00	0.00
	2,339,651.00	67,650.00	69,139.00	136,789.00	2,202,862.00	
Summary						
	Interest	Principal	Total			
Total General Fund	154,272.37	287,455.24	441,727.61			
Total Domestic Waste Fund	0.00	0.00	0.00			
Total Crookwell Water	7,690.88	64,785.39	72,476.27			
Total Taralga Water	27,202.61	13,984.37	41,186.98			
Total Crookwell Sewer	4,888.76	41,181.32	46,070.08			
Total Taralga Sewer	6,353.16	3,266.05	9,619.21			
Total All Funds	200,407.78	410,672.37	611,080.15			



## UPPER LACHLAN SHIRE COUNCIL

### HEAVY PLANT REPLACEMENT SCHEDULE - 2017/2018

ALL COSTS ARE GST EXCLUSIVE

Fund	Plant No.	Rego Number	Plant Description	Hours/ kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G	472	AQ03HM	Volvo G940 Grader	9,000	2007	\$365,000	\$55,000	\$27,388	\$310,000	\$27,612
G	New		Grader 3D machine control system			\$87,000			\$87,000	\$0
G	596	10995D	John Deere ride on mower	950	2012	\$19,000	\$5,000	\$7,957	\$14,000	(\$2,957)
G	New		Ride on mower			\$19,000			\$19,000	\$0
S	279	N/A	Husqvarna Ride on Mower	N/A	2002	\$7,000	\$700	\$89	\$6,300	\$611
G	New		Sign Post Straightener			\$6,000			\$6,000	\$0
G	656	BT64AR	Iveco 45C17 Daily	140,000	2012	\$62,000	\$10,000	\$29,337	\$52,000	(\$19,337)
G	657	BT63AR	Iveco 45C17 Daily	100,000	2012	\$62,000	\$10,000	\$29,337	\$52,000	(\$19,337)
G	283	YKY524	Mitsubishi FV517KD Water Cart	250,000	2003	\$295,000	\$50,000	\$14,930	\$245,000	\$35,070
			<b>TOTALS</b>			<b>\$922,000</b>	<b>\$130,700</b>	<b>\$109,038</b>	<b>\$791,300</b>	<b>\$21,662</b>

## UPPER LACHLAN SHIRE COUNCIL

### MOTOR VEHICLE REPLACEMENT SCHEDULE - 2017/2018

Fund	Plant No.	Rego Number	Current Vehicle	kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G	717	DAU48F	Toyota Kluger (General Manager)	80,000	2015	\$57,800	\$25,000	\$36,308	\$32,800	(\$11,308)
G	562	BH04NU	Isuzu Dmax (D Scott)	100,000	2010	\$40,000	\$12,000	\$3,315	\$28,000	\$8,685
G	694	BZ95GU	Isuzu MU-X (Project Officer)	100,000	2014		\$15,000	\$18,006	(\$15,000)	(\$3,006)
G	714	CE73FL	Holden Colorado (T Trounce)	120,000	2015	\$43,000	\$20,000	\$26,948	\$23,000	(\$6,948)
G	715	CE72FL	Holden Colorado (C Hart)	110,000	2015	\$43,000	\$20,000	\$27,013	\$23,000	(\$7,013)
G	698	CA03BF	Nissan Pathfinder (DFA)	75,000	2014	\$48,400	\$22,000	\$19,249	\$26,400	\$2,751
G	666	BS65ZG	Mitsubishi GXL Triton 4x4 (Mark Brown)	150,000	2013	\$37,000	\$12,000	\$6,975	\$25,000	\$5,025
G	690	BZ77GU	Isuzu MU-X (MFA)	95,000	2014	\$39,100	\$20,000	\$17,359	\$19,100	\$2,641
G	678	BW03TD	Isuzu Dmax (D Storrer)	105,000	2013	\$43,000	\$12,000	\$12,466	\$31,000	(\$466)
			<b>Total Motor Vehicles</b>			<b>\$351,300</b>	<b>\$158,000</b>	<b>\$167,638</b>	<b>\$193,300</b>	<b>(\$8,638)</b>

#### FUND SUMMARY

Fund		Fund	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G		General Fund (Includes Plant Fleet Estimates)	\$1,266,300	\$288,000	\$276,587	\$978,300	\$11,413
W		Water Fund	\$0	\$0	\$0	\$0	\$0
S		Sewer Fund	\$7,000	\$700	\$89	\$6,300	\$611
DWM		Domestic Waste Fund	\$0	\$0	\$0	\$0	\$0
		<b>Total All Funds</b>	<b>\$1,273,300</b>	<b>\$288,700</b>	<b>\$276,676</b>	<b>\$984,600</b>	<b>\$12,024</b>

## UPPER LACHLAN SHIRE COUNCIL

### HEAVY PLANT REPLACEMENT SCHEDULE - 2018/2019

ALL COSTS ARE GST EXCLUSIVE

Fund	Plant No.	Rego Number	Plant Description	Hours/ kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G	434	AG76ZY	Volvo L90E Loader		2006	\$290,000	\$65,000		\$225,000	
G	542	BE62KZ	Caterpillar CS56 Vibrating Roller		2010	\$180,000	\$45,000		\$135,000	
G	521	BA14FN	Fuso FE84D Canter Tipper Truck		2008	\$66,000	\$20,000		\$46,000	
G	522	BA71FO	Fuso FM65F Fighter Tipper Truck		2008	\$154,000	\$50,000		\$104,000	
G	587	09448C	Toro 4300-D Mower		2012	\$80,000	\$25,000		\$55,000	
G	667	BW19FP	Iveco 45C17 Daily		2013	\$64,000	\$10,000		\$54,000	
G	668	BW20FP	Iveco 45C17 Daily		2013	\$74,000	\$20,000		\$54,000	
G	508	AW75ZC	Isuzu NPRZBB01 Tipper Truck		2008	\$0	\$25,000		(\$25,000)	
			<b>TOTALS</b>			<b>\$908,000</b>	<b>\$260,000</b>	<b>\$0</b>	<b>\$648,000</b>	<b>\$0</b>

## UPPER LACHLAN SHIRE COUNCIL

### MOTOR VEHICLE REPLACEMENT SCHEDULE - 2018/2019

Fund	Plant No.	Rego Number	Current Vehicle	kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G	740	CJ72GT	Hyundai Active (R Smith)		2016	\$43,500	\$20,000		\$23,500	
G	747	CH73PO	Subaru Outback (MOW)		2016	\$39,700	\$20,000		\$19,700	
G	742	CH74PO	Subaru Forester (P Brown)		2016	\$39,700	\$16,000		\$23,700	
S	744	CK26AF	Isuzu MU-X (L Moloney)		2016	\$39,700	\$19,000		\$20,700	
G	719	CF48TJ	Hyundai Elite (T Dodson)		2015	\$49,000	\$22,000		\$27,000	
G	732	CH60PO	Subaru Forester (R Wong)		2016	\$39,700	\$12,000		\$27,700	
G	600	BQ74QY	Toyota Hilux Tipper (Parks & Gardens)		2012	\$33,000	\$10,000		\$23,000	
G	709	CB66XV	Hyundai IX35 (MRC)		2015	\$34,000	\$10,000		\$24,000	
G	706	CA30XC	Isuzu Dmax 4WD (E Croker)		2015	\$40,000	\$15,000		\$25,000	
G	736	CH59PO	Subaru Forester (B Smithers)		2016	\$34,000	\$15,000		\$19,000	
G	710	CB64XV	Subaru Forester (Pool Car)		2015	\$34,000	\$12,000		\$22,000	
G	741	CK88AG	Toyota RAV4 (RMCC Officer)		2016	\$34,000	\$11,000		\$23,000	
G	716	CE88BG	Isuzu Dmax (T Alchin)		2015	\$43,500	\$21,000		\$22,500	
			<b>Total Motor Vehicles</b>			<b>\$503,800</b>	<b>\$203,000</b>	<b>\$0</b>	<b>\$300,800</b>	<b>\$0</b>

#### FUND SUMMARY

Fund	Fund	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G	General Fund (Includes Plant Fleet Estimates)	\$1,372,100	\$444,000	\$0	\$928,100	\$0
W	Water Fund	\$0	\$0	\$0	\$0	\$0
S	Sewer Fund	\$39,700	\$19,000	\$0	\$20,700	\$0
DWM	Domestic Waste Fund	\$0	\$0	\$0	\$0	\$0
	<b>Total All Funds</b>	<b>\$1,411,800</b>	<b>\$463,000</b>	<b>\$0</b>	<b>\$948,800</b>	<b>\$0</b>

## UPPER LACHLAN SHIRE COUNCIL

### HEAVY PLANT REPLACEMENT SCHEDULE - 2019/2020

ALL COSTS ARE GST EXCLUSIVE

Fund	Plant No.	Rego Number	Plant Description	Hours/ kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G	538	BD09DF	Isuzu CXY450 Tipper Truck		2009	\$245,000	\$65,000		\$180,000	
DWM	693	CA36UI	Volvo Garbage Truck		2014	\$436,000	\$50,000		\$386,000	
G	432	AH58CH	Caterpillar 140H Motor Grader		2006	\$380,000	\$110,000		\$270,000	
G	473	AQ33HK	Volvo BL71 Backhoe Loader		2007	\$195,000	\$40,000		\$155,000	
G	575	BL53DE	Bomag BW216D-4 Vibrating Roller		2011	\$185,000	\$45,000		\$140,000	
G	704	37402D	Kubota ZD326P 60" Mower		2014	\$34,000	\$5,000		\$29,000	
G	705	37403D	Kubota ZD326P 60" Mower		2014	\$30,000	\$5,000		\$25,000	
			<b>TOTALS</b>			<b>\$1,505,000</b>	<b>\$320,000</b>	<b>\$0</b>	<b>\$1,185,000</b>	<b>\$0</b>

## UPPER LACHLAN SHIRE COUNCIL

### MOTOR VEHICLE REPLACEMENT SCHEDULE - 2019/2020

Fund	Plant No.	Rego Number	Current Vehicle	kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G			Toyota Kluger (General Manager)		2017	\$59,400	\$25,000		\$34,400	
G			Holden Colorado (T Trounce)		2017	\$44,000	\$22,000		\$22,000	
G			Holden Colorado (C Hart)		2017	\$44,000	\$22,000		\$22,000	
G	689	BX07WD	Ford G6E Falcon (Mayor)		2014	\$39,000	\$14,000		\$25,000	
G	663	BT39DE	Nissan Narara Single Cab		2013	\$34,000	\$8,000		\$26,000	
G	664	BT38DE	Nissan Narara Single Cab		2013	\$34,000	\$8,000		\$26,000	
G	691	BX19JU	Holden Colorado 2x4 (Workshop)		2014	\$37,000	\$10,000		\$27,000	
G	695	BZ85LE	Holden Colorado 4x4 (S Bill)		2014	\$35,000	\$12,000		\$23,000	
G	703	CA74BF	Holden Colorado 4x4 (R Gorman)		2014	\$35,000	\$12,000		\$23,000	
G	731	CH61PO	Subara Forester (C Smart)		2016	\$34,400	\$13,000		\$21,400	
G	743	CH19PO	Isuzu Dmax 4WD (R Gay)		2016	\$38,000	\$15,000		\$23,000	
G	730	CI32ES	Toyota Prado (DWO)		2016	\$49,600	\$27,000		\$22,600	
G			Isuzu Dmax 4WD (G Nicholson)		2017	\$34,400	\$22,000		\$12,400	
			<b>Total Motor Vehicles</b>			<b>\$517,800</b>	<b>\$210,000</b>	<b>\$0</b>	<b>\$307,800</b>	<b>\$0</b>

#### FUND SUMMARY

Fund	Fund	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G	General Fund (Includes Plant Fleet Estimates)	\$1,586,800	\$480,000	\$0	\$1,106,800	\$0
W	Water Fund	\$0	\$0	\$0	\$0	\$0
S	Sewer Fund	\$0	\$0	\$0	\$0	\$0
DWM	Domestic Waste Fund	\$436,000	\$50,000	\$0	\$386,000	\$0
	<b>Total All Funds</b>	<b>\$2,022,800</b>	<b>\$530,000</b>	<b>\$0</b>	<b>\$1,492,800</b>	<b>\$0</b>



## UPPER LACHLAN SHIRE COUNCIL

### HEAVY PLANT REPLACEMENT SCHEDULE - 2020/2021

ALL COSTS ARE GST EXCLUSIVE

Fund	Plant No.	Rego Number	Plant Description	Hours/ kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G	525	AZ70LUJ	Kubota L4310 Tractor S/H		2004	\$50,000	\$10,000		\$40,000	
G	541	BE46VI	Komatsu GD 555-3 Motor Grader		2010	\$409,000	\$70,000		\$339,000	
G	583	N/A	Toro Ride on Mower		2009	\$6,000	\$1,000		\$5,000	
G	489	AQ78UG	UD CW385 Water Cart		2007	\$320,000	\$70,000		\$250,000	
G	567	BJ05GE	Fuso FE83DE Canter Tipper Truck		2010	\$79,000	\$20,000		\$59,000	
G	560	BH75NQ	Isuzu NPT 300 Tipper Truck		2010	\$85,000	\$20,000		\$65,000	
G	468	BB07VJ	Isuzu FRR500 Long Tipper Truck		2007	\$85,000	\$25,000		\$60,000	
			<b>TOTALS</b>			<b>\$1,034,000</b>	<b>\$216,000</b>	<b>\$0</b>	<b>\$818,000</b>	<b>\$0</b>

## UPPER LACHLAN SHIRE COUNCIL

### MOTOR VEHICLE REPLACEMENT SCHEDULE - 2020/2021

Fund	Plant No.	Rego Number	Current Vehicle	kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G			Hyundai Active (R Smith)		2018	\$44,500	\$20,000		\$24,500	
G			Subaru Outback (MOW)		2018	\$40,900	\$20,000		\$20,900	
G			Subaru Forester (P Brown)		2018	\$40,900	\$16,000		\$24,900	
G			Nissan Pathfinder (DFA)		2017	\$50,200	\$22,000		\$28,200	
W			Isuzu MU-X (L Moloney)		2018	\$40,900	\$19,000		\$21,900	
G			Subaru Forester (B Smithers)		2018	\$34,800	\$15,000		\$19,800	
G			Toyota RAV4 (RMCC Officer)		2018	\$34,800	\$11,000		\$23,800	
G			Subaru Forester (R Wong)		2018	\$40,900	\$12,000		\$28,900	
G			Isuzu MU-X (MFA)		2017	\$40,900	\$20,000		\$20,900	
			<b>Total Motor Vehicles</b>			<b>\$368,800</b>	<b>\$155,000</b>	<b>\$0</b>	<b>\$213,800</b>	<b>\$0</b>

#### FUND SUMMARY

Fund		Fund	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G		General Fund (includes Plant Fleet Estimates)	\$1,361,900	\$352,000	\$0	\$1,009,900	\$0
W		Water Fund	\$40,900	\$19,000	\$0	\$21,900	\$0
S		Sewer Fund	\$0	\$0	\$0	\$0	\$0
DWM		Domestic Waste Fund	\$0	\$0	\$0	\$0	\$0
		<b>Total All Funds</b>	<b>\$1,402,800</b>	<b>\$371,000</b>	<b>\$0</b>	<b>\$1,031,800</b>	<b>\$0</b>