



Delivery Program 2019-20 - 2022-23



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 2019/2020 to 2022/2023. 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 2019/2020 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, bridges, water supply and sewerage network, these issues are our biggest challenge with a huge geographical area to service and extensive road network this Shire encompasses. The capital works listed in the Delivery Program is extensive and outlines the key road, waste centres, water supply and sewerage service project works planned for the next four years, along with the major community facilities desired by our community.

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



Mayor John Stafford and Deputy Mayor John Searl

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. The twenty-year Tablelands Regional 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 Regional 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 Regional Community Strategic Plan.



The Tablelands Regional 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 is prepared on an annual basis and adopted prior to 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. The Annual Report focuses on Council's implementation of the Delivery Program and Operational Plan and is designed to be a report card 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:-

- Expand the promotion of the Shire and tourism to the region;
- 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;
- Towns and villages beautification and streetscape projects;
- Retaining medical and health care facilities in the towns.

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

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

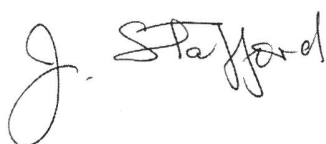
The outcome from the goals should see Council's programs and activities better reflecting what the community as a whole wants. Council has tried to address the needs and demands from all cross-sections of the community. The public submissions that are received and their comments will be integrated into 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 2023.

A handwritten signature in black ink, reading "J. Stafford". The signature is written in a cursive, flowing style.

Clr John Stafford
Mayor

4. **MESSAGE FROM THE GENERAL MANAGER**



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

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

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

Strategic Pillars and Principal Activities

Council has 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 were 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 black ink that reads "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.



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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CI John Stafford

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E john_thesanctuary@bigpond.com



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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 commencing at 6pm. 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 Council Chambers, situated at 44 Spring Street, Crookwell.

Members of the public 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 five 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) 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 4 community engagement outreach meetings each year in towns and villages including; Crookwell, Gunning, Taralga, Bigga, Collector and Big Hill to facilitate community 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.

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) Clr Brian McCormack OAM (former Mayor) and Mayor John Stafford
(Back Row) Clr Richard Opie, Clr Paul Culhane, Clr Pam Kensit, Deputy Mayor 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;
- **Infrastructure** - 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, human resources support and services for the organisation and community.

SENIOR MANAGEMENT

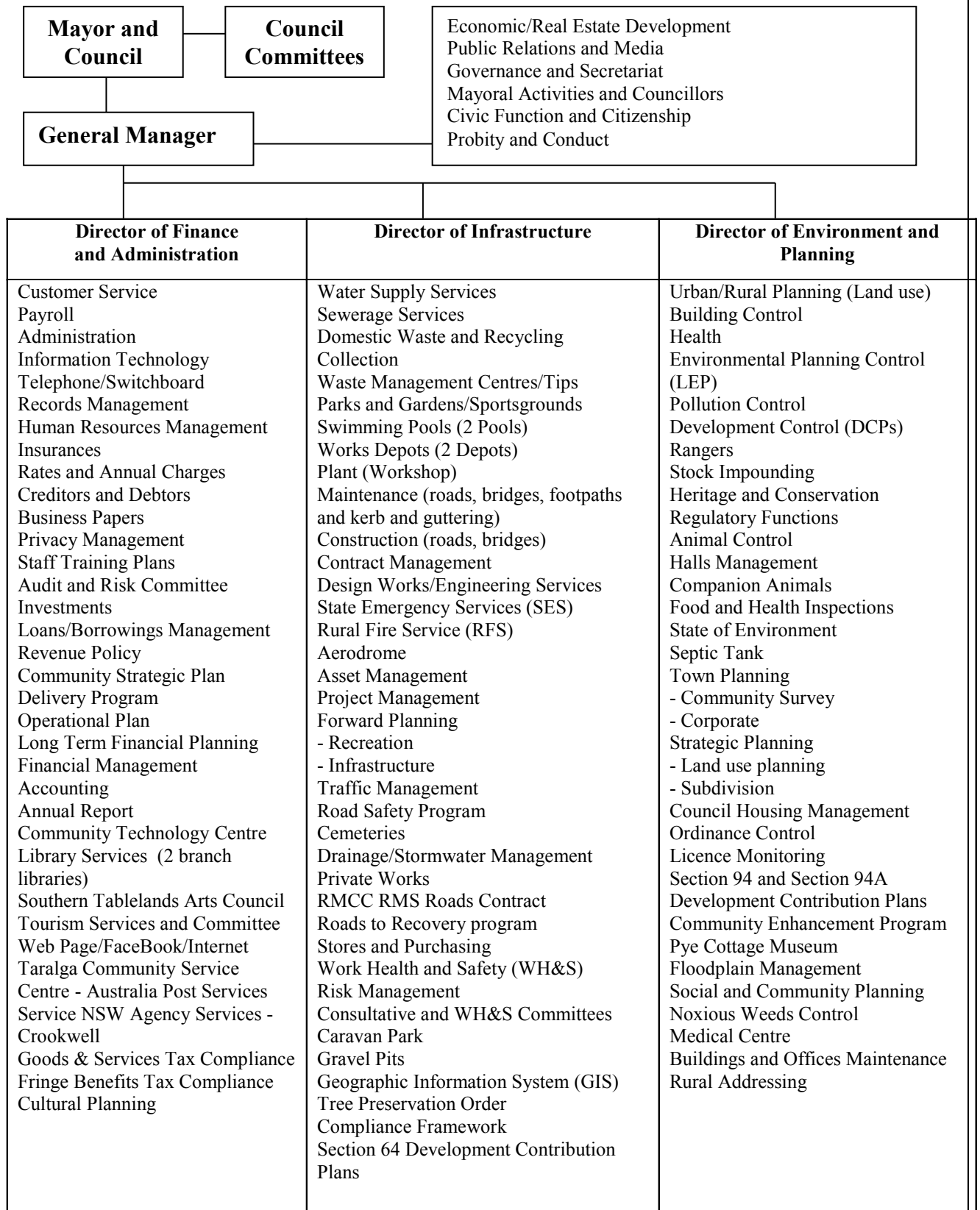
The senior management team is responsible for overseeing the day-to-day operations of Council; providing professional advice to the elected Council, and implementing Council decisions. It is this team that has primary responsibility for delivering the activities identified in the Delivery Program and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

General Manager	Mr John Bell	(wk) 4830 1000
Director of Infrastructure	Mr Mursaleen Shah	(wk) 4830 1063
Director of Environment and Planning	Mrs Tina Dodson	(wk) 4830 1027
Director of Finance and Administration	Mr Andrew Croke	(wk) 4830 1008



L-R Director of Infrastructure, Mursaleen Shah; Director of Finance and Administration, Andrew Croke; General Manager, John Bell; and Director of Environment and Planning, Tina Dodson.

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.



L-R: 2019 Upper Lachlan Citizen of the Year Gary Poile with Mayor John Stafford.

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 2017 (source ABS Regional Population Growth dated 30 September 2018):-

Local Government Area (LGA)	2012	2014	2016	2017	% Change
Upper Lachlan Shire Council	7,555	7,761	7,841	7,909	1%

2016 Census Statistics

The 2016 Australian Bureau of Statistics (ABS) Census data shows the Upper Lachlan Shire Council population was 7,695. There was a 7% population increase from the 2011 Census. Crookwell is the largest town in the Upper Lachlan Shire local government area with a population of 2,641. Gunning township has a population of 659 and Taralga township has a population of 467.

Population gender consisted of:-

Gender – Males	3,917
Gender – Females	<u>3,778</u>
Total Population	<u>7,695</u>

Age Groups:-

0 – 14 years	1,350	18% of population
15 – 24 years	735	10% of population
25 – 34 years	627	8% of population
35 – 44 years	778	10% of population
45 – 54 years	1,183	15% of population
55 – 64 years	1,213	16% of population
65 years and over	1,809	24% of population

The median age is 48 years in Upper Lachlan compared to 38 years for persons in Australia.

Income (population aged 15 years and over):-

Median individual \$/week income	\$609	Australian median	\$662
Median household \$/week income	\$1,161	Australian median	\$1,438
Median family income \$/week	\$1,498	Australian median	\$1,734

Dwelling Characteristics:-

Median rent \$/week	\$190	Australian median	\$335
Median mortgage repayment \$/month	\$1,400	Australian median	\$1,755
Average people per household	2.4	Australian median	2.6
Average children per family	2	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 agriculture sector and service sector industries, such as retail trade, accommodation and food, health and social care, education and training, construction and building, and local government.

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

Demographics

Like many rural communities, our population is ageing and this trend is expected to continue. There is 24% of the community aged over 65 years; this age demographic has increased by 3% since the 2011 Census. The age group of 0 – 14 has remained the same since the 2011 Census and accounts for 18% of the population.

Employment

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

Environment

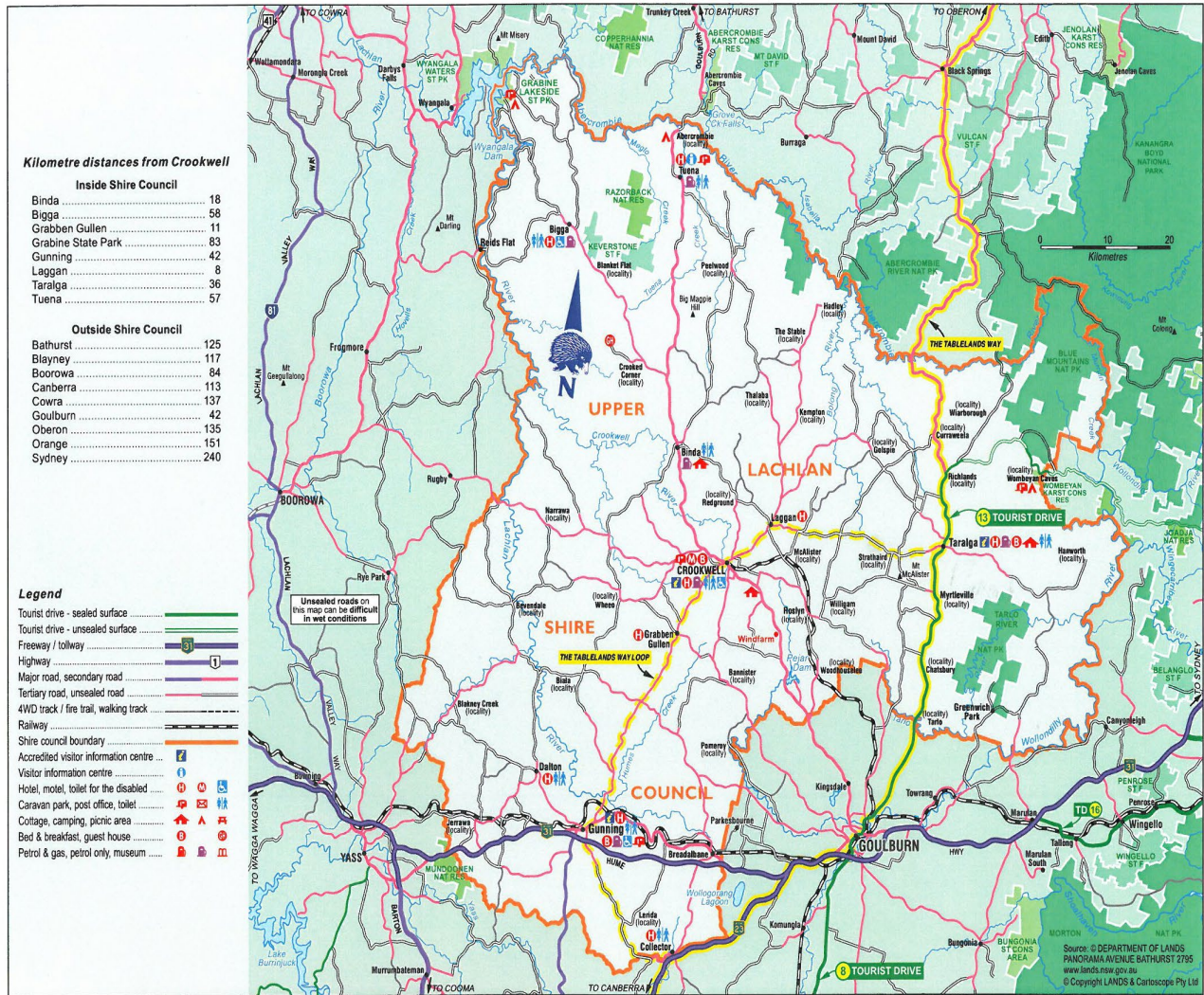
About 93% of the Shire is zoned rural or environmental protection. A large proportion of the remaining native vegetation is located on private land, with 2% of the Shire being National Park or Nature Reserve.

Land

The Shire total land area is 7,243 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.

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15. FINANCIAL PERFORMANCE COMPARATIVES – HOW WE COMPARE?

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

Other councils classified in Group 10 includes; Blayney and Oberon Councils. Provided below is a snapshot of how Upper Lachlan Shire Council compares with other councils in terms of financial performance and financial position, the comparative data is available up to 2018 (2017/2018 financial year).

Financial Performance Indicators

Unrestricted Current Ratio

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

	2018	2017	2016	2015	2014	2013
Upper Lachlan (Group 10)	2.97%	5.14%	6.40%	5.66%	5.62%	4.48%
Blayney (Group 10)	5.83%	3.93%	7.23%	6.73%	5.52%	7.80%
Oberon (Group 10)	6.69%	4.78%	3.43%	3.86%	5.49%	6.93%
Yass Valley (Group 11)	2.86%	2.38%	2.01%	2.23%	3.57%	3.91%
NSW Average	3.44%	3.43%	3.36%	3.41%	3.13%	3.06%
Group 10 Average	5.06%	5.13%	4.61%	4.20%	4.30%	5.10%

Own Source Operating Revenue Ratio

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

	2018	2017	2016	2015	2014	2013
Upper Lachlan (Group 10)	56.37%	52.13%	65.28%	65.81%	57.03%	52.53%
Blayney (Group 10)	58.54%	60.92%	64.24%	71.86%	70.40%	63.76%
Oberon Council (Group 10)	64.06%	63.79%	61.99%	63.99%	72.05%	60.06%
Yass Valley (Group 11)	61.46%	61.17%	61.03%	68.33%	71.93%	56.92%
NSW Average	69.58%	67.43%	69.48%	70.90%	75.62%	72.95%
Group 10 Average	56.61%	50.61%	56.82%	57%	62%	49%

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%.

	2018	2017	2016	2015	2014	2013
Upper Lachlan (Group 10)	5.29%	16.47%	13.01%	2.92%	6.20%	8.98%
Blayney (Group 10)	0.74%	10.63%	7.12%	3.59%	-18.42%	-11.39%
Oberon Council (Group 10)	21.77%	20.86%	20.55%	-0.27%	0.89%	10.09%
Yass Valley (Group 11)	5.49%	2.48%	-2.06%	-17.49%	-29.68%	-14.21%
NSW Average	3.52%	6.65%	5.52%	0.88%	-4.48%	-3.04%
Group 10 Average	1.64%	11.60%	6.80%	-1.94%	-16.10%	-6.80%



Buildings 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%.

	2018	2017	2016	2015	2014	2013
Upper Lachlan (Group 10)	204.09%	136.54%	148.04%	122.19%	105.29%	93%
Blayney (Group 10)	231.92%	192.27%	155.04%	120.09%	106.63%	69.19%
Oberon Council (Group 10)	143.94%	224.78%	214.45%	165.91%	124.18%	133.70%
Yass Valley (Group 11)	107.56%	111.79%	130.93%	18.67%	39.70%	79.81%
NSW Average	86.55%	93.18%	94.59%	79.65%	76.94%	N/A
Group 10 Average	99.06%	91.63%	120.58%	93.77%	79.30%	79%

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%.

	2018	2017	2016	2015	2014	2013
Upper Lachlan (Group 10)	2.94%	3.35%	2.36%	2.23%	3.21%	2.79%
Blayney (Group 10)	2.07%	2.20%	2.23%	2.28%	4.50%	5.57%
Oberon Council (Group 10)	8.31%	7.67%	7.88%	7.48%	6.98%	8.12%
Yass Valley (Group 11)	4.07%	4.02%	5.75%	5.77%	8.95%	7.58%
NSW Average	4.58%	4.36%	8.07%	4.42%	4.79%	5.44%
Group 10 Average	7.45%	7.77%	9.88%	6.50%	7.27%	9.20%

Financial Performance

Operating Result

The Operating Performance Ratio is a surplus result for the past four financial years from 2015 to 2018 as seen in the below graph:-



Unrestricted Current Ratio

Ratio of current assets to liabilities. A ratio of greater than 1.50 indicates healthy liquidity.



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 Tablelands Regional 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:-

- The NSW Premier's Priorities in Action;
- Southern Tablelands Regional Economic Development Strategy 2018-2022;
- Destination Southern NSW Destination Management Plan 2018-2020;
- Long Term Financial Plan;
- Infrastructure Plan;
- Workforce Plan;
- Upper Lachlan Tourism Strategic Plan 2020;
- Upper Lachlan Local Environmental Plan 2010;
- Upper Lachlan Section 94 Development Contributions Plan 2007;
- Upper Lachlan Section 94A Development Contributions Plan 2012;
- Upper Lachlan Section 64 Development Servicing Plans (Water Supply Schemes and Sewerage Schemes) 2008;
- Upper Lachlan State of Environment Report;
- Upper Lachlan Social and Community Plan;
- Upper Lachlan 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 2019-2021.

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

Council's Strategic Planning Framework

Community Strategic Plan

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

Strategies

Delivery Program

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

Activities (Programs and Projects)

Operational Plan

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

*This Delivery Program is designed to coincide with the term of the Council (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>*This is a shared Council / Government action</p> <p>Strategy EC1 - Capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment.</p> <p>Strategy EC2 - Jointly develop appropriate tourism opportunities and promote the region as a destination.</p> <p>Strategy EC3 - Support and foster conditions that enable local and small/home-based businesses to grow.</p> <p>Strategy EC5 - 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>*This is a shared Council / Government action</p> <p>Strategy IN1 - Develop high speed rail links between the region, Canberra, Sydney and Melbourne.</p> <p>Strategy IN2 - Improve public transport links to connect towns within the region and increase access to major centres.</p> <p>Strategy IN3 - Maintain and improve road infrastructure and connectivity.</p> <p>Strategy IN4 - Maintain and update existing community facilities, and support the development of new community infrastructure as needed.</p> <p>Strategy IN7 - Secure improvements for, and future proof, telecommunications infrastructure.</p>
3	Reducing domestic violence	Regional Strategic Pillar 1 – Community	<p>*This is a State Government action</p> <p>Strategy CO3 - 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>*This is a State Government action</p>
5	Tackling childhood obesity	Regional Strategic Pillar 1 – Community	<p>*This is a State Government action</p> <p>Strategy CO1 - 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>*This is a State Government action</p> <p>Strategy IN9 - 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>*This is a State Government action</p> <p>Strategy CO3 - 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>*This is a State Government action</p>
9	Driving public sector diversity	Regional Strategic Pillar 5 – Civic Leadership	<p>*This is a shared Council / Government action</p> <p>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.</p> <p>Strategy CL4 - 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>*This is a shared Council / Government action</p> <p>Strategy EN1 - Protect and enhance the existing natural environment, including flora and fauna native to the region.</p> <p>Strategy EN2 - Adopt environmental sustainability practices.</p> <p>Strategy EN3 - Protect and rehabilitate waterways and catchments.</p> <p>Strategy EN4 - Maintain a balance between growth, development and environmental protection through sensible planning.</p> <p>Strategy EN5 - To investigate and implement approaches to reduce our carbon footprint.</p>
11	Faster housing approvals	Regional Strategic Pillar 2 – Environment	<p>*This is a shared Council / Government action</p> <p>Strategy EN4 - 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>*This is a shared Council / Government action</p> <p>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.</p> <p>Strategy IN7 - Secure improvements for, and future proof, telecommunications infrastructure.</p> <p>Strategy EC1 - Capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment.</p> <p>Strategy EC4 - Foster and develop a diverse, adaptive, and innovative agricultural industry.</p>



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.

COMMUNITY SURVEYS

Council engaged Piazza Research to conduct an inaugural 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 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.

Following on from the initial community survey, Piazza Research completed a new survey in 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.

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

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 took 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 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, Tablelands Way and Grabine Road reconstruction and upgrade to facilitate economic benefits to the region.
- 14) Progressively bitumen seal all classified roads; i.e. unsealed regional road MR241 Rye Park-Dalton Road.

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) Leadership and commitment to integrated planning and reporting (IP&R).



L-R: Mayor John Stafford and former Member for Goulburn Hon. Pru Goward MP at Kiamma Creek.



L-R: Mayor John Stafford, Deputy Mayor John Searl, General Manager John Bell and Federal Member for Hume Angus Taylor MP at the former ‘Devil’s Elbow’ corner on MR52 Grabben Gullen Road.

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

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
1.1 - Support the retention of medical and health care facilities in the towns.	Support medical practitioners by facilitation of available community buildings for health care service provision.	Director of 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.	2019 - 2022
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.	2019 - 2022
1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Implementation of actions identified in the Social and Community Plan, Cultural Plan and Ageing Strategy.	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.	2019 - 2022
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.	2019/2020

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
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.	2019 - 2022
1.6 - Protect significant heritage sites to preserve the diverse history of the Shire.	Heritage sites receiving funding over three year program.	Director of Environment and Planning	Strategy 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 2019 - 2022
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 Infrastructure	Strategy CO5 - Maintain our rural lifestyle. 6. Resilient and adaptable communities.	2019/2020
1.8 - Manage and upgrade Council's public buildings and community centres.	Preparation and review of Council buildings and strategy on future arrangements in consultation with appropriate Section 355 Committees.	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.	2019/2020
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.	2019 - 2022

REGIONAL CSP STRATEGIC PILLAR NO. 2 - ENVIRONMENT

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
2.1 - Address environmental degradation issues, i.e. noxious weeds control.	Review of Biosecurity Management Strategy.	Director of Environment and Planning	Strategy EN2 - Adopt environmental sustainability practices. 3. A healthy natural environment.	2019/2020
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.	2019/2020
2.3 - Promote use of green and renewable energy.	Council promote alternate energy source initiatives.	Director of Environment and Planning	Strategy EN5 - To investigate and implement approaches to reduce our carbon footprint. 3. A healthy natural environment.	2019 - 2022
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.	Annual funding 2019 - 2022
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.	2019 - 2022

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 2019 – 2022
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.	Annual program 2019 – 2022
3.3 - Encourage sustainable population growth and provision of associated infrastructure.	1. Implementation of Southern Tablelands Regional Economic Development Strategy (REDS). 2. Implementation of local Business and Economic Development Strategic Plan dovetails into REDS priorities.	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.	2019/2020
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.	2019 – 2022
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.	Annual program 2019 – 2022
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.	2019 – 2022

REGIONAL CSP STRATEGIC PILLAR NO. 4 – INFRASTRUCTURE

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
4.1 - Improve local road and regional road transport networks.	Manage road assets to ensure public safety. Road Hierarchy reviewed and reported to Council. Pavement rehabilitation regional roads.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 7. Responsible and efficient use of resources.	2019 - 2022
4.2 - Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Asset Management Plans and Asset Strategies by each Asset Class are developed and recommendations implemented.	Director of Infrastructure	Strategy 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.	2019/2020
4.3 - Bitumen sealing all urban streets in towns.	Prepare 4 year road capital works program budget and review works priorities annually.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 1. A built environment enhancing the lifestyle of a diverse community.	2019 - 2022
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 Infrastructure	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.	3 year program 2019/2020
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 Infrastructure	Strategy IN7 - Secure improvements for, and future proof, telecommunications infrastructure. 1. A built environment enhancing the lifestyle of a diverse community.	2019 - 2022
4.6 - Improve water supply and sewerage facilities to towns.	Implement town water supply and sewerage improvement programs.	Director of Infrastructure	Strategy IN5 - Ensure high quality water supply options for the towns in the region. 2. A healthy natural environment.	2019 - 2022

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
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 Crookwell landfill/waste centre and the village waste transfer stations to ensure compliance with EPA guidelines.	Director of Infrastructure	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.	2018/2019 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 Infrastructure	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.	2019 - 2022
4.9 - Develop new and upgrade existing footpaths and cycleway networks.	Implementation of the Pedestrian Access and Mobility Plan (PAMP) to create links to community services in conjunction with NSW Government Stronger Country Communities Fund program.	Director of Infrastructure	Strategy 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.	2018 - 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 Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 2. A healthy natural environment.	2019 - 2022
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 Infrastructure	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.	2019 – 2022

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
4.12 - Flood Risk Management Plans created for Crookwell Gunning, Taralga and Collector.	Implementation of Flood Risk Management Plan recommendations.	Director of Environment and Planning and Director of Infrastructure	Strategy EN4 - Maintain a balance between growth, development and environmental protection. 4. A prosperous economy with the balanced use of our land.	2018/2019 and future years
4.13 Transport link priority projects to State Parks including the Wombeyan Caves Road, Tablelands Way and Grabine Road reconstruction and upgrade to facilitate economic benefits to the region.	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 Infrastructure	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.	2019 - 2022
4.14 Progressively bitumen seal all classified roads; i.e. unsealed regional road MR241 Rye Park-Dalton Road.	Reductions in classified roads gravel sections. Improvement in road network condition rating to ensure public safety. Lobby other levels of government for grant funding.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 7. Responsible and efficient use of resources.	2019 - 2022

REGIONAL CSP STRATEGIC PILLAR NO. 5 – CIVIC LEADERSHIP

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Timeframe
5.1 - Participate in resource sharing initiatives.	Report projects to Council every year. Achieve annualised \$ savings through participation in Canberra Region Joint Organisation projects and Central West NSW Joint Organisation procurement contracts.	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, annually 2019 - 2022
5.2 - Lobby other levels of Government for increased share of funding distribution.	NSW Government implement a 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.	2019 - 2022
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.	2019 - 2022
5.4 - Leadership and commitment to integrated planning and reporting (IP&R).	Council’s IP&R documents clearly articulate the Council’s direction across all strategy platforms and performance management efficiency is evident to the community.	General Manager	Strategy CL1 - Effect resourceful and respectful leadership and attentive representation of the community. 8. Transparent and accountable governance.	Reviewed annually 2019 - 2022

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	Consideration of implementing a Special Rate Variation	<ol style="list-style-type: none"> 1. Notify community of intention to apply for SRV 2. Community consultation and engagement 3. Notify IPART of intention to apply 4. Submit application to IPART 5. Fund infrastructure renewal of its road network assets 	<p>Commencement in 2021</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"> 1. Procurement Roadmap - Arc Blue 2. Review Procurement Action Plan and policies 3. Implement internal audit recommendations for Procurement and Contract Management. 	<p>Utilisation of LGP Vendor Panel and TenderLink</p> <p>Canberra Region Joint Organisation (CRJO) 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"> 1. Maintain existing high standard rating for road works in Contractor Performance Report 2. RMCC Benchmarking 	<p>RMS rating maintained satisfactory or better</p> <p>RMCC commenced in 2008</p> <p>State Roads Works Orders projects comply with RMS compliance program</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"> 1. Review pricing structures for private works which are in demand at profitable rates 2. Cost of service is transparent and in accordance with the National Competition Policy Guidelines 	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

Objective	Strategies	Actions	Key milestones	Outcome	Impact on other measures
1. Implement best practice asset management reporting	Asset Management Improvement Program	<ol style="list-style-type: none"> Review Asset Management and Risk Plan, strategies and policies Review of Council Infrastructure Plan – define community service level set by Council for asset maintenance 	<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"> Review Council Borrowings/Loans Policy Council Long Term Financial Plan priority bridge replacement schedule 	<p>Commencing loan financing arrangements with Financial Institutions</p> <p>Utilise NSW Government borrowings scheme funding</p>	<p>Capital investment in asset renewal programme</p> <p>\$ savings on interest proportion of new borrowings</p> <p>Loans programmed incorporated into LTFP to replace timber bridges 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"> 1. Review Risk Management Plan and Policy 2. Review Safe Work Method Statements for high risk priorities 	<p>Risk Management Action Plan (RAMP) approved and adopted by Council annually by June</p> <p>Safe Work Method Statements reported to WH&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"> 1. Review of Council Infrastructure Plan 2. Recommendations from Grant Thornton Building and Asset internal audit. 	Condition Report prepared for Council owned building assets and maintenance action plan approved	<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 in Local Government Professionals Australia (LGPA) – Performance Excellence Program Report	<ol style="list-style-type: none"> 1. Identify trend analysis of operational cost centres and functional service areas of Council 2. Performance tool for benchmarking by senior management of operational efficiencies of individual cost centres 	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 (CRJO)	<ol style="list-style-type: none"> 1. Implementation of a CRJO Strategic Plan 2. CRJO Strategic Plan aligned with Quadruple Bottom Line principles 3. Intergovernmental collaboration; i.e. ACT Government and State Government 	<p>Implementation after Pilots, JO commence in July 2018</p> <p>Formulation of an effective and efficient governance structure to oversee implementation, review and evaluation in CRJO</p> <p>CBR branding to support tourism and economic development throughout the region</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"> 1. Develop program of service reviews, with a focus on those services of greatest cost to the organisation 2. Update the Four Year Delivery Program to incorporate the service review program 3. Implement program annually 4. Report outcomes through the 6 Month Delivery Program report and update Long Term Financial Plan annually to reflect any savings or changes 	<p>Program established and Delivery Program updated</p> <p>6 Monthly Delivery Program Report to include service review progress and outcomes</p> <p>Annual update of Council's Long Term Financial Plan</p> <p>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"> • Ongoing alignment with community priorities • The services are delivering the outcomes, such as customer satisfaction, service levels • Opportunities for improvements, alternate service delivery methods , or changes to service levels 	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"> 1. Enhanced use of technology in the area of staff remote and on-line customer access 2. Implement a Unified Telecommunications solution 3. Customer Request Management System (CRM) 	<p>Establishment of Development Assessment (DA) Tool</p> <p>Implementation of Integrated United Telecommunications System</p>	<p>Online DA lodgment system operational in 2019</p> <p>Telecommunication System - reduction in costs and ability to streamline internal and external communications</p> <p>CRM on-line system integrated by June 2019</p>	The Efficiency Benchmark will be achieved and enhanced through this program

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL EXPENDITURE BUDGET - 2019/2020 to 2022/2023
Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
<u>GENERAL FUND</u>					
1.COMMUNITY					
<i>Emergency Services and Fire Protection</i>					
<i>Animal Control</i>					
Crookwell Pound - Impounding Yard Improvements (Sec. 94 Funded)		3,000			3,000
<i>Health Services, Medical Centres, Aged, Disabled and Community Services</i>					
Health Services, Medical Centres - (Internal Painting Crookwell Health Cottage)				60,000	60,000
<i>Public Libraries</i>					
Crookwell and Gunning Libraries - Computers and Printers	8,800	9,000	9,500	10,000	37,300
Crookwell and Gunning Libraries - Laptop & Data Projector	5,000				5,000
Crookwell and Gunning Libraries - Office Equipment, Furniture & Fittings	5,000		5,000		10,000
Gunning Library - Roof Replacement and Structural Repairs	15,000	57,000			72,000
<i>Public Halls, Cultural Services, Community Centres and Museums</i>					
Bigga Memorial Hall - Water Tank Replacement	4,000				4,000
Gunning Court House - Disabled Access Ramp	40,000				40,000
Pye Cottage Museum - Rewire Electrical System to Meet Australian Standards	8,000				8,000
Tuena Hall Recreation Area - Access Ramp to Disabled Toilets	22,000				22,000
Crookwell Memorial Hall - Paint Awning		2,000			2,000
Tony Foley Centre - Painting & Toilet Upgrade (transfer from reserve)		15,000			15,000
Crookwell Memorial Hall - Crookwell Historical Society - Internal Painting			10,000		10,000
Binda Hall - Exterior Painting			20,000		20,000
Tuena Hall Recreation Area - Toilet Block & RV Dump Point			125,000		125,000

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL EXPENDITURE BUDGET - 2019/2020 to 2022/2023
Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
<i>Sporting Grounds and Parks and Gardens</i>					
<i>Swimming Pools</i>					
Crookwell Swimming Pools - Replace Chemical Dosing System			15,000		15,000
Gunning Swimming Pool - Water Filtration Renewal				60,000	60,000
Gunning Swimming Pool Improvements		10,000			10,000
Gunning Swimming Pools - Replace Chemical Dosing System			20,000		20,000
Crookwell & Gunning Swimming Pools Capital Plan (consultancy and implementation)	30,000				30,000
Crookwell & Gunning Swimming Pools - Fencing		35,000			35,000
Total Community Expenditure	137,800	131,000	204,500	130,000	603,300
<u>GENERAL FUND</u>					
2. ENVIRONMENT					
<i>Town Planning and Development Control</i>					
Gas Pipeline Feasibility Study	100,000				100,000
<i>Housing</i>					
Staff Accommodation Capital Replacements/Improvements (3 Houses)	15,000	15,000	15,000	15,000	60,000
<i>Environmental Systems and Protection</i>					
<i>Noxious Weeds Control</i>					
GPS Units	2,000			2,000	4,000
Spray Pumps	8,000				8,000
<i>Building Control</i>					
Administration Offices - Fob Keys and Software Upgrade	3,000				3,000
Total Environment Expenditure	128,000	15,000	15,000	17,000	175,000

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL EXPENDITURE BUDGET - 2019/2020 to 2022/2023
Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
<u>GENERAL FUND</u>					
3. ECONOMY					
<i>Financial Services</i>					
Loans - Principal Reduction (Former Crookwell Loan 168 - Finalised 6/4/2021)	28,100	30,700			58,800
Loans - Principal Reduction (Bridges Loan 172 - Finalised 23/12/2024)	110,300	120,000	130,500	142,000	502,800
Loans - Principal Reduction - Future Loans	69,200	105,300	131,700	147,000	453,200
<i>Administration and Corporate Support</i>					
Crookwell Administration Office - Disabled Ramp to Main Reception	50,000				50,000
Taralga Community Service Centre - External Painting & Repairs			20,000		20,000
<i>Information Technology</i>					
IT - Windows Office 2016 Upgrade	38,400				38,400
IT - Software - (Acrobat & Antivirus, etc.)	12,200	12,800	13,400	14,100	52,500
IT - Hardware 24 x PCs + 1 x Laptop + 2 x IT PCs	61,300	50,600	53,100	55,800	220,800
IT - Replace (UPS) Equipment (incl Phones & Microwave units)	23,000		12,000		35,000
IT - Replace Printers	5,300	5,600	5,900	6,200	23,000
IT - Additional Monitors	3,000		2,000		5,000
IT - Network Improvements	15,000	7,500	8,000	8,400	38,900
IT - Network Improvements - Emergency Network Switch	32,000	15,000	15,000	15,000	77,000
IT - Design Engineer & Trainees 1 PC for Civilcad	5,200		5,500		10,700

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL EXPENDITURE BUDGET - 2019/2020 to 2022/2023
Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
<i>Information Technology (cont.)</i>					
IT - Servers Replacement/Upgrade	25,000	100,000		25,000	150,000
IT - Servers Memory Upgrades	5,000	5,000	5,000	5,000	20,000
IT - VEEM Software	3,000				3,000
IT - SAN - Storage for Production Virtual Server 22TB	55,000				55,000
IT - Smart Phones (5) - iPhones - Management & Mayor	1,500	1,500	10,000	1,500	14,500
IT - iPads Replacements	10,200	8,600	8,700	8,700	36,200
IT - Smart Phones - (12 Replacements 2021/2022)	20,250	18,077	18,619	19,177	76,123
IT - Telephone System Handset Additions & Replacements	5,000	5,000	5,000	5,000	20,000
IT - Hardware - A2 Printer/Scanner	15,700				15,700
IT - Electronic Stamping Software for Online Lodgement	9,000				9,000
IT - Authority Upgrade to 7.1		45,000		50,000	95,000
IT - Public WiFi - Crookwell Visitor Information Centre		5,000			5,000
IT - Wifi Network Improvements		23,000			23,000
IT - External Tape Backup			15,000		15,000
IT - Data Projectors Replacement			7,500		7,500
IT - Microwave Redundancy Units			12,000		12,000
<i>Caravan Parks</i>					
Crookwell - Renew Electrical Switchboard & Water Supply Upgrade	30,000				30,000
<i>Tourism Promotion and Business</i>					
Total Economy Expenditure	632,650	558,677	478,919	502,877	2,173,123

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL EXPENDITURE BUDGET - 2019/2020 to 2022/2023
Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
<u>GENERAL FUND AND DWM FUND</u>					
4. INFRASTRUCTURE					
<i>Roads, Bridges, Cycleways, Footpaths and Kerb and Guttering</i>					
<i>Urban Local Roads</i>					
<u>Urban Unsealed Rd - Road Reconstruction and Sealing</u>					
Yass Street - (Park Street to Copeland Street) - Gunning	40,000				40,000
Church & Hill Streets - Taralga		40,000			40,000
2022 Project (to be determined)			40,000		40,000
2023 Project (to be determined)				40,000	40,000
<u>Urban Sealed Rd - Road Pavement Rehabilitation</u>					
Robertson Lane - (Park Street to East Street) - Crookwell	310,000				310,000
Roberts Street - (Goulburn Street to Robertson Street) - Crookwell		180,000			180,000
Bond Street - (Grosvenor Street to Biala Street) - Gunning		100,000			100,000
Biala Street - (Waratah Street to Adams Street) - Gunning			200,000		200,000
Warrataw Street - (Cullivan Street to Lerida Street) - Gunning			130,000		130,000
King Road - Crookwell				350,000	350,000
Urban Sealed Roads - Bitumen Resealing	110,000	120,000	130,000	140,000	500,000

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL EXPENDITURE BUDGET - 2019/2020 to 2022/2023
Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
<i>Roads to Recovery</i> 2019/2020 Roads to Recovery Program \$1,203,046 - Gravel Resheeting - \$492,437 - Rural Sealed Roads - Pavement Rehabilitation & Reseal - \$270,000 - Grabine Road - \$200,000 - Timber Bridge Replacement - \$NIL New 5 year program from 1 July 2019 \$1,203,046 per annum.					
Roads to Recovery - Local Roads Gravel Resheeting Program	733,046	1,094,719	1,094,719	1,094,719	4,017,203
Brayton Road	27,000				
Castle Hill Rd	27,000				
Clarevale Rd	13,500				
Fish River Road	15,301				
Fullerton Road	27,000				
Glenerin Rd	29,359				
Gorham Lane	29,531				
Greenmantle Road	27,000				
Jerrong Road	1,499				
Julong Road	27,000				
Julong Road	27,000				
Lost River Road	27,000				
Maryvale Rd	54,000				
Mt Rae Road	27,000				
Oolong Rd	40,500				
Pejar Road	27,000				
Pudman Ck Rd	27,000				
Redground Heights	14,555				
Redground Road	27,000				
Rhyanna Road	27,000				
Rugby Rd	17,779				
Rugby Rd	27,000				
Rugby Rd	3,432				
Sapphire Road	27,590				
Sapphire Road	27,000				

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL EXPENDITURE BUDGET - 2019/2020 to 2022/2023
Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
<i>Roads to Recovery - Local Roads Gravel Resheeting Program (cont.)</i>					
Towrang Road	27,000				
Tyrl Tyrl Road	27,000				
Walkoms Lane	27,000				
Wheeo Road	27,000				
<u>Roads to Recovery - Rural Sealed Road Pavement Rehabilitation</u>					
Sapphire Road (MR52 end)	270,000				270,000
Roads to Recovery - Grabine Road Construction - R2R Funding	200,000				200,000
<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)	200,000				200,000
Grabine Road Construction - Total of \$3.5m over 2 years (Total \$3.5m - Growing Local Economy Fund Grant \$3.3m & ULSC \$200k)	1,121,500	1,678,500	700,000		3,500,000
<u>Gravel Resheeting Rural Local Roads (Transfer from Sec. 94 Reserve)</u>	400,000	250,000	250,000	250,000	1,150,000
<u>Roads Scheduled for Gravel Resheeting</u>					
Bannister Lane	28,000				
Collector Rd	96,500				
East Street	15,265				
Fish River Road	11,699				
Glenerin Rd	11,141				
Harley Road	56,000				
Holloways Road	28,000				
Jerrara Road	28,250				
Jerrong Road	25,501				
Redground Heights	12,445				
Rugby Rd	46,289				
Sapphire Road	12,910				
Snipe Flat Road	28,000				

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL EXPENDITURE BUDGET - 2019/2020 to 2022/2023
Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
<i>Rural Local Roads (cont.)</i>					
Rural Local Sealed Road - Bitumen Resealing (30 year cycle)	500,000	520,000	540,000	560,000	2,120,000
Rural Local Sealed Road - Pavement Rehabilitation Gurrundah Road (Friars Hill)		280,000	280,000		560,000
Rural Local Road - Bannaby Road - Crash Barrier (20/21 investigation & 21/22 construction)		30,000	120,000		150,000
Rural Local Sealed Road - Pavement Rehabilitation Breadalbane Road		181,000			181,000
Rural Local Sealed Road - Pavement Rehabilitation Roslyn Road			150,000		150,000
Rural Local Sealed Road - Pavement Rehabilitation Gurrundah Road (Walwa to Wandonga)				200,000	200,000
Rural Local Sealed Road - Pavement Rehabilitation Jerrawa Road (Carnells Lane to Young Street)				600,000	600,000
Rural Local Road - Safety Improvements	25,000	25,000	25,000	25,000	100,000
<i>Regional Roads</i>					
Resealing Program (RMS Block Grant Funded)	427,000	430,000	435,000	440,000	1,732,000
Boorowa Road MR248W - Shoulder Improvements & Guardrail (100% Grant Funded) (\$495,537 NSW Safer Roads Program Grant Funded)	495,537				495,537
Reconstruction - MR258 - Wombeyan Caves Road Total project cost \$5,028,000 / Growing Local Economies Fund Grant \$2,428,000 / Building Better Regions Fund Grant \$2,500,000 / Council \$100,000	1,278,000	2,000,000	1,750,000		5,028,000
Rehabilitation - MR248E - Laggan Road (Part Grant Funded) (\$311,000 RMS REPAIR Grant Funded/\$311,000 Council Funded/\$123,000 RMS 3x3 Grant Funded)	745,000	745,000			1,490,000
Rehabilitation - MR52 (near gas pipeline) (Part Grant Funded) (\$311,000 RMS REPAIR Grant Funded/\$311,000 Council Funded/\$123,000 RMS 3x3 Grant Funded)			745,000		745,000
Rehabilitation - MR241 - Dalton Road (3km from railway bridge) (Part Grant Funded) (\$311,000 RMS REPAIR Grant Funded/\$311,000 Council Funded/\$123,000 RMS 3x3 Grant Funded)				745,000	745,000
Higher Productivity Heavy Vehicles Network Enhancements (Block Grant Funded)	85,700	200,000	200,000	200,000	685,700
Heavy Vehicle - Livestock Loading Access & Tree Trimming (Block Grant Funded)	50,000	50,000	50,000	50,000	200,000
Intersection Renewal MR52 (100% Council Funded)		100,000	100,000	100,000	300,000
Grabben Gullen Rd MR52 - Blackspot Program	389,450				389,450
<i>Regional Roads Timber Bridge Replacement Program</i>					
MR 248E - Timber Bridge Replacement - Kiamma Creek (Restart NSW Grant (State Govt.) \$531,230 / Federal Bridges Renewal Program Grant \$450,000 / Block Grant \$81,230)	1,062,460				1,062,460

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL EXPENDITURE BUDGET - 2019/2020 to 2022/2023
Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
Local Roads Bridge Program					
Crookwell River Bridge (Woodville Road) - 50% Bridge Renewal Grant/50% Loan	589,721				589,721
Diamond Creek Bridge (Kangaloolah Road) - 50% Bridge Renewal Grant/50% Loan	1,121,007				1,121,007
No.1 Crookwell River Bridge - Julong Road - 100% Loan Funded	340,000				340,000
Peelwood Creek Bridge (Peelwood Road) - 100% Loan Funded		1,793,400			1,793,400
No. 2 Peelwood Road Bridge (near Kangaloolah Rd intersection) - 100% Loan Funded		205,000			205,000
Crookwell River Bridge - Julong Road - 100% Loan Funded			1,537,200		1,537,200
Footpaths and Cycleways					
Traffic & Transport Cycleway Program - Carrington Street Crookwell - Northcott St to Tait St (100% Council funded)	20,000				20,000
Traffic & Transport Cycleway Program - Carrington Street Crookwell - Laggan Rd to Crookwell River (100% RMS funded)	40,000				40,000
Footpath/Cycleway Capital Renewal Program (100% ULSC Funded)	20,000	20,000	20,000	20,000	80,000
Kerb and Guttering					
Kerb & Gutter Design - King Rd - (Laggan Road to Crown Street)	60,000				60,000
Kerb & Gutter - King Rd - (High School back gate to Crown Street on high school side)			300,000		300,000
Kerb & Gutter - King Rd - (Laggan Road to High School back gate on high school side)				480,000	480,000
Kerb and Gutter Rehabilitation - Colyer Street (Memorial Oval to Wade Street)	50,000	50,000			100,000
Kerb & Gutter - Orchard St (near RFS Shed & North pub)			100,000		100,000
Kerb & Gutter Capital Renewal Program (100% ULSC Funded)			100,000	100,000	200,000
Kerb & Gutter - Clifton Street & Laggan Road				200,000	200,000
Other Infrastructure					
Towns & Villages Streetscape Investigation & Program	150,000	150,000	150,000	150,000	600,000
School - Rural Bus Stops - (Grant Funded)	30,000	30,000	20,000	20,000	100,000
Traffic & Parking Study and Plan	60,000				60,000

UPPER LACHLAN SHIRE COUNCIL
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CAPITAL EXPENDITURE BUDGET - 2019/2020 to 2022/2023
Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
<i>Waste Centres, Rubbish Tips and Street Cleaning</i>					
Gunning Landfill Design & Investigation	50,000				50,000
Gunning Transfer Station - New Attendant Hut	15,000				15,000
Village Transfer Stations Upgrades	20,000	20,000			40,000
Village Landfill Remediation		50,000	50,000		100,000
<i>Public Cemeteries</i>					
Stonequarry Cemetery - Columbarium (s94 Funded)	10,000				10,000
<i>Stormwater and Drainage</i>					
Goulburn Street Crookwell - Gross Pollutant Trap (funded from Stormwater Levy Reserve)		180,000			180,000
Carr Street Crookwell - Detention Basin Works - (FRMP - Measure 6&7)		200,000			200,000
Denison Street Crookwell - Detention Basin Works - (FRMP - Measure 6&7) (Carr St & Denison St contingent on grant funding)			867,000		867,000
<i>Public Conveniences and Amenities</i>					
<i>Engineering, Purchasing and Works Supervision</i>					
<i>Plant and Equipment Operations</i>					
Motor Vehicle Net Replacement Cost - (see Motor Vehicle Schedule)	222,600	349,000	293,500	400,900	1,266,000
Heavy Plant Fleet Net Replacement Cost - (see Plant Schedule)	653,000	1,032,000	903,000	707,000	3,295,000
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)	493,000			435,000	928,000
Total Infrastructure Expenditure	12,391,021	12,107,619	11,284,419	7,311,619	43,094,678

UPPER LACHLAN SHIRE COUNCIL
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CAPITAL EXPENDITURE BUDGET - 2019/2020 to 2022/2023
Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
<u>WATER SUPPLY FUND</u>					
<i>Crookwell Water Supply Fund</i>					
Loan Principal Reduction (Former Crookwell Loan 163W - Finalised 24/4/2022)	60,400	64,800	69,600		194,800
Mains Replacement - General	150,000	150,000	150,000	150,000	600,000
Water Treatment Plant - Concrete Pavement	30,000				30,000
Water Treatment Plant - Chlorine Storage Shed	10,000				10,000
Water Quality Improvements	60,000				60,000
Water Treatment Plant - Solar System 99Kw		137,000			137,000
Computer Replacement Manager of Operations (Laptop)		2,100			2,100
Motor Vehicle- Net Repl. Cost - (see Motor Vehicle Schedule)		22,500			22,500
Computer Replacement Water Treatment Plant (PC)				2,000	2,000
<i>Gunning Water Supply Fund</i>					
Mains Replacement	60,000	60,000	60,000	60,000	240,000
Storage Dam - Aeration System	57,000				57,000
<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)	13,300	14,000	15,150	16,100	58,550
Mains Replacements	50,000	50,000	50,000	50,000	200,000
Emergency Backup Well Connections	20,000				20,000
Total Water Supply Services Expenditure	540,700	530,400	374,750	308,100	1,753,950

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL EXPENDITURE BUDGET - 2019/2020 to 2022/2023
Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
<u>SEWERAGE FUND</u>					
<i>Crookwell Sewerage Fund</i>					
Loan Principal Reduction (Former Crookwell Loan 163S - Finalised 24/4/2022)	38,400	41,200	44,300		123,900
Sewerage Pumping Station Upgrades/ pump replacements	10,000	10,000	10,000	10,000	40,000
Mandatory EPA Audit Improvements	20,000				20,000
Emergency Backup Generator	93,500				93,500
Replacement of Baffle Wall in Maturation Pond	91,200				91,200
Aeration of Holding Pond - EAT Tank & Sludge Ponds		105,000			105,000
New Sludge Lagoon		150,000			150,000
Sewer Main Rehabilitation / Renewal		100,000		100,000	200,000
Decommission trickling filter plant		400,000			400,000
Geo Tube for Sludge Drying		7,500		7,500	15,000
Sewerage Treatment Plant Mechanical and Electrical Replacements			10,000		10,000
Computer Replacement Sewer Fund STP (Laptop)			2,100		2,100
Motor Vehicle Net Repl. - (see Motor Vehicle Schedule)				25,200	25,200
<i>Gunning Sewerage Fund</i>					
Sewerage Treatment Plant - Odour Control System	47,000				47,000
Sewerage Treatment Plant - Shipping Container & Location Pad	7,000				7,000
Pump Stations - Replace Manhole Cover	12,000				12,000
Sewer Main Rehabilitation / Renewal		80,000		80,000	160,000
<i>Taralga Sewerage Fund</i>					
Loan Principal Reduction (Loan 170 - Finalised 9/2/2037)	3,100	3,300	3,500	3,700	13,600
Sewerage Treatment Plant - Storage Shed	27,000				27,000
Sewerage Treatment Plant - Land - Boundary Adjustment Acquisitions	25,000				25,000
Sewerage Treatment Plant - Construct Sludge Lagoon	25,000	150,000			175,000
Sewer Main Rehabilitation / Renewal		25,000		25,000	50,000
Total Sewerage Services Expenditure	399,200	1,072,000	69,900	251,400	1,792,500

UPPER LACHLAN SHIRE COUNCIL
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CAPITAL EXPENDITURE BUDGET - 2019/2020 to 2022/2023
Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
<u>GENERAL FUND</u>					
5. CIVIC LEADERSHIP					
<i>Real Estate Development</i>					
Total Civic Leadership Expenditure	0	0	0	0	0
Total Capital Works Expenditure	14,229,371	14,414,696	12,427,488	8,520,996	49,592,551
<u>Capital Works Funding by Fund:-</u>					
General Fund Expenditure	12,796,471	12,812,296	11,982,838	7,526,496	45,118,101
DWM Fund Expenditure	493,000	0	0	435,000	928,000
Water Supply Funds Expenditure	540,700	530,400	374,750	308,100	1,753,950
Sewerage Funds Expenditure	399,200	1,072,000	69,900	251,400	1,792,500
Total of All Funds Expenditure	14,229,371	14,414,696	12,427,488	8,520,996	49,592,551
<u>Capital Works Funding by Source:-</u>					
Transfer from Reserves	493,000	180,000	0	435,000	1,108,000
Section 94/64	410,000	283,000	270,000	270,000	1,233,000
Grants and Contributions - Capital	5,701,577	4,089,500	3,528,000	311,000	13,630,077
Loans and Borrowings	1,195,868	1,998,400	1,537,200	0	4,731,468
Total Capital Works Funded by Capital Income	7,800,445	6,550,900	5,335,200	1,016,000	20,702,545
Grants and Contributions - Operating	1,969,976	1,747,719	1,652,719	1,657,719	7,028,133
Recurrent Revenue	4,458,950	6,116,077	5,439,569	5,847,277	21,861,873
Total Capital Works Funding	14,229,371	14,414,696	12,427,488	8,520,996	49,592,551

**UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2019/2020 to 2022/2023
Grants and Contributions Provided for Capital Purposes**

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
<u>GENERAL FUND</u>					
1.COMMUNITY					
<i>Emergency Services and Fire Protection</i>					
<i>Animal Control</i>					
Crookwell Pound - Impounding Yard Improvements (Transfer from Sec. 94 Reserve)		\$3,000			\$3,000
<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>					
<i>Swimming Pools</i>					
Total Community Income	\$0	\$3,000	\$0	\$0	\$3,000

**UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2019/2020 to 2022/2023
Grants and Contributions Provided for Capital Purposes**

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
<u>GENERAL FUND</u>					
2. ENVIRONMENT					
<i>Town Planning and Development Control</i>					
Gas Pipeline Feasibility Study	\$100,000				\$100,000
<i>Section 94 - Development Contributions</i>					
Open Space	\$25,100	\$25,900	\$26,700	\$27,500	\$105,200
Bushfire	\$22,900	\$23,600	\$24,300	\$25,000	\$95,800
Community Facilities/Amenities	\$45,900	\$47,300	\$48,700	\$50,200	\$192,100
Roads/Traffic Construction	\$316,900	\$326,400	\$336,200	\$346,300	\$1,325,800
Extractive Industries	\$10,000	\$10,300	\$10,600	\$10,900	\$41,800
Plan Administration	\$5,600	\$5,800	\$6,000	\$6,200	\$23,600
<i>Housing</i>					
<i>Environmental Systems and Protection</i>					
<i>Noxious Weeds Control</i>					
<i>Building Control</i>					
Total Environment Income	\$526,400	\$439,300	\$452,500	\$466,100	\$1,884,300

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2019/2020 to 2022/2023
Grants and Contributions Provided for Capital Purposes

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
<u>GENERAL FUND</u>					
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>					
Total Economy Income	\$0	\$0	\$0	\$0	\$0

**UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2019/2020 to 2022/2023
Grants and Contributions Provided for Capital Purposes**

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
<u>GENERAL FUND AND DWM FUND</u>					
4. INFRASTRUCTURE					
<i>Roads, Bridges, Cycle ways, Footpaths and Kerb and Guttering</i>					
<i>Urban Local Roads</i>					
<i>Rural Local Roads</i>					
Grabine Road Construction - Total of \$1.6m over 4 Years (Tranche 2 Special Grant - 50% Funding \$800,000 2016/2017 to 2019/2020)	\$200,000				\$200,000
Grabine Road Construction - Total of \$3.5m over 3 Years (Total \$3.5m - Growing Local Economy Fund Grant \$3.3m & ULSC \$200k)	\$1,054,500	\$1,611,500	\$634,000		\$3,300,000
Gravel Resheeting Roads (Transfer from Sec. 94 Reserve)	\$400,000	\$250,000	\$250,000	\$250,000	\$1,150,000
<i>Regional Roads</i>					
Boorowa Road MR248W - Shoulder Improvements & Guardrail (100% NSW Safer Roads Program)	\$495,537				\$495,537
Reconstruction - MR258 - Wombeyan Caves Road Total project cost \$5,028,000 / Growing Local Economies Fund Grant \$2,428,000 / Building Better Regions Fund Grant \$2,500,000 / Council \$100,000	\$1,245,000	\$1,967,000	\$1,716,000		\$4,928,000
Rehabilitation - MR248E - Laggan Road (Part REPAIR Grant Funded)	\$311,000	\$311,000			\$622,000
Rehabilitation - MR52 (near gas pipeline) (Part Grant Funded)			\$311,000		\$311,000
Rehabilitation - MR241 - Rye Park Road (100% Black Spot Grant Funded)				\$311,000	\$311,000
Rehabilitation - MR52 (near gas pipeline) (50%RMS REPAIR funded)					
Grabben Gullen Rd MR52 - Blackspot Program	\$389,450				\$389,450
<i>Regional Roads Timber Bridge Replacement Program</i>					
MR 248E - Timber Bridge Replacement - Kiamma Creek (Restart NSW Grant (State Govt.) \$531,230 / Federal Bridges Renewal Program Grant \$450,000 / Block Grant \$81,230)	\$981,230				\$981,230

**UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2019/2020 to 2022/2023
Grants and Contributions Provided for Capital Purposes**

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
Local Roads Bridge Program					
Crookwell River (Woodville Road) - 50% Bridge Renewal Grant/50% Loan	\$589,721				\$589,721
Diamond Creek Bridge (Kangaloolah Road) - 50% Bridge Renewal Grant/50% Loan	\$1,121,007				\$1,121,007
No.1 Crookwell River Bridge (Julong Road)	\$340,000				\$340,000
No. 2 Peelwood Road (near Kangaloolah Rd intersection)		\$205,000			\$205,000
Peelwood Creek Bridge (Peelwood Road)		\$1,793,400			\$1,793,400
Crookwell River Bridge - Julong Road			\$1,537,200		\$1,537,200
(All Local Roads Bridges are currently 100% Loan Funded)					
Footpaths and Cycleways					
Traffic & Transport Cycleway Program - Carrington Street Crookwell - Laggan Rd to Crookwell	\$40,000				\$40,000
Kerb and Guttering					
Other Infrastructure					
School - Rural Bus Stops - (Grant Funded)	\$30,000	\$30,000	\$20,000	\$20,000	\$100,000
Waste Centres, Rubbish Tips and Street Cleaning					
Public Cemeteries					
Stonequarry Cemetery - Columbarium (s94)	\$10,000				
Stormwater and Drainage					
Goulburn Street Crookwell - Gross Pollutant Trap (funded from Stormwater Levy Reserve)		\$180,000			\$180,000
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
Public Conveniences and Amenities					
Engineering, Purchasing and Works Supervision					
Plant and Equipment Operations					

**UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2019/2020 to 2022/2023
Grants and Contributions Provided for Capital Purposes**

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
<i>Domestic Waste Management (DWM)</i>					
Section 94 Contribution - Garbage Disposal and Facilities	\$16,000	\$16,500	\$16,500	\$16,500	\$65,500
DWM Plant - Net Replacement Cost (Transfer from Reserve)	\$493,000			\$435,000	\$928,000
Total Infrastructure Income	\$7,716,445	\$6,564,400	\$5,351,700	\$1,032,500	\$20,655,045
WATER SUPPLY FUND					
<i>Crookwell Water Supply Fund</i>					
Water Section 64 Development Contributions	\$27,400	\$28,200	\$29,000	\$29,900	\$114,500
<i>Gunning Water Supply Fund</i>					
Water Section 64 Development Contributions	\$16,200	\$16,700	\$17,200	\$17,700	\$67,800
<i>Dalton Water Supply Fund</i>					
Water Section 64 Development Contributions	\$2,300	\$2,400	\$2,500	\$2,600	\$9,800
<i>Taralga Water Supply Fund</i>					
Water Section 64 Development Contributions	\$9,900	\$10,200	\$10,500	\$10,800	\$41,400
Total Water Supply Services Income	\$55,800	\$57,500	\$59,200	\$61,000	\$233,500

**UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2019/2020 to 2022/2023
Grants and Contributions Provided for Capital Purposes**

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
SEWERAGE FUND					
<i>Crookwell Sewerage Fund</i>					
Sewerage Section 64 Development Contributions	\$21,800	\$22,500	\$23,200	\$23,900	\$91,400
<i>Gunning Sewerage Fund</i>					
Sewerage Section 64 Development Contributions	\$8,700	\$9,000	\$9,300	\$9,600	\$36,600
<i>Taralga Sewerage Fund</i>					
Sewerage Section 64 Development Contributions	\$5,800	\$6,000	\$6,200	\$6,400	\$24,400
Total Sewerage Services Income	\$36,300	\$37,500	\$38,700	\$39,900	\$152,400
<u>GENERAL FUND</u>					
5. CIVIC LEADERSHIP					
<i>Real Estate Development</i>					
Roads to Recovery - Rural Sealed Road Pavement Rehabilitation					
Sapphire Road (MR52 end)	\$0	\$0	\$0	\$0	\$0
Total Capital Grants and Contributions Income, Transfers from Reserves & Loans					
	\$8,334,945	\$7,101,700	\$5,902,100	\$1,599,500	\$22,938,245

**UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2019/2020 to 2022/2023
Grants and Contributions Provided for Capital Purposes**

Job Description	Budget Estimate 2019/2020	Budget Estimate 2020/2021	Budget Estimate 2021/2022	Budget Estimate 2022/2023	Total 4 Year Delivery Program
<u>Direct Funding Towards Capital Works</u>					
Total Transfers from Reserves	\$493,000	\$180,000	\$0	\$435,000	\$1,108,000
Total Section 94/64 Transfers from Reserve	\$410,000	\$283,000	\$270,000	\$270,000	\$1,233,000
Total Loans	\$1,195,868	\$1,998,400	\$1,537,200	\$0	\$4,731,468
Total Capital Grants and Contributions Income	\$5,701,577	\$4,089,500	\$3,528,000	\$311,000	\$13,630,077
Total Direct Funding Towards Capital Works	\$7,800,445	\$6,550,900	\$5,335,200	\$1,016,000	\$20,702,545
Total Section 94/64 Contributions Received - Not Funding This Years Capital Works	\$534,500	\$550,800	\$566,900	\$583,500	\$2,235,700
Total Capital Grants and Contributions Income, Transfers from Reserves & Loans	\$8,334,945	\$7,101,700	\$5,902,100	\$1,599,500	\$22,938,245

Loan Estimates 2019/2020

Interest	Accrual to	Interest pmts per loan repayment schedule			Accrual to	Total Interest
Loan #	30/06/2019	Pmt. 1	Pmt. 2	Next Pmt.	30/06/2020	2019/2020
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
Principal	Bal	Principal pmts per loan repayment schedule			Balance	Variance
Loan #	1/07/2019	Pmt. 1	Pmt. 2	Total Pmts.	30/06/2020	
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
Proposed Loans						
Interest	Accrual to	Interest pmts per loan repayment schedule			Accrual to	Total Interest
Loan #	30/06/2019	Pmt. 1	Pmt. 2	Next Pmt.	30/06/2020	2019/2020
Bridges Oval	0.00	21,428.00	20,916.15	20,393.03	0.00	42,344.15
Bridges 2020			34,862.38	34,246.71	0.00	34,862.38
	0.00	21,428.00	55,778.53	54,639.74	-	77,206.53
Principal	Bal	Principal pmts per loan repayment schedule			Balance	Variance
Loan #	1/07/2019	Pmt. 1	Pmt. 2	Total Pmts.	30/06/2020	
Bridges Oval	974,000.00	23,777.92	24,301.04	48,078.96	925,921.04	
Bridges 2020	2,050,728.00		36,215.81	36,215.81	2,014,512.19	
	3,024,728.00	67,607.92	148,540.85	84,294.77	2,940,433.23	
Summary						
	Interest	Principal	Total			
Total General Fund	142,350.72	222,692.91	365,043.63			
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	197,007.25	337,864.45	534,871.70			

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 Oval	0.00	20,393.03	19,858.41	19,312.02	0.00	40,251.44
Bridges 2020	0.00	34,246.71	33,620.57	32,983.79	0.00	67,867.28
Bridges 2021		19,860.49	19,984.00	19,866.78	0.00	39,844.49
	0.00	74,500.23	73,462.98	72,162.59	-	147,963.21

Principal	Bal	Principal pmts per loan repayment schedule			Balance	Variance
Loan #	1/07/2020	Pmt. 1	Pmt. 2	Total Pmts.	30/06/2021	
Bridges Oval	925,921.04	24,835.66	25,382.05	50,217.71	875,703.33	
Bridges 2020	2,014,512.19	36,831.48	37,457.62	74,289.10	1,940,223.09	
Bridges 2021	1,998,400.00	11,623.25	11,722.10	23,345.35	1,975,054.65	
	4,938,833.23	205,878.39	207,692.77	147,852.16	4,790,981.07	

Summary	Interest	Principal	Total
Total General Fund	200,780.58	298,518.40	499,298.98
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	246,915.99	421,735.53	668,651.52

Loan Estimates 2021/2022

Interest	Accrual to	Interest pmts per loan repayment schedule			Accrual to	Total Interest
Loan #	30/06/2021	Pmt. 1	Pmt. 2	Next Pmt.	30/06/2022	2021/2022
172 168A Finished	(837.68)	21,899.39	19,151.86	16,286.18	622.97	40,836.53
	(837.68)	21,899.39	19,151.86	16,286.18	622.97	40,836.53
163A	(906.24)	2,475.26	1,266.08		-	2,835.10
163A	(576.06)	1,573.41	804.79		-	1,802.14
	(1,482.30)	4,048.67	2,070.87	0.00	0.00	4,637.24
	0.00	0.00	0.00	0.00	0.00	0.00
170	(2,441.78)	3,129.61	3,072.63	3,013.78	2,367.97	6,128.43
170	(10,455.11)	13,400.21	13,156.20	12,904.21	10,139.02	26,240.32
	(12,896.89)	16,529.82	16,228.83	15,917.99	12,506.99	32,368.75
	(15,216.87)	42,477.88	37,451.56	32,204.17	13,129.96	77,842.52

Principal	Bal	Principal pmts per loan repayment schedule			Balance	Variance
Loan #	1/07/2021	Pmt. 1	Pmt. 2	Total Pmts.	30/06/2022	
172 168A Finished	509,288.14	63,896.09	66,643.62	130,539.71	378,748.42	0.00
	509,288.14	63,896.09	66,643.62	130,539.71	378,748.42	
163A	69,616.67	34,203.89	35,412.78	69,616.67	0.00	0.00
163A	44,252.82	21,741.95	22,510.86	44,252.81	0.01	-0.00
	113,869.49	55,945.84	57,923.64	113,869.48	0.01	
	0.00	0.00	0.00	0.00	0.00	
170	95,531.59	1,739.51	1,796.50	3,536.01	91,995.58	0.00
170	409,041.69	7,448.15	7,692.15	15,140.30	393,901.39	0.00
	504,573.28	9,187.66	9,488.65	18,676.31	485,896.97	
	1,127,730.91	129,029.59	134,055.91	263,085.50	864,645.40	0.00

Proposed Loans

Interest	Accrual to	Interest pmts per loan repayment schedule			Accrual to	Total Interest
Loan #	30/06/2021	Pmt. 1	Pmt. 2	Next Pmt.	30/06/2022	2021/2022
Bridges Oval	0.00	19,312.02	18,753.62	18,182.93	0.00	38,065.64
Bridges 2020	0.00	32,983.79	32,336.19	31,677.57	0.00	65,319.98
Bridges 2021	0.00	19,866.78	19,748.39	19,628.81	0.00	39,615.17
Bridges 2022			15,372.00	15,265.89	0.00	15,372.00
	133,131.00	205,845.59	265,178.20	264,459.20	158,372.79	158,372.79

Principal	Bal	Principal pmts per loan repayment schedule			Balance	Variance
Loan #	1/07/2021	Pmt. 1	Pmt. 2	Total Pmts.	30/06/2022	
Bridges Oval	875,703.33	25,940.45	26,511.14	52,451.59	823,251.74	
Bridges 2020	1,940,223.09	38,094.40	38,742.00	76,836.40	1,863,386.69	
Bridges 2021	1,975,054.65	11,839.32	11,957.71	23,797.03	1,951,257.62	
Bridges 2022	1,537,200.00		10,611.39	10,611.39	1,526,588.61	
	6,328,181.07	209,557.17	266,790.24	163,696.41	6,164,484.66	

Summary	Interest	Principal	Total
Total General Fund	199,209.32	294,236.12	493,445.45
Total Domestic Waste Fund	0.00	0.00	0.00
Total Crookwell Water	2,835.10	69,616.67	72,451.77
Total Taralga Water	26,240.32	15,140.30	41,380.62
Total Crookwell Sewer	1,802.14	44,252.81	46,054.95
Total Taralga Sewer	6,128.43	3,536.01	9,664.44
Total All Funds	236,215.31	426,781.91	662,997.23

Loan Estimates 2022/2023

Interest	Accrual to	Interest pmts per loan repayment schedule			Accrual to	Total Interest
Loan #	30/06/2022	Pmt. 1	Pmt. 2	Next Pmt.	30/06/2023	2022/2023
172	(622.97)	16,286.18	13,297.28	10,179.86	389.39	29,349.89
	(622.97)	16,286.18	13,297.28	10,179.86	389.39	29,349.89
163A Finished						
163A Finished						
	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00
170	(2,367.97)	3,013.78	2,969.22	2,874.87	2,271.31	5,886.34
170	(10,139.02)	12,904.21	12,713.43	12,309.45	9,725.15	25,203.76
	(12,506.99)	15,917.99	15,682.65	15,184.32	11,996.45	31,090.10
	(13,129.96)	32,204.17	28,979.93	25,364.18	12,385.85	60,439.99

Principal	Bal	Principal pmts per loan repayment schedule			Balance	Variance
Loan #	1/07/2022	Pmt. 1	Pmt. 2	Total Pmts.	30/06/2023	
172	378,748.42	69,509.30	72,498.20	142,007.50	236,740.93	0.00
	378,748.42	69,509.30	72,498.20	142,007.50	236,740.93	
163A Finished						
163A Finished						
	0.00	0.00	0.00	0.00	0.00	
	0.00	0.00	0.00	0.00	0.00	
170	91,995.58	1,855.35	1,899.91	3,755.26	88,240.32	0.00
170	393,901.39	7,944.14	8,134.92	16,079.06	377,822.33	0.00
	485,896.97	9,799.49	10,034.83	19,834.32	466,062.65	
	864,645.39	79,308.79	82,533.03	161,841.82	702,803.58	0.00

Proposed Loans

Interest	Accrual to	Interest pmts per loan repayment schedule			Accrual to	Total Interest
Loan #	30/06/2016	Pmt. 1	Pmt. 2	Next Pmt.	30/06/2023	2022/2023
Bridges Oval	0.00	18,182.93	17,599.68	17,003.61	0.00	35,782.61
Bridges 2020	0.00	31,677.57	31,007.75	30,326.57	0.00	62,685.32
Bridges 2021	0.00	19,628.81	19,508.04	19,386.06	0.00	39,136.85
Bridges 2022	0.00	15,265.89	15,158.71	15,050.46	0.00	30,424.60
	42,551.00	69,489.31	68,115.47	66,716.24	45,107.00	137,604.78

Principal	Bal	Principal pmts per loan repayment schedule			Balance	Variance
Loan #	1/07/2022	Pmt. 1	Pmt. 2	Total Pmts.	30/06/2023	
Bridges Oval	823,251.74	27,094.39	27,690.46	54,784.85	768,466.89	
Bridges 2020	1,863,386.69	39,400.62	40,070.43	79,471.05	1,783,915.64	
Bridges 2021	1,951,257.62	12,077.29	12,198.06	24,275.35	1,926,982.27	
Bridges 2022	1,526,588.61	10,717.50	10,824.68	21,542.18	1,505,046.43	
	6,164,484.66	89,289.80	90,783.63	180,073.43	5,984,411.23	

Summary	Interest	Principal	Total
Total General Fund	166,954.67	322,080.93	489,035.59
Total Domestic Waste Fund	0.00	0.00	0.00
Total Crookwell Water	0.00	0.00	0.00
Total Taralga Water	25,203.76	16,079.06	41,282.82
Total Crookwell Sewer	0.00	0.00	0.00
Total Taralga Sewer	5,886.34	3,755.26	9,641.60
Total All Funds	198,044.77	341,915.25	539,960.01

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	320,000	2009	\$252,000	\$65,000	\$37,859	\$187,000	\$27,141
DWM	New		New Garbage Truck			\$493,000			\$493,000	
G	432	AH58CH	Caterpillar 140H Motor Grader	11,500	2006	\$388,000	\$105,000	\$58,525	\$283,000	\$46,475
G	575	BL53DE	Bomag BW216D-4 Vibrating Roller	5,800	2011	\$172,000	\$45,000	\$59,169	\$127,000	(\$14,169)
G	704	37402D	Kubota ZD326P 60" Mower	1,000	2014	\$30,000	\$12,000	\$12,000	\$18,000	
G	705	37403D	Kubota ZD326P 60" Mower	1,000	2014	\$25,000	\$7,000	\$13,965	\$18,000	(\$6,965)
G	New		Forklift (Gunning Depot)			\$20,000			\$20,000	
			Total Heavy Plant & Equipment			\$1,380,000	\$234,000	\$181,518	\$1,146,000	\$52,482

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	756	CN03FJ	Toyota Kluger (General Manager)	60,000	2017	\$60,000	\$27,000	\$31,644	\$33,000	(\$4,644)
G	770	CP52YA	Holden Colorado (C Hart)	90,000	2018	\$44,600	\$22,000	\$15,149	\$22,600	\$6,851
G	600	BQ74QY	Toyota Hilux Tipper (Parks & Gardens)	80,000	2012	\$31,000	\$10,000	\$2,503	\$21,000	\$7,497
G	695	BZ85LE	Holden Colorado 4x4 (S Bill)	110,000	2014	\$40,000	\$13,000	\$4,508	\$27,000	\$8,492
G	722	CF04RO	Holden Colorado 4x4 (D Dunley)	100,000	2016	\$40,000	\$18,000	\$12,569	\$22,000	\$5,431
G	731	CH61PO	Subaru Forester (C Smart)	80,000	2016	\$34,800	\$13,000	\$12,519	\$21,800	\$481
G	743	CH19PO	Isuzu Dmax 4WD (R Gay)	95,000	2016	\$43,000	\$15,000	\$14,792	\$28,000	\$208
G	730	CI32ES	Toyota Prado (DWO)	110,000	2016	\$50,200	\$27,000	\$15,149	\$23,200	\$11,851
G	751	CJ62XX	Isuzu Dmax 4WD (G Nicholson)	90,000	2017	\$40,000	\$16,000	\$22,359	\$24,000	(\$6,359)
			Total Motor Vehicles			\$383,600	\$161,000	\$131,192	\$222,600	\$29,808

FUND SUMMARY

Fund		Fund		Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G		General Fund		\$1,270,600	\$395,000	\$312,711	\$875,600	\$82,289
W		Water Fund		\$0	\$0	\$0	\$0	\$0
S		Sewer Fund		\$0	\$0	\$0	\$0	\$0
DWM		Domestic Waste Fund		\$493,000	\$0	\$0	\$493,000	\$0
		Total All Funds		\$1,763,600	\$395,000	\$312,711	\$1,368,600	\$82,289

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	AZ70LU	Kubota L4310 Tractor S/H		2004	\$50,000	\$10,000		\$40,000	
G	541	CD75MB	Komatsu GD 555-3 Motor Grader		2010	\$409,000	\$80,000		\$329,000	
G	572	BK31ST	Isuzu FRR Crew Cab Tipper Truck		2011	\$137,000	\$35,000		\$102,000	
G	573	BK33ST	Isuzu FRR Crew Cab Tipper Truck		2011	\$137,000	\$35,000		\$102,000	
G	473	AQ33HK	Volvo BL71 Backhoe Loader		2007	\$198,000	\$34,000		\$164,000	
G	583	N/A	Toro Ride on Mower		2009	\$6,000	\$1,000		\$5,000	
G	489	AQ78UG	UD CW385 Water Cart		2007	\$327,000	\$75,000		\$252,000	
G	567	BJ05GE	Fuso FE83DE Canter Tipper Truck		2010	\$85,000	\$20,000		\$65,000	
G	560	BH75NQ	Isuzu NPT 300 Tipper Truck		2010	\$91,000	\$20,000		\$71,000	
G	468	BB07VJ	Isuzu FRR500 Long Tipper Truck		2007	\$91,000	\$25,000		\$66,000	
			Total Heavy Plant & Equipment			\$1,531,000	\$335,000	\$0	\$1,196,000	\$0

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	778	CQ78ZQ	Nissan Navara (R Smith)		2018	\$45,400	\$20,000		\$25,400	
G	747	CH73PO	Subaru Outback (MOW)		2018	\$41,500	\$20,000		\$21,500	
G	789	CR60QF	Holden Trailblazer (W Dunstan)		2018	\$41,500	\$18,000		\$23,500	
G	769	CQ13SL	Isuzu D-Max (Works Sup)		2018	\$45,400	\$22,000		\$23,400	
W	744	CK26AF	Isuzu MU-X (MOO)		2018	\$41,500	\$19,000		\$22,500	
G	776	CQ22SL	KIA Sorento (T Dodson)		2018	\$51,200	\$22,000		\$29,200	
G	781	CQ98ZQ	Nissan X Trail (B Smithers)		2018	\$35,500	\$15,000		\$20,500	
G	753	CK37FP	Holden Colorado (R Johnson)		2017	\$38,000	\$15,000		\$23,000	
G	777	CP74YA	Holden Trailblazer (RMCC Officer)		2018	\$35,500	\$11,000		\$24,500	
G	725	CG12AW	Holden Colorado (Ranger)		2016	\$44,000	\$12,000		\$32,000	
G	691	BX19JU	Holden Colorado 2x4 (Workshop)		2014	\$37,000	\$10,000		\$27,000	
G	663	BT39DE	Nissan Narara Single Cab		2013	\$32,000	\$8,000		\$24,000	
G	664	BT38DE	Nissan Narara Single Cab		2013	\$32,000	\$8,000		\$24,000	
G	732	CH60PO	Subaru Forester (MOE&P)		2018	\$41,500	\$12,000		\$29,500	
G	758	CO81EX	Isuzu MU-X (MFA)		2017	\$41,500	\$20,000		\$21,500	
			Total Motor Vehicles			\$603,500	\$232,000		\$371,500	

UPPER LACHLAN SHIRE COUNCIL

HEAVY PLANT REPLACEMENT SCHEDULE - 2021/2022

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	500	AV07FD	Crown CD35C Forklift		2008	\$46,000	\$12,000		\$34,000	
G	519	AY73EX	Volvo BL71 Backhoe Loader		2008	\$200,000	\$30,000		\$170,000	
G	561	15471C	Hitachi ZX35U-3 Mini Excavator		2010	\$98,000	\$25,000		\$73,000	
G	586	BN21YF	Cat Ridger Tipper Truck		2011	\$272,000	\$65,000		\$207,000	
G	574	BN46KD	Isuzu Prime Mover		2011	\$137,000	\$45,000		\$92,000	
G	584	N/A	Ride on Mower		2011	\$8,000	\$1,000		\$7,000	
G	595	BP86XY	Cat 12M Motor Grader		2011	\$420,000	\$100,000		\$320,000	
			Total Heavy Plant & Equipment			\$1,181,000	\$278,000		\$903,000	

MOTOR VEHICLE REPLACEMENT SCHEDULE - 2021/2022

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)		2019	\$62,300	\$25,000		\$37,300	
G			Holden Colorado (C Hart)		2019	\$46,200	\$22,000		\$24,200	
G	782	CQ98ZQ	Nissan X Trail (Pool Car)		2018	\$36,200	\$12,000		\$24,200	
G	783	CR50QF	Subaru Forester (Pool Car F&A Tourism)		2018	\$36,200	\$12,000		\$24,200	
G	796	CR64XW	Subaru Forester (HRC)		2018	\$36,200	\$10,000		\$26,200	
G	779	CQ79ZQ	Nissan Navara (T Alchin)		2018	\$46,200	\$21,000		\$25,200	
G	748	CJ59XU	Toyota Hilux (M Hattam)		2016	\$30,000	\$10,000		\$20,000	
G	739	CJ53KO	Toyota Hilux (Rodney Smith)		2016	\$38,000	\$11,000		\$27,000	
G	766	CP02KN	Nissan Pathfinder (DFA)		2018	\$52,200	\$22,000		\$30,200	
G			Holden Colorado 4x4 (S Poidevin)		2018	\$40,000	\$12,000		\$28,000	
G	721	CG13AW	Holden Colorado 4x4 (T Knight)		2016	\$42,000	\$15,000		\$27,000	
			Total Motor Vehicles			\$465,500	\$172,000		\$293,500	

UPPER LACHLAN SHIRE COUNCIL

HEAVY PLANT REPLACEMENT SCHEDULE - 2022/2023

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	760	75061D	Hustler Z Diesel Mower		2017	\$26,000	\$7,000		\$19,000	
G	762	75062D	Hustler Z Diesel Mower		2017	\$26,000	\$7,000		\$19,000	
G	651	78862D	Volvo BL71 Backhoe Loader		2012	\$208,000	\$35,000		\$173,000	
G	592	78868D	Komatsu PC220LC-8 Excavator		2012	\$350,000	\$90,000		\$260,000	
G	737	49392D	Toro Z Master 60" Mower		2016	\$26,000	\$5,000		\$21,000	
G	673	78865D	Dynapac CA4600D Vibrating Roller		2013	\$180,000	\$45,000		\$135,000	
G	670	Z00664	Dog Tipping Trailer Johnston (with 586)		2013	\$90,000	\$10,000		\$80,000	
DWM	693	CA36UI	Volvo Garbage Truck		2014	\$495,000	\$60,000		\$435,000	
			Total Heavy Plant & Equipment			\$1,401,000	\$259,000		\$1,142,000	

MOTOR VEHICLE REPLACEMENT SCHEDULE - 2022/2023

Fund	Plant No.	Rego Number	Current Vehicle	kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G			Nissan Navara (R Smith)		2020	\$47,000	\$22,000		\$25,000	
G			Subaru Outback (MOW)		2020	\$43,200	\$20,000		\$23,200	
G			Holden Trailblazer (W Dunstan)		2020	\$43,200	\$18,000		\$25,200	
S			Isuzu MU-X (MOO)		2020	\$43,200	\$18,000		\$25,200	
G			Nissan X Trail (B Smithers)		2020	\$36,900	\$17,000		\$19,900	
G			Holden Trailblazer (RMCC Officer)		2020	\$36,900	\$18,000		\$18,900	
G			Subaru Forester (MOE&P)		2020	\$43,200	\$17,000		\$26,200	
G			Toyota Prado (DWO)		2019	\$53,200	\$27,000		\$26,200	
G			Subaru Forester (C Smart)		2019	\$36,900	\$13,000		\$23,900	
G			Isuzu Dmax 4WD (R Gay)		2019	\$45,000	\$15,000		\$30,000	
G			Toyota Prado (DWO)		2019	\$52,200	\$27,000		\$25,200	
G			Isuzu D-Max (Works Sup)		2020	\$47,000	\$22,000		\$25,000	
G	752	CJ63XX	Isuzu D-Max (Mick Jones)		2017	\$36,000	\$12,000		\$24,000	
G	765	CP14EP	Holden Colorado (Mark Brown)		2018	\$38,000	\$15,000		\$23,000	
G	773	CQ00ZR	Holden Colorado (Darren Storrier)		2018	\$40,000	\$16,000		\$24,000	
G	774	CQ75ZQ	Toyota Prado (Mayor)		2018	\$53,200	\$22,000		\$31,200	
G	792	CR70QF	Holden Colorado 4WD (E Croker)		2018	\$45,000	\$15,000		\$30,000	
			Total Motor Vehicles			\$740,100	\$314,000		\$426,100	