

**TABLELANDS REGIONAL  
COMMUNITY STRATEGIC PLAN  
END OF TERM REPORT  
NOVEMBER 2021**



## Mayoral Message



It is with great pleasure that I present the End of Term Report for 2016-2021 for Upper Lachlan Shire Council. I would like to thank the community, fellow Councillors, the General Manager and all Council staff for their valuable contribution in helping to improve the infrastructure in our community and working with each other to develop a strong well-connected community.

The Regional Community Strategic Plan contained the following:-

- A Vision Statement for the community;
- High level objectives to be achieved over the 20 years; and
- Strategies that will achieve the objectives.

In the past five years we have experienced major transformation in local government with changes to the planning system and Local Government Act, NSW Government instigated council mergers, floods and bushfire natural disasters, whilst dealing with a worldwide COVID-19 public health pandemic incorporating state border lockdowns and health order restrictions impacting on our way of life.

Council has worked in partnership with other levels of government and this has provided the ability to deliver significant services and outcomes to our community. Council has demonstrated unwavering commitment to these projects through the approval, funding and construction stages to achieve major benefit for our Shire.

Over the past five years this Council has leveraged off the work of the previous council to further expand services delivery in the following areas; the promotion of the Upper Lachlan Shire LGA and region as a tourism destination; addressed transport issues related to improvement of the Shire's roads network and replacement of old timber bridges, improvement in the town water supply at Crookwell, provision of new recreational assets within the towns and villages and undertaken a towns and villages streetscape improvement and beautification program.

The Upper Lachlan Shire is a vibrant and growing region, with a strong community at its core. As a community we have accomplished many great achievements as outlined in this End of Term Report, with your help we can continue to provide services and facilities that achieve Our Vision: *to build and maintain sustainable communities while retaining the region's natural beauty* and achieve Council's Mission: *To provide services and facilities to enhance the quality of life and economic viability within the Council area.*

A handwritten signature in black ink that reads "Cl. John Stafford". The signature is written in a cursive, flowing style.

**Cl. John Stafford**  
**Mayor, Upper Lachlan Shire Council**

## Executive Summary

This report is prepared in accordance with the requirements of the integrated planning and reporting legislation and guidelines from the Office of Local Government (OLG). The diagram below of the Integrated Planning and Reporting framework shows the various plans and how they interact.



In accordance with Section 428(2), of the Local Government Act 1993, an End of Term Report on Council's progress in implementing the Community Strategic Plan (CSP) during its term has been prepared. The focus of this report is on initiatives that Council has direct influence over, and utilises a range of performance assessments methods identified in its integrated planning and reporting documents.

On 16 February 2017, after public consultation, community engagement and public exhibition period, Council adopted the Tablelands Regional Community Strategic Plan 2016-2036. This report provides Council's performance outcomes in implementing the Community Strategic Plan strategies for each one of Our Strategic Pillars for Council's operations during the Council term of September 2016 to November 2021.

## Elected Representatives



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Note: Two elected Councillors (R Opie and R Cummins) resigned during the term of Council.



Former Mayor Cl Brian McCormack (2016-2018) and Mayor John Stafford (2018-2021)

## Our Strategic Pillars

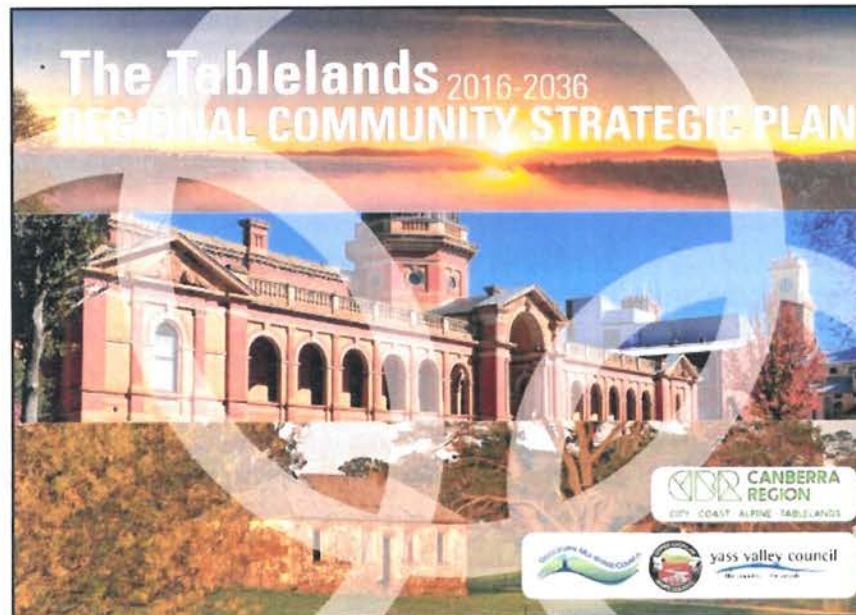
The Tablelands Regional Community Strategic Plan 2016-2036 (CSP) was a joint initiative of Upper Lachlan Shire Council, Yass Valley Council and Goulburn Mulwaree Council. Contained within the CSP and supporting plans are Our Strategic Pillars. Within each of the five Pillars there are desired community goals represented as strategic priorities. Council provides the following services under each Pillar:-

1. **OUR COMMUNITY:** 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, Parks and Gardens and Public Spaces;
  - Public Libraries; and
  - Emergency Services and Fire Protection.
  
2. **OUR ENVIRONMENT:** 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 and Biosecurity Control; and
  - Food Control and Inspections.
  
3. **OUR ECONOMY:** 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. **OUR INFRASTRUCTURE:** Our community is well serviced and connected to built, social and communications infrastructure. The principal activities are:-
  - Roads, Bridges, Cycleway, 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
- Sewer services.

5. **OUR CIVIC LEADERSHIP:** 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:-
- Governance.

The three councils prepared a joint Community Engagement Strategy and Communications Plan to support the development of the Tablelands Regional Community Strategic Plan 2016-2036. The CSP was developed after holding community meetings in Crookwell, Gunning and Taralga in November 2016, supported by an on-line survey and youth specific survey. There was also extensive consultation by Council, with a community satisfaction survey in 2015 and again in March 2019 and community outreach meetings held in towns and villages in the Shire. This process identified the community's priorities and expectations and allowed Council to plan strategies to achieve those goals.



The CSP Strategic Pillars are grouped into a Quadruple Bottom Line framework. The quadruple bottom line approach is as follows:-

<b>Aspirations</b>		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





**Upper Lachlan Shire Councillors and senior management team 2020 - 2021**

## **UPPER LACHLAN SHIRE AT A GLANCE**

Upper Lachlan Shire Council is located on the Southern Tablelands 45 kilometres west of Goulburn, 60 kilometres north of Canberra and 130 kilometres south-east of Bathurst and 200 kilometres south of Sydney. It is an area that is known for its fine wool and potato production, history and picturesque countryside. Despite its proximity to major centres, Upper Lachlan Shire is strongly rural in its character. Agricultural endeavour has been a feature of the economic and social fabric of the Shire. Upper Lachlan LGA has a land area of 7,127 square kilometres.

The population of Upper Lachlan Shire Council at June 2020 is 8,274 (source ABS Estimated Residential Population). In 2016, there were 2,641 people living in the major centre of Crookwell with the remaining living in the towns of Gunning (659 people) and Taralga (467 people). Council has villages including; Collector, Dalton, Binda, Bigga, Laggan, Jerrawa, Grabben Gullen, Breadalbane and Tuena.

In Upper Lachlan Shire, the largest industries by employment and share of the workforce, are as follows:-

- Rural Production
- Health and social care
- Retail trade
- Education and training
- Accommodation and food
- Construction and Building
- Local Government

The Shire consists of historical townships, Grabine State Recreation Park (Wyangala), Wombeyan Caves Park Reserve, Taralga Wildlife Park, Tablelands Way tourist drive, farm stay, bed and breakfast accommodation, wineries, fishing and other recreational facilities.

## **UPPER LACHLAN COMMUNITY SURVEY**

Piazza Research completed a telephone survey in February 2015. A total of 211 surveys were completed. This sample equates to 3% of the population in the Shire. The community survey findings demonstrated overall satisfaction with Council services was high with 68% of respondents being satisfied and 29% being dissatisfied. The detailed analysis overwhelming showed satisfaction with services provided by Council, however also showed age demographics where Council will need to further engage with the community where there is some dissatisfaction evident.


In March 2019 Piazza Research completed a follow up community survey. A total of 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. However, satisfaction levels with council services/functions had declined since the 2015 community survey.

## COMMUNITY ENGAGEMENT STRATEGY AND COMMUNICATIONS PLAN

All Councils are required to prepare and implement a Community Engagement Strategy for engagement with the local community in the review and development of the Regional Community Strategic Plan (CSP). A Community Engagement Strategy and Communications Plan was developed by consultant, Cardno NSW/ACT P/L, with input from the three participating councils and was adopted in February 2017. The purpose of the Community Engagement Strategy is to allow Council staff, Councillors, key stakeholders, ratepayers and community members to be active participants in the development the Regional CSP in accordance with the NSW integrated planning and reporting framework.

The Community Engagement Strategy and Communications Plan aspires to undertake all engagement with these underpinning principles:-

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

		INCREASING IMPACT ON THE DECISION 				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
	PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed; listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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The community engagement activities in Upper Lachlan Shire Council LGA, undertaken in November 2016, included:-

- On line Community Survey (50 survey responses) and On line Youth Survey (40 survey responses);
- Project Fact Sheets;
- Project Media Releases;
- Key stakeholder identification and engagement;
- Council website, and local media channels promotion and information dissemination;
- Councillors 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).

The Local Government Act states that the Community Strategic Plan must be based on the social justice principles of equity, access, participation and rights. This means that the Community Engagement Strategy and Communications Plan which informs the Regional CSP must also be based on these principles.

The Community Engagement Strategy identifies relevant stakeholder groups within the community and outline methods of engaging each group. These stakeholders are listed within the CSP. Stakeholders have been consulted and their perspectives are considered in conjunction with the social justice principles of equity, access, participation and rights.

To develop the community vision, target groups were identified as key stakeholders. Council maintains a database of community groups and invited these groups to participate in the community outreach meetings and community consultation survey process. Those groups come from varying demographic and geographic profiles within the community.

### **Risks to Community Engagement**

During the development of Council's Regional CSP, the following risks to public participation were identified:-

- Diversity is not represented;
- Lack of understanding of the CSP process and how it affects me;
- Being exclusive;
- Wrong facilitation and communication style;
- Inadequate participation.

Mitigation and management of these risks formed part of the project plan for both the Vision and the CSP.

### **Purpose**

The purpose of the Community Engagement Strategy and Communications Plan was to:-

- Establish standard methods of community engagement by Council;

- Ensure those processes are implemented by Council staff and where relevant by external consultants employed by Council;
- Ensure that relevant decision making takes account of outcomes acquired from such processes in conjunction with consideration of relevant legislative requirements and other Council policies; and
- Ensure, where appropriate, that the community is kept informed of decisions emanating from Community Engagement.



**Gunning Australia Day 2021 – John Shaw and Mayor Cl. Stafford, Cl. Kensit and Cl. Searl, General Manager Colleen Worthy**

## Progress on the Implementation of the Community Strategic Plan (2016 to 2021)

### CSP Strategy – Our Community

Strategy	Actions / KPIs	Performance Outcomes
<p>CO1</p> <ul style="list-style-type: none"> <li>Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport</li> </ul>	<ul style="list-style-type: none"> <li>Number of Health care and education services in each Council area</li> <li>Accessibility initiatives implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Council owned building premises are leased to Crookwell Health Care Centre and Gunning Medical Centre and private medical practices established</li> <li>Disability Inclusion Action Plan</li> <li>Council Access Committee established to address disability service issues</li> <li>NDIS service providers available</li> </ul>
<p>CO2</p> <ul style="list-style-type: none"> <li>Encourage and Facilitate active and creative participation in community life</li> </ul>	<ul style="list-style-type: none"> <li>Number of events run in the region and attendance numbers</li> <li>Number of community clubs, organisations, and groups supported</li> </ul>	<ul style="list-style-type: none"> <li>Community Directory maintained</li> <li>Community events supported including Taralga Australia Day Rodeo, Binda Picnic Races, Crookwell Potato Festival, Agricultural shows, Gunning Art Festival</li> <li>Library service in Crookwell and Gunning</li> <li>Gunning swimming pool upgraded</li> </ul>
<p>CO3</p> <ul style="list-style-type: none"> <li>Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community</li> </ul>	<ul style="list-style-type: none"> <li>Crime rate trends</li> <li>Beautification and community enhancement projects</li> </ul>	<ul style="list-style-type: none"> <li>Low crime rates in the Shire</li> <li>Rejuvenation of Clifton Park in Crookwell shared sport and recreation facility</li> <li>Kiamma Creek recreation reserve has had beautification and infrastructure work</li> </ul>
<p>CO4</p> <ul style="list-style-type: none"> <li>Recognise and celebrate our diverse cultural identities, and protect and maintain our community's natural and built cultural heritage</li> </ul>	<ul style="list-style-type: none"> <li>Number of heritage buildings and sites protected and enhanced</li> <li>Number of community cultural events</li> </ul>	<ul style="list-style-type: none"> <li>Heritage sites receiving funding over three year grant application program</li> <li>Cultural Plan, Ageing Strategy and Social and Community Plan funding initiatives</li> <li>Art Galleries, Art Festivals, Art Exhibitions and Art Groups active in shire</li> <li>Southern Tablelands Arts projects delivered</li> </ul>
<p>CO5</p> <ul style="list-style-type: none"> <li>Maintain our rural lifestyle</li> </ul>	<ul style="list-style-type: none"> <li>The change in average lot size over time</li> </ul>	<ul style="list-style-type: none"> <li>Planning Land Use Tables reviewed</li> <li>Rezoning proposals supported by council</li> </ul>

## CSP Strategy – Our Environment

Strategy	Actions / KPIs	Performance Outcomes
<p>EN1</p> <ul style="list-style-type: none"> <li>Protect and enhance the existing natural environment, including flora and fauna native to the region</li> </ul>	<ul style="list-style-type: none"> <li>Regular count of chosen indicator flora and fauna species to determine increase/decrease of their presence in the region</li> <li>Number of participants in Land for Wildlife and number of Landcare initiatives implemented</li> </ul>	<ul style="list-style-type: none"> <li>Pest control and animal management strategies utilised</li> <li>Maintenance of telemetry systems has ensured effective alarms operating at sewer system to protect environment</li> <li>Integrated water cycle management strategy being prepared</li> <li>Landcare Associations work with Council on tree planting programs, environmental projects and education programs</li> </ul>
<p>EN2</p> <ul style="list-style-type: none"> <li>Adopt environmental sustainability practices</li> </ul>	<ul style="list-style-type: none"> <li>Water, energy, vehicle use/emissions, and recycling measures</li> </ul>	<ul style="list-style-type: none"> <li>Domestic waste pickup service incorporates fortnightly recycling and green waste collections</li> <li>Contract with Endeavour Industries to recycle council cardboard and paper</li> <li>Sewer mains relined in past 3 years to minimise risk of sewer discharges</li> </ul>
<p>EN3</p> <ul style="list-style-type: none"> <li>Protect and rehabilitate waterways and catchments</li> </ul>	<ul style="list-style-type: none"> <li>Water quality reporting at key nominated sites</li> </ul>	<ul style="list-style-type: none"> <li>The expansion of waterways willow removal and land care catchment programs, i.e. Kiamma Creek</li> <li>Water sampling for towns reticulated water supplies and waste centres</li> </ul>
<p>EN4</p> <ul style="list-style-type: none"> <li>Maintain a balance between growth, development and environmental protection through sensible planning</li> </ul>	<ul style="list-style-type: none"> <li>Number of new industries and businesses in the region</li> <li>Population growth</li> </ul>	<ul style="list-style-type: none"> <li>Local Strategic Planning Statements (LSPS) prepared after community meeting engagement process</li> <li>LEP amendments prepared and lodged with Department of Planning, Industry and Environment for gateway approval</li> <li>Population growth average 1% annually</li> </ul>
<p>EN5</p> <ul style="list-style-type: none"> <li>To investigate and implement approaches to reduce our carbon footprint</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the Councils' carbon footprints</li> </ul>	<ul style="list-style-type: none"> <li>Council partnered with OEH NSW Government on an energy masterplan for council buildings</li> <li>Carbon credits for the street lighting replacement and conversion to LED</li> </ul>

## CSP Strategy – Our Economy

Strategy	Actions / KPIs	Performance Outcomes
<p>EC1</p> <ul style="list-style-type: none"> <li>Capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment</li> </ul>	<ul style="list-style-type: none"> <li>Number of businesses and industry within the region</li> </ul>	<ul style="list-style-type: none"> <li>Canberra Region branding and website completed</li> <li>Intergovernmental collaboration is continuing with ACT Government</li> <li>Building social media communities and rebranding the Southern Tablelands to position the region as an emerging tourism destination in conjunction with Destination NSW and Visit Canberra</li> </ul>
<p>EC2</p> <ul style="list-style-type: none"> <li>Jointly develop appropriate tourism opportunities and promote the region as a destination</li> </ul>	<ul style="list-style-type: none"> <li>Regional economic activity</li> <li>Accommodation occupancy</li> <li>New tourism product/s developed</li> <li>Tourism industry employment figures</li> <li>Tourism expenditure</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of Southern Tablelands Regional Economic Development Strategy (REDS) 2018-2022</li> <li>Upper Lachlan Economic Development Strategy has been completed</li> <li>Upper Lachlan Destination Guide developed for state-wide distribution</li> <li>Implemented the Tablelands Destination Development Plan 2020-2025</li> <li>Implemented Upper Lachlan Local Destination Action Plan</li> <li>Rail Trail project subject of grant funding application</li> </ul>
<p>EC3</p> <ul style="list-style-type: none"> <li>Support and foster conditions that enable local and small/home-based businesses to grow</li> </ul>	<ul style="list-style-type: none"> <li>Number of new small business registrations</li> <li>Regional economic development activity</li> </ul>	<ul style="list-style-type: none"> <li>Capital Country Tourism Visitor Profile</li> <li>Annual marketing campaign and industry e-news provides timely information and opportunities to business</li> <li>Tourism has worked proactively with local businesses on business promotion programs and COVID response</li> </ul>
<p>EC4</p> <ul style="list-style-type: none"> <li>Foster and develop a diverse, adaptive, and innovative agricultural industry</li> </ul>	<ul style="list-style-type: none"> <li>Km2 of productive agricultural land within the region</li> <li>Value of exports</li> <li>Number of businesses exporting</li> </ul>	<ul style="list-style-type: none"> <li>Provided financial support for new development proposal for an Australian Agriculture Centre in Crookwell</li> <li>Support Crookwell Potato Festival</li> <li>Support Linder's Socks export model</li> </ul>



<p>EC5</p> <ul style="list-style-type: none"> <li>Encourage collaboration between businesses, government, and training providers to develop employment and training opportunities for young people in the region</li> </ul>	<ul style="list-style-type: none"> <li>Monitor demographic information for the region</li> <li>Monitor youth employment and trainee/apprenticeship figures</li> <li>Regional tertiary/trades education enrolments</li> <li>Councils' trainee and apprenticeship programs</li> </ul>	<ul style="list-style-type: none"> <li>Support provided for establishment of Country University Centre at Goulburn TAFE</li> <li>Financial support to Goulburn and District Education Foundation</li> <li>Partnership with HVTC for Council employment of apprentices</li> <li>Advocate for education facilities from pre-school to high school to be retained in the Shire's towns</li> <li>Sponsorship provided for NSW Rural Doctors Network Bush Bursary Program for university student placements</li> </ul>
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## CSP Strategy – Our Infrastructure

Strategy	Actions / KPIs	Performance Outcomes
IN1 <ul style="list-style-type: none"> <li>• Develop high speed rail links between the region, Canberra, Sydney, and Melbourne</li> </ul>	<ul style="list-style-type: none"> <li>• Plan for a high speed rail to be provided to the region</li> </ul>	<ul style="list-style-type: none"> <li>• This initiative has not progressed. Lobbying of governments will continue</li> </ul>
IN2 <ul style="list-style-type: none"> <li>• Improve public transport links to connect towns within the region and increase access to major centres</li> </ul>	<ul style="list-style-type: none"> <li>• Increased public transport services within the region and to centres</li> </ul>	<ul style="list-style-type: none"> <li>• Public transport daily bus service is available from Goulburn to Crookwell</li> <li>• Council has completed new sealing road reconstruction work on State Road MR54 for the unsealed sections to Tuena</li> <li>• Road Blackspot rehabilitation projects to improve road safety, driveability and reduce accidents</li> </ul>
IN3 <ul style="list-style-type: none"> <li>• Maintain and improve road infrastructure and connectivity</li> </ul>	<ul style="list-style-type: none"> <li>• Overall improvement to road network condition</li> <li>• Councils' commitment to asset management planning</li> </ul>	<ul style="list-style-type: none"> <li>• Natural Disaster restoration works from flood events in 2016, 2020 and 2021</li> <li>• Large road rehabilitation and reconstruction projects completed (see projects completed list)</li> <li>• Timber Bridge Replacement Program accelerated to remove bridge load limit restrictions (see projects completed list)</li> <li>• Routine Maintenance Council Contract accreditation retained for MR54 work</li> <li>• Completed asset inspection and condition assessments</li> </ul>
IN4 <ul style="list-style-type: none"> <li>• Maintain and update existing community facilities, and support the development of new community infrastructure as needed</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of community facilities to towns and villages</li> <li>• Utilisation of community facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of Crookwell Memorial Oval sports complex and gymnasium building</li> <li>• COVID pandemic has impacted usage of community facilities in 2020 and 2021</li> <li>• Crookwell swimming pool closed 2020 season and site is being redeveloped in 2021 to construct a Multipurpose Aquatic and Activity Centre</li> <li>• Playgrounds upgraded, new outdoor gymnasiums in towns, new skate ramps</li> </ul>

		<ul style="list-style-type: none"> <li>and lighting facilities built for sportsgrounds in Crookwell and Gunning</li> <li>• New footpath/cycleway construction in Gunning, Binda, Laggan, Collector, Taralga and Crookwell</li> <li>• 8 council controlled public hall buildings</li> </ul>
<p>IN5</p> <ul style="list-style-type: none"> <li>• Ensure high quality water supply options for the towns in the region</li> </ul>	<ul style="list-style-type: none"> <li>• Number of properties supplied with water service infrastructure</li> <li>• Drinking water quality indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Water supplied to 2,123 properties in Crookwell, Gunning, Taralga and Dalton</li> <li>• Water quality testing undertaken daily with NSW Health 100% compliance</li> <li>• Crookwell new water treatment plant constructed 2018 - \$7 million project</li> <li>• Taralga water filtration plant destroyed by fire and Taralga Dam storage leaking</li> </ul>
<p>IN6</p> <ul style="list-style-type: none"> <li>• Implement safe, accessible, and efficient management and recycling options for general waste, green waste, and sewerage</li> </ul>	<ul style="list-style-type: none"> <li>• Number of public recycling facilities</li> <li>• Reduction in waste going to landfill</li> <li>• Households serviced by Council rubbish collection service</li> <li>• Sewerage network is compliant with environmental requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Council has waste transfer stations at 6 towns and villages. Council transfers waste to Veolia Woodlawn facility</li> <li>• Domestic waste and recycling collection service to 2,477 households</li> <li>• Green waste kerbside collection service implemented in 2018</li> <li>• Sewer services to 1,860 properties in Crookwell, Gunning and Taralga</li> <li>• Crookwell STP licence breaches being addressed to meet EPA regulations</li> <li>• Towns sewer mains improved by relining and replacement in past 3 years</li> <li>• Crookwell Sewerage Surveillance System weekly COVID-19 sampling tests</li> </ul>
<p>IN7</p> <ul style="list-style-type: none"> <li>• Secure improvements for and future proof, telecommunications infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Range and speed of high-speed internet services at 'indicator' points across Council</li> <li>• Mobile phone and mobile data coverage (% of population or land area)</li> </ul>	<ul style="list-style-type: none"> <li>• NBN services implemented in Crookwell</li> <li>• Public Wi-Fi available at council libraries, offices and Visitor Information Centre</li> <li>• Microwave telecommunications network operates for Crookwell to Gunning</li> <li>• WiSky project proceeding in 2021 and extension Microwave project to Taralga</li> <li>• New Mobile phone towers progressively constructed to address shire blackspots</li> </ul>

<p>IN8</p> <ul style="list-style-type: none"> <li>• Improve accessibility to, and support the development of, health and medical facilities in the region</li> </ul>	<ul style="list-style-type: none"> <li>• The number and range of health and medical services being provided in the region</li> </ul>	<ul style="list-style-type: none"> <li>• Council owned buildings leased to health care providers in Crookwell and Gunning</li> <li>• Health service provision is available in all LGA towns</li> <li>• Financial support provided to Taralga medical centre</li> <li>• Crookwell has a local hospital and a \$2.5 million upgrade being completed in 2021</li> <li>• In neighbouring LGA, Goulburn Base Hospital \$150 million redevelopment commenced in 2020</li> </ul>
<p>IN9</p> <ul style="list-style-type: none"> <li>• Improve accessibility to, and support the development of, education and training facilities in the region</li> </ul>	<ul style="list-style-type: none"> <li>• Enrolments in training, higher education</li> <li>• Schools in each Council area</li> <li>• Children being educated in the region (as opposed to Canberra or neighbouring regions)</li> </ul>	<ul style="list-style-type: none"> <li>• Council has employee trainee and apprenticeships accessible</li> <li>• Council supports local work experience students from regional high schools</li> <li>• Council has primary schools in most towns and villages in the LGA and provides donations to the local schools</li> <li>• Crookwell High School</li> <li>• Regional high schools available in Goulburn and Yass</li> <li>• Goulburn LGA has TAFE and University</li> </ul>

## CSP Strategy – Our Civic Leadership

Strategy	Actions / KPIs	Performance Outcomes
<p>CL1</p> <ul style="list-style-type: none"> <li>Effect resourceful and respectful leadership and attentive representation of the community</li> </ul>	<ul style="list-style-type: none"> <li>Community sentiment and satisfaction (surveys)</li> <li>Councils financial sustainability measures</li> </ul>	<ul style="list-style-type: none"> <li>2019 community satisfaction survey</li> <li>Council met all statutory obligations</li> <li>Operating surplus result achieved in 4 years to 30 June 2020, deficit in 2021</li> <li>Unqualified audit report for 5 year period</li> <li>Policy review / development completed</li> <li>Quarter Budget Review reporting and Long Term Financial Plan reviews</li> </ul>
<p>CL2</p> <ul style="list-style-type: none"> <li>Encourage and facilitate open and respectful communication between the community, the private sector, Council, and other government agencies</li> </ul>	<ul style="list-style-type: none"> <li>Adherence to councils' adopted Community Engagement Strategies</li> <li>Reporting of the number and type of engagement sessions in the community with stakeholders</li> <li>Number of complaints related to communication (and number of satisfactory resolutions)</li> </ul>	<ul style="list-style-type: none"> <li>Community Engagement Strategy and Communications Plan adopted in 2017</li> <li>Community outreach meetings held annually in towns 2016-2019, until COVID prevented meetings being held</li> <li>Customer Service Charter developed</li> <li>COVID health pandemic response Service NSW and Australia Post services continued to operate during lockdowns</li> <li>Community Participation Plan developed</li> <li>Complaints minimal, code of conduct statistics report provided annually</li> </ul>
<p>CL3</p> <ul style="list-style-type: none"> <li>Collaborate and cooperate to achieve efficiencies and a greater voice in regional decision-making, and encourage similar cooperation across other sectors and community groups</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of the Canberra Region Joint Organisation of Councils (CRJO) in line with the amended Local Government Act</li> <li>Number of collaborative initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Attended and participated in CRJO Board, GMAG and special interest working groups</li> <li>Collaborative employment of internal audit services</li> <li>Regional Capacity Building Program</li> <li>Regional CSP development in 2021</li> <li>Regional Panel Contract; Legal Services</li> </ul>
<p>CL4</p> <ul style="list-style-type: none"> <li>Actively investigate and communicate funding sources and collaboration opportunities that can strengthen the region</li> </ul>	<ul style="list-style-type: none"> <li>Number of successful grant and other funding applications</li> <li>Collaborations between community and other service providers across the region</li> </ul>	<ul style="list-style-type: none"> <li>Council successful grant funding applications achieved</li> <li>Successful collaboration for grant projects with community groups</li> <li>Collaboration with government agencies achieved</li> </ul>



**Upper Lachlan Shire Council Mayor, Cl. John Stafford and Deputy Mayor, Cl. John Searl**

## Performance Assessment - Infrastructure Project Achievements

Upper Lachlan Shire Council has completed infrastructure projects and capital asset additions, asset renewals, buildings and plant and equipment totalling **\$69.9 million** expenditure, in the five year term to 30 June 2021, key large scale projects are outlined below:-

<u>Projects Completed and Objectives Achieved</u>	<u>Project Cost</u>
• Construction of new Crookwell Water Treatment Plant and water augmentation project	\$7 million
• Road reconstruction/bitumen sealing sections of MR248E Crookwell to Laggan Road and Laggan Intersection	\$2.2 million
• Regional Road MR52 Crookwell to Gunning, Devil's Elbow road realignment freight access	\$1.6 million
• Continuation of MR52 Gunning to Gundaroo Regional Road reconstruction project	\$1.7 million
• Road construction and new bitumen sealing of Woodhouseslee Road - Crookwell 2 Wind Farm development	\$1.1 million
• Road reconstruction and new bitumen sealing of Grabine Road, Bigga, 50% grant funded, over 5 years	\$1.9 million
• Road reconstruction and new bitumen sealing of Grabine Road, Bigga, grant funded \$3.5 million, over 3 years	\$2.1 million
• Road reconstruction and new bitumen sealing section of MR258 Wombeyan Caves Road (in Progress)	\$1.3 million
• Construction of new Crookwell Memorial Oval Community Sports Centre	\$1.67 million
• Road reconstruction/bitumen sealing section of MR256 Taralga to Goulburn Road	\$397,000
• Black Spot Program repairs to MR52 Grabben Gullen Road section near Crookwell	\$414,000
• Road pavement rehabilitation of Towrang Road, Big Hill	\$304,000
• Natural Disaster Events Flood Damage Roads Restoration and Emergency Response (various events/roads)	\$3.15 million
• MR248W Boorowa Road and Redground Road - 2016 storms road pavement damage restoration	\$980,000
• Road pavement rehabilitation and reconstruction of section of Golspie Road, Taralga	\$547,000
• Towns and Villages Streetscape Project (Work in Progress)	\$429,000

**Projects Completed and Objectives Achieved continued.....**

**Project Cost**

• Sapphire Road, Biala, section of road pavement rehabilitation and bitumen sealing	\$739,000
• Wheeo Road, near Grabben Gullen section, road pavement rehabilitation and bitumen sealing	\$697,000
• Road pavement rehabilitation and reconstruction of Bannister Lane, Section 94A contribution	\$594,000
• SCCF 1 and 2: PAMP completed paths Taralga, Bigga, Gunning, Laggan Footpath projects	\$535,000
• Crookwell, Tuena, Gunning and Bigga Landfill and Waste Station Upgrades	\$600,000
• Drought Communities Fund - PAMP Footpath/Cycleway Saleyards Road Crookwell, Adam Street Gunning	\$282,000
• Pat Cullen Reserve at Kiamma Creek, Crookwell, pathway, footbridge and Wall Entrance projects	\$212,000
• Timber Bridge Replacements x 14 new structures:- total cost <b><u>\$8.6 million-</u></b>	
- Regional Road Bridge Replacement project; MR256 Abercrombie River Bridge on Taralga to Oberon Rd	\$1.54 million
- Regional Road Bridge Replacement project; MR248E Kiamma Creek Bridge on Laggan Road, Crookwell	\$1.1 million
- Bigga Road, Kangaroo Creek Bridge Replacement project	\$1.93 million
- Kangaloolah Road, Diamond Creek Bridge Replacement project	\$1.12 million
- Woodville Road, Crookwell River Bridge Replacement project	\$590,000
- Harley Road, Crookwell, Kiamma Creek Bridge Replacement	\$299,000
- Julong Road 1, Binda, Crookwell River Bridge Replacement	\$407,000
- Jeffreys Road, Big Hill, Bridgy Creek Bridge Replacement	\$229,000
- Willcox Road, Golspie, Cliffords Creek Bridge Replacement	\$300,000
- Reids Flat Road 2, Bigga, Coates Creek, Bridge Replacement	\$350,000
- Peelwood Road, unnamed Creek, Bridge Replacement	\$210,000
- Arthursleigh Road, Big Hill, Sandy Creek, Bridge Replacement	\$180,000
- Currans Road, Taralga, Causeway Replacement	\$232,000
- Gullens Flat Road, Kialla Creek Bridge Replacement	\$87,000
• Outdoor Gymnasiums at Dalton, Collector, Gunning and Taralga	\$300,000
• Clifton Park, Crookwell, toilet block, outdoor gymnasium, cricket nets, BBQ and pathway projects	\$276,000



**Projects Completed and Objectives Achieved continued.....**

**Project Cost**

- Construction of the Crookwell Skate Park project at Clifton Park, Crookwell \$210,000
- Construction of the Gunning Skate Park project at Endeavour Park, Gunning \$173,000
- New lighting, dug outs and spectator seating at Lin Cooper Soccer Fields in Crookwell \$150,000
- Re-energising Collector Community Project and Pathways \$242,000
- Construction of new Microwave telecommunication towers network \$266,000
- Goodhew Park, Taralga, revitalisation project - play equipment, BBQ, Sheltered Seating and new Toilet Block \$236,000
- Tuena Campground Toilet Block and new septic system \$108,000
- In addition to the above capital expenditure works on Council owned asset classes, Council completed **\$18.2 million** of work for Transport for NSW on State Road MR54 under RMCC and Work Orders in the 5 year period; this includes \$10 million project expense for road construction and new bitumen sealing contract works on State Road MR54, for the Crookwell to Tuena unsealed section.

**Other Key Achievements**

- Tourism coordinated festivals, events, marketing videos that promoted the Shire, encouraging visitors to discover the region. Destination Action Plans developed.
- Purchase of Former Westpac Bank House Building in Crookwell - \$880,000
- Prepared the Local Strategic Planning Statements (LSPS).
- Successful lobbying for installation of new mobile telephone towers in Golspie, Dalton, Tuena, Lost River, Peelwood Rd, Woodhouselee, Wayo and Wombeyan Caves, 4G mobile coverage at Gunning.
- Management of Community Enhancement Funds (CEF) for Wind Farms - State Significant and Designated Developments.
- Participation of Upper Lachlan Shire Council in Canberra Region Joint Organisation (CRJO).



**Upper Lachlan Shire Council Mayor, Cl. John Stafford and Member for Goulburn, Wendy Tuckerman MP**

## Council Providing a Community Voice for State Significant Developments

Upper Lachlan Shire Council is located in one of the state's Renewable Energy Precincts (NSW/ACT Cross Border Region), which was established in 2009 by the NSW Government to promote and encourage renewable energy development in NSW. The precincts are a community partnership initiative in areas where significant future renewable energy development – especially wind farms – is expected, with the aim of giving local communities a voice and a stake in renewable energy development.

The table below outlines the significant green energy investment in Upper Lachlan Shire Council LGA for wind turbines (10 wind farms constructed, under construction or approved – all projects are State Significant Development projects):-

### Wind Farm Developments in Upper Lachlan Shire Council LGA

Location	Development Status	Turbines
Crookwell 1	Operational	8 Turbines
Gunning/Walwa	Operational	31 Turbines
Cullerin	Operational	15 Turbines
Taralga	Operational	51 Turbines
Gullen Range	Operational	73 Turbines
Crookwell II	Operational	28 Turbines
Biala	Operational	31 Turbines
Crookwell III	Approved	16 Turbines
Rye Park	Approved	66 Turbines
Collector	Approved	55 Turbines

In addition, Gullen Range Solar Farm has been constructed and is operational.

After extensive consultation with Council, wind farm developers and community, Council has developed a Community Enhancement Fund (CEF) applicable to State Significant Developments throughout the Shire. The CEF is intended to provide funds from various wind farm developments to enhance and enrich community initiatives throughout the local community localities affected by the development.

Council has worked hard to ensure that the proposed State Significant Wind Farm Developments in the Shire are in accordance with the Upper Lachlan Development Control Plan. Also, road transport routes and associated public safety issues are of paramount importance to Council and the community both during the construction of the wind farm and in future years to come.

## Future Infrastructure Projects Confirmed and Funding Committed

<u>Project Objective</u>	<u>Project Cost</u>
• MR256 Tablelands Way, Taralga to Oberon Road, road reconstruction and causeway upgrade	\$6.58 million
• Roads Resealing grant program; Cullerin Road, Bigga Road, Jerrawa Road, Peelwood Road, Collector Road and Fullerton Road	\$4.56 million
• Grabine Road reconstruction and new bitumen sealing grant program \$3.5 million over 3 years	\$1.4 million (works remaining)
• Wombeyan Caves Road MR258 reconstruction and new bitumen sealing grant program \$5 million	\$3.78 million (works remaining)
• Reconstruction and new bitumen sealing of 3km section of Gunning to Collector Road	\$1.98 million
• Peelwood Road, Peelwood Creek Bridge Replacement project	\$1.73 million
• Julong Road 2 - Binda, Crookwell River Bridge Replacement project	\$1.53 million
• Cooksvale Road, Peelwood Creek Bridge Replacement project	\$1.1 million
• Blue Hill Road, Golspie, Burra Creek Bridge Replacement project	\$960,000
• Continue road reconstruction and bitumen sealing of MR248E Crookwell to Laggan Regional Road	\$745,000
• Construction of new Visitors Information Centre building in Crookwell for tourism services	\$2.6 million
• Multipurpose Aquatic and Activity Centre construction project at Coleman Park, Crookwell	\$2.76 million (Stage 1 estimate)
• Stormwater upgrade projects – North Crookwell and Warrataw and Biala Streets Gunning	\$1.25 million
• Construction of new Inclusive Playground in Coleman Park, Crookwell	\$600,000
• Gunning Showground, Endeavour Park, construction of new Amenities Block	\$764,000

**Projects Objectives continued.....**

**Project Cost**

- Wheeo Road reconstruction upgrade Heavy Vehicle Safety Program \$658,000
- Peelwood Road reconstruction upgrade Heavy Vehicle Safety Program \$482,000
- Jerrawa Road upgrade to a section by road rehabilitation \$350,000
- Gurrundah Road upgrade to a sections by road rehabilitation \$411,000
- Rye Park Road MR241 road reconstruction and new bitumen seal (Rye Park Wind Farm upgrade) (estimate not provided)
- \*2020 and 2021 Natural Disaster Events Damage Roads Restoration (remaining work - various roads) (estimate not provided)
- \*Crookwell Waste landfill restoration and rehabilitation construction (estimate not provided)



**Council Mayor Cl. John Stafford and Member for Hume, Hon. Angus Taylor MP**

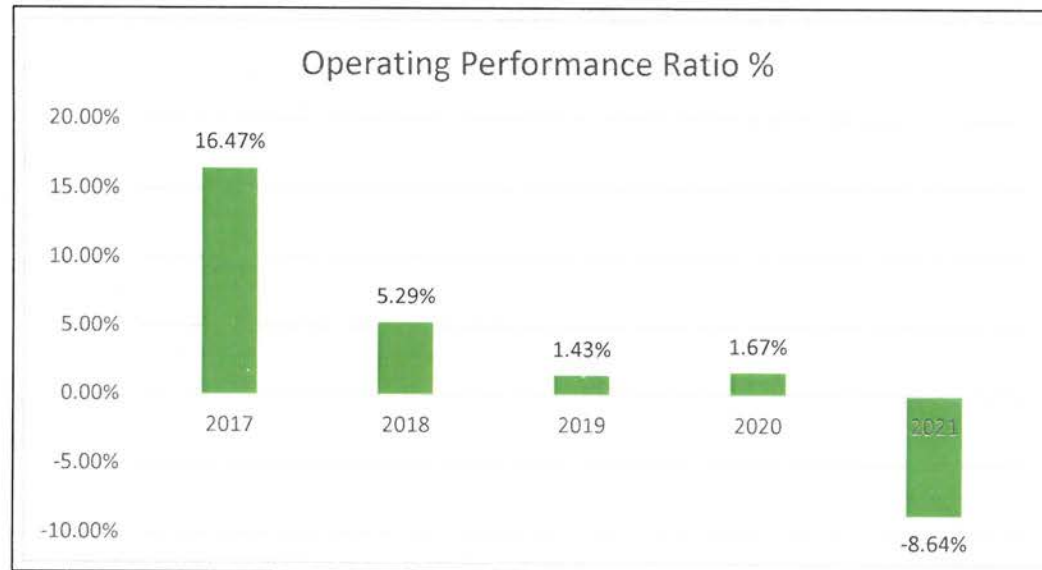
## Financial Performance Assessment

Upper Lachlan Shire Council annually benchmarks itself against local government industry financial indicators and monitors and reports against defined performance measures. Upper Lachlan Shire Council is prudently financially managed and will not borrow to fund ongoing operating expenditure requirements and will not borrow for the acquisition of non income producing assets. Council will borrow if there is a business case to support the project, infrastructure upgrade or asset creation.

The Long Term Financial Plan (LTFP) is reviewed annually in conjunction with Council's Delivery Program. The LTFP has confirmed that these are changing and financial challenging times. The long term financial sustainability of the Council will require close monitoring of all business units in pursuit of operational efficiencies. Council will need to make decisions that balance the needs of infrastructure upgrades and new asset creation with the corresponding ongoing operational and maintenance expenses associated with those assets. A special rate variation may be necessary to address ageing infrastructure and large road network asset management.

### Upper Lachlan Shire Council's 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%. Council's operating performance from 2017 to 2021 is outlined in the below graph:-

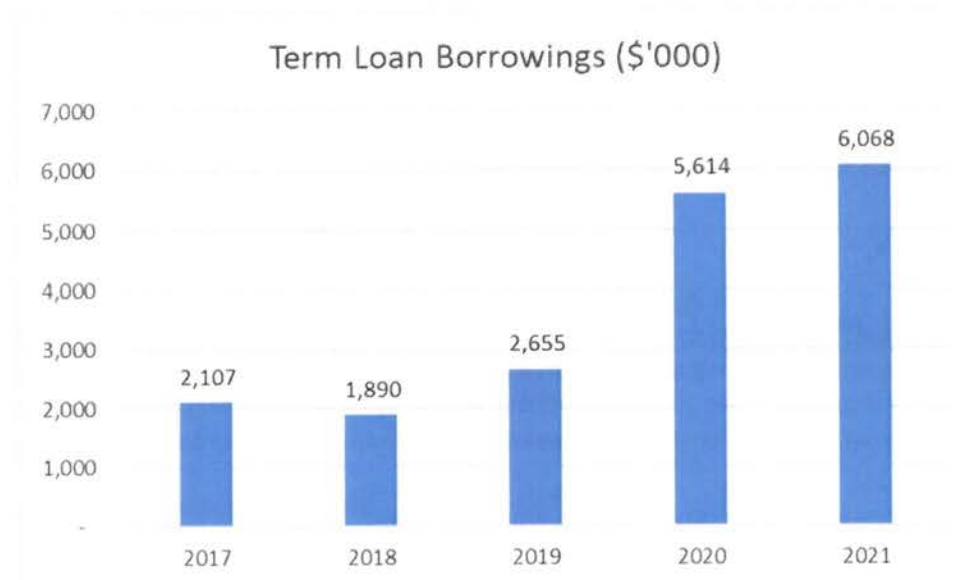


### Council's Financial Position

Financial Performance Measures	Indicator	2021	2020	2019	2018	2017
Unrestricted Current Ratio	Ratio	2.30	4.56	5.13	2.97	5.14
Own Source Operating Revenue Ratio	Percentage	52.79%	52.83%	63.34%	56.37%	52.13%
Rates and Annual Charges Outstanding	Percentage	2.42%	2.67%	2.39%	2.94%	3.35%
Debt Service Cover Ratio	Percentage	5.75%	13.56%	15.98%	19.85%	25.52%
Buildings and Infrastructure Renewals Ratio	Percentage	107.96%	108.79%	89.50%	204%	137%
Operating Result Surplus (before capital grants and contributions)	(\$000)	-3,890	357	213	1,430	5,221

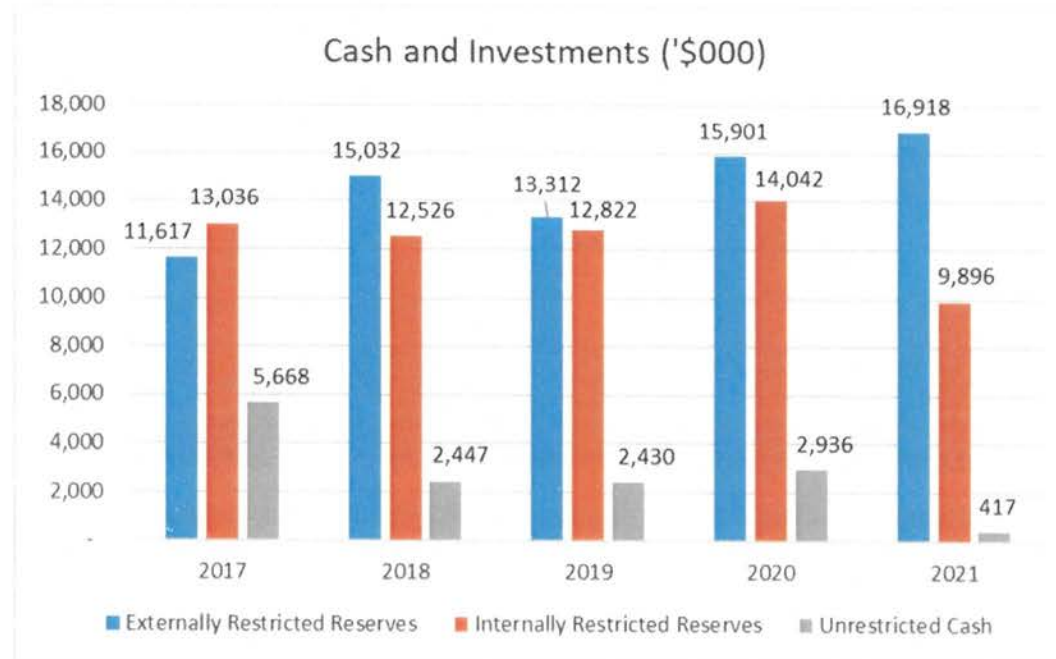
### Borrowings and External Debt

The Council Benchmark is less than 10% of total continuing operating income. The graph below shows borrowings from 2017 to 2021:-



## Cash and Investments

Cash and investments in 2021 totals \$27.2 million (2020 - \$32.8 million) and is divided into unrestricted cash, internally restricted cash by Council, and externally restricted cash (i.e. water supply, sewerage, domestic waste funds, external grants unexpended and development contributions). The graph below shows reserve types from 2017 to 2021:-





## Review of Community Strategic Plan effectiveness

Council has developed long term plans complying with the NSW Government integrated planning and reporting legislation.

The effectiveness of implementation of the integrated planning documents has seen greater input by our communities into setting Council's strategic direction and more detailed resourcing strategies outlining how Council will endeavour to achieve the community's aspirations broken down into Strategic Objective areas.

Achievements and future projects have been detailed earlier in this report, however there are areas for improvement as follows:-

- Asset management strategies by class of asset are required to be developed and link to Council's long term financial plan;
- Council are to continue to actively pursue grant funding opportunities for critical Council infrastructure assets.

Overall Upper Lachlan Shire Council is committed to implementing the strategies outlined in the planning documents and to achieving Council identified key performance indicators as detailed in the Operational Plan and delivering the Delivery Program performance measures and Resourcing Strategy targets. The Council, Councillors and staff will continue to be accountable to the local communities that we represent and serve.



**Member for Hume, Hon. Angus Taylor MP and Council Mayor Cl. John Stafford**