



# Upper Lachlan Shire Council

## ANNUAL REPORT

### 2019-2020



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(In compliance with Section 428 of the Local Government Act 1993)

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General Manager, Ms Colleen Worthy

## **General Manager's Review of Operations**

Whilst I commenced in my new role in February 2020 it was the environment that had a huge impact on the year that was. We started in drought in 2019 that closely followed by bushfires in December 2019 around Taralga to the north, that burnt out the Wombeyan Caves area, which resulted in businesses closing because the tourists stopped coming. Then we had floods in February 2020 followed by COVID-19 pandemic in March 2020. This led to a degree of isolation, new engagement rules and social distancing protocols were imposed. Our libraries, Visitor Information Centre, parks, playgrounds, sporting fields and halls were closed by the restrictions imposed by the NSW Health Department who were taking the lead during this pandemic.

The rest of the Council services kept going by implementing strict COVID restrictions, new setbacks from counters, perspex barriers between service staff and customers, plus masks, hand sanitisers and additional cleaning. Council meetings were held without public galleries and by virtual meeting room webcasts to the public.

After a few months and no COVID-19 cases in the latter half of the year we began incrementally reopening services and facilities. Each week adding another component until the

first quarter of the new financial year when all services were resumed.

But despite what was thrown at our staff they kept the place running with a smile on their face, effectively delivering quality services to our community. So despite these obstacles we achieved and came in on budget.

This Upper Lachlan Shire Council Annual Report remains an important avenue by which Council displays to the local community and other stakeholders the results of Council's positive, practical governance and prudent financial management.

Those Council programs that remained open throughout the extremes of the pandemic were able to complete their key performance indicators and Council was able to meet State and Federal Government statutory requirements. Those services that closed for a brief period due to the pandemic, progressively eased back into full services as restrictions were methodically lifted.

### **Financial Position Report**

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

The independent external audit of the Council's Financial Statements, by Audit Office NSW, confirms an operating result for 2019/2020

from all Council activities, totalling a net operating surplus of \$357,000 for the year (before capital grants and contributions). This equates to an Operating Performance Ratio of 1.57%.

Within the Financial Statements, Council's Statement of Performance Measures highlights Council's Unrestricted Current Ratio of Assets to Liabilities as 4.56:1, which shows the adequacy of Council's working funds to meet all liabilities and other restrictions.

Further, Rates and Annual Charges Outstanding percentage is only 2.67%. Council's Own Source Operating Revenue Ratio is 52.83%.

The Office of Local Government has mandated financial performance benchmarks for all Councils; Council has achieved 4 benchmarks in 2019/2020. Upper Lachlan Shire Council will continue to monitor all financial, infrastructure and efficiency performance measures as the long-term financial sustainability of the Upper Lachlan Shire Council remains a priority.

### Organisation Structure

Council is reviewing its organisation structure in accordance with Section 333, of the Local Government Act 1993, to determine what gaps may exist and where improvements need to occur to maintain Council's commitment to a solid operational performance for all three Council directorates.

Council employs 138 full time equivalent employees and these staff members demonstrated an ongoing commitment to customer service, with many being involved in emergency work with floods and fires during each of the various disasters we experienced this year. We aim to meet and where possible exceed the needs of our community within the available resources.

### Planning Direction

In 2019/2020 the Council achieved significant policy development and progression through planning directions imposed by the NSW Government.

With the adoption of the South East and Tablelands Regional Plan, this refocused planning on strategic issues rather than development control functions.

To drive land use through strategic initiatives the Council developed Local Strategic Planning Statements that focus on four areas of growth: Rural Land, Urban Settlements, Tourism and Business development.

To ensure the planning strategies align with community expectations and aspirations, the Council developed a Community Participation Plan that sets the agenda and framework for the process of engaging with, informing or consulting with the local community. The Council initiated the development a Draft Housing Strategy as required by the state government to provide the groundwork for the Local Strategic Planning Statements. The Draft Housing Strategy is in its final stages and to be adopted by the Council.

The first change to arise from the Local Strategic Planning Statements was a review of the land use tables of the Upper Lachlan Local Environmental Plan adopted in 2010. Council recognised that the Upper Lachlan Local Environmental Plan is an old document and is inhibiting some development that is needed to facilitate change in the community. An amended land use table has been adopted and will be delivered to the State Government through a gateway application in late 2020.

Council also continues to determine over 180 development applications annually ranging from farm sheds through to commercial buildings as well as urban and rural subdivisions.

### **Asset Renewal and New Infrastructure Program Highlights – Total Expenditure on Assets \$15 million.**

Major construction, rehabilitation and new infrastructure programs for 2019/2020 included the following:-

- Local Roads Gravel Resheeting Program;
- Rural Sealed Road Pavement Rehabilitation;
- MR248E Laggan Road Regional Road pavement rehabilitation project;
- Local Roads Timber Bridge Replacement Program (Harley Road, Julong Road, Jeffreys Road, Reids Flat Road, Wilcox Road, Peelwood Road and Arthursleigh Road Bridges);
- Grabine Road reconstruction and new bitumen sealing;
- Regional Roads Timber Bridge Replacement Program (Kiamma Creek and Abercrombie River Bridges);
- Rural and Local Roads Bitumen Resealing;
- Footpaths, PAMP, Footbridges and Paths/Cycleways programs;
- Towns and Villages Streetscape project;
- Plant and Equipment Renewal;
- Crookwell Memorial Oval building construction;
- Pat Cullen Reserve footbridge replacement;
- Re-energising Collector Community project;
- Crookwell Landfill improvements.

### **Conclusion**

Council's financial position remains sound and allows us to embark on a new financial year with positivity and a clear direction.

Council has concentrated on building a strong road network to ensure connectivity between villages by ensuring good roads infrastructure challenges ahead including replacement of old timber bridges which will require significant investment in future years.

The Annual Report demonstrates that Council continues to deliver a wide range of quality services to the community and I would like to thank the Councillors and staff for their commitment to the Upper Lachlan Shire community during what has been an environmentally eventful 2019/2020.

As General Manager of the Upper Lachlan Shire Council, I commend this Annual Report as confirmation that the Upper Lachlan Shire Council will continue to serve its community with commitment and professionalism.



**Colleen Worthy**  
**General Manager**

**UPPER LACHLAN SHIRE COUNCIL –  
SENIOR STAFF**

**General Manager:**

Ms Colleen Worthy  
Work Phone: 4830 1000

**Director of Finance and Administration:**

Mr Andrew Croke  
Work Phone: 4830 1008

**Director of Environment and Planning:**

Mrs Tina Dodson  
Work Phone: 4830 1027

**Director of Infrastructure:**

Mr Glenn Lacey  
Work Phone: 4830 1063



Kiamma Creek Bridge upgrade

**UPPER LACHLAN SHIRE COUNCIL ELECTED MEMBERS**



**MAYOR**  
**Cl John Stafford**

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## STATEMENT OF ETHICAL PRINCIPLES

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

### **Selflessness**

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

### **Openness**

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

### **Honesty**

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

### **Accountability**

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

### **Objectivity**

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

### **Courage**

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



# UPPER LACHLAN SHIRE COUNCIL FINANCIAL STATEMENTS



Welcome entrance sign to Crookwell

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

Annexure Document “A” includes a copy of Upper Lachlan Shire Council’s audited Financial Statements for 2019/2020. This is included as an attachment at the end of the Annual Report.

## 1. GENERAL INFORMATION

### **COUNCIL MEETINGS:**

Council conducts business in an open forum, with the only exceptions being those matters pertaining to personnel (staff), litigation, commercial in-confidence matters and the private business of individuals where confidentiality has been requested. However, all such decisions are ratified in open Council Meetings. Due to COVID-19 pandemic public health regulation restrictions, ratepayers, press and the general public were not allowed to attend the Ordinary Meetings of Council in person this commenced in March 2020.

During 2019/2020 Ordinary Council Meetings were held on the third Thursday evening of each month, with exception of May and June 2020. In April 2020, Council resolved to amend the Code of Meeting Practice and all future Ordinary Council Meetings, in 2020/2021, will be were held on the third Thursday morning of each month.

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



Mayor John Stafford and Deputy Mayor John Searl

**UPPER LACHLAN SHIRE COUNCIL ADMINISTRATION OFFICES:**

## Crookwell Office

Address: 44 Spring Street, Crookwell NSW 2583

Telephone: (02) 4830 1000

Email: [council@upperlachlan.nsw.gov.au](mailto:council@upperlachlan.nsw.gov.au)Website: [www.upperlachlan.nsw.gov.au](http://www.upperlachlan.nsw.gov.au)

## Gunning Office

Address: 123 Yass Street, Gunning NSW 2581

Telephone: (02) 4845 4100

## Taralga Community Service Centre

Address: 29 Orchard Street, Taralga NSW 2580

Telephone: (02) 4840 2099

**ALL CORRESPONDENCE SHOULD BE DIRECTED TO:-****The General Manager****PO Box 42****GUNNING NSW 2581**

Gunning Administration Office

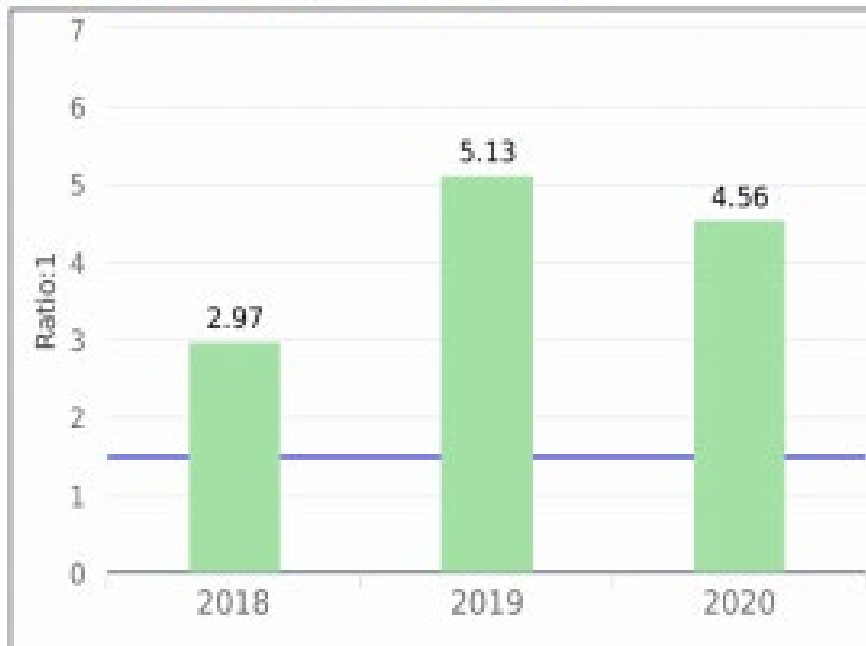
**Strategic Task Performance Activities**

<b><u>Key Performance Activities</u></b>	<b><u>Performance</u></b>
Annual Report	Completed by statutory timeframe
State of Environment Report	Review not completed
Financial Statements and Financial Data Return	Completed by statutory timeframe
Social and Community Plan	Review not completed
Loan Borrowings Return	Completed by statutory timeframe
Pecuniary Interest Returns	Completed by statutory timeframe
Noxious Weeds NSW Department of Primary Industries Grant Return	Completed by statutory timeframe
Pensioner Concession Subsidy Claim	Completed by statutory timeframe
Grants Commission ALGA National Local Roads Data Return	Completed by statutory timeframe
Grants Commission Local Roads and Bridges Data Return	Completed by statutory timeframe
Quarterly Budget Review Statements and Quarterly Reviews of the Operational Plan to Council	Completed by statutory timeframe
Delivery Program review reports biannually to Council	Completed by statutory timeframe
Monthly report on Council Investment Register / Portfolio	Completed by statutory timeframe
Adoption of the Payment of Expenses and Provision of Facilities Policy	Completed by statutory timeframe
Government Information (Public Access) (GIPA) Annual Report and Agency Information Guide	Completed by statutory timeframe
Quarterly Rates and Charges Notices posting to ratepayers	Completed by statutory timeframe
Rates Statement of Compliance Notional Income Return	Completed by statutory timeframe
Adoption of Integrated Plans and Resourcing Strategy by Council	Completed by statutory timeframe
Lodgement of Goods and Services Tax (GST) Certificate to OLG	Completed by statutory timeframe
Report to Council on senior staff contractual conditions	Completed by statutory timeframe
Adoption of Organisation Structure by Council	Completed by statutory timeframe
Adoption of Delegations of Authority by Council	Completed by statutory timeframe
Adoption of Code of Conduct by Council	Completed by statutory timeframe
Grants Commission Return of General Information	Completed by statutory timeframe
Public Interest Disclosures Annual Report – every six months	Completed by statutory timeframe
NSW State Library Public Library Annual Return	Completed by statutory timeframe
Roads and Maritime Services (RMS) Regional Roads Block Grant Return	Completed by statutory timeframe
Department of Infrastructure and Regional Development - Roads to Recovery Annual Report	Completed by statutory timeframe
Code of Conduct Complaint Statistics report to Council – annual	Completed by statutory timeframe

## FINANCIAL SUMMARY:

**1. Operating performance ratio****2. Own source operating revenue ratio**

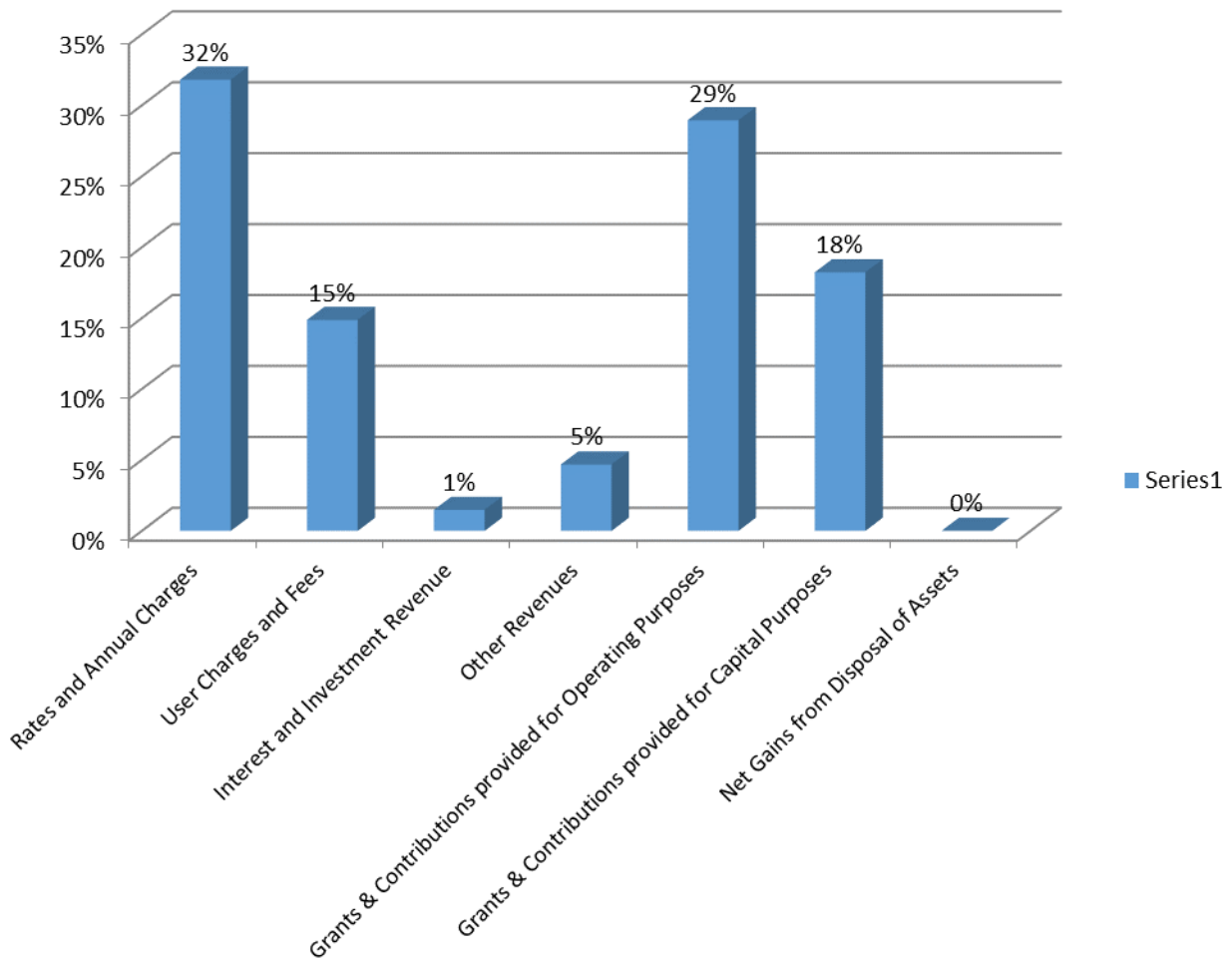
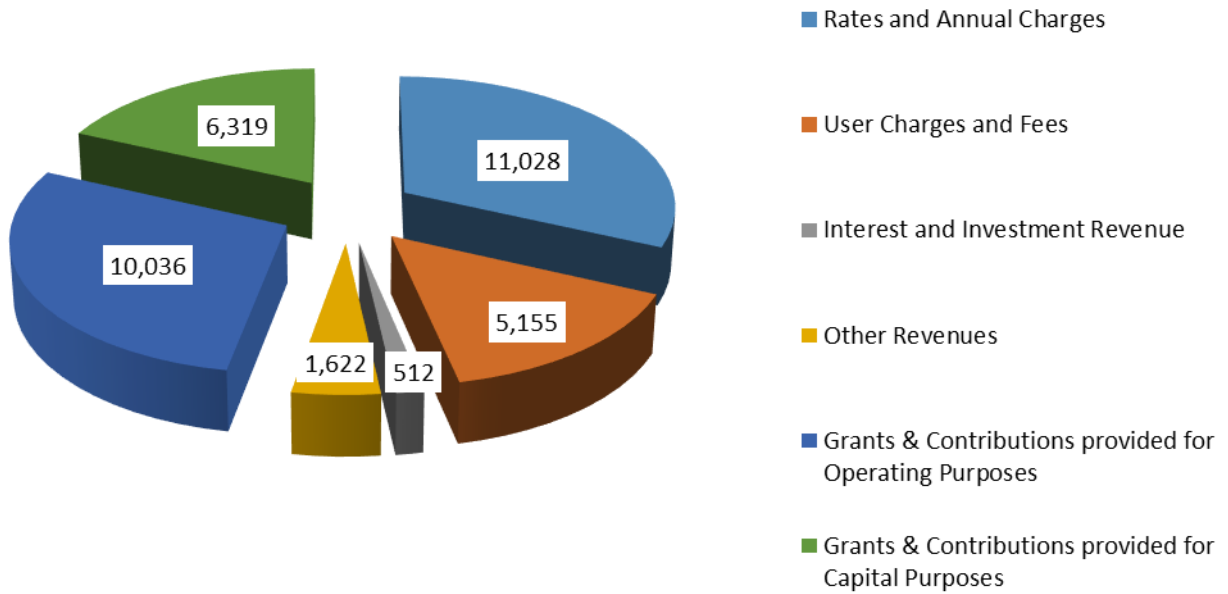
### 3. Unrestricted current ratio



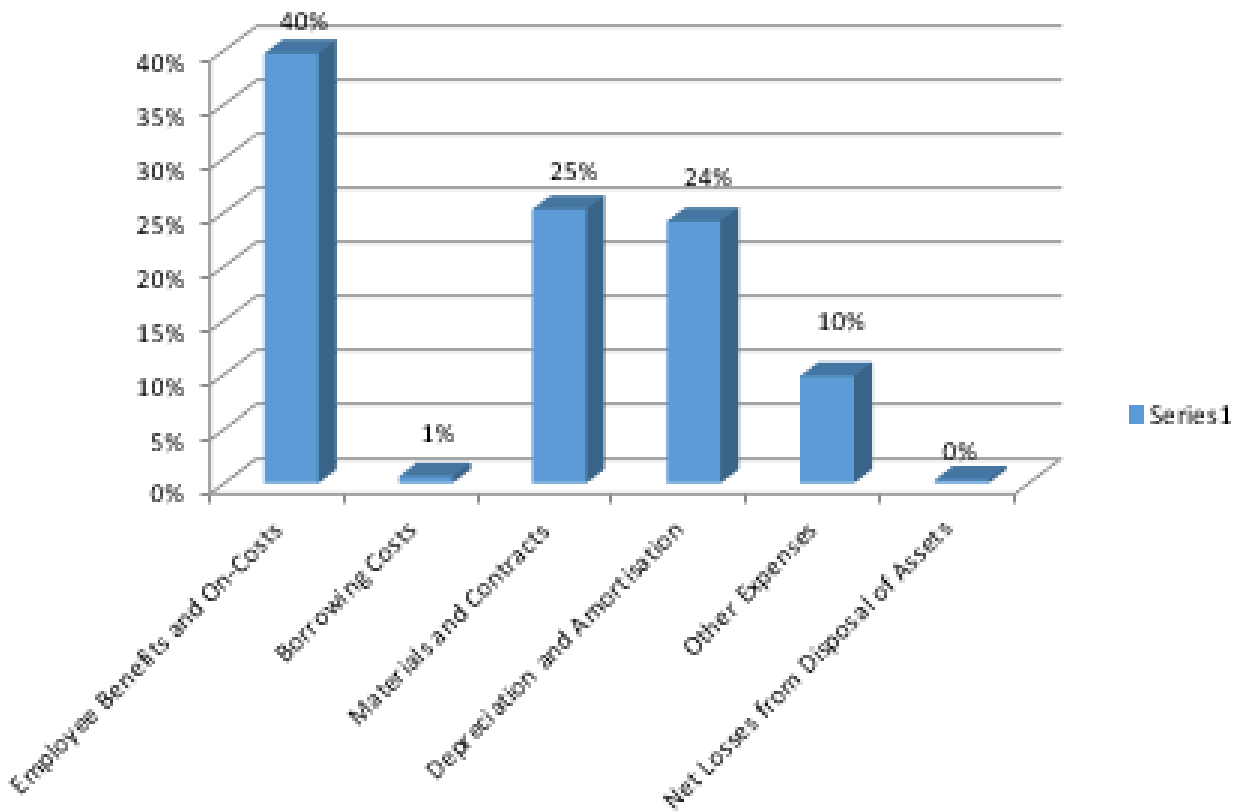
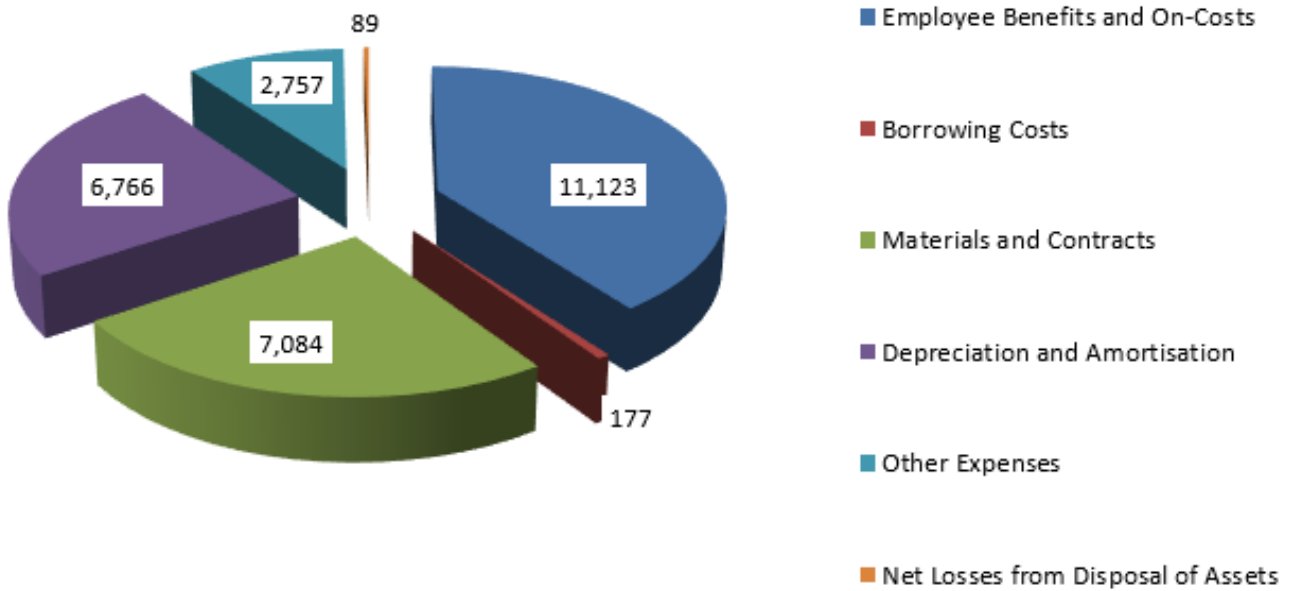
### 4. Debt service cover ratio



2019/2020 Total Income - \$34,672 (\$'000)



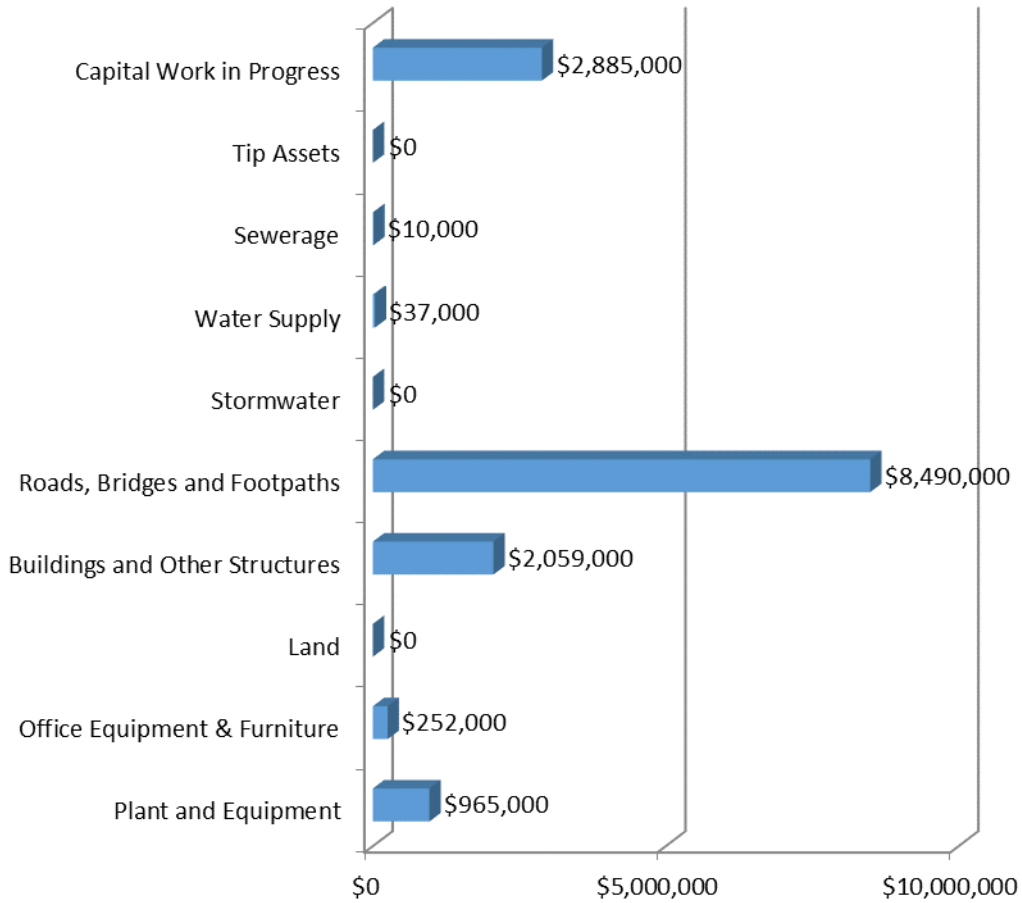
### 2019/2020 Total Operating Expenditure - \$27,996 (\$'000)



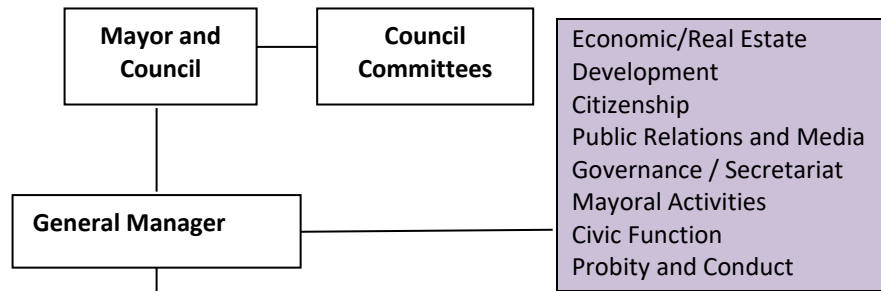


FINANCIAL DATA

2019/2020 Capital Expenditure by Asset Class - \$15,039 (\$'000)



# Organisation Structure



Director of Finance and Administration	Director of Infrastructure	Director of Environment and Planning
Customer Service Payroll Administration Information Technology Telephone/Switchboard Records Management Human Resources Management Insurances Rates and Annual Charges Creditors and Debtors Business Papers Privacy Management Audit, Risk and Improvement Loans/Borrowings Management Investments Revenue Policy Community Strategic Plan Operational Plan Delivery Program Long Term Financial Planning Financial Management Accounting Annual Report Library (2 Branch libraries) Southern Tablelands Arts Council Tourism Services and Committee Website/FaceBook/Internet Taralga Community Service Centre - Australia Post Services Service NSW Agency - Crookwell Goods & Services Tax Compliance Fringe Benefits Tax Compliance Cultural Planning Business Continuity	Water Supply Services Sewerage Services Domestic Waste and Recycling Services Waste Transfer Centres Parks and Gardens / Sportsgrounds Swimming Pools (2 Pools) Works Depots (2 Depots) Plant (Workshop) Maintenance (roads, bridges, footpaths and kerb and guttering) Construction (roads, bridges, footpaths and kerb and guttering) Contract Management Design Works/Engineering Services State Emergency Services (SES) Rural Fire Service (RFS) Aerodrome Asset Management Project Management Forward Planning - Recreation - Infrastructure Traffic Management Road Safety Program Cemeteries Drainage / Stormwater Management Private Works RMCC RMS Roads Contract Roads to Recovery Program Stores and Purchasing Work Health and Safety (WH&S) Asset and Risk Management Consultative and WH&S Committees Caravan Park Gravel Pits Geographic Information System (GIS) Tree Preservation Order Compliance Framework Section 64 Development Contribution Plans	Urban / Rural Planning (Land use) Building Control Environmental Planning Control (LEP) Pollution Control Development Control (DCPs) Rangers Stock Impounding Heritage and Conservation Regulatory Functions Public Hall Management Companion Animals Food and Health Inspections State of Environment Septic Tanks Town Planning - Community Survey - Corporate Strategic Planning - Land use planning - Subdivision Council Housing Management Ordinance Control Licence Monitoring Section 7.11 and Section 94A - Development Contribution Plans Community Enhancement Programs Pye Cottage Museum Floodplain Management Social and Community Planning Noxious Weeds Control Medical Centres Building and Offices Maintenance Rural Addressing

## 2. OPERATIONAL PLAN

### Section 428 (2) (b)

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

Listed below is the comparison with Council's objectives and the achievements during 2019/2020.



Completion of Active Village's project in Collector



Sporting field lights installed at Lin Cooper Field in Crookwell with Wendy Tuckerman MP

## **COUNCIL'S PRINCIPAL ACTIVITIES – Key Performance Indicators**

### **FUNCTION**

#### **COMMUNITY**

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

#### **ENVIRONMENT**

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

#### **ECONOMY**

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

#### **INFRASTRUCTURE**

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

#### **CIVIC LEADERSHIP**

Governance

**COMMENTARY REGARDING STRATEGIC PERFORMANCE MEASURES UNDERTAKEN**

**Section 428 (2) (b)**

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - COMMUNITY:  
PRINCIPAL ACTIVITY - HEALTH SERVICES, MEDICAL CENTRES, AGED, DISABLED AND COMMUNITY SERVICES**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Liaise with health care service providers within the Shire.	Facilitate leases for buildings.	1.1 - Support the retention of medical and health care facilities in the towns.	Achieved - Council owned building utilised for health care services in Crookwell and Gunning.
Support the Youth Council to promote youth engagement.	Report each year in the Annual Report.	1.4 - Retain the youth population demographic and provide appropriate facilities.	Achieved - reported in June 2020.
Support the NSW Government rollout of the National Disability Insurance Scheme (NDIS).	Council review the Disability Inclusion Action Plan by December 2019.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Not Achieved – review pending.
Maintain a web based community directory.	Review annually.	1.7 - Social inclusion for all disparate communities.	Achieved

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - COMMUNITY:  
PRINCIPAL ACTIVITY - PUBLIC HALLS, CULTURAL SERVICES, COMMUNITY CENTRES AND MUSEUMS**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Review the Social and Community Plan 2013-2018 and Council to readopt by December 2019.	Report on actions every year in the Annual Report.	1.2 - Support provision of ageing population services and aged accommodation.	Not Achieved – review pending.
Implement Cultural Plan for Council.	Report on actions every year in the Annual Report	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Achieved - Cultural Plan 2017-2020 actions list reported in 2019/2020 Annual Report.  Achieved - Heritage grants endorsed by Council in October 2019.

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
		1.6 - Protect all significant heritage sites to preserve the diverse history of the Shire.	
Maintenance and management of Council public facilities.	Review Plan of Management for public buildings every five years.	1.8 - Manage and upgrade Council's public buildings and community centres.	Achieved - as per budget commitments.  Plan of Managements are reviewed and completed, subsequent reviews are ongoing and reported to Council for endorsement.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - COMMUNITY:  
PRINCIPAL ACTIVITY - ANIMAL CONTROL**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Registration of companion animals.	Monthly report to Office of Local Government.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved - monthly reports submitted to the Office of Local Government.
Maintain a Complaint Handling Register.	Complaints investigated in accordance with Council's Enforcement Policy.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – initial complaints investigated.
Maintain an Impounding Register.	Statistics reported in Annual Report.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - COMMUNITY:  
PRINCIPAL ACTIVITY - SWIMMING POOLS**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Swimming pool guidelines.	Annual review of guidelines.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – Council’s Swimming Pools at Gunning and Crookwell had Operational Plans that were updated prior to commencement of the 2019/2020 season. Pending – Crookwell swimming pool will remain closed in 2020/2021 season and Council has commenced architectural designs for a new outdoor and indoor swimming pool complex and buildings.
Water quality testing.	Daily testing and water sample compliance.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – Water quality testing was undertaken prior to opening and during pool opening hours. Four (4) tests are completed at two hour intervals. Results are recorded, and corrective action taken, in compliance with Department of Health guidelines.
Swimming pool patronage numbers and financial report.	Report annually to Council.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Not achieved – swimming season commenced on 2 November 2019 and was shortened by COVID-19 pandemic closure of facilities in early March 2020.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - COMMUNITY:  
PRINCIPAL ACTIVITY - SPORTING GROUNDS AND PARKS AND GARDENS**

<b><u>KPI</u></b>	<b><u>Performance Measure</u></b>	<b><u>Delivery Program Actions</u></b>	<b><u>Performance Status</u></b>
Sports field maintenance and Playing Fields Committee meetings.	Report to Council annually.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Not achieved – report pending from the Infrastructure Department.
Prepare Plans of Management for land where Council is the trustee.	Review Plans every five years.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Not achieved - Council is developing Plans of Management in consultation with the NSW Lands and land asset register is to be updated by June 2021.
Towns and villages streetscape improvement program.	Develop designs for main street streetscape works.	1.8 - Manage and upgrade Council's public buildings and community centres.	Being achieved – Stage 1 streetscape construction works completed for installing notice boards, bins and seating.
Towns and villages mowing and maintenance program and fire risk minimisation. Improve maintenance of public parks facilities on weekends of special or community events.	Implement town beautification initiatives.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Being achieved – Townspersons working in towns and village including, Crookwell Bigga, Collector, Gunning and Taralga.



**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - COMMUNITY:  
PRINCIPAL ACTIVITY - PUBLIC LIBRARIES**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Quarterly Reports for library services to Council.	Report to Council by deadline.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – Quarterly Reports for both branch libraries are prepared within a month of the end of the quarter.
Complete NSW State Library Return of Local Priority Grant Report and Statement of Library Operations.	Completed by State Library deadline.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – Library Return was completed and sent to NSW State Library in November 2019.
Increase membership and number of library loans.	Increase by 1% per annum.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Achieved – statistics prepared by Library Manager for the 2019/2020 Annual Report. Note: Council libraries were closed to public on 23 March 2020 due to COVID-19.
Develop policies and guidelines for user access and use of technology in the libraries.	Become an operational eSmart Library by December 2019.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Being achieved – work has commenced and is to be completed by December 2020.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - COMMUNITY:  
PRINCIPAL ACTIVITY - EMERGENCY SERVICES AND FIRE PROTECTION**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Maintain Section 94 Register for each individual Bushfire Brigade.	Annual audit of Section 94 Register.	1.8 - Manage and upgrade Council's public buildings and community centres.	Being achieved – Section 94 Register audit completed in 2019/2020.
Complete review of DISPLAN and creation of Consequence Management Guides.	Report to Council every two years.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Being Achieved – EMPLAN (formerly known as DISPLAN) and Consequences Management Guide are in the process of being reviewed and will be reported to the Local Emergency Management Committee.
Complete review of RFS Service Level Agreement.	Council adoption in 2019/2020.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Not achieved – there is no current Service Level Agreement, discussions with RFS are yet to be finalised.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ENVIRONMENT:  
PRINCIPAL ACTIVITY – TOWN PLANNING AND DEVELOPMENT CONTROL**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Prepare LEP amendments and submit to Department of Planning and Environment.	LEP Amendments submitted to Department of Planning and Environment for gateway approval in 2019/2020.	2.2 - Promote environmentally sustainable developments (ESD).	Achieved - ongoing.
Review and implementation of Section 94 and Section 94A Development Contributions Plans.	Review of Section 94 Plans by December 2018 and annual audit of Section 94 Register.	2.4 - Pursue Section 94A Development Contributions payments for all State Significant - Designated Developments.	Not Achieved – Working paper distributed. Further direction from Councillor workshops is necessary to facilitate future direction of Development Contributions planning.
Section 355 Committees of Council commence operations to facilitate the Community Enhancement Fund (CEF).	CEF agreements signed. Funds distributed annually. Committees resourced to benefit target communities.	2.4 - Pursue Section 94A Development Contributions payments for all State Significant - Designated Developments.	Achieved – Gullen Range Wind Farm, Cullerin Range Wind Farm and Taralga Windfarm CEP project funding has been allocated for 2019/2020.
Completion and issue of Section 149 Certificates.	Complete within 7 days.	2.2 - Promote environmentally sustainable developments (ESD)	Achieved.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ENVIRONMENT:  
PRINCIPAL ACTIVITY - BUILDING CONTROL**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Ensure ongoing accreditation of Building Surveyors is maintained.	Minimum CPD points are obtained annually.	2.2 - Promote environmentally sustainable developments (ESD).	Achieved.
Construction Certificate (CC) assessment and determination	Determine 80% of CC's within 30 days.	2.2 - Promote environmentally sustainable developments (ESD).	Not Achieved - 60% of CC's were determined within 30 days for 2019/2020.
Council retain a Register of Fire Safety Statements for Class 2 to 9 buildings.	Annually review the Register for currency.	2.2 - Promote environmentally sustainable developments (ESD).	Achieved – annual review of register completed and follow up reminder letters sent 13 November 2019.
Development Application (DA) assessment and determination.	Determine 80% of DA's within 40 days.	2.2 - Promote environmentally sustainable developments (ESD).	Not Achieved - 65% of DA's were determined within 40 days for 2019/2020.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ENVIRONMENT:  
PRINCIPAL ACTIVITY - ENVIRONMENTAL SYSTEMS AND PROTECTION**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
State of Environment Reporting.	Complete and include in Council Annual Report.	2.3 - Promote use of green and renewable energy.	Not achieved.
Investigate and report environmental complaints in accordance with legislation.	Deal with complaints in accordance with Service Delivery Policy.	2.1 - Address environmental degradation issues; i.e. noxious weeds control.	Achieved – not all compliance action can be finalised within the 30 day timeframe.
Assist community groups to seek grant funding for environmental initiatives for Council land and waterways.	Number of grants per annum.	2.5 - Support land care initiatives to restore and beautify natural resources.	Achieved - Ongoing liaison with relevant government agencies in seeking funding for environmental initiatives.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ENVIRONMENT:  
PRINCIPAL ACTIVITY - HOUSING**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Regular inspection of housing by independent management agent.	House inspections each year.	2.2 - Promote environmentally sustainable developments (ESD).	Achieved.
Annual house maintenance and repair program derived from inspections.	Repairs completed within 30 days of notification.	2.2 - Promote environmentally sustainable developments (ESD).	Achieved.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ENVIRONMENT:  
PRINCIPAL ACTIVITY - NOXIOUS WEEDS CONTROL**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Property inspections - the type and density of noxious weed infestations to be recorded and reported to Council.	Inspection statistics reported to Council monthly.	2.1 - Address environmental degradation issues, i.e. noxious weeds control.	Achieved – 953 property inspections have been undertaken during 2019/2020.
Suppression of noxious plants on road reserves.	Roads to be surveyed annually and control work conducted.	2.1 - Address environmental degradation issues, i.e. noxious weeds control.	Achieved - monthly updates are included in the Council Business Paper.
Regular education programs (field days and press releases) for landowners on the most effective control methods.	3 programs per year.	2.5 - Support land care initiatives to restore and beautify natural resources.	Achieved - regular government and non-government meetings attended. Weed control information included in Council's information page and newsletters.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ENVIRONMENT:  
PRINCIPAL ACTIVITY - FOOD CONTROL AND INSPECTIONS**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Conduct food premise inspections of retailers and service providers.	Annual inspection of all food premises.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – food premise inspections undertaken in May 2020.
Re-inspection of food retailers issued with infringement notices.	Follow up within 90 days of notice.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved - none identified for 2019/2020.
Swimming Pool register and inspection program.	Ensure Swimming Pool register is maintained.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – compliant and ongoing.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ECONOMY:  
PRINCIPAL ACTIVITY - FINANCIAL SERVICES**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Council's Investment Policy and Investment Strategy.	Review biennially.	3.2 - Prudent financial management.	Achieved – Investment Policy was reviewed and adopted on 18 July 2019.
Maintain Employee Leave Entitlements (ELE) internal restricted cash reserves to fund leave as it becomes payable.	Minimum 40% cash reserve of total ELE expense.	3.1 - Ensure financial viability of Council.	Achieved – Council ELE cash reserve is 47% of total ELE expense as at 30 June 2020 based on age profile and accumulated leave entitlements accrued.
Implementation of Council's Strategic Internal Audit Plan and report actions to Audit, Risk and Improvement Committee.	Complete 2 internal audits annually.	3.2 - Prudent financial management.	Achieved – Grant Thornton conducted 3 internal audits in 2019/2020 on Council's Business Continuity Management System, Compliance Framework and Risk Management Framework which were reported to the Audit, Risk and Improvement Committee meetings who endorsed management report action responses.
Progressively complete Asset Fair Valuation for all asset classes.	Audited annually.	3.1 - Ensure financial viability of Council.	Not achieved - infrastructure asset classes including roads, bridges, footpaths and stormwater were due for revaluation by 30 June 2020 but were deferred until June 2021.
Improve Long Term Financial Plan (LTFP) modelling.	10 year plan reviewed annually.	3.1 - Ensure financial viability of Council.	Achieved – Long Term Financial Plan reviewed and adopted by Council on 18 June 2020.
Accurate and timely Council budget reporting and review.	Quarterly Reports.	3.2 - Prudent financial management.	Achieved – provision of Quarterly Budget Review Statements and KPIs report to Council each quarter within 2 months of end of the quarter.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ECONOMY:  
PRINCIPAL ACTIVITY - ADMINISTRATION AND CORPORATE SUPPORT**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Manage Council's Accounts Payable and Purchasing systems.	90% of tax invoices are paid within credit terms.	3.1 - Ensure financial viability of Council.	Not achieved – 80% of tax invoices were paid by Council in accordance with credit terms. There were 6,193 tax invoices processed by accounts payable in 2019/2020.
Manage Council's Accounts Receivable system.	90% of payments recovered within sixty days.	3.1 - Ensure financial viability of Council.	Achieved – 97% of sundry debtor invoices were recovered within 60 days of tax invoice date. There were 625 accounts receivable tax invoices processed in 2019/2020.
Council electronic document records management system complies with State Records requirements.	Monthly records task assignee action report to management.	3.1 - Ensure financial viability of Council.	Achieved - Monthly reports provided to management for outstanding task actions.
Participate in Canberra Region Joint Organisation (CRJO) advocacy and resource sharing projects.	Report annually to Council.	3.2 - Prudent financial management.	Being achieved – Council are participating in human resources, procurement, Tourism and Economic Development, Infrastructure and IT working groups in Canberra Region Joint Organisation.
Council Section 355 Committees adhere to Council policies related to meetings and financial audit requirements.	Report annually to Council.	3.2 - Prudent financial management.	Being achieved – Workshop held with Council on 29 October 2019. 2019/2020 audits commenced. Correspondence forwarded by Council in regard to compliance requirements to all Section 355 Committees. Further councillor workshop on committees to be held in November 2020.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ECONOMY:  
PRINCIPAL ACTIVITY - GENERAL PURPOSE REVENUE AND RATES**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Proportion of rates accounts outstanding at year end.	Less than 5% outstanding.	3.2 - Prudent financial management.	Achieved - 2.67% rates and charges outstanding percentage as at 30 June 2020.
Completion of statutory certificates i.e. Section 603 Certificates.	95% completion rate within 5 days.	3.2 - Prudent financial management.	Achieved – 99% of Section 603 Certificates were processed within the deadline. There were 268 Section 603 Certificates issued in 2019/2020.
Completion and audit of Schedule - Permissible Rates Income Calculation.	Annual Completion by due date free of error.	3.2 - Prudent financial management.	Achieved – audit completed by the statutory deadline of 31 October 2020.
Process land revaluations and monthly supplementary land valuations from the Valuer Generals Office.	Monthly reconciliation and signoff by management.	3.2 - Prudent financial management.	Achieved – all reconciliations signed and authorised in 2019/2020.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ECONOMY:  
PRINCIPAL ACTIVITY - INFORMATION TECHNOLOGY**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Council's Information Technology Strategic Plan and Business Continuity Plan to be reviewed and updated.	Implement actions within specified timeframes.	3.1 - Ensure financial viability of Council.	Being achieved - IT Strategic Plan reviewed and adopted at the 21 February 2019 Council Meeting. A number of 2019 IT internal audit recommended actions remain outstanding.
Implement Council PC (computers) replacement program on a four year rotational basis.	Annually install 100% of PC's scheduled.	3.1 - Ensure financial viability of Council.	Achieved – computer replacement program completed.
Review, upgrade and update Council's Website and FaceBook page information.	Updated on a weekly basis.	3.1 - Ensure financial viability of Council.	Achieved - Council website and FaceBook page updated each week, timely media releases. E-newsletter and Post Weekly publications released each week. Zoom meetings setup for Council meetings and staff meetings in response to COVID-19.
Implementation of information technology capital works, i.e. new servers, software, databases and telecommunication upgrades.	Complete each year within budget estimate.	3.1 - Ensure financial viability of Council.	Being achieved – NBN services implemented at Council sites. InfoCouncil update and CRM project completed. New server implementations and other IT project completions were delayed in 2019/2020.



**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ECONOMY:  
PRINCIPAL ACTIVITY - WORKFORCE (HUMAN RESOURCES AND WORK HEALTH AND SAFETY)**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Review and implement Council Succession Plan.	Review biennially.	3.4 - Assist facilitation of employment opportunities.	Not achieved – will be reviewed after the job evaluations and grading under Oosoft system.
Proportion of Council employee turnover per year.	Less than 10%.	5.4 - Ensure the retention and attraction of quality staff.	Not achieved - 12% employee turnover rate in 2019/2020, this includes Council staff retirements, terminations and resignations.
Conduct annual performance reviews, reissue and sign-off for all employee's position descriptions and training plans.	Complete by 31 May each year.	3.4 - Assist facilitation of employment opportunities.	Not achieved – 67% of 2019/2020 staff performance reviews were completed by 30 June 2020.
Review and implement the human resources four year strategy in Council's Workforce Plan.	Review Annually.	3.4 - Assist facilitation of employment opportunities.	Achieved – the Workforce Plan is prepared and was adopted at the Council Meeting on 18 June 2020.
Conduct on-site work safety inspections of works sites and offices. Information provided to Council WH&S Committee and management.	80% of worksites are audited each year by WH&S Committee.	3.4 - Assist facilitation of employment opportunities.	Being achieved - worksite inspection rate is increasing this year.

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
All new employees to attend Corporate Induction.	Attend corporate induction within two months of employment.	3.4 - Assist facilitation of employment opportunities.	Being achieved – induction program rolled out to new employees at regular intervals.
Maintain a database of hazards and risk management of all Council activities.	Quarterly updated by Section Managers and reported annually by WH&S Coordinator.	5.4 - Ensure the retention and attraction of quality staff.	Not achieved – quarterly update will be provided by WHS Coordinator at Manex meeting of 26 August 2020. Quarterly updates not provided by Section Managers.
WHS risk to health and safety assessed, documented and reported to WHS Committee.	All WH&S issues including near misses are reported. 90% of the issues are addressed and closed out. Risk Registers are reviewed by each Department.	3.4 - Assist facilitation of employment opportunities.	Being achieved – WHS Committee action list detailed and followed up.  Being achieved – Near misses reported are investigated.  Not achieved - Risk Registers reviewed by each Department. Task identification for all Departments to be carried out in 2021 to help build risk register.
Council officers and people managers are up to date in their WHS and organisational risk knowledge.	Reports contain WHS reports. 90% of meetings at which updates are discussed.	3.4 - Assist facilitation of employment opportunities.	Being achieved – Information updates tabled at WHS committee meetings and Manex meetings.
Improve Council's WHS capability.	Develop corporate WHS and Environmental System for Council. Toolbox talks completed and recorded.	3.4 - Assist facilitation of employment opportunities.	Being achieved - Council to appoint a consultant in 2020/2021 to collate integrated WHS & Environmental System.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ECONOMY:  
PRINCIPAL ACTIVITY - CARAVAN PARKS**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Implement Crookwell caravan park user charges.	Cost neutral facility.	3.5 - Encourage and support viable local businesses.	Achieved – In 2019/2020 the caravan park operated the facility with a profit. Increase in overnight visitation and bookings up to when COVID-19 impacted operations.
Implement Plans of Management for all Council controlled caravan parks and camping areas.	Review and update every 2 years.	3.3 - Encourage sustainable population growth and provision of associated infrastructure.	Not achieved – Review of the Plan is pending.
Provide improvements to Crookwell caravan park facilities.	Continue to promote facility and seek external grant funding.	3.3 - Encourage sustainable population growth and provision of associated infrastructure.	Being achieved – Crookwell caravan park was closed part of the year and promotion discontinued on 23 March 2020 due to COVID-19 pandemic health restrictions.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - ECONOMY:  
PRINCIPAL ACTIVITY - TOURISM PROMOTION AND BUSINESS**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Upper Lachlan Tourist Association to implement Tourism Strategic Plan.	Review annually.	3.5 - Encourage and support viable local businesses.	Achieved – revised tourism marketing and industry development strategy. Tourism Strategic Plan was reviewed in 2019 and is anticipated to be replaced by the Tablelands Destination Development Plan in 2021.
Coordinate the Crookwell Potato Festival event.	Provide annual event summary.	3.6 - Promote tourism opportunities and community events.	Being achieved – cancellation of the event scheduled for May 2020 due to COVID-19. A virtual event was organised and proceeded.
Presentation of tourism function statistics each quarter.	Present to Tourist Association.	3.6 - Promote tourism opportunities and community events.	Achieved. Note: Section 355 Committee meetings cancelled in response to COVID-19 pandemic health restrictions in March 2020.
CRJO inform the Destination Management Plan 2018-2020 for Destination Southern NSW. Council to prepare a Destination Action Plan, Industry Development Plan and Marketing Communications Plan.	Complete the new plans by 30 June 2020.	3.5 - Encourage and support viable local businesses.  3.6 - Promote tourism opportunities and community events.	Being achieved – Destination Southern NSW worked with councils to prepare a Tablelands Destination Development project. Workshops were held with Council and industry stakeholders in February 2020 and draft plan is prepared for Tablelands Region and this plan will be presented to CRJO councils for adoption in late 2020.
Annually coordinate the tourism grants, events and cultural funding programs.	Increase visitation and \$ spend.	3.6 - Promote tourism opportunities and community events.	Achieved – the Cultural Funding Program and Events Funding program have been completed.

KPI	Performance Measure	Delivery Program Actions	Performance Status
Prepare and distribute tourism publications; i.e. Destination Guide.	Distribution within program deadlines.	3.6 - Promote tourism opportunities and community events.	Being achieved – media publications completed, Upper Lachlan Destination Guide completed, Tourism and Events Industry Newsletter issued monthly, What’s On and calendar of events completed. Note: COVID-19 pandemic had a detrimental impact on tourism across NSW and Australia, events were not held due to NSW health regulations.
Facilitate provision of RV Friendly Town program in towns within the Shire.	Investigate sites for Taralga and Crookwell.	3.6 - Promote tourism opportunities and community events.	Not achieved – further investigations for a RV Friendly Town camping site in Crookwell and Taralga to be undertaken. Matter was reported to Council in December 2019.
Business activity of the State Road MR54 RMCC contract and work orders to retain RMS accreditation.	Generate profit in accordance with contract limits.	3.2 - Prudent financial management.	Achieved - RMCC and works orders being completed in accordance with contract. New RMCC contract signed and will be implemented in 2020/2021.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - INFRASTRUCTURE:  
PRINCIPAL ACTIVITY - ROADS, BRIDGES, FOOTPATHS, CYCLEWAYS, AND KERB AND GUTTERING**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Implement Roads Hierarchy Classification in strategic planning of forward road programs.	Review Road Hierarchy annually.	4.3 – Bitumen sealing all urban streets in towns.	Being achieved – Roads Hierarchy reviewed in draft Road strategy document for completion 2021 and asset condition assessment data to be collated as a part of the infrastructure assets review of internal capabilities.
Completion of annual capital works expenditure program in accordance with budget allocation.	Complete 90% of works program annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved – Delivery of the 2019/2020 works program was severely impacted by the inclusion of bridge bypass priority works, the drought that impacted on the availability of water to undertake construction works prior to February and then the subsequent natural disaster damage from February 2020 storms.
Reconstruction and upgrade of Grabine Road as part of the Special Grant program with Transport for NSW. Reconstruction of Grabine Road Stage 1 of the Growing Local Economies Program.	Complete Final Stage within budget allocation in 2019/2020.  Complete Stage 1 within budget allocation in 2019/2020.	4.13 - Transport link priority projects to State Parks including the Wombeyan Caves Road and Grabine Road reconstruction and upgrade to facilitate economic benefits to the region.	Achieved – Final stage completed. The first 1.3km of Grabine Road was completed and sealed. Continuation of sealing was affected by the bridge bypass works, the drought & then significant storm damage clean up works. Remaining works have been transferred to the 2020/2021 program.
Call and evaluate tenders for civil works contract plant and labour hire, and capital works projects.	To review tenders every two years.	4.1 - Improve local road and regional road transport networks.	Being achieved – Bitumen Sealing extended to end of 2020/2021, contract plant and equipment tender has been finalised.
Gravel resheeting programme submitted to and adopted by Council in June each year.	Resheet every road in a 30 year cycle.	4.1 - Improve local road and regional road transport networks.	Being achieved – Gravel re-sheeting program for Section 94 and Roads to Recovery projects works are well advanced.
Prepare Asset Management Plans for Roads, Stormwater, Footpaths and Kerb and Guttering asset classes.	Complete by 30 June 2020.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved – Ten year Capital and proactive Maintenance Programs will be developed through individual Asset Management Plans in 2021. Council's data collection capability requires improvement to develop a ten year Capital program.
Review footpath replacement program.	Complete within budget allocation.	4.9 - Develop new and upgrade existing footpaths and cycleway networks.	Being achieved - projects being completed include the Stronger Country Communities PAMP projects.
Bridge program reviewed and updated.	Annual Review.	4.11 - Progressively replace timber bridges on local and regional roads.	Achieved – Bridge assessments completed, bridge bypasses construction completed. Replacement program continues in 2020/2021.

Complete the replacement of the timber bridges replacement program in accordance with budget.	Complete by 30 June 2020.	4.11 - Progressively replace timber bridges on local and regional roads.	Being achieved – completed bridge replacement projects at Abercrombie River bridge, Harley Road bridge, Kiamma Creek bridge, Jeffreys Road bridge, Unnamed Bridge Peelwood Road, Coates Creek Bridge, Wilcox Road bridge and Julong Road No.1 bridge.
Complete Stage 1 of the Wombeyan Caves Road MR258 reconstruction project.	Complete within budget by 30 June 2020.	4.14 Progressively bitumen seal all classified road; i.e. MR241 Rye Park-Dalton Road.	Not Achieved – Project commencement was delayed due to several months of bushfire that necessitated the Wombeyan Caves Road closure. The following tasks are completed to date: Design work, Survey, REF Report, Ecological Study & Heritage Assessment, Road Safety Audits preconstruction phase. Tender documents to be advertised.
Regional road repair and pavement reconstruction program on MR248E Crookwell to Laggan Road – Stage 2.	Complete within budget and finalisation report completed.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Stage 2 completed. MR248E reconstruction works completed to Boongarra Road.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - INFRASTRUCTURE:  
PRINCIPAL ACTIVITY - STORMWATER AND DRAINAGE**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Stormwater Levy for all towns to assist in funding capital works improvements in the Shire towns	Maintain an external restricted cash reserve.	4.10 - Upgrade stormwater and kerb and guttering in towns.	Achieved – stormwater reserve maintained.
Creation of Floodplain Risk Management Study and Plans.	Implement projects outlined in the Plan.	4.12 - Flood Risk Management Plans created for Crookwell, Gunning, Taralga and Collector.	Being achieved. Funding approved for investigation into a flood warning system design for Taralga, Crookwell, Gunning and Collector.
Implement Stormwater Management Plan.	Implement Stormwater works outlined in Plan.	4.10 - Upgrade stormwater and kerb and guttering in towns.	Not achieved – stormwater projects program was not completed.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - INFRASTRUCTURE:  
PRINCIPAL ACTIVITY - QUARRIES AND GRAVEL PITS**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Prepare annual stocktake of gravel pits stock held and movements. Review quantity of gravel stock held for each gravel pit/quarry.	Complete by June each year.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved - Gravel stocktakes completed in 2019/2020.
Maintain a gravel pit rehabilitation cash reserve in accordance with gravel restoration liability requirements.	Review cash reserve annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Rehabilitation reserve created and funds being credited to reserve.
Review gravel royalty payment pricing model and internal charge rate and procedures.	Review and update gravel royalty payment annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – internal gravel charge reviewed and updated.
Erect signage as warning of potential hazard at quarries where Council have Quarry Management agreements.	Install signage as remote supervision.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved – Quarry management plans are being created.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - INFRASTRUCTURE:  
PRINCIPAL ACTIVITY - WASTE CENTRES, RUBBISH TIPS AND STREET CLEANING**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Implement strategy for the Crookwell Waste Centre.	Remediation works project in accordance with EPA requirement.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved – Council has resolved to transform the Crookwell landfill into a transfer station and works have commenced and contracts to be completed. Remediation works are not completed. Waste is transported to Woodlawn facility under agreement with Veolia Environmental Services.
Waste transfer station design development and construction for Taralga, Collector, Tuena and Bigga, including closure plans for existing landfills.	Remediation works project in accordance with EPA requirement.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being Achieved – Upgrade works have been carried out at Taralga Transfer Station and Transfer Stations have been established at Collector and Gunning. Additionally, Tuena and Bigga are also operational as transfer stations. All waste from these facilities is transferred to Crookwell Transfer Station for disposal. Closure plans are not completed and are being developed.
Ensure compliance with DECCW licence for Crookwell waste centre (landfill).	No non-compliance incidents.	4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Not achieved – DECCW annual return for Crookwell landfill completed. Crookwell landfill has water discharge issues that remain unresolved. Fencing is not complete. Phytocapping and Landfill Capping Remediation Management Plan documents are being compiled.



**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - INFRASTRUCTURE:  
PRINCIPAL ACTIVITY - PUBLIC CONVENIENCES AND AMENITIES**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Maintain public toilet facilities according to health requirements.	Weekly maintenance schedule undertaken.	4.4 - Develop town main street and CBD beautification programs.	Achieved – weekly maintenance and cleaning.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - INFRASTRUCTURE:  
PRINCIPAL ACTIVITY - PUBLIC CEMETERIES**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Prepare Plans of Management for all Council controlled cemeteries.	Review every five years.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved – Pending until the land register and crown land identification process is finalised. The crown land register is being reviewed.
Gunning cemetery expansion of existing site to cater for future requirements.	Negotiate land acquisition with surrounding land owner.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved - negotiations have stalled for purchase of additional land for the expansion of Gunning Cemetery.
Columbarium construction program for Dalton cemetery.	Create a new columbarium.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Columbarium in Dalton is completed. Columbarium to be constructed at Stonequarry Cemetery in Taralga, works are to commence in November 2020.
Undertake maintenance activities according to the adopted works schedule.	Within 5% of budget allocation.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved – Maintenance activities according to annual program and budget allocation are being completed.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - INFRASTRUCTURE:  
PRINCIPAL ACTIVITY - ENGINEERING, PURCHASING AND WORKS SUPERVISION**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Implementation and review of Asset Management Plan. Complete Special Schedule 7. Annual asset inspection and condition reporting program.	Assets reporting in accordance with OLG requirements.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Infrastructure Plan adopted by Council on 18 June 2020.  Achieved – Special Schedule 2019/2020 review completed by Morrison Low consultants.
Six monthly Stores Stocktakes with a proportion and value of Stores stock control bin errors being minimised.	Less than \$500 stock write down from a stocktake.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved - General stores re-organisation ongoing. Stores stocktakes are conducted in December and June each year.
Implement Statewide Mutual Public Liability audit verification requirements.	Complete annually within allocated deadline.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not Achieved – 2019/2020 RAMP was not finalised.
Review Risk Management Assessment Plan and Risk Management Policy.	Review and update by December 2019.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved – Further development of risk management framework is pending internal audit review recommendations by Grant Thornton in September 2020.
Review Council Underground Petroleum Storage (UPS) systems; including diesel and petrol bowsers.	Comply with EPA regulations.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Council engaged Coffey Consultant company to undertake environmental investigation which confirm the site is compliant with EPA regulations and relevant legislation.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - INFRASTRUCTURE:  
PRINCIPAL ACTIVITY - PLANT AND EQUIPMENT OPERATIONS**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Prepare a plant and equipment 10 year forward plan.	Review and update annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Plant and Motor Vehicle Replacement Schedules have been prepared for the Council Delivery Program and is reviewed annually by Council.
Annual Plant Replacement schedule.	Replacement cost is within 5% of budget allocation.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved - Plant replacements completed in accordance with Plant Replacement Schedule in the Operational Plan.
Maintain a plant replacement cash reserve and achieve plant hire surplus each year.	Review annually adopted plant hire rates.	4.1 - Improve local road and regional road transport networks.	Achieved – Plant hire rates were reviewed in 2019/2020.
Management of Council employee motor vehicle leaseback program.	Review annually.	4.1 - Improve local road and regional road transport networks.	Achieved – Leaseback program and agreement reviewed and reported to Council Meeting and new lease fee commenced 1 May 2020.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - INFRASTRUCTURE:  
PRINCIPAL ACTIVITY - DOMESTIC WASTE MANAGEMENT (DWM)**

<b><u>KPI</u></b>	<b><u>Performance Measure</u></b>	<b><u>Delivery Program Actions</u></b>	<b><u>Performance Status</u></b>
DWM service charge includes a disposal cost as a costed entity as part of the annual DWM reasonable cost calculation.	Establish Fund and review annually.	4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Achieved – DWM makes a disposal cost contribution to landfill. 2019/2020 Reasonable Cost Calculation completed.
Average number of garbage bin service collections missed per month and number of complaints received.	Less than 2% of weekly pickups.	4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Being achieved – reliable trucks have assisted in a significant reduction in missed bin complaints.
Review effectiveness of the kerbside pickup of organic green waste collection service (during Spring, Summer and Autumn).	Review and report to Council by October 2019.	4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Not achieved – Service commenced in 2018. Currently bins are being collected once a fortnight in accordance with the approved “service levels”. Report yet to be provided for Council consideration.
Prepare and review DWM long-term plant replacement schedule.	Reviewed annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Council’s waste and recycle collection fleet consisting of three compactor trucks being replaced on a staggered rotation. A new garbage truck tender approved by Council for purchase with truck to be delivered after July 2020.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - INFRASTRUCTURE:  
PRINCIPAL ACTIVITY - WATER SUPPLY SERVICES**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Carry out weekly water quality standard testing.	Complying water quality test samples.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – daily water quality testing undertaken for the Crookwell, Taralga, Gunning and Dalton systems.
Implement user pay best practice pricing water charges in accordance with State Government Guidelines.	50% water supply income from user pay charges.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – user pay water charges implemented. Greater than 50% of water supply income is derived from user pay charges.
Integrated Water Cycle Management (IWCM) Strategy for the town water supplies.	Complete IWCM strategy by June 2020.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved – Council exchanged the signed Deed with DPIE regarding the co-funding of Review of the Integrated Water Cycle Management (IWCM) Strategy Report after Council resolution made through Council Ordinary Meeting in April 2020.
Maintain Section 64 Development Contributions Plan Register.	Audited annually.	4.6 - Improve water supply and sewerage facilities to towns.	Being achieved – Section 64 Register audited in 2019/2020. The Development Contributions Plan is being reviewed and updated for Council adoption in 2020.
Surplus Water Fund operating result.	Within 10% of budget.	4.6 - Improve water supply and sewerage facilities to towns.	Not achieved – water supply fund in 2019/2020 and 2018/2019 had a minor operating deficits. Previous 5 years were surplus operating results.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR - INFRASTRUCTURE:  
PRINCIPAL ACTIVITY - SEWERAGE SERVICES**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Number of sewer chokes per month per five kilometres of mains.	Less than 5 per month.	4.6 - Improve water supply and sewerage facilities to towns.	Being achieved – Problem sewer main areas in Crookwell and Gunning are being relined.
Review Policy and implement Trade Waste Charges.	Consider charges in 2020/2021.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved – Charges are included in the fees and charges but have not been levied. A review of the policy is pending.
Surplus Sewerage Fund operating result.	Within 10% of budget.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – Operating result surplus in 2019/2020 and the two prior years which provides for future infrastructure replacement needs.
Maintain Section 64 Development Contributions Plan Register.	Audited annually.	4.6 - Improve water supply and sewerage facilities to towns.	Being achieved – Section 64 Register audited in 2019/2020. The Development Contributions Plan is being reviewed and updated for Council adoption in 2020.
Sewerage Treatment Plants comply with EPA conditions.	Satisfactory report from NSW EPA.	4.6 - Improve water supply and sewerage facilities to towns.	Not achieved – Crookwell and Taralga Sewerage Treatment Plants require upgrading or replacement.

**TABLELANDS REGIONAL CSP STRATEGIC PILLAR – CIVIC LEADERSHIP:  
PRINCIPAL ACTIVITY – GOVERNANCE**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Implement organisation structure in accordance with Local Government Act requirements.	Reviewed regularly and after local government elections.	5.4 – Leadership and commitment to integrated planning and reporting.	Achieved.
Council Policy development and review.	Continual policy review and upgrade each year.	5.3 - Promote community engagement and involvement in decision making processes.	Achieved – policy development and reviews undertaken.
Council Meeting Business Paper creation and distribution.	Released one week prior to meeting date.	5.3 - Promote community engagement and involvement in decision making processes.	Achieved – Provision of iPads to Councillors, agenda distribution within required timeframes.
Complaint handling and service delivery.	Complete service requests within 15 business days.	5.4 – Leadership and commitment to integrated planning and reporting.	Achieved.
Complete Council Annual Report.	Completed and sent to OLG by 30 November every year.	5.3 - Promote community engagement and involvement in decision making processes.	Achieved – URL link provided to Office of Local Government on 22 November 2019.
Implement the Office of Local Government (OLG) “Fit for the Future” Council Improvement Proposal and Action Plan.	4 year Action Plan incorporated in Delivery Program.	5.1 - Participate in resource sharing initiatives.	Achieved – actions were reported to Council as part of Delivery Program review report in December 2019 and July 2020.
Compliance with Office of Local Government Circulars and compliance with legislative and statutory amendments.	Circulars to be reviewed monthly.	5.2 - Lobby other levels of Government for increased share of funding distribution.	Achieved – circulars complied with and placed before Council as required by the Office of Local Government.
Upper Lachlan Shire Council to remain sustainable in the long term.	Meet all Fit for the Future benchmarks.	5.4 – Leadership and commitment to integrated planning and reporting.	Not achieved - in 2019/2020 four out of seven benchmarks realised.

### 3. STATE OF THE ENVIRONMENT REPORT

Section 428A of the NSW Local Government Act 1993 requires the Annual Report of a Council in the year of an ordinary election of Councillors is to be held must include a state of the environment (SOE) report. Due to the postponement of the elections by the NSW Government to address the risks posed by the COVID-19 virus, the requirements for reporting have been extended for 12 months in accordance with NSW Office of Local Government Circular 20-10.



Mayor John Stafford, Wombeyan Caves Manager David Smith, NPWS Area Manager Angela Lonergan, Member for Goulburn Wendy Tuckerman, General Manager Colleen Worthy and NPWS Director Blue Mountains David Crust



## **4. CONDITION OF PUBLIC WORKS**

### **Section 428 (2) (d)**

#### **a) Urban Roads and Streets**

Council endeavours to provide a regular maintenance program throughout the year for all of the urban roads and streets in the towns and villages within the Shire. The 98 kilometres of urban roads are mostly in "Good to Average Condition" with some of the bitumen pavement wearing surfaces nearing the end of their useful lives and these streets are prioritised for resealing or rehabilitation within the next five years.

#### **b) Local Roads - Sealed**

A program of regular ongoing maintenance is carried out throughout the year, which incorporates a program of resealing sealed rural local roads. The 490 kilometres of sealed local roads are in "Good to Average Condition" however up to ten percent of these roads are deteriorating in condition and will need rehabilitation over the next five years.

#### **c) Local Roads - Unsealed**

A program of continuous gravel resheeting upgrades is incorporated in Council's annual capital works program and regular gravel maintenance works are carried out throughout the year. The 1,146 kilometres of unsealed local roads varies in condition from road to road. There are an estimated twenty four percent of unsealed local roads which require further improvement to bring to a satisfactory condition.

The 2019/2020 Council own source funded roads maintenance, asset renewals, bitumen reseals, grading and bridges expenditure on local roads totalled **\$2,822,299**.

In addition to this **\$1,951,983** was expended on local roads and bridges from the Federal Government Financial Assistance Grants roads component allocation.

The Federal Government, Roads to Recovery funding of **\$1,803,642** was utilised to gravel resheet 21 unsealed local roads, pavement construction on Grabine Road and Wheeo Road, and 3 timber bridge replacements at Julong Road No.1, Jeffreys Road and Harley Road bridges.

#### **d) Bridges on Local Roads**

Council is responsible for the maintenance of concrete and timber bridge assets on local roads. There are a total of 70 concrete bridges / culverts and 7 timber bridges that are greater than six metres on road length on Local Roads.

Council has allocated funding to implement bridge bypasses to local timber bridges impacted by weight load limits and fund bridge replacements of all timber bridges as a consequence of the Pitt and Sherry report on 12 timber bridges. 3 concrete bridges were assessed and are now deemed fit for no weight load restrictions with modified traffic conditions applied.

Council has endorsed a strategy to replace all timber bridges in a three year timeframe which commenced in 2019. Council has secured grant funding for a number of local road timber bridges; including Peelwood Road Peelwood Creek Bridge, Bigga Road Kangaroo Creek Bridge, Woodville Road Bridge, Kangaloolah Road Bridge, Julong Road No.1 Bridge, Cooksvale Road Bridge and Blue Hills Road Bridge.

Timber bridges have been replaced on Harley Road, Julong Road 1, Wilcox Road and Reids Flat Road with concrete bridges. In addition, timber bridges on Peelwood Road over unknown Creek, Arthursleigh Road Bridge, and Jeffreys Road Bridge have been replaced by box culverts.

#### e) Regional Roads – Sealed and Unsealed

Council has 213 kilometres of sealed Regional Roads and 38 kilometres of unsealed Regional Roads that are subject to a regular maintenance and resealing program. Regional Roads include MR241 (Rye Park Road), MR248E (Laggan and Taralga Road), MR248W (Boorowa Road), MR52 (Grabben Gullen and Gundaroo Road), MR256 (Goulburn - Oberon Road), MR258 (Wombeyan Caves Road). Council utilises Transport for NSW (TfNSW) Block Grant and regional road REPAIR program funding as well as Council's own source funds to maintain and upgrade regional roads.

In 2019/2020 total asset renewal and maintenance expenditure on all Regional Roads and bridges in the Shire, for both sealed and unsealed sections, totalled \$3,022,560.

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

- Reconstruction road works on Regional Road MR248E (Laggan Road, Crookwell) stage 2. Expenditure from the RMS Repair Program and Council funds, totalled \$823,174.
- Bitumen resealing program expenditure from RMS totalled \$296,580.

#### f) Bridges on Regional Roads

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

There are a total of 33 concrete bridges / culverts that are greater than six metres road length on Regional Roads.

In the past 18 months, Council has completed the replacement of the last 2 timber bridges on regional roads. The Abercrombie Bridge has had \$1.525 million funds allocated from the NSW Government Fixing Country Roads Program and the Federal Government Bridges to Renewal Program and Council funding to replace the timber bridge. The new bridge is completed and open.

The Kiamma Creek Bridge has \$1.062 million funds allocated from the NSW Government Fixing Country Roads Program, Federal Government Bridges Renewal Program and Council funding. This bridge has been completed and open to traffic.



New Kiamma Creek Bridge

**STORMWATER DRAINAGE**

Urban stormwater network of 4.6km of pipes and pits are considered to be in a good condition with 80% condition rating in 1-3. Drainage maintenance is carried out on an ongoing basis as the need arises. There are an estimated twenty percent of urban stormwater which require further detail inspection and improvement to bring to a satisfactory condition in the next 5-10 years.

**INFRASTRUCTURE ASSETS**

The written down value, at fair valuation, for Council’s physical infrastructure assets as at 30 June 2020, are as follows:-

◆ Roads – Sealed and Unsealed:	\$ 76,273
◆ Roads – Non Depreciable	
Bulk Earthworks:	\$216,885
◆ Bridges:	\$ 27,690
◆ Footpaths:	\$ 2,614
◆ Buildings:	\$ 27,575
◆ Tip Assets:	\$ 2,598
◆ Quarry Assets:	\$ 308
◆ Other Structures:	\$ 1,082
◆ Stormwater Drainage:	\$ 1,662
◆ Water Supply Network:	\$ 24,376
◆ Sewerage Network:	\$ 13,922
◆ Other Asset classes:	\$ 23,137
<b>TOTAL:</b>	<b><u>\$418,122</u></b>

The water supply and sewerage network assets were re-valued at “fair value” as at 30 June 2017. The buildings and other structures asset classes were valued at “fair value” as at 30 June 2018. The infrastructure asset classes of roads, bridges, footpaths and stormwater listed above were valued at “fair value” as at 30 June 2015.

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

**CONDITION OF WATER SUPPLIES**

**Crookwell Water Supply**

The Crookwell water supply system was first commissioned in 1937 and the water treatment plant has progressively been augmented with the last major upgrade being in 2018.

The water treatment plant delivers high quality water to the town of Crookwell, and has enough spare capacity to allow for significant growth in Crookwell.

The water mains in Crookwell are ageing and a progressive replacement program using modern pipe materials and techniques is expected to be completed by 2026.



Gunning Dam

**Dalton Water Supply**

Potable water produced at the Crookwell water treatment plant is piped to Dalton through the approximately 11 km pipeline constructed in 2013/2014.

This delivers a reliable supply of high quality drinking water to the township.

### **Gunning Water Supply**

The Gunning Water Treatment plant and its large water storage dam provides water security for the current population and allows for significant future growth.

The state of the water mains at Gunning will be reviewed in the next financial year to determine whether or not any sections require replacement or repair. This current financial year has proved to be quite positive.

### **Taralga Water Supply**

The state of the off-creek water storage and the water treatment plant at Taralga will be reviewed in the next financial year to determine whether or not any components require replacement or repair. The current water treatment plant may reach end of useful life by 2025.

### **Village Bores and Standpipes**

This past financial year Council have been reviewing the possibility of enhancing public access standpipes within the shire, and adding extra security measures to deter illegal standpipe use.

These stand pipes are important for shire residents and should be protected from misuse by non-residents and water trucking companies.

## **CONDITION OF SEWERAGE NETWORK**

### **Gunning Sewerage**

The treatment plant is more than large enough to meet the needs of the residents of Gunning, and it performs well.

The state of the sewage pipeline network at Gunning will be reviewed in the current financial year to determine whether or not any sections require replacement or repair.

### **Crookwell Sewerage**

Crookwell's sewerage treatment plant was last upgraded in 1993. The plant will be reassessed in the next financial year to determine whether or not any upgrade or replacement work is appropriate.

The sewage pipeline network in Crookwell is also ageing and will be reviewed in the near future to determine whether or not any sections require replacement or repair.

The main Crookwell Sewage Pump Station in Kennedy Street was upgraded this year, and now boasts a stand-by power generator.

### **Taralga Sewerage**

Several upgrades to the Taralga Sewage Treatment Plant are planned for the next financial year; some of which, like the surface water diversion drain, are already complete.

In addition to this work, the sewage pipeline network in Taralga will also be reviewed to determine whether or not any sections require replacement or if it needs any repairs.

## 5. LEGAL PROCEEDINGS DETAIL

### Section 428 (2) (e)

In 2019/2020 Council incurred legal expenses in the sum of \$24,761. These expenses were incurred in the following areas:-

❖ Rates Recovery:	\$ 4,202
❖ Planning and Development:	\$ 2,895
❖ Administration, Engineering and Rural Fire Services:	\$ 17,664

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

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

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

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

Upper Lachlan Shire Council was part of the Canberra Region Joint Organisation (CRJO) regional panel tender for legal services in 2017. Council resolved to adopt 5 legal firms as the Upper Lachlan Shire Council legal services panel.

The panel consists of Pikes and Verekers Lawyers, Robert J McCarthy and Co Solicitors, Sparke Helmore Lawyers, Kells the Lawyers and Marsden Law Group. This panel is to be utilised by Council at its discretion for the provision of legal services. The legal services panel commenced in August 2017.



Crookwell Show, February 2020

## **6. ELECTED MEMBERS – MAYORAL AND COUNCILLOR’S EXPENSES AND FACILITIES**

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

Upper Lachlan Shire Council provided an annual Mayoral Fee of \$26,530.00 and provision of a motor vehicle for undertaking official engagements and mayoral duties. There are nine elected members of Council (Councillors); each is paid an annual fee of \$12,160. Councillors were reimbursed for expenses incurred in carrying out their responsibilities during the financial year including training, travelling and sustenance expenses.

The total amount expended on Upper Lachlan Shire Council’s elected Councillors in 2019/2020 was **\$167,409** and the expenditure included the following:-

❖ Mayoral Fees:	\$26,530
❖ Councillors Fees and Allowances:	\$109,440
❖ Councillors/Delegates Expenses:	\$31,439

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

- ❖ Provision of office equipment allocated to Councillors; the Mayor is allocated an iPhone and all associated costs with this device are paid by Council. There is an annual data plan total expense of \$411 for the Mayor. All Councillors are supplied with an iPad the annual data plan expense is \$3,384 for all 9 Councillors.
- ❖ Telephone calls made by Councillors; all nine Councillors have an annual telecommunications allowance of \$984 in accordance of with Council’s Payment of Expenses and Provision of Facilities Policy.

Therefore, telecommunications expense totals \$8,856.

- ❖ Attendance at conferences and seminars by Councillors; the Mayor attended the Local Government NSW (LGNSW) Conference. The conference registration and accommodation expense totalled \$963.00
- ❖ The Mayor attended Country Mayors Association Meetings, Canberra Region Joint Organisation (CRJO) Meetings at Parliament House in Sydney and in Canberra with costs totalling \$1,355.
- ❖ Training and skill development of Councillors included the following:-
  - Sustainable Economic Growth for Regional Australia Conference attended by Councillor Opie, at a cost of \$1,460.
- ❖ No Councillors have undertaken interstate and / or overseas visits as representatives of Council.
- ❖ No expenses were paid by Upper Lachlan Shire Council in the provision of child care and / or care of an immediate family member of a Councillor.

### **COUNCIL’S POLICY ON THE PROVISION OF FACILITIES FOR USE BY COUNCILLORS AND PAYMENT OF COUNCILLORS’ EXPENSES**

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

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

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

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

**POLICY SUMMARY:**

This policy enables the reasonable and appropriate reimbursement of expenses and provision of facilities to councillors to help them undertake their civic duties.

It ensures accountability and transparency, and seeks to align councillor expenses and facilities with community expectations. Councillors must not obtain private or political benefit from any expense or facility provided under this policy.

The policy has been prepared in accordance with the *Local Government Act 1993* (the Act) and *Local Government (General) Regulation 2005* (the Regulation), and complies with the Office of Local Government’s Guidelines for the payment of expenses and provision of facilities to Mayors and Councillors in NSW.

The policy sets out the maximum amounts council will pay for specific expenses and facilities. Expenses not explicitly addressed in this policy will not be paid or reimbursed.

The main expenses and facilities are summarised in the table below. All monetary amounts are exclusive of GST.

Expense or facility	Maximum amount	Frequency
General travel	Councillors:	Per year

Expense or facility	Maximum amount	Frequency
expenses	Vehicles under 2.5 litres - \$0.68 per/km  Vehicles over 2.5 litres - \$0.78 per/km  As calculated on a per kilometre basis by the rate set by the Local Government (State) Award.	
Accommodation and meals	As per the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, adjusted annually	Per day
Sustenance (Meals) associated	\$110	
Sustenance within Shire	\$100	Per day
Professional development	\$2040 per councillor	Per year
Conferences and seminars	\$102 per councillor	Per day
ICT expenses	\$82 per councillor	Per month
ICT expenses Mayor	\$82	Per month
Access to facilities in the Council Chambers	Provided to all councillors	Not relevant
Council vehicle and fuel card	Provided to the mayor	Not relevant
Reserved parking space at Council offices	Provided to the mayor	Not relevant
Furnished office (when available)	Provided to the mayor	Not relevant
Executive Assistant to support Mayor	Provided to the mayor and	Not relevant

Expense or facility	Maximum amount	Frequency
and Councillors	councillors	

Additional costs incurred by a Councillor in excess of these limits are considered a personal expense that is the responsibility of the Councillor.

Councillors must provide claims for reimbursement within three months of an expense being incurred. Claims made after this time cannot be approved.

Detailed reports on the provision of expenses and facilities to Councillors will be publicly tabled at a council meeting every twelve months and published in full on council’s website. These reports will include expenditure summarised by individual Councillor and as a total for all Councillors.

**Part A - Introduction**

**1. Introduction**

- 1.1. The provision of expenses and facilities enables councillors to fulfil their civic duties as the elected representatives of Upper Lachlan Shire Council.
- 1.2. The community is entitled to know the extent of expenses paid to councillors, as well as the facilities provided.
- 1.3. The purpose of this policy is to clearly state the facilities and support that are available to councillors to assist them in fulfilling their civic duties.
- 1.4. Council staff are empowered to question or refuse a request for payment from a councillor when it does not accord with this policy.
- 1.5. Expenses and facilities provided by this policy are in addition to fees paid to councillors. The minimum and maximum fees a council may pay each councillor are set by the Local Government Remuneration Tribunal as per Section 241 of the Act and reviewed annually. Council

must adopt its annual fees within this set range.

**2. Policy objectives**

- 2.1. The objectives of this policy are to:
  - enable the reasonable and appropriate reimbursement of expenses incurred by councillors while undertaking their civic duties
  - enable facilities of a reasonable and appropriate standard to be provided to councillors to support them in undertaking their civic duties
  - ensure accountability and transparency in reimbursement of expenses and provision of facilities to councillors
  - ensure facilities and expenses provided to councillors meet community expectations
  - support a diversity of representation
  - Fulfil the council’s statutory responsibilities.

**3. Principles**

- 3.1. Council commits to the following principles:
  - **Proper conduct:** councillors and staff acting lawfully and honestly, exercising care and diligence in carrying out their functions
  - **Reasonable expenses:** providing for councillors to be reimbursed for expenses reasonably incurred as part of their role as councillor
  - **Participation and access:** enabling people from diverse backgrounds, underrepresented groups, those in carer roles and those with special needs to serve as a Councillor
  - **Equity:** there must be equitable access to expenses and facilities for all councillors
  - **Appropriate use of resources:** providing clear direction on the



appropriate use of council resources in accordance with legal requirements and community expectations

- **Accountability and transparency:** clearly stating and reporting on the expenses and facilities provided to councillors.

#### 4 Private or political benefit

4.1 Councillors must not obtain private or political benefit from any expense or facility provided under this policy.

4.2 Private use of council equipment and facilities by councillors may occur from time to time. For example, telephoning home to advise that a council meeting will run later than expected.

4.3 Such incidental private use does not require a compensatory payment back to council.

4.4 Councillors should avoid obtaining any greater private benefit from Council than an incidental benefit. Where there are unavoidable circumstances and more substantial private use of council facilities does occur, councillors must reimburse the council.

4.5 Campaigns for re-election are considered to be a political benefit. The following are examples of what is considered to be a political interest during a re-election campaign:

- production of election material
- use of council resources and equipment for campaigning
- use of official council letterhead, publications, websites or services for political benefit
- fundraising activities of political parties or individuals, including political fundraising events

#### Part B - Expenses

##### 5 General expenses

5.1 All expenses provided under this policy will be for a purpose specific

to the functions of holding civic office. Allowances for general expenses are not permitted under this policy.

5.2 Expenses not explicitly addressed in this policy will not be paid or reimbursed.

#### 6 Specific expenses

##### General travel arrangements and expenses

6.1 All travel by councillors should be undertaken using the most direct route and the most practicable and economical mode of transport.

6.2 Each councillor may be reimbursed in accordance with their authorised expenditure per year, and the mayor may be reimbursed in accordance with his/her authorised expenditure per year, for travel expenses incurred while undertaking official business or professional development or attending approved conferences and seminars within NSW. This includes reimbursement:

- for public transport fares
- for the use of a private vehicle or hire car
- for parking costs for Council and other meetings
- for tolls
- by Cabcharge card or equivalent
- for documented ride-share programs, such as Uber, where tax invoices can be issued.

6.3 Allowances for the use of a private vehicle will be reimbursed by kilometre at the rate contained in the Local Government (State) Award.

6.4 Councillors seeking to be reimbursed for use of a private vehicle must keep a log book recording the date, distance and purpose of travel being claimed. Copies of the relevant log book contents must be provided with the claim.

**Interstate, overseas and long distance intrastate travel expenses**

- 6.5 Given Council’s location near an interstate border, travel to the Australian Capital Territory will be considered as general travel. Arrangements and expenses for this travel will be governed by Clauses 6.1 - 6.4.
- 6.6 In accordance with Section 4, Council will scrutinise the value and need for councillors to undertake overseas travel. Councils should avoid interstate, overseas and long distance intrastate trips unless direct and tangible benefits can be established for the council and the local community. This includes travel to sister and friendship cities.
- 6.7 Total interstate, overseas and long distance intrastate travel expenses for all councillors will be reimbursed by a resolution of Council only per year. An amount will be set aside in Council’s annual budget.
- 6.8 Councillors seeking approval for any interstate and long distance intrastate travel must submit a case to, and obtain the approval of, the general manager prior to travel.
- 6.9 Councillors seeking approval for any overseas travel must submit a case to, and obtain the approval of, a full council meeting prior to travel.
- 6.10 The case should include:
  - objectives to be achieved in travel, including an explanation of how the travel aligns with current council priorities and business, the community benefits which will accrue as a result, and its relevance to the exercise of the councillor’s civic duties
  - who is to take part in the travel
  - duration and itinerary of travel
  - a detailed budget including a statement of any amounts

expected to be reimbursed by the participant/s.

- 6.11 For interstate and long distance intrastate journeys by air of less than three hours, the class of air travel is to be economy class.
- 6.12 For interstate journeys by air of more than three hours, the class of air travel may be premium economy.
- 6.13 For international travel, the class of air travel is to be premium economy if available. Otherwise, the class of travel is to be economy.
- 6.14 Bookings for approved air travel are to be made through the general manager’s office.
- 6.15 For air travel that is reimbursed as council business, councillors will not accrue points from the airline’s frequent flyer program. This is considered a private benefit.

**Travel expenses not paid by Council**

- 6.16 Council will not pay any traffic or parking fines or administrative charges for road toll accounts.

**Accommodation and meals**

- 6.17 In circumstances where it would introduce undue risk for a councillor to travel to or from official business in the late evening or early morning, reimbursement of costs for accommodation and meals on the night before or after the meeting may be approved by the general manager. This includes where a meeting finishes later than 9.00pm or starts earlier than 7.00am and the councillor lives more than 50 kilometres from the meeting location.
- 6.18 Council will reimburse costs for accommodation and meals while councillors are undertaking prior approved travel or professional development outside the Upper Lachlan Shire Council local government area.

6.19 The daily limits for accommodation and meal expenses within Australia are to be consistent with those set out in Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.

6.20 The daily limits for accommodation and meal expenses outside Australia are to be determined in advance by the general manager, being mindful of Clause 6.19.

6.21 Councillors will not be reimbursed for alcoholic beverages.

**Refreshments for council related meetings**

6.22 Appropriate refreshments will be available for council meetings, council committee meetings, councillor briefings, approved meetings and engagements, and official council functions as approved by the general manager.

6.23 As an indicative guide for the standard of refreshments to be provided at council related meetings, the general manager must be mindful of Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.

**Professional development**

6.24 Council will set aside \$2040.00 per councillor annually in its budget to facilitate professional development of councillors through programs, training, education courses and membership of professional bodies.

6.25 In the first year of a new council term, Council will provide a comprehensive induction program for all councillors which considers any guidelines issued by the Office of Local Government (OLG). The cost of the induction program will be in addition to the ongoing professional development funding.

6.26 Annual membership of professional bodies will only be covered where the membership is relevant to the exercise of the councillor’s civic duties, the councillor actively participates in the body and the cost of membership is likely to be fully offset by savings from attending events as a member.

6.27 Approval for professional development activities is subject to a prior written request to the general manager outlining the:

- details of the proposed professional development
- relevance to council priorities and business
- relevance to the exercise of the councillor’s civic duties.

6.28 In assessing a councillor request for a professional development activity, the general manager must consider the factors set out in Clause 6.27, as well as the cost of the professional development in relation to the councillor’s remaining budget.

**Conferences and seminars**

6.29 Council is committed to ensuring its councillors are up to date with contemporary issues facing council and the community, and local government in NSW.

6.30 Council will set aside a total amount of \$1020 annually, in its budget to facilitate councillor attendance at conferences and seminars. This allocation is for all councillors. The general manager will ensure that access to expenses relating to conferences and seminars is distributed equitably.

6.31 Approval to attend a conference or seminar is subject to a written request to the general manager. In assessing a councillor request, the general manager must consider factors including the:

- relevance of the topics and presenters to current council priorities and business and the exercise of the councillor's civic duties
- cost of the conference or seminar in relation to the total remaining budget.

6.32 Council will meet the reasonable cost of registration fees, transportation and accommodation associated with attendance at conferences approved by the general manager. Council will also meet the reasonable cost of meals when they are not included in the conference fees. Reimbursement for accommodation and meals not included in the conference fees will be subject to Clauses 6.18 - 6.21.

**Information and communications technology (ICT) expenses**

6.33 Council will provide or reimburse councillors for expenses associated with appropriate ICT devices and services up to a limit of \$984 per annum for each councillor. This may include mobile phones and tablets, mobile phone and tablet services and data, and home internet costs.

6.34 Reimbursements will be made only for communications devices and services used for councillors to undertake their civic duties, such as:

- receiving and reading council business papers
- relevant phone calls and correspondence
- diary and appointment management.

6.35 Councillors may seek reimbursement for applications on their mobile electronic communication device that are directly related to their duties as a councillor, within the maximum limit.

**Special requirement and carer expenses**

6.36 Council encourages wide participation and interest in civic office. It will seek to ensure council premises and associated facilities are accessible, including provision for sight or hearing impaired councillors and those with other disabilities.

6.37 Transportation provisions outlined in this policy will also assist councillors who may be unable to drive a vehicle.

6.38 In addition to the provisions above, the general manager may authorise the provision of reasonable additional facilities and expenses in order to allow a councillor with a disability to perform their civic duties.

6.39 Councillors who are the principal carer of a child or other elderly, disabled and/or sick immediate family member will be entitled to reimbursement of reasonable carer's expenses for attendance at official business, plus reasonable travel from the principal place of residence.

6.40 Child care expenses may be claimed for children up to and including the age of 16 years where the carer is not a relative.

6.41 In the event of caring for an adult person, councillors will need to provide suitable evidence to the general manager that reimbursement is applicable. This may take the form of advice from a medical practitioner.

**Home office expenses**

6.42 Each councillor may be provided with minor items of consumable stationery for the maintenance of a home office, such as a ream of plain paper, on request and approval by the general manager.

**7 Insurances**

7.1 In accordance with Section 382 of the Local Government Act, Council is insured against public liability and professional indemnity claims. Councillors are included as a named insured on this Policy.

7.2 Insurance protection is only provided if a claim arises out of or in connection with the councillor's performance of his or her civic duties, or exercise of his or her functions as a councillor. All insurances are subject to any limitations or conditions set out in the policies of insurance.

7.3 Council shall pay the insurance policy excess in respect of any claim accepted by council's insurers, whether defended or not.

7.4 Appropriate travel insurances will be provided for any councillors travelling on approved interstate and overseas travel on council business.

**8 Legal assistance**

8.1 Council may, if requested, indemnify or reimburse the reasonable legal expenses of:

- a councillor defending an action arising from the performance in good faith of a function under the Local Government Act provided that the outcome of the legal proceedings is favourable to the councillor
- a councillor defending an action in defamation, provided the statements complained of were made in good faith in the course of exercising a function under the Act and the outcome of the legal proceedings is favourable to the councillor
- a councillor for proceedings before an appropriate investigative or review body, provided the subject of the

proceedings arises from the performance in good faith of a function under the Act and the matter has proceeded past any initial assessment phase to a formal investigation or review and the investigative or review body makes a finding substantially favourable to the councillor.

8.2 In the case of a code of conduct complaint made against a councillor, legal costs will only be made available where the matter has been referred by the general manager to a conduct reviewer and the conduct reviewer has commenced a formal investigation of the matter and makes a finding substantially favourable to the councillor.

8.3 Legal expenses incurred in relation to proceedings arising out of the performance by a councillor of his or her functions under the Act are distinguished from expenses incurred in relation to proceedings arising merely from something that a councillor has done during his or her term in office. For example, expenses arising from an investigation as to whether a councillor acted corruptly would not be covered by this section.

8.4 Council will not meet the legal costs:

- of legal proceedings initiated by a councillor under any circumstances
- of a councillor seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation
- for legal proceedings that do not involve a councillor performing their role as a councillor

8.5 Reimbursement of expenses for reasonable legal expenses must have Council approval by way of a

resolution at a council meeting prior to costs being incurred.

**Part C - Facilities**

**9 General facilities for all councillors**

**Facilities**

9.1 Council will provide the following facilities to councillors to assist them to effectively discharge their civic duties:

- Use of the Council Chambers, when and where available, appropriately furnished to include telephone, desk and appropriate refreshments (excluding alcohol)
- Postage of official correspondence – all mail is to be directed through the Council’s own mailing system
- Personal protective equipment for use during site visits
- Use of a Council Lap Top Computer or Tablet, if required
- Minor items of consumable stationery
- A name badge which may be worn at official functions, indicating that the wearer holds the office of a councillor and/or mayor or deputy mayor.

9.2 Councillors may book meeting rooms for official business in a specified council building at no cost. Rooms may be booked through the Executive Assistant in the general manager’s office or other specified staff member.

9.3 The provision of facilities will be of a standard deemed by the general manager as appropriate for the purpose.

**Stationery**

9.4 Council will provide the following stationery to councillors each year:

- letterhead, to be used only for correspondence associated with civic duties
- business cards

**Administrative support**

9.5 Council will provide administrative support to councillors to assist them with their civic duties only. Administrative support may be provided by a member of council’s administrative staff as arranged by the general manager or their delegate.

9.6 As per Section 4, council staff are expected to assist councillors with civic duties only, and not assist with matters of personal or political interest, including campaigning.

**10. Additional facilities for the mayor**

10.1. Council will provide to the mayor a maintained vehicle to a similar standard of other council vehicles, with a fuel card. The vehicle will be supplied for use on business, professional development and attendance at the mayor's office.

10.2. The mayor must keep a log book setting out the date, distance and purpose of all travel. This must include any travel for private benefit. The log book must be submitted to council on a monthly basis.

10.3. The mayoral allowance will be reduced to cover the cost of any private travel recorded in the log book, calculated on a per kilometre basis by the rate set by the Local Government (State) Award.

10.4. A parking space at council’s offices will be reserved for the mayor’s council-issued vehicle for use on official business, professional development and attendance at the mayor’s office.

10.5. Council will provide the mayor with a furnished office incorporating a computer configured to council’s standard operating environment, telephone and meeting space, when available or at least, access to the

Council Chambers as a meeting room.

- 10.6. In performing his or her civic duties, the mayor will be provided with administrative and secretarial support, as determined by the general manager.
- 10.7. As per Section 4, staff provided to the mayor's office are expected to work on official business only, and not for matters of personal or political interest, including campaigning

**Part D - Processes**

**11. Approval, payment and reimbursement arrangements**

- 11.1. Expenses should only be incurred by councillors in accordance with the provisions of this policy.
- 11.2. Approval for incurring expenses, or for the reimbursement of such expenses, should be obtained before the expense is incurred.
- 11.3. Up to the maximum limits specified in this policy, approval for the following may be sought after the expense is incurred:
  - Local travel relating to the conduct of official business
  - Carer costs
  - ICT expenditure.
- 11.4. Final approval for payments made under this policy will be granted by the general manager or their delegate.

**Direct payment**

- 11.5. Council may approve and directly pay expenses. Requests for direct payment must be submitted to the General Manager for assessment against this policy using the prescribed form, with sufficient information and time to allow for the claim to be assessed and processed.

**Reimbursement**

- 11.6. All claims for reimbursement of expenses incurred must be made on

the prescribed form, supported by appropriate receipts and/or tax invoices and be submitted to the Manager of Finance and Administration.

**Advance payment**

- 11.7. Council may pay a cash advance for councillors attending approved conferences, seminars or professional development.
- 11.8. The maximum value of a cash advance is \$102 per day of the conference, seminar or professional development.
- 11.9. Requests for advance payment must be submitted to the general manager for assessment against this policy with sufficient information and time to allow for the claim to be assessed and processed.
- 11.10. Councillors must fully reconcile all expenses against the cost of the advance within one month of incurring the cost and/or returning home. This includes providing to council:
  - a full reconciliation of all expenses including appropriate receipts and/or tax invoices
  - reimbursement of any amount of the advance payment not spent in attending to official business or professional development.

**Notification**

- 11.11. If a claim is approved, council will make payment directly or reimburse the councillor through accounts payable.
- 11.12. If a claim is refused, council will inform the councillor in writing that the claim has been refused and the reason for the refusal.

**Reimbursement to council**

- 11.13. If council has incurred an expense on behalf of a councillor that exceeds a maximum limit, exceeds reasonable incidental private use or is not provided for in this policy:

- council will invoice the councillor for the expense
- the councillor will reimburse council for that expense within 14 days of the invoice date.

11.14. If the councillor cannot reimburse council within 14 days of the invoice date, they are to submit a written explanation to the general manager. The general manager may elect to deduct the amount from the councillor's allowance.

**Timeframe for reimbursement**

11.15. Unless otherwise specified in this policy, councillors must provide all claims for reimbursement within three months of an expense being incurred. Claims made after this time cannot be approved.

**12. Disputes**

12.1. If a councillor disputes a determination under this policy, the councillor should discuss the matter with the general manager.

12.2. If the councillor and the general manager cannot resolve the dispute, the councillor may submit a notice of motion to a council meeting seeking to have the dispute resolved.

**13. Return or retention of facilities**

13.1. All unexpended facilities or equipment supplied under this policy are to be relinquished immediately upon a councillor or mayor ceasing to hold office or at the cessation of their civic duties.

13.2. Should a councillor desire to keep any equipment allocated by council, then this policy enables the councillor to make application to the general manager to purchase any such equipment. The general manager will determine an agreed fair market price or written down value for the item of equipment.

13.3. The prices for all equipment purchased by councillors under

Clause 13.2 will be recorded in Council's annual report.

**14. Publication**

14.1. This policy will be published on council's website.

**15. Reporting**

15.1. Council will report on the provision of expenses and facilities to councillors as required in the Act and Regulations.

15.2. Detailed reports on the provision of expenses and facilities to councillors will be publicly tabled at a council meeting every twelve months and published in full on council's website. These reports will include expenditure summarised by individual councillor and as a total for all councillors.

**16. Auditing**

16.1. The operation of this policy, including claims made under the policy, will be included in council's audit program and an audit undertaken at least annually.

**17. Breaches**

17.1. Suspected breaches of this policy are to be reported to the general manager.

17.2. Alleged breaches of this policy shall be dealt with by following the processes outlined for breaches of the Code of Conduct, as detailed in the Code and in the Procedures for the Administration of the Code.

**PART E - Appendices**

Appendix I: Related legislation, guidance and policies.

**Relevant legislation and guidance:**

- Local Government Act 1993, Sections 252 and 253
- Local Government (General) Regulation 2005, Clauses 217 and 403
- Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW, 2009



- Local Government Circular 09-36 Guidelines for Payment of Expenses and Facilities
- Local Government Circular 05-08 legal assistance for Councillors and Council Employees.

**Related Council policies:**

- A New Tax System (Goods and Services Tax) Act 1999;
- Access to Information Policy;
- Bribes, Gifts and Benefits Policy;
- Code of Business Practice;
- Code of Conduct for Councillors, staff and delegates of Council;
- Code of Meeting Practice;
- Complaints Management Policy;
- Corporate Credit Card Policy;
- Crimes Act 1900;
- Delegations of Authority Procedure;
- Office of Local Government – Model for the Payment of Expenses and the Provision of Facilities for Mayors and Councillors for Local Councils in NSW.
- Division of Local Government Circular No. 05-08: Legal Assistance for Councillors and Council Employees.
- Environmental Planning and Assessment (EPA) Act 1979;
- Fraud and Corruption Prevention Policy;
- Government Information (Public Access) Act 2009;
- Government Information (Public Access) Policy;
- Harassment Policy;
- ICAC publication “No Excuse for Misuse, preventing the misuse of council resources”;
- Independent Commission against Corruption Act (ICAC) 1988;
- Interaction between Councillors and Staff Policy;
- Internal Reporting – Protected Disclosures Policy;
- Internet and Email Policy;
- Local Government Act 1993;
- Local Government (General Regulation) 2005;
- Local Government (State) Award 2017;
- Mobile Phone Policy;
- NSW Ombudsman - Good Conduct and Administrative Practice (Guidelines for State and Local Government) June 2006;
- NSW State Records Act 1998;
- Privacy and Personal Information Protection Act 1998;
- Public Interest Disclosures Act 1994;
- Public Interest Disclosures Policy;
- Purchasing and Acquisition of Goods Policy and Procedures;
- Salary Sacrificing Policy;
- Section 355 Committee Code of Meeting Practice;
- Section 355 Committee Policy;
- Staff Training Policy;
- Statement of Ethical Principals.

Appendix II: Definitions

The following definitions apply throughout this policy.

Term	Definition
accompanying person	Means a spouse, partner or de facto or other person who has a close personal relationship with or provides carer support to a councillor
appropriate refreshments	Means food and beverages, excluding alcohol, provided by council to support councillors undertaking official business
Act	Means the <i>Local Government Act 1993</i> (NSW)
clause	Unless stated otherwise, a reference to a clause is a reference to a clause of this policy
Code of Conduct	Means the Code of Conduct adopted by Council or the Model Code if none is adopted
Councillor	Means a person elected or appointed to civic office as a member of the governing body of council who is not suspended, including the mayor
General Manager	Means the general manager of Council and includes their delegate or authorised representative
incidental personal use	Means use that is infrequent and brief and use that does not breach this policy or the Code of Conduct
long distance intrastate travel	Means travel to other parts of NSW of more than three hours duration by private vehicle
maximum limit	Means the maximum limit for an expense or facility provided in the text and

	summarised in Appendix 1
NSW	New South Wales
official business	Means functions that the mayor or councillors are required or invited to attend to fulfil their legislated role and responsibilities for council or result in a direct benefit for council and/or for the local government area, and includes: <ul style="list-style-type: none"> <li>meetings of council and committees of the whole</li> <li>meetings of committees facilitated by council</li> <li>civic receptions hosted or sponsored by council</li> <li>meetings, functions, workshops and other events to which attendance by a councillor has been requested or approved by council</li> </ul>
professional development	Means a seminar, conference, training course or other development opportunity relevant to the role of a councillor or the mayor
Regulation	Means the Local Government (General) Regulation 2005 (NSW)
year	Means the financial year, that is the 12 month period commencing on 1 July each year

## **7. SENIOR STAFF**

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

In accordance with Section 332(2), of the Local Government Act 1993, there are four designated Senior Staff positions within Council. During the 2019/2020 financial year, the remuneration package applicable for Upper Lachlan Shire Council's General Manager was:-

#### **General Manager (Retired 30/09/2019):** **Mr John Bell**

**General Manager's Total Remuneration:**  
Gross Salary and ETP redundancy termination package:  
\$197,061  
Employer Superannuation Contribution:  
\$18,721  
Fringe Benefits Tax for non-cash benefit:  
\$3,143  
Salary Package Allowances (iPad and iPhone data plans, internet to residence) \$1,299  
Professional Development  
\$1,100  
**Total Remuneration** **\$ 221,324**

#### **General Manager (Appointed 3/02/2020)** **(5 months part year):** **Ms Colleen Worthy**

**General Manager's Total Remuneration:**  
Gross Salary component of package:  
\$89,217  
Employer Superannuation Contribution:  
\$8,475  
Fringe Benefits Tax for non-cash benefit:  
\$1,193  
Salary Package Allowances (iPad data plan, remote area housing and residential fuels)  
\$5,425  
Professional Development  
\$0  
**Total Remuneration** **\$ 104,310**

#### **Acting General Manager (6 months part year):** **Mr Andrew Croke**

**Acting General Manager's Total Remuneration:**  
Gross Salary component of package:  
\$109,200  
Employer Superannuation Contribution:  
\$ 10,374  
Fringe Benefits Tax for non-cash benefit:  
\$1,646  
Salary Package Allowances (iPad data plan)  
\$210  
Professional Development  
\$0  
**Total Remuneration** **\$ 121,430**

#### **Designated Senior Staff:**

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

#### **Director of Environment and Planning - Tina Dodson**

#### **Director of Finance and Administration - Andrew Croke (6 months part year)**

#### **Acting Director of Finance and Administration – Daniel Cooper (contractor - 4 months part year)**

#### **Director of Infrastructure – Mursaleen Shah (resigned 24/04/2020 and ETP redundancy termination)**

**Senior Staff Total Remuneration:**  
Gross Salary and ETP redundancy termination component of package:  
\$624,752  
Employer Superannuation Contribution:  
\$50,231  
Fringe Benefits Tax for non-cash benefit:  
\$12,948  
Salary Package Allowances (iPad data plans, remote area housing, residential fuels and telephone rental)  
\$11,865  
**Senior Staff Total Remuneration** **\$699,796**

**8. CONTRACTS**

**Section 428 (2) (h)**

Payments for goods and services, under contractual arrangements during 2019/2020 of greater than \$250,000, are shown below and are in accordance with the Local Government Act 1993, Local Government Regulations, and Tendering Guidelines.

Employment contracts (that is contracts of service), employee superannuation payments,

contracts for purchase of land and/or buildings are not included in the contracts detailed.

Contracts for greater than \$250,000, including the name of the contractor, the nature of the goods or services supplied by the contractor and the total amount paid to the contractor are provided below. Please note that the contract payments listed below may exceed the nominated contract value, due to variation of contract terms and conditions.

<b>Name of Contractor</b>	<b>Description of Goods and Services</b>	<b>Total Paid (GST Inclusive) (Tender unit rates to the value of)</b>
Ashton LT & MA Pty Ltd (trading as Lloyds Tree Services)	Plant Hire for tree removal, tree trimming and mulching trees.	\$252,099
Hunter Valley Training Company Pty Ltd (Southern Tablelands)	Employment management services of apprentices, apprentice wages, employee benefits and expenses.	\$254,139
Top Water Carters Pty Ltd	Truck hire, plant hire and water carting hire.	\$260,966
Yass Earthmovers	Water truck and excavator hire, contract labour; road gravel resheeting civil works.	\$262,613
Imagination Play Pty Ltd	Supply and construct 4 outdoor gymnasiums in Taralga, Gunning, Dalton and Collector.	\$300,962
Cleanaway	Skip bins rubbish removal at transfer stations and waste transfer from Gunning landfill.	\$301,628
Veolia Environmental Services (Australia) Pty Ltd	General waste transfer and disposal services.	\$313,283
River Park Constructions	Construction and installation of boardwalk and footpaths in Collector and Laggan.	\$351,565
Oberon Council	Construction of concrete MR256 Abercrombie River Bridge and road approaches.	\$381,941
Origin Energy	Supply of electricity various sites/locations.	\$424,507
Hartwigs	Purchase of Council fleet Freightliner truck, Fuso tipper truck & plant parts.	\$437,605

Revenue NSW	Emergency Services Levy.	\$554,311
Hill and Co Pty Ltd	Supply of Fuel and Diesel.	\$579,045
Bridging Australia Pty Ltd	Construction of concrete bridges; Harley Road and Kiamma Creek on Laggan Road MR248E.	\$637,487
ARW Multigroup Construction Specialists	Part of building construction for Crookwell Memorial Oval building (completed over 2 financial years).	\$772,319
Crookwell Hay Contractors	Plant Hire.	\$823,889
R D Miller Pty Ltd	Construction of concrete bridges; Reids Flat Road, Julong Road and Wilcox Road.	\$827,315
Downer EDI Works Pty Ltd	Sprayed bitumen surfacing; heavy patching roadworks; supply cold mix and emulsion.	\$966,311
Denrith Pty Ltd (trading as Divalls Bulk Haulage and Earthmoving)	Win, crush and stockpile gravel; Road, Bridge rehabilitation civil works; truck and excavator plant hire; sand and soil supplies.	\$1,189,932



Work on the Grabben Gullen Road MR52

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

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

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

**HAZARD REDUCTION**

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

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

**STATUTORY BUSHFIRE DANGER PERIOD**

1 October 2020 to the 31 March 2021 (this may be varied subject to local conditions).

**BRIGADE CALLOUTS – 2019/2020****Fire and Other Incidents**

There were fires reported in Environmentally Sensitive Areas in the North Eastern Part of the Shire in the Taralga area during the reporting period.

For the financial year 2019/2020, the RFS in the Southern Tablelands Zone attended 532 incidents but not including out of area strike teams in which teams were deployed from the September 2019 until February 2020. Below are the Upper Lachlan Shire local government area the RFS responded to:-

- Grass/forest/scrub fires/explosions 48
- Motor vehicle accident/car fire 32
- Hazardous Chemical 2
- Service Calls 7
- Good intent Calls 6
- Other 9

The above statistics represents a total of 104 incidents attended but not accounting for the Section 44 declarations that brigades attended in our Northern, Eastern & Southern adjoining shires for the twelve month period to 30 June 2020

## **10. CULTURAL SERVICES**

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

#### **Section 428 (2) (j)**

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

Council undertook the following initiatives: -

- Ongoing implementation of the 2017-2020 Cultural Plan that underpins support for local activities.
- Cultural events funding program of \$3,000 annually.
- Continuation of activities outlined within the Social and Community Plan for the Shire.
- Partnered with local community groups to implement plan activities.
- Continued support to the Access Committee of Council.
- Youth Week Activities.
- Community Technology Centre access to services in the villages of Bigga and Tuena.
- Continuation of the library service for the towns of Gunning and Crookwell.
- Continued partnership with Southern Tablelands Arts on program delivery.

ANZAC Day, 2020

## 10a) LIBRARY SERVICES

<b>MISSION STATEMENT:</b> To assist residents to fulfil their informational, cultural and recreational needs by providing appropriate library resources and services.			
<b>Key Performance Indicator</b>	<b>Performance Measure</b>	<b>Delivery Action</b>	<b>Performance Status</b>
Quarterly reports for library services to council	Report to Council by deadline	1.9 Encourage recreational and leisure activities while maintaining public safety standards	Achieved - quarterly reports for library services to Council was completed by the Council deadlines.
Complete NSW State Library Return of Local Priority Grant Report and Statement of Library Operations	Completed by State Library Deadline	1.9 Encourage recreational and leisure activities while maintaining public safety standards	Achieved – Library Return was completed and sent to the NSW State Library in November 2019.
Develop policies and guidelines for user access and use of technology in the libraries	Become an operational eSmart Library by December 2020	1.3 Community services for young, aged, disabled, and people from diverse backgrounds	To be completed by December 2020.
Increase membership and number of library loans	Increase by 1% per annum	1.4.1 Community Services for young, aged, disabled, and people from diverse cultural backgrounds	Achieved - 144 new members joined the library
			Achieved – 26,409 physical items borrowed and renewed; 6,215 digital items borrowed and renewed through BorrowBox and RB Digital



**OVERVIEW:**

Upper Lachlan Shire Library Service had a very busy twelve months, including implementing Spydus, the new Library Management System and a visually attractive online public access catalogue with increased navigation and functionality for all users; changing the way we work due to the pandemic; and adding a range of new titles to our physical and digital collections.

Usage of the services and resources at both libraries remained at high levels for the first nine months of the financial year. The number of visitors, loans, events and activities were impacted by the closure of our libraries in the last three months of the financial year due to the COVID-19 health pandemic and the social distancing restrictions.

The Upper Lachlan Shire Library Service continued to operate under a Service Level Agreement with Goulburn Mulwaree Council. Under the agreement Goulburn Mulwaree Council provided cataloguing and acquisition services and library members continue to have access to the shared collections.

**EVENTS AND PROMOTION:**

The library team continues to deliver a vibrant and engaging range of library programs and services. The reach of programs has been extended by grant funding and collaboration with groups such as Upper Lachlan Landcare; Gunning and District Landcare Group; Crookwell CWA Evening Branch; and OzGrav and Swinburne University of Technology.

The Upper Lachlan Shire Library Service had a very busy year. The libraries were closed from the 23 March 2020 due to COVID-19 and re-opened to the public at the beginning of June 2020. The library provided alternative service options such as offering more events and activities online including a weekly StoryTime, Lego Club, author talks, resources for home schooling, online books for children on coronavirus, and activities for school holidays.

**Services for Adults:**

Adult events included:

- Workshops/talks – recognising and preventing strokes; snakes; rainforest; Q-Fever awareness; Myrna bird talk.
- Activities – Gunning knitting Circle; Crookwell Scrabble.



Rainforest talk by Dr. Stuart Davies as part of Library Lovers Week, Crookwell Library

**Services for Children and Young People:**

The Library’s early childhood literacy programs and school aged programs continue to attract large numbers of participants from a range of community groups. Activities included:

- Regular Storytime sessions
- Giggle & Wiggle
- Lego Club

- National Simultaneous Storytime
- Summer Reading Club
- School holiday and afterschool workshops - brilliant bees; healthy waterways; live reptiles; snow wonderland; virtual reality solar system experience; cacti craft plants; Summer Reading Club party; and Christmas wonderland.
- Infants’ classes from Crookwell Public School visited the Crookwell Library during term 3 for a themed based story and craft activity related to the school’s curriculum. This was the third year of running this very successful program. Two hundred and seventy-one children participated in this program. This was a 52% increase on the previous year.



Live Reptiles Display School Holiday Activity, Crookwell Library

**COLLECTIONS, RESOURCES AND FACILITIES:**

The new Library Management System Spydus went live on 3rd July 2019. The Public Library Infrastructure Grant 2016/17 from the State Library NSW assisted with the implementation costs.

**Collections**

The Upper Lachlan Shire Library Service collections continued to be enhanced with the addition of new items and a weeding and discard program.

Numerous thematic displays showcasing a selection of fiction and non-fiction resources provided an interesting variety of items for loan in our Libraries. Many of these displays coincided with national or local community events. For example, ‘Pink Up October’ month in Crookwell; National Library and Information Week; and Dame Mary Gilmore.

The collections were boosted by a number of extra purchases/donations, including:

- Adult Fiction titles donated by the Friends of Gunning Library.
- Our libraries received a \$1,000 to refresh of our libraries non-fiction collections from a Veolia Mulwaree Trust grant.
- Our library service received \$309.65 from the NSWPLA for the NSWPLA COVID-19 eResources Fund to spend on eResources. This money was allocated to purchasing a selection of eBooks and eAudiobooks from BorrowBox. A further additional \$500 was allocated from library funds to assist with the e-content demand.



New non-fiction titles purchased from the Veolia Mulwaree Trust Grant

**Resources**

Our Library Service received extra funding from a number of grants and other funding sources this year, including:

- A National Stroke Foundation grant to host a speaker for the ‘Recognising and Preventing Strokes’ talk.
- A Veolia Mulwaree Trust grant of \$1,000 for non-fiction books.
- Upper Lachlan Landcare and Gunning District Landcare received grants to facilitate four school holiday workshops at both libraries and a Q-Fever Information Session at the Crookwell Library.
- A laptop and projector were acquired to assist with facilitating talks in our libraries.



Q-Fever Awareness talk, Crookwell Library

**Services**

Our Libraries implemented a Click, Call and Collect Service to allow the community to keep accessing physical collections, whether it be for educating their children through home schooling, for study, work or for entertainment whilst the library was closed due to the pandemic. The uptake of the alternative service delivery highlighted how important our library service is to our community. There were lots of positive

feedback from the community in being able to obtain items from the collection.



Click, Call & Collect Service, Crookwell Library

Gunning Library had a trial of extended opening hours twice a week for multiple three week periods in December and March. The library stayed open an extra hour from 5 – 6pm. The library was well utilised during this period. The extra opening hours will be reviewed after the pandemic.

**Facilities**

This year saw a continuation of the library being a place where school, university and TAFE students can socialise, study and undertake exams. The library is also seen as a people place, bringing people together with diverse backgrounds through a range of informal social activities and structured group activities.

New updated furniture and furnishings for Crookwell and Gunning Libraries were installed. The children’s rooms at both libraries were re-organised to create more inviting spaces for children and families.



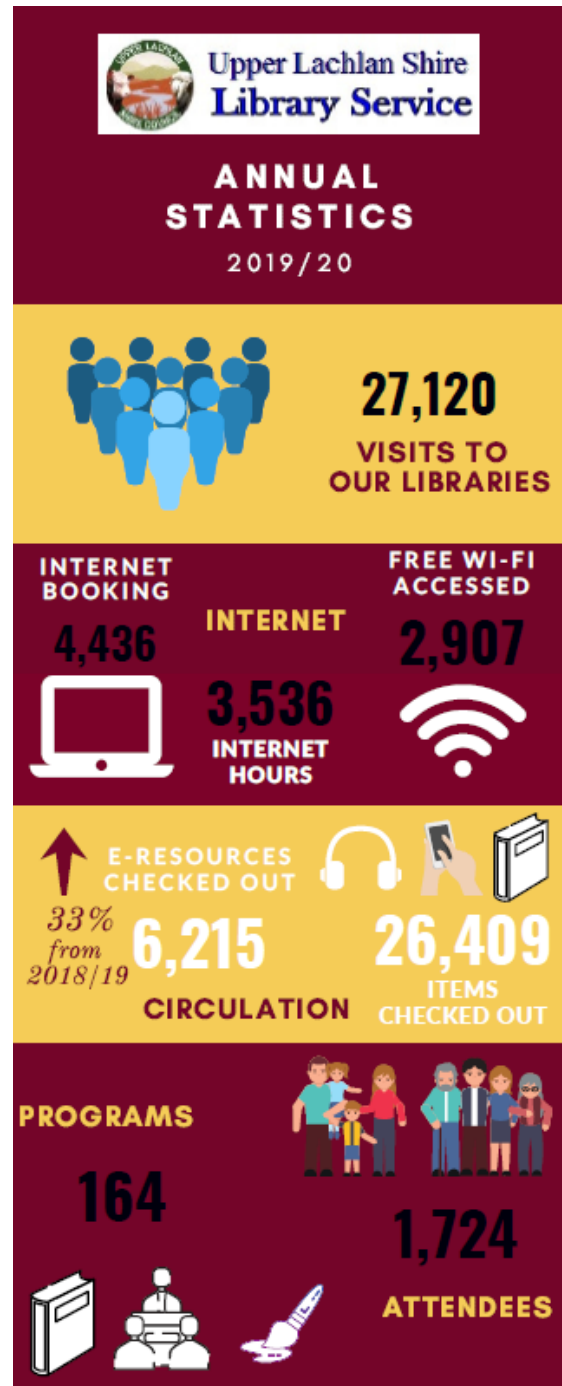
Refurbishment of the Children’s Room,  
Gunning Library

**LIBRARY FRIENDS AND OTHER LIBRARY VOLUNTEERS:**

The Library Friends groups continued to raise funds through regular book sales supporting a range of library projects and events; catering events and activities; purchasing prizes, craft supplies, magazine subscriptions and books for our collections. Our volunteers also help with a range of library services including Storytime and Giggle & Wiggle; and delivering library materials to customers in their homes, hospital and nursing homes. Volunteer induction and recognition events ensure volunteers are supported and engaged, which sustains their ongoing connection as volunteers with Council.



Crookwell Friends of the Library  
supporting Pink Up October month



## 10c) REGIONAL TOURISM

### General Overview

Council's Tourism staff and the Upper Lachlan Tourist Association (ULTA) have continued to work with tourism operators and local groups to develop and promote the Upper Lachlan Shire and the Southern Tablelands throughout 2019/2020. This was a very challenging year with bushfires and COVID-19 severely effecting visitation from late November 2019 through to June 2020. This naturally altered the plans however a range of local and regional tourism projects and activities were able to be completed during this year including -

- Tablelands Destination Development Plan;
- Upper Lachlan Destination Action Plan;
- Love NSW Campaign video development;
- Exhibiting at the Canberra Home and Leisure Show and the Royal Canberra Show;
- Development of a new Self-Guided Heritage Walk for Taralga in collaboration with the local Historical Society;
- Production of new Cycling Trails;
- Canberra Times newspaper column;
- Crookwell Potato Festival virtual event coordination;
- New and existing event funding programs;
- Expanded presence in "The Voice";
- New Monthly Consumer E-News;
- Youtube Channel Development;
- Virtual Familiarisation Program.

### Tourism Strategic Plan

First laid out in 2011, and reviewed each year, the Upper Lachlan 2020 Tourism Strategic Plan was due for complete renewal during this year. In conjunction with the local tourism committee, local industry, our neighbouring Local Government partners, Destination Southern NSW, Destination NSW, Visit Canberra and Wray Sustainable Tourism we undertook

extensive primary and secondary research and a comprehensive planning process to develop two new plans –

1. Tablelands Tourism Development Plan
2. Upper Lachlan Destination Action Plan

### Tablelands Tourism Development Plan 2020 - 2025

In partnership with our Tablelands local government partners: Goulburn Mulwaree, Yass Valley, Hilltops and Queanbeyan-Palerang Councils, this plan has been developed to be a roadmap to guide the collaborative work of local, regional and state tourism stakeholders to grow, develop and promote the Tablelands region and its towns and villages as a distinct new, appealing and competitive tourism region in NSW.

The plan is proposed for adoption by Council in early 2020/2021.

### Upper Lachlan Destination Action Plan 2020 - 2025

This plan is an important part of the Tablelands Visitor Economy Planning Framework and sets out priorities for the next 5 years that focus on; strengthening Council's destination management arrangements to drive a strategic approach to the growth and development of the visitor economy; supporting events that establish the Upper Lachlan as a vibrant destination for year round country festivals and events; ensuring tourism is considered as an important part of Council strategic land use, community and infrastructure planning; adopting a proactive approach to attract and support private sector investment; advocating the benefits of growing the visitor economy to Council, industry and community; and aligning marketing activities to recommendations of the Tablelands Destination Development Plan.

## Festivals and Events

Most of the large events across the Shire take place in the second half of the year during the warmer months. Drought, large bushfire events across the State and the COVID-19 pandemic and subsequent restrictions on gathering and movement saw all major events cancelled.

In an effort to maintain the connection with the target market and build enthusiasm for 2021, the Crookwell Potato Festival decided to deliver an online festival and tourism staff were heavily involved in bringing that project to fruition.

Likewise, the inaugural Gunning Arts Festival had to be cancelled in a physical sense and the committee and artists worked very hard to stage an online version with the joint aims of showcasing talent and building awareness for 2021.



**Virtual Gunning Arts Festival**

In 2019/2020 the ULTA through its Events Funding program was pleased to be able to assist the organisers of the Taste of Taralga Festival, Crookwell Squash Open, Gunning Spring Walk and the Mary Gilmore Festival.



**Virtual Crookwell Potato Festival**

## COVID-19 Response

In response to NSW Public Health Orders, the decision was taken in March 2020 to close both the Crookwell Visitor Information Centre, the Crookwell Caravan Park and Council controlled campgrounds around the Shire. The Visitor Information Centre and campgrounds were reopened on June 1 when regional travel was permitted and the Crookwell Caravan Park resumed from July 1 with a COVID Safety Plan in place.

Staff remained on site working from the Visitor Information Centre during lockdown in order to respond to enquiries from the public, maintain the relationship with online audiences through social media and to provide a constant stream of updates and isolation activities to the local tourism industry.

## Industry Support

At an individual operator level, the ULTA supports local businesses by assisting with online listings especially with the Australian Tourism Data Warehouse, by providing low cost business services, photography and event ticketing.

Staff developed a comprehensive suite of event management templates for use by organisers which form the Event Manual required by funding bodies as proof of capacity.

Throughout the COVID lockdown period, staff worked with many businesses to create video familiarisations that enable other local businesses to tour a property and can gain a greater understanding of the breadth of experiences across the Shire.

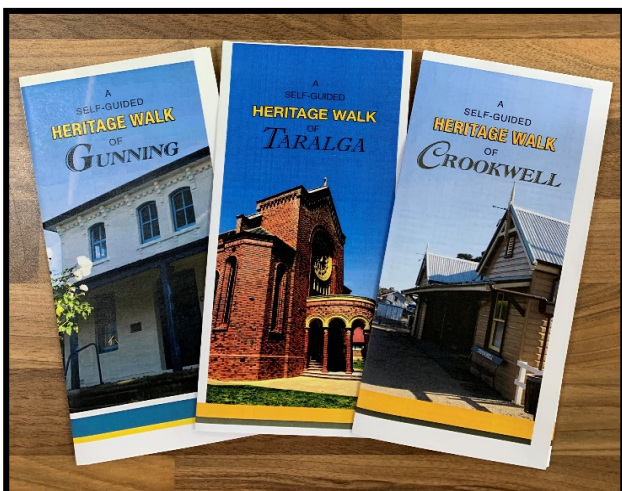
## Product Development

During the year the Upper Lachlan Shire Council continued to work with Goulburn Mulwaree Council on the proposed Goulburn Crookwell Rail Trail development. The project proposal has received favourable feedback from the NSW Government with only a few areas of the proposal needing further refining. With the official opening of the Tumbarumba Rosewood Rail Trail in April and the Northern Rivers Rail Trail, the second and final pilot project, about to begin construction, the Committee is making every effort to advocate for the Goulburn-Crookwell Rail Trail to be the next one for funding and legislative clearance.

Tourism staff have continued to support the proposed Australian Agricultural Centre project and have worked with the owners of local windfarms to enable expanded Renewable Energy Tours.

With the production of the Taralga Self-Guided Heritage Walk, with the assistance of the Taralga Historical Society, we have completed the suite of town walks in the Shire and all three have proven to be very popular with visitors.

On the back of the Cycling Tourism Strategy commissioned in 2018/2019 Council have now released a series of 24 different cycling routes across the Shire that offer a range of difficulties whilst showcasing the towns, villages and localities of the region.



Suite of Self-Guided Walks

## Tourism Promotion

The primary promotional publication for the region is our Destination Guide which remains popular with visitors despite the desire for many tourism marketing bodies to move to solely digital formats. The guide is updated every other year however is reprinted in the interim year to ensure sufficient supply to meet demand. The guide is distributed through the NSW/ACT Accredited Visitor Information Centre network and selected supporting business across the region.

Promotion of the Shire to visitors and potential visitors is an everyday occurrence through the Visitor Information Centre with telephone, email, website, social media, print advertising, editorial and poster distribution.

In addition to the Canberra Caravan and Camping Industry Show in October 2019, for the first time, staff also promoted the region at the Royal Canberra Show in February 2020. The ACT is a primary target market for the Shire and the Canberra Show provided the ability to reach a different audience than the caravanning show.

Social media is a key promotional tool and its importance only grew during COVID lockdown. With the demise of print media, not just social media but many forms of digital media have grown as part of the marketing mix. In addition to our Facebook and Instagram profiles, staff have focussed on building video content for our Youtube channel with video gaining greater engagement in both long form and Instagram short form. The Visit Upper Lachlan Facebook reach grew by 17% in 2019/2020 and the Instagram community exceeded 1,000 followers with 100% engagement rate.

## Regional Representation and Co-operation

The Upper Lachlan has been working with Destination Southern NSW and our neighbouring local government areas on the implementation projects identified in the Destination Southern NSW Destination Management Plan 2020.

Six of the seven projects are of particular relevance to our region –

**Project 1** – Product Audit, Gap and Capacity Analysis – aimed at determining where opportunities lie for investment. This project is has been completed.

**Project 2** – Industry Development and Growth Support – targeting training opportunities have been identified and continue to be rolled out in conjunction with Destination NSW.

**Project 3** – Tablelands Destination Development Plan – has been completed and is ready for adoption by participating councils in early 2020/2021.

**Project 5** – Touring Routes – early success with the inclusion of a route in the NSW Great Road Trips campaign however with priorities changed by natural disasters and COVID-19, this project will reactivate in 2021.

**Project 6** – Canberra Leveraging and Partnership Strategy – the co-operation framework is in place and being demonstrably implemented with the inclusion of a Visit Canberra representative on the Tablelands Destination Development Steering Committee.

**Project 7** – Visitor Data Evaluation and Assessment – The Westpac Tourism Expenditure Monitor is now operational however is currently being reported at a Tourism Region level with the expectation of being able to drill down deeper as the model is refined.

## Tourism Statistics

The statistics for 2019/2020 were heavily impacted by bushfire and COVID-19 with people unable to travel regionally either due to heavy smoke or restrictions on movement:

- Facebook engagement up by 17%;
- Website sessions down by 13%;
- Footfall visits in the Visitor Information Centre in Crookwell was down 12%;
- Sales at the Visitor Information Centre were static;
- Crookwell Caravan Park nights were down by 18%.

Visitation to the Capital Country region for the year ended March 2020 was up 8.7% to 5.2 million visitors with spend up 8.6% to \$925.1 million.

## 10d) MULTI CULTURAL ACCESS

The demand for services for persons from non-English speaking backgrounds and / or from the Aboriginal community has not been evident in the Upper Lachlan Shire local government area.



## **11. PRIVATE WORKS**

### **Section 428 (2) (k)**

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

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

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

Upper Lachlan Shire Council carries out work on private land in accordance with plant hire and labour rates established by Council when setting the Schedule of Fees and Charges. In 2019/2020 there were water supply, sewerage, noxious weeds and roads related private works, the total of such work was \$78,671.



NSW Deputy Premier, the Hon. John Barilaro MP visit to The Argyle Inn Taralga in June 2020

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

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

**The following is the list of Council Section 356 Contributions for 2019/2020: -**

Bigga Golf Club (Ordinary Rates and Waste)	\$2,554
Bigga Primary School P and C	\$1,000
Crookwell and District Historical Society	\$500
Crookwell Garden Festival	\$500
Crookwell Community Garden (Water payments)	\$847
Crookwell AP and H Society (Ordinary Rates)	\$3,359
Crookwell CWA (Ordinary Rates)	\$899
Fullerton Anglican Church Property Trust (Ordinary Rates and Waste)	\$583
Gunning Medical Centre Contribution	\$10,000
Goulburn Crookwell Heritage Railway Inc. (Waste, Water & Sewer Rates)	\$1,716
Crookwell Community Men's Shed (Rates)	\$434
Gunning Golf Club Contribution	\$1,000
Middle Arm Hall Progress Association (Ordinary Rates and Waste)	\$682
Narrawa and District War Memorial Hall (Ordinary Rates and Waste)	\$539
Bella Croker – Sporting Representation Donation	\$250
Harry Skelly – Sporting Representation Donation	\$250
Jesse Croker – Sporting Representation Donation	\$250
Katelyn and Heidi Staples – Sporting Representation Donations	\$500
Alannah McCarthy – Sporting Representation Donation	\$250
Samuel McGregor – Sporting Representation Donation	\$250
Isabelle Galland – Sporting Representation Donation	\$250
Grabben Gullen Hall (Ordinary Rates)	\$485
Laggan Public School (Prize)	\$25
Australian Agriculture Centre Donation – Seed Funding	\$20,000
Dame Mary Gilmore Festival Trophy	\$48
Bannister District Hall Association (Ordinary Rates)	\$628
Southern Tablelands Regional Arts Council (STARTS) Membership	\$5,655
Crookwell St Vincent De Paul (Ordinary Rates and Waste Charges)	\$2,396
Taralga A P & H Society	\$1,250
Taralga Australia Day Committee – Rodeo Contribution	\$1,000
Taralga Historical Society (Ordinary Rates and Water)	\$1,271
Taralga Medical Clinic (Ordinary Rates and Waste)	\$1,179
Taralga Playgroup	\$500
Taralga Public School	\$1,000
Taralga Small Schools Sports Sponsorship	\$1,250
Lions Club of Gunning Sponsorship of noticeboard	\$400

**In-kind Contributions**

Gunning Focus Group - Court House Rent	\$827
Crookwell St Vincent De Paul (Mattress disposal)	\$180
Crookwell A P & H Society (Waste removal)	\$100
Gunning Roos Rugby League Club (Showground fee and water use waiver estimate)	\$2,664
<b>TOTAL CONTRIBUTIONS</b>	<b><u>\$67,471</u></b>

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



On Australia Day 2020, A Taste of Taralga 200 Year Celebration was named the Shire Event of the Year award winner, the committee members are pictured with Council Mayor John Stafford and Australia Day Ambassador, Susie Elelman AM.

### 13. HUMAN RESOURCES ACTIVITIES

#### Section 428 (2) (m)

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

Human resources aims to maximise the potential of Council's employees through shared goals, consultation and participation in the decision making processes, and working in an environment free from all forms of discrimination.

The Upper Lachlan Shire Council endeavours to see that organisational human resources activities are carried out within a clear and concise framework of policies, procedures and service standards. The human resources policies and procedures are continually subject to review.

#### The Workforce Plan

The Workforce Plan identifies the strengths and weakness of Council in the area of human resource management and to outline the broad strategies to move forward in the next four years.

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

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

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

#### Recruitment and Selection

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

The Human Resources section has developed and implemented new recruitment strategies for the organisation.

Council employee positions advertised externally and recruited the following positions in 2019/2020:-

- Horticulturist Parks and Gardens
- Customer Service Officer Taralga
- Administration Officer Gunning - Maternity Relief
- Project Manager
- Director of Infrastructure
- Safety and Traffic Engineer
- Executive Assistant to the Director of Infrastructure
- Customer Services and Business Support Officer
- Executive Assistant to the General Manager and Mayor
- Casual On-Call Labourers
- Apprentice Plant Mechanic (Hunter Valley Training Company)
- Building Surveyor
- Development Control Officer - Maternity Leave
- Cadet Engineer
- Library Assistant
- Media Officer
- Casual Swimming Pool Attendant
- Parks and Gardens Supervisor
- Assets Surveillance Officer
- Destination Marketing Officer

- Project Delivery Engineer
- Manager of Infrastructure Delivery

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

- Skilled Labourer (Permanent)
- Drainage Gang Supervisor
- Waste Transfer Station Supervisor
- Roller Operator Construction Gang
- Maintenance Gang Supervisor

**Performance Reviews**

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

The annual performance appraisals process also identifies training needs for the organisation.

**Policy and Procedure Review and Development**

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

- WHS Policy
- Secondary Employment Policy
- New Employees Pre Placement Health Assessment Policy and Procedure
- Separation and Termination Policy
- Trauma Management Policy
- Smoking in the Workplace Policy
- Leave Policy
- Flexible Working Arrangements Policy
- Employment Probation Review Policy
- Trauma Management Policy
- Market Forces Allowance Policy

- Training – Staff Policy
- Time in Lieu of Overtime Policy
- Higher Grade Pay Policy
- Employee Assistance Policy
- Disciplinary Policy
- Call Back Policy

**Industrial Relations**

Council Organisational Structure Review of the Infrastructure Department from 2018; this process includes the implementation of OO-soft Predictive Model job evaluation system. All employee position descriptions will be reviewed into a contemporary format to be undertaken in consultation with Winton Consulting, management and the employee. The new position descriptions will then be graded into Council salary structure utilising the Oosoft job evaluation system.

**Human Resources Training Plan**

Upper Lachlan Shire Council’s Staff Training Plan is primarily designed to develop the competency of its employees and to develop a more highly skilled and flexible workforce to achieve organisational objectives.

**OBJECTIVES:**

- \* To encourage employees in their personal and professional development and to assist them where necessary to maintain high levels of competence in their respective positions and vocations.
- \* To provide development opportunities via a range of sources including training conducted by recognised private providers, training/coaching in specific skills areas provided by designated staff, on the job training by managers and team leaders, and approved tertiary studies.
- \* To provide assistance to employees where a course of study can be demonstrated to enhance their competence, and is of benefit to the Council’s service provision, and the employee’s ability to fulfil their position requirements.

- \* To facilitate the development of a Training Plan that will match training and development processes to the current and future skill requirements of Council and the career development needs of employees.
  - \* To ensure that expenditure in training matters is used in a cost effective manner.
  - \* To comply with Local Government (State) Award and other legislative and regulative provisions related to Council.
- The Fundamentals of Erosion and Sediment Control
  - Traffic Management Plan Prepare Work Zone
  - Asset Inspector Training
  - OOSOFT Training
  - Graphic Novels online Training

In 2019/2020 total staff training costs were \$164,820 this includes the employees' time, salaries and training course fees.

There were also staff recruitment expenses incurred that totalled \$62,267 including medical examinations, advertising and interview expenses; however, this amount excludes staff salaries and wages expenses.

### **Training and Development**

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

- Alcohol and Other Drugs
- Bullying and Harassment
- Code Of Conduct
- Discrimination and Equal Employment Opportunity (EEO)
- Privacy Awareness
- Sexual Harassment Prevention

Council has a contract with a training provider ELMO and has implemented the learning platform.

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

- Alcohol and other Drugs Information/Training Sessions
- Induction Training
- Code of Conduct Training – all staff
- Due Diligence Training
- Traffic Controller (Blue)
- Traffic Controller (Yellow) Implement Traffic Control Guidance Skill Set
- Health Monitoring Report after Lung Testing
- Erosion & Sediment Control Training

**14. IMPLEMENTATION OF EQUAL  
EMPLOYMENT OPPORTUNITY MANAGEMENT  
PLAN**

**Section 428 (2) (n)**

The purpose of Council’s EEO Management Plan and Policy are to ensure that:-

- The best available person is selected (merit based selection) for each position;
- The right people are trained in the correct and most appropriate functions;
- The most suitable/best person is promoted;
- Every employee is developed to reach their full potential;
- Every employee is able to work productively in a non-threatening and non-harassing environment.

Council has adhered to the goal of an EEO programme that ensures that for any position the best available person is selected. In other words, a person’s race, sex, marital status, membership of an ethnic or migrant group or physical, intellectual or psychiatric impairment or sexuality, should not reduce a person’s chance of employment or promotion or access to employment benefits.

Equal Employment Opportunity Management Plan is designed to ensure that there is no discrimination or harassment in the workplace. The EEO Management Plan encompasses a range of responsibilities and below is a sample of activities:-

Recruitment and Selection

In accordance with relevant legislation, the Council has implemented protocols and procedures for the recruitment and selection of employees that will complement organisational performance and ensure compliance with EEO principles and ethos.

Council has in recent years recruited individuals from many culturally diverse backgrounds from different countries, cultures, and religion. These

include individuals from India, Pakistan, Bangladesh, Iran, Laos, USA and New Zealand. A number of these individuals are appointed to senior management roles; examples include the Project Manager and Manager of Assets and Design.

Council have employed women in senior management roles; examples include the Director of Environment and Planning and Manager Library Services and also appointed women in roles such as the Senior stores person, Senior Revenue Officer and IT Systems Coordinator.

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

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

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

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

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

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

Also, all staff members have been provided with a copy of Upper Lachlan Shire's adopted Code of Conduct. Upper Lachlan Shire Council has also adopted an Equal Employment Opportunity Management Plan and an Equal Employment and Anti-Discrimination Policy which states the following EEO program activities and sets EEO performance targets.

**EEO PROGRAM ACTIVITIES**

**EEO Policy Statement**

**1. Objective**

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

**2. Strategies**

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

**3. Target Group**

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

**4. Actions**

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

- a) A positive commitment by Council to implementing the EEO program and incorporating EEO principles into all Council operations;
- b) Brief explanation about EEO and the positive benefits EEO will bring to Council as an organisation and to all Council Staff;
- c) A brief statement about the Anti-Discrimination Act and the responsibility of Council to ensure a discrimination-free workplace;
- d) A brief outline of the EEO Management Plan and proposed activities including;
- e) Articulates the aims and summary of objectives;
- f) Priority strategies in various areas i.e. recruitment, training;
- g) A clear statement of responsibility of all Managers / supervisors in preventing discrimination and promoting EEO;
- h) The Council Resolution adopting the EEO Policy and Management Plan;
- i) Endorsement of the General Manager and Mayor.

4.2 Gain management and staff commitment.

4.3 Seek union/s agreement.

4.4 Submit EEO Policy to Council for adoption.

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

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



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

## **EEO Performance Targets**

### **5.1 EEO Policy Statements**

5.1.1 EEO policy publicised and distributed to staff.

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

### **5.2 Communication and Awareness Raising**

5.2.1 All new employees attend EEO sessions as part of Induction training programs.

5.2.2 Put into practice as part of all new staff Induction Process.

5.2.3 Random sampling of employees' awareness / understanding of EEO is undertaken on a regular basis through mediums such as selection interviews and exit interviews.

5.2.4 EEO questions are implemented into the selection criteria as well as the EEO questions in the interview process for all positions.

5.2.5 Quarterly progress reports on EEO achievements are prepared and distributed to all staff.

5.2.6 Department monthly and quarterly meetings are held and all Departments are aware of their responsibilities under the provisions of the EEO policy.

5.2.7 Report on EEO Management Plan is prepared annually for inclusion in Council's Annual Report.

5.2.8 The Human Resources Coordinator in concurrence with the Department Directors and

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

### **5.3 Appointment, Promotion and Transfer**

5.3.1 Immediate and ongoing.

5.3.2 The Human Resources Coordinator in concurrence with the Department Directors and General Manager, review, amend and forward the Recruitment and Selection Policy to Council annually, with the provisions outlined.

- All employee recruitment and selection will be in accordance with equal employment opportunity principles and EEO Management Plan, Anti-Discrimination Act 1977, the Local Government Act 1993 and the Local Government (State) Award 2020.

### **5.4 Training and Development**

5.4.1 Immediate and ongoing.

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

All Council staff have completed the Bullying and Harassment and EEO online training courses over the past three years.

## 5.5 Conditions of Employment

5.5.1 Immediate and ongoing.

5.5.2 All conditions of employment will be in accordance with Council's Recruitment and Selection Policy and procedures in complying with equal employment opportunity principles and EEO Management Plan, Anti-Discrimination Act 1977, the Local Government Act 1993 and the Local Government (State) Award 2020.

## 5.6 Harassment and Grievance Procedures

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

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

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

## **15. DELEGATIONS TO EXTERNAL BODIES**

### **Section 428 (2) (o)**

The following external bodies were delegated functions by Council during 2019/2020:-

#### **Bigga Memorial Hall Committee**

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

#### **Binda Hall Committee**

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

#### **Breadalbane Community Hall Committee**

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

#### **Building Review Committee**

*Functions of the Committee:* To provide recommendations to Council on options for possible locations for a relocation of the Crookwell Works Depot in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council from time to time.

#### **Collector Oval Committee**

*Functions of the Committee:* The care, control, management and organisation of the Collector Oval in accordance with the requirements of the Local Government Act and Regulations, 1993,

Council policies and within any funds that may be voted by Council.

#### **Collector Pumpkin Festival**

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

#### **Collector Wind Farm Community Enhancement Program Committee**

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

#### **Community Technology Centre Committee**

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

#### **Crookwell and District Art Gallery**

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

#### **Crookwell and District Historical Society**

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

**Crookwell II and III Wind Farm Community Enhancement Program Committee**

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

**Crookwell Memorial Hall Committee**

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

**Crookwell Potato Festival Committee**

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

**Cullerin Wind Farm Community Enhancement Program Committee**

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

**Economic Development Task Force Committee**

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

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

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

**Gunning Arts Festival Committee**

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

**Gullen Range Wind Farm Community Enhancement Program Committee**

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

**Gunning Golf Club Management Committee**

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

**Gunning Shire Hall and Showground Precinct Advisory Committee**

*Functions of the Committee:* To provide advice with respect to the care, control, management

and organisation of the Gunning Shire Hall and Showground Precinct in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council.

#### **Pool Review Committee**

*Functions of the Committee:* To provide advice with respect to the investigation of a hydrotherapy pool, a heated pool and the performance and adequacy of the existing pools within the Upper Lachlan Shire Council local government area.

#### **Rye Park Wind Farm Community Enhancement Program Committee**

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

#### **Sport and Recreation Committee**

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

#### **Stonequarry Cemetery Committee**

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

#### **Streetscape Committee**

*Functions of the Committee:* To provide higher level guidance and advice (not on operational matters) in relation to the Streetscape Project to Council and to act as a conduit between the Community and Council's Project Control Group that is responsible or delivering the Streetscape Project in accordance with the requirements of

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

#### **Taralga War Memorial Hall Committee**

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

#### **Taralga Wind Farm Community Enhancement Program Committee**

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

#### **Local Traffic Committee**

*Functions of the Committee:* Primarily a technical review committee that advises Council on traffic related matters in the Upper Lachlan Shire Council area.

#### **Tuena Hall and Recreation Area Committee**

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

#### **Upper Lachlan Access Committee**

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

#### **Upper Lachlan Tourist Association**

*Functions of the Committee:* The care control and management of the tourist function of the

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

### **Upper Lachlan Australia Day Committee**

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

a) The Committee will: organise the Ambassador, provide recommendations to Council on the annual Australia Day Awards and the Sportsperson of the Year Awards and be responsible for expenditure as per Operational Plan allocation.

b) The Council will: be responsible for any administrative assistance to the Committee and be responsible for funding as per the Operational Plan each year.

### **Youth Council (YA'MAD)**

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

### **Audit, Risk and Improvement Committee**

*Functions of the Committee:* The Audit, Risk and Improvement Committee will act as an advisory Committee to Council. The primary role of the Committee is to assist Council in the effective operation of its responsibilities for financial reporting, risk management, governance, investments, to maintain and review the internal control systems and to facilitate the organisation's ethical development. The Audit, Risk and Improvement Committee will liaise with

Council's external auditor and internal auditor to facilitate achieving the organisational goals and maintaining efficient work practices.

### **Biala Wind Farm Community Enhancement Fund Committee**

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

## **16. BIOSECURITY (WEEDS) REPORT**

Under the Biosecurity Act 2015, Council has the responsibility, as the Local Control Authority, to control Weeds of Significance (weeds) on lands under its jurisdiction and to also ensure that landowners within our area carry out their responsibility to control Weeds of Significance on land they own or occupy.

### **Control of Weeds of Significance on Council Land**

In 2019/2020, Council's Noxious Weeds Section implemented a weed control program to control noxious weeds on roadsides, reserves and parks that are under Council's control. Council's Staff conducted this weed control program, which aimed to control weeds to the standards specified in the control measures of the weed control orders made by the NSW Government. The outcomes of this weed control program were regularly reported to Council during the year.

The program focused on both new and existing weed incursions with the program aimed at preventing the spread of weeds from land under the responsibility of Council to land free of weeds or where weeds have been controlled previously. The program also set a positive example for weed control within our community. Minimal complaints in relation to the spread of weeds were received during the year resulting in no requirement for formal action by Biosecurity Officers.

### **Control of Weeds of Significance on Privately Owned Land**

#### **Biosecurity (Weeds) Inspection**

During the 2019/2020 year, Biosecurity Officers conducted a private property inspection program which relied heavily on the local experience of the inspectors and also surveys conducted to target specific Weed of Significant problem areas.

953 initial property, 151 re-inspections of private property, 110 high risk pathway sites and 2,186 kilometres of transport pathway surveys were conducted. Various actions were taken to ensure that a maximum level of weed control compliance was achieved. The aim of this inspection/survey program was to identify new weed incursions, educate and gain the cooperation of landholders to participate in control programs.

It was identified that through property inspections that all property owners whose land was inspected are working to ensure compliance of the Biosecurity Act 2015 is being maintained and therefore no formal regulatory action has been required during the reporting period.

#### **Community Education**

During the year information on a range of weed related issues were addressed in Council's newsletter, however the most effective method of communication and education with our community continued to be conducted on a one on one basis between Biosecurity Officers and landholders during the private inspection programs.

Council continues to liaise with Local Land Services and the South East Weeds Committee in an effort to maintain best industry practice. This enables the transfer of current information being directed towards affected stakeholders through Biosecurity Officers.

It is intended that education and voluntary compliance over formal regulatory action will be the ongoing focus of the Regulatory & Biosecurity section in the 2019/2020 financial year where Biosecurity (weed) control is required.

#### **2019/2020 Expenditure.**

\$440,026 (inclusive of NSW Government Grants) was budgeted for Biosecurity (weed) related issues, with an expenditure of \$442,663 being utilised, equating to \$2.637 or 1% deficit in overall expenditure.

## **17. CONTROLLING INTEREST IN COMPANIES**

### **Section 428 (2) (p)**

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

## **18. PARTNERSHIPS, CO-OPERATIVES OR JOINT VENTURES**

### **Section 428 (2) (q)**

Partnerships, co-operatives or other joint ventures to which Council was a party in 2019/2020 are as follows:-

- 1) Upper Lachlan Shire Council is a member of the Canberra Region Joint Organisation of Councils (CRJO) which facilitates regional cooperation and resource sharing. Member councils includes; Upper Lachlan Shire Council, Hilltops Council, Goulburn Mulwaree Council, Queanbeyan Palerang Regional Council, Bega Valley Shire Council, Snowy Monaro Regional Council, Snowy Valleys Council, Eurobodalla Council, Wingecarribee Shire Council and Yass Valley Council.
- 2) Upper Lachlan Shire Council, Yass Valley Council and Goulburn Mulwaree Council are parties to a Memorandum of Understanding (MOU) for collaboration between the Councils.
- 3) Southern Tablelands Regional Arts Council (STARTS) – is a partnership between Arts NSW and Upper Lachlan Shire Council, Hilltops Council, Goulburn Mulwaree, Queanbeyan Palerang Regional Council, Wingecarribee Shire, Wollondilly Shire and Yass Valley Councils.
- 4) StateWide Mutual Limited for Local Government (Jardine Lloyd Thompson's Mutual Liability Scheme and Risk Management).

## **19. RATES AND CHARGES ABANDONED**

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

During the 2019/2020 financial year an amount of \$28,319 was written-off.

This abandonment related to removing the provision for doubtful debts for rates and user charges totalling \$16,630. The abandonment also was for water supply fund user charges written off totalling \$11,689. The water supply fund income abandonments related to water usage accounts for undetected water leaks in accordance with Council policy, faulty water meter account readings and Council Resolutions to waiver excessive water use charges for undetected water leaks on a ratepayer's property.

Upper Lachlan Shire Council provided rate relief to pensioners during the financial year totalling \$209,155, in accordance with legislative requirements, including the following fund distributions:-

General Purpose Pension Abandonment	\$ 96,694
Water Supply Pension Abandonment	\$ 33,384
Sewerage Services Pension Abandonment	\$ 30,030
Domestic Waste Pension Abandonment	\$ 49,047

## **20. PRIVATE SWIMMING POOLS**

### **Swimming Pools Act 1992, Section 22F (2)**

### **Clause 23 of Swimming Pools Regulation 2018**

2019/2020 details of inspections of private swimming pools, include:-

- Number of inspections of tourist and visitor accommodation - **NIL**
- Number of inspections of premises with more than 2 dwellings - **NIL**
- Number of inspections that resulted in issuance a certificate of compliance under Section 22D of the Swimming Pools Act 1992 – **5**
- Number of inspections that resulted in issuance a certificate of non-compliance under Clause 21 of the Swimming Pools Regulation 2018 - **1**



## **21. COMPANION ANIMALS**

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

Upper Lachlan Shire Council is obligated to provide education and enforcement in relation to the Companion Animals within the Local Government Area.

In the 2019/2020 financial year Council saw an increase in straying dog complaints throughout the Gunning, Collector and Crookwell areas. The complaints predominately related to straying dogs between 5.30am to 7.00am and 6.00pm to 7.30pm. However, a reduction in dog attacks upon people, with reports upon livestock remaining steady compared to previous years. Council was not in receipt of any reports of serious incidents involving

Companion Animals throughout the reporting period.

Education surrounding laws pertaining to Companion Animals, continued to be the preferred course of action when dealing with non-compliance. This action resulted in limiting the issuance of penalty notices.

The 2019/2020 Upper Lachlan Shire Council pound data collection return showed that 31 dogs had been seized and transferred to Council's pound facility. From the 31 animals seized; 4 were euthanized, 23 were released to owners and 3 were rehomed and 1 stolen from the pound.

Upper Lachlan Shire Council total expenditure for Companion Animal and Straying Stock related activities equated to \$106,576.



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

### **a) OVERSEAS VISITS FUNDED BY COUNCIL**

During the 2019/2020 financial year there were no overseas visits undertaken by Councillors, Council employees or other persons on behalf of Upper Lachlan Shire Council.

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

### **c) ACTIVITIES FOR CHILDREN**

Council has continued its programme to expand the provision of modern playground equipment in Council's parks and gardens operations. Council conducted an audit in 2020 of all playgrounds, 90% of equipment met standards. Dalton and Laggan playgrounds were closed due to equipment not meeting today's safety standards. Council will continue to ensure all playground equipment meets modern safety standards.

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

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

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

Council provides the community with two outdoor swimming pools which are owned and operated by Council. The swimming pools are

located in Crookwell and Gunning and operate for 5 months of the summer period and are well patronised by children and by the local Swimming Club and the Primary Schools.

Council has provided a skate ramp for the community at Goodhew Park in Taralga for over a decade. In the past 4 years, Council has installed skate parks at Clifton Park in Crookwell and Endeavour Park in Gunning.

Clifton Park Crookwell has been revitalised with new cricket practice nets and cricket pitch, new recreation pathway and outdoor gymnasium.

In the past 2 years, outdoor gymnasiums have been built in Gunning, Collector, Dalton and Taralga.

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

Council indirectly supports children by way of donations to primary and secondary Schools within the Shire, and leases Crown land to the SDN Children's Services who provide a pre-school in Crookwell.



**d) ACCESS AND EQUITY ACTIVITY SUMMARY**

**i. SOCIAL AND COMMUNITY PLAN**

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

Council adopted its inaugural Social and Community Plan in 2006. This Plan was reviewed and revised in 2013 and again in 2014 with the Social and Community Plan 2013 – 2018 adopted on the 19 June 2014.

The Social and Community Plan includes demographic information about the population of the LGA in addition to looking at the needs of people with disabilities, people from culturally and linguistically diverse backgrounds, Aboriginal people, children, young people, women, and older people as required. Council also included men, mental health and wellbeing, the farming community and transport as issues and groups examined.

Council adopted a Disability Inclusion Action Plan 2017–2020 in June 2017. Council is working towards creating a Shire that provides equal opportunity for people with disability, their carers and families to use and enjoy the public spaces and opportunities our Shire has to offer. The Plan demonstrates Council’s commitment to improving the quality of services, facilities, systems and programs over a four year period.

A Crime Prevention Plan has not been completed.

Please see the complete copy of the Social and Community Plan provided as Annexure Document “B” and the Disability Inclusion Action Plan 2017 – 2020 at the end of the Annual Report. This details the Action Plan performance against identified targets.

**e) COMPETITIVE NEUTRALITY**

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

**ii. CATEGORY 1 BUSINESS ACTIVITIES**

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

**iii. CATEGORY 2 BUSINESS ACTIVITIES**

As at 30 June 2020, Council has three Category 2 businesses, namely the Water Supply, Sewerage service and Domestic Waste Management service for the Upper Lachlan Shire Council area.

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

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

**iv. CATEGORY 2 COMPETITIVE NEUTRALITY PRICING**

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

**v. CATEGORY 2 PERFORMANCE COMPARISON**

Throughout 2019/2020, Upper Lachlan Shire Council did not receive any competitive neutrality complaints in relation to its Category 2 businesses operations.

**f) STORMWATER MANAGEMENT SERVICES**

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

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

The Stormwater Management annual charge is levied in four towns; those towns are Collector, Crookwell, Gunning and Taralga. The income raised by the annual charge in 2019/2020 totalled \$46,934. The income generated from the stormwater levy is in Council's externally restricted reserve fund that currently totals \$294,190.

Upper Lachlan Shire Council also maintains stormwater operational expenditure each year exclusive from the Stormwater Management levy of \$16,000. Council expended \$15,856 on stormwater asset renewals in 2019/2020.

## GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT – 2019/2020 ANNUAL REPORT

**Clause 8A: Details of the review carried out by the agency under Section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.**

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

A review was carried out by Upper Lachlan Shire Council in 2020 and information made publicly available. A review of Council's Agency Information Guide was readopted by Council on 19 September 2019. The focus by Council is on ease of access to information and to provide as much information wherever practicable via the Council website.

As a result of the review Council proactively releases the following information:-

- Australia Day Event of the Year Nomination 2021
- Australia Day Citizen and Young Citizen of the Year Nominations 2021
- Australia Day Citizen and Young Citizen of the Year Nominations 2021
- Australia Day Sportsman and Young Sportsman of the Year Nomination 2021
- Biala Wind Farm Voluntary Planning Agreement
- Crookwell 2 and 3 Windfarms Voluntary

Planning Agreements

- Rye Park Wind Farm Voluntary Planning Agreement
- Pedestrian Access Mobility Plan (PAMP) 2017
- Application for Burial Reservation Permit
- Social and Community Plan
- Disability Inclusion Action Plan
- Community Engagement Programs – Cullerin Range Wind Farm, Taralga Wind Farm and Gullen Range Wind Farm
- Lease-Licence Request Form
- Financial Statements
- The Voice
- Annual Reports
- Rural Living Handbook
- Driveway Specifications

**Clause 8B** *The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications).*

There was three (3) valid Access Application received by Council during 2019/2020.

**Clause 8C** *The total number of access applications received by the agency during the reporting year that the agency refused, either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (Information for which there is conclusive presumption of overriding public interest against disclosure).*

There was zero (0) Access Applications wholly or partly refused by Council in regards to Schedule 1.

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

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

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

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

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

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

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	1	100%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally – Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
<b>Total</b>	<b>1</b>	

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

	Number of times consideration used	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	0	0%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
<b>Total</b>	<b>0</b>	

	Number of applications	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	2	67%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	1	33%
<b>Total</b>	<b>3</b>	



	Decision varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0%
Reviewed by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of the Act	1	0	1	33%
Review by NCAT	1	1	2	67%
<b>Total</b>	<b>2</b>	<b>1</b>	<b>3</b>	

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

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

	Number of applications transferred	% of Total
Agency - Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
<b>Total</b>	<b>0</b>	



Cullerin Range Wind Farm

**PUBLIC INTEREST DISCLOSURES ACT – ANNUAL REPORT****Report to the NSW Ombudsman**

Reporting Period: July 2019 to June 2020

Submitted On: 24 July 2020

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

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

By virtue of Section 32, of the Privacy and Personal Information Protection Act 1998, Upper Lachlan Shire Council is bound by the Privacy Code of Practice for Local Government.

The Privacy Code of Practice for Local Government provides for the protection of personal information and for the protection of privacy of individuals generally.

Council manages private and personal information it holds. Upper Lachlan Shire Council resolved to adopt the updated model Privacy Management Plan for Local Government (without amendment) as supplied by the Office of Local Government in 2013. Council has reviewed and adopted the Privacy Management Plan and Privacy Policy on 15 June 2017.

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

**Section 33 (5)**

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

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

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

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

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

Upper Lachlan Shire Council has a Community Enhancement Program agreement with Energy Development on 20 October 2016 in relation to the Development of the Cullerin Range Wind Farm project.

Upper Lachlan Shire Council has a Community Enhancement Program agreement with Crookwell Development Pty Ltd on 27 July 2017 in relation to the State Significant Development of Crookwell II and III Wind Farm project.

Upper Lachlan Shire Council has a Community Enhancement Program agreement with Rye Park Renewable Energy Pty Ltd on 21 August 2017 in relation to the State Significant Development of Rye Park Wind Farm project.

Upper Lachlan Shire Council has a Community Enhancement Program agreement with Newtricity Developments Biala P/L on 5 December 2018 in relation to a State Significant Development of the Biala Wind Farm project.

Upper Lachlan Shire Council has a Community Enhancement Program agreement with Collector Wind Farm Pty Ltd on 11 January 2019 in relation to a State Significant Development of the Collector Wind Farm project.

## **APPENDIX B – DELIVERY PROGRAM ACTIONS REPORT**

The Delivery Program Actions are integrated with the Tablelands Regional Community Strategic Plan (CSP) Strategies and referenced to a Community Aspiration. Each six month period the General Manager is to provide a progress report with respect to the Delivery Program Actions.

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

<b>Delivery Program Actions</b>	<b>Performance Measures</b>	<b>Responsibility</b>	<b>CSP Strategy and Aspiration</b>	<b>Progress Report</b>
1.1 - Support the retention of medical and health care facilities in the towns.	Support medical practitioners by providing available community buildings to facilitate health care service provision.	Director of Environment and Planning	Strategy CO1 - Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport. 5. People attaining health and wellbeing.	Completed – community buildings are leased to facilitate health care services.
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.	Completed – ongoing liaison continued. Not achieved - Disability Inclusion Action Plan priorities are ongoing and review subject to adoption of LSPS and CPP.
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 & Finance and Administration	Strategy CO3 - Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community. 6. Resilient and adaptable communities.	Not achieved - Social and Community Plan review to be undertaken after adoption of LSPS. Cultural Plan will be reviewed by December

				2020, cultural grant funding program implemented.
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.	Completed – Council in partnership with community organisations provided for Youth week activities in 2020.
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.	Completed - continue advocacy to retain current education facilities and Council support to local schools and school activities by donations and work experience placements for school students.
1.6 - Protect significant heritage sites to preserve the diverse history of the Shire.	Number of heritage sites receiving funding over three year program.	Director of Environment and Planning	Strategy CO4 - Recognise and celebrate our diverse cultural identities, and protect and maintain our community’s natural and built cultural heritage. 1. A built environment enhancing the lifestyle of a diverse community.	Completed - 2 heritage projects received grant funding and completed their projects 2019/2020.
1.7 - Social inclusion for all disparate communities.	Provision of recreational opportunities and upgrade to existing public recreational facilities within the Shire towns.	Director of Infrastructure	Strategy CO5 - Maintain our rural lifestyle. 6. Resilient and adaptable communities.	Completed – Clifton Park, Crookwell and Goodhew Park, Taralga new BBQ/shelter and picnic tables. Outdoor gymnasium at Taralga, Collector, Dalton and Gunning.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
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.	Completed – support to Section 355 Committees is being provided. Breadalbane Hall new patio and pergola project. Pending - Building Plans of Management are being established.
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.	Completed – “Active Villages” lighting for Crookwell soccer grounds. New play equipment Goodhew Park. Completed – annual animal control report submitted OLG. Report on swimming pools to be provided at July 2020 Meeting.

**REGIONAL CSP STRATEGIC PILLAR NO.2 - ENVIRONMENT**

<b>Delivery Actions</b>	<b>Program</b>	<b>Performance Measures</b>	<b>Responsibility</b>	<b>CSP Strategy and Aspiration</b>	<b>Progress Report</b>
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.	Not achieved - review of strategy and consultation required of the Biosecurity Act, Regional Plan and establish Local Plan.
2.2 - Promote environmentally sustainable developments (ESD).		Review, update and implementation of Upper Lachlan Local Environmental Plan (LEP) and Development Control Plans (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.	Completed – Upper Lachlan LEP Planning Proposals have been submitted to Department of Planning and Environment.
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.	Completed - Council partnered with OEH State Government on an energy masterplan of council buildings.
2.4 - Pursue Section 94A Development Contribution 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.	Completed - 4 Community Enhancement Funds operate as Committees of Council distributing funds to community groups.
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.	Completed – support is provided for land care groups within the Shire.

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

<b>Delivery Actions</b>	<b>Program</b>	<b>Performance Measures</b>	<b>Responsibility</b>	<b>CSP Strategy and Aspiration</b>	<b>Progress Report</b>
3.1 - Ensure financial viability of Council.		Long-term Financial Planning (LTFP) 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.	Completed – LTFP adopted in June 2019. Achieved 4 Fit for Future benchmarks in 2019/2020. Operating surplus result achieved for 12th consecutive year.
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.	Completed – 3 internal audit projects completed by Grant Thornton in 2019/2020.
3.3 - Encourage sustainable population growth and provision of associated infrastructure.		1. Implementation of Southern Tablelands Regional Economic Development Strategy (REDS). 2. Development 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.	Completed - implementation of REDS.  Completed – an Upper Lachlan Economic Development Strategy has been completed to compliment REDS.
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.	Completed – Grant Project Report provided to Council meetings. Crookwell VIC has worked proactively with local businesses on business promotion and local area marketing.



Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
3.5 - Encourage and support viable local businesses.	<p>Deliver on tourism member and non-member benefits program.</p> <p>Tourism section is to prepare two business promotions annually.</p>	Director of Finance and Administration	<p>Strategy EC3 - Support and foster conditions that enable local and small/home-based businesses to grow.</p> <p>4. A prosperous economy with the balanced use of our land.</p>	<p>Being achieved - supporting local businesses by operating an accredited VIC, conducting ongoing co-operative marketing both online and offline. Visit Upper Lachlan website linked to Australian Tourism data warehouse and optimised for all devices. New Destination Guide launched in March 2019.</p>
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	<p>Strategy EC2 - Jointly develop appropriate tourism opportunities and promote the region as a destination.</p> <p>2. Community liaison to preserve and enhance community facilities.</p>	<p>Completed – ULTA is working with CRJO, Destination NSW and Tourism ACT to promote and develop the Canberra region and the Southern Tablelands in the Destination Southern NSW Destination Management Plan 2018-2020.</p>

**REGIONAL CSP STRATEGIC PILLAR NO. 4 – INFRASTRUCTURE**

<b>Delivery Actions</b>	<b>Program</b>	<b>Performance Measures</b>	<b>Responsibility</b>	<b>CSP Strategy and Aspiration</b>	<b>Progress Report</b>
4.1 - Improve local road and regional road transport networks.		Manage road assets to ensure public safety. Road Hierarchy reviewed and reported to Council. Pavement rehabilitation regional roads.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 7. Responsible and efficient use of resources.	Completed – Capital and maintenance works undertaken on Regional and Local Roads in accordance with schedule published on Council’s website.
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.	Not achieved – asset Data being collated for asset registers to be completed with field data collection and update to the condition rating records for asset revaluation 2019/2020.
4.3 - Bitumen seal 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.	Not achieved – Four year capital road works budget programmed and works have commenced. Delays in capital work projects due to the emergency bridge related works.
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.	Completed - Town and village streetscape project of installation of bins, noticeboards and seating. Further program of streetscape works to be developed for future years.

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
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.	Being achieved – new mobile phone towers to be funded for Tuena and Wombeyan Caves. Lobbying for provision of towers at Snowy Mount and Curraweela is continuing. NBN services now provided to Crookwell.
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.	Being achieved - sewer plant repairs in Crookwell. A new solar power system water treatment plant to be investigated for Crookwell and Taralga. Taralga STP alternative discharge system has been installed and commissioned.
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.	Being achieved - All landfills have been converted into transfer stations. Capping system designs for Crookwell Landfill have been completed. EPA water discharge issues and capping system designs for other landfill sites to be addressed and completed.

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
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.	Being achieved - Committee formed. Regional Economic Impact Assessment completed. Lobbying for funding opportunities is continuing.
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.	Completed - Stronger Country Communities grant funding for footpath construction projects. Construction of new pathways in Taralga, Laggan, Gunning, Bigga and Collector footpath works. Installed Pat Cullen Reserve walkway and Gunning Showground recreation pathway.
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.	Not achieved - Locations requiring improvements are identified in the Flood Risk Study. Funding application approved for a flood warning system.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
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.	Being achieved - Abercrombie River MR256 bridge, Harley Road and Julong Road and Kiamma Creek MR248E bridge replacements are completed.
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 & 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.	Not achieved - Flood Risk Management Plan and Study recommendations are yet to be implemented.
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.	Being achieved - commenced Grabine Road reconstruction and sealing. Pending - Council received grant funding for Wombeyan Caves Road MR258 work yet to commence. Grant application prepared for MR256 Tablelands Way.
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.	Completed – Council was unsuccessful in receiving grant funding for Rye Park Road MR241.

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

<b>Delivery Actions</b>	<b>Program</b>	<b>Performance Measures</b>	<b>Responsibility</b>	<b>CSP Strategy and Aspiration</b>	<b>Progress Report</b>
5.1 - Participate in resource sharing initiatives.		Report projects to Council every year. Achieve annualised \$ savings through participation in Canberra Region Joint Organisation projects and Central West 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. 7. Responsible and efficient use of resources.	Completed - participation in Canberra Region JO; Legal Services panel contract and Contaminated Lands Officer. Central West JO procurement projects. Contracts: Bulk Fuels and Copyright Licencing.
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.	Completed - lobbying continuing through Canberra Region JO and meetings with Government Ministers, NSW Government Deputy Premier. No changes have been legislated for FAG grant distribution.
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.	Completed - community outreach meetings cancelled in 2020 due to COVID-19 pandemic. Community Survey completed in March 2019. The "Voice" is produced quarterly and regular media releases.

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
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.	Completed - IP&R documentation completed for 2019/2020.

**FIT FOR THE FUTURE – COUNCIL ACTION PLAN**

<b>SUSTAINABILITY ACTION PLAN</b>				
<b>Objective</b>	<b>Strategies</b>	<b>Actions</b>	<b>Key milestones</b>	<b>Progress Report</b>
1. Secure additional revenue to keep Council's operating performance ratio well above the benchmark and ensure funding for renewal of road network assets	Consideration of implementing a Special Rate Variation	<ol style="list-style-type: none"> <li>1. Notify community of intention to apply for SRV</li> <li>2. Community consultation and engagement</li> <li>3. Notify IPART of intention to apply</li> <li>4. Submit application to IPART</li> <li>5. Fund infrastructure renewal of its road network assets</li> </ol>	<p>Commencement in 2021</p> <p>Community engagement and support for the proposal is achieved</p>	<p><i>No action – a Council Resolution is necessary for a Special Rate Variation application.</i></p>
2. Drive cost savings through procurement	Implementation of a Best Practice in Procurement Program	<ol style="list-style-type: none"> <li>1. Procurement Roadmap - Arc Blue</li> <li>2. Review Procurement Action Plan and policies</li> <li>3. Implement internal audit recommendations for Procurement and Contract Management</li> </ol>	<p>Utilisation of LGP Vendor Panel and TenderLink</p> <p>Canberra Region Joint Organisation (CRJO) procurement working group committee reports to management</p>	<p><i>Contracts Register implemented in 2018.</i></p> <p><i>LGP vendor panel and TenderLink are utilised by Council. Council Purchasing - Acquisition of Goods and Services Policy to be reviewed in 2020.</i></p> <p><i>Canberra Region JO and LGP procurement meetings held.</i></p>



<b>Objective</b>	<b>Strategies</b>	<b>Actions</b>	<b>Key milestones</b>	<b>Progress Report</b>
3. Maintain diverse income streams through state roads contract	Retention and provision of Roads and Maritime Services (RMS) Routine Maintenance Council Contract (RMCC)	<ol style="list-style-type: none"> <li>1. Maintain existing high standard rating for road works in Contractor Performance Report</li> <li>2. RMCC Benchmarking</li> </ol>	<p>RMS rating maintained satisfactory or better</p> <p>RMCC commenced in 2008</p> <p>State Roads Work Orders projects comply with RMS compliance program</p>	<p><i>RMCC accreditation retained and Contractor Performance Reports are satisfactory.</i></p> <p><i>Council to action RMS RMCC 2019 audit findings. Actions include: Council System Management Plan (CSMP) will be completed 31 July 2020. Individual Project Quality Management Plans and WHS Environmental Management Plans to be completed by 31 August 2020.</i></p>
4. Maximise diverse income streams through private works	Provision of road reconstruction contracted private works for renewable energy developments	<ol style="list-style-type: none"> <li>1. Review pricing structures for private works which are in demand at profitable rates</li> <li>2. Cost of service is transparent and in accordance with the National Competition Policy Guidelines</li> </ol>	Remain competitive with the private sector and to secure contract works for road reconstruction	<i>Council is meeting all NCP Guidelines and private works rates incorporated into Council Revenue Policy.</i>

<b>INFRASTRUCTURE AND SERVICE MANAGEMENT ACTION PLAN</b>				
<b>Objective</b>	<b>Strategies</b>	<b>Actions</b>	<b>Key milestones</b>	<b>Progress Report</b>
1. Implement best practice asset management reporting	Asset Management Improvement Program	<ol style="list-style-type: none"> <li>1. Review Asset Management and Risk Plan, strategies and policies</li> <li>2. Review of Council Infrastructure Plan – define community service level set by Council for asset maintenance</li> </ol>	<p>Asset Management Plans identify asset service standards</p> <p>Infrastructure asset classes valuation at fair value</p> <p>Ensure asset condition standards are maintained above Condition 5</p>	<p><i>Infrastructure Plan reviewed and adopted by Council in June 2020.</i></p> <p><i>Asset Condition Rating System will be developed by Council Infrastructure Department in 2020/2021 to enable evidence based Asset Management Plans using ISO55000.</i></p> <p><i>Council Asset and Design team preparing tender for infrastructure asset classes fair valuation for 2020/2021 Financial Statements audit, project deferred in 2019/2020.</i></p>
2. Secure funding for asset renewals	Utilise borrowing capacity to invest in infrastructure renewal projects – Timber Bridge Replacement Program	<ol style="list-style-type: none"> <li>1. Review Council Borrowings/Loans Policy</li> <li>2. Council Long Term Financial Plan priority bridge replacement schedule</li> </ol>	<p>Commencing loan financing arrangements with Financial Institutions</p> <p>Utilise NSW Government borrowings scheme funding</p>	<p><i>New loan in 2019/2020 for \$3.3 million accepted by Council for the local roads timber bridge replacement program.</i></p> <p><i>Council has approved loan borrowings in 2020/2021 of \$1.7 million for further timber bridge replacements.</i></p> <p><i>Future borrowings program is incorporated into the Council Delivery Program.</i></p>

Objective	Strategies	Actions	Key milestones	Progress Report
3. Minimise potential public liability incidents	Utilise Statewide Mutual Best Practice Guidelines and achieve industry benchmarks for risk management practices	<ol style="list-style-type: none"> <li>1. Review Risk Management Plan and Policy</li> <li>2. Review Safe Work Method Statements for high risk priorities</li> </ol>	<p>Risk Management Action Plan (RAMP) approved and adopted by Council annually by June</p> <p>Safe Work Method Statements (SWMS) reported to WH&amp;S Committee every 6 months</p>	<p><i>RAMP approved by Council management and reviewed by Statewide Mutual for 2019/2020.</i></p> <p><i>SWMS progressively reviewed and reported to the Council WH&amp;S Committee.</i></p>
4. Maintain assets in satisfactory condition to meet community expectations	Evaluation of asset utilisation and rationalisation	<ol style="list-style-type: none"> <li>1. Review of Council Infrastructure Plan</li> <li>2. Recommendations from Grant Thornton Building and Asset internal audit.</li> </ol>	<p>Condition Report prepared for Council owned building assets and maintenance action plan approved</p>	<p><i>The Building and Asset Management Internal Audit Action Plan is being implemented and was reported to Audit, Risk and Improvement Committee in September 2018.</i></p> <p><i>Asbestos Management Plan and Register completed and repairs made at Council buildings. Buildings condition register developed.</i></p> <p><i>Building improvements included in Council Delivery Program. Establishment of trade services contract.</i></p>

<b>EFFICIENCY ACTION PLAN</b>				
<b>Objective</b>	<b>Strategies</b>	<b>Actions</b>	<b>Key milestones</b>	<b>Progress Report</b>
1. Understand how the organisation is performing	Benchmark Upper Lachlan with other Councils Local Government Professionals Australia (LGPA) – Performance Excellence Program Report	<ol style="list-style-type: none"> <li>1. Identify trend analysis of operational cost centres and functional service areas of Council</li> <li>2. Performance tool for benchmarking by senior management of operational efficiencies of individual cost centres</li> </ol>	Management Tool -annual benchmarking	<i>Benchmarking completed and report tabled to MANEX.</i>
2. Continue to collaborate regionally	Be an active partner in the Canberra Region Joint Organisation of Councils (CRJO)	<ol style="list-style-type: none"> <li>1. Implementation of a CRJO Strategic Plan</li> <li>2. CRJO Strategic Plan aligned with Quadruple Bottom Line principles</li> <li>3. Intergovernmental collaboration; i.e. ACT Government and NSW State Government</li> </ol>	<p>Implementation after JO 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><i>Upper Lachlan Shire Council is within the Canberra Region Joint Organisation (CRJO)</i></p> <p><i>CRJO Strategic Plan 2019-2021 launched.</i></p> <p><i>Intergovernmental collaboration is continuing with ACT Government.</i></p> <p><i>Canberra Region “The Tablelands” branding and website is continuing.</i></p>

<b>Objective</b>	<b>Strategies</b>	<b>Actions</b>	<b>Key milestones</b>	<b>Progress Report</b>
3. Continuously improving the quality and efficiency of all of Council's services	Undertake four year rolling program of service reviews as part of Council's Delivery Program	<ol style="list-style-type: none"> <li>1. Develop four year program of service reviews, with a focus on those services of greatest cost to the organisation</li> <li>2. Update Delivery Program to incorporate the service review program</li> <li>3. Implement program annually</li> <li>4. Report outcomes through the 6 month Delivery Program report and update Long Term Financial Plan annually to reflect any savings or changes</li> </ol>	<p>Program established and Delivery Program updated</p> <p>6 Monthly Delivery Program Report to include service review progress and outcomes</p> <p>Annual update of Council's Long Term Financial Plan</p> <p>Implementation of Internal Audit Plan by Grant Thornton Australia over 4 year period to 2019/2020</p>	<p><i>Delivery Program was approved by Council in June 2020.</i></p> <p><i>Delivery Program action report completed every six months.</i></p> <p><i>Long Term Financial Plan was approved by Council in June 2020.</i></p> <p><i>Internal audit projects undertaken in 2020. The "Business Continuity Management System" audit and "Regulatory Compliance Framework" audit reviews completed by Grant Thornton.</i></p>
4. Improve efficiency through technological advancement	Provide innovative and leading technology interface	<ol style="list-style-type: none"> <li>1. Enhanced use of technology particularly in the area of staff remote and on-line customer access</li> <li>2. Implement a Unified Telecommunications solution</li> <li>3. Customer Request Management System</li> </ol>	<p>Establishment of Development Assessment (DA) Tool</p> <p>Implementation of Integrated Unified Telecommunications System</p>	<p><i>In progress - NSW Planning Portal functionality and DA Lodgement scheduled to commence 1 July 2021.</i></p> <p><i>Microwave communications link is completed.</i></p> <p><i>CRM on-line system integration project is completed.</i></p>