



Upper Lachlan Shire Council

ANNUAL REPORT

2020-2021



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

Description	Page No
General Manager's Review of Operations	2-4
Senior Staff Contact Details	5
Elected Councillors	6
Statement of Ethical Principles	7
Audited Financial Statements (A complete copy attached as Annexure "A")	8
1. General Information	9-10
Strategic Task List Performance Indicators	11
Financial Summary	12-16
Council Organisation Structure	17
2. Operational Plan Principal Activities – Key Performance Indicators	18-45
3. State of the Environment Report (attached as Annexure "B")	46
4. Condition of Public Works	47-50
5. Legal Proceedings Detail	50-51
6. Elected Members – Mayoral and Councillors' Expenses and Facilities	52-64
7. Statement of Remuneration for Senior Staff; (b) per Clause 217 (1)	65
8. Contracts	65-68
9. Bush Fire Activities	69
10. Cultural, Library and Tourism Services	70-79
11. Private Works	80
12. Section 356 Contributions	81-82
13. Human Resources Activities	83-85
14. Equal Employment Opportunity (EEO) Management Plan	86-87
15. Delegations to External Bodies	88-90
16. Biosecurity (Weeds) Report	90-91
17. Controlling Interest in Companies	92
18. Partnerships, Co-Operatives and Joint Ventures Statement	92
19. Rates and Charges Abandoned	92
20. Private Swimming Pools	92
21. Companion Animals	93
Local Government (General) Regulation 2005 requirements per Clause 217(1):-	
(a) Overseas Visits funded by Council	94
(c) Activities for Children	94
(d) Access and Equity Activity Summary	95
(e) Category 2 Businesses Activities and Competitive Neutrality	95-96
(f) Stormwater Management Services	96
Government Information (Public Access) Act 2009 and Regulation	97-101
Public Interest Disclosures Act Report	102
Privacy and Personal Information Act 1998 Compliance Requirements	103
Environmental Planning and Assessment Act 1979 Planning Agreements	103
Delivery Program Action Report and Fit for the Future Action Plan Report	104-121
(Included as Annexure "C")	
Social and Community Plan (attached as Annexure "D")	
Disability Inclusion Action Plan (attached as Annexure "E")	



General Manager, Ms Colleen Worthy

General Manager's Review of Operations

It has been just over 18 months since I relocated to the Upper Lachlan Shire and it has certainly come with a very 'different' environment under the evolving COVID-19 pandemic situation. It is strange to think that COVID-19 has been with us for almost that entire time. Our region has experienced restrictions, lockdowns and some close scares of the virus heading into our shire – but we have remained COVID-19 free these past 12 months and continue to forge ahead as a strong resilient community.

Throughout the year the Shire has also experienced the wettest winter in a decade. Across the Shire we have heard stories of trucks bogged on farms, then the tractors trying to rescue them out only to find themselves in the same "bogged" situation.

Our tourism products and services have been tested, with events being canceled or postponed. Still we managed to have visitors through the Shire on day trips when lockdown restrictions were not in place. But through it all the initiative of some of our community groups running virtual events has been innovative and successful. Local businesses have changed to have click and collect services, provide social media virtual tours of their shops and offered the community access to local products.

Our Council services have continued to work through these changes and implemented measures to keep our community safe and throughout the year council has been accessible to our community.

Despite all of the changes and the unexpected implications of locking down services we have continued to keep the place running with a smile on our faces as we continue to deliver services across our Shire.

Council have been successful in gaining grants for our community during the 2020/2021 year totalling \$16.963 million. This funding has been contributed to the projects and upgrades that will improve our Shire. I should note that this amount does not include Grants and Contributions awarded to Council in 2020/2021 that relate to multi-year projects and/or have milestone payment terms.

The bulk of grants was again awarded and spent on roads and bridges but this year Council have also submitted 3 grants for other high priority infrastructure. These infrastructure projects include; the Gunning Medical Centre / Council library and Civic Service Centre, the Multipurpose Aquatic and Activity centre at Crookwell and the building of a new and improved Taralga off site storage facility (dam), that will meet the needs of an increasing population and provide a reserve for firefighting in the north east of our Shire in summer. As much as the pandemic, weather and insufficient

funding has challenged our project completion timelines I am confident our roads and other projects will be approved and completed on time and on budget. Council will deliver the infrastructure the community needs and deserves.

Financial Position Report

The independent external audit of the Council's Financial Statements, by Audit Office NSW, confirms an operating result for 2020/2021 from all Council activities, totalling a net operating deficit of \$3.89 million for the year (before capital grants and contributions). This equates to an Operating Performance Ratio of -8.64%.

Within the Financial Statements, Council's Statement of Performance Measures highlights Council's Unrestricted Current Ratio of Assets to Liabilities as 2.34:1, 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 2.42%. Council's Own Source Operating Revenue Ratio is 52.79%.

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

During the 2020/2021 financial year Council reviewed 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 Council directorates.

Council employs 140 full time equivalent employees. Over this year the staff have demonstrated resilience and commitment to

the community. Our team have continued to provide the best customer service possible in the circumstances, with many challenges and obstacles thrown at us this year.

Our outdoor staff have continued to assist the Shire during the heavy rainfall we've experienced which included days of severe flooding and infrastructure damage. Our team has continued to work with the community through the COVID-19 challenges assisting with COVID-19 support advice, helping to access information and working with Southern NSW Health to get communication out to the community in a timely manner.

Planning Direction

In 2020/2021 the Council continued its rollout of amendments to the NSW Planning Framework with the completion and adoption of a Local Strategic Planning Statement and Community Participation Plan, the local focus has been on character statements and preparing master plans for the shire.

It was recognised that the existing Local Environmental Plan was prohibitive in nature and as a result, Council submitted draft amendments to the land use tables to the New South Wales Department of planning and Environment for further review.

In 2019/2020 after the community consultation program Council prepared a strategic direction for planning. In June 2021, the Council adopted a list of strategic tasks aimed at reviewing the planning framework.

The draft Housing Strategy prepared in 2019/2020 has been re-drafted and presented to Council for adoption in 2021.

The number of development applications received by Council continues to rise as more people choose to live in the Shire.

Council is preparing for a digital transformation in the planning area with the introduction of the New South Wales government planning portal.

From July 2021 all development applications must be lodged digitally via the planning portal. To comply with this State Government requirement, Council has made numerous changes to its information and communications technology (ICT).

It is anticipated that the introduction of a standard application process via the portal will assist in aligning the development approval processes with community expectations and needs.

Asset Renewal and New Infrastructure Program Highlights – Total Expenditure on Assets \$17 million.

Major construction, rehabilitation and new infrastructure programs for 2020/2021 included the following:-

- Local Roads Gravel Resheeting Program;
- Rural Sealed Road Pavement Rehabilitation (Sapphire Road; Kialla Road);
- MR248E Laggan Road Rehabilitation (Regional Road Repair Program);
- MR256 Taralga Road Rehabilitation (Regional Road Repair Program);
- Local Roads Timber Bridge Replacement Program (Woodville Road Bridge; Kangaloolah Road Bridge, Kangaroo Creek Bridge);
- Grabine Road reconstruction and bitumen sealing;
- Wombeyan Caves Road Upgrade works in progress;
- Rural and Local Roads Bitumen Resealing;
- Blackspot Project (Grabben Gullen Road & Boorowa Road);
- Footpaths and Shared Footpaths (PAMP);
- Towns and Villages Streetscape project;
- Kerb and Gutter repair and maintenances;
- Heavy Vehicle Network Enhancement;
- Plant and Equipment Renewal

Conclusion

Council has navigated its way through many challenges this year including natural disasters and the pandemic and I am hopeful as our shire returns to a new normality the new financial year will bring revitalisation and a renewed positivism.

Council has continued to apply for grants to work on improving our local roads and infrastructure across the Shire. Council is committed to re-energising the area and will work with our local and state members to achieve investment and the completion of major and much needed projects.

The Annual Report demonstrates that Council has continued to deliver a broad range of services to the community. I would like to take the opportunity to thank the Councillors and the council staff for their efforts during the 2020/2021 year. Throughout the challenges they have worked as a team dedicated to willingly serve their Shire.

As General Manager of the Upper Lachlan Shire Council, I applaud the entire team within Upper Lachlan Shire Council. This Annual Report is confirmation that the Upper Lachlan Shire Council will continue to serve its community with professionalism and commitment.



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:

Ms Alex Waldron
Work Phone: 4830 1027

Director of Infrastructure:

Mr Glenn Lacey
Work Phone: 4830 1063



Gunning community meeting

UPPER LACHLAN SHIRE COUNCIL ELECTED MEMBERS



MAYOR
CI John Stafford

70 Macarthur Street
Tarlga NSW 2580

M 0419 0145 40
E john_thesanctuary@bigpond.com



DEPUTY MAYOR
CI John Searl

PO Box 4002
Dalton NSW 2581

P (02) 4845 6337
M 0405 060 347
E johnsearl@hotmail.com



CI Darren O'Brien

14 Crown Street
Crookwell NSW 2583

P (02) 4832 0501
M 0409 821 003
E bucketsob@hotmail.com



CI Paul Culhane

6912 Boorowa Road
Lost River 2583

P (02) 4836 2190
M 0410 622 798
E pculhane.ulsc@live.com.au



CI Brian McCormack

Tarlga Road
Laggan NSW 2583

P (02) 4837 3258
M 0458 373259
E bmccormack.ulsc@live.com.au



CI Pam Kensit

339 Fish River Road
Crookwell NSW 2583

P (02) 4836 5203
M 0400 360 331
E pamkensit@gmail.com



CI James Wheelwright

"Phils River"
Crookwell NSW 2583

P (02) 4834 2149
E jmwheelwright@hotmail.com

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 2020/2021. 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 and has continued through the past eighteen months. All the Council meetings are broadcast live by webcast.

During 2020/2021 Ordinary Council Meetings 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.



L-R Glenn Lacey, Director of Infrastructure, Cl James Wheelwright, Cl Paul Culhane, Colleen Worthy, General Manager, Cl Darren O'Brien, Mayor John Stafford, Cl Brian McCormack, Cl Pam Kensit, Cl John Searl and Andrew Croke, Director of Finance and Administration

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
Website: 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**



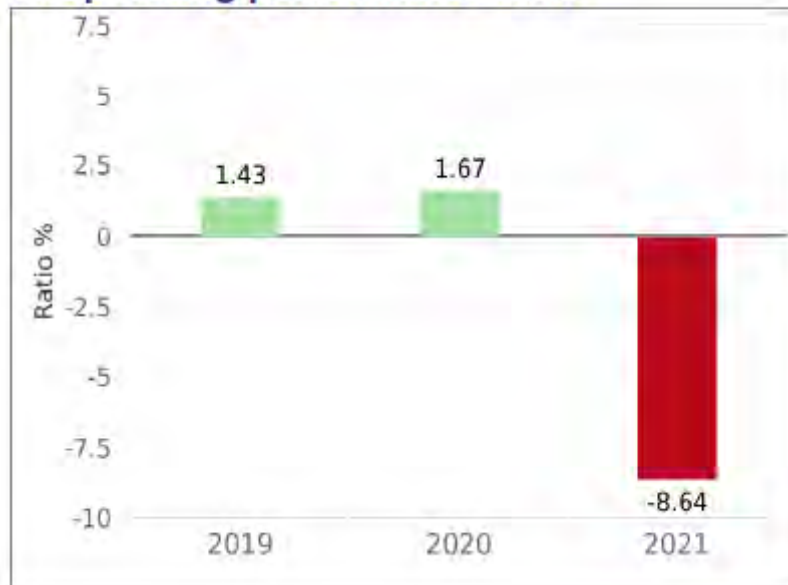
Main Street, Gunning NSW

Strategic Task Performance Activities

<u>Key Performance Activities</u>	<u>Performance</u>
Annual Report	Completed by statutory timeframe
State of Environment Report	Completed by statutory timeframe
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
Transport for NSW 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
End of Term Report	Completed by statutory timeframe

FINANCIAL SUMMARY 2020/2021:

1. Operating performance ratio



2. Own source operating revenue ratio



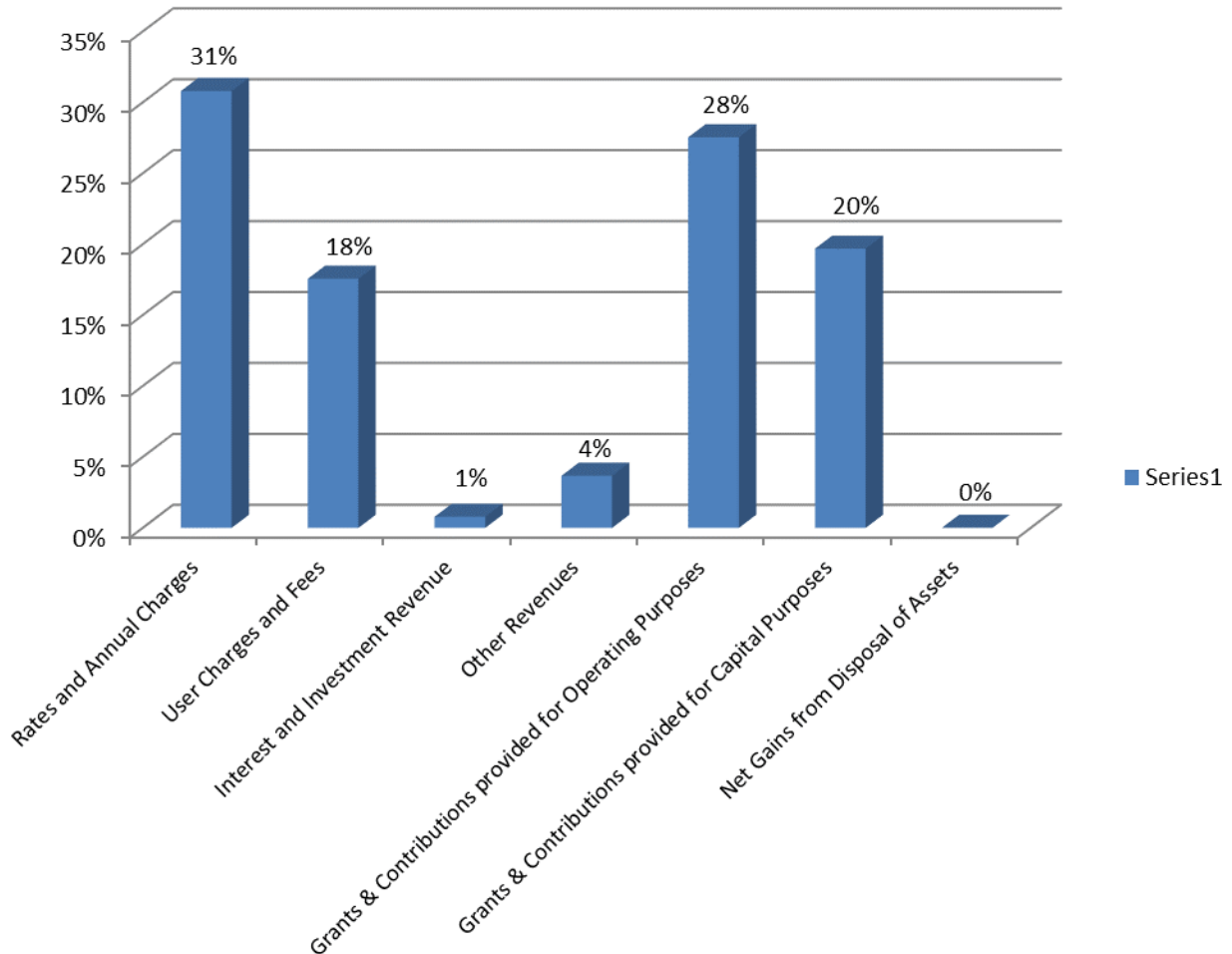
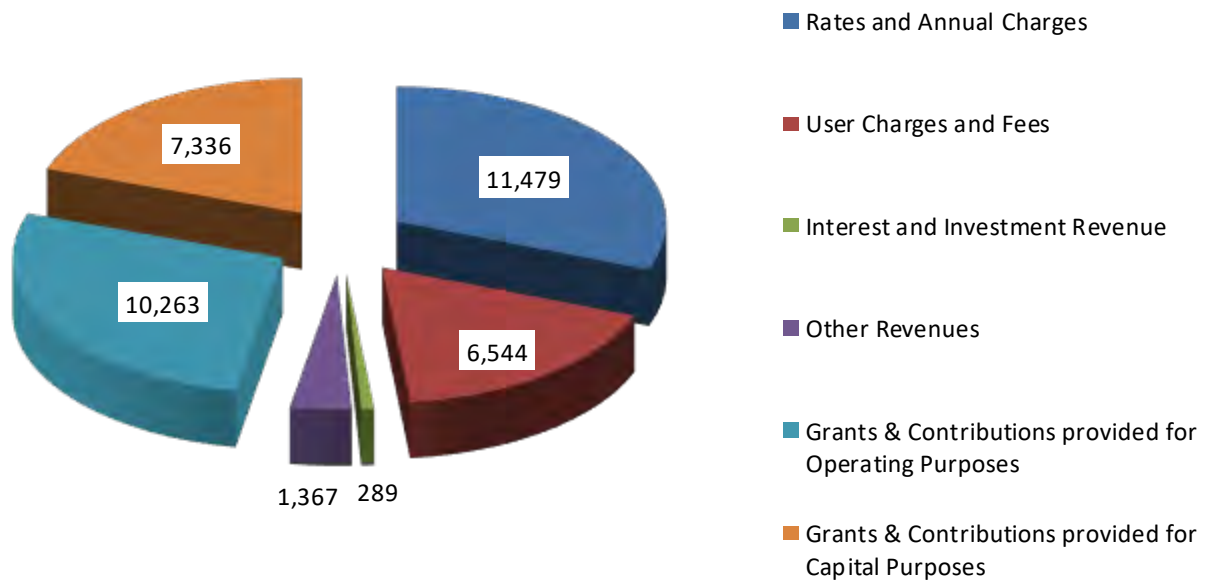
3. Unrestricted current ratio



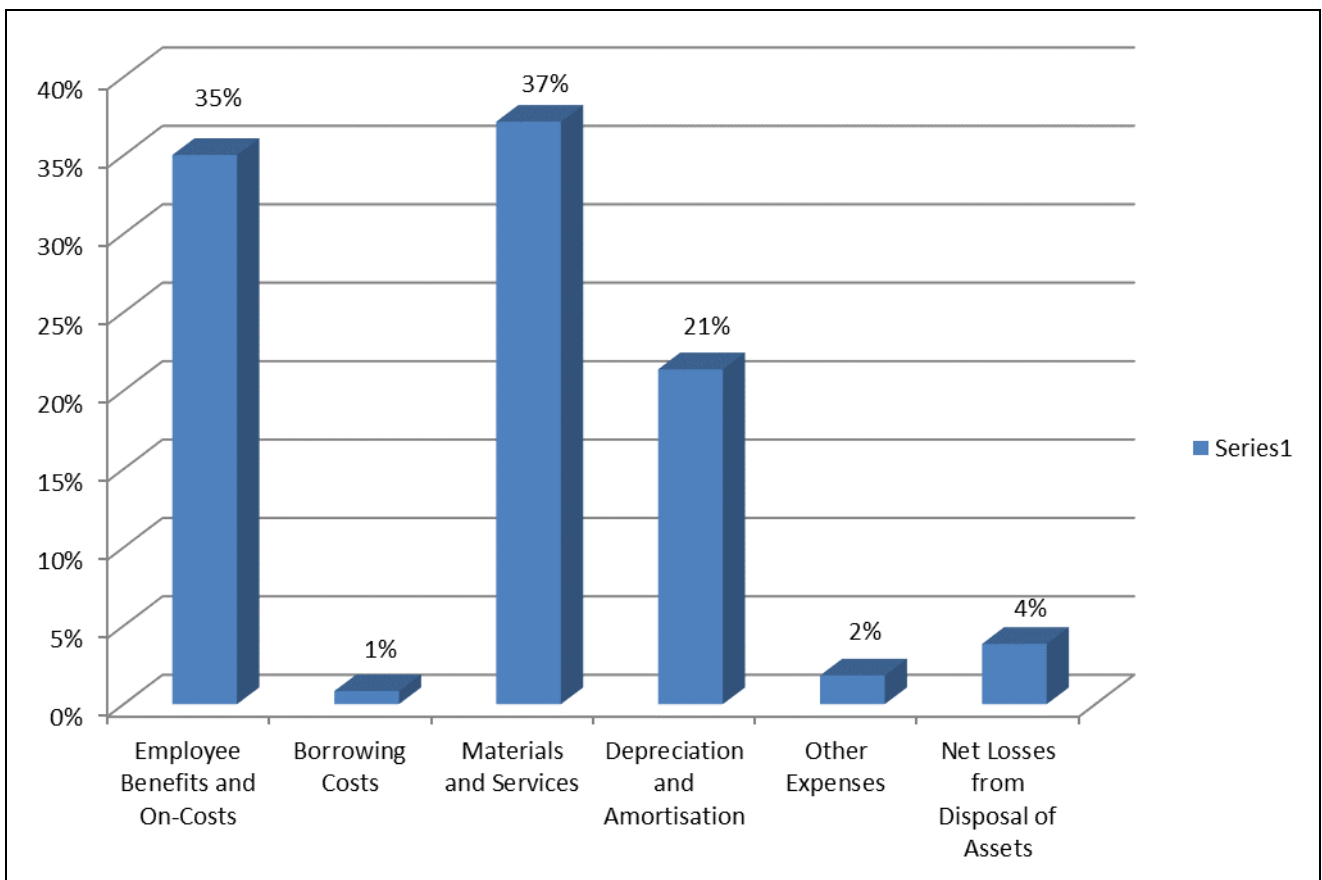
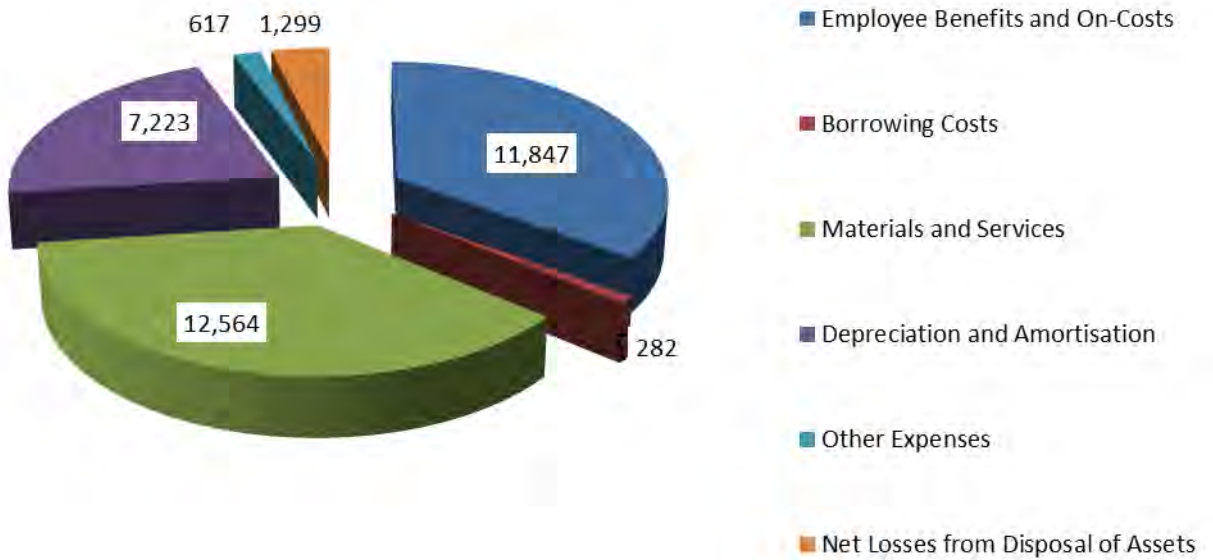
4. Debt service cover ratio



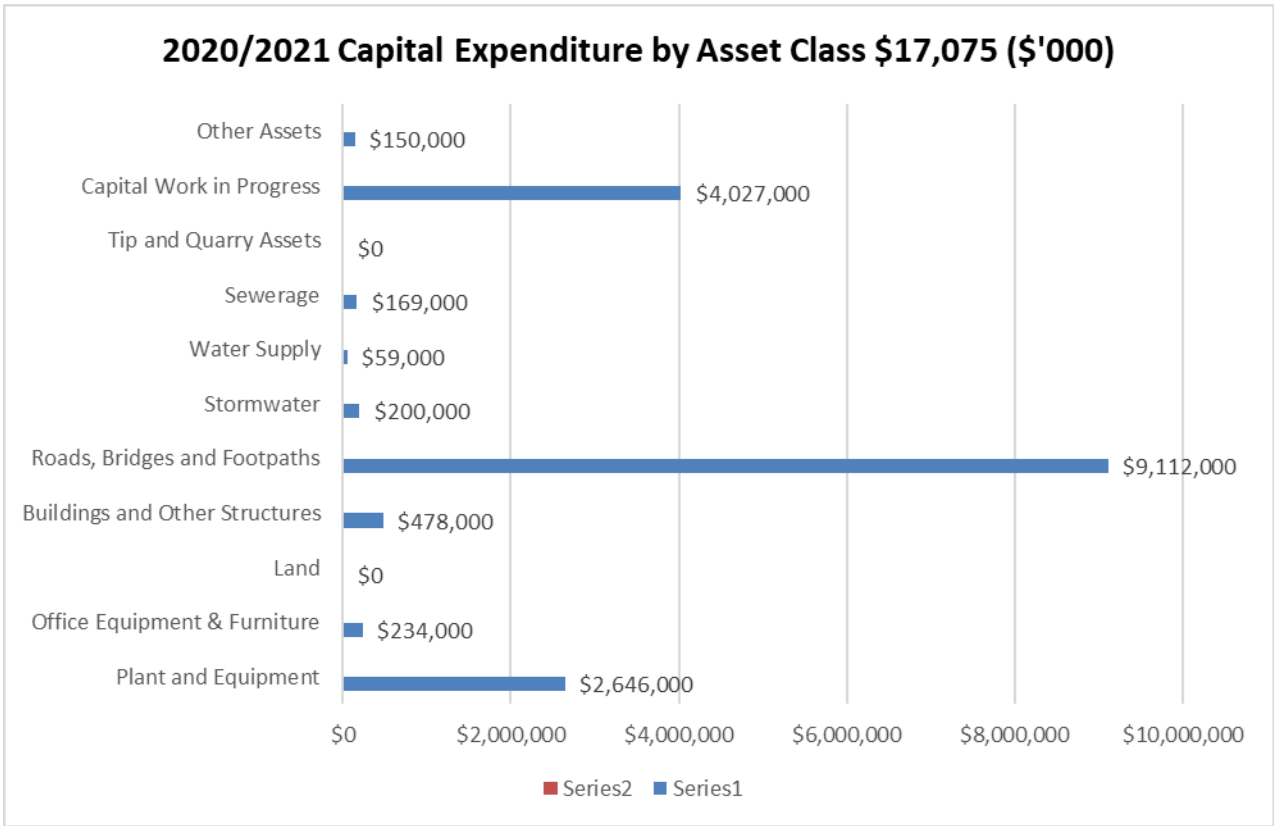
2020/2021 Total Income - \$37,278 (\$'000)



2020/2021 Total Operating Expenditure - \$33,832 (\$'000)

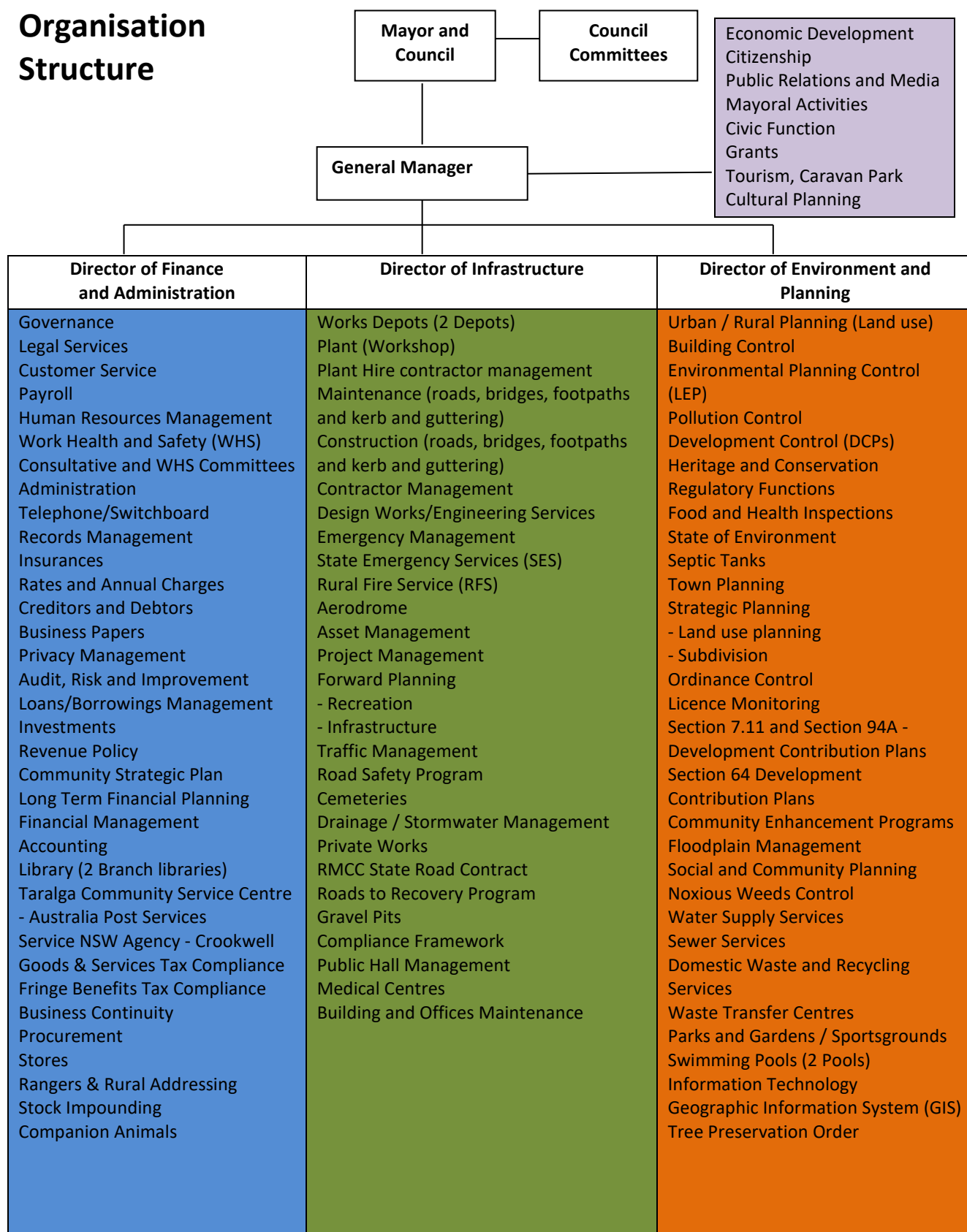


FINANCIAL DATA



Flooding was prevalent in 2020/2021 – Abercrombie River Bridge on Oberon to Taralga Road MR256

Organisation Structure



2. OPERATIONAL PLAN

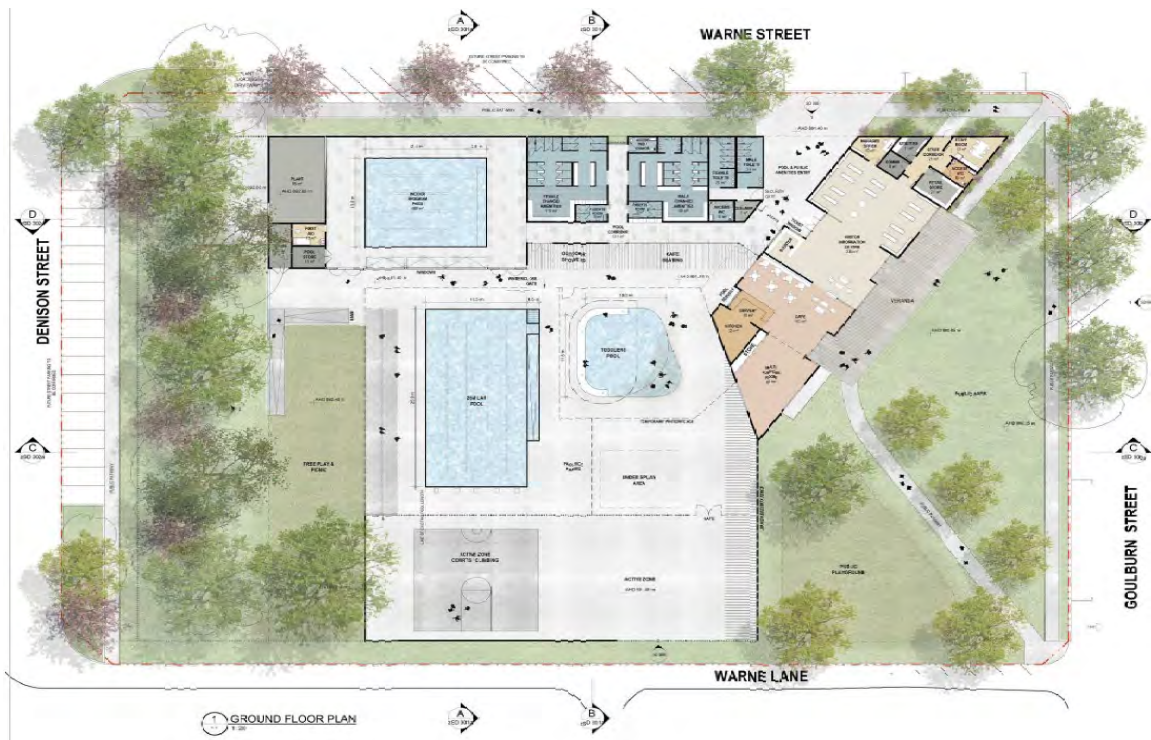
Section 428 (2) (b)

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 2020/2021.



Crookwell Mural designed and installed by Cullen Ball as part of Share R Streets project in Crookwell



Proposed layout for Upper Lachlan Shire Multipurpose Aquatic and Activities Centre Project

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, 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**

KPI	Performance Measure	Delivery Program Actions	Performance Status
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 buildings 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 – information included in Annual Report.
Support the NSW Government rollout of the National Disability Insurance Scheme (NDIS).	Council review the Disability Inclusion Action Plan by December 2020.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Not achieved – Disability Inclusion Action Plan has not yet been reviewed. A review will be provided to the Council in 2021/2022.
Maintain a web based community directory.	Review annually.	1.7 - Social inclusion for all disparate communities.	Achieved – community directory updated in 2021.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
Review the Social and Community Plan and Council to readopt by December 2020.	Report on actions every year in the Annual Report.	1.2 - Support provision of ageing population services and aged accommodation.	Not Achieved – review to commence June 2021.
Review and Implement Cultural Plan for Council.	Review to be completed by March 2021. Report on actions every year in the Annual Report	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds. 1.6 - Protect all significant heritage sites to preserve the diverse history of the Shire.	Not Achieved – Council’s Cultural Plan 2017-2020 review and community consultation to commence June 2021. Achieved - Heritage grants endorsed by Council in November 2020.

KPI	Performance Measure	Delivery Program Actions	Performance Status
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.	Not achieved - Plans of Management development and reviews to be reported to Council.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
Registration of companion animals.	Monthly report to Office of Local Government.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved - monthly reports submitted to the Office of Local Government.
Maintain a Complaint Handling Register.	Complaints investigated in accordance with Council's Enforcement Policy.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – complaints investigated within service delivery timeframes.
Maintain an Impounding Register.	Statistics reported in Annual Report.	2.1 - Address environmental degradation issues; i.e. noxious weeds control.	Achieved – included in the Annual Report.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
Swimming pool guidelines.	Annual review of guidelines.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved - Council's operations plan and related documentation has been updated for the opening of the upgraded Gunning Swimming Pool.
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 is undertaken prior to opening and during pool opening hours and 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.	Achieved – swimming season commenced on 7 November 2020 and finished 28 March 2021 for Gunning swimming pool. The Crookwell swimming pool was closed for the 2020/2021 season. Tender reported to 15 April 2021 Council Meeting to approve contractor to construct Stage 1 of the Multipurpose Aquatic and Activities Centre in Crookwell. Contractor engaged and works commenced with old facilities demolished.

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

<u>KPI</u>	<u>Performance Measure</u>	<u>Delivery Program Actions</u>	<u>Performance Status</u>
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 Delivery Area.
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 an Asset Register in consultation with the NSW Lands and will prepare Plans of Management by 2023 deadline.
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.	Achieved – Construction works for first stage is complete. Stage 2 process to commence 2021/2022.
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.	Achieved – Townspersons working in towns and village including, Bigga, Gunning and Taralga as per the allocation of funds.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
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 were 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 October 2020.
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 included in Annual Report. Membership and loans numbers have dropped this financial year, loans for digital items have increased significantly. This reflects the changing needs of community during COVID-19 pandemic.
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 cultural backgrounds.	Achieved – announcement of eSmart library status released to the public in June 2021.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
Maintain Section 94 Register for each individual Bushfire Brigade.	Annual audit of Section 94 Register.	1.8 - Manage and upgrade Council's public buildings and community centres.	Achieved – Section 94 Contributions Register reconciled and external audit completed to be completed 2020/2021.
Complete review of DISPLAN (now EMPLAN) and creation of Consequence Management Guides.	Report to Council every two years.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – EMPLAN 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 2020/2021.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Not Achieved – The 2014 signed Service Level Agreement not updated, discussions with RFS are yet to be finalised for a review to take place.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
Prepare LEP amendments and submit to Department of Planning and Environment.	LEP Amendments to Department of Planning and Environment for gateway approval in 2020/2021.	2.2 - Promote environmentally sustainable developments (ESD).	Achieved – reports were provided to Council and the proposals have been lodged on the NSW portal.
Review and implementation of Section 7.11 (Section 94 Development Contributions Plan) and Section 7.12 (Section 94A Development Contributions Plan).	Review of Section 94 Plans by December 2020 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 by staff. Councillor workshop held. A revised discussion paper will be provided in 2021/2022.
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, Crookwell II and Taralga Windfarm CEP project funding rounds calling for expressions of interest were advertised and Committees decided on funding projects. One new wind farm project is under way.
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**

KPI	Performance Measure	Delivery Program Actions	Performance Status
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 40 days.	2.2 - Promote environmentally sustainable developments (ESD).	Achieved - 80% of CC's were determined within 30 days for 2020/2021.
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.
Development Application (DA) assessment and determination.	Determine 80% of DA's within 40 days.	2.2 - Promote environmentally sustainable developments (ESD).	Not Achieved - 63% of DA's were determined within 40 days for 2020/2021. This percentage was impacted by three complicated DAs.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
State of Environment Reporting.	Complete and include in Council Annual Report.	2.3 - Promote use of green and renewable energy.	Not achieved – was to be reported in 2020/2021 Annual Report. The reporting has been postponed due to COVID requirements.
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 – however, 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**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Regular inspection of housing by independent management agent.	House inspections each year.	2.2 - Promote environmentally sustainable developments (ESD).	Not achieved – pending real estate agent agreement remains to be signed and inspections to be

KPI	Performance Measure	Delivery Program Actions	Performance Status
			completed.
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**

KPI	Performance Measure	Delivery Program Actions	Performance Status
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.	Not Achieved – Inspections in 2020/2021 have fallen behind by 33%. Council is short one inspector and management changes occurred this year. The plan in the short term is to employ contract staff to fill the gap and Biosecurity Officer recruitment commences in August 2021. A project plan to focus efforts into achievable inspections and control activities is pending.
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. This year's control activities have continued but are behind previous year's program. The Council will produce a project plan to focus efforts into achievable inspections and control activities.
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 - government and non-government meetings attended. The Local Land Services are pursuing for more commitment from council in this regard. Activities will be planned out in the project plan.

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

<u>KPI</u>	<u>Performance Measure</u>	<u>Delivery Program Actions</u>	<u>Performance Status</u>
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 2021.
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 2020/2021.
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**

KPI	Performance Measure	Delivery Program Actions	Performance Status
Council's Investment Policy and Investment Strategy.	Review biennially.	3.2 - Prudent financial management.	Not achieved – the Investment Policy review to be completed in 2021/2022.
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 2021 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 – new 4 year Internal Audit Plan for Council was adopted by the Audit, Risk and Improvement Committee in December 2020.
Progressively complete Asset Fair Valuation for all asset classes.	Audited annually.	3.1 - Ensure financial viability of Council.	Achieved - infrastructure asset classes including roads, bridges, footpaths and stormwater are to have the fair valuation completed by 30 June 2021. Assetic contracted to complete asset condition data gathering and collation and fair valuation.
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 17 June 2021.
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**

KPI	Performance Measure	Delivery Program Actions	Performance Status
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 – 61% of tax invoices were paid by Council in accordance with credit terms. There were 6,090 tax invoices processed by accounts payable in 2020/2021.
Manage Council's Accounts Receivable system.	90% of payments recovered within sixty days.	3.1 - Ensure financial viability of Council.	Achieved – 96.43% of sundry debtor invoices were recovered within 60 days of tax invoice date. There were 560 accounts receivable tax invoices processed in 2020/2021.
Council electronic document records management system (EDMS) 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. Not achieved - Council EDMS configuration review report completed by consultants in December 2020 and actions required in 2021.
Participate in Canberra Region Joint Organisation (CRJO) advocacy and resource sharing projects.	Report annually to Council.	3.2 - Prudent financial management.	Achieved – Council are participating in human resources, procurement, Tourism, Infrastructure and IP&R wellbeing 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.	Achieved – 90% of the 2019/2020 committee audits have been completed. Councillor workshops held to review all Section 355 committee arrangements and some committees dissolved by Council effective from 30 June 2021.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
Proportion of rates accounts outstanding at year end.	Less than 5% outstanding.	3.2 - Prudent financial management.	Achieved - 2.42% rates and charges outstanding percentage as at 30 June 2021.
Completion of statutory certificates i.e. Section 603 Certificates.	95% completion rate within 5 days.	3.2 - Prudent financial management.	Achieved – 98.35% of certificates were processed within the deadline. There were 423 Section 603 Certificates issued in 2020/2021.
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 in October 2021.
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 all four quarters in 2020/2021.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
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 by Council on 21 February 2019. IT Project Plan prepared and works prioritised based on risk assessment and budget. Pending – Disaster Recovery Plan.
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 and IT server replacement project was completed.
Review, upgrade and update Council's Website and FaceBook page information.	Updated on a weekly basis.	3.1 - Ensure financial viability of Council.	Being achieved - Council website and FaceBook page updated each week, timely media releases. E-newsletter and Post Weekly publications released each week.
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. Microwave tower communication project to library and Crookwell water and sewer plants completed. Civica Authority upgrade to version 7.1 is pending.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
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 and finalisation of the organisation structure.
Proportion of Council employee turnover per year.	Less than 10%.	5.4 - Ensure the retention and attraction of quality staff.	Not achieved - 14% employee turnover rate in 2020/2021, 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 - 56% of 2020/2021 staff performance reviews were completed by 30 June 2021. A number of staff chose not to participate in review as they are at maximum step for their grade.
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 17 June 2021.
People leaders champion WHS and environmental issues within the respective areas of responsibility.	Team meetings to discuss WHS and environmental issues. Include WHS on agenda for all team meetings.	5.4 - Ensure the retention and attraction of quality staff.	Achieved – included in staff worksite toolbox talks and staff meeting Infrastructure's agendas.
All new employees to attend Corporate Induction.	Attend corporate induction within two months of employment.	3.4 - Assist facilitation of employment opportunities.	Not achieved – New induction procedure to be implemented after new Manager Human Resources commences in July 2021.
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.	Achieved – WHS Committee action list detailed and followed up. Being achieved - risk registers for Tourism Taralga and Gunning Administration and the Gunning stores under development.
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.	5.4 - Ensure the retention and attraction of quality staff.	Achieved - WHS Committee reports and minutes are made available to staff and management for information and action. WHS committee action list is reviewed and updated at all WHS committee meetings. Council Health and Safety Representatives (HSR) have been formally trained.

KPI	Performance Measure	Delivery Program Actions	Performance Status
Improve Council's WHS capability.	Develop corporate WHS and Environmental System for Council. Toolbox talks completed and recorded. Employees to complete statutory compliance training.	3.4 - Assist facilitation of employment opportunities.	Not achieved – Transport for NSW Certification of CSMP / PSP documentation is currently being prepared for approval. Achieved – toolbox talks completed at each worksite.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
Implement Crookwell caravan park user charges.	Cost neutral facility.	3.5 - Encourage and support viable local businesses.	Achieved – without bushfires and fewer COVID restrictions around travel in 2020/2021 compared to 2019/2020, park usage was up 297%.
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.	Achieved – using a Crown Reserves Improvement Fund grant, significant upgrades have been undertaken.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
Upper Lachlan Tourist Association (ULTA) to implement Upper Lachlan Destination Plan.	Review results annually.	3.5 - Encourage and support viable local businesses.	Achieved – ULTA has been disbanded. Tourism staff continue to implement the Upper Lachlan Destination Action Plan e.g. pursuing the development of the Goulburn Crookwell Rail Trail. Grant application successful for constructing new \$2.6 million Visitor Information Centre in Crookwell.
Coordinate the Crookwell Potato Festival event.	Provide event summary.	3.6 - Promote tourism opportunities and community events.	Achieved – Crookwell Potato Festival delivered in a new format in April 2021 to comply with COVID restrictions.
Presentation of tourism function statistics.	Present to ULTA quarterly.	3.6 - Promote tourism opportunities and community events.	Not achieved – ULTA disbanded as of 30/6/21 after months of hiatus due to COVID. Statistics to be reported directly to Council on a quarterly basis from October 2021.
Upper Lachlan Tourist Association (ULTA) to implement Upper Lachlan Tourism Marketing Activity Plan.	Review actions each quarter.	3.5 - Encourage and support viable local businesses.	Achieved – “Discover the Shire of Villages” campaign concluded at end of March 2021 with over 100,000 social media interactions. Autumn visitation extension of the summer campaign released in April 2021 with over 10,000 engagements in ACT target market.
Develop and implement regional tourism plans in conjunction with Tablelands Councils and Canberra Region Joint Organisation (CRJO).	Review actions each quarter.	3.6 - Promote tourism opportunities and community events.	Being achieved – All CRJO Tablelands Councils signed a Southern Tablelands Co-ordination Agreement in January 2021 and are now implementing the 2020-2025 Tablelands Destination Development Plan.
Annually coordinate the tourism events and cultural activity grant funding programs.	Report on increased visitor spend.	3.6 - Promote tourism opportunities and community events.	Achieved – Cultural Funding Program and Events Funding program grants were awarded in July 2021.
Prepare and distribute tourism publications; i.e. Destination Guide.	Distribution within program deadlines.	3.6 - Promote tourism opportunities and community events.	Achieved – 2021/2022 Destination Guide printed and distributed in May 2021. Industry and consumer newsletters are distributed monthly. Events not anticipated to be making a return to normal activity until 2022.

KPI	Performance Measure	Delivery Program Actions	Performance Status
Upper Lachlan Tourist Association (ULTA) to implement Upper Lachlan Industry Support Program.	Review annually.	3.5 - Encourage and support viable local businesses.	Achieved – with COVID-19 restrictions impacts and changes to methods of operation, tourism staff have been informing and educating tourism operators and assisting them with technical and creative challenges of operating in an online environment. Tourism staff are now assisting industry with COVID recovery grants and programs.
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 – awaiting rezoning of railway land in Crookwell to allow usage as an RV parking location. Taralga residents resistant to construction of a dump point which is a key criteria of the program.
Business activity of the State Road MR54 RMCC contract and work orders to retain Transport for NSW accreditation.	Generate profit in accordance with contract limits.	3.2 - Prudent financial management.	Achieved - RMCC and works orders completed in accordance with contract and profit generated from business unit. Council is implementing new safety management system. A new RMCC contract signed and implemented in 2020/2021.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
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 completed and asset condition assessment data to be collated as a part of the revaluation of infrastructure assets.
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 – capital works program not completed. There were three declared emergency storm events in 2020/2021 that impacted on delivery of the capital program by our internal workforce, as well as continued wet weather causing damage to the road network.
Reconstruction of Grabine Road Stage 1 of Growing Local Economies program.	Complete Stage 1 within budget allocation in 2020/2021.	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 – Stage 1 completed and remaining works have been transferred to the 2021/2022 works program. Earthworks for the second section (1.9km) and third section (0.9km) are nearing completion. Completion anticipated in December 2021.
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.	Achieved – Bitumen Sealing contract in place, contract plant and equipment tenders are 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.	Achieved – Gravel re-sheeting program for Roads to Recovery projects works were completed.
Prepare Asset Management Plans for Roads, Stormwater, Footpaths and Kerb and Guttering asset classes.	Complete by December 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 maintenance program will be developed as a part of the Asset Management Planning.
Review footpath replacement program.	Complete within budget allocation.	4.9 - Develop new and upgrade existing footpaths and cycleway networks.	Achieved - projects being completed include the Stronger Country Communities PAMP projects.
Complete the replacement of all timber bridges in accordance with Delivery Program.	Complete annually.	4.11 - Progressively replace timber bridges on local and regional roads.	Being achieved – Abercrombie River, Arthursleigh Rd/Sandy Crk, Jeffreys Rd/Bridgy Crk, Julong Rd 1/Crookwell River, Kangaloolah Rd/Diamond Crk, Kiamma Creek bridge, Peelwood Rd/Unknown, Reids Flat Rd/Coates Crk, Wilcox Rd/Cliffords Crk, Woodville

			Road/Crookwell River and Bigga Road/Kangaroo Crk are completed. Construction of Peelwood Road bridge in progress. Tender has been published for design of Cooksvale Road, Blue Hill Road and Julong Road 2 bridge replacements.
Complete Stage 1 of the Wombeyan Caves Road MR258 reconstruction project.	Complete within budget by 30 June 2021.	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.	Not achieved – project commencement was delayed due to bushfires that forced road closure of Wombeyan Caves. Construction commenced in January 2021 with planned completion in September 2021. However, new environmental findings have impacted the project requiring a review of the 2nd half of the project length. Discussion with funding bodies to determine final scope of works.
Regional road repair and pavement reconstruction program on MR248E Crookwell to Laggan Road – Stage 3.	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 3 works for MR248E Laggan Road reconstruction works completed on a reduced road length in April. Some repair program funds were transferred to rehabilitate urgent road pavement failures on the Goulburn/Oberon Rd north of Tarlo Hill.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
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.
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 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 – however priority projects included in the works program and 3 key projects funded for completion in 2021/2022.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
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 2020/2021.

KPI	Performance Measure	Delivery Program Actions	Performance Status
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.	Achieved – Signs erected. Quarry management plans are being created.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
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 – works commenced at Crookwell Landfill for remediation. Further waste management workshops to be held with Council. EPA revised Licence to allow alternate capping.
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 – Collector, Gunning, Tuena and Bigga will all be receiving a range of upgrades this financial year including diversion and retention drainage, fencing, litter clean-up, capping and/or increased local-resident access. Tuena key system implemented.
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.	Achieved - Crookwell Landfill is being upgraded to eliminate leachate problems – at present this is all that is required by EPA. Other rural landfills are being upgraded to ensure compliance with EPA regulations. Purchase of land from Fahey's is proceeding to have leachate evaporation pond constructed.

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

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

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
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.	Create new columbarium each year.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Columbarium in Dalton is complete. Columbarium constructed at Stonequarry Cemetery in Taralga.
Undertake maintenance activities according to the adopted works schedule.	Within 5% of budget allocation.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – maintenance activities according to annual program and budget allocation are completed.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
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 – Asset review and special schedule to be completed by end of June 2021 for the 2020/2021 financial year audit.
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 – 2020/2021 RAMP with benchmarking of three risk improvement items has deadline for completion of end of October 2021.
Review Risk Management Assessment Plan and Risk Management Policy.	Review and update by December 2020.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Internal Audit and Risk Management Policy adopted by Council on 15 July 2021. Not achieved – a review is pending of Risk Management Assessment Plan.
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's to undertake environmental investigation.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
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 Schedule has been prepared and is reviewed annually.
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 are 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.
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 new lease fees commenced 1 May 2020.

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

<u>KPI</u>	<u>Performance Measure</u>	<u>Delivery Program Actions</u>	<u>Performance Status</u>
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 generally in accordance with volume of waste disposed. Audit of unauthorised bins being implemented, to ensure “User Pays” system complies with legislation.
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.	Achieved – minimal complaints received.
Review effectiveness of the kerbside pickup of organic green waste collection service (during Spring, Summer and Autumn).	Review report provided annually to Council.	4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Achieved – Trials on green waste composting and reuse are being carried out to ensure optimum processes are put into action. Report on green waste collection service was provided to April 2021 Council Meeting. Changes made as per report.
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 was purchased this year.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
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. Weekly tests to NSW Health 100% compliance.
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.	Being Achieved – The strategic plan is being updated in the light of difficulties with the Taralga Dam, Taralga Filtration Plant replacement and EPA licence breaches. Following the update of the strategic plan an update of developer service pricing model will be completed and the developer service pricing updated.
Review Integrated Water Cycle Management (IWCM) Strategy for the town water supplies.	Complete IWCM strategy by June 2021.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved - tender for new IWCM being approved, DPIE funding to complete report and IWCM Plan has been accepted. This plan and program will take two years to complete. Engaged contractor to complete report.
Maintain Section 64 Development Contributions Plan Register.	Audited annually.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – Section 64 Register was audited in 2020/2021. The Section 64 Register plan is being reviewed and updated for Council adoption in 2021.
Surplus Water Fund operating result.	Within 10% of budget.	4.6 - Improve water supply and sewerage facilities to towns.	Not achieved – Operational Deficit in water supply fund in the past three years, minor \$ value deficit. Previous 8 years were surplus operating results.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
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.	Not achieved – problem sewer main areas in Crookwell and Gunning are being relined. Condition assessment on Taralga completed.
Review Policy and implement Trade Waste Charges.	Report to Council.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved – water, sewage and waste plans are to be updated. Fees added to Fees & Charges, Policy drafted based on new 2021 Liquid Trade Waste Guidelines, awaiting DPIE concurrence.
Surplus Sewerage Fund operating result.	Within 10% of budget.	4.6 - Improve water supply and sewerage facilities to towns.	Not achieved – Operational Deficit in 2020/2021 after surplus achieved in past two financial years. Works done this financial year to improve the Crookwell sewage reticulation network, Crookwell STP, Taralga Reticulation network and the Taralga STP will not be completed from Council funds. Discussions with DPIE regarding grant opportunities.
Maintain Section 64 Development Contributions Plan Register.	Audited annually.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – Section 64 Register was audited in 2020/2021. The strategic plan for water and sewer is being reviewed and revised in 2021/2022 so the new developer service pricing model operates effectively.
Sewerage Treatment Plants comply with EPA conditions.	Satisfactory report from NSW EPA.	4.6 - Improve water supply and sewerage facilities to towns.	Being achieved – the Crookwell STP has had past licence breaches and solutions are being trialled over the summer to address EPA regulations. Further consultation with DPIE & EPA.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
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 - consultation on structure with staff and unions completed. Report to Council Meeting on 15 April 2021. New Organisation Structure implemented in July 2021.
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 – completed for 2020/2021 and OLG notification emailed.
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 reported to Council as part of Delivery Program review report in December 2020 and July 2021.
Compliance with Office of Local Government (OLG) 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 2020/2021 three 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 2020 postponement of the elections by the NSW Government and the risks posed by the COVID-19 virus the requirements for reporting were extended for 12 months in accordance with NSW Office of Local Government Circular 20-10. Local Government elections will be held Saturday 4 December 2021.

Upon review Upper Lachlan Shire Council has included a State of Environment plan **APPENDIX B – State of Environment (SOE) plan**



Angus Taylor MP with Mayor John Stafford at Kiamma Creek Bridge, Crookwell

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 "Average Condition" with many of the bitumen pavement wearing surfaces having reached the end of their useful lives many years ago and these streets are prioritised for resealing and/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 "Average Condition" however with the significant wet weather we have been having over the past 20 months and in particular the winter months of 2021, many of these roads are deteriorating in condition and will need rehabilitation over the next five years.

c) Local Roads - Unsealed

A program of gravel resheeting upgrades is incorporated in Council's annual capital works program and regular gravel maintenance works are carried out throughout the year. The 1,173 kilometres of unsealed local roads varies in condition from road to road. The vast majority of unsealed local roads require gravel overlays incorporating correct shape and crossfall to bring to a satisfactory condition. Considerably more stormwater culverts need to be installed and extensive lengths of table drains need to be reinstated.

The 2020/2021 Council own source funded roads maintenance, asset renewals, bitumen reseals, grading and bridges expenditure on local roads totalled \$3,077,253.

In addition to this \$1,980,905 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 \$1,805,048 was utilised to gravel resheet 20 unsealed local roads and pavement construction on Sapphire Road, Kialla Road and Wheeo Road.

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 38 concrete bridges, 89 large culverts and 3 timber bridges that are greater than six metres in length on Local Roads.

Council has endorsed a strategy to replace all timber bridges in a three year timeframe which commenced in 2019.

This financial year, timber bridges have been replaced with concrete bridges on Reids Flat Road over Coates Creek, Bigga Road at Kangaroo Creek, Woodville Road at Crookwell River and Arthursleigh Road Bridge at Big Hill.

Council has secured grant funding for the replacement of the remaining number of local road timber bridges, these include; Peelwood Road Peelwood Creek Bridge, Cooksvale Road Bridge and Blue Hills Road Bridge. With the wet weather and significant storms, the side tracks have had to be repaired on a number of occasions. The three remaining bridges are

currently out to tender for design. It is expected that construction will commence by March 2022.

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 2020/2021 total asset renewal and maintenance expenditure on all Regional roads and bridges in the Shire, for both sealed and unsealed sections, totalled \$4,828,996.

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

- Repair Program reconstruction road works on MR248E (Laggan Road, Crookwell) at the intersection with Peelwood Road and Woodhouslee Road.
- Repair of failed pavement on the Goulburn Oberon Road 1km north of Chapmans Lane. Expenditure from the RMS Repair Program and Council funds totalled \$1,137,891.
- Commenced reconstruction and new bitumen sealing on Wombeyan Caves Road MR258 for \$1.2 million and 3 kilometres of a \$5 million total project.
- Bitumen resealing program expenditure from RMS totalled \$222,636.

f) Bridges on Regional Roads

Council is responsible for the maintenance and improvements on concrete bridge assets on

Regional roads. The majority of bridges were considered to be in a satisfactory condition.

There are a total of 10 concrete bridges and 35 large culverts that are greater than six metres road length on Regional roads.



Woodville Road Bridge, Crookwell River

STORMWATER DRAINAGE

Urban stormwater network of 16km 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 20% of urban stormwater which require further detailed 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 2021, are as follows:- (\$’000’)

• Roads – Sealed and Unsealed:	\$ 81,271
• Roads – Non Depreciable	
• Bulk Earthworks:	\$ 209,549
• Bridges:	\$ 45,362
• Footpaths:	\$ 2,694
• Buildings:	\$ 26,699
• Tip Assets:	\$ 2,394
• Quarry Assets:	\$ 296
• Other Structures:	\$ 1,089
• Stormwater Drainage:	\$ 13,155
• Water Supply Network:	\$ 24,203
• Sewerage Network:	\$ 13,742
• Other Asset classes:	\$ 28,188
TOTAL:	\$448,642

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 supply and sewerage network assets were re-valued at “fair value” as at 30 June 2017. 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.



General Manager with Mayor John Stafford and Manager Water, Waste and Sewer visiting the Taralga Water Storage Dam.

Dalton Water Supply

Potable water stored at the Gunning 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.

Taralga Water Supply

The State of the off-creek storage and water treatment plant in Taralga was reviewed and dam safety report prepared at Councils request. In October 2020 Council reduced the Taralga off-stream storage capacity to 30%, following increasing concerns regarding the dam walls safety and proximity to residents.

As a 30% water storage level provides inadequate water security for Taralga, new sites have been investigated and Council sought funding to design and build new off-stream water storage. Unfortunately this application was unsuccessful so further funding will be sought in 2021/2022.

The Taralga water treatment plant was replaced this financial year following a fire that destroyed the treatment plant in December 2020.

Village Bores and Standpipes

Council has reviewed existing infrastructure and begun enhancing public access standpipes within the shire, by adding extra security measures and flow metres 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 further reviewed in the next 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, 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.

Further to this, an infrastructure was audited was undertaken this financial year and smoke testing conducted to ensure appropriate connections to Councils sewer. This work is ongoing and will continue into next financial year.

5. LEGAL PROCEEDINGS DETAIL

Section 428 (2) (e)

In 2020/2021 Council incurred legal expenses in the sum of \$28,582 (excluding GST). These expenses were incurred in the following areas:-

❖ Rates Recovery:	\$3,614
❖ Planning and Development:	\$530
❖ Administration, Engineering and Rural Fire Services:	\$24,438

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.

Robert J McCarthy and Co Solicitors were engaged to act for Council in preparation of contracts, leases, for conveyance purposes and land acquisitions. Robert J McCarthy and Co Solicitors were also engaged in ongoing court matters involving Tutzing Pty Ltd where work was undertaken in the 2020/2021 financial year. Please note that fees relating to this matter were invoiced in the 2021/2022 financial year (\$18,010) and will be included in next year's Annual Report.

Pikes and Verekers Lawyers may be engaged by Council to provide expert legal opinion relating to various aspects of Council's operations, including; litigation, rates matters, wind farm issues, advice on contracts, interpretations of legislation and

planning and development matters. In relation to the Tutzing Pty Ltd matter, which is currently in the Supreme Court and previously dealt with by Robert J McCarthy and Co Solicitors, please note that Pikes and Verekers have taken carriage of this matter on behalf of Council. Work undertaken in the 2020/2021 financial year will be paid in the 2021/2022 financial year and reported in the next Annual Report, the costs estimated for this matter is \$48,000.

Legal Panel

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.



Mayor John Stafford with MP Angus Taylor and General Manager Colleen Worthy inspecting the MAAC project

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 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 2020/2021 was **\$138,783** and the expenditure included the following:-

❖ Mayoral Fees:	\$26,530
❖ Councillors Fees and Allowances:	\$89,736
❖ Councillors/Delegates Expenses:	\$22,517

(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 \$420 for the Mayor. All Councillors are supplied with an iPad the annual data plan expense is \$2,940 for all 7 Councillors.
- ❖ Telephone calls made by Councillors; all seven 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 \$7,216.

- ❖ This year the Mayor attended the the Local Government NSW (LGNSW) Conference via virtual link. The conference registration expense totalled \$67.
- ❖ The Mayor attended Country Mayors Association Meetings, Canberra Region Joint Organisation (CRJO) Meetings in Sydney and in Canberra with costs totalling \$731.
- ❖ No Councillors have undertaken training and skill development.
- ❖ 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 expenses	Councillors: 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.	Per year
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	Provided to the	Not

Expense or facility	Maximum amount	Frequency
Assistant to support Mayor and Councillors	mayor and councillors	relevant

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. 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.
- 4.2 Such incidental private use does not require a compensatory payment back to council.
- 4.3 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.
- 4.4 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.
- NSW Ombudsman - Good Conduct and Administrative Practice (Guidelines for State and Local Government) June 2006;
- 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.

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 2020;
- Mobile Phone Policy;

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"> meetings of council and committees of the whole meetings of committees facilitated by council civic receptions hosted or sponsored by council meetings, functions, workshops and other events to which attendance by a councillor has been requested or approved by council
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 <i>Local Government (General) Regulation 2005</i> (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 2020/2021 financial year, the remuneration package applicable for Upper Lachlan Shire Council's General Manager was:-

General Manager:

Ms Colleen Worthy

General Manager's Total Remuneration:

Gross Salary component of package: \$239,178

Employer Superannuation Contribution: \$22,722

Fringe Benefits Tax for non-cash benefit: \$1,190

Salary Package Allowances (iPad data plan, remote area housing and residential fuels) \$18,220

Professional Development

\$0

Total Remuneration **\$281,310**

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 (7 months part year and ETP Redundancy)

Director of Finance and Administration - Andrew Croke

Director of Infrastructure - Glenn Lacey

Senior Staff Total Remuneration:

Gross Salary and ETP redundancy termination and ELE component of package:

\$688,312

Employer Superannuation Contribution: \$51,479

Fringe Benefits Tax for non-cash benefit: \$10,195

Salary Package Allowances (iPad data plans, remote area housing, residential fuels and telephone rental)

\$16,911

Senior Staff Total Remuneration **\$766,897**

8. CONTRACTS

Section 428 (2) (h)

Payments for goods and services, under contractual arrangements during 2020/2021 of greater than \$150,000, are shown pursuant to 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 \$150,000, including the name of the contractor, the nature of the goods or services supplied by the contractor and the total amount paid to the contractor are provided below. Please note that the contract payments listed below may exceed the nominated contract value, due to variation of contract terms and conditions.

Name of Contractor	Description of Goods and Services	Total Paid (GST Inclusive)
InQuick Pty Ltd	Works relating to Woodville Bridge.	\$150,150
JL Proudman Building	Replace Roof – Gunning Library; Wall Repairs, Patching, Painting, Roof and Building Upgrades – Gunning Hall; Fire Escape Installation at Depot; Replace & Add Roof – Gunning Admin Building; Pat Cullen Reserve – Picnic Shelter; Construction of Pathway.	\$155,072
Membrane Systems Australia Pty Ltd	Taralga Water Treatment Plant Installation, Service and Maintenance.	\$160,793
Civica Pty Limited	Corporate Application Systems Annual Licensing, IT Maintenance, Training and Support.	\$167,879
East Coast Civil Construction	Installation of Piles, Design and Construction relating to InQuick Bridge system.	\$172,700
Assetic Australia Pty Ltd	Data Collection Software, Road Asset Survey, Bridges and Stormwater Assets Condition Assessment and Survey.	\$174,653
Wollongong Linemarking Services Pty Ltd	Line Marking; Bigga Rd to Grabine Rd, Goulburn Rd, Saleyards & Harley Rd, MR 248, MR 52, Cullerin Rd, Crookwell Rd (Patches), MR 248E, Urban Roads, MR 256, Wombeyan Caves & Peelwood Road, Boorowa Road, Grabben Gullen Blackspot, MR 241.	\$193,574
Winton Consulting	Term contract services for vacant Manager Human Resources position, Salary System Framework and Oosoft Job Evaluation.	\$197,712
Artform Earthmoving	Construction of McIntosh Road and Prell Street Footpath.	\$201,443
Australian Water Machines	Term contract services for vacant Manager Water, Waste and Sewer position.	\$203,088
Goulburn Country Motors	Purchase of Plant (Light Passenger and Hybrid), Registration, Parts and Associated Costs.	\$205,205
Top Water Carters Pty Ltd	Contract Truck and Water Cart Hire, Pump Out Toilet, Portaloo, Hire Truck and Dog – Peelwood Rd, Laggan Rd, Grabine Rd, Wombeyan Caves Rd, Kialla Road, Julong Rd, Diamond Rd. Pumping Septic at Caravan Park and Binda Toilets.	\$235,454

Euro Civil	Guardrail Works, Repairs and Installation and Traffic Control – Grabben Gullen Rd, Wheeo Rd, Wilcox Road Bridge, MR54, Marble Hill Rd, Reids Flat Rd and Woodville Rd Bridge.	\$247,821
Black Mountain Construction Assurance	Contract project management services, survey for North street stormwater and Tablelands Way MR256.	\$248,097
Precast Civil Industries Pty Ltd t/as BCP precast	Box Culverts, Headwalls, Pipes, Sandbands: MR 241, 248, Woodville Bridge and Grabine Road Projects.	\$258,694
Highlands Water Cartage	Water carting hire to Taralga treatment plant and remove burnt shipping container.	\$260,946
Bridge & Marine Engineering Pty Ltd	Peelwood Road/Peelwood Creek Bridge Replacement.	\$267,548
Holcim (Australia) Pty Ltd	Modified DGB, Pipes & Headwalls, Heavy Patches: Collector Road Project, MR 54 and other works/projects.	\$275,178
Rollers Australia Pty Ltd	Hire of Padfoot Roller, Road Brooms, Amenities Van, Drum Roller and associated services: Grabine Road, Sapphire Road and other projects.	\$287,020
Yass Earthmovers	Hire of water truck, excavator, truck and dog, front-end loader hire, float; tipper truck for road gravel, resheeting civil works: MR 52, Maintenance and Grading, Grabine, Greenmantle, MR 241, Peelwood Road, Sapphire Road other works/projects.	\$303,300
AGL Sales Pty Limited	Supply of electricity to various Council sites/locations.	\$332,597
Conrad Gargett Group	MAAC Architectural and associated project services.	\$354,797
A J Parsons Earthmoving Pty Ltd	Excavator and Equipment hire: Wheeo Road, Laggan Road, Grabine Road and other works/projects.	\$359,463
Komatsu	Purchase of Grader and Heavy Plant Filters and Repairs.	\$378,382
Platinum Traffic Services Pty Ltd	Hire of Traffic Control: MR 52, Boorowa Road, Grabine Rd, MR 54, Gunning Street, Sapphire Road, Goulburn Street, Grabben Gullen Road, MR 256, Wheeo Road other works/projects.	\$402,492
Nowra Truck and Tractor Repairs Pty Ltd	Plant Acquisition – Garbage Truck and associated transactions (filters, clutch, bearings).	\$417,807

Veolia Environmental Services (Australia) Pty Ltd	Transfer and disposal of waste.	\$424,605
Wolfcon Pty Ltd	Sweeping, Roadside Spray, Weed spraying, Reseal Preparation Spray, Road Broom Hire, Traffic Control, Edge Repairs, Rail Installation, Shoulders: MR54, MR 52, MR 256, Peelwood Road, Kialla Road and other works/projects.	\$431,445
Southern Truck Centre (Queanbeyan)	Dual Cab Trucks and other plant parts and associated services.	\$557,110
Coopers Earthmoving & Haulage	Flood Damage Repair, Bridge, Water Cart Hire, Gravel, Grading: Blue Hill Road, Towrang Rd, Brayton Rd, Abercrombie Gorge, Carrabungla, Brayton Road, Towrang Road, Arthursleigh Road.	\$582,357
Hill and Co Pty Ltd	Supply of Fuel and Diesel.	\$680,546
Patches Asphalt	Bitumen Seal: MR54, Laggan Road, Grabben Gullen Road, Wombeyan Caves Road, MR256, Sapphire and Grabine Road, Road work supplies, caravan park.	\$787,974
Crookwell Hay Contractors	Plant Hire.	\$868,634
Downer EDI Works Pty Ltd	Sprayed bitumen surfacing; heavy patching roadworks; supply cold mix and emulsion.	\$1,297,562
Kenpass Pty Ltd	Bridge Replacement – Kangaroo Creek.	\$2,021,572
Denrith Pty Ltd (trading as Divalls Bulk Haulage and Earthmoving)	Wombeyan Caves Road Reconstruction, crush and stockpile gravel; road, Bridge rehabilitation civil works; truck and excavator plant hire; sand and soil supplies.	\$2,949,111



Australia Day Awards 2021 event in Crookwell – Tourism Manager, Andrew Warren

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.

STATUATORY BUSHFIRE DANGER PERIOD

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

BRIGADE CALLOUTS – 2020/2021

Fire and Other Incidents

For the financial year 2020/2021, the RFS in the Southern Tablelands Zone attended 454 incidents but not including out of area strike teams in which teams were deployed Interstate to assist other Services. Below are the Upper Lachlan Shire local government area the RFS responded to:-

- Grass/forest/scrub fires/explosions 37
- Motor vehicle accident/car fire 32
- Hazardous Chemical 3
- Service Calls 11
- Good intent Calls 1
- Other 0

The above statistics represents a total of 84 incidents attended for the twelve month period to 30 June 2021.



Mayor John Stafford with Council team members Lachlan Scott and Rodney Smith after the installation of the new Water Treatment plant at Taralga

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 and commenced work on the next Cultural Plan.
- 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 within COVID restrictions.
- Continued support to the Access Committee of Council however meetings were hampered by COVID restrictions.
- Youth Week Activities were unfortunately hampered by COVID restrictions.
- Community Technology Centre access to services in the villages of Bigga and Tuena as allowed by COVID restrictions.
- Continuation of the library service for the towns of Gunning and Crookwell.
- Continued partnership with Southern Tablelands arts on program delivery.



ANZAC Day at Grabben Gullen in 2021

10a) LIBRARY SERVICES

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

Key Performance Indicator	Performance Measure	Delivery Action	Performance Status
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 were 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 October 2020.
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	Achieved.
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 - 123 new members joined the library, noting the impact of the COVID-19 pandemic on membership.
			Achieved – 24,250 physical items borrowed and renewed; 7,457 digital items borrowed and renewed through BorrowBox & RBDigital/ OverDrive (1,242 or 20% more than the previous year). This reflects the changing needs of our community during the COVID-19 pandemic.

OVERVIEW:

The Upper Lachlan Shire Library Service had a very busy twelve months, including adapting to the pandemic and adding a range of new titles to our physical and digital collections.

The availability of library services and facilities continue to be guided by the NSW Public Library Association (PLA), NSW Health and the NSW State Library COVID-19 health orders, safety plan and recommendations. Our libraries continued to operate with new operating hours to allow for extra cleaning. Public toilets reopened to the public for activities/events and remain closed at other times.

Usage of the services and resources at both our libraries have increased as restrictions have eased and with the introduction of face to face events and activities from March. There are new faces attending the events/activities at both Crookwell and Gunning Libraries and new library memberships as a result. From March our libraries also welcomed back volunteers.

The Upper Lachlan Shire Library Service continued to operate under a Service Level Agreement with Goulburn Mulwaree Council. Under the agreement Goulburn Mulwaree 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; Goulburn Mulwaree Trust; Friends of Crookwell Library; Crookwell Potato Festival; OzGrav and Swinburne University of Technology; and Southern Tablelands Arts.

Whilst face to face events and activities were suspended at our libraries the library provided alternative service options such as offering online StoryTime, Lego Club, author talks, and activities for school holidays.

Our library service participated in the NSW Public Library Association (PLA) initiative of free online author talks. This provided a connection to our libraries whilst face to face events and activities were suspended.

Services for Adults:

Adult events included:

- Workshops/talks – online author talks; Peruvian potato talk; and Habitat Management in Upper Lachlan talk.
- Activities – Gunning Craft Chat; Crookwell Scrabble; Australia's Biggest Morning Tea.



Peruvian potato talk by Evelyn Quispe as part of the Crookwell Potato Festival

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
- Lego Club
- National Simultaneous Storytime
- Summer Reading Club
- School holiday and afterschool workshops – online virtual reality space activity; waste, plastic and beeswax wraps online workshop; dangly monster craft activity; scratch art windmills; indigenous weaving workshop; and badge making workshop.



Indigenous Weaving Workshop, Gunning Library

COLLECTIONS, RESOURCES AND FACILITIES:

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 Gunning’ in October; ‘Blue Up October’ in Crookwell; ‘Safer Internet Day’; National Library and Information Week; and Law Week.

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

- Upper Lachlan Landcare donated five non-fiction titles to Crookwell Library as part of the Upper Lachlan Landcare healthy eating talk by dietician Jenelle Croatto.

Healthy eating new titles donated by Upper



Lachlan Landcare

- The State Library of NSW donated six brand new titles to add to our collection as part of their assistance to regional NSW libraries.



New titles donated by the State Library of NSW



New titles donated by the State Library of NSW

- Our libraries received a Save Power Kit from the NSW Department of Planning, Industry and Environment's Sustainable Councils and Communities Program (SCC). The Save Power Kit, contains items to check what uses the most power in your home, and provide you with ideas and some easy steps you can take to save money, power and reduce your impact on the environment.



Resources

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

- A Veolia Mulwaree Trust grant of \$1,000 for book tubs for the junior easy collection at Gunning Library.



Book tubs, Gunning Library

- Upper Lachlan Landcare and Gunning District Landcare received grants to facilitate school holiday workshops at both libraries.
- Ancestry extended their offer to libraries for library members to access Ancestry database from home until the end of June due to COVID-19, with a number of library members in the Shire taking up this offer. Prior to COVID-19 you could only use the Ancestry database from within the library.

Services

Our Libraries held online book talks whilst regular events and activities were suspended at our libraries.

RBdigital users moved over to the new Overdrive e-resources platform in March.

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.

The Crookwell Public School displayed their student windmills and STEM projects in the Crookwell Library. The exhibition attracted families into the library to view the projects.

The unified communication phone system and change to LED lights at Crookwell Library, provided a saving cost for Council.

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, Lego, magazine subscriptions and items for our collections. Our volunteers also help with a range of library services, such as shelving and organising and facilitating the book sales.

Volunteer induction and recognition events ensure volunteers are supported and engaged, which sustains their ongoing connection as volunteers with Council. The Friends of Crookwell Library held their

first AGM in the Crookwell Library since COVID-19, followed by morning tea welcoming everyone back to the library.

The Friends of Crookwell Library purchased an adult sized seat and book tub combination for the children’s area at the Crookwell Library, worth \$1,318.



Friends of Crookwell Library book tub purchase for the early reader collection.



10c) REGIONAL TOURISM

General Overview

2020/2021 was an interesting year in that travel to regional NSW was permitted from 1 June 2020 and the regions were flooded with tourists eager to escape the cities. Many COVID restrictions remained in place which still made larger gatherings difficult, particularly for the events sector. Whilst the industry benefited from strong demand, the Tourism Unit undertook several major works including -

- Upper Lachlan Destination Guide;
- Love NSW Campaign video development;
- Discover the Shire of Villages Summer and Autumn campaigns;
- Development of a new Self-Guided Heritage Walk for Taralga in collaboration with the local Historical Society;
- Southern Tablelands Branding;
- Tablelands Co-ordination Agreement;
- Crookwell Potato Festival virtual event coordination;
- Crookwell Garden Festival virtual event content production;
- New and existing event funding programs;
- Crookwell Caravan Park upgrades;
- Monthly E-News;
- COVID-19 Industry support.

Strategic Plan

During 2019/2020, 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

Since then we have been implementing the priority items in each of these action plans including:

- Tablelands Co-ordination Agreement
- Regional Product Audit
- Experience trails development
- Tablelands Brand Identity

Branding

Action 3.1 from the Tablelands Destination Development Plan was to engage tourism marketing consultants to develop a Tablelands Brand Identity Strategy. Consequently, the Southern Tablelands Brand Guidelines were adopted in November 2020 and we have been using these to guide our branding during 2021.



Visitor Servicing

An important function of the Tourism Unit is the operation of the Crookwell Accredited Visitor Information Centre (AVIC). Visitor servicing that inspires and influences visitors is key to growing the visitor economy. Research continues to validate the role of AVICs and the associated financial and social contributions they make to regional and state economies and communities and the creation of local jobs.

The key functions of an AVIC that drive growth in the visitor economy are:

- Main visitor touch point in destination
- Enhance visitor experience
- Tell the story of the destination

- Assist with visitor information needs
- Extend industry reach
- Sell local produce
- Enhance community pride

Festivals and Events

Coming out of the first COVID lockdown in June 2020 did not result in the return of events in their usual formats. Strict Public Health Orders in NSW meant that staging large scale events throughout the entirety of 2020/21 was both expensive and required significant labour demands to meet COVID Safe requirements. There were some exemptions for specific civic events and agricultural shows however even these were limited. The result was that many events did not run at all, some were held virtually and a fortunate few were able to run in a modified version.

The Crookwell Garden Festival produced a very successful virtual showing of 9 gardens alongside 3 guest speaker videos. The Tourism Unit was very pleased to assist with content production and promotion to showcase the hard work of the garden owners.



Crookwell Garden Festival Virtual Event

The Crookwell Potato Festival was able to hold a modified event over the Easter School Holidays with a Peruvian theme that brought some welcome colour and movement during a pandemic.



Crookwell Potato Festival

COVID-19 Response and Industry Support

With regional travel allowed during 2020/21, the Crookwell Visitor Information Centre and all caravan parks and campgrounds across the region, operated as normal within the limits of COVID Safety Plans.

Staff spent considerable time during the year assisting groups and businesses to interpret the NSW Public Health Orders and the ramifications for their operations. This was particularly evident in the events space where the Tourism Unit have lent both physical and technical assistance wherever possible to help organisers meet their COVID Safety Plan requirements.

Destination Guide

Every two years, the Tourism Unit undertakes the production on a new Destination Guide that is distributed around the state and is a primary tool for marketing the region to potential visitors.

Many thanks to the operators who gave financial support by booking advertising space and to the NSW Government who provided funding to bushfire affected regions to aid in our recovery campaigns.

This is the largest guide we have produced and features all new photography to showcase the entire Shire. During May, copies were sent all over New South Wales and the ACT and the response has been fantastic.

This was our first publication to use the new Southern Tablelands branding that uses the strengths of the region to compete for the attention of potential visitors.



Awareness Campaign

During the 2020 COVID lockdown, staff were planning for a significant recovery marketing campaign and began content creation in late winter as the weather improved. With a strong focus on building awareness of the breadth of experiences across the region, the centrepiece of the “Discover the Shire of Villages” campaign is a series of 9 videos that cover the entire Shire. However with outbreaks in Sydney in late 2020 and Victoria in and out of lockdown, the campaign release was delayed until early 2021 when restrictions again began to ease and local confidence began to build.

The campaign concluded in early Autumn with over 140,000 social media engagements in the key target markets of Canberra and Sydney. Content generated during the campaign will be used for several future campaigns and ensure a high standard of representation for the region.



Product Development

In addition to promoting the region, the Tourism Unit is heavily involved in both Council led and industry led product development initiatives. Following the Black Summer bushfires and the initial COVID-19 outbreak, both the State and Federal governments have released a range of large grant packages in addition to the usual rounds. Council was successful in securing grant funding for the new Visitor Information and Community Centre project due for completion in 2022 and for significant upgrades to the Crookwell Caravan Park to be finished in late 2021. Both of these will position the region to take advantage of the expected surge in post-lockdown travel.

Council continues to work with Goulburn Mulwaree Council on the Goulburn Crookwell Rail Trail and we expect announcements regarding grant funding in late 2021. In line with our strategic plans, we have also supported proposed developments by the Australian Agricultural Centre and the National Parks and Wildlife Service.

With the production of the Taralga Self-Guided Heritage Walk, assisted by 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.

One of the priority projects within the Tablelands Destination Development Plan is the creation of experience trails across the Tablelands with the support of Destination NSW. Planning for these trails has commenced and is being fast-tracked thanks to a Bushfire Local Economic Recovery grant.



Crookwell Caravan Park

Tourism Statistics

The statistics for 2020/2021 reflect the ability to promote once again to potential travellers however, regional travel numbers are compared to a pre-pandemic period of 2019/2020.

- Visitation to the Capital Country region for the year ended March 2021 was down 24.8% to 3.9M visitors compared to the year ended March 2020.
- Visitor expenditure in the region for the year ended March 2021 was down 12.8% to \$806.9M compared to the year ended March 2020.

Results for the year ending June 2021 will be available in October 2021 and will reflect the surge in regional travel after the 2020 NSW lockdown was lifted. Local statistics that support this expectation are as follows:

- Visit Upper Lachlan Facebook engagement up by 246%;
- Visit Upper Lachlan Instagram reach up 229%;
- Visit Upper Lachlan website sessions up by 252%;
- Footfall visits in the Visitor Information Centre in Crookwell were up by 18%
- Sales at the Visitor Information Centre were up 26%;
- Crookwell Caravan Park nights were up by 61%.

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.



Wendy Tuckerman MP with Mayor John Stafford at Celebrate our streets event at Pat Cullen Reserve.

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 2020/2021 there were water supply, sewerage, noxious weeds and roads related private works, the total of such work was \$54,948.



Parklet installed outside Laggan Pub in 2021 as part of Council's Streets as shared spaces program

12. AMOUNTS ATTRIBUTED OR GRANTED UNDER SECTION 356

Section 428 (2) (l)

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 2020/2021: -

Bannister District Hall Association (Ordinary Rates and Waste)	\$761
Binda Memorial Hall (50% Electricity Expenses)	\$500
Bigga Golf Club (Ordinary Rates and Waste)	\$2350
Bigga Progress Association (Bigga Hall 50% Electricity Expenses)	\$450
Bigga Public School P and C (Contribution to Learn to Swim Program and Bus Hire)	\$1000
Crookwell AP&H Society (Ordinary Rates and Waste)	\$2935
Crookwell CWA (Ordinary Rates)	\$900
Crookwell and District Historical Society	\$500
Crookwell Community Garden (Ordinary Rates)	\$460
Crookwell Community Men's Shed (Ordinary Rates)	\$400
Crookwell Garden Festival	\$500
Grabben Gullen Hall (Ordinary Rates)	\$485
Fullerton Anglican Church Property Trust (Ordinary Rates and Waste)	\$595
Goulburn and District Education Foundation	\$2000
Goulburn Crookwell Heritage Railway Inc. (Water, Sewer, Waste)	\$1716
Middle Arm Hall Progress Association (Ordinary Rates and Waste)	\$652
Laggan Public School (Presentation Night Donation)	\$50
Narrawa and District War Memorial Hall (Ordinary Rates and Rural Waste)	\$560
St Vincent De Paul (Ordinary Rates and Waste)	\$2558
Southern Tablelands Arts (MOU Arts)	\$4053
Taralga AP&H Society (Sponsorship Annual Show)	\$1250
Taralga Camp Draft and Rodeo Committee – Australia Day	\$1000
Taralga Camp Draft and Rodeo Committee – D/A Fee Waiver	\$300
Taralga Historical Society (Ordinary Rates and Water Access)	\$1344
Taralga Medical Clinic (Ordinary Rates and Waste)	\$1241
Taralga Playgroup (Electricity and Gas Contributions)	\$1050
Taralga Public School (Sponsor Year 6 Dux)	\$1000
Taralga Small Schools Sports Sponsorship	\$1250
Taralga Sports Club (Australia Day Celebration Costs)	\$260
Tuena Hall and Recreation Committee (50% Electricity Expenses)	\$500
Chloe Kemp (Sporting Representation Donation)	\$300
Emmalee Croker (Sporting Representation Donation)	\$300
Jake McCarthy (Sporting Representation Donation)	\$300
Sam McGregor (Sporting Representation Donation)	\$300
Bella Croker (Sporting Representation Donation)	\$300

In-kind Contributions

Crookwell AP&H Society (Water Usage and Waste Removal for Show Only)	\$1850
Crookwell Picnic Race Club (Track Watering and Waste Collection for Binda Races)	\$1325
Gunning Focus Group (Hire of Hall Facilities)	\$1250
St Vincent De Paul (Waiver Mattress Disposal – Up to 6 per year)	\$210

TOTAL CONTRIBUTIONS \$38,755

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.



Australia Day 2021, Gunning Australia Day Awards presentation

13. HUMAN RESOURCES ACTIVITIES

Section 428 (2) (m)

Council's Human Resources business unit encompasses a broad range of responsibilities which enable Council's ability to operate efficiently and effectively, having regard to employment law, best-fit practice, employment relations and remuneration management. Human resources practice areas include recruitment and selection, annual performance reviews, workplace relations, training and development to ensure the business needs of Council are met. 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 weaknesses of Council in the area of human resource management and outlines 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 (WHS); 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 positions advertised externally and recruited the following positions in 2020/2021:-

- o Customer Services and Business Support Officer
- o Chief Financial Officer
- o Casual On-Call Labourers
- o Library Assistant
- o Strategic Planner
- o Development Control Officer – Maternity Relief
- o Finance Officer – Accounts Payable - Maternity Relief
- o Manager Water, Waste and Sewer
- o Coordinator Water, Waste and Sewer

- o Plant Operator Roller Construction
- o Casual Swimming Pool Attendant
- o Senior Building Inspector / Building Surveyor
- o Senior Contract Construction Manager
- o Land Officer – Fixed term
- o Senior Accountant
- o Coordinator Maintenance
- o Coordinator Plant and Workshop
- o Workshop Supervisor
- o Plant Mechanic
- o Finance Officer
- o Traffic and Road Safety Engineer
- o Waste Management Centre Attendant
- o Administration and Grants Support officer – Fixed term
- o Biosecurity Weeds Officer – Fixed term
- o Acting Coordinator Parks & Biosecurity
- o Water and Sewer Service Operator

Council fostered succession opportunities through internally advertising a number of positions. This provided developing employees to progress to higher position within the organisation:-

- o Environment and Planning Assistant
- o Waste Management Centre Attendant

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 allows staff the opportunity to discuss with their manager the skills and knowledge they acquired over the previous 12 months. 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 / 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 / implemented:-

- o Private Use of Council Motor Vehicle Policy
- o Salary Sacrifice Policy
- o Code of Conduct Policy and Procedure
- o Related Party Disclosures Policy
- o Smoking in the Workplace Policy
- o Recruitment and Selection Policy
- o Bribes, Gifts and Benefits Policy

Industrial Relations

From June 2020 Council has worked with the Union Services Union and council staff to establish a revised Organisational Structure that will take effect in July 2021, this follows the review of the Infrastructure Department from 2018.

Council worked closely with employees, senior management and Winton Consulting, a third party consultant, to assist with this process.

The review included the development of the Oosoft Predictive Model job evaluation system, for all positions. As part of this process, each position description was reviewed and rewritten into a contemporary format.

Job moderation and consultation with the United Services Union and senior management continues in relation to implementing 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.

Training and Development

Council has an online 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 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 and Training Sessions
- Induction Training
- Code of Conduct Training – all staff
- Due Diligence Training
- Traffic Controller (Blue)
- First Aid Training
- Traffic Controller (Yellow)
- Implement Traffic Control Guidance Skill Set
- Health Monitoring Report after Lung Testing
- Erosion and Sediment Control Training
- The Fundamentals of Erosion and Sediment Control
- Traffic Management Plan Prepare Work Zone
- Asset Inspector Training
- OOsoft Training
- Graphic Novels online Training

In 2020/2021 total staff training costs were \$214,964 this includes the employees' time, salaries and training course fees.

There were also staff recruitment expenses incurred that totalled \$58,309 including; medical examinations, advertising and interview expenses, however this amount excludes staff salaries and wages expenses.

14. IMPLEMENTATION OF EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN

Section 428 (2) (n)

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 EEO programme ensures that the best available person is selected for all positions. 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, do 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, 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 Manager of Assets and Design and Manager of Legal, Records and Governance.

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

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 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.

EEO Performance Targets

5.1 EEO Policy Statements

5.2 Communication and Awareness Raising

5.3 Appointment, Promotion and Transfer

5.4 Training and Development

5.5 Conditions of Employment

5.6 Harassment and Grievance Procedures

Council has faced challenges in 2020/2021 with the retirement of the long serving former Human Resources Coordinator on 31 December 2020 and the replacement Manager Human Resources did not commence until July 2021.

Not all the EEO performance targets were met during the transition period in human resources, Council will ensure EEO performance targets becomes a greater focus in 2021/2022.

15. DELEGATIONS TO EXTERNAL BODIES

Section 428 (2) (o)

The following external bodies were delegated functions by Council during 2020/2021:-

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.

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.

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 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.

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 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 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.

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 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.

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.

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.

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.

Tuena Hall and Recreation Area Committee

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

Upper Lachlan Access Committee

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

Upper Lachlan Australia Day Committee

Functions of the Committee: The Australia Day Committee will be responsible for the co-ordination of the official Australia Day celebrations across the Upper Lachlan Shire subject to the Australia Day 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 Sportsman 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.

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.

16. BIOSECURITY (WEEDS) REPORT

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

Control of Weeds of Significance on Council Land

In 2020/2021, Council's Biosecurity (Weeds) Section implemented a program to manage Priority Weeds on roadsides, reserves and parks that are under Council's authority. Council's Biosecurity Officers conducted this management program, in accordance with the Upper Lachlan Shire Council Weeds Management Plan (Draft) and the South East Regional Strategic Weed Management Plan (2017-2022). The outcomes of this weed management 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 2020/2021 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 problem areas.

840 initial inspections, 122 re-inspections of private property, 40 inspections/ re-inspections of high value asset sites and monitoring of 2,250 kilometres of high risk transport pathways 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 the wider community and gain the co-operation of landholders to participate in weed management programs.

It was noted that the majority of property owners whose land was inspected were working to ensure compliance with the Local Area Management Plan and the Biosecurity Act 2015. 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 and other media releases. However

the most effective communication and education with our community continued to be conducted on a one on one basis between Biosecurity Officers and land managers during the 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 to relevant stakeholders through Biosecurity Officers.

It is intended that this inspection, education and voluntary compliance process will be the ongoing focus of the Biosecurity section in the 2020/2021 financial year.

2020/2021 Expenditure.

\$450,340 (inclusive of NSW Government Grants) was budgeted for Biosecurity (weed) related issues, with an actual expenditure of \$374,528.



Mayor John Stafford joined by Wendy Tuckerman MP, Players and Staff of Canberra Raiders, Crookwell Dogs, Crookwell Green Devils along with members of the Hume Police.

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 2020/2021 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 2020/2021 financial year an amount of \$4,606 was written-off. The abandonment related to the water supply fund. The income abandonments related to water usage accounts for undetected water leaks in accordance with Council policy, faulty water meter account readings and Council waiver of part of these excessive water use charges.

Upper Lachlan Shire Council provided rate relief to pensioners during the financial year totalling \$213,783, in accordance with legislative requirements, including the following fund distributions:-

General Purpose Pension Abandonment	\$ 98,021
Water Supply Pension Abandonment	\$ 34,116
Sewerage Services Pension Abandonment	\$ 30,762
Domestic Waste Pension Abandonment	\$ 50,884

20. PRIVATE SWIMMING POOLS

Swimming Pools Act 1992, Section 22F (2) Clause 23 of Swimming Pools Regulation 2018

2020/2021 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 – **NIL**
- Number of inspections that resulted in issuance a certificate of non-compliance under Clause 21 of the Swimming Pools Regulation 2018 - **NIL**

21. COMPANION ANIMALS

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

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

In the year 2020/2021, there was a decrease in the number of Companion Animal incidents. This was particularly evident once COVID-19 restrictions were enacted under NSW Government public health orders.

There was also a decrease in the amount of dog attacks on people for this reporting period.

During the reporting period 17 dogs were seized by the Ranger. Of these, 14 were returned to the owner, 3 were rehomed and there were no euthanisations. At times, Council and its Ranger have kept dogs at the Pound for longer periods than required by legislation.

Education and awareness of Companion Animals among members of the public continues to be the emphasis of Council. However, where it was deemed necessary and appropriate, Penalty Notices have been issued for offences under the Companion Animals Act. In 2020/21, there were two PINs with respect to dog attacks upon a Person/Animal and one relating to the failure to prevent a dog from escaping.

More time is being taken by Council and its Ranger to input data into the Companion Animals Register, as some members of the public have commented that they are not able to access the system to input relevant data due to technological constraints. Though it does require more resources, Council has facilitated the processing of paper-based forms if and when required.

Upper Lachlan Shire Council's total expenditure for Companion Animal activities for the financial year 2020/2021 was \$89,098.



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

a) OVERSEAS VISITS FUNDED BY COUNCIL

During the 2020/2021 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 has conducted audits of playgrounds, 90% of equipment met new safety standard requirements. 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. COVID lockdowns have necessitated closure of these facilities to the public for varying periods in 2020/2021.

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 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. The Crookwell swimming pool precinct is being redeveloped and existing outdoor pool was demolished in June 2021.

Council has provided a skate ramp for the community at Goodhew Park in Taralga for over a decade. In the past 5 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 vital mechanism to build a healthy and vibrant community to enhance the everyday lives of residents and cater to community needs. Council is committed to developing at least one social and community Plan every five years to assist Council in taking into account the needs of its community and providing or advocating for appropriate and accessible services and facilities for the benefit of the community.

Council adopted its inaugural Social and Community Plan in 2006. The Plan was revised in 2013 and again in 2014, with the Social and Community Plan 2013 – 2018 adopted on 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. 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 disabilities, their carers, and families to use and enjoy the public spaces and opportunities Shire offers. The Plan demonstrates the Council’s commitment to improving services, facilities, systems and programs over four years.

The Council has not written a Crime Prevention Plan.

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;
 - Sewer 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 2021, 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, Customer Service Charter 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

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 2020/2021 totalled \$47,761. The income generated from the stormwater levy is in Council’s externally restricted reserve fund that currently totals \$301,554.

Upper Lachlan Shire Council also maintains stormwater operational expenditure each year exclusive from the Stormwater Management levy totalling \$16,234. Council expended \$64,996 on stormwater asset renewals in 2020/2021.

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT – 2020/2021 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 subsection (3), provides; *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 Council in 2021 and information made publicly available - Yes.
Council proactively releases the following information:-

- Energy Master Plan 2019
- Local Government (State) Award 2020
- Council Business Continuity Plan 2021
- Council Customer Service Charter
- Council Information Technology Strategic Plan 2019-2021
- Local Government Election 2021 Pre-Candidate Session Information
- Collector Wind Farm Voluntary Planning Agreement
- Council Community Engagement Strategy and Communications Plan
- Local Strategic Planning Statements (LSPS)
- End of Term Report 2016-2021
- Tablelands Regional Community Strategic Plan 2016-2036
- Tablelands Destination Development Plan
- Southern Tablelands Regional Economic Development Strategy 2018-2022
- 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 Sportsperson and Young Sportsperson 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)
- Application for Burial Reservation Permit
- Social and Community Plan
- Disability Inclusion Action Plan
- Community Engagement Programs – Cullerin Range Wind Farm, Taralga Wind Farm, Biala Wind Farm and Gullen Range Wind Farm
- Financial Statements
- The Voice
- Annual Report
- 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 five (5) Access Applications received by Council during 2020/2021.

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.

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

Table A: Number of applications by type of applicant and outcome*								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private Sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	2	0	0	1	0	0	0	0
Members of the public (other)	1	0	0	1	0	0	0	0
Total	3	0	0	2	0	0	0	0

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	3	0	0	2	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0
Total	3	0	0	2	0	0	0	0

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

Reason for invalidity	No of applications	% 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%

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

	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	0	0%
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%
Total	0	

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

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

	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%
Total	0	

Table F: Timeliness

	Number of applications	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	4	80%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	1	20%
Total	5	

	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	0	0	0	0%
Review by NCAT	1	0	1	100%
Total	1	0	1	

*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%
Total	0	

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



Crookwell II Wind Farm

PUBLIC INTEREST DISCLOSURES ACT – ANNUAL REPORT

Report to the NSW Ombudsman

Reporting Period: July 2020 to June 2021

Submitted On: 14 July 2021

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



Wendy Tuckerman MP with Mayor John Stafford at Share our Streets Celebration

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 Manager Legal, Records and Governance 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 C – 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. This update is provided to 30 June 2021.

REGIONAL CSP STRATEGIC PILLAR NO.1 - COMMUNITY

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
1.1 - Support the retention of medical and health care facilities in the towns.	Support medical practitioners by providing available community buildings to facilitate health care service provision.	Director of Environment and Planning	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 and in-kind contributions.
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. Pending - Disability Inclusion Action Plan review to commence in 2021/2022.
1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Implementation of actions identified in the Social and Community Plan, Cultural Plan and Ageing Strategy.	Directors of Environment and Planning & Finance and Administration	Strategy CO3 - Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community. 6. Resilient and adaptable communities.	Pending - review of Social and Community Plan to be undertaken following adoption of LSPS and CPP. Cultural Plan will be reviewed in 2021/2022.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
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.	Not achieved – COVID has affected youth engagements. Dissolution of the YAMAD committee.
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.	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 2020/2021.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
1.7 - Social inclusion for all disparate communities.	Provision of recreational opportunities and upgrade to existing public recreational facilities within the Shire towns.	Director of 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.
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. Pending - Plans of Management are yet to be 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 – lighting for Crookwell soccer grounds. Upgrade to play equipment at Goodhew Park. Completed – annual animal control report submitted OLG. Gunning pool open in 2020/2021. New Crookwell pool facility construction in Stage 1 commenced in July 2021.

REGIONAL CSP STRATEGIC PILLAR NO.2 - ENVIRONMENT

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
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.	Pending - review of strategy required upon review of Regional Plan in 2021/2022.
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.	Being Achieved – work commenced on Local Strategic Planning Statements, Housing Strategy, towns/village master plans and Character Statements.
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 more wind farm CEPs commence in 2021/2022.
2.5 - Support land care initiatives to restore and beautify natural resources.		The waterways sustain natural ecosystems through the expansion of willow removal and catchment programs.	Director of Environment and Planning	Strategy EN3 - Protect and rehabilitate waterways and catchments. 2. Community liaison to preserve and enhance community facilities.	Completed – support is provided for land care groups within the Shire.

REGIONAL CSP STRATEGIC PILLAR NO. 3 - ECONOMY

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
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 2021. 3 Fit for Future benchmarks achieved in 2020/2021. Operating surplus result achieved in preceding 12 years up to 30 June 2020.
3.2 – Prudent financial management.		Complete implementation of the Internal Audit Strategy and Plan. Achieve key financial benchmarks.	Director of Finance and Administration	Strategy CO5 - Maintain our rural lifestyle. 8. Transparent and accountable governance.	Completed – 3 internal audit projects undertaken by Grant Thornton in 2020. New Internal Audit Plan adopted December 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 Report provided monthly to Council. Tourism has worked proactively with local businesses on business promotion programs and COVID response.

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>Completed - supporting local businesses implementing the Tablelands Destination Development Plan and Upper Lachlan Local Destination Action Plan. Industry e-news provides a supply of relevant and timely information and opportunities. Assisted with grant writing in response to Bushfire and COVID Relief funds. Promoted business through campaigns and accredited Visitor Information Centre.</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 – included a new Destination Guide for state-wide distribution, the “Discover the Shire of Villages” campaign, building social media communities and rebranding the Southern Tablelands to position the region as an emerging tourism destination in conjunction with DNSW, Visit Canberra and DSNSW</p>

REGIONAL CSP STRATEGIC PILLAR NO. 4 – INFRASTRUCTURE

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
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 of regional roads.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 7. Responsible and efficient use of resources.	In progress – 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.	In Progress – asset data being collated for asset registers to be completed with field data collection and update to the condition rating records for asset revaluation.
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 completed – four year capital road works budget programmed and works have commenced. Delays in capital work projects due to the bridge replacement 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.	In Progress - town and village streetscape project of installation of bins, noticeboards and seating is completed. The next phase of the program is yet to be developed.

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.	In Progress – new mobile phone towers funded for Tuena and Wombeyan Caves. Lobbying for provision of towers at Snowy Mount and Curraweela is continuing. NBN services provided.
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.	Completed - new solar power system has been tendered for Crookwell water treatment plant Package Plant installed at Taralga. In Progress - sewer plant repairs in Crookwell 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.	Completed - All landfills have been converted to transfer stations. In Progress - capping system designs for Crookwell Landfill are completed. EPA water discharge are being addressed. Capping system designs for other landfill sites will be completed in 2022.

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.	In Progress - Committee formed. Regional Economic Impact Assessment completed. Lobbying for funding opportunities is continuing and grant application lodged.
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, Binda, Crookwell and Collector. 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.	In Progress - locations requiring improvements identified in the Flood Risk Study. Stormwater works are necessary in Gunning and Crookwell in 2021/2022.

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
4.11 - Replace timber bridges on local and regional roads.	Implementation of a 3 year timber 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.	Completed - Julong Road 1, Kiamma Creek MR248E, Wilcox Road, Jeffreys Road, Arthursleigh Road, Reids Flat Road, Woodville Road, Peelwood Road/Unknown and Kangaloolah Road bridges. In Progress – Bigga Road and Peelwood Road bridge construction.
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.	Pending - 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. Deliver grant projects and improve road infrastructure assets with potential to stimulate the local economy and grow business.	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.	In Progress - Grabine Road reconstruction and sealing, to be completed by end of September 2021. In Progress - Wombeyan Caves Road MR258 Pending - grant application successful for MR256 Tablelands Way works yet to commence.

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

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
5.1 - Participate in resource sharing initiatives.		Report projects to Council every year. Achieve annualised \$ savings through participation in Canberra Region Joint Organisation (CRJO) 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.	In Progress - participation in Canberra Region JO; Legal Services panel contract and Regional Community Strategic Plan. Central West JO procurement contract: 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 NSW Government Ministers. No changes legislated for FAG grant distribution.

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
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.	In Progress - drop-in sessions "Towards 2042" Regional CRJO Community Strategic Plan scheduled in July 2021. Telephone and on-line community surveys will be conducted. Community Survey completed in March 2019. Completed - the "Voice" is produced quarterly and regular media releases prepared.
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 strategic plans completed for 2021/2022 and adopted by Council in June 2021. Attend regular community meetings across shire.

FIT FOR THE FUTURE – COUNCIL ACTION PLAN PROGRESS REPORT – 30 JUNE 2021

SUSTAINABILITY ACTION PLAN				
Objective	Strategies	Actions	Key milestones	Progress Report
1. Secure additional revenue to keep Council's operating performance ratio well above the benchmark and ensure funding for renewal of road network assets	Consideration of implementing a Special Rate Variation	<ol style="list-style-type: none"> 1. Notify community of intention to apply for SRV 2. Community consultation and engagement 3. Notify IPART of intention to apply 4. Submit application to IPART 5. Fund infrastructure renewal of its road network assets 	<p>Commencement in 2022</p> <p>Community engagement and support for the proposal is achieved</p>	<i>No action – a Council Resolution is necessary for a Special Rate Variation application.</i>
2. Drive cost savings through procurement	Implementation of a Best Practice in Procurement Program	<ol style="list-style-type: none"> 1. Procurement Roadmap - Arc Blue 2. Review Procurement Action Plan and policies 3. Implement internal audit recommendations for Procurement and Contract Management 	<p>Utilisation of LGP Vendor Panel and TenderLink</p> <p>Canberra Region Joint Organisation (CRJO) procurement working group committee reports to management</p>	<p><i>Arc Blue procurement improvement plan commenced. Contracts Register implemented.</i></p> <p><i>LGP vendor panel and TenderLink utilised by Council and CRJO procurement meetings held.</i></p> <p><i>Review of Procurement Policy and development of Procurement Plan is pending.</i></p>

Objective	Strategies	Actions	Key milestones	Progress Report
3. Maintain diverse income streams through state roads contract	Retention and provision of Roads and Maritime Services (RMS) Routine Maintenance Council Contract (RMCC)	<ol style="list-style-type: none"> 1. Maintain existing high standard rating for road works in Contractor Performance Report 2. RMCC Benchmarking 	RMS rating maintained satisfactory or better RMCC contract renewed in 2020 State Roads Work Orders projects comply with RMS compliance program.	<i>RMCC accreditation retained and Contractor Performance Reports are satisfactory. Council to action the RMCC 2019 audit findings. Actions include: Council System Management Plan (CSMP) with implementation by 30 June 2021. Project Specific Plans for maintenance and construction.</i>
4. Maximise diverse income streams through private works	Provision of road reconstruction contracted private works for renewable energy developments	<ol style="list-style-type: none"> 1. Review pricing structures for private works which are in demand at profitable rates 2. Cost of service is transparent and in accordance with the National Competition Policy Guidelines 	Remain competitive with the private sector and to secure contract works for road reconstruction	<i>Council is meeting all NCP Guidelines and private works rates incorporated into Council Revenue Policy.</i>

INFRASTRUCTURE AND SERVICE MANAGEMENT ACTION PLAN				
Objective	Strategies	Actions	Key milestones	Progress Report
1. Implement best practice asset management reporting	Asset Management Improvement Program	<ol style="list-style-type: none"> 1. Review Asset Management and Risk Plan, strategies and policies 2. Review of Council Infrastructure Plan – define community service level set by Council for asset maintenance 	<p>Asset Management Plans identify asset service standards</p> <p>Infrastructure asset classes valuation at fair value</p> <p>Ensure asset condition standards are maintained above Condition 5</p>	<p><i>Infrastructure Plan reviewed and adopted by Council in June 2021.</i></p> <p><i>Asset Condition Rating System will be developed by Council Infrastructure Department in 2021/2022 to enable evidence based Asset Management Plans.</i></p> <p><i>Asset and Design team working with contractor (Asstetic) to deliver Infrastructure transportation asset classes fair valuation for Financial Statements audit at 30 June 2021.</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"> 1. Review Council Borrowings/Loans Policy 2. Council Long Term Financial Plan priority bridge replacement schedule 	<p>Commencing loan financing arrangements with Financial Institutions</p> <p>Utilise NSW Government borrowings scheme funding</p>	<p><i>Council has approved loan borrowings in 2020/2021 Operational Plan. Council has drawn down a \$1 million loan for 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"> 1. Review Risk Management Plan and Policy 2. Review Safe Work Method Statements for high risk priorities 	<p>Risk Management Action Plan (RAMP) approved and adopted by Council annually by June</p> <p>Safe Work Method Statements (SWMS) reported to WH&S Committee every 6 months</p>	<p><i>Pending - Council Internal Audit and Risk Management Policy prepared and will be reported to July 2021 Council Meeting. RAMP approved by Council management and reviewed by Statewide Mutual.</i></p> <p><i>SWMS progressively reviewed and reported to the Council WH&S Committee.</i></p> <p><i>HSR representatives trained.</i></p>
4. Maintain assets in satisfactory condition to meet community expectations	Evaluation of asset utilisation and rationalisation	<ol style="list-style-type: none"> 1. Review of Council Infrastructure Plan 2. Recommendations from Grant Thornton Building and Asset internal audit. 	<p>Condition Report prepared for Council owned building assets and maintenance action plan approved</p>	<p><i>Asbestos Management Plan and Register completed and repairs made at Council buildings.</i></p> <p><i>Buildings condition register developed. Building improvements included in Council Delivery Program. Establishment of trade services contract.</i></p>

EFFICIENCY ACTION PLAN				
Objective	Strategies	Actions	Key milestones	Progress Report
1. Continue to collaborate regionally	Be an active partner in the Canberra Region Joint Organisation of Councils (CRJO)	<ol style="list-style-type: none"> 1. Implementation of a CRJO Strategic Plan 2. CRJO Strategic Plan aligned with Quadruple Bottom Line principles 3. Intergovernmental collaboration; i.e. ACT Government and State Government 	<p>JO commence in July 2018</p> <p>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). 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>
2. Continuously improving the quality and efficiency of all of Council’s services	Undertake four year rolling program of service reviews as part of Council’s Delivery Program	<ol style="list-style-type: none"> 1. Develop four year program of service reviews, with a focus on those services of greatest cost to the organisation 2. Update Delivery Program to incorporate the service review program 3. Implement program annually 	<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</p>	<p><i>Delivery Program was approved by Council in June 2021.</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 2021.</i></p> <p><i>Internal audit projects undertaken in 2020 included:- the “Business Continuity Management System” audit, “Risk Management</i></p>

		4. Report outcomes through the 6 month Delivery Program report and update Long Term Financial Plan annually to reflect any savings or changes	by Grant Thornton Australia over 4 year period to 2020/2021	<i>Framework” and “Compliance Framework” audit reviews completed by Grant Thornton. Actions are being implemented in 2021.</i>
Objective	Strategies	Actions	Key milestones	Progress Report
3. Improve efficiency through technological advancement	Provide innovative and leading technology interface	<p>1. Enhanced use of technology particularly in the area of staff remote and on-line customer access</p> <p>2. Implement a Unified Telecommunications solution</p>	<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 on-line Development Application (DA) Lodgement will commence 1 July 2021.</i></p> <p><i>Microwave communication network link upgrades are completed for Crookwell and Gunning offices and water/sewer infrastructure sites.</i></p> <p><i>Pending - Further communication links to Taralga office and Taralga water/sewer infrastructure sites in 2021/2022.</i></p>



State of the Environment

SoE

Upper Lachlan Shire Council
2016-2021
State of the Environment Report



THE TABLELANDS REGIONAL COMMUNITY STRATEGIC PLAN- 2016-2036.

Introduction

The Upper Lachlan State of the Environment Report assesses progress against the vision goals, strategies and actions in the Tablelands Regional Community Strategic Plan. There are Five Community Pillars, each of which has strategic priorities tied to goals. Every year Council reports on its progress against the desired community goals under the heading of the environment as identified in the Council's operational plan. At the end of a Council term, the state of environment report measures its progress against each community pillar and all the strategic priorities.

Our strategic pillars are environment, economy, community, infrastructure, and civic leadership. The strategic pillars apply to the three councils that developed the Tablelands Regional Community Strategic Plan. This report is limited to matters that impact Upper Lachlan Shire Council.

OUR ENVIRONMENT

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

STRATEGY EN1

Protect and enhance the existing natural environment, including flora and fauna native to the region.

The strategy limits Council's objectives in protecting the environment to:

Considering environmental protection when making planning funding decisions and investigating offset programs.

To actively conserve and rehabilitate areas of natural beauty in the local government areas, encourage the use of native flora where possible and appropriate.

To implement effective integrated pest and weed management and animal control.

The strategic plan focuses Council's involvement to:

Maintaining our rural landscapes,

Good planning practice that takes environmental protection into account.

Integrated pest and animal management are crucial to the care of native wildlife and landscapes.

How will we know if we are successful? KPIs	Performance Status
Regularly counting the chosen indicator flora and fauna species to determine increases/decreases of their presence in the region.	No generalized flora mapping has been done by the Council. However recently the extent of invasive species has been mapped. Invasive or weed plants are of concern because of the environmental impact and the cost to agriculture. Mapping indicates that the problem areas tend to be in low production value locations and relatively stable infestations.
The number of participants in Land for Wildlife and the number of Landcare Initiatives Implemented.	Local LandCare groups are active and growing. There are several important regional LandCare activities and projects. The NPWS have recently published management plans for Keverstone State Conservation Area, Gilindich Nature Reserve and Nuggetty State Conservation area. Work is progressing to conserve some Blakely Yellow Gum grassland habitats and within waterways to enhance habitat for native fish species like the pygmy perch.

Our environment

STRATEGY EN2

Adopt Environmental Sustainability Practices

The plan suggests that Council may:

Internally consider and apply appropriate practices in each local government office, such as water conservation, energy efficiency, and recycling.

To encourage the use of environmentally sustainable practices in suppliers and Council services. For example, water-sensitive urban design (WSUD) in local projects, considering sustainability in tender assessments, and investigate improvements in Council operational practices such as pesticides used, fuel and energy consumption, et cetera.

To actively promote environmental sustainability education and awareness programs.

To investigate potential incentives or rewards for commercial and industrial operators who adopt environmental sustainability practices.

The identified potential focus areas to consider include:

We should be able to improve our environmental sustainability while reducing some costs through practical conservation approaches.

How will we know if we are successful? KPIs	Performance Status
Water, energy, vehicle use/emissions, and recycling measures.	The Council has been working since 2019 to manage energy use and reduce vehicle emissions by purchasing hybrid motor vehicles to replace its diesel fleet of passenger vehicles. Recycling, waste minimisation and waste reduction have been on Council's agenda for a considerable period. Landfill facilities have been converted to transfer stations and approximately 50 tons of waste a month is transferred out of the shire.

STRATEGY EN3

Protect and rehabilitate waterways and catchments

The Council's role

Initiating water protection and rehabilitation programs.

Supporting and encourage water protection and rehabilitation programs undertaken by residents and community groups.

To ensure planning policies and LEP's support the protection of waterways and catchments.

Areas of potential focus include

Our groundwater/subsurface water and stormwater management.

For Upper Lachlan Shire, this consists of the three water catchments in the area.

How will we know if we are successful? KPIs	Performance Status
Water quality reporting at key nominated sites	Council undertakes regular water sampling nominated sites. There have been no incidences of town water supply contamination. The

local environmental plan supports the protection of waterways and water catchments. Taralga has a water and sewer reticulation system. A village of concern is Collector. Small lots of around 2000 m² rely on septic tanks and are within the Lake George catchment. In ground effluent disposal is not a long-term sustainable solution for the village. The Council works closely with the Sydney Water catchment management authority to ensure waterways in the Sydney catchment are protected.

STRATEGY EN 4

Maintain a balance between growth, development and environmental protection through sensible planning.

What is Council's role?

To ensure local planning policies and strategies protect and enhance the natural environment.

To make high impact planning decisions consistent with the planning scheme, consider social and environmental impacts and community sentiment.

Investigate incentives for new businesses establishment and draft approval conditions that encourage positive social and environmental contributions.

Areas of potential focus

Recognition that our villages, towns and Council areas are unique and have different needs and expectations. Balance the retention of the villages natural character with ensuring their economic viability by supporting new residents, industries, and businesses.

Recognition that different locations require different development outcomes in conjunction with community feedback.

Future planning for growth is urgently required to ensure long-term harmonious and balanced development.

How will we know if we are successful? KPIs	Performance Status
Number of new industries and businesses in the region.	During the reporting period there has been a steady growth in new businesses. Growth has occurred in Taralga Crookwell and

	Gunning. COVID 19 lockdown periods have raised the number of enquiries for dwellings in the shire. The policy of growing our villages protects agricultural land from disaggregation. However, poor quality agricultural land has been sold off as parish portions in the east and south-west of the shire.
Population growth.	The population of the Shire has grown from approximately 7500 close to 8000. Most of the growth is in existing villages. Rural localities have undergone change. A number of large agricultural holdings have changed hands. Approximately 46% of ratepayers live outside the shire.

STRATEGY EN 5

To investigate and implement approaches to reduce our carbon footprint.

What is the Council's role?

To develop initiatives that aim to reduce Council's carbon footprint through internal procurement processes.

To support residents, businesses, and industries reduce their carbon footprints in their homes, businesses, and lifestyle choices.

Develop or maintain walking and cycling paths and facilities to encourage active transport.

Support the development of renewable energy facilities where appropriate in the region.

How will we know if we are successful? KPIs	Performance Status
Reduce Council's carbon footprint	Reducing Council's carbon footprint is an ongoing strategy. A rapid growth over the past decade in the number of wind generation towers and solar farms makes the LGA and net exporter of renewable energy. However individual carbon reliance has changed little in the reporting period.

OUR ECONOMY

STRATEGY EEC 1

Capitalise on the region's proximity to Canberra and its convenient location to attract industry and investment.

What is the Council's role?

To develop and foster partnerships with the ACT government to ensure that the region is adequately considered part of Canberra's growth and planning strategies.

To support and encourage the ongoing maintenance and improvement of road networks and rail links between the region and other centres like Sydney, Canberra, and Melbourne.

To zone adequate and appropriate land for business and industrial purposes.

To promote the region as an ideal location for businesses and industry associated with Canberra airport.

AREAS OF POTENTIAL FOCUS:

Retain services by Managing growth.

Through their planning instruments and strategies, Councils should ensure that growth does not compromise the unique rural character of the region or necessary government and historical elements. Appropriate sighting, with community input, is fundamental.

The Council will develop an economic development strategy for the region.

The Council will capitalise on opportunities associated with significant infrastructure developments within the region.

How do we know if we are successful?

How will we know if we are successful? KPIs	Performance Status
The number of businesses and industries within the region rises or falls.	The number of businesses and industries within the region has remained stable. However, the nature of business within the region has changed considerably over the reporting period. Whilst the primary industry is agriculture, generating more than 90% of the Gross regional product the agricultural value add has declined sharply in the past five years. Some of the decline can be

	associated with drought. However, the LGA was in drought for less time than many of the surrounding councils and suffered a greater reduction in value add from agriculture. After agriculture the building industry is a major employer. Healthcare, government and education remain the next largest employers.
--	---

STRATEGY EEC 2

Jointly develop appropriate tourism opportunities and promote the region as a destination.

What is Council’s role?

To prepare a tourism strategy.

To actively market the region as a tourist destination.

To foster and retain the region’s unique rural character, natural environment, heritage and culture.

To support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants.

To plan, facilitate and support local events that celebrate local produce and businesses, culture, arts and history.

AREAS OF POTENTIAL FOCUS:

Promote the region through collaborative partnerships within NSW and ACT tourism to appropriate markets.

Retention of the region’s unique rural lifestyle and character is essential to attracting visitors.

Ensuring good road and transport connections within the region will encourage visitors to explore the area.

How will we know if we are successful? KPIs	Performance Status
Regional economic activity.	Compared with surrounding councils, Upper Lachlan Shire Council fell behind slightly. A regional economic health check indicated that Upper Lachlan is going through a transition period that may lead to significant and rapid recovery.

Accommodation occupancy.	Accommodation occupancy has grown due to disruptive accommodation providers including but not limited to AirB&B and on-farm tourism accommodation. The local environmental plan inhibits growth in this area and is undergoing review.																														
New tourism products developed.	The greatest impact on regional tourism in recent times was the sealing of roads between Goulburn and Bathurst and Goulburn and Oberon. Improved road access has also aided agriculture, provided for regional day visitation but not yet grown into a large increase in overnight stays.																														
Tourism industry employment figures.	<p>Tourism industry employment figures indicate that growth is steady to stable.</p> <p>Domestic tourism - Upper Lachlan Shire</p> <table border="1"> <caption>Domestic tourism - Upper Lachlan Shire (Estimated values in thousands)</caption> <thead> <tr> <th>Year</th> <th>Domestic overnight trips</th> <th>Domestic daytrips</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>50</td> <td>68</td> </tr> <tr> <td>2012</td> <td>48</td> <td>82</td> </tr> <tr> <td>2013</td> <td>55</td> <td>55</td> </tr> <tr> <td>2014</td> <td>55</td> <td>65</td> </tr> <tr> <td>2015</td> <td>48</td> <td>25</td> </tr> <tr> <td>2016</td> <td>60</td> <td>72</td> </tr> <tr> <td>2017</td> <td>42</td> <td>88</td> </tr> <tr> <td>2018</td> <td>75</td> <td>68</td> </tr> <tr> <td>2019</td> <td>78</td> <td>118</td> </tr> </tbody> </table> <p>Source: Tourism Research Australia, 2019; RBA 2019</p>	Year	Domestic overnight trips	Domestic daytrips	2011	50	68	2012	48	82	2013	55	55	2014	55	65	2015	48	25	2016	60	72	2017	42	88	2018	75	68	2019	78	118
Year	Domestic overnight trips	Domestic daytrips																													
2011	50	68																													
2012	48	82																													
2013	55	55																													
2014	55	65																													
2015	48	25																													
2016	60	72																													
2017	42	88																													
2018	75	68																													
2019	78	118																													
Tourism expenditure.	Tourism expenditure is stable, but has recently been impacted by Covid 19																														

STRATEGY EEC 3

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

What may the Councils' role be?

- To provide information on setting up a new business.
- To provide advice on potential business locations and start up opportunities.
- To provide publicly available meeting spaces for small business operators to undertake business related activities.
- To streamline planning approval processes for small business and industry.

- To organise and promote events that showcase the regions local produce and business ventures. Areas of potential focus and key issues to consider:
- Ensure planning policies and strategies does not inhibit the growth and diversity of local industry.
- Telecommunications infrastructure (internet, mobile, etc.) is crucial to underpin the success of local small and home based businesses.

How will we know we are successful? (KPIs)	Performance Status																																								
<ul style="list-style-type: none"> • Number of new small business registrations. 	<p>There has been a steady turnover of business in Gunning and Crookwell. Some of the main street is starting to react to increased tourism activity. During the 2019 2020 Covid restrictions, some small businesses have had difficulty surviving. Notwithstanding that, the decline of the last few years seems to have slowed and in some quarters turned around into moderate growth.</p>																																								
<ul style="list-style-type: none"> • Regional economic development activity. 	<p>Growth in GRP - Regional LGAs, 2017 to 2019</p> <p>% average annual growth rate</p> <table border="1"> <caption>Estimated data from the bar chart: Growth in GRP - Regional LGAs, 2017 to 2019</caption> <thead> <tr> <th>Regional LGA</th> <th>% average annual growth rate</th> </tr> </thead> <tbody> <tr><td>Shellharbour (C)</td><td>3.8%</td></tr> <tr><td>Wollongong (C)</td><td>2.8%</td></tr> <tr><td>Wingecarrilbee (A)</td><td>2.6%</td></tr> <tr><td>Shoalhaven (C)</td><td>2.2%</td></tr> <tr><td>Oberon (A)</td><td>1.0%</td></tr> <tr><td>Queanbeyan-Palerang...</td><td>0.6%</td></tr> <tr><td>Bathurst Regional (A)</td><td>0.5%</td></tr> <tr><td>Goulburn Mulwaree (A)</td><td>0.1%</td></tr> <tr><td>Orange (C)</td><td>-0.2%</td></tr> <tr><td>Kiama (A)</td><td>-1.2%</td></tr> <tr><td>Hilltops (A)</td><td>-1.5%</td></tr> <tr><td>Yass Valley (A)</td><td>-1.8%</td></tr> <tr><td>Gundagai (A)</td><td>-2.2%</td></tr> <tr><td>Cowra (A)</td><td>-2.8%</td></tr> <tr><td>Cabonne (A)</td><td>-3.5%</td></tr> <tr><td>Blayney (A)</td><td>-4.2%</td></tr> <tr><td>Lithgow (C)</td><td>-4.5%</td></tr> <tr><td>Weddin (A)</td><td>-5.2%</td></tr> <tr><td>Upper Lachlan Shire (A)</td><td>-6.5%</td></tr> </tbody> </table> <p>Source: NIEIR (2019)</p>	Regional LGA	% average annual growth rate	Shellharbour (C)	3.8%	Wollongong (C)	2.8%	Wingecarrilbee (A)	2.6%	Shoalhaven (C)	2.2%	Oberon (A)	1.0%	Queanbeyan-Palerang...	0.6%	Bathurst Regional (A)	0.5%	Goulburn Mulwaree (A)	0.1%	Orange (C)	-0.2%	Kiama (A)	-1.2%	Hilltops (A)	-1.5%	Yass Valley (A)	-1.8%	Gundagai (A)	-2.2%	Cowra (A)	-2.8%	Cabonne (A)	-3.5%	Blayney (A)	-4.2%	Lithgow (C)	-4.5%	Weddin (A)	-5.2%	Upper Lachlan Shire (A)	-6.5%
Regional LGA	% average annual growth rate																																								
Shellharbour (C)	3.8%																																								
Wollongong (C)	2.8%																																								
Wingecarrilbee (A)	2.6%																																								
Shoalhaven (C)	2.2%																																								
Oberon (A)	1.0%																																								
Queanbeyan-Palerang...	0.6%																																								
Bathurst Regional (A)	0.5%																																								
Goulburn Mulwaree (A)	0.1%																																								
Orange (C)	-0.2%																																								
Kiama (A)	-1.2%																																								
Hilltops (A)	-1.5%																																								
Yass Valley (A)	-1.8%																																								
Gundagai (A)	-2.2%																																								
Cowra (A)	-2.8%																																								
Cabonne (A)	-3.5%																																								
Blayney (A)	-4.2%																																								
Lithgow (C)	-4.5%																																								
Weddin (A)	-5.2%																																								
Upper Lachlan Shire (A)	-6.5%																																								

STRATEGY EEC4

Foster and develop a diverse, adaptive, and innovative agricultural industry.
 What may the Councils' role be?

- To promote the region as a place of agricultural innovation and excellence.
- To identify potential growth industries compatible with the regions' climate and environment.

- To promote sustainable agricultural practices.
- To ensure adequate land is zoned for agricultural purposes.
- To provide advice and assistance on access to funding and grant applications.

AREAS OF POTENTIAL FOCUS AND KEY ISSUES TO CONSIDER:

- Accommodate diversification of existing agricultural practices and methods.
- Support emerging industries such as viticulture.
- A thriving agricultural industry is key to the region’s unique rural character and is a significant tourism driver.

<p>How will we know we are successful? (KPIs)</p>	<p>Performance Status</p>																								
<ul style="list-style-type: none"> • Km2 (or percentage of total land) of productive agricultural land within the region. 	<p>The percentage of land dedicated to agricultural use has not changed over the last decade. A slightly larger proportion of land has been sold for small lot acreage. However, it is difficult to tell if trends towards loss of land in agriculture match predictions.</p>																								
<ul style="list-style-type: none"> • Value of exports. 	<p>Industry profile - Upper Lachlan Shire % of total, 2019</p> <table border="1"> <thead> <tr> <th>Industry</th> <th>Value Added (%)</th> <th>Local Jobs (%)</th> </tr> </thead> <tbody> <tr> <td>Primary production</td> <td>48%</td> <td>40%</td> </tr> <tr> <td>Household services - essential</td> <td>21%</td> <td>22%</td> </tr> <tr> <td>Household services - non-essential</td> <td>8%</td> <td>16%</td> </tr> <tr> <td>Goods transformation</td> <td>10%</td> <td>11%</td> </tr> <tr> <td>Business services</td> <td>8%</td> <td>6%</td> </tr> <tr> <td>Goods distribution</td> <td>4%</td> <td>4%</td> </tr> <tr> <td>Tourism and hospitality*</td> <td>2%</td> <td>2%</td> </tr> </tbody> </table> <p><i>Source: NIEIR (2019) * Includes activities from other industries</i></p>	Industry	Value Added (%)	Local Jobs (%)	Primary production	48%	40%	Household services - essential	21%	22%	Household services - non-essential	8%	16%	Goods transformation	10%	11%	Business services	8%	6%	Goods distribution	4%	4%	Tourism and hospitality*	2%	2%
Industry	Value Added (%)	Local Jobs (%)																							
Primary production	48%	40%																							
Household services - essential	21%	22%																							
Household services - non-essential	8%	16%																							
Goods transformation	10%	11%																							
Business services	8%	6%																							
Goods distribution	4%	4%																							
Tourism and hospitality*	2%	2%																							

- Number of businesses exporting. Who will also play a part in this? Councils NSW Government Community Organisations

Industry performance - Upper Lachlan Shire

Last two years (2017-2019)

	Jobs	Value Added \$m
Retail Trade	-31	-3
Financial and Insurance Services	-12	-2
Arts and Recreation Services	-9	-1
Health Care and Social Assistance	-8	-1
Construction	-8	-3
Professional, Scientific and Technical Services	-7	-1
Administrative and Support Services	-6	0
Tourism and Hospitality *	-6	-1
Transport, Postal and Warehousing	-6	-1
Wholesale Trade	-6	0
Rental, Hiring and Real Estate Services	-3	-2
Information Media and Telecommunications	-2	0
Mining	0	0
Education and Training	0	0
Public Administration and Safety	1	1
Manufacturing	5	0
Accommodation and Food Services	7	0
Other Services	14	1
Electricity, Gas, Water and Waste Services	20	5
Agriculture, Forestry and Fishing	33	-25

Source: NIEIR (2019) | * Includes activities from other industries

STRATEGY EEC5





































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

What may the Councils' role be?

- To provide information on setting up a new business or expanding existing businesses.
- To provide advice on potential business locations and start-up opportunities.
- To build relationships with education and training providers and encourage local employers relationships with local schools.
- Strengthen relationships with tertiary education providers.

AREAS OF POTENTIAL FOCUS AND KEY ISSUES TO CONSIDER:

- Retaining school leavers and younger people is a significant issue for the region, especially within the smaller villages.
- Reliable telecommunications infrastructure (mobile, internet, etc.) is fundamental to effective education and training.

How will we know we are successful? (KPIs)	Performance Status																												
<ul style="list-style-type: none"> Monitor demographic information for the region. 	<p style="text-align: center;">Upper Lachlan Shire demographic and socio-economic profile in 2016</p> <table border="1" style="width: 100%; background-color: #f4a460;"> <thead> <tr> <th colspan="2" style="text-align: center;">Headline figures (Regional NSW)</th> <th colspan="2" style="text-align: center;">Change from 2011 to 2016</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;"></td> <td style="text-align: center;">Median age (43)</td> <td style="text-align: center;"></td> <td style="text-align: center;">+2 years of age</td> </tr> <tr> <td style="text-align: center;"></td> <td style="text-align: center;">Median weekly household (\$1,166)</td> <td style="text-align: center;"></td> <td style="text-align: center;">+\$205 per week</td> </tr> <tr> <td style="text-align: center;"></td> <td style="text-align: center;">Overseas born (11.2%)</td> <td style="text-align: center;"></td> <td style="text-align: center;">-0.7% percent</td> </tr> <tr> <td style="text-align: center;"></td> <td style="text-align: center;">University qualification (14.5%)</td> <td style="text-align: center;"></td> <td style="text-align: center;">+0.9% percent</td> </tr> <tr> <td style="text-align: center;"></td> <td style="text-align: center;">Trade qualification (certificate) (23.6%)</td> <td style="text-align: center;"></td> <td style="text-align: center;">+2.1% percent</td> </tr> <tr> <td style="text-align: center;"></td> <td style="text-align: center;">Labour force participation rate (54.8%)</td> <td style="text-align: center;"></td> <td style="text-align: center;">-3.7% percent</td> </tr> </tbody> </table>	Headline figures (Regional NSW)		Change from 2011 to 2016			Median age (43)		+2 years of age		Median weekly household (\$1,166)		+\$205 per week		Overseas born (11.2%)		-0.7% percent		University qualification (14.5%)		+0.9% percent		Trade qualification (certificate) (23.6%)		+2.1% percent		Labour force participation rate (54.8%)		-3.7% percent
Headline figures (Regional NSW)		Change from 2011 to 2016																											
	Median age (43)		+2 years of age																										
	Median weekly household (\$1,166)		+\$205 per week																										
	Overseas born (11.2%)		-0.7% percent																										
	University qualification (14.5%)		+0.9% percent																										
	Trade qualification (certificate) (23.6%)		+2.1% percent																										
	Labour force participation rate (54.8%)		-3.7% percent																										
<ul style="list-style-type: none"> Monitor youth employment and trainee/apprenticeship figures 	<p>Data on youth employment and training apprenticeships is reflected in the above table. Trade qualification certificates have risen by approximately 2% of the reporting period university qualifications have risen by about 0.9% stop</p>																												
<ul style="list-style-type: none"> Regional tertiary/trades education enrolments. 	<p>The growth in trade qualifications is slightly below regional counterparts, but positive.</p>																												
<ul style="list-style-type: none"> Councils' trainee and apprenticeship programs. 	<p>During the reporting period Council has employed trainees, and managed some apprenticeships. A number of these employees are still with Council.</p>																												

OUR COMMUNITY

We are a network of vibrant, inclusive and diverse communities that value our rural lifestyle.

STRATEGY CO1

Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport. What may the Councils' role be?

- Encourage and lobby relevant state and federal government agencies for the requisite infrastructure for the region.
- Support existing networks and services that operate at a community level through grants, programs, and capacity building, and recognise their contributions to the community.

AREAS OF POTENTIAL FOCUS AND KEY ISSUES TO CONSIDER:

- Mental health services, aged care services, and access to medical specialists have arisen as priorities.
- Accessibility must be considered, for mobility impaired and people with a disability and their carers, for all community infrastructure.
- Transport access must be more equitable across smaller communities.

How will we know we are successful? (KPIs)	Performance Status
<ul style="list-style-type: none">• Number of health care and education services in each Council area	During the reporting period an additional medical provider has constructed a medical facility in Crookwell. The overall number of healthcare and education services in the upper Lachlan Shire has remained stable. Some small villages especially Laggan are at risk of losing their school due to low enrolments.
<ul style="list-style-type: none">• Accessibility initiatives implemented.	The Council introduced a (pedestrian and mobility plan) PAMP during the reporting period and has undertaken some of the initiatives.

OUR COMMUNITY

Encourage and facilitate active and creative participation in community life.

STRATEGY CO2

WHAT MAY THE COUNCILS' ROLE BE?

- To encourage events for residents and to attract visitors, celebrating the unique identities of the various towns and areas, and their residents, within the regions.
- To support the community through encouraging and facilitating creative outlets (performance, writing, visual arts, dance, crafts) for residents.
- To foster healthy and active recreation opportunities for all members of the community including older people and youth.

AREAS OF POTENTIAL FOCUS AND KEY ISSUES TO CONSIDER:

- The region has a very strong history and tradition of arts and culture (e.g. Banjo Paterson, Patrick Hartigan, Miles Franklin).
- Unique events celebrating the region and its people will attract visitors and build tourism.
- Providing a range of ways for people to participate in the community including physical activity and sports, arts and crafts, theatre, historical societies, and passive recreation, builds social capital.
- Recreation facilities should consider a range of opportunities.

How will we know we are successful? (KPIs)	Performance Status
<ul style="list-style-type: none">• Number of events run in the region and attendance numbers.	The number of events has been growing steadily. Some have been impacted by Covid and may not run again. Others will begin to claim their space on the community calendar.
<ul style="list-style-type: none">• Number of community clubs, organisations, and groups supported.	There is a healthy number of religious and community clubs and organisations in the LGA. They are not all listed here. However, community arts, environment and service groups are well represented. All of them have an aging interest group leaving some wondering how they will operate in the future. Environmental groups seem to be more popular recently.

STRATEGY CO3

Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community.

What may the Councils' role be?

- To support community groups that build community, support mental health, and develop community and social networks and provide support services where it is within the scope of councils to do so.
- To support the implementation of 'Crime Prevention through Environmental Design' principles in new developments.
- Encourage community pride through beautification projects in villages/ towns and improving signage in each Council area.

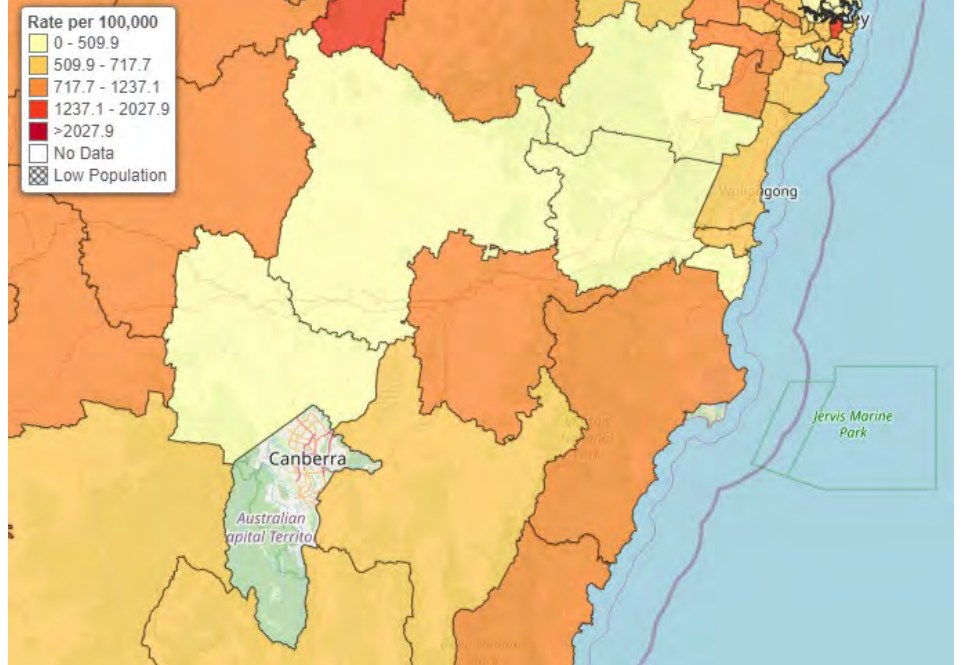
Areas of potential focus and key issues to consider:

- Most people in the region already feel quite safe, but have concerns about anti-social behaviours such as excessive drinking and drug abuse. Providing alternative recreational outlets is crucial, especially for young people, as well as building the sense of community and mutual respect among new residents.
- Some new residents may feel disconnected from the established community members and groups.
- Physical and mental health need to be fostered and encouraged by all segments of the community.
- A sense of community pride is seen as playing a large part of this Strategy.

Main street beautification and signage should be a part of this.

How will we know we are successful? (KPIs)	Performance Status
---	---------------------------

• Crime rate trends



• Beautification and community enhancement projects

- Completed - Abercrombie River Bridge Replacement**
- Completed - Active Villages Project**
- Completed - Clifton Park Community Connections and Pathway**
- Completed - Clifton Park Toilet Block**
- Completed - Crookwell Memorial Oval Sports Centre**
- Completed - Harley Road Bridge - Kiamma Creek Crookwell**
- Completed - Kiamma Creek Bridge Upgrade**
- Completed - Lights football action - Lin Cooper Field**
- Completed - Pat Cullen Reserve Group Shelter**
- Completed - Pat Cullen Reserve Community Recreation Area, Kiamma Creek**
- Completed - Pedestrian Access and Mobility Plan SCCF1**
- Completed - Re-Energising the Collector Community Project**
- Completed - Revitalisation of Goodhew Park Taralga**

OUR COMMUNITY

STRATEGY CO4

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

What may the Councils' role be?

- To implement planning and development policies and plans that protect our built, cultural, and natural heritage.
- To support community organisations that encourage the celebration of our cultural diversity and work to educate and reduce discrimination on the basis of race, culture, or religion. Areas of potential focus and key issues to consider:
- While we need to protect our history, we must also work to build a community that celebrates diversity in all its forms.
- Indigenous heritage and culture are often overlooked, and Traditional Owners and other Indigenous groups should be supported in the development of initiatives that celebrate their culture.
- New residents from different cultures may be treated with uncertainty due to a lack of understanding, and new community members should be given a forum to share their cultures with others to build bridges.

How will we know we are successful? (KPIs)	Performance Status
<ul style="list-style-type: none">• Number of heritage buildings and sites protected and enhanced	The information is available through the State Heritage Inventory search engine on the Office of Environment and Heritage website at http://www.environment.nsw.gov.au/heritageapp/heritagesearch.aspx
<ul style="list-style-type: none">• Number of community cultural events.	Not reported at this time.

OUR COMMUNITY

STRATEGY CO5

Maintain our rural lifestyle

What may the Councils' role be?

- To implement planning and development decisions that ensure the protection of our rural and village lifestyles while planning for population growth and community sustainability.
- Support activities that build and retain a strong sense of community.

AREAS OF POTENTIAL FOCUS AND KEY ISSUES TO CONSIDER:

- A vast majority of participants in engagement expressed how much they value existing rural and village lifestyles. The recognition of this is crucial, as is the need to plan for growth (both population and industry and commerce) in ways and places that allow the character of the region to be retained in a majority of areas. Some areas will need to continue to grow as ‘service hubs’ to ensure the appropriate levels of services and infrastructure exist within reasonable distances.
- Large minimum lot sizes need to be protected, with some suggestions that a few small ‘urban’ areas have smaller lots and/or apartments to provide a range of living choices for new residents.
- The rural lifestyle is built on strong, resilient, and connected communities that work together and support each other.

How will we know we are successful? (KPIs)	Performance Status
<ul style="list-style-type: none">• The change in average lot size over time.	There is substantial evidence that land holdings on the better quality soils are increasing, while in the low production locations the average holding is reducing. There is substantial market take up of multiple residential lots for consolidation into residential blocks in Crookwell and Grabben Gullen.

OUR INFRASTRUCTURE

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

OUR INFRASTRUCTURE

STRATEGY IN1

Develop high speed rail links between the region, Canberra, Sydney, and Melbourne.

What may the Councils’ role be?

- To collaboratively advocate and lobby for the development of high speed rail with State and Federal governments and other investors, ensuring service to the region is provided. Areas of potential focus and key issues to consider:
- All the councils should be undertaking long term planning for all the impacts a service like this might have on the character and community demographics of the region, and plan for complementary and supporting infrastructure and services to

be developed along side this strategy to maximise benefits for the whole community.

- Councils should consider potential impacts and opportunities high speed rail would have on local towns, villages, and centres.

How will we know we are successful? (KPIs)	Performance Status
<ul style="list-style-type: none"> • Plan for high speed rail to be provided to the region. 	There is no Local Government plan for high speed rail.

OUR INFRASTRUCTURE

STRATEGY IN2

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

What may the Councils' role be?

- To lobby State government to improve and increase public transport services within the region and to major centres such as Canberra and Sydney.
- To investigate the potential for a community transport network that operates within the region. Areas of potential focus and key issues to consider:
 - There is existing rail infrastructure, but it is not well utilised or serviced.
 - Existing public transport services to the region are infrequent and sometimes inconveniently located.
 - Improving public transport services will reduce the reliance on private vehicles and improve local traffic conditions.

How will we know we are successful? (KPIs)	Performance Status
<ul style="list-style-type: none"> • Increased public transport services provided within the region and to centres 	Public transport services have remained consistent for the reporting period.

STRATEGY IN3

Maintain and improve road infrastructure and connectivity.

What may the Councils' role be?

- To ensure road maintenance and improvement remains a high priority across the region.
- To lobby State and Federal Governments to maintain and improve roads under their jurisdiction.
- To investigate funding strategies for improving road conditions and connectivity across the region.

- To improve / develop pedestrian and cycle networks within villages and centres and encourage active transport in planning.

Areas of potential focus and key issues to consider:

- Maintaining the region’s links with major roads is critical.
- Quality of roads is a major concern across the region.
- Projects like Rail Trails are successful in building active transport connectivity and encouraging active tourism.

How will we know we are successful? (KPIs)	Performance Status
• Overall improvement to road network condition.	A large proportion of the road network has been sealed during the reporting period.
• Councils’ commitment to asset management planning.	The council’s asset management system is under review.

OUR INFRASTRUCTURE

STRATEGY IN4

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

What may the Councils’ role be?

- To review how community facilities are spread over the region and make improvements where required.
- To ensure maintenance and utilisation of existing community facilities.
- To engage in regular dialogue with relevant community groups to ascertain the need for upgrades / new facilities. Areas of potential focus and key issues to consider:
 - Some existing facilities are under-utilised and could be re-purposed or better managed.
 - Community facilities need to be made accessible for older people and people with disabilities.
 - Community infrastructure is limited outside main centres.

How will we know we are successful? (KPIs)	Performance Status
• Provision of community facilities to towns and villages.	A list of completed works can be found at: https://www.upperlachlan.nsw.gov.au/infrastructure/major-projects
• Utilisation of community facilities.	

OUR INFRASTRUCTURE

STRATEGY IN5

Ensure high quality water supply options for the towns in the region.

What may the Councils' role be?

- To ensure access to secure quality water supply services across the region.

Areas of potential focus and key issues to consider:

- Some villages and rural lots wish to retain the choice as to whether or not they use town water services.
- Quality of water is an important issue in some Council areas and villages, and continued work towards these identified areas is crucial.

How will we know we are successful? (KPIs)	Performance Status
<ul style="list-style-type: none"> • Number of properties supplied with water service infrastructure 	<p>Water supply of the Upper Lachlan Shire Council</p> <p>Council have reticulated and treated water supply to the following towns:</p> <p>Crookwell;</p> <p>Crookwell is serviced by reticulated water supply. Water is supplied through Crookwell Water Supply dam. The dam has the capacity to store 450 ML of water. This water is then treated using a state of the art water treatment facility using dissolved air floatation method. This treatment facility was constructed in 2017 and a design life of ~25 years. The treatment plant has the capacity to treat 4 ML per day. This maximum design treated flow has never been exceeded and unlikely to be exceeded in the near future given the current growth rate within the township of Crookwell.</p> <p>Water supply provides water to most of the sporting fields in Crookwell. This supply to the sporting fields is used as a way to circulate water through the supply system and considered as a useful part of the operations in Crookwell. Some vital statistics related to the water supply in Crookwell are provided below:</p> <p>Number of dams and : 1</p> <p>Number of treatment plant: 1</p> <p>Length of pipes: ~100km</p> <p>Total cost of replacement : ~\$50m</p> <p>Cost of annual Operation : \$1m</p>

Taralga;

Taralga is serviced by reticulated water supply. Water is supplied through a weir located on Woolshed Creek Taralga. Water is pumped from the weir into a storage dam. This dam has a capacity of 27ML. Water from the storage dam is then pumped into the treatment facility. The water treatment facility uses membrane technology installed in 2014. The plant is suitable for temporary use and considered undersized and unsuitable for ongoing use as a town water supply.

The treatment plant has the capacity to treat 0.3 ML per day. This maximum design treated flow is unlikely to be exceeded in the near future given the current growth rate within the township of Taralga.

Water supply provides water to most of the sporting fields in Taralga . This supply to the sporting fields is used as a way to circulate water through the supply system and considered as a useful part of the operations in Crookwell. Some vital statistics related to the water supply in Crookwell are provided below:

Number of dams and : 1

Number of treatment plant: 1

Length of pipes: ~40km

Total cost of replacement : ~\$10m

Cost of annual Operation : \$0.7m

Number of properties served: ~300

Number of properties served: ~1500

Annual average daily use : ~1.5ML

Gunning and Dalton

Gunning and Dalton is serviced by reticulated water supply. Water is supplied by Lachlan River in Gunning. Water is pumped from the river into a storage dam. This dam has a capacity of ~100ML. Water from the storage dam is then pumped into the treatment facility. The water treatment facility uses dissolved filtration installed in 2014.

The treatment plant has the capacity to treat 1ML per day. This maximum design treated flow is unlikely to be exceeded within the next 10 years given the current growth rate within the township of Gunning and Dalton.

Water supply provides water to the swimming pool. The supply to the sporting fields is provided through the raw water. Some vital

	<p>statistics related to the water supply in Gunning and Dalton are provided below:</p> <p>Number of dams and : 1</p> <p>Number of treatment plant: 1</p> <p>Length of pipes: ~50km</p> <p>Total cost of replacement : ~\$20m</p> <p>Cost of annual Operation : \$1m</p> <p>Number of properties served: ~700</p>
<ul style="list-style-type: none"> • Drinking water quality indicators 	<p>Drinking water quality is regularly monitored and Gunning and Crookwell have had no issues in the reporting period. The water supply service to Taralga came under threat when the water treatment plant caught fire in 2021. However, town water was not affected. Projects are underway to construct a new water Supply dam and treatment system for Taralga.</p>

OUR INFRASTRUCTURE

STRATEGY IN6

Implement safe, accessible, and efficient management and recycling options for general waste, green waste, and sewage.

What may the Councils' role be?

- Broaden the availability of accessible recycling and waste services to all residents, including those on more isolated rural properties.
- To expand sewerage services.

Areas of potential focus and key issues to consider:

- Need to discourage littering and roadside dumping through increasing community pride, the enforcement of existing laws and policies, and improving accessibility (e.g. opening hours of waste facilities).
- There is a significant interest in green waste collections, organised hard rubbish collections (e.g. yearly), and increased recycling facilities.

How will we know we are successful? (KPIs)	Performance Status
<ul style="list-style-type: none"> • Number of public recycling facilities. 	Recycling systems are available in all the villages
<ul style="list-style-type: none"> • Reduction in waste going to landfill. 	Over the reporting period the Council and the community have worked to reduce the amount of material going to landfill. Recycling systems

	and education processes have been implemented resulting in a reduction of landfill material. Approximately 50 tons of waste is transported out of the LGA every month.
• Households serviced by Council rubbish collection service.	Approximately 1225 waste collection services are provided across the Shire, mostly in the villages.
• Sewerage network is compliant with environmental requirements.	Council Sewerage network has mainly been compliant with environmental requirements during the reporting period. Assessment results are available on the Council website.

OUR INFRASTRUCTURE

STRATEGY IN7

Secure improvements for, and future proof, telecommunications infrastructure.

What may the Councils' role be?

- To lobby and advocate with State and Federal Governments and telecommunications suppliers for the appropriate servicing of the region, to improve coordination of spending on telecommunications in the region, and for financial support to assist councils to facilitate the development of appropriate telecommunications infrastructure. Areas of potential focus and key issues to consider:

- Internet access (both residential/commercial and mobile) is fundamental to business and education, and we need to plan for the future, not just continue to play catch up.

- Mobile coverage is currently inconsistent and must improve for the achievement of many of our other strategic priorities.

- The installation of mobile telephone towers and related infrastructure should prioritise blackspot (no coverage) areas.

How will we know we are successful? (KPIs)	Performance Status
<ul style="list-style-type: none"> • Range and speed of high-speed internet services at 'indicator' points across Council • Mobile phone and mobile data coverage (% of population or land area). 	High-speed Internet is available in Crookwell and Gunning. Other villages and rural areas are reliant on a range of Internet services including satellite, mobile and phone data coverage. The service coverage can be seen on service provider websites. Gradual improvements are taking place however, large areas of the Shire do not have mobile phone or mobile data coverage and high-speed Internet is limited to a couple of towns and villages.

OUR INFRASTRUCTURE

STRATEGY IN8

Improve accessibility to, and support the development of, health and medical facilities in the region.

What may the Councils' role be?

- To lobby the State Government to provide adequate health and medical facilities within the region.
- Assist the State government in determining where health and medical infrastructure should be located and distributed within the region.
- To support the development of community health services and infrastructure that is accessible to residents living in more remote areas of the region, and to less mobile residents.

Areas of potential focus or specific areas to consider in achieving this strategy include:

- Improvements to health and medical services are required to ensure residents are not required to travel to the ACT to receive adequate treatment.
- Health and medical services are unequally distributed across the region.
- Mobile services could be investigated to address the needs of a range of remote communities through one service.

How will we know we are successful? (KPIs)	Performance Status
<ul style="list-style-type: none">• The number and range of health and medical services being provided in the region.	Government medical services are provided in Gunning and Crookwell. Private service providers extend to Taralga and provide services in the above villages. Aged care facilities, residential and health and fitness services are also available in Crookwell and Gunning.

OUR INFRASTRUCTURE

STRATEGY IN9

Improve accessibility to, and support the development of, education and training facilities in the region.

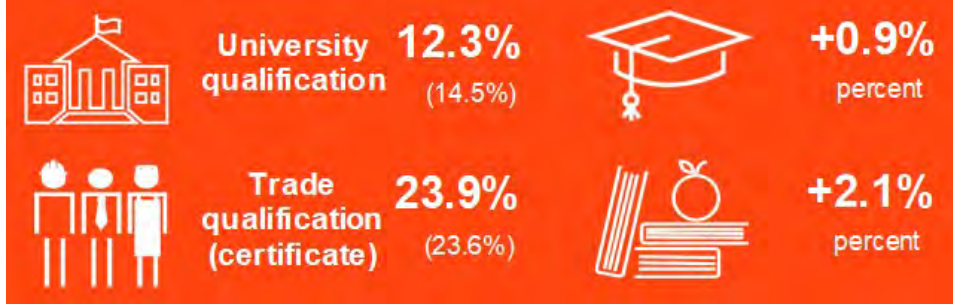
What may the Councils' role be?

- To lobby the State Government to provide adequate provision of schools and higher education facilities for children and youth living in the region.

- To facilitate and support youth employment and training programs that encourage young people to live and work within the region.

Areas of potential focus or specific areas to consider in achieving this strategy include:

- Access to higher education is difficult in the region, with most young people leaving the region to pursue higher education.
- Some villages are losing their local schools. Places like Murrumbateman have expressed the necessity of having a local school to keep the area sustainable.
- Partnerships with higher education providers and other training institutes could build capacity and improve the retention of young people in the region.

How will we know we are successful? (KPIs)	
<ul style="list-style-type: none"> • Enrolments in training, higher education 	 <p>University qualification 12.3% (14.5%)</p> <p>Trade qualification (certificate) 23.9% (23.6%)</p> <p>+0.9% percent</p> <p>+2.1% percent</p>
<ul style="list-style-type: none"> • Schools in each Council area 	Crookwell Gunning Taralga Laggan and Collector have primary and secondary schools.

OUR CIVIC LEADERSHIP

STRATEGY CL1

Effect resourceful and respectful leadership and attentive representation of the community.

What may the Councils' role be?

- To engage in regular consultation with community groups, businesses, and individuals regarding Council matters.
- To create a receptive Council culture that responds to community feedback.
- Councils use public funds effectively, efficiently and sustainably.

Areas of potential focus and key issues to consider:

- Community participation in leadership at a local level.
- Youth engagement and encouraging mentoring programs.

- Recognition and utilisation of the wealth of wisdom and expertise present in the community and working in partnership.

How will we know we are successful? (KPIs)	Performance Status
<ul style="list-style-type: none"> • Community sentiment and satisfaction (surveys). 	Council community satisfaction survey undertaken in March 2019. Council satisfaction by Piazza Research. Overall satisfaction level from respondents was 60%. The survey sample size of population was 3%. Community outreach meetings held annually 2016-2019 until COVID pandemic impact caused meeting cancellations for 2020-2021.
<ul style="list-style-type: none"> • Councils financial sustainability measures. 	Unqualified audit report for 5 year period. Operating surplus financial performance result 2016-2020. Budget deficit result in 2021. Council is in a sound financial position.

OUR CIVIC LEADERSHIP

STRATEGY CL2

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

What may the Councils' role be?

- To undertake community consultation in accordance with adopted Community Engagement Strategies.
- To identify and involve all relevant and affected stakeholders, including disadvantaged and harder-to-reach populations.
- To actively promote and advertise public meetings through all available media platforms, including new media.
- Actively encourage youth involvement in community engagement.

Areas of potential focus and key issues to consider:

- Maintaining transparent relationships across all relevant sectors of the community.
- Councils must build trust as a priority.
- Get feedback from community members on how best to contact them about upcoming engagement activities.

How will we know we are successful? (KPIs)	Performance Status
Adherence to councils' adopted Community Engagement Strategies.	A new Public participation plan has been adopted in 2020 that sets out the requirements for consultation on development and environmental issues. More than 60 engagement sessions

<ul style="list-style-type: none"> • Reporting of the number and type of engagement sessions in the community and with stakeholders. 	<p>Council Community Engagement Strategy and Communications Plan adopted in 2017.</p> <p>Community outreach meetings held x 4 meetings annually in towns/villages until COVID impacted in 2020-2021.</p>
<ul style="list-style-type: none"> • Number of complaints related to communication (and number of satisfactory resolutions). 	<p>Complaints minimal, code of conduct statistics report provided annually.</p> <p>Customer Service Charter developed in 2021.</p>

OUR CIVIC LEADERSHIP

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.

What may the Councils' role be?

- To effectively collaborate and negotiate on regional issues.
- To work in partnership with State and Federal Government agencies to ensure the region's strategic priorities are represented.

Areas of potential focus and key issues to consider:

- Collaboration between Councils is key to establishing a strong voice for the region when lobbying the State Government for funding or prioritisation of key infrastructure for the region.

How will we know we are successful? (KPIs)	Performance Status
<ul style="list-style-type: none"> • Establishment of the Canberra Region Joint Organisations of Councils (CRJO) in line with the amended Local Government Act. 	Established and working
<ul style="list-style-type: none"> • Number of collaborative initiatives. 	There are numerous working arrangements including contaminated site

OUR CIVIC LEADERSHIP

STRATEGY CL4

Actively investigate and communicate funding sources and collaboration opportunities that can strengthen the region.

What may the Councils' role be?

- To openly communicate with community groups and service providers regarding the availability of new funding opportunities

- To actively investigate funding opportunities that will benefit the region.
- To facilitate the building of relationships between community organisations across the region and assist in the identification of potential efficiency gains and collaboration opportunities.

Areas of potential focus and key issues to consider:

- Grant opportunities for councils and community groups.
- A number of groups do similar work in the different Council areas, or some do work that is not undertaken in other Council areas, and through partnership and collaboration, could be supported to grow to service greater areas (if feasible and appropriate to resources).

How will we know we are successful? (KPIs)	Performance Status
• Number of successful grant and other funding applications.	6
• Collaborations between community and other service providers across the region.	60%

Annexure D



Social and Community Plan 2013-2018





Upper Lachlan Shire Council

Crookwell Office: 44 Spring Street (PO Box 10)
Crookwell NSW 2583
Phone: (02) 48 301 000 Facsimile: (02) 48 322 066

Gunning Office: 123 Yass Street (PO Box 42)
Gunning NSW 2581
Phone: (02) 48 454 100 Facsimile: (02) 48 451 426

Taralga Office: 29 Orchard Street
Taralga NSW 2580
Phone: (02) 48 402 099 Facsimile: (02) 48 402 296

Email: council@upperlachlan.nsw.gov.au

Disclaimer

This Social and Community Plan has been prepared by Upper Lachlan Shire Council and consultants from AQ Planning P/L and Planning, Environmental & Economic Consulting (PEEC).

The information, views and opinions have been provided in good faith, and have been based on available information including the data and supporting studies detailed within this Plan.

While every reasonable effort has been made to ensure that this document is correct at the time of printing, Upper Lachlan Shire Council, AQ Planning P/L, and Planning, Environmental & Economic Consulting (PEEC), disclaim any and all liability to any person in respect of anything or the consequences of anything done or omitted to be done in reliance upon the whole or any part of this document. The document is not intended to give rise to any rights, claims, benefits, privileges, liabilities or obligations with respect to matters the subject of this Plan.

Table of Contents

Mayoral Message	2
Executive Summary	3
Acknowledgements	4
Introduction	5
Background to Social and Community Plan	6
Demographic Overview of Upper Lachlan	9
Social Infrastructure and Services	16
Target Groups in Upper Lachlan.....	18
Children.....	19
Young People	24
Women.....	27
Older people.....	29
People with Disabilities	31
People from Culturally and Linguistically Diverse Backgrounds.....	34
Aboriginal and Torres Strait Islander People.....	36
Men	38
Community Issue: Mental Health and Wellbeing	40
Community Issue: Our Rural and Farming Community.....	42
Community Issue: Transport and Connectivity.....	44
Potential for Additional Community Issues Assessment.....	46
Questions for Community Consultation/Ongoing Monitoring.....	46
Action Plan – Social and Community Plan 2013-2018	47

Mayoral Message



I am pleased to present the Upper Lachlan Shire Council's Social and Community Plan 2013-2018.

In our aim for a healthy and vibrant community, this document encourages Council and key stakeholders to work together to enhance the lifestyle of children and families, young people, women, men, older people, people with a disability, people from diverse backgrounds, Aboriginal and Torres Strait Islanders and our rural and farming community.

An important component of Council's strategic framework is to guide Council and other key agencies in the provision of appropriate and accessible services and facilities that meet the health, economic, environmental and social needs of people within the Shire in an equitable manner.

The 2013-2018 Plan builds on the work undertaken in the 2007-2012 Plan and will continue to strive to achieve the following:

- improve the health of the local community;
- identify key areas for further research and analysis;
- be used a tool for the development of options to resource social and community programs, resources and other activities;
- support applications for grants or other funding; and
- integration with Council's operational planning and delivery, and organisational strategic planning.

This Plan could not have been developed without significant contribution from a range of people. We wish to thank all of those who were involved members of the public who participated in consultations, government and non government representatives who gave feedback on issues and Council staff.

The Council's social planning framework consists of the Social and Community Plan and Cultural Plan.

We look forward to working together to help build healthy and vibrant communities across the Upper Lachlan Shire.

A handwritten signature in black ink, reading "Brian McCormack OAM".

Councillor Brian McCormack OAM
Mayor
Upper Lachlan Shire Council

Executive Summary

Why develop a Social and Community Plan?

Social and Community Plans are key mechanisms by which to build a healthy and vibrant community to enhance the everyday lives for residents and to cater to the community's needs. Social and Community Plans encourage the recognition of a community's assets and strengths, as well as highlighting areas of priority for action.

Upper Lachlan's Social and Community Plan

Upper Lachlan Shire Council (ULSC) has had a 5-year Social and Community Plan in place from 2007 to 2012. Under the *Local Government Act 1993*, Council is required to review the Plan. This current plan, 2013 to 2018, has been prepared to build on the work and consultation of the previous plan, and to update the Plan based on information such as new demographic data, consultation, research and emerging needs.

The Plan has been prepared in accordance with requirements of the *Local Government Act 1993*, and Guidelines developed by the NSW Department of Local Government.

In addition to the mandatory groups that are identified by State Government, Council has also identified Men and the Rural Community as groups covered in this Plan. Given the valuable collaboration with the former Greater Southern Area Health Service in the development of the previous Plan, health and other issues such as mental health and wellbeing, transport, community integration, health status, are also maintained as key considerations under this revised Plan.

The research, stakeholder consultations and data have been compiled to give Council and other interested groups direction for future priorities and outcomes over the next five years. Council, government agencies, community groups and community members can use the Plan for a number of purposes such as:

- to assist in improving the local health and community;
- to identify key areas for further research and analysis;
- a tool for the development of options to resource social and community programs, resources and other activities;
- a means of supporting applications for grants or other funding; and
- a means of driving key components of operational planning and delivery, and organisational strategic planning.

Acknowledgements

Many thanks go to those who have contributed to the preparation of Council's initial Community and Social Plan 2007-2012, which provided a strong basis for this revised Plan. In addition, the valuable input that has been provided by the community, government and non-government agencies, stakeholders and residents that make up the Upper Lachlan community cannot go without mention and thanks.



Introduction

What is a Social and Community Plan?

Since 1998, Councils in New South Wales (NSW) have been required to produce and update a 5-year Social Plan under legislation contained in the *Local Government Act 1993*. A Social and Community Plan articulates the Council and communities response to the needs and aspirations of the people living or working in the local government area, and incorporates issues that have an impact on community well being, provides an overview of the community, identifies the key issues and recommends strategies agencies can implement to address these issues

The NSW Government produced the *Social and Community Planning and Reporting Guidelines 2002*, to assist local government in this plan making process. This document has been drafted to both meet legislative requirements and NSW Government Guidelines, in addition to providing a plan that reflects emerging best practice and the needs of the local Upper Lachlan Community.

Generally, a Social and Community Plan will provide a tool for the Council, community and other stakeholders, including Government and the private sector that includes:

- Demographic data and trends that assist in identifying issues and likely demands for social infrastructure and services;
- Identification of “at risk”, vulnerable and other higher-needs groups within the community;
- Discussion of current and likely future issues affecting the social, cultural and community well-being of the community;
- Identification of service and community infrastructure issues, including standards, locational gaps, staffing, outreach or other servicing issues;
- Details of key providers/ actions required to maintain or improve community/social well-being;
- Identification of opportunities for projects, actions, investment, support for sourcing grants, potential partnerships and responsibilities for implementing key strategies;
- Development of strategies and actions to achieve social and community well-being; and
- A means of integrating the plan with The Tablelands Regional Community Strategic Plan and Council’s operational plans, Section 94 Plan(s), and other statutory and strategic planning documents.

The development of a Social and Community Plan is based on the principles of social justice. Plans are required to address the interests of the following target groups and Council has incorporated additional groups which are considered relevant to this area:

- Children
- Young people
- Women
- Older people
- People with disabilities
- Aboriginal and Torres Strait Islander people
- People from Culturally and Linguistically Diverse backgrounds
- Men, and

- Rural and Farming Community

Background to Social and Community Plan

Upper Lachlan Shire, in a partnership with the former Greater Southern Area Health Service, produced the first plan for the Upper Lachlan Shire in 2008. The 5-year cycle for review of the Social and Community Plan now requires a revised Plan be prepared. The 2007-2012 Plan, together with the key actions, have been considered and included in this Plan wherever relevant.

How was this Plan prepared?

The 2013-2018 Social and Community Plan has been prepared to build on the valuable work undertaken in the development of the 2007-2012 Social and Community Plan.

Where possible, directions, research and data from other government agencies and providers have been incorporated to improve the validity of the Plan to ensure consistency across the various players in the Social and Community sector.

Statistics incorporated within the plan have been drawn from a number of sources, including:

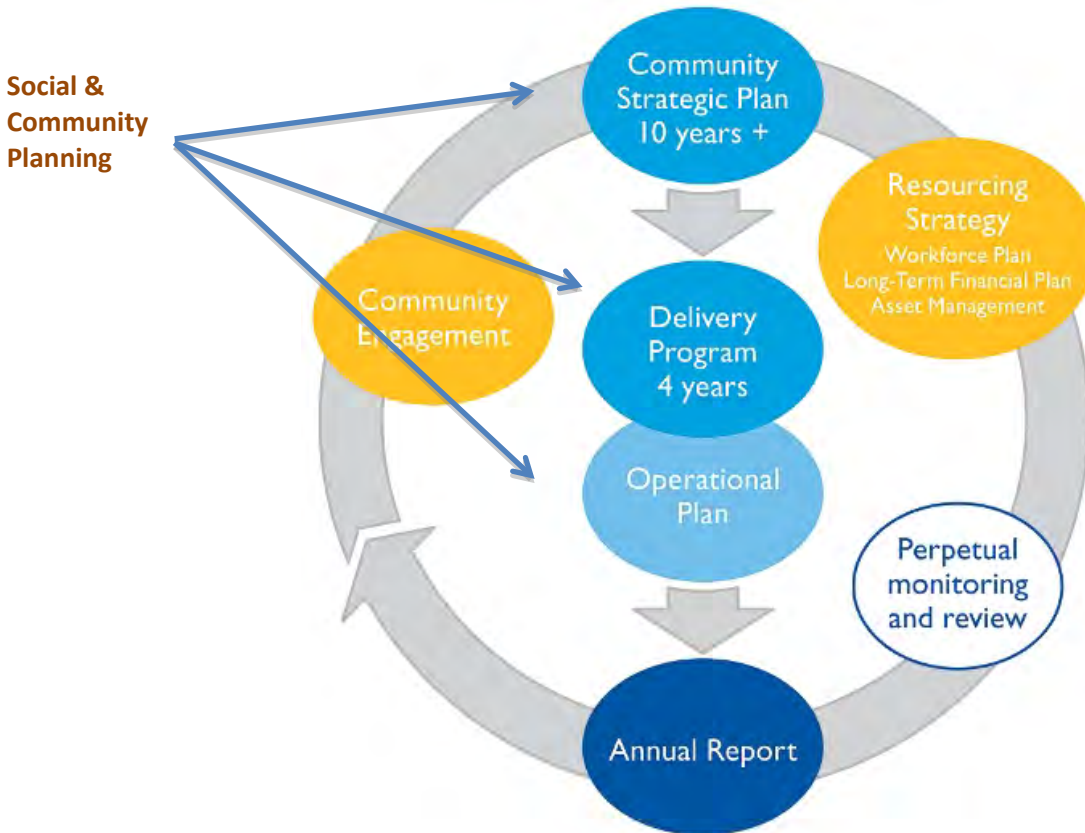
- Australian Bureau of Statistics (ABS)
- Upper Lachlan Council (ULSC)
- NSW Department of Planning and Environment (NSW DPE)
- Southern NSW Local Health District (SLHD)
- Australian Institute of Health and Welfare (AIHW)

Previous work undertaken by Council, the former GSAHS (including the Crookwell Health Services Plan 2005-2010) and the human services reports from the former Gunning Shire (Twyford, 2003) and former Crookwell Shire (Twyford, 2003a) have also been used in preparing this Plan.



How does this Plan link with other Council planning and reporting?

The Social and Community Plan is considered an integral component to Council’s ongoing Integrated Planning and Reporting Framework, and will assist in the development of operational and strategic plans under the framework. The Actions under this Plan should also be carried over to Council’s Integrated Planning and Reporting Framework, so that linkages and progress can be reported to the community and other stakeholders.



The Social and Community Plan is closely linked to the Upper Lachlan Strategy Plan – 2020 Vision and State of the Environment Report.

Whilst the Social and Community Plan is a 5-year Plan it may be amended through its life to recognise progress made, emerging issues and changes to delivery targets, partnerships, and responsibilities.

The Social and Community Plan should help drive development of strategy, program development and actual day-to-day delivery of services and infrastructure for Council. It should also be considered in terms of implications for land use planning and development, and other Council functions.

Council has also prepared an Ageing Strategy for the Shire to respond to the significant ageing of our local and broader community. Ageing is about developing age-friendly communities, which create opportunities for older people to live active and fulfilling lives now and into the future.

Community consultation

The development of the Social and Community Plan 2013-18 has primarily been undertaken as a review and update of the 2007-2012 Plan. The Plan has also been re-worked to include updated demographics and other current research and findings that are relevant to the social and community planning for the area.

A range of additional consultation has been incorporated into the process including targeted stakeholder and agency meetings and circulation of a “consultation draft” to enable more concise comment and input into the identification of issues and development of priority actions.

The draft Pan was exhibited from 19 April 2013 to 24 May 2013 and comments received during the exhibition period, where relevant, have been incorporated within this Plan.

Transition from 2007-12 to 2013-18 Plan

The Social and Community Plan 2007-2012 provided the opportunity to form a collaborative approach between Council and the former Greater Southern Area Health Service.

The previous plan had a distinct healthy communities focus based on the World Health Organisation’s broader definition:

“A healthy community is one where all the factors that enable its residents to maintain a high quality of life exist – such as roads, schools, playgrounds and other services to meet the needs of the people in that community, has a range of housing, employment and education opportunities, has a healthy and safe environment, is one in which the members are informed, feel safe, are able to make choices, and have strong families and social connections”.

For this Plan, a broader approach has been adopted that will ensure this Plan will not only serve a leadership role in determining Council actions that can be implemented and reviewed over time by those that involved in the social and community sector, but will provide Council, Government Agencies, providers and other interested groups direction for future priorities and outcomes over the next five years. Council, government agencies, community groups and community members may use the Plan for a number of purposes such as:

- to assist in improving the local health and community;
- to identify key areas for further research and analysis;
- a tool for the development of options to resource social and community programs, resources and other activities;
- a means of supporting applications for grants or other funding; and
- a means of driving key components of operational planning and delivery, and organisational strategic planning.

Demographic Overview of Upper Lachlan

General

Upper Lachlan Shire covers an area of some 7,200 square kilometres, and is characterised by its rural and regional character, affected by its close proximity to the regional centre of Goulburn (45 km), and relative proximity to both other major centres such as Canberra (60km), Bathurst (130km) and Sydney (240km).

The Shire has three main centres: Crookwell, Gunning and Taralga and nine smaller centres, Bigga, Binda, Breadalbane, Collector, Dalton, Grabben Gullen, Jerrawa, Laggan, and Tuena. The Shire was proclaimed on the 11th February 2004 following local government boundary changes and includes part of the former Gunning Shire, part of the former Mulwaree Shire and all of the former Crookwell Shire. A map of the Shire is provided below.

The population ('preliminary estimate') of the Upper Lachlan Local Government Area (LGA) in June 2015 was 7,876 (ABS 206). The population of the LGA at the 2011 Census was 7,193 persons (ABS 2012a). The median age was 46 and there were 3,589 females and 3,604 males. As a general observation the ratio of females tends to rise in the over 80 age groups, reflecting the tendency for women to live longer.

One key observation is the lower numbers in the 'birthing age of 25-39' with 927 persons or 12.8% of total population, which is significantly lower (7.8%) than the NSW State average (20.7%). This has a number of implications, including capacity for population renewal and ongoing decline in younger age groups.



**Map of
Upper Lachlan Shire**

Population Growth Trends

Given the changes to local government boundaries in 2004, the use of pre-2006 ABS data to establish projections is likely to create issues with the compatibility and comparability of data.

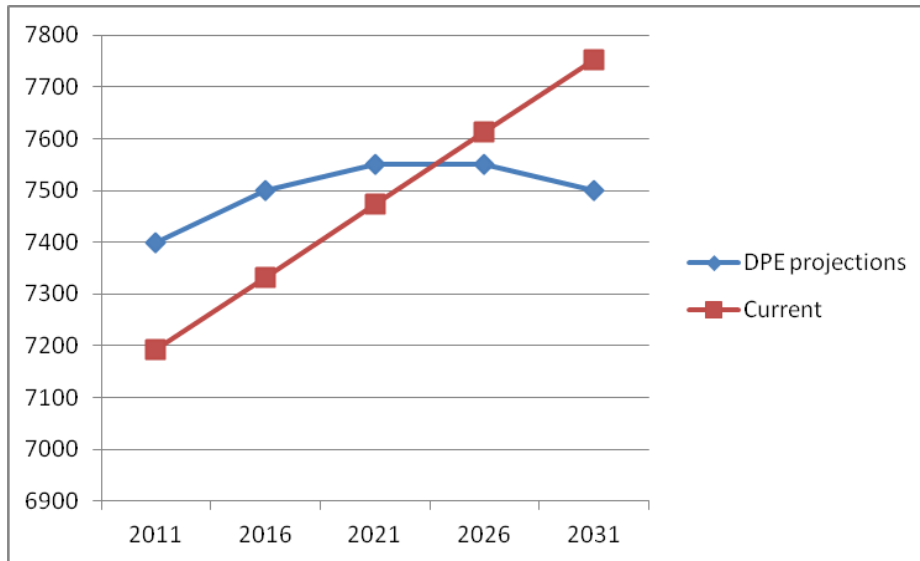
The following tables provide an overview of both actual ABS census data, in addition to projections prepared for Upper Lachlan by the NSW Department of Planning (DoPI).

Year	DoPI Projections*	Plan Projections**
2006	7,300	7,053
2011	7,400	7,193
2016	7,500	7,333
2021	7,550	7,473
2026	7,550	7,613
2031	7,500	7,753

* NSW Department of Planning and Environment (DPE) projections (2014).

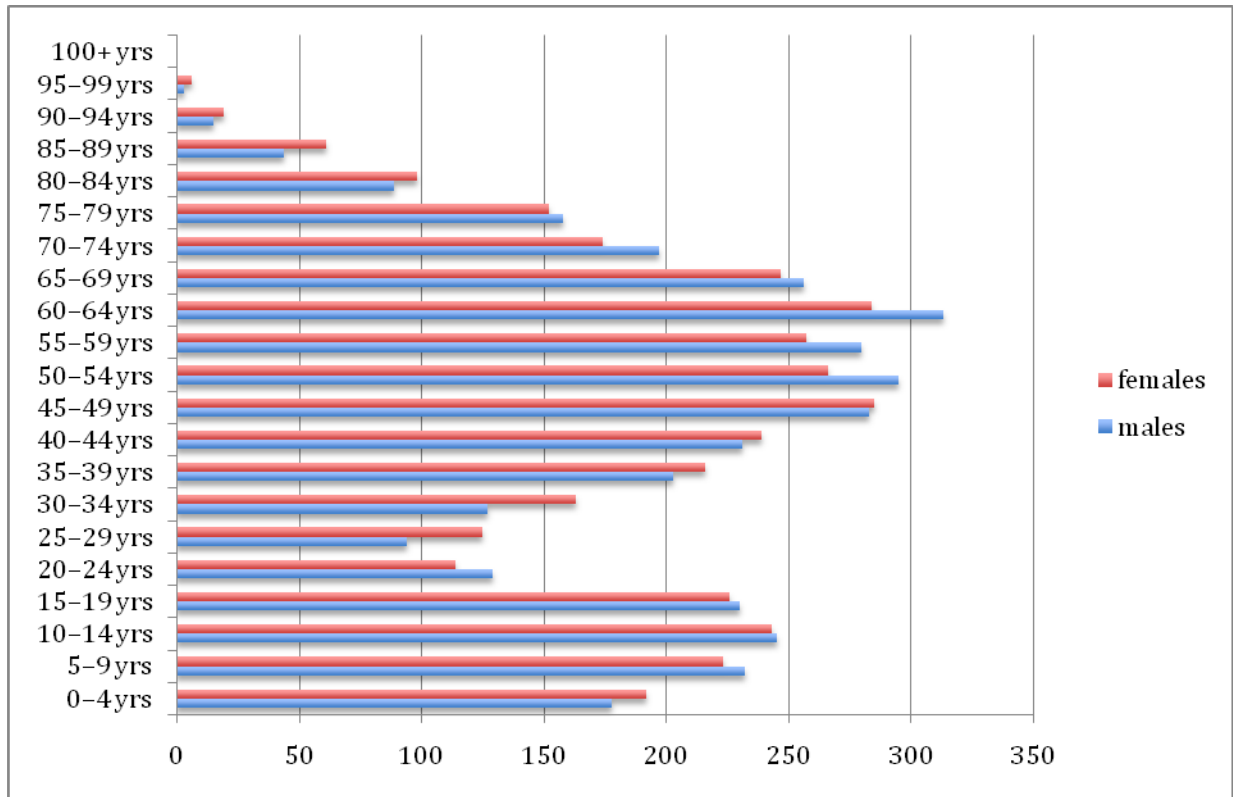
** Projections based on maintenance of at least the current growth path based on actual population from 2006 and 2011 ABS Census.

Comparison of Current Growth Path and DPE Projections



Age Structure

The following graph shows the age structure for Upper Lachlan as at the 2011 ABS Census.



Source: ABS 2011 Census Data

The graph indicates that Upper Lachlan Shire is currently undergoing noticeable generational change with Generation X (aged 35-49) and the Baby-boomers (aged 50-64) increasing their share of the population, mostly at the cost of Generation Y (aged 20-34) and to a lesser extent, Wartime (aged 65+ in 2011).

Socio-economic characteristics

There is strong and unequivocal evidence from Australia and other developed countries that factors such as income, socio-economic status, employment status and educational attainment are associated with inequalities in health (Eckersley et al 2001, Oliver & Exworthy, 2003 cited in the CHO 2004). Socio-economic disadvantage is associated with a higher prevalence of health risk factors and higher rates of hospitalisations, deaths and other adverse health outcomes. These inequalities are important from both social justice and economic perspectives – not only can they be considered 'unfair' and preventable, but they also have high direct and indirect costs on the health system (Sainsbury & Harris 2001, cited in CHO 2004).

(a) Economic inequalities

The relative socio-economic disadvantage index (SEIFA) is constructed by the Australian Bureau of Statistics based on information obtained on Census night in 2011. SEIFA scores are derived from factors including income, education, unemployment and motor vehicle use. The SEIFA index for the Upper Lachlan area of 996 (2013 data release) is slightly below the NSW average of 1,000, meaning overall there is slightly higher disadvantage in the Upper Lachlan than other areas in NSW.

The education and occupation index includes attributes relating to the proportion of people employed in a skilled occupation or the proportion of people with a higher qualification. The education and employment index for the Upper Lachlan area is 1,005, which is slightly higher than the NSW average of 1,000. Gunning differs from other areas in the Upper Lachlan, as there are more people who have higher levels of education and therefore more people with professional occupations. This is also reflected in other towns within commuting distance to the ACT, where higher rates of professional employment opportunities can be found.

Post-school education has increasing significance for high income and workplace status. A community's resources are indicated by the proportion of adults with post-school qualifications. In 2011, 51% of residents aged 15+ in Upper Lachlan had a post-school qualification. The proportion with qualifications was 6% lower than in NSW. Those aged 25–34 had the highest proportion with post-school qualifications, 67%. The proportion without qualifications rises with age – 63% of 75+ year olds had none.

Most commonly, the highest qualification in Upper Lachlan was a Certificate III or IV, held by 18% of adults (aged 15+). Another 8% held a Bachelors Degree and 7% held a Diploma.

- 26% of males had a Certificate III or IV
- 7% had a Bachelors Degree
- 6% had a Diploma
- 10% of females had a Bachelors Degree
- 10% had a Certificate III or IV
- 9% had a Diploma

The biggest increases in Upper Lachlan over 2006 to 2011 were in:

- Certificate III or IV (held by 2% more adults)
- Diploma (also by 2% more adults)

The biggest increases in NSW over 2006 to 2011 were in:

- Bachelor Degree (up 2%)

- Post-graduate Degree (up 1%)

In the Upper Lachlan 12% of adults had a Degree or higher, compared with 20% for NSW. Only 2% of residents in Upper Lachlan had a Post-graduate Degree (2% lower than in NSW). Those aged 25-34 had the highest proportion with Bachelors Degree (14%), than those aged 35-44 (12%). The highest proportions with Post-graduate Degrees were aged 55-64 (4%) and 65-74 (2%).

The Upper Lachlan Shire Council is well placed by virtue of its proximity to the national capital to actively advocate for the development and prosperity of the region. It should be noted that Council, through its Upper Lachlan Strategy Plan – 2020 Vision, is attempting to address some of the economic issues such as unemployment and tourism at the local level.

(b) Social inequalities

Social inequalities exist when individuals or groups of people are excluded from participating in community life due to their education and income levels. It has been found that people on lower incomes and people with lower levels of educational attainment do not participate in their communities as much as those people on higher incomes, or those with more education.

In regard to unemployment, Upper Lachlan's unemployment was estimated at 107 at the 2011 Census, a rate of 3% out of a working population of 3,583 (compared to 5.9% for NSW). The estimated number of unemployed residents had risen by 14 over the past year to June 2012 and had fallen by 39 since September 2010.

The level of income support through government pensions and benefits including Newstart, sickness or disability pensions provides an indication of the number of people who are economically and socially disadvantaged and have high need for health services. In 2013, there were 1,680 residents of Upper Lachlan receiving the main forms of income support. The largest groups were those receiving the Age pension (1,018), the Disability Support pension (261) and the Newstart allowance (155).

From 2011 to 2013, the total number of recipients of government payments decreased by 0.5% with the number on a Carers payment increasing by 10%, Age pension increasing by 2%, Disability support pension decreasing by 11% and Single Parent payment fell by 28%. The age pension was received by 67% of the estimated population of residents aged 65+.

The number on Newstart (unemployment benefit) increased by 36% from 2011 to 2013, with 41 more recipients. In 2013, 63% of recipients were long-term unemployed (on Newstart over a year), which was down by 4% since 2010.

The establishment of support groups and neighbourhood meeting places to encourage social connectedness among socially isolated people has been shown to help address social inequality issues. The Upper Lachlan Shire has a high degree of social connectedness. This is seen by the number and range of volunteering, sports and community groups currently available in the Shire. The Council can make significant contributions to enhancing these organisations by supporting their activities in various ways.

Family structures may also contribute to social inequalities within a community. The family and family structure have a strong impact on the health and wellbeing of children and their parents. Inadequate family income is more common in single-parent families, and family breakdown can also have adverse social and health consequences for children and their parents (CHO 2004).

The majority of family types in the Upper Lachlan Shire are couples with no dependent children and this is slightly higher than the NSW average. The next most common family type in the Shire is couples with

dependent children, which is higher than the NSW average. There are more people living alone than there are single-parent families in the Shire.

(c) Health inequalities

Just as economic and social inequalities exist and directly affect the level of disadvantage in a community, so do health inequalities. A health inequalities gap exists where well resourced people are able to utilise the health system and services to their advantage to remain healthy whereas poorly resourced people are less able to access the same resources to maintain health. Patterns of ill health have emerged that strongly suggest that people with the least access to social and economic resources often have worse health outcomes than people who have adequate or optimum access to social supports and economic resources.

It has been shown that people from lower socio-economic groups not only have the worst health outcomes, but they also are less likely to use preventative services, early intervention and screening services, thereby widening the health inequalities gap.

Councils can make inroads to addressing some of the direct health problems of the community through urban planning, land use and social inclusion policies that encourage people to be physically and socially active in their communities. Council provides infrastructure which encourages people to walk and to be physically active through the various recreational facilities available throughout the Shire. The Shire provides and maintains two public swimming pools and sporting fields, parks and playgrounds. The Shire also supports branch libraries at Crookwell and Gunning and provides free internet access to the community.

Note: Other relevant demographic data is included within each of the sections dealing with identified target groups under this Plan.



Social Infrastructure and Services

There are a range of social and community assets in the Upper Lachlan area including both physical and service based assets. The range of services and providers changes over time and Council maintains a service directory for the Upper Lachlan community, which can be found online:

<http://upperlachlan.nsw.gov.au/community>

Upper Lachlan has a range of social infrastructure and services typical of a rural local government area, although the relative close proximity to Canberra and a larger rural city such as Goulburn have impacted upon the range of facilities and services, social infrastructure and services which includes:

Hospital

- Crookwell (one on-call Doctor shared between 3 local Doctors)

Doctors/Medical

- Taralga – part-time GP Doctor service from Goulburn, Community Health
- Gunning – operated through Community Health
- Crookwell – Total 9 Doctors. 2 GP's and 7 at the Health Care Centre
- Community Health at Hospital.
- Specialists available at Crookwell Health Care Centre: Physiotherapist, Audiologist, Podiatrist, Massage therapist, Pathology, Orthopaedic and other visiting specialists.

Schools

- Crookwell (High School, Public School and Catholic Primary School)
- Primary Schools at Bigga, Binda, Breadalbane, Collector, Dalton, Gunning, Laggan, Taralga

Child care centres

- Day care centres are located in Crookwell, Taralga and Gunning
- Crookwell Pre-school Kindergarten
- Crookwell Early Learning Centre
- Crookwell Neighbourhood Centre Inc. provide the following services:
 - Crookwell Mobile Pre-School – weekly at Collector, Rye Park and Bigga
 - Crookwell Mobile Long Day Care – weekly at Bigga, Laggan, Collector and Rye Park

Community Organisations

- Country Women's Association – Southern Tablelands Group
- Men's Shed – Crookwell
- Rotary and Lion's Clubs
- Probus
- View Club
- Volunteer Bush Fire Brigades
- Churches – Catholic, Anglican, Uniting and Presbyterian
- Crookwell Neighbourhood Centre Inc.
- Landcare groups

- Progress Associations

Community facilities

- Showgrounds in all towns/villages
- Community halls
- Sporting fields
- Crookwell & Gunning Pools
- Caravan Parks – Crookwell, Gunning, Taralga, Grabine Lakeside State Park, Wombeyan Caves and there are many free camping areas
- National Parks and Reserves and walking trails

Aged Care

Taralga	Sunset Lodge: 23 beds – Aged Care Facility with high and low care Self care units
Crookwell	View Haven Lodge: 44 beds – Principally high care (Nursing Home) Self care units Clifton Village (Uniting Care) Nura Village (private aged housing)
Gunning	Self care units (Lions Club)

Social Connectivity

The people who make up a community contribute significantly to the social fabric of the area. This contribution is recognised by many residents. Residents are responsible for the initiation and continuation of many informal groups, businesses, organised community groups and clubs operating across the region. Residents have described their neighbours and community more broadly as welcoming, friendly, and spirited. Common values, 'rallying around', 'choosing to live here', 'pulling together' and 'community feel' were commonly cited in previous consultation as important assets to communities in the Upper Lachlan Shire.

The Shire has a strong sporting following with active clubs in hockey, rugby league, rugby, touch football, swimming, cricket, netball, tennis, golf, pony club and gymkhana. There are a range of sporting fields across the Upper Lachlan, with some local clubs conducting significant fundraising to upgrade and redevelop new fields. Another asset to the Shire is the diverse range of community organisations that are strongly supported by volunteers. These include Country Women's Associations, Rotary and Lions Clubs, Progress Associations, youth groups, volunteer Bush Fire Brigades, sporting and leisure clubs, church groups and arts councils.

Local events draw tourists to the area and are important positive features of the community. Although not an exhaustive list, among those mentioned by residents during consultation include the Binda Picnic Races, Taralga Australia Day Rodeo, Taralga Heritage Rally, Crookwell Potato Festival, Collector Pumpkin Festival, Gunning Fireworks as well as Agricultural Pastoral and Horticultural Societies/shows and arts events held in different areas.



Target Groups in Upper Lachlan

The following sections focus on each of the following identified target groups. Other related community and social planning issues that have been identified as relevant to the Upper Lachlan area are dealt with in the section following target groups.

- Children
- Young people
- Women
- Older people
- People with disabilities
- Aboriginal and Torres Strait Islander people
- People from Culturally and Linguistically Diverse backgrounds
- Men, and
- Rural and Farming Community



Art work from a local playgroup

Our Rural and Farming community



Children

Related Demographics – Children

At the time of the 2011 Census there were:

- 367 children aged 0-4 years,
- 456 children aged 5-9 years, and
- 488 children aged 10-14 years.

The 0-4 year age group makes up 5.1% of the population, which is 1.5 % lower, than the State average. The age groups of 5-9 (6.3%) and 10-14 (6.8%) are very close to the NSW averages.

The percentages of children in the 0-14 age bracket is also down slightly (approximately 0.5%) on 2006 Census figures, indicating a continuation of the trend identified in the previous social plan, where Upper Lachlan is likely to experience a decrease in the proportion of children over the coming 5 years.

This is consistent and comparable to many other rural communities, with the exception of those surrounding larger metropolitan or regional centres.

To determine the future trends in the 0-14 ages, the number of children born has trended downwards for decades in the locality. In Upper Lachlan Shire, the average number of births fell by 0.1% between 2006 and 2011, whilst the average births for women aged 35-39 years was 0.2 lower than in 2006 and was also down for women aged 25-29 years.

In contrast the average births rose most for those aged 40-44 years indicating perhaps a tendency to women having children later in life, which may have implications for the type of care and services that are required.

Compared with NSW averages in 2011, Upper Lachlan Shire had an average rate of births that was 0.5% higher overall.

In Upper Lachlan Shire, 31% of adults (aged 15+) provided some voluntary child care, with 18% caring for their own child, 8% caring for another's child, and 26% caring for both their and another's children. This shows the importance of home care in the area as an alternative or supplement for formal childcare services.

In terms of schooling in these years, at the 2011 Census:

- 82% of the number aged 3-4 years attended Pre-School,
- 87% of the number aged 5-11 years attended Primary School,
- the number at Pre-School increased by 26% from 2006, and
- the number in Primary School decreased by 9% from 2006.

Discussion of Key Issues

The early years of a child's life provide the foundation for future health, development and wellbeing. A positive start in life helps children to reach their full potential, while a poor start increases the chances of adverse outcomes (Australian Institute of Health & Welfare – AIHW).

The Key National Indicators of Child Health, Development and Wellbeing developed by AIHW measure the progress of Australia's children aged 0-14 years in the areas of health status, risk and protective factors influencing health and wellbeing, early learning and education, family and community environments, safety and security, and system performance.

Some of the key indicators are:

- Health – mortality, morbidity, chronic conditions, disability and mental health;
- Healthy Development – breastfeeding, dental health, physical activity and nutrition and early learning;
- Learning & Development – attendance at early childhood education, transition to primary school and primary school attendance, literacy and numeracy and social and emotional development;
- Risk Factors – teenage births, smoking in pregnancy, birth weight, overweight and obesity tobacco and alcohol misuse;
- Families & Communities – family functioning, socio-economic situation, parental health status and neighbourhood safety;
- Safety & Security – injuries, school relationships and bullying, child abuse and neglect, children as victims of violence, homelessness and children and crime; and
- System Performance – neonatal hearing screening, childhood immunization. Quality childcare, child protection substantiations, survival rate for childhood leukaemia.

Recent research undertaken by the AIHW *“A picture of Australia's children 2012”* provides the latest information on the health and wellbeing of Australia's children aged 0-14. As an Australian society results show that many are faring well and positives have been achieved. Research has shown however that key risk areas require additional attention, particularly among Aboriginal and Torres Strait Islander children and those living in areas with the lowest socio-economic status.

As part of the ongoing social and community planning process the partnership with Southern NSW Local Health District and other health agencies and providers should be further developed to monitor the key indicators and provide feedback on current and emerging child health issues.

This research can assist Upper Lachlan target and develop assistance to improve the level of service and programs for at risk children. To do this effectively the monitoring and communication of key issues needs to occur.

Child-care services are key social infrastructure for the well-being and identification of issues for at risk or higher needs children in the Upper Lachlan community, and are also critical to attracting and retaining new population settlement. These services can assist children to develop important social skills, and assist in preparing children for formal education beginning at five years of age.

To enable appropriate levels of service for younger age groups and families in the area, child care must also be able to cater for outside of school hours care options to enable working parents to be actively employed care and early learning to be fostered.

Services and Infrastructure

Child Care

Upper Lachlan has a number of child care facilities across the local government area including:

- informal day care,
- Playgroup,
- Pre-School (including a mobile pre-school service) and

Long day care has been the focus of some community effort, particularly in Gunning, where the need for these services has been identified and residents have been actively pursuing this possibility.

Pre-school children in the Taralga and surrounding area have been serviced by a privately operated Long Day Care Centre and previously the Crookwell Mobile Children's Service. The Crookwell Mobile Children Service has not operated in Taralga since approximately 2007.

Crookwell Neighbourhood Centre Inc provides the Crookwell Mobile Pre-School Service weekly at Collector, Bigga and Rye Park, the Crookwell Mobile Long Day Care service weekly at Bigga, Laggan, Collector and Rye Park.

Crookwell Neighbourhood Centre Inc. is funded to provide Pre-School and Long Day Care to rural and remote areas and can include children from other local government areas. The Service is mobile and will move to an area if the service is required or cease a service if it is not longer viable.

Previous issues with services in Gunning have progressed with both pre-school and out of school hours care options now available. Ongoing consultation and monitoring of demand and supply of places across the Shire is required, particularly as they respond to either growth or decline.

Children's Health

State and Federal Government, often with the assistance of local services, have provided a number of programs that have covered issues raised in the previous plan. The continued promotion of risks of sun protection and skin cancers has been prevalent with many schools and child care facilities now actively taking part in sun protection programs and providing suitable sun-safe areas for children. The Federal schools infrastructure-funding program was utilised by many schools to provide such areas.

This issue will continue to be a challenge particularly promoting appropriate sun protection and infrastructure in public spaces, and at sporting and community events.

The Shire continues to work in a partnership with the NSW Cancer Council assisting with staff issues as well as resources for the general public. Smoking and skin (sun) care are two of the programs included in the agreement.

The ongoing promotion of the benefits of breastfeeding and oral health and early intervention by NSW and Federal Government has provided some traction in the community, however the access to, and retention of, dental and GP services in rural and regional NSW has become a growing issue and has been identified by peak bodies such as the Rural Doctors Association of Australia (Health of Australians Living in Rural & Remote Communities 2012).

Childhood obesity continues to emerge as a significant issue for communities across Australia with AIHW research finding around one-fifth (22%) of children were estimated to be either overweight or obese (17% overweight but not obese, 6% obese). The ongoing health and lifestyle problems that may emerge from being overweight are a significant cost to the community, and opportunities to promote healthy eating and exercise could be investigated.

The issue of a lack of coordination and communication between children's services providers has been raised in the previous 2007-12 Plan as well as in a study into human services in the former Crookwell Shire (Twyford Consulting, 2003a). This continues to be a challenge, and may reflect an overall need for great coordination and communication between social service providers, not just those for children. This issue will be further exacerbated if Council achieves greater levels of growth and development in the Shire.

The reliance on traditional recreation opportunities was again raised in consultation as an issue for both children and youth in the area. Whilst the level of sporting facilities and facilities associated with schools and playgroups, and play areas provided by Council appear to be adequate, alternative activities are also desired. These may include creative and artistic activities for children and young people, non-traditional recreation, such as skate and climbing facilities, and outreach access to facilities and entertainment in nearby major centres.

Some of the key issues for children in the Upper Lachlan area are seen as:

- Access to cultural and artistic pursuits and entertainment in the local area;
- Need for child services planning to anticipate changes in the local area and to improve coordination and communication;
- Improving education, awareness and action for childhood health issues such as obesity, dental health and early intervention;
- Increased awareness of existing services and options in childcare and other children's programs. In this regard, Crookwell Neighbourhood Centre Inc, SDN Children's Services and Crookwell Early Learning have had combined training sessions to assist all services with cost and keeping up with legal requirements.



Current Progress and Future Priority Areas – Children

2007-12 Actions

- Work with key stakeholders to increase the range of day care options across the Upper Lachlan Shire.
- Support initiatives/activities that encourage the participation of families and children in community life.
- Increase sun protection measures across the Shire.
- Support Southern NSW Local Health District (SLHD) to develop and deliver programs that address child health issues.

Progress

- ✓ Good progress has occurred in the sun protection and awareness, with Council, schools and childcare centres adopting proactive sun care measures and infrastructure
- ✓ Day care options have been developing with examples such as Gunning pre-school offering out of hours care, and Crookwell Neighbourhood Centre Inc. operating services such Mobile Long-Day Care and Mobile Pre-School.

2013-2018 Actions

Including:

- There is a need to improve the communication, between agencies and providers, of data that will help identify at risk children and issues that are affecting them; health, care, education etc
- Continue to work with key stakeholders to increase the range of day care options across the Upper Lachlan Shire, and ensure that they are responsive to population change.
- Identify and support initiatives/activities that encourage the participation of families and children in community life.
- Support SLHD and other agencies and provider to develop and deliver programs that address children's needs.
- Investigate and implement collaborative opportunities to promote healthy lifestyles and physical activity to reduce the occurrence of weight and obesity issues.
- Funding sought for Skate Parks in Crookwell and Gunning - Completed.
- Youth Week Funding – Youth Mental Health and other youth issues.

Young People

Related Demographics – Young People

At the time of the 2011 Census there were:

- 458 persons aged 15-19 years; and
- 247 persons aged 20-24 years

Those aged 15-19 years represented 6.4% of the population in the Shire (same as the NSW average) whilst those in the 20-24 years bracket represented 3.4%, (3.1% lower than the NSW average).

Whilst there has been relative stability in the percentages within these age groups over the last census period, there has been decline in subsequent age brackets that would indicate population movement out of the area. In terms of education in 2011, 85% of the number aged 12-17 were at High School.

Discussion of Key Issues and Social Infrastructure

The health and wellbeing of young people not only affects their immediate quality of life and productivity but also shapes the future health of the whole population and, in a broader social sense, the health of society (Eckersley 2008).

Tackling health and wellbeing issues when they occur in adolescence is socially and economically more effective than dealing with enduring problems in adulthood. Many of the attitudes and behaviour, and even the illnesses that largely determine adult health and wellbeing have their origins in childhood, adolescence and early adulthood.

The benefits of investing in young people flow through to the entire population, with outcomes as diverse as greater productivity, lower burden of disease, stronger families, and safer and more connected communities (AIHW 2011 Young Australia; Their Health & Well-being). National research has shown many positive improvements in the health and well-being of Australian youth overall, however those youth in lower socio-economic conditions, rural and remote areas and of Aboriginal or Torres Strait Islander backgrounds are identified at higher risk.

Generally young people living outside of capital cities and other major urban population centres encounter a number of challenges that are not normally part of the everyday experience of young people living in metropolitan areas. These include access to suitable and appropriate health and welfare services, education/ training, paid employment, economic stability and recreational opportunities [Davies, L., Jukes, J., Hodges, C., & Crosby, J. (2002)]. *Rural life of us: Young people and workers with young people*. Youth in Upper Lachlan can exhibit some of these issues like:

- Limited career and further education opportunities in the local area;
- Lack of transport options and reliance on private vehicles;
- Real and perceived isolation issues;
- Access to entertainment & other recreational opportunities;
- Access to communication technology;
- Mental health;
- Social isolation and bullying;
- Risky behaviour and substance abuse; and

- Lack of places to meet and have access to entertainment.

Services and Infrastructure

There is a relatively good supply of more traditional sporting and recreational opportunities within Upper Lachlan however, access to other recreation and entertainment often means travel is required. This is also the case for further education and work opportunities for younger people.

Like many rural areas there is a focus on meeting places and situations where alcohol is available. The need to encourage alternatives for youth interaction outside these environments is something the Upper Lachlan community can further build on through events and fostering improved facilities management and promotion, such as participation at school based alternatives or the like.

The Crookwell Neighbourhood Centre Inc. and others have also undertaken supported and supervised trips to entertainment outside the Shire, which may provide young people with other alternatives. The Menshed works with school children and provides a positive contribution to the community through the construction of street furniture and providing an important social network between the aged and youth.

Whilst there are a number of health and counseling services available through the Goulburn and Crookwell Community Health Services mental health and high risk behaviours in the youth population are compounded by the fact that regional and rural young people experience more restricted access to health services. This can be because of fewer rural and remote general practitioners; less choice of medical services, limited privacy when it comes to accessing health and psychological support services, lower rates of bulk billing and less access to medical specialists and major hospitals.

Improved promotion of services in schools and other youth meeting areas would improve access and perception of services in the area, as well as highlight other options that may be available in the broader area. Through working with local schools and other youth services in the promotion of local and regional services, online information and outreach or phone services, this would also potentially improve the levels of service for youth.

There are no tertiary education institutions (TAFE, private colleges or universities) offering continuing education or training located within the Shire. Students need to study out of the immediate area, however, in 2011 there were 317 tertiary students studying in the Upper Lachlan area (173 at TAFE, 117 at university, 27 at other tertiary institutions).

Education and employment opportunities for local young people are essential to encourage them to stay locally, but also to return following study out of the region.

Access to career and education counseling is at present provided primarily as a responsibility of individual schools. However a partnership approach may provide critical mass to encourage linkages with educational institutions and employers that may improve options for young people. The involvement of local employers in career talks may also promote local opportunities.

Likewise, using access to regional and rural focused TAFE and University courses with a rural or regional focus may encourage more young people to look at future options in the Shire. Building on Council's role in Youth Week and other events would also assist in building networks for further consultation and awareness of needs and issues in the community.

Current Progress and Future Priority Areas

2007-2012 Actions

- Explore initiatives that encourage and enable young people to participate in community life and build their capacity to develop programs that address the needs of their peers.
- Increase opportunities for recreation for young people.
- Explore opportunities to increase education options for young people including TAFE.
- In partnership with SLHD, develop community development and health promotion approaches that target the needs of young people.
- Investigate feasibility of a heated indoor swimming pool, including setup and ongoing costs and possible funding opportunities.

Progress

- ✓ A number of alternative entertainment and recreation activities have been fostered in the community including supported trips to recreation activities outside the Shire.
- ✓ Heated Pool feasibility study completed.

2013-2018 Actions

Including:

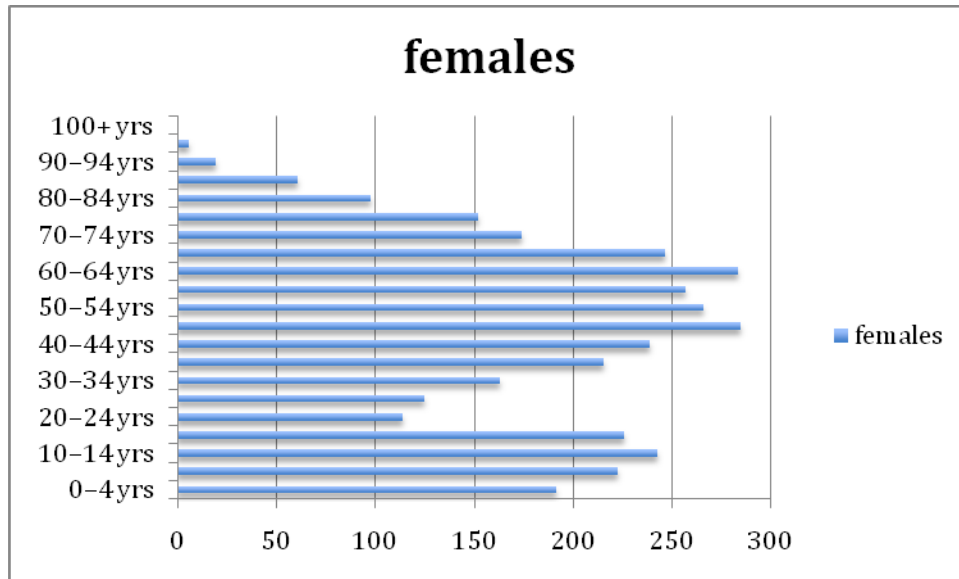
- Continue to explore initiatives that encourage and enable young people to participate in community life and build their capacity to develop programs that address the needs of their peers.
- Examine alternative recreation activities for young people in consultation with schools and youth groups.
- Explore opportunities to provide information and mentoring on career and education paths for young people, including options within the Shire.
- In partnership with Southern NSW Local Health District and other agencies and service providers, schools etc., develop community development and health promotion approaches that target the needs of young people.
- Funding sought for Skate Parks in Crookwell and Gunning - Completed.

Women

Related Demographics – Women

At the time of the 2011 Census there were 3,589 women in Upper Lachlan (as compared to 3604 men) with an average age of 46 years. Whilst there are slightly more males overall, the ratio of women to men increases in the older age groups (80 plus).

The following graph shows the age distribution for women in Upper Lachlan at the 2011 Census.



Source: Based on ABS statistics 2011 Census

Discussion of Key Issues and Social Infrastructure

The research of National Rural Women's Coalition provides support to a number of issues that have been raised by women in the Upper Lachlan area. The identification of common themes both locally and across other rural and regional areas in Australia is assisting in the development of National and NSW programs, however there is still significant scope for localised infrastructure, services and programs to improve the well-being of women in the Shire.

The Coalition has identified a number of issues that are relevant to Upper Lachlan including:

- Improved access and support for further education and returning to the workforce;
- Improved access to health services including maternity support, antenatal and postnatal services;
- Transport alternatives and improved public transport to regional facilities and services;
- Support services and emergency housing or support for domestic violence;
- Family support services

Rural regions, drought and social isolation are associated with increased levels of domestic violence (SAHS, 2003). Issues of confidentiality, finances, social isolation and limited access to transport can impact on the assistance sought and the choices made by women experiencing violence in regional areas.

National and state documents on women's health highlight five key issues impacting on women. These include reducing the prevalence of depression, domestic violence and smoking in women, as well as increasing levels of physical activity and improving maternal and infant health (NSW Health, 2000), Women's Health Outcomes Framework (NSW Health, 2002a), Physical activity and smoking are also identified in GSAHS Health Development priorities (GSAHS, 2006).

To meet the needs of women in the local district Southern NSW Local Health District supports the provision of outreach clinical services and health promotion initiatives by the Women's Health Nurse. Services are provided on an as needed/requested basis. The type and level of service provided is regularly reviewed. These activities are further supported by health promotion activities undertaken by the Southern NSW Local Health District.

Current Progress and Future Priority Areas

2007- 2012 Actions

- Investigate the availability of transport options with specific reference to women.
- In partnership with SLHD and other key stakeholders, develop community development/ health promotion approaches that target the needs of women

2013-2018 Actions

Including:

- Continue to investigate the availability of transport options with specific reference to women.
- In partnership with Southern NSW Local Health District and other key stakeholders, develop community development/ health promotion approaches that target the needs of women.

Progress

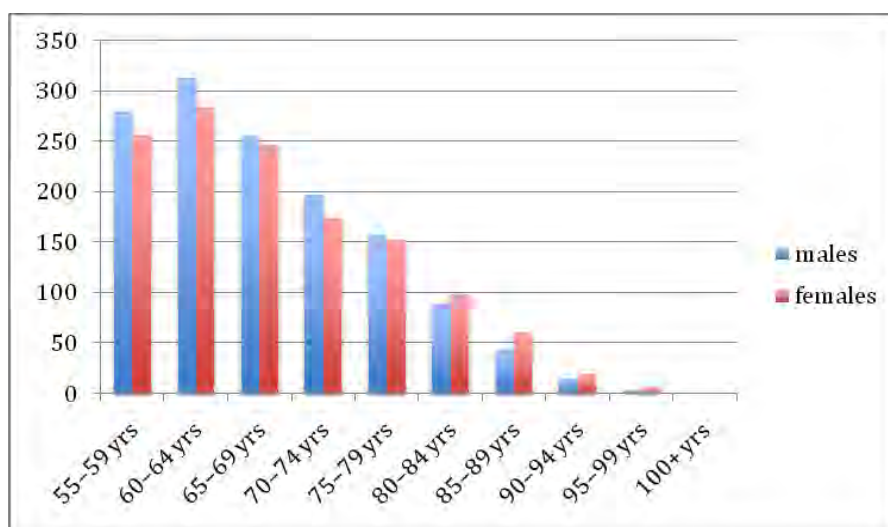
- Continued financial Council support for International Women's Day.

Older people

Related Demographics – Older People (55+)

At the 2011 Census there were 2652 persons over the age of 55 in Upper Lachlan Shire, comprising of 1354 males and 1298 females. This represents approximately 37% of the total population in the Shire.

The age and sex distribution is shown in the following diagram:



The percentage of persons compared to overall population in the Shire was greater than the NSW State average across all groups up to 90 years of age. The 60 through to 79 years brackets all were significantly higher than the State average as is shown below:

Age Bracket	Persons	% ULSC	% NSW	Difference to NSW
55-59 yrs	538	7.50%	6.10%	1.4% more
60-64 yrs	596	8.30%	5.60%	2.7% more
65-69 yrs	503	7.00%	4.40%	2.6% more
70-74 yrs	370	5.10%	3.40%	1.7% more
75-79 yrs	310	4.30%	2.70%	1.6% more
80-84 yrs	186	2.60%	2.20%	0.4% more
85-89 yrs	106	1.50%	1.40%	0.1% more
90-94 yrs	34	0.50%	0.50%	same
95-99 yrs	9	0.10%	0.10%	same
100+ yrs	0	0.00%	0.00%	same

Source: ABS 2011 Census

The population structure and characteristics for Upper Lachlan suggest that the proportion of older people living in the Shire will continue to grow, particularly if development activity or capacity to attract new young or middle aged residents declines or remains relatively low.

Discussion of Key Issues and Social Infrastructure

In recognition of the higher than NSW state average of older people living in the Shire Council has also prepared an Ageing Strategy. Ageing is about developing age-friendly communities, which create opportunities for older people to live active and fulfilling lives now and into the future. The Ageing Strategy has been developed to respond to the significant ageing of our local and broader community.

Older people make significant contributions to the local community. There are a myriad of community groups across the region which continue to operate due to the involvement and support of older residents. In 2002, a survey of older people found that one in five people (20%) responding to the older people's survey reported doing volunteer work for an organisation (NSW Health, 1999). Community meetings have raised a number of issues around volunteering, including finding and involving new people and those with a different range of skills, training opportunities, insurance and valuing volunteers. Many residents in different sites commented that while there is a long list of ways to be involved in the community there was only a limited 'pool of volunteers' from which to draw from.

Social isolation, depression and need for activities for older people were consistently raised as significant issues through community consultation in 2006. This feedback is consistent with the finding of reports written with community input several years ago (Twyford, 2003, Twyford, 2003a).

Transport was one of the main themes to emerge from community consultation and was often raised in the first instance as an issue for older people. Access to transport is important to access health, medical and other essential services and also to allow people to participate socially in their community. The cost of petrol and no access to a car were often given as a frequent barrier to personal travel. Other issues including no longer holding valid licences and travelling long distances, were given as barriers to the use of personal transport and unsuitable timetabling of community transport. It is important to consider both immediate and longer term solutions to transportation issues as the problem is likely to increase as the population ages. Acknowledgement of the new aged care facility proposal and recently commenced private facilities were made.

Current Progress and Future Priority Areas

2007-2012 Actions

- Develop approaches that support community groups and volunteers and increase recreation options for older people.
- Investigate options for an increase in transport availability.
- Work with key stakeholders to address the needs of the ageing population.
- Assist with the provision of services for older people.
- Develop approaches that support volunteers.
- Investigate feasibility of a heated indoor swimming pool, including setup and ongoing costs and possible funding opportunities.

2013-2018 Actions

Including:

- Develop and implement an Ageing Strategy for Upper Lachlan, and pursue advocacy and/or assistance for the community and Council to secure grant funding for the development and funding of initiatives for the ageing population.

Progress

- ✓ Completion of Ageing Strategy with ongoing funding support from Council.
- ✓ Heated Pool feasibility study completed.

People with Disabilities

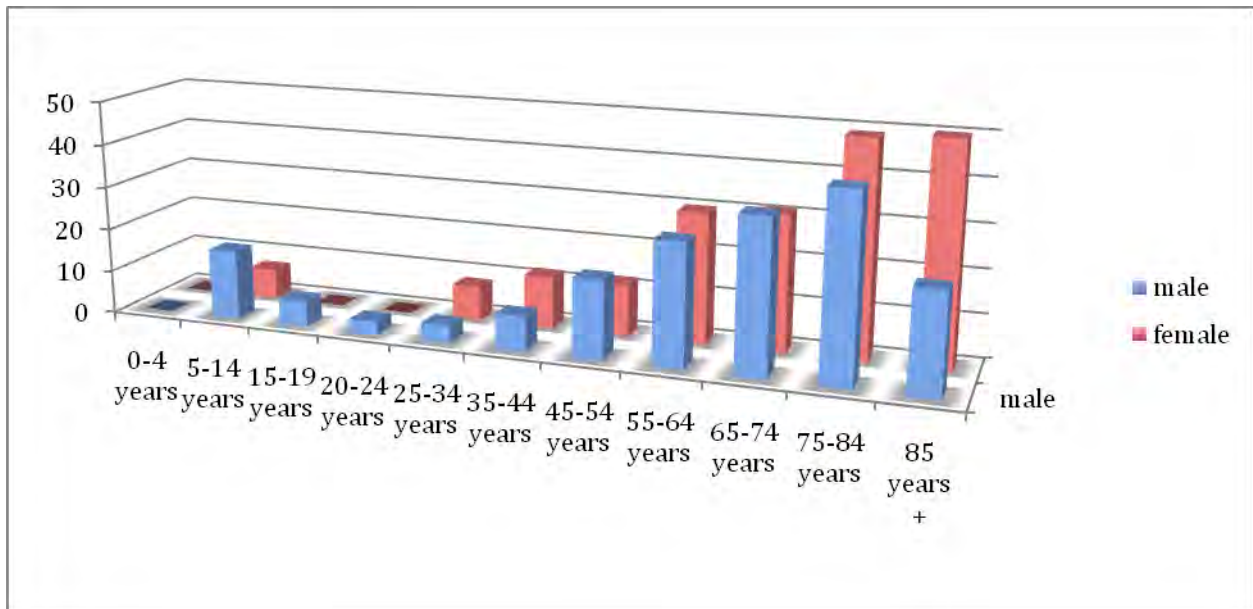
Related Demographics – People with Disabilities

At the time of the 2011 Census there was a total of 5.6% of the total population who identified as requiring assistance because of a disability. It should be noted that anecdotal evidence suggests that this figure may fail to recognise others with a disability in the community. Others may fail to identify as having a disability in the Census counts due to privacy, perception and failure to recognise that certain conditions would be considered as a disability including chronic debilitating health issues, in addition to having a disability but answering that they “do not require care” as per the ABS Census question.

The rate however for Upper Lachlan was 0.4% higher then the NSW State average and equates to approximately one in eighteen persons with a disability.

The age relationship for disability is also quite emphasised with those with severe disability less then 3% for age groups under 40, 20% at ages 75-84 and rising to approximately 50% at 85 plus age groups.

Need for Care (Disability) – Upper Lachlan 2011 by Age and Sex



Discussion of Key Issues and Social Infrastructure

A person with a disability is covered by the *NSW Disability Services Act 1993* if the disability is:

...Attributable to an intellectual, psychiatric, sensory, physical or like impairment/s; and is permanent; and results in significantly reduced capacity in one or more major life activities such as communication, learning, mobility, decision-making or self-care; and has a need for support.

However, the disability sector encompasses a broad range of conditions and needs, including children and adults with intellectual and developmental disabilities, people with acquired disabilities, and irreversible physical injuries. Allied-health professionals (therapists etc.) in the disability sector work within government and funded or charitable non-government agencies, schools, communities, and private practice.

Whilst the Census give us some idea of those seeking assistance, research by NSW Department of Family and Community Services - Ageing, Disability and Home Care, 2011, shows that two of every three people with a disability required some type of assistance. This has implications for both the health system and also home carers.

One key issue for Upper Lachlan is that the life expectancy of people with lifelong disabilities, including intellectual disabilities, which has increased significantly in recent years and it is projected that the numbers living to old age will continue to grow. An ageing population will likely compound this and potentially increase demand for disability services by older age groups.

The move away from residential (institutional) care has also shifted a significant care burden onto families and friends. Further, many support services are limited to children and/or adolescents and adults with lifelong disabilities can face considerable difficulties in accessing support for training and employment and regular health care (Adults with Disabilities and Ageing Carers – School of Health UNE – 2011)

As such both older and younger people with disabilities living in their homes needed the most assistance with property management and health care due to disability or ageing. Other common areas of need were transport, housework, mobility and self-care. Disability support services are available across the Shire from a range of providers. The Aged Care Assessment Team (ACAT) assesses need and services required for older people and provide referrals to other services. Assistance with household duties, personal care and respite is available through Baptist Community Services, Home Care, Anglicare, with in home nursing services accessible through the Department of Veterans Affairs and SLHD. The Crookwell Neighbourhood Centre Inc operates an In-Home Emergency Respite for Carers Program that may include people with a disability.

The Upper Lachlan Access Committee has been working towards improving access to services for all people, in particular, people with disabilities, however their are key issues for the community that will require ongoing attention, including:

- Servicing those with disabilities in more remote areas, and transport to regional centres for specialist care,
- Programs for education and employment for those with disabilities,
- In-home care assistance,
- Respite for carers,

- Advocacy to regional and NSW Government and other service providers, and
- Continued support for the Council's Access Committee.

Current Progress and Future Priority Areas

2007- 2012 Actions

- Develop approaches that support people with disabilities.
- Improve public facilities for people with disabilities

Progress

- ✓ Council has successfully operated an Access Committee over the past planning period that has provided information and input into planning and development and infrastructure matters, as well as advocacy for those with access and disability issues.
- ✓ Crookwell Neighbourhood Centre Inc. operates an In-Home Emergency Respite for Carers Program which has been running for a considerable period.

2013-2018 Actions

Including:

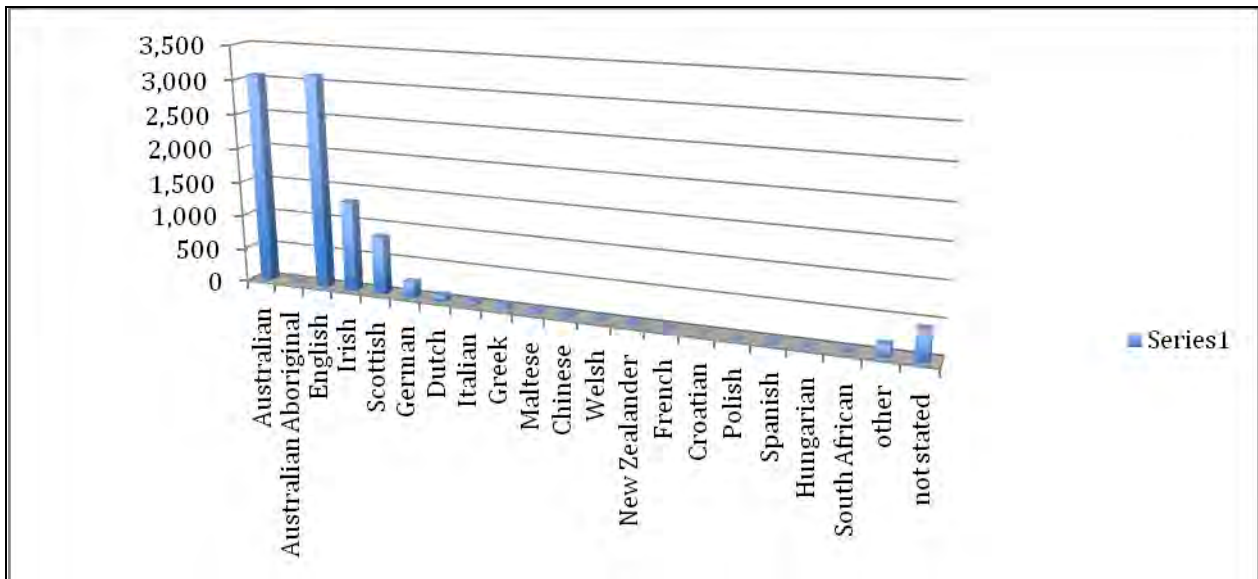
- Programs for education and employment for those with disabilities,
- Respite for Carers (Crookwell Neighbourhood Centre Inc. operates an In-Home Emergency Respite for Carers Program),
- Advocacy to regional and NSW Government and other service providers, and
- Continued support for the Council's Access Committee
- Conceptual development of a Disability Action Plan.

People from Culturally and Linguistically Diverse Backgrounds

Related Demographics – Culture & Linguistic Diversity

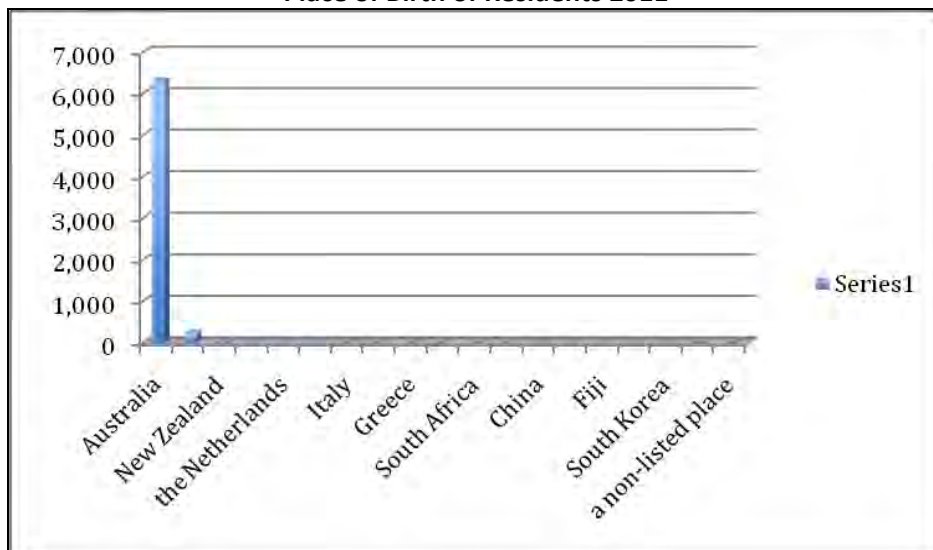
The following graphs show a comparison of peoples identified ancestry and then actual place of birth according to the results of the 2011 ABS Census. As can be seen by numbers, the amount of residents who identify as either non-Australian ancestry or indeed by non-Australian birthplace is relatively low, almost 88% of Upper Lachlan Shire residents were born in Australia.

Identified Ancestry of Residents 2011



Source: 2011 ABS Census

Place of Birth of Residents 2011



Source: 2011 ABS Census

In Upper Lachlan Shire, 94% of residents spoke English at home in Upper Lachlan Shire in 2011, which was not very different from 2006, and 22% more than in NSW.

Likewise the actual numbers of residents that speak another language at home was low, with about 2% of residents saying they spoke another language at home (20% fewer than in NSW), speaking at least 13 different languages. 4% did not say what they spoke.

The main non-English languages spoken here, and the number and proportion of residents speaking them, were:

- Hungarian – 28 speakers, or 0.4% of residents;
- Greek – 19 speakers or 0.3%;
- Dutch – 11 speakers or 0.2%;
- Italian – 11 speakers or 0.2%;
- SE Asian languages – 10 speakers or 0.1

Discussion of Key Issues and Social Infrastructure

Whilst there are relatively few people who speak languages or have their origins from another Country, there are a number of issues that Upper Lachlan Shire may need to consider, such as

- Council continuing to support programs and initiatives that encourage tolerance, acceptance and diversity;
- Council and the community examine options to promote the appreciation of cultural diversity, including arts and music from other Countries;
- Build on the identified ancestry of residents in cultural events in the Shire; and
- Consider the changes and implications and opportunities as the Shire develops and new residents move to the area.

Current Progress and Future Priority Areas

2007- 2012 Actions

- Increase awareness of other cultures.
- Encourage inclusiveness in community activities.

2013-2018 Actions

Including:

- Increase awareness of other cultures.
- Encourage inclusiveness in community activities.
- Promote the area to potential new residents

- Examine opportunities for hosting cultural events, building on the changing demographics in the broader region and nationally.

Aboriginal and Torres Strait Islander People

Related Demographics – Aboriginal & Torres Strait Islanders

At the time of the 2011 Census, Upper Lachlan Shire had 122 Indigenous residents, with 118 identifying Aboriginal origins; 3 identified Torres Strait Islander (TSI) origins. This constituted an increase of approximately 23% on numbers in 2006, but is consistent with a rise in those identifying as Aboriginal or Torres Strait Islander across Australia (approx. 25%)

Indigenous people constituted 1.7% of the residents, compared with 2.5% of NSW, with the average age of indigenous residents was about 29 years in the Shire compared to 43 years for non-Indigenous residents.

“The age structure of the Indigenous population is very different from the non-indigenous community; due to higher mortality rates at most ages and higher birth rates. Young people form a larger share of the Indigenous population, and people over 65 are much less common than among non-Indigenous people. The Indigenous population here is small and atypical” (Upper Lachlan Shire Community Portrait 2012).

Discussion of Key Issues and Social Infrastructure

The Wiradjuri tribe is the traditional owners of the land in the Upper Lachlan Shire area. The Wiradjuri nation is one of the largest of all indigenous nations, extending from Mudgee, Bathurst and Oberon, to Young, Cowra, Cootamundra and Wagga Wagga. The nation extends north to Griffith, Coonabarrabran, Lake Cargelligo, Parkes and Dubbo. Local Aboriginal Land Councils within the ULSC area include:

- Pejar Local Aboriginal Land Council (Goulburn)
- Cowra Local Aboriginal Land Council (Cowra)
- Onerwal Local Aboriginal Land Council (Yass)

State wide, Aboriginal and Torres Strait Islander peoples comprise approximately 2% of the population (CHO, 2004). Data from the Commonwealth Government suggests that there are 128 indigenous persons living in the Upper Lachlan Shire Council area, which represents a level significantly lower than the state average. Larger populations are recorded in neighbouring Goulburn Mulwaree Council (571), Yass Valley Council (259) and Wingecarribee Council (620) (Commonwealth of Australia, 2001).

Spiritual and cultural issues, together with social issues including low employment, substance abuse, housing, domestic violence and education are major issues impacting on the health and wellbeing of Aboriginal people.

The impact of chronic disease on the lives of Indigenous people is also a significant issue. Chronic diseases are the major causes of death and disability among Aboriginal people with one in every four Aboriginal deaths related to cardiovascular disease. Aboriginal people are also between 8-10 times more likely to die from this disease than other Australians. Indigenous people are 4 to 5 times more likely to be hospitalised for diabetes, twice as likely to be hospitalised for heart disease and stroke and 3 to 5 times more likely to be hospitalised for chronic respiratory diseases than non-Indigenous people in NSW. Indigenous people have

higher smoking rates than non-Indigenous people and are more likely to report drinking alcohol at levels that are risky for health (CHO, 2004).

Current Progress and Future Priority Areas

2007-2012 Actions

- Respecting Aboriginal people and culture in community activities.
- Work in partnership with other services to achieve better outcomes for Aboriginal and Torres Strait Islander people.
- Determine ways that current services may be targeted to address the needs of the Indigenous community.

2013-2018 Actions

Including:

- Respecting Aboriginal people and culture in community activities.
- Work in partnership with other services to achieve better outcomes for Aboriginal and Torres Strait Islander people.
- Determine ways that current services may be targeted to address the needs of the Indigenous community.

Men

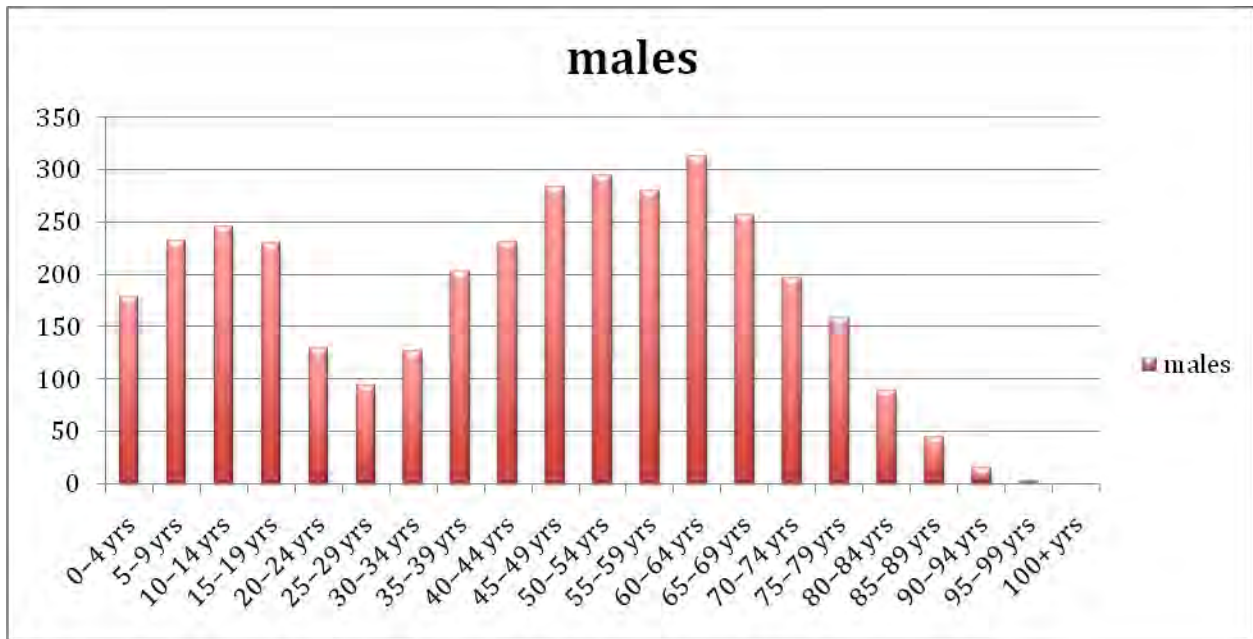
Although not required by social planning legislation, men have been included as a target group in this Social and Community Plan because men in the Upper Lachlan Shire deal with a range of issues specific to their gender and play an important role in our region.

Related Demographics – Men

At the time of the 2011 Census there were 3604 men in Upper Lachlan (as compared to 3589 women) with an average age of 44 years. There are slightly more males overall, but the ratio of men to women decreases in the older age groups (80 plus).

The following graph shows the age distribution for men in Upper Lachlan at the 2011 Census.

Upper Lachlan Males by Age – 2011 Census



Source: ABS Census - 2011

Discussion of Key Issues and Social Infrastructure

Men in rural regions of Australia may face distinct health issues because of their location, work and lifestyle. This report provides a snapshot of some of these issues and compares the illness and mortality of men in rural and urban areas. Overall, men in rural areas are more likely than their urban counterparts to experience chronic health conditions and risk factors. For example, are more likely to report daily smoking and risky drinking behaviour, are less likely to possess an adequate level of health literacy, have higher mortality rates from injury, cardiovascular disease and diabetes (AIHW 2012).

Men's health continues to be a significant issue in Upper Lachlan. Men have lower life expectancies than women, are more likely to smoke, drink at 'at risk' levels and consume inadequate fruit and vegetables. Men are also more likely to be overweight, be diagnosed with diabetes, melanoma, oral cancer, HIV/AIDS and die from cardiovascular disease, lung cancer, injuries and poisoning, motor vehicle accidents and suicide than women (CHO, 2004).

In community consultations held to help inform the Social and Community Plan, issues facing men in the region that were raised consistently across the Shire included men being reluctant to talk about issues or concerns, confusion about support services available for men on the land and the impact the ongoing drought is having on men (see section on Mental Health and Wellbeing and 'Our farming community').

Communication of local events through the Council newsletter 'The Voice', The Gunning Lions Newsletter, and on noticeboards in suitable locations in villages across the Shire provides improved communication of events occurring in local areas

Current Progress and Future Priority Areas

2007-2012 Actions

- Promote community development activities which target men.
- Increase promotion of existing support services for men more widely.
- Investigate opportunities to build on existing services and activities for men.
- Involvement in programs like 'Back a Bushie' and 'Community Cares', 'Beyond Blue' to ensure open communication of issues relevant to the community.
- Support cancer awareness campaigns such as "Movember", prostate cancer awareness campaigns and screening options. SLHD and ULSC to pursue.
- Investigate SLHD/NSW Health capabilities into the above programs to match successful women's breast screening program.

2013-2018 Actions

- Promote community development activities which target men.
- Investigate opportunities to build on existing services and activities for men and increase promotion of these services
- Involvement in community programs to ensure open communication of issues relevant to the community.
- Support cancer awareness campaigns such as "Movember", prostate cancer and other health capability awareness campaigns and screening through SLHD and ULSC.

Progress

- ✓ Council support in the development of the new Crookwell Men's Shed.

Community Issue: Mental Health and Wellbeing

Mental health and wellbeing is inextricably linked with the physical health of all groups within the community. Physical health cannot exist unless one's mental health is also in shape. Our mental wellbeing not only impacts on our emotions, thoughts and behaviour, but it can also affect us physically, through cramps and pains, loss or increase in appetite, indigestion, headaches and increased heart rate.

Stress is a significant factor in the development of mental illness and is associated with unfavourable outcomes for some health conditions. The prevalence of psychological distress between the years 1997-2004 in NSW was reported to be 11.8% for males and 14.6% for females, compared with 8.8% for males and 14.9% for females in the Greater Southern region. However, ten year trend data suggest that the amount of psychological distress among males and females in the Southern NSW Local Health District is increasing. Although present in everyday life, stress becomes a concern when it starts to impact on daily activities or when someone feels unable to deal with it. Left untreated it can lead to a range of significant physical and mental health problems.

Although it varies for different individuals, consultation with service providers and the community indicated that some of the major stressors for residents included the drought, anxiety about decisions of staying on the land or selling, employment and further education prospects for youth.

The Shire has a low-density populace, dispersed over a large geographical area. This presents challenges for service providers in delivering services to those in need, and also to residents who may be isolated both socially and geographically from larger centres. The limited range of public transport options is likely to compound the problem.

In the past, there has been significant stigma attached to mental health problems and services. Although local service providers report that this is reducing, the sensitivities of the community in accessing these services and assistance should be considered when developing programs.

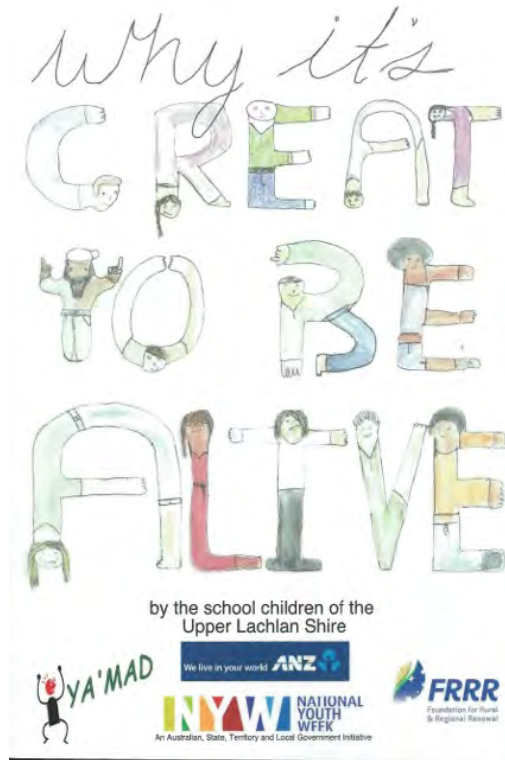
Despite recent changes in modes of practice and accessibility of services (such as the Better Access to Mental Health Care initiative), the incidence of psychological and mental health problems managed by GPs still decreases significantly outside the major capital cities. Both presentation for treatment and use of services for mental health issues are lower in rural areas, with those suffering from mental difficulties facing more barriers to help-seeking than in the city. These include poor availability and accessibility of services as well as a number of characteristics specific to rural communities such as lack of choice of health providers, high workloads of available GPs, geographic distance, and lack of knowledge about, and negative view of, mental health problems by those living in rural areas and amongst their social networks.

Volunteer work can improve volunteers' mental health and can lead to improved access to psychological and social resources. Programs currently running provide volunteer opportunities for those living with a mental condition. Volunteering also presents a compensation effect for those with depressive symptoms as people with depression sometimes look to volunteering as a way to help their mental health.

Current Progress and Future Priority Areas

- Develop community development/health promotion activities, which target mental health and wellbeing. Participate in 'Beyond Blue' and similar programs.
- Increase promotion of existing mental health services more widely.

- Investigate opportunities to build on existing services.
- Investigate opportunities for increasing volunteer participation in community organisations



Community Issue: Our Rural and Farming Community

Although not required in Social and Community Plan reporting guidelines, Council and the community felt it important have 'Our rural and farming community' included as its own group in this Plan because of the importance in the Shire.

The onset of stressful events in the farming world is often gradual. For example, with prolonged drought the stress does not happen instantly, as with other disasters such as fires, and thus disaster responses are not put in place in the same way.

Most farm families respond to stress by making changes in business and household. They often:

- Reduce spending on food, clothing, health, social life, education
- Start to use up any savings
- Seek off farm income
- Relocate family members
- Increase use of credit/borrowing
- Seek government assistance (RIRD, 2002).

Although most people will go through acute stress and manage with courage and strength, it is often later that the longer-term problems of the stress start to show. Chronic stress really harms your health. These stresses can lead to a loss of self-esteem through losing a sense of control over aspects of life and often result in increases in depression and anxiety. Chronic stress can lead to poor decision-making about financial and family matters, the breakdown of effective communication and sometimes family relationships, poor physical health and unhealthy lifestyle behaviours such as increased alcohol, tobacco and drug consumption (illicit and prescription). Stressful times often lead to withdrawal from social and community activity as people cannot afford the time to be away from the farm nor the money to spend on petrol to go to town or spend on activities.

Many farmers said that the current governmental legislative requirements and commodity prices for their produce being low also contribute to increased financial and emotional stress as they attempted to juggle these competing priorities and challenges. A key factor was the cost and time it takes to do all the required training to keep up with these requirements.

A previous survey of isolated residents in the Shire (source: Crookwell Neighbourhood Centre Inc. 2013) identified a range of issues that need to be addressed, including:

- Education in the areas of gun regulations and safety, weed control, chemical handling and storage, and payroll and business management.
- Physical Health need for a "Wellness clinic" to all villages and improved access to health related services.

- Mental Health addressing isolation of rural properties, mobile phone coverage, technology gap, safety and security and improved access to health related services.
- Nutrition Meals on Wheels do not go out to remote areas, distance and cost to have access food requirements.
- Financial extra travel costs of tradespersons/professionals to remote areas, Ageing population of permanent residents who cannot afford to continue to live where they are nor want to move into town, Assets reduce their ability to get financial assistance from government departments.

Current Progress and Future Priority Areas

Priority areas for action:

- Address impact of drought on health and wellbeing.
- Enhance links to financial, agricultural and business support/advice agencies.
- Build on the contacts and relationships formed from the 'Community Cares' nights at Crookwell, Laggan, Taralga and Binda in 2006.

Community Issue: Transport and Connectivity

Transport in the Shire is predominately by private motor vehicles, with ownership rates of motor cars in Upper Lachlan in 2011 averaging 2.06 vehicles per household, which equates to 29% higher than the NSW average. In 2011, 3.5% of households said they did not have a vehicle which is almost 7% lower than NSW averages.

These figures are significant because there are no other public transport services in the Shire and no taxi service, so those without private transportation are less able to access important services.

Both the cost and limited availability of transport to health services were consistently raised as issues affecting the local community's access to services. This was particularly noted for aged and chronically ill residents who require care or hospitalisation in other towns and for families with no vehicles wishing to access out of school activities. Access to transport also affects a person's ability to connect with their community socially, which in itself is an important factor in community wellbeing. The community has also identified a need to promote transport options to residents, with the potential to create a transport advocacy group in partnership with local government to improve access to services for Upper Lachlan Shire residents.

Health related transport

Emergency transport for medical emergencies is provided through the Ambulance Service. There are four permanent ambulance officers in Crookwell, they provide 24 hours, 7 day a week service to the Upper Lachlan Shire boundary. In addition, the Southern Local Health District provides the Transport for Health Program, which provides non-emergency health related transport for people who are ill or injured that are not eligible for transport services by ambulance, and for those whom traditional public or private transport is not available. There are also a number of hospital vehicles that are able to assist in transporting people to and from the Activity Centre and other health related activities.

While SLHD budget makes allowances for emergency transport there is an acknowledgement that non-urgent transport is a community concern. This issue requires agency collaboration to develop strategies that broaden the range and choice of affordable transport options for the frail elderly and chronically ill population and those without access to private transport of their own.

Community transport

Community transport is available for people identified through the HACC program or the Community Transport program (CTP). HACC targets all frail aged people, people with a permanent and functional disability and the carers of these groups. CTP targets groups who are rurally and socially isolated and spare seating is available to people outside the target groups at commercial rates

A wheelchair accessible bus is available fortnightly from Taralga and Crookwell to Goulburn and weekly from Gunning. Weekly wheelchair accessible services are available from the Crookwell service for Tuena, Bigga, Binda and Grabben Gullen.

Car transport is available for specialist medical appointments in Goulburn, Canberra, Bowral and Sydney areas for people identified within the HACC or CTP programs target groups.

Intersectoral collaboration is needed in order to develop strategies that broaden the range and choice of affordable transport options for the most vulnerable members of the Upper Lachlan Shire community that do not have access to private transport.

Communication

Another issue raised during consultation was communication, both within the individual communities across the Shire, but also between Council and the community at large.

Residents indicated that although there were generally lots of activities and groups in villages and townships, there was uncertainty about when and where different things were happening. Residents who had recently moved into the Shire raised this as a significant issue.

Current Progress and Future Priority Areas

Priority areas for action:

- Explore options to increase types and availability of transport.
- Encourage use of current community and other transport services.
- Examine community and volunteer transport options.
- Identify any target groups experiencing transport connectivity problems, particularly accessing regional services.

Increase opportunities for effective communication across the Shire.

- Investigate opportunities to promote cohesion across the Shire.
- Investigate options to address insurance issues.
- Continue lobbying relevant Ministers and Authorities regarding telecommunication services.

Potential for Additional Community Issues Assessment

Note: Other potential areas for development of community issues component of the Plan:

- Volunteering
- Communication, Coordination & Promotion
- Support for local General Practitioners
- Community Safety – Towns and Villages

Questions for Community Consultation/Ongoing Monitoring

- What are the key issues for Upper Lachlan's social and community well being?
- What are the key gaps in services or facilities?
- What do we do well for the community in Upper Lachlan?
- What services or facilities work well?
- Are issues different for different parts of the Shire? Why?
- What can be done to improve things?
- Can you suggest particular services or facilities or programs for:
 - Children
 - Youth
 - Aged
 - Women
 - Men
 - Aboriginal and Torres Strait islanders
 - General health
 - Coordination,
 - Access and transport
- Who should be involved and what partnerships can you suggest to achieve outcomes ?

Action Plan – Social and Community Plan 2013-2018

Priority Area: Children

Key Action or Deliverable	Lead Agency & Partners	Target Delivery Date & Priority	Status & Monitoring Comments
ULSC support the annual small school sports day	ULSC	July 2013-2018	Ongoing
Community parks and play facilities across the Shire be maintained	ULSC	Ongoing	Ongoing
The ULSC build on and maintain the community directory on their website	ULSC	Ongoing	Ongoing
Support SLHD to explore viability of Child and Family centre for visiting services – to include child development unit with the potential to attract a pediatrician to the town.	SLHD ULSC local child care centres, care providers	July 2013-2018	Ongoing
Support the child and family support network within the Upper Lachlan LGA.	SLHD, ULSC, local child care centres, care providers	July 2013-2018	Ongoing
Network meetings with SDN, Country Kids and all other Children Services within LGA to pool resources for training, regulations and new government legislation	Crookwell Neighbourhood Centre Inc. and Agencies/ULSC	July 2013-2018	Ongoing

Social and Community Plan 2013 – 2018 Action Plan

Priority Area: Young People

Key Action or Deliverable	Lead Agency & Partners	Target Delivery Date & Priority	Status & Monitoring Comments
Explore funding avenues for the implementation of youth capacity building programs	SLHD, ULSC, Y'Mad, CNC Inc	July 2013-2018	Complying - Ongoing
Establish Youth Council with representation from across the Shire	ULSC, Local Schools (primary and high school)	July 2013-2018	Ongoing
Investigate the feasibility of a heated therapeutic indoor swimming pool for Crookwell, including setup and ongoing costs and possible funding opportunities.	ULSC	Completed	Completed Feb 2014

Priority Area: Women

Key Action or Deliverable	Lead Agency & Partners	Target Delivery Date & Priority	Status & Monitoring Comments
Support agencies in any investigations into existing service gaps and opportunities for health services, including rural outreach services (health, mental health etc.) and viability of Child and Family centre for visiting services	SLHD, ULSC	July 2013-2018	Ongoing

Social and Community Plan 2013 – 2018 Action Plan

Priority Area: Older People

Key Action or Deliverable	Lead Agency & Partners	Target Delivery Date & Priority	Status & Monitoring Comments
Work with key stakeholders to plan appropriately for the needs of the ageing population	SLHD, ULSC	July 2013-2018	Ongoing
Investigate the feasibility of a heated therapeutic indoor swimming pool for Crookwell, including setup and ongoing costs and possible funding opportunities.	ULSC	Completed	Completed Feb 2014
Encourage participation by older people as volunteers in particular programs - as peer educators	ULSC & Community Groups	July 2013-2018	Ongoing
Support agencies in any investigations into existing service gaps and opportunities for health services, including rural outreach services (health, mental health etc.) and viability of Child and Family centre for visiting services	ULSC, SLHD, Community Groups	July 2013-2018	Ongoing

Priority Area: People with Disabilities

Key Action or Deliverable	Lead Agency & Partners	Target Delivery Date & Priority	Status & Monitoring Comments
ULSC continue to support the Crookwell Access Committee	ULSC	Ongoing	Ongoing
Disability services conduct shire wide promotion of services and assistance available	ULSC, SLHD	July 2013-2018	Ongoing

Social and Community Plan 2013 – 2018 Action Plan

Priority Area: Aboriginal and Torres Strait Islander People

Key Action or Deliverable	Lead Agency & Partners	Target Delivery Date & Priority	Status & Monitoring Comments
In local tourist maps, include any indigenous sites of significance with commentary.	ULSC, LALC	July 2013-2018	Ongoing
Support development of partnerships between relevant authorities	SLHD, ULSC, LALC	July 2013-2018	Ongoing
Encourage service providers and key stakeholders to consult with the Aboriginal Community	SLHD, ULSC, LALC	July 2013-2018	Ongoing

Priority Area: People from Culturally and Linguistically Diverse backgrounds

Key Action or Deliverable	Lead Agency & Partners	Target Delivery Date & Priority	Status & Monitoring Comments
Support activities raising awareness of other cultures across the Shire	ULSC	July 2013-2018	Ongoing
Encourage inclusiveness in community activities	ULSC	July 2013-2018	Ongoing
Encourage different cultural groups to share their culture at key community events	ULSC	July 2013-2018	Ongoing

Social and Community Plan 2013 – 2018 Action Plan

Support arts and cultural activities across the shire and support localities to seek funding to host events	ULSC	July 2013-2018	Ongoing
---	------	----------------	---------

Priority Area: Men

Key Action or Deliverable	Lead Agency & Partners	Target Delivery Date & Priority	Status & Monitoring Comments
Support agencies in investigation options for counselling services specifically for men	ULSC	July 2013-2018	Ongoing
Support and promote cancer awareness campaigns and screenings	SLHD, ULSC	July 2013-2018	Ongoing
Building relationships with the relevant Chamber of Commerce, Government agencies, Community groups to support and enhance community based support programs and activities	ULSC, Chamber of Commerce, Community Groups,	July 2013-2018	Ongoing

Priority Area: Rural Community

Key Action or Deliverable	Lead Agency & Partners	Target Delivery Date & Priority	Status & Monitoring Comments
Support relevant agencies and programs in the rural sector – Rural Support Program Assistance Guide, drought support and natural disaster.	DPI/SLHD	July 2013-2014	Completed
Directory of support services available in the region be updated and distributed in Council newsletter and on the website	ULSC	July 2013-2018	Ongoing

Social and Community Plan 2013 – 2018 Action Plan

Priority Area: Transport & Connectivity

Key Action or Deliverable	Lead Agency & Partners	Target Delivery Date & Priority	Status & Monitoring Comments
Advertising of services in local papers, 'The Voice', local notice boards, service group newsletters, Council website	ULSC	July 2013-2018	Ongoing
Commitment to building on existing community services and infrastructure such as the Community Centre, and increased awareness and promotion by Council of the work that is being done in the community.	ULSC	July 2013-2018	Ongoing



Disability Inclusion Action Plan

2017 – 2020

Original Plan adopted by Council 15 June 2017 Minute No. 161/17
Effective 15 June 2017

Table of Contents

Table of Contents	2
Message from the Mayor.....	3
Background.....	4
Legislation and Policy.....	5
Community Profile.....	8
People living with a disability.....	9
Age.....	10
Income.....	11
Living Arrangements	12
Carers.....	13
Indigenous status	13
English proficiency	13
Education	14
Employment	14
Mobility Parking Spaces	16
Community Consultation	17
Service Provider Survey responses	17
Upper Lachlan Shire Staff Survey responses	19
Community DIAP Survey responses	21
Summary of issues from community consultation in four disability inclusion focus areas	23
Strategies and Actions	24
Monitoring and Evaluation.....	29
Monitoring.....	29
Reporting.....	29
Review.....	29
Acknowledgement	29

Message from the Mayor

It is with pleasure that I present Upper Lachlan Shire Council's Disability Inclusion Action Plan 2017-2020.

Council is working towards creating a Shire 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 our services, facilities, systems and programs over a four year period. I would like to thank the community members, service providers and Council staff who participated in the consultation process which helped shape and inform the Plan.



Handwritten signature of Brian McCormack in black ink.

**Councillor Brian McCormack OAM
Mayor**



Handwritten signature of John K Bell in black ink.

**John K Bell
General Manager**

Acknowledgement of Country

Upper Lachlan Shire Council would like to acknowledge the Traditional Custodians of this Land. Council would also like to pay respect to the Elders past and present, of the Wiradjuri Nation, and extend that respect to other Aboriginals present.

Background

In August 2014 the NSW Disability Inclusion Act 2014 was passed and requires Council to develop a Disability Inclusion Action Plan to help remove barriers and enable people with a disability to participate fully in their communities.

Council's vision is for an inclusive and welcoming community where all residents and visitors enjoy a secure and friendly environment. Council's Disability Inclusion Action Plan will aim to provide better access to Council information, services and facilities ensuring people with disabilities can fully participate in their community.

This Plan was developed through consultation which included community, service provider and Council staff surveys.

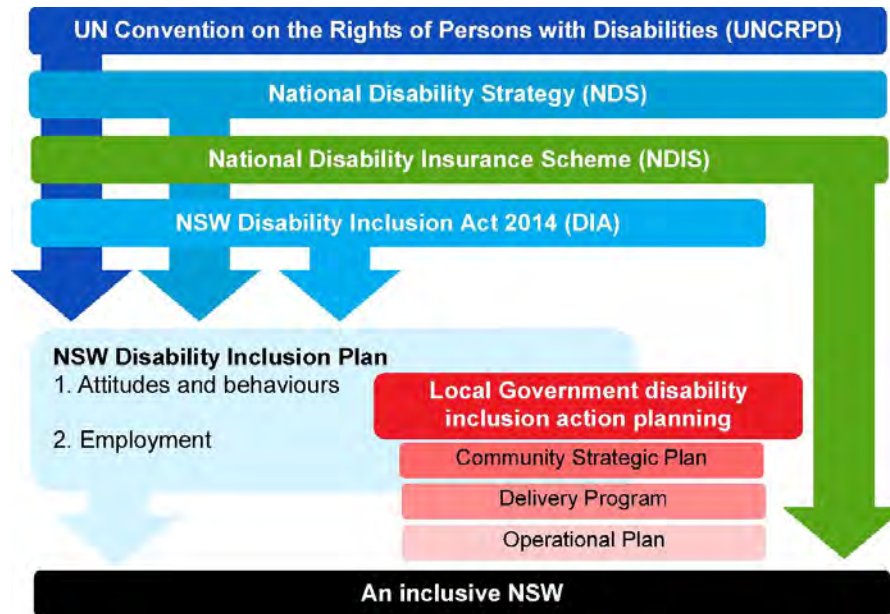
The plan was endorsed for public exhibition at the 20 April 2017 Ordinary Council meeting.

The Plan was formally adopted at the 15 June 2017 Ordinary Council meeting and takes effect from this date.

Legislation and Policy

International

The United Nations Convention on the Rights of Persons with Disabilities



Source: Disability Inclusion Action Planning Guidelines Local Government

The United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) protects the rights of all people with a disability around the world. Australia was one of the first countries to sign the Convention when it was ratified in 2008. The convention acknowledges that people with disability have the same human rights as those without disability. This commits participating governments to ensure these rights can be exercised and that barriers are removed. The UNCRPD supports the social model of disability. This recognises that attitudes, practices and structures are disabling and can create barriers to people with disability from enjoying economic participation, social inclusion and equality which are not an inevitable outcome of their disability.

The Convention is guided by the following principles:

- respect for inherent dignity, individual autonomy including the freedom to make one's own choices and independence of persons;
- non-discrimination;
- full and effective participation and inclusion in society;
- respect for difference and acceptance of persons with disabilities as part of human diversity and humanity;
- equality of opportunity;
- accessibility;
- equality between men and women;
- respect for the evolving capacities of children with disabilities and respect for the right of children with disabilities to preserve their identities.

National

National Disability Strategy 2010-2020

The National Disability Strategy 2010-2020 (developed in partnership by the Commonwealth, State, Territory and Local Governments) sets out a national plan for improving life for Australians with disability, their families and carers, to support the commitment made to the UNCRPD.

National Disability Insurance Scheme

The National Disability Insurance Scheme (NDIS) is a major reform that will deliver a national system of disability support focused on the individual needs and choices of people with disability. The NDIS gives participants more choice and control over how, when and where supports are provided.

State

The *Disability Inclusion Act 2014 (NSW)* provides the legislative framework to guide state and local government disability inclusion and access planning. The Act supports people with disabilities to access:

- the same human rights as other members of the community and that governments and communities have a responsibility to facilitate the exercise of those rights;
- independence and social and economic inclusion within the community; and
- choice and control in the pursuit of their goals and the planning and delivery of their supports and services.

In meeting the requirements under the Act for disability inclusion and access planning, Council must:

- (a) Specify how it will incorporate the UN human rights disability principles into its dealings with matters relating to people with disabilities.
- (b) Include strategies to support people with disabilities, for example, strategies to:
 - i. provide access to buildings, events and facilities
 - ii. provide access to information
 - iii. accommodate the specific needs of people with disabilities
 - iv. support employment of people with disabilities
 - v. encourage and create opportunities for people with disabilities to access services and activities
- (c) Include details of its consultation about the plan with people with disabilities and
- (d) Explain how the plan supports the goals of the State Disability Inclusion Plan, (that is, strategies that support the four key DIAP areas).

The Act requires NSW government departments, local councils and some other public authorities to develop and implement a Disability Inclusion Action Plan. The plan must be consistent with the State Disability Inclusion Plan and include strategies to increase access and participation.

Local

The Tablelands Regional Community Strategic Plan 2016-2036 was created by the community and provides a long term vision for the Shire. The Tablelands Regional Community Strategic Plan informs Council's Delivery Program and Operational Plan, which set out Council's role in achieving the community's vision. Other Council plans and documents relevant to the Disability Inclusion Action Plan include:

- Delivery Program
- Operational Plan
- Workforce Plan
- Long-Term Financial Plan
- Infrastructure Plan
- Social and Community Plan
- Ageing Strategy
- Community Engagement Strategy and Communications Plan
- Tourism Strategic Plan
- Cultural Plan
- Upper Lachlan Local Environmental Plan 2010
- Climate Change Adaption Strategy
- Equal Employment Opportunity Plan
- Information Technology Strategic Plan
- Business Continuity Plan

Development of the Disability Inclusion Action Plan is supported by the Delivery Program aspirations as follows:

- A built environment enhancing the lifestyle of a diverse community
- Community liaison to preserve and enhance community facilities
- People attaining health and wellbeing
- Resilient and adaptable communities

Other legislation and standards informing Council's work

- Commonwealth Disability Discrimination Act 1992
- Commonwealth Disability (Access to Premises-Buildings) Standards 2010
- NSW Anti-Discrimination Act 1977
- Carers Recognition Act 2012
- Local Government Act 1993 and Local Government (General) Regulation 2005

Community Profile

The *Disability Inclusion Act 2014* (DIA) defines disability as:

“The long-term physical, mental, intellectual or sensory impairment which in interaction with various barriers may hinder the full and effective participation in society on an equal basis with others.”

The regional city of Goulburn, in neighbouring Goulburn-Mulwaree LGA had a population of 21,484 in 2011 (ABS 2012c). It is located 44 kilometres (33 minutes) from Crookwell. Taralga is approximately the same distance to Goulburn. Canberra city is approximately a 1.5 hour drive, 112 kilometres from Crookwell (Google Maps, 2016).

The population (‘preliminary estimate’) of the Upper Lachlan Local Government Area (LGA) in June 2015 was 7,876 (ABS 2016). The population of the LGA at the 2011 Census was 7,193 (ABS 2012a). Table 1 below shows the population of each of the urban areas, and the remaining rural area, at that time.

Table 1: Population, Upper Lachlan LGA, 2011

Geographic area*	Total population	Proportion of total population of LGA
Crookwell	2,014	28%
Gunning	483	7%
Dalton	107	1%
Taralga	284	4%
Remaining rural areas of the LGA	4,305	60%
Upper Lachlan LGA	7,193	

Note: * the geographic areas used for each of the towns are the ABS 2011 Census geographic areas of ‘Urban Centre/Locality’. This classification is the closest approximation of the generally accepted ‘built up urban area’ of each location. Unfortunately the Shire’s other built up areas of Bigga, Binda, Collector, Grabben Gullen, Laggan, and Tuena do not have their own separate urban classifications in the Census. Data for these areas in the Census includes not just the built up area but also the surrounding rural areas.

Source: Australian Bureau of Statistics 2011 Census of Population and Housing Basic Community Profiles Table B01

In 2011, 40% of the population resided in four ‘urban’ areas of the LGA (Crookwell, Gunning, Dalton and Taralga) with the remaining 60% living in the ‘rural’ areas, although these ‘rural’ areas also included the villages of Bigga, Binda, Collector, Grabben Gullen, Laggan, and Tuena. The reason for the urban classification of only some areas is given in the Note to Table 1.

The first results from the 2016 Census are due to be released in mid 2017.

People living with a disability

In NSW, there are over 1.3 million people living with disability. Disability may be acquired at birth or early in life, or may be the result of accident, illness or injury throughout life. Disability rates increase substantially as people age, with close to 40% of people having some form of disability by the time they are 70 years old. People experience a range of impacts due to disability, with over 6% of the population experiencing profound or severe disability. (NSW Government, 2015)

The 2011 Census identified that there were 382 people in the ULSC LGA who had 'need for assistance with core activities' (ABS, 2012a). This Census variable "measures the number of people with a *profound or severe disability*. People with a profound or severe disability are defined as those people needing help or assistance in one or more of the three core activity areas of self-care, mobility and communication, because of a disability, long term health condition (lasting six months or more) or old age". (ABS, 2011).

Of those 382 people with a profound or severe disability in the LGA in 2011:

- 183 were male
- 199 were female
- 159 (or 42%) resided in the Crookwell urban area
- 23 (or 6%) resided in the Gunning urban area
- 6 (or 2%) resided in the Dalton urban area
- 31 (or 8%) resided in the Taralga urban area
- 163 (or 43%) resided in the remaining rural areas of the LGA (ABS, 2012b)

The percentage of people needing assistance as a proportion of the total population in the ULSC LGA in 2011 was 5.3%. In comparison, the proportion in the region (Goulburn-Yass Statistical Area 3) was 5.5% and NSW 4.9% (ABS, 2012a). Goulburn-Yass Statistical Area 3 includes the LGAs of Upper Lachlan, Goulburn-Mulwaree, Boorowa, Young, Harden and Yass Valley.

In addition, there were 313 people in ULSC LGA in 2011 who did not state whether or not they 'needed assistance', so it is possible that the actual number and proportion of people with a profound or severe disability is higher than that stated above (ABS 2012a).

In comparison, in 2006, there were 324 people needing assistance in the ULSC LGA of a total population of 7,054 (4.6%), with an additional 393 people not stating whether or not they needed assistance (ABS, 2007).

Details of the total number of people with a disability – including those with a moderate or mild disability – are not available from the Census. Data modelled by the Public Health Information Development Unit (PHIDU, 2015) estimated that there were 838 people aged 18 years and over in the ULSC LGA in 2010 with profound/severe/moderate/mild core activity restriction. This number would presumably include the people counted above in the 2011 Census.

(PHIDU 2015, using data compiled by PHIDU based on modelled estimates from the 2010 General Social Survey, ABS (unpublished); and the ABS Estimated Resident Population, 30 June 2010).

Note: these modelled estimates do not represent data collected in administrative or other data sets. As such, they should be used with caution, and treated as indicative of the likely social dimensions present in an area.

Age

Table 2 below shows the number of people requiring assistance with core activities by age group in the LGA, and in the urban areas, in 2011.

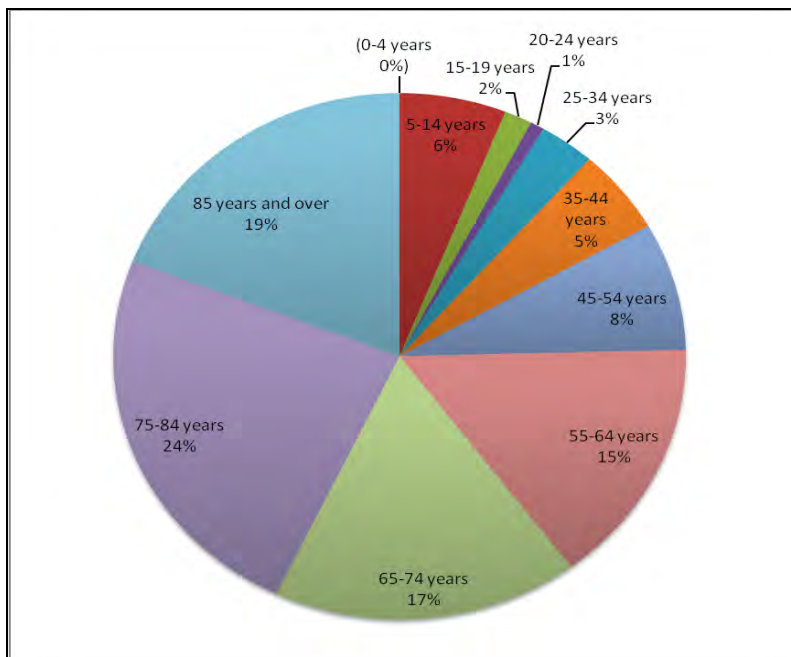
Table 2: Need for assistance with core activities by age, 2011

Age	Number of people needing assistance with core activities				
	Crookwell	Gunning	Dalton	Taralga	ULSC LGA
0-4 years	0	0	0	0	0
5-14 years	9	0	0	0	23
15-19 years	0	3	0	0	6
20-24 years	3	0	0	0	3
25-34 years	3	0	0	0	12
35-44 years	4	0	0	0	20
45-54 years	8	3	3	0	30
55-64 years	24	6	0	0	58
65-74 years	27	8	0	9	66
75-84 years	41	3	0	10	91
85 years and over	40	0	3	12	73
Total people needing assistance	159	23	6	31	382
Total population	2,014	483	107	284	7,194

Source: ABS Census of Population and Housing 2011, Basic Community Profile Table B18

The following graph is extracted from Table 2 and shows the *proportions* of people needing assistance with core activities in the various age groups in the ULSC LGA in 2011.

Figure 1: ULSC LGA: Age groups of people needing assistance with core activities, 2011



Income

Data from the Australian Government shows the following recipients of Department of Social Security payments in the December 2015 quarter in the ULSC LGA (*Australian Government Department of Social Services 2016a*):

- Disability Support Pension – 269
- Carer Allowance – 209
- Carer Allowance (Child Health Care Card only) – less than 20
- Carer Payment – 79
- Commonwealth Seniors Health Card – 201
- Age Pension – 1,062
- Pensioner Concession Card – 1,523

Notes: The following are descriptions of each of the allowances listed above:

- Disability Support Pension - Financial support for people who have a physical, intellectual or psychiatric condition that stops them from working or people who are permanently blind
- Carer Allowance - is a fortnightly income supplement for parents or carers providing additional daily care and attention to an adult or dependent child with disability or a medical condition, or to someone who is frail aged. Carer Allowance is not income and assets tested, is not taxable and can be paid in addition to wages, Carer Payment or any other income support payment.
- Carer Payment - provides financial support to people who are unable to work in substantial paid employment because they provide full time daily care to someone with severe disability or medical condition, or to someone who is frail aged.
- Commonwealth Seniors Health Card - assists eligible people who have reached the qualifying age for Age Pension with certain health and prescription costs
- Age Pension – designed to provide income support to older Australians who need it, while encouraging pensioners to maximise their overall incomes. The Age Pension is paid to people who meet age and residency requirements, subject to a means test.
- Pensioner Concession Card - assists pensioners and selected benefit recipients with certain living costs by allowing access to specific goods and services at a concessional rate. (*Australian Government Department of Social Services 2016b*).

In the 2011 Census, 295 people with a 'need for assistance for core activities' stated their weekly personal income. Of the 5,080 people without a 'need for assistance with core activities' stated their income. A comparison of the percentages in each income bracket is given in Table 3 below.

Table 3: Weekly personal income, ULSC LGA, 2011

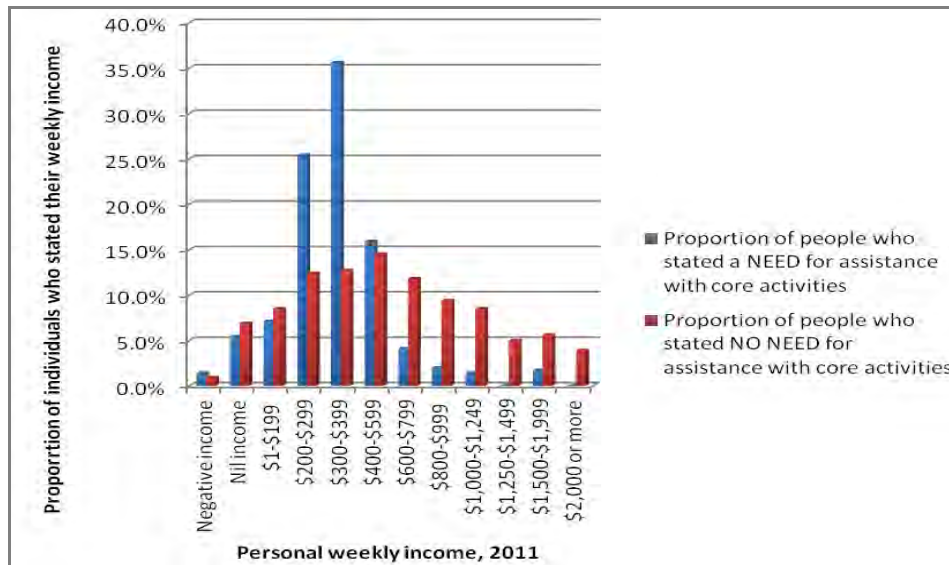
Weekly personal income, 2011	Proportion of people who stated a need for assistance with core activities	Proportion of people who stated no need for assistance with core activities
Negative income	1.4%	0.9%
Nil income	5.4%	6.9%
\$1-\$199 (\$1-\$10,399)	7.1%	8.5%
\$200-\$299 (\$10,400-\$15,599)	25.4%	12.4%
\$300-\$399 (\$15,600-\$20,799)	35.6%	12.7%
\$400-\$599 (\$20,800-\$31,199)	15.9%	14.5%
\$600-\$799 (\$31,200-\$41,599)	4.1%	11.8%
\$800-\$999 (\$41,600-\$51,999)	2.0%	9.4%
\$1,000-\$1,249 (\$52,000-\$64,999)	1.4%	8.5%
\$1,250-\$1,499 (\$65,000-\$77,999)	0.0%	5.0%
\$1,500-\$1,999 (\$78,000-\$103,999)	1.7%	5.6%
\$2,000 or more (\$104,000 or more)	0.0%	3.9%
Total number of individuals with income stated	295	5,080

Source: ABS Census of Population and Housing 2011, Tablebuilder

Table 3 shows the discrepancy between in income levels between people who do and do not require assistance with core activities. While only 9 % of people requiring assistance had a weekly personal income of \$600 or more, 44 % of people *not* requiring assistance had an income of this level or higher.

The following graph (extract of Table 3) highlights the discrepancy in the spread of incomes between people with and people without a need for assistance in ULSC LGA in 2011.

Figure 2: ULSC LGA Personal weekly income by need for assistance with core activities 2011



Living Arrangements

In ULSC LGA in 2011, of the 378 people with a profound or severe disability (needing core assistance), there were 310 people living in the community; and 68 living in living in long-term accommodation (ie long-term residential accommodation in aged care facility, accommodation for the retired or aged (not self-contained), hostels for the disabled and psychiatric hospitals).

Of the 155 people (41%) aged 0 to 64 years with a profound or severe disability, in 2011 there were 148 people living in the community; and 7 people living in long-term accommodation.

Of the 223 people (59%) aged 65 years and over with a profound or severe disability in 2011 there were 162 people living in the community; and 61 living in long-term accommodation (PHIDU, 2015)

People living in long-term accommodation are likely to be living in the following facilities:

- Taralga
 - Sunset Lodge (23 bed aged care facility with high and low care) and Self care units
- Crookwell
 - Viewhaven Lodge (45 beds – principally high care)
 - Self care units
 - Clifton Village (Uniting Care)
 - Nura Village (private aged housing)
- Gunning
 - Self care units (Lions Club)

Carers

A carer is anyone who provides informal care and support to a family member or friend who has a disability, mental illness, drug or alcohol dependency, chronic condition, terminal illness or who is frail. There are approximately 2.7 million carers in Australia, of whom more than 857,000 live in NSW ⁽¹⁾.

While not all people with disability have a carer, informal care is the main source of support for people with disability ⁽²⁾. The majority (81%) of people with disability who require assistance are supported by a carer, as defined above. People with disability who need help with self-care, mobility or communication are particularly likely (91%) to receive support from a carer.⁽³⁾

(Carers NSW, 2014) citing:

1. Australian Bureau of Statistics (2014), Disability, Ageing and Carers, Australia: Summary of Findings, 2012, Catalogue no. 4430.0, Carer tables, Table 36.
2. Productivity Commission (2011), Disability Care and Support, Report no. 54, Productivity Commission, Canberra, page 704.
3. ABS (2014), Disability, Ageing and Carers, Australia: Summary of Findings, 2012, Disability tables, Table 15

In the ULSC LGA in 2011, there were 792 people aged 15 years and over providing assistance to persons with a disability, which was 13.5% of the population over 15 years of age. This compares with the following percentages for the region and NSW:

- Goulburn-Yass Statistical Area 3 – 12.5%
- NSW – 11.4% (ABS, 2012c)

Notes: The 'Assistance to persons with a disability (unpaid)' variable records people who, in the two weeks prior to the 2011 Census Night, spent time providing unpaid care, help or assistance to family members or others because of a disability, a long-term illness (lasting six months or more) and/or problems related to older age. The data excludes the 8.5% of persons aged 15 years and over whose unpaid assistance to persons with a disability was not stated (the proportion excluded was calculated based on the Australian data). (PHIDU, 2015)

In addition, there were 448 people in the LGA in 2011 who did not state whether or not they 'provided assistance', so it is possible that the actual number and proportion of carers in the LGA is higher than that stated. (ABS, 2012b)

Indigenous status

At the 2011 Census, 121 people, or 1.7% of the total population of the ULSC LGA identified as indigenous, compared with 2.6% in Goulburn-Yass Statistical Area 3, and 2.5% across NSW (ABS, 2012c).

In 2011, only 7 people who identified as indigenous in the LGA stated that they had a 'need for assistance with core activities' (ABS, 2012b).

Of the 792 people over 15 years 'providing assistance to people with a disability' in the LGA in 2011, 16 people (2%) identified as indigenous. (ABS, 2012b)

English proficiency

Of the 382 people 'needing assistance with core activities' in the ULSC LGA in 2011, negligible numbers spoke English 'not at all' or 'not very well' (there were not enough people in this category to provide any meaningful statistic). (ABS, 2012b). It is possible that there are people in this category but who did not answer the Census question as to whether they needed assistance.

Education

In 2011, the following number of people 'needing assistance with core activities' residing in the Upper Lachlan LGA attended the following educational institutions (not necessarily located in the LGA):

- Pre-school – 0
- Infants/Primary – Government – 13
- Infants/Primary – Catholic – 4
- Infants/Primary - Other Non Government – 0
- Secondary – Government – 7
- Secondary – Catholic or non-government – 0
- Technical or Further Educational Institution (including TAFE Colleges) – 3
- University or other Tertiary Institution – 0

Employment

Table 4 below shows the employment status of people in the ULSC LGA in 2011 who needed assistance with core activities.

Table 4: Need for assistance with core activities by employment status, Upper Lachlan LGA, 2011

Employment status	No of people who need assistance with core activities
Employed, worked full-time	13
Employed, worked part-time	17
Employed, away from work	7
Unemployed, looking for full-time work	0
Unemployed, looking for part-time work	3
<i>Proportion of labour force unemployed</i>	<i>7.5%</i>
TOTAL LABOUR FORCE	40
Not in the labour force	306
<i>Proportion of people not in the labour force</i>	<i>88.4%</i>
Total	346

Notes: Count of people 15 years and over, some cells in this table were randomly adjusted in the Census data output to avoid the release of confidential data. No reliance should be placed on small cells.

Source: ABS Census of Population and Housing 2011, Tablebuilder

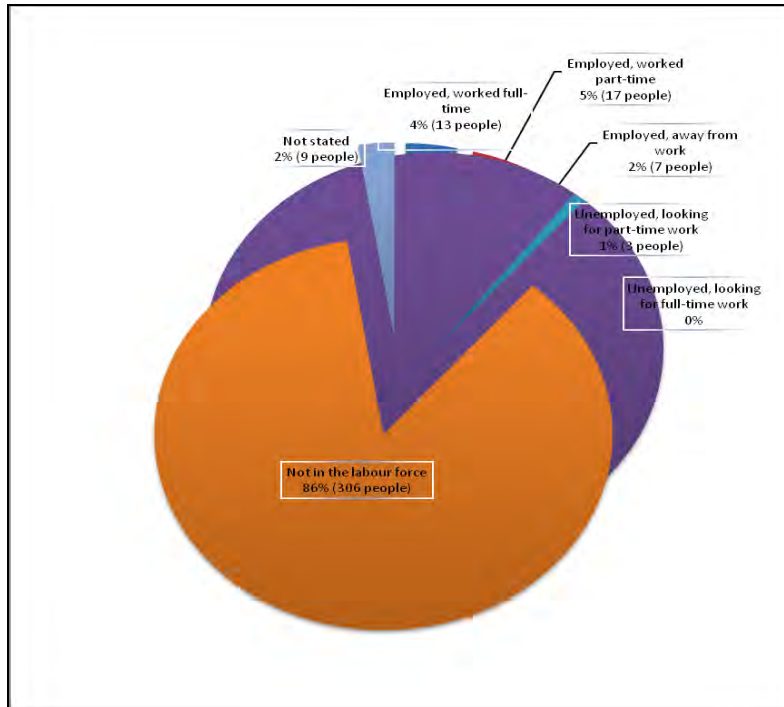
Table 4 shows that of people over 15 years in the LGA who needed assistance with core activities in 2011:

- 37 people were employed, the majority part-time
- Three people were unemployed and looking for part-time work
- Almost 90% were not in the labour force (even though they were over 15 and were eligible to be, if they were not enrolled in education – see further explanation below)

There were an additional 9 people who required assistance with core activities in the LGA who did not state their employment status.

Figure 3 is extracted from Table 4 and shows the employment status of people in the Upper Lachlan LGA in 2011 who needed assistance with core activities.

Figure 3: ULSC LGA – employment status of people over 15 who require assistance with core activities, 2011



Similar 2011 data was extracted for Crookwell, but because of the small number of respondents, the ABS randomly adjusts the Census data output to avoid the release of confidential data, therefore making meaningful analysis of Crookwell data impossible.

To put the employment numbers in the LGA in perspective, the total number of people in the labour force residing in the ULSC LGA at 2011 was 3,582, and the 40 people with a profound or severe disability represent 1.1% of that total number.

The most common reasons for being ‘not in the labour force’ in Australia are attending an educational institution, being retired or voluntarily inactive, having a long term health condition or disability, or performing home duties (ABS, 2014).

The data above only provides information about people with a profound or severe disability. The following is information about services supporting the LGA:

- Community Gateway was a case management service, which is now Service Co-ordination. Their role is to support people to develop and implement their NDIS plan once it has been approved. This assists with people having a choice of whoever they like for services and activities as we are independent of the other services in the region
- Endeavour industries, Goulburn – currently employ 4 people from ULSC LGA

- Essential Employment and Training now has an office in Crookwell. They offer a day program and will be expanding services as people have their National Disability Insurance Scheme assessments and plans approved. They also do supported employment and transition to work programs with school leavers.
- Upper Lachlan Interagency operates out of Crookwell Hospital and it is a combination of services, both Government and Non-Government Organisation who provide support in the Upper Lachlan for Children, families, youth, aged, mental health, disabilities, transport, Allied Health.
- Upper Lachlan Community Care is the division of Crookwell/Taralga Aged Care that delivers community based services and services for people with a disability. This service compliments our residential aged care services.
- Upper Lachlan Shire Council Access Committee is currently being reviewed to provide improved service for the community.

Mobility Parking Spaces

The Roads and Maritime Services (RMS) has compiled data by Local Government Area on the number of Mobility Parking Spaces Upper Lachlan Shire. For the final quarter in 2016 the following permits were issued:

LGA	Total	MPS permit class		
		Individual	Organisation	Temporary
Upper Lachlan	449	423	16	10

The RMS data compiled by Postcode is not directly comparable to the Upper Lachlan as large locations outside the Shire (including Goulburn and Yass) share the same Postcode as some Upper Lachlan locations. The numbers of permit issued in Postcode 2583 are:

Postcode	Total	MPS permit class		
		Individual	Organisation	Temporary
2583	318	305	8	5

The Mobility Parking permit classes are defined as:

- Individual – Issued for a period of 5 years to eligible people with permanent disabilities affecting their mobility, who drive vehicles or who are passengers in vehicles
- Temporary – Issued for up to six months to eligible people with temporary disabilities affecting their mobility, who drive vehicles or who are passengers in vehicles
- Organisation – Issued to organisations that have been assessed by Roads and Maritime Services as meeting a genuine need to transport eligible people

Community Consultation

As part of this process Council sought feedback through Community, Upper Lachlan Shire Staff and Service Provider surveys. These surveys were available in both hard copy and electronic versions, able to be accessed on Council's website, in all Council Offices and Local Libraries and sent to relevant Service Providers and groups.

The following provides a Summary of the results of the Surveys.

Service Provider Survey responses

After making initial telephone and email contact to determine relevant Service Providers for the Shire the Survey was provided electronically with the Survey period from 14 November to 16 December 2016.

A total of 5 surveys were received.

1. Crookwell Hospital – Acute Care – State and Commonwealth funded
2. Upper Lachlan Community Care – NDIS and Aged Care provider – Commonwealth funded
3. Richmond Fellowship – Community Mental Health – Commonwealth funded
4. Gunning Community Care – Aged and Disability Home Care Services – State and Commonwealth funded and Voluntary Not for Profit
5. Valmar Support Service – Community Transport – State and Commonwealth funded

The following is a summary of survey responses:

Is the community is welcoming of people with disabilities ?

These comments are Service for the community not community (individuals) related.

- Accessibility to transport services a significant issue if disability support pension not available.
- Majority of businesses are accessible however certain businesses create problems for walkers and wheelchairs.
- Access to disabled toilets limited to key use in some areas.

Are Council's facilities accessible ?

- Limited access to disabled toilets – due to need for a key.
- Swimming pools – times to access pools is limited, earlier starts and later closing would benefit all.
- Some amenities are very small to be able to use wheelchairs /scooters.
- Footpaths and parking around the main streets not easy to navigate.

Employment programs

- Essential Employment and Training, with most not aware of any employment programs.

Access Committee

- Generally not aware of the Committee and that it was active.

Council information publications

- All Council information publications are considered accessible and The Voice is a very important publication.

Additional comments

- Extra consideration required for services in Gunning, Tuena, Taralga and Bigga.
- Request hydrotherapy pool in Crookwell.
- Access Committee to be more visible especially with NDIS as many people with a disability will have greater access to the community.
- Significant gap and burden for individuals, families and services supporting young people <16 with mental health. ILC funding set up alongside the NDIS designed to support communities who identify a gap. Set up to fund innovative initiatives.

Upper Lachlan Shire Staff Survey responses

This Survey was distributed to all staff and the Survey period was 14 November 2016 to 1 December 2016 with 33 surveys received and summarised as follows:

1	Age	63% – 36 to 55 years 19% – 56 to 65 years 16% – 26 to 35 years
2	Indoor or Outdoor worker	84% – Indoor 21% – Outdoor (some both)
3	Have a disability	91% – No 6% – Yes: Vision 6% – Yes: Hearing
4	Any problems that prevent members of the public with a disability accessing Council services	36% – Yes 64% – No
5	Awareness of relevant Council policy or procedures	35% – Yes 65% – No
6(1)	Level of awareness of people with vision disabilities	6% – Low 79% – Fair-Good 15% – Excellent
6(2)	Level of awareness of people with hearing disabilities	3% – Low 82% – Fair-Good 15% – Excellent
6(3)	Level of awareness of people with mobility disabilities	6% – Low 79% – Fair-Good 15% – Excellent
6(4)	Level of awareness of people with intellectual disabilities	6% – Low 67% – Fair-Good 9% – Excellent
7(1)	People with disabilities should be employed in special work environments	3% – Agree 85% – Disagree 12% – Unsure
7(2)	People with disabilities have same rights as others including the right to work	91% – Agree 3% – Disagree 6% – Unsure
7(3)	Most people with disabilities are better placed in regular workplaces rather than special training programs	67% – Agree 9% – Disagree 24% – Unsure
7(4)	Everyone benefits being part of a workplace that is inclusive of people with disabilities	85% – Agree 3% – Disagree 12% – Unsure
7(5)	Most people with a disability are unable to work	3% – Agree 91% – Disagree 6% – Unsure
7(6)	Comfortable if workplace/job changed because a co-workers is a person with a disability	70% – Agree 3% – Disagree 27% – Unsure

In regard to the following questions, additional comments were provided:

Q3. Does disability affect work ?

No

Q4. Any problems that prevent members of the public with a disability accessing Council services ?

- Administration office, front glass doors entry, cramped reception area.
- Access through front doors for wheelchair and walker users
- Some access to buildings and facilities
- People with vision impairment may not be able to view media releases/news items published on Council website or published in print media
- Ensuring website is accessible for those with a disability
- Toilet facilities
- Access to public areas, eg Council Chambers

Q5. Awareness of relevant Council policy or procedures ?

Staff cited Equal Employment Opportunity, Code of Conduct, Bullying and Harassment, MLAK facilities, Access in Planning, Disability Inclusion Action Act, Recruitment and Selection Policy, Access policy, Pedestrian Access Mobility Plan, Plan of Management.

Q8. Additional comments

- Have family members with a disability
- All workplaces can benefit from employing people with special needs.
- Depends on the level of disability.
- Unsure how I would feel until I know what changes would be made to my job.
- Working with someone with a disability is not an issue, losing job would be.
- People with a disability have the same rights as all other people, including the right to work.

Community DIAP Survey responses

The Community DIAP Survey was available online through Council's website and in print at all Council Administration Offices and Libraries (Crookwell, Gunning and Taralga). The Survey period was initially 24 November to 16 December 2016 and was then extended to 21 January 2017.

A total of 122 surveys were received (19 submitted online and 103 hard copy) and the following is a summary of those results:

1	Age	63% – aged over 65 years 17% – 55-64 years old
2	Gender	69% female and 31% male
3	Live in	80% reside in Crookwell, 7% in Gunning
4	Language	98% English
5	Carer or Person with a disability	28% – Carer 44% – Person with a disability 27% – Neither
6	Community welcoming of people with disabilities	43% – Yes 54% – No * * the No responses relate to access to buildings not to actual community members.
7	Council facilities accessible	45% – Yes 55% – No
8	Aware of employment initiatives	7% – Yes 88% – No
9	Aware of Council's Access Committee	28% – Yes 66% – No
10	Council information publications accessible	66% – Yes * 29% – No * overwhelming Yes for The Voice as a number of respondents do not use the internet.

In regard to the following questions, additional comments were provided:

Q6. Do you think ULSC community is welcoming of people with disabilities ?

- The responses to community attitude were positive with only one comment regarding attitudes, discrimination and lack of education.
- The majority of the comments relate to access to businesses and shops with some having good access and others having poor access with no ramps, poor wheelchair/pram access and too many steps.
- Disabled parking considered to be inadequately located and not enough spaces.
- Some footpath areas uneven and poor night lighting.
- Speed limit through Gunning Main Street too fast.
- Not aware of a fully fenced inclusive and accessible playground in the Shire.

Q7. Do you think ULSC facilities are accessible ?

- Disabled toilets required an access key which has a fee.
- Poor access to public toilets from the rear car park (Crookwell).
- Indoor heated pool required for retirees.
- Required improved maintenance of roadside gutters and footpaths.
- Access to Council admin office and Gunning Hall difficult.
- Insufficient and poorly located disabled parking spaces.
- Disabled access required for swimming pools.
- Change rooms/areas required for people with a disability at Council facilities.
- The majority of the comments relate to access to businesses and shops with some having good access and others having poor access with no ramps, poor wheelchair/pram access and too many steps.

Q8. Aware of any employment programs/initiatives in ULSC ?

- Of those that responded majority are aware of Essential Employment located in Crookwell.
- There were comments of discrimination in employment by Council of staff from outside the area and not employing someone with a disability.
- Also jobs in shops going to friends and relatives.

Q9. Aware of Council's Access Committee and what it does?

Majority of the respondents were not aware of the existence of an Access Committee or of its role. Most were interested in seeing this Committee become more active in the community.

Q10. Are Council's publication and website accessible ?

Most people find Council's information publications accessible with overwhelming support for The Voice. Those that did not find the website accessible mainly related to the lack or no use of the internet as part of their lifestyle.

Perhaps include more community based news/information in The Voice and ensure the website contact information for community groups etc are kept up to date.

Q11. Additional comments

There were a number of additional comments provided by respondents and the issues relevant to the preparation of the DIAP are:

- Access.
- Access ramps into businesses.
- Disability parking (number, location).
- Parking in the main street.
- Footpaths (condition, vegetation overhanging).
- Walking track.
- Vision impaired assistance.

Summary of issues from community consultation in four disability inclusion focus areas

1. Attitudes and Behaviours

The community responses to attitude were positive with only one comment out of 122 expressing attitudes, discrimination and lack of education. There was general comment that more discussion is required within the community regarding the needs of disabled and the need for more awareness of the needs of people with disabilities. Timely to review and update Council's Access Committee to encourage inclusion of people with a disability.

2. Liveable communities

Access to facilities and services is important for all members of the community and was the main issue highlighted by the community in the survey responses. The issues associated with access were:

- Ramps into businesses.
- Disability parking (number, location).
- Parking in the main street.
- Footpaths (condition, vegetation overhanging).
- Walking track.
- Vision impaired assistance.

3. Employment

Opportunities for employment are important for all members of the community and the provision of local employment helps guarantee the future of rural local communities. There may be opportunities to collaborate with relevant employment agencies to promote employment within the area for people with a disability. Ensure that all Council employment recruitment processes do not discriminate people with a disability.

4. Systems and Processes

Majority of survey respondents find Council's information publications accessible with overwhelming support for The Voice. Those that did not find the website accessible mainly related to the lack or no use of the internet as part of their lifestyle.

Information may be improved by including more community based news/information in The Voice and ensuring the website contact information for community groups etc are kept up to date with links to the National Disability Insurance Scheme and other relevant agencies/resources.

Strategies and Actions

Focus Area 1 – Attitudes and Behaviour					
Strategic Goal	Action	Measurement	Responsibility	Timeframe	CSP Link
Promote positive attitudes and behaviour	Encourage inclusion of people with a disability in Council's Access Committee	Increased number of members representing the interests and needs of people with a disability	Council's Works and Operation Department	December 2017 Completed and ongoing	<p>Strategy CO1 – Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport.</p> <p>Strategy CO2 – Encourage and facilitate active and creative participation in community life.</p> <p>Strategy CO3 – Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community.</p>
	Adapt and distribute a "Missed Business Guide" to local businesses	"Missed Business Guide" adapted to Council and distributed to local businesses	Economic Development Officer	December 2017 Completed	<p>Strategy CO3 – Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community.</p>

Strategies and Actions

Focus Area 2 – Liveable Communities					
Strategic Goal	Action	Measurement	Responsibility	Timeframe	CSP Link
Safe and accessible community facilities	Investigate existing locations and requirement for additional disabled parking spaces	Additional disability parking space/s provided	Works and Operations Department and Council's Traffic and Access Committees	July 2018 Completed – Access Committee has undertaken a review and provided recommendations	Strategy CO1 – Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport.
	Investigate options for providing suitable access for people with vision impairment to key facilities	Vision impaired assistance options identified and implementation prioritised	Works and Operations Department and Council's Traffic and Access Committees	July 2018 Not Completed – Access Committee recommendations to be implemented by July 2019	Strategy CO2 – Encourage and facilitate active and creative participation in community life.

Strategies and Actions

Focus Area 3 – Employment					
Strategic Goal	Action	Measurement	Responsibility	Timeframe	CSP Link
Supporting access to meaningful employment	Collaborate with relevant NDIS and employment organisations and agencies to promote employment within the local government area for people with a disability	Provision of information on Council's website supporting this action	Human Resources, Economic Development Officer	July 2018 Completed and ongoing	Strategy EC5 – Encourage collaboration between businesses, government, and training providers to develop employment and training opportunities for young people in the region.
	Review Council's recruitment process to ensure it does not discriminate people with a disability	Council recruitment process updated and adopted by Council	Human Resources	July 2018 Not Completed – Recruitment and Selection Policy to be reviewed July 2019	Strategy EC5 – Encourage collaboration between businesses, government, and training providers to develop employment and training opportunities for young people in the region.

Strategies and Actions

Focus Area 4 – Services Systems and Processes					
Strategic Goal	Action	Measurement	Responsibility	Timeframe	CSP Link
Improve access to services through better systems and processes	Review current communication methods to ensure compliance with accessibility standards	Council's communication mechanisms comply with accessibility standards	Finance and Administration Department	December 2017 Completed – Information access id proactively released on Council website and communicated to relevant Committees, stakeholders and government agencies	<p>Strategy CL1 – Effect resourceful and respectful leadership and attentive representation of the community.</p> <p>Strategy CO2 – Encourage and facilitate active and creative participation in community life.</p> <p>Strategy CO3 – Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community.</p>
	Develop plan for website content compliance with disability standards	Website content meets accessibility standards	Finance and Administration Department	December 2017 No completed	<p>Strategy CL2 – Encourage and facilitate open and respectful communication between the community, the private sector, Council, and other government agencies.</p>
	Develop and maintain Council website links to NDIS services and resources	Website updated and maintained	Environment and Planning and Finance and Administration Departments	July 2018 Not completed	<p>Strategy CL2 – Encourage and facilitate open and respectful communication between the community, the private sector, Council, and other government agencies.</p>

Monitoring and Evaluation

Monitoring

The Disability Inclusion Action Plan includes timelines to guide the completion of the actions. The process will be monitored and evaluated through the Integrated Planning and Reporting cycle.

Implementation of the Plan will be undertaken by the responsible officers. Each action will be monitored and reported against for the periods 1 July – 31 December and 1 January – 30 June of each year.

The General Manager will monitor the overall implementation of the Plan and the integration of its actions into Council's new Delivery Program and annual Operational Plan.

Reporting

Outcomes and achievements will be reported in Council's Annual Report and six monthly report to the community. These reports will be available on Council's Website and at its Administration Building and Libraries.

A report will also be provided to the Department of Family and Community Services and the Minister for Disability Services.

Review

The Plan will be reviewed annually in line with the Integrated Planning and Reporting cycle. An audit, evaluation and review of the Plan will be conducted at the end of its term.

Acknowledgement

Upper Lachlan Shire Council would like to thank the many community members, staff and Service Providers who contributed to the preparation of this Plan.



Upper Lachlan Shire Council
GENERAL PURPOSE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021



Upper Lachlan Shire Council

General Purpose Financial Statements

for the year ended 30 June 2021

Contents	Page
Understanding Council's Financial Statements	3
Statement by Councillors and Management	4
Primary Financial Statements:	
Income Statement	5
Statement of Comprehensive Income	6
Statement of Financial Position	7
Statement of Changes in Equity	8
Statement of Cash Flows	9
Notes to the Financial Statements	10
Independent Auditor's Reports:	
On the Financial Statements (Sect 417 [2])	85
On the Conduct of the Audit (Sect 417 [3])	88

Overview

Upper Lachlan Shire Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

44 Spring Street
Crookwell NSW 2583

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.upperlachlan.nsw.gov.au.

Upper Lachlan Shire Council

General Purpose Financial Statements

for the year ended 30 June 2021

Understanding Council's Financial Statements

Introduction

Each year NSW local governments are required to present audited financial statements to their council and community.

What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2021.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

Upper Lachlan Shire Council

General Purpose Financial Statements

for the year ended 30 June 2021

Statement by Councillors and Management made pursuant to Section 413(2)(c) of the Local Government Act 1993 (NSW) (as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:

- the *Local Government Act 1993* (NSW) (as amended) and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the *Local Government Code of Accounting Practice and Financial Reporting*.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 21 October 2021.



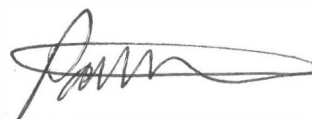
John Stafford
Mayor
21 October 2021



John Searl
Councillor
21 October 2021



Colleen Worthy
General Manager
21 October 2021



Paul Millett
Responsible Accounting Officer
21 October 2021

Upper Lachlan Shire Council

Statement of Comprehensive Income

for the year ended 30 June 2021

\$ '000	Notes	2021	2020
Net operating result for the year – from Income Statement		3,446	6,676
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	22,655	360
Impairment (loss) reversal / (revaluation decrement) relating to infrastructure, property, plant and equipment	C1-6	–	25
Total items which will not be reclassified subsequently to the operating result		22,655	385
Total other comprehensive income for the year		22,655	385
Total comprehensive income for the year attributable to Council		26,101	7,061

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Upper Lachlan Shire Council

Statement of Financial Position

as at 30 June 2021

\$ '000	Notes	2021	2020
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	8,231	7,779
Investments	C1-2	18,000	22,900
Receivables	C1-4	8,743	3,329
Inventories	C1-5	977	1,053
Other		179	88
Total current assets		36,130	35,149
Non-current assets			
Investments	C1-2	1,000	2,200
Receivables	C1-4	64	153
Infrastructure, property, plant and equipment	C1-6	448,642	418,122
Right of use assets	C2-1	179	211
Total non-current assets		449,885	420,686
Total assets		486,015	455,835
LIABILITIES			
Current liabilities			
Payables	C3-1	4,640	2,800
Contract liabilities	C3-2	2,120	118
Lease liabilities	C2-1	19	28
Borrowings	C3-3	634	546
Employee benefit provisions	C3-4	4,123	4,375
Total current liabilities		11,536	7,867
Non-current liabilities			
Lease liabilities	C2-1	166	185
Borrowings	C3-3	5,434	5,068
Provisions	C3-5	2,860	2,797
Total non-current liabilities		8,460	8,050
Total liabilities		19,996	15,917
Net assets		466,019	439,918
EQUITY			
Accumulated surplus	C4-1	310,671	307,225
IPPE revaluation reserve	C4-1	155,348	132,693
Council equity interest		466,019	439,918
Total equity		466,019	439,918

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Upper Lachlan Shire Council

Statement of Changes in Equity

for the year ended 30 June 2021

\$ '000	Notes	as at 30/06/21			as at 30/06/20		
		Accumulated surplus	IPPE revaluation reserve	Total equity	Accumulated surplus	IPPE revaluation reserve	Total equity
Opening balance at 1 July		307,225	132,693	439,918	301,291	132,308	433,599
Changes due to AASB 1058 and AASB 15 adoption		-	-	-	(742)	-	(742)
Net operating result for the year		3,446	-	3,446	6,676	-	6,676
Restated net operating result for the period		3,446	-	3,446	6,676	-	6,676
Other comprehensive income							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	-	22,655	22,655	-	360	360
- Impairment (loss) reversal relating to IPP&E	C1-6	-	-	-	-	25	25
Other comprehensive income		-	22,655	22,655	-	385	385
Total comprehensive income		3,446	22,655	26,101	6,676	385	7,061
Closing balance at 30 June		310,671	155,348	466,019	307,225	132,693	439,918

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Upper Lachlan Shire Council

Statement of Cash Flows

for the year ended 30 June 2021

Original unaudited budget 2021	\$ '000	Notes	Actual 2021	Actual 2020
Cash flows from operating activities				
<i>Receipts:</i>				
11,548	Rates and annual charges		11,496	10,989
6,142	User charges and fees		1,209	4,780
503	Investment and interest revenue received		359	568
18,842	Grants and contributions		19,601	15,731
871	Other		1,285	1,779
<i>Payments:</i>				
(10,718)	Employee benefits and on-costs		(12,097)	(10,927)
(7,508)	Materials and services		(10,590)	(6,382)
(180)	Borrowing costs		(219)	(177)
–	Bonds, deposits and retention amounts refunded		(70)	(116)
(2,779)	Other		(693)	(2,789)
16,721	Net cash flows from operating activities	G1-1	10,281	13,456
Cash flows from investing activities				
<i>Receipts:</i>				
–	Sale of investment securities		11,500	16,200
–	Sale of infrastructure, property, plant and equipment		575	238
<i>Payments:</i>				
–	Purchase of investment securities		(11,500)	(19,000)
–	Acquisition of term deposits		6,100	–
(20,218)	Purchase of infrastructure, property, plant and equipment		(16,931)	(12,309)
(20,218)	Net cash flows from investing activities		(10,256)	(14,871)
Cash flows from financing activities				
<i>Receipts:</i>				
1,681	Proceeds from borrowings		1,000	3,300
<i>Payments:</i>				
(546)	Repayment of borrowings		(546)	(341)
–	Principal component of lease payments		(27)	(29)
1,135	Net cash flows from financing activities		427	2,930
(2,362)	Net change in cash and cash equivalents		452	1,515
–	Cash and cash equivalents at beginning of year		7,779	6,264
(2,362)	Cash and cash equivalents at end of year	C1-1	8,231	7,779

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Upper Lachlan Shire Council

Contents for the notes to the Financial Statements for the year ended 30 June 2021

A About Council and these financial statements	12
A1-1 Basis of preparation	12
B Financial Performance	16
B1 Functions or activities	16
B1-1 Functions or activities – income, expenses and assets	16
B1-2 Components of functions or activities	17
B2 Sources of income	18
B2-1 Rates and annual charges	18
B2-2 User charges and fees	19
B2-3 Other revenue	20
B2-4 Grants and contributions	21
B2-5 Interest and investment income	25
B3 Costs of providing services	26
B3-1 Employee benefits and on-costs	26
B3-2 Materials and services	26
B3-3 Borrowing costs	27
B3-4 Depreciation, amortisation and impairment of non-financial assets	27
B3-5 Other expenses	29
B4 Gains or losses	30
B4-1 Gain or loss from the disposal, replacement and de-recognition of assets	30
B5 Performance against budget	31
B5-1 Material budget variations	31
C Financial position	34
C1 Assets we manage	34
C1-1 Cash and cash equivalents	34
C1-2 Financial investments	34
C1-3 Restricted cash, cash equivalents and investments	35
C1-4 Receivables	37
C1-5 Inventories	39
C1-6 Infrastructure, property, plant and equipment	40
C2 Leasing activities	44
C2-1 Council as a lessee	44
C2-2 Council as a lessor	46
C3 Liabilities of Council	47
C3-1 Payables	47
C3-2 Contract Liabilities	48
C3-3 Borrowings	49
C3-4 Employee benefit provisions	51
C3-5 Provisions	53
C4 Reserves	55
C4-1 Nature and purpose of reserves	55

Upper Lachlan Shire Council

Contents for the notes to the Financial Statements for the year ended 30 June 2021

D Council structure	56
D1 Results by fund	56
D1-1 Income Statement by fund	56
D1-2 Statement of Financial Position by fund	57
E Risks and accounting uncertainties	58
E1-1 Risks relating to financial instruments held	58
E2-1 Fair value measurement	61
E3-1 Contingencies	70
F People and relationships	74
F1 Related party disclosures	74
F1-1 Key management personnel (KMP)	74
F1-2 Councillor and Mayoral fees and associated expenses	75
F2 Other relationships	76
F2-1 Audit fees	76
G Other matters	77
G1-1 Statement of Cash Flows information	77
G2-1 Commitments	78
G3 Statement of developer contributions as at 30 June 2021	79
G3-1 Summary of developer contributions	79
G3-2 Developer contributions by plan	79
G3-3 S64 contributions	79
G4 Statement of performance measures	81
G4-1 Statement of performance measures – consolidated results	81
G4-2 Statement of performance measures by fund	82
H Additional Council disclosures (unaudited)	83
H1-1 Statement of performance measures – consolidated results (graphs)	83

A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 21 October 2021. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The principal accounting policies adopted in the preparation of these financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (NSW)* and Regulations, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Full dollars have been used in Note F1-1 and Note F1-2 Related party disclosures and Councillor and Mayoral fees in relation to the disclosure of specific related party transactions.

Unless otherwise indicated, all amounts disclosed in the financial statements are actual amounts. Specific budgetary amounts have been included for comparative analysis (to actuals) in the following reports and notes:

- Income statement
- Statement of cash flows
- Note B5-1 – Material budget variations

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial assets and liabilities and certain classes of infrastructure, property, plant and equipment.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of infrastructure, property, plant and equipment – refer Note C1-8
- (ii) estimated tip remediation provisions – refer Note C3-5
- (iii) employee benefit provisions – refer Note C3-4.

Significant judgements in applying the Council's accounting policies

(i) Impairment of receivables

Council has made a significant judgement about the impairment of a number of its receivables – refer Note C1-4.

(ii) Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB15 *Revenue from Contracts with Customers* and/or AASB1058 *Income of Not-for-Profit Entities* - refer to Notes B2-2 - B2-4.

(iii) Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease - refer to Note C2-1.

A1-1 Basis of preparation (continued)

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- General purpose operations
- Water service
- Sewerage service
- Domestic Waste Management

The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority are presented as operating cash flows.

Volunteer services

Volunteer services received by Council have not been recognised in the financial statements as they are not considered material.

New accounting standards and interpretations issued not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2021 reporting period.

Council has elected not to apply any of these pronouncements in these financial statements before their operative dates.

Council's assessment of these new standards and interpretations (where they have been deemed as having a material impact on Council's future financial performance, financial position and cash flows) are set out below:

AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current

AASB 2020-6 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date

This Standard amends AASB 101 Presentation of Financial Statements to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current.

For example the amendments clarify that a liability is classified as non-current if an entity has the right at the end of the reporting period to defer settlement of the liability for at least 12 months after the reporting period. The meaning of settlement of a liability is also clarified.

Council does not expect any material impact from the above amendments and to its classification of liabilities as current or non-current.

A1-1 Basis of preparation (continued)

This standard has an effective date for the 30 June 2024 reporting period.

AASB 2020-3 Amendments to Australian Accounting Standards – Annual Improvements 2018 -2020 and Other Amendments

This Standard amends a number of standards as follows:

- AASB 1 to simplify the application of AASB 1 by a subsidiary that becomes a first-time adopter after its parent in relation to the measurement of cumulative translation differences,
- AASB 3 to update a reference to the Conceptual Framework for Financial Reporting without changing the accounting requirements for business combinations,
- AASB 9 to clarify the fees an entity includes when assessing whether the terms of a new or modified financial liability are substantially different from the terms of the original financial liability,
- AASB 116 to require an entity to recognise the sales proceeds from selling items produced while preparing property, plant and equipment for its intended use and the related cost in profit or loss, instead of deducting the amounts received from the cost of the asset,
- AASB 137 to specify the costs that an entity includes when assessing whether a contract will be loss-making and
- AASB 141 to remove the requirement to exclude cash flows from taxation when measuring fair value, thereby aligning the fair value measurement requirements in AASB 141 with those in other Australian Accounting Standards.

Council does not expect any material impact from the above amendments.

This standard has an effective date for the 30 June 2023 reporting period.

Comparative figures

Adjustments have been made to the presentation of prior year comparatives in Council's Annual Financial Statements. The changes are either to improve presentation or as a result of format changes in the Local Government Code of Accounting Practice and Financial Reporting.

Changes impacting the Income Statement

Costs previously classed as 'Other Expenses' have been reallocated to the expenditure class 'Materials and Services' due to the format changes.

Changes impacting the Statement of Financial Position

'Provisions' have been separated into 'Employee benefit provisions' and 'Provisions'. 'Payables and Borrowings' have been separated into 'Borrowings' and 'Payables'.

These changes are reclassifications only, resulting in changes to the presentation of the Financial Statements and not the underlying results.

New accounting standards adopted during the year

During the year Council adopted the following accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from 1 July 2020:

- AASB 1059 Service Concession Arrangements: Grantor and associated amendments
- AASB 2018- 6 Amendments to Australian Accounting Standards – Definition of a business
- AASB 2018 – 7 Amendments to Australian Accounting Standards – Definition of material
- AASB 2019 – 3 Amendments to Australian Accounting Standards – Interest Rate Benchmark Reform
- AASB 2019 -5 Amendments to Australian Accounting Standards – Disclosure of the Effect of New IFRS Standards Not Yet Issued in Australia
- AASB 2019 – 7 Amendments to Australian Accounting Standards – Disclosure of GFS Measures of Key Fiscal Aggregates and GAAP / GFS Reconciliations
- AASB 2020 – 4 Amendments to Australian Accounting Standards – Covid-19 Related Rent Concessions

A1-1 Basis of preparation (continued)

Further information on the newly adopted standards which had a material impact on Council's reported financial position, financial performance and/or associated financial statement disclosures can be found at G4-1.

None of the Accounting Standards adopted during the year had a significant impact on reported position or performance.

B Financial Performance

B1 Functions or activities

B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Functions or activities										
Our leadership	(15)	770	1,062	930	(1,077)	(160)	–	–	–	–
Our infrastructure	18,449	14,903	19,522	15,788	(1,073)	(885)	10,862	8,199	410,514	396,259
Our society/community	999	1,925	4,477	3,322	(3,478)	(1,397)	918	1,856	30,237	29,604
Our environment	971	1,559	1,633	1,720	(662)	(161)	508	1,083	18,138	6,443
Our economy	4,126	2,966	7,138	6,236	(3,012)	(3,270)	333	303	26,537	23,227
Other – general purpose income	12,748	12,549	–	–	12,748	12,549	4,978	4,914	589	302
Total functions and activities	37,278	34,672	33,832	27,996	3,446	6,676	17,599	16,355	486,015	455,835

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Our leadership

Includes costs relating to Council's role as a component of democratic government, including elections, members' fees and expenses, subscriptions to local authority associations, meetings of Council and policy-making committees, public disclosure (e.g. GIPA), legislative compliance and real estate development.

Our infrastructure

Includes sealed local roads, sealed regional roads, unsealed local roads, unsealed regional roads, urban roads, bridges, stormwater drainage, quarries, footpaths and cycleways, parking areas, water supply, sewerage schemes, domestic waste management, solid waste management, engineering services and aerodromes.

Our society

Includes health services, aged and disabled services, community services, public halls, cultural services, community centres, animal control, swimming pools, sporting grounds, parks and gardens, libraries, and emergency services.

Our environment

Includes planning and development control, building control, noxious plants control and other environmental protection

Our economy

Includes administration costs for the running of Council, camping areas and caravan parks, tourism and area promotion, industrial development promotion, real estate development, private works, State road maintenance contracts and other business undertakings.

B2 Sources of income

B2-1 Rates and annual charges

\$ '000	2021	2020
Ordinary rates		
Residential	1,851	1,750
Farmland	5,194	5,071
Mining	2	2
Business	325	287
Other	–	6
Less: pensioner rebates (mandatory)	(116)	(116)
Rates levied to ratepayers	7,256	7,000
Pensioner rate subsidies received	53	54
Total ordinary rates	7,309	7,054
Annual charges		
<small>(pursuant to s.496, s.496A, s.496B, s.501 & s.611)</small>		
Domestic waste management services	1,237	1,165
Stormwater management services	48	47
Water supply services	945	900
Sewerage services	1,244	1,197
Waste management services (non-domestic)	632	602
Annual charges levied	4,106	3,911
Pensioner subsidies received:		
– Water	19	19
– Sewerage	17	17
– Domestic waste management	28	27
Total annual charges	4,170	3,974
Total rates and annual charges	11,479	11,028

Council has used 2019 year valuations provided by the NSW Valuer General in calculating its rates.

Accounting policy

Rates and annual charges are recognised as revenue when the Council obtains control over the assets comprising these receipts which is the beginning of the rating period to which they relate.

Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are in substance a rates payment.

Control over assets acquired from rates and annual charges is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

B2-2 User charges and fees

\$ '000	2021	2020
Specific user charges		
(per s.502 - specific 'actual use' charges)		
Domestic waste management services	2	1
Water supply services	970	1,119
Sewerage services	312	297
Waste management services (non-domestic)	353	134
Total specific user charges	1,637	1,551
Other user charges and fees		
(i) Fees and charges – statutory and regulatory functions (per s.608)		
Private works – section 67	91	79
Section 10.7 certificates (EP&A Act)	33	31
Section 603 certificates	38	23
Dwelling entitlement searches	11	12
Premises inspections	1	4
Town planning / building	426	296
Total fees and charges – statutory/regulatory	600	445
(ii) Fees and charges – other (incl. general user charges (per s.608))		
Caravan park	59	49
Cemeteries	92	77
Quarry revenues	901	700
Transport for NSW charges (State roads not controlled by Council)	3,187	2,141
Water connection fees	7	3
Public halls	3	3
Sporting grounds	16	13
Swimming pools	10	36
Truck wash facility	16	10
Water meter readings	9	5
Engineering plan checking fees	–	113
Other	7	9
Total fees and charges – other	4,307	3,159
Total user charges and fees	6,544	5,155
Timing of revenue recognition for user charges and fees		
User charges and fees recognised over time (1)	–	–
User charges and fees recognised at a point in time (2)	6,544	5,155
Total user charges and fees	6,544	5,155

Accounting policy

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as caravan parks, the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged such as joining fees for the leisure centre the fee is recognised on a straight-line basis over the expected life of the membership.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

B2-3 Other revenue

\$ '000	2021	2020
Rental income – other council properties	83	106
Ex gratia rates	23	30
Fines	25	18
Legal fees recovery – rates and charges (extra charges)	1	2
Commissions and agency fees	155	156
Proceeds from s355 Committees	94	–
Insurance claims recoveries	580	35
Advertising income – Council newsletter	2	1
Australia post supplies / sales	18	17
Fuel tax credits	121	109
Miscellaneous / sundry sales	10	–
Sale of old/surplus material	–	1
Other	143	238
Southern phone	–	803
Tourist information centre sales and membership fees	88	75
Windfarm Community Enhancement Program administration fee	24	31
Total other revenue	1,367	1,622

Timing of revenue recognition for other revenue

Other revenue recognised over time (1)	–	–
Other revenue recognised at a point in time (2)	1,367	1,622
Total other revenue	1,367	1,622

Accounting policy for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

B2-4 Grants and contributions

\$ '000	Operating 2021	Operating 2020	Capital 2021	Capital 2020
General purpose grants and non-developer contributions (untied)				
General purpose (untied)				
Current year allocation				
Financial assistance	4,977	4,913	-	-
Amount recognised as income during current year	4,977	4,913	-	-
Special purpose grants and non-developer contributions (tied)				
Cash contributions				
Previously specific grants:				
Pensioners' rates subsidies:				
Bushfire and emergency services	160	160	-	-
Economic development	2	-	-	-
Heritage and cultural	123	37	-	-
Noxious weeds	160	171	-	-
Public halls	-	-	-	58
Recreation and culture	-	-	568	1,481
Environment	-	-	50	-
Footpaths	-	-	257	821
Public libraries	77	78	-	-
Street lighting	29	29	-	-
Transportation (3x3, block, repair, regional roads)	1,725	1,725	381	511
Youth week	-	1	-	-
Tourism	10	90	-	-
Transport (roads to recovery)	1,805	1,804	-	-
Transport (other roads and bridges funding)	-	-	5,406	2,232
Other specific grants	7	12	351	35
Previously contributions:				
Other councils – joint works/services	-	-	2	-
Recreation and culture	-	-	-	42
Roads and bridges	-	-	5	-
Natural disaster funding – roads	985	804	-	-
Transferred employee leave entitlements	8	24	-	-
Vehicle leaseback contributions	80	85	-	-
Waste management centres	10	-	-	-
New Gullen Range Wind Farm Contribution	105	103	-	-
Total special purpose grants and non-developer contributions – cash	5,286	5,123	7,020	5,180
Total special purpose grants and non-developer contributions (tied)	5,286	5,123	7,020	5,180
Total grants and non-developer contributions	10,263	10,036	7,020	5,180
Comprising:				
– Commonwealth funding	6,882	6,817	2,186	1,328
– State funding	3,171	2,192	4,781	3,220
– Other funding	210	1,027	53	632
	10,263	10,036	7,020	5,180

B2-4 Grants and contributions (continued)

Developer contributions

\$ '000	Notes	Operating 2021	Operating 2020	Capital 2021	Capital 2020
Developer contributions: (s7.4 & s7.11 - EP&A Act, s64 of the LGA):	G3				
Cash contributions					
S 7.11 – contributions towards amenities/services		–	–	285	927
S 64 – water supply contributions		–	–	21	111
S 64 – sewerage service contributions		–	–	10	101
Total developer contributions – cash		–	–	316	1,139
Total developer contributions		–	–	316	1,139
Total contributions		–	–	316	1,139
Total grants and contributions		10,263	10,036	7,336	6,319
Timing of revenue recognition for grants and contributions					
Grants and contributions recognised over time (1)		–	–	–	–
Grants and contributions recognised at a point in time (2)		10,263	10,036	7,336	6,319
Total grants and contributions		10,263	10,036	7,336	6,319

B2-4 Grants and contributions (continued)

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2021	Operating 2020	Capital 2021	Capital 2020
Unspent grants and contributions				
Unspent funds at 1 July	202	63	1,109	717
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	6	153	2,358	–
Add: Funds received and not recognised as revenue in the current year	–	–	–	744
Less: Funds recognised as revenue in previous years that have been spent during the reporting year	(187)	–	(714)	–
Less: Funds received in prior year but revenue recognised and funds spent in current year	–	(14)	–	(352)
Unspent funds at 30 June	21	202	2,753	1,109
Contributions				
Unspent funds at 1 July	–	–	4,593	3,732
Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	–	–	–	–
Add: contributions received and not recognised as revenue in the current year	–	–	334	1,193
Add: contributions recognised as income in the current period obtained in respect of a future rating identified by Council for the purpose of establishing a rate	–	–	–	–
Less: contributions recognised as revenue in previous years that have been spent during the reporting year	–	–	(266)	(332)
Unspent contributions at 30 June	–	–	4,661	4,593

Accounting policy

Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations within AASB 15 grants vary according to the agreement. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods of costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

B2-4 Grants and contributions (continued)

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

Developer Contributions

NSW Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of s 7.4, 7.11 and 7.12 of the Environmental Planning and Assessment Act 1979 (EP&A Act).

While NSW Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment income

\$ '000	2021	2020
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	14	27
– Cash and investments	275	485
Finance income on the net investment in the lease	–	–
Total interest and investment income (losses)	289	512
Interest and investment income is attributable to:		
Unrestricted investments/financial assets:		
Overdue rates and annual charges (general fund)	9	17
General Council cash and investments	225	310
Restricted investments/funds – external:		
Development contributions		
– Section 7.11	16	48
– Section 64	2	6
Water fund operations	10	38
Sewerage fund operations	21	70
Domestic waste management operations	6	23
Total interest and investment income	289	512

Accounting policy

Interest income is recognised using the effective interest rate at the date that interest is earned.

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2021	2020
Salaries and wages	9,299	8,516
Travel expenses	136	153
Employee leave entitlements (ELE)	1,984	2,163
Superannuation	1,174	1,155
Workers' compensation insurance	474	319
Fringe benefit tax (FBT)	50	65
Training costs (other than salaries and wages)	230	165
Other	74	100
Total employee costs	13,421	12,636
Less: capitalised costs	(1,574)	(1,513)
Total employee costs expensed	11,847	11,123

Accounting policy

Employee benefit expenses are recorded when the service has been provided by the employee.

Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Superannuation plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

B3-2 Materials and services

\$ '000	Notes	2021	2020
Raw materials and consumables		2,958	1,708
Contractor and consultancy costs			
– Contractors		5,737	4,132
– Consultancy services		1,186	1,151
Audit Fees	F2-1	64	68
Previously other expenses:			
Councillor and Mayoral fees and associated expenses	F1-2	156	178
Advertising		31	47
Bank charges		47	40
Electricity and heating		405	418
Insurance		791	693
Postage		48	42
Printing and stationery		115	125
Street lighting		83	90
Subscriptions and publications		99	80
Telephone and communications		105	118
Valuation fees		51	50
Other expenses		121	81
Australia post stock / supplies		13	21
Water usage		159	206
Taralga Water Treatment Plant claim		360	–
Health Care Cottage insurance claim		–	11

continued on next page ...

B3-2 Materials and services (continued)

\$ '000	2021	2020
Legal expenses:		
– Legal expenses: planning and development	1	3
– Legal expenses: other	29	22
Operating leases expense:		
– Operating lease rentals: minimum lease payments ¹	5	–
Total materials and services	12,564	9,284
Total materials and services	12,564	9,284

Accounting policy

Expenses are recorded on an accruals basis as the Council receives the goods or services.

B3-3 Borrowing costs

\$ '000	Notes	2021	2020
(i) Interest bearing liability costs			
Interest on leases		8	8
Interest on loans		211	153
Total interest bearing liability costs		219	161
Total interest bearing liability costs expensed		219	161
(ii) Other borrowing costs			
Discount adjustments relating to movements in provisions (other than ELE)			
– Remediation liabilities	C3-5	63	16
Total other borrowing costs		63	16
Total borrowing costs expensed		282	177

Accounting policy

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed as incurred.

B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2021	2020
Depreciation and amortisation			
Plant and equipment		1,249	1,139
Office equipment		255	254
Furniture and fittings		6	7
Land improvements (depreciable)		9	9
Infrastructure:	C1-6		
– Buildings – non-specialised		63	63
– Buildings – specialised		726	710
– Other structures		33	31
– Roads		2,513	2,596
– Bridges		500	503
– Footpaths		29	29
– Other road assets		12	–
– Stormwater drainage		388	28
– Water supply network		494	480
– Sewerage network		480	471
– Swimming pools		23	23
– Other open space/recreational assets		143	122
Right of use assets	C2-1	31	31
Other assets:			

continued on next page ...

B3-4 Depreciation, amortisation and impairment of non-financial assets (continued)

\$ '000	Notes	2021	2020
– Other		53	54
Reinstatement, rehabilitation and restoration assets:			
– Tip assets	C3-5,C1-6	204	204
– Quarry assets	C3-5,C1-6	12	12
Total gross depreciation and amortisation costs		7,223	6,766
Total depreciation and amortisation costs		7,223	6,766
Impairment / revaluation decrement of IPPE			
Infrastructure:	C1-6		
– Bridges		–	(25)
Total gross IPPE impairment / revaluation decrement costs		–	(25)
Amounts taken through revaluation reserve	C1-6	–	25
Total IPPE impairment / revaluation decrement costs charged to Income Statement		–	–
Total depreciation, amortisation and impairment for non-financial assets		7,223	6,766

Accounting policy**Depreciation and amortisation**

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note C1-6 for IPPE assets.

Depreciation is capitalised where in-house assets have contributed to new assets.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are no longer required to be tested for impairment under AASB 136. This is because these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets that have an indefinite useful life, or are not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B3-5 Other expenses

\$ '000	Notes	2021	2020
Impairment of receivables			
Other		5	28
Total impairment of receivables	C1-4	5	28
Other			
Contributions/levies to other levels of government			
– Emergency services levy (SES)		15	12
– NSW fire brigade levy		37	33
– NSW rural fire service levy		502	418
Donations, contributions and assistance to other organisations (Section 356)		58	66
Total other		612	529
Total other expenses		617	557

Accounting policy

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.

B4 Gains or losses**B4-1 Gain or loss from the disposal, replacement and de-recognition of assets**

\$ '000	Notes	2021	2020
Gain (or loss) on disposal of plant and equipment	C1-6		
Proceeds from disposal – plant and equipment		575	238
Less: carrying amount of plant and equipment assets sold/written off		(252)	(153)
Gain (or loss) on disposal		323	85
Gain (or loss) on disposal of infrastructure	C1-6		
Less: carrying amount of infrastructure assets sold/written off		(1,622)	(174)
Gain (or loss) on disposal		(1,622)	(174)
Gain (or loss) on disposal of investments	C1-2		
Proceeds from disposal/redemptions/maturities – investments		11,500	16,200
Less: carrying amount of investments sold/redeemed/matured		(11,500)	(16,200)
Gain (or loss) on disposal		–	–
Gain (or loss) on disposal of term deposits	C1-2		
Proceeds from disposal/redemptions/maturities – term deposits		–	–
Less: carrying amount of term deposits sold/redeemed/matured		–	–
Gain (or loss) on disposal		–	–
Net gain (or loss) on disposal of assets		(1,299)	(89)

Accounting policy

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 18/06/2020 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2021 Budget	2021 Actual	2021 ----- Variance -----	
REVENUES				
Rates and annual charges	11,548	11,479	(69)	(1)% U
User charges and fees	6,142	6,544	402	7% F
Other revenues	871	1,367	496	57% F
There was an unbudgeted Insurance Claim recovery totaling \$580K for the Taralga water treatment plant which was destroyed by a fire and was a property protection insurance claim payment from StateWide Mutual Ltd.				
Operating grants and contributions	9,498	10,263	765	8% F
There was unbudgeted operating contributions for natural disaster funding totaling \$985K. The natural disasters reimbursements related to clean up, emergency works, road reconstruction and restoration works as a consequence of four natural disaster events, the events included; February 2020 storm/flood damage event, August 2020 storm/flood damage event, December 2020 windstorm event, February-March 2021 bushfire and storm/flood damage events.				
Capital grants and contributions	9,344	7,336	(2,008)	(21)% U
There was a \$339K shortfall in development contributions income actually received compared to budget for capital purposes. The capital works project on Wombeyan Caves Road MR258 regional road reconstruction was delayed with environmental management issues and project income received was \$2.1 million less than budgeted in the reporting period.				
Interest and investment revenue	503	289	(214)	(43)% U
Lower than anticipated interest rates (0.49% average return on investments) resulted in lower interest income than was budgeted.				
Net gains from disposal of assets	198	-	(198)	(100)% U
No actual gains on disposal assets were achieved (refer below).				

EXPENSES

Employee benefits and on-costs	10,832	11,847	(1,015)	(9)% U
Workers Compensation claims experience resulted in premium expense exceeding budget by \$180K. Senior staff employment termination payments (one Director, two Managers and two Coordinators) included redundancy, severance payment and retirements and payment of their accrued employee leave entitlements totaled \$529K expense.				

Materials and services	7,736	12,564	(4,828)	(62)% U
Note Changes in the Code of Accounting Practice and Financial Reporting formatting resulted in shifting the budgeted Other Expenses of over \$2.2 million to Materials and Services Expenses category. Council waste transfer expenditure for covering and compaction contractor expenses at various waste sites exceeded budget by \$451K. Insurance premium expenses exceeded budget by \$125K this was a result of large scale natural disasters such as floods and bushfire and subsequent impact on reinsurers and annual premium expenses exceeding 15% in 2020/2021. The Taralga water treatment plant was destroyed by a fire and was an insurance claim and the expense totaled \$580K. RMS State Road MR54 work order expenditure exceeded budgeted work orders and is included as part of raw materials expense. Consultancy expenses exceeded budget by \$396K and relates to consultant costs for human resources services, building surveyor, grant writing				

B5-1 Material budget variations (continued)

\$ '000	2021 Budget	2021 Actual	2021 ----- Variance -----	
and water services consultants. Natural Disaster contractor expenses were incurred by Council in response to the natural disaster events clean up.				
Borrowing costs	210	282	(72)	(34)% U
Amortisation expenses for remediation liabilities has exceeded budget by \$33K.				
Depreciation, amortisation and impairment of non-financial assets	6,788	7,223	(435)	(6)% U
Other expenses	2,779	617	2,162	78% F
This relates to changes in the Code of Accounting Practice and Financial Reporting formatting and shifting the budgeted Other Expenses of over \$2.2 million to the Materials and Services Expenses category, expenses shifted included; Insurances, councillor and mayoral fees, printing and stationary, electricity and heating.				
Net losses from disposal of assets	2	1,299	(1,297)	(64,850)% U
There was an unbudgeted loss on disposal of infrastructure assets at carrying amount totaling \$1.623 million expenses. These assets include the two Crookwell swimming pools and associated pool amenity buildings, pump house and change rooms totaling \$1.02 million asset carrying amount, these assets were disposed of in June 2021. The replacement of seven timber bridges at \$605K asset carrying value were disposed of and new replacement concrete bridge structures were constructed. In addition, a \$323K net gain on disposal of plant and equipment was recognised.				

B5-1 Material budget variations (continued)

\$ '000	2021 Budget	2021 Actual	2021 ----- Variance -----	
STATEMENT OF CASH FLOWS				
Cash flows from operating activities	16,721	10,281	(6,440)	(39)% U
Council had additional employee benefits and on-costs expenses and materials and services costs and additional contract works expenses for State Road MR 54 works orders as outlined in the Expenses material variations in the Income Statement of \$2.8 million. In addition, Council receipts for capital grants was less than budgeted for projects in progress including; Grabine Road reconstruction (\$2.136 million) and Kangaroo Creek Bridge replacement project on Bigga Road (\$540K). The payment to Council for these works were received on 7 July 2021, a week outside the 2020/2021 reporting period.				
Cash flows from investing activities	(20,218)	(10,256)	9,962	(49)% F
Council had budgeted \$20.2 million in infrastructure, property and plant and equipment capital works projects. Council actual expenditure was \$3.3 million less than forecast in the reporting period. Council also acquired \$6.1 million in term deposits.				
Cash flows from financing activities	1,135	427	(708)	(62)% U
Council had budgeted \$1.681 million for loan borrowings for timber bridge replacement program, however Council were successful in securing grant funds that lowered the loan to \$1 million (\$681K) less than forecast in the reporting period.				

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

\$ '000	2021	2020
Cash and cash equivalents		
Cash on hand and at bank	231	369
Cash-equivalent assets		
– Deposits at call	500	510
– Short-term deposits	7,500	6,900
Total cash and cash equivalents	8,231	7,779

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	8,231	7,779
Balance as per the Statement of Cash Flows	8,231	7,779

Accounting policy

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

C1-2 Financial investments

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Debt securities at amortised cost				
Long term deposits	18,000	1,000	22,900	2,200
Total	18,000	1,000	22,900	2,200
Total financial investments	18,000	1,000	22,900	2,200
Total cash assets, cash equivalents and investments	26,231	1,000	30,679	2,200

Accounting policy

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

C1-2 Financial investments (continued)

Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Fair value through other comprehensive income – equity instruments

Council has a number of strategic investments in entities over which they do not have significant influence nor control. Council has made an irrevocable election to classify these equity investments as fair value through other comprehensive income as they are not held for trading purposes.

These investments are carried at fair value with changes in fair value recognised in other comprehensive income (financial asset reserve). On disposal any balance in the financial asset reserve is transferred to accumulated surplus and is not reclassified to profit or loss.

Other net gains and losses excluding dividends are recognised in the Other Comprehensive Income Statement.

Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss.

Net gains or losses, including any interest or dividend income, are recognised in profit or loss.

Council's financial assets measured at fair value through profit or loss comprise investments of \$19million in the Statement of Financial Position.

C1-3 Restricted cash, cash equivalents and investments

\$ '000	2021	2021	2020	2020
	Current	Non-current	Current	Non-current
Total cash, cash equivalents and investments	26,231	1,000	30,679	2,200
attributable to:				
External restrictions	15,918	1,000	13,701	2,200
Internal restrictions	9,896	–	14,042	–
Unrestricted	417	–	2,936	–
	26,231	1,000	30,679	2,200

\$ '000	2021	2020
---------	------	------

Details of restrictions

External restrictions – other

External restrictions included in cash, cash equivalents and investments above comprise:

Developer contributions – general	4,104	4,069
Developer contributions – water fund	214	192
Developer contributions – sewer fund	343	332
Specific purpose unexpended grants (recognised as revenue) – general fund	2,774	1,311
Water fund	2,442	2,770

C1-3 Restricted cash, cash equivalents and investments (continued)

\$ '000	2021	2020
Sewer fund	5,056	5,063
Stormwater management	302	294
Wind farms community fund	92	96
Trust fund	2	2
Domestic waste management	1,589	1,772
External restrictions – other	16,918	15,901
Total external restrictions	16,918	15,901
Internal restrictions		
Council has internally restricted cash, cash equivalents and investments as follows:		
Employees leave entitlement	1,937	2,058
Carry over works	1,971	2,692
Deposits, retentions and bonds	96	166
Buildings and infrastructure improvements	–	1,155
Community projects	–	12
Council houses capital works	67	70
Financial Assistance Grant prepayment Q1 and Q2	2,574	2,528
Garbage / waste disposal	37	37
Gravel pit restoration	–	345
Information technology and equipment	384	293
Library cooperative	71	71
Plant and equipment replacement	–	1,359
Public halls capital improvements	36	36
Rubbish tips remediation	834	834
State Road works contingencies	199	716
Upper Lachlan tourist association	70	45
Multipurpose Aquatic & Activity Centre Crookwell	786	–
Unexpended Loans/Borrowings	834	1,625
Total internal restrictions	9,896	14,042
Total restrictions	26,814	29,943

Internal restrictions over cash, cash equivalents and investments are those assets restricted only by a resolution of the elected Council.

C1-4 Receivables

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Purpose				
Rates and annual charges	212	56	248	37
Interest and extra charges	10	8	8	9
User charges and fees	8,131	–	2,689	107
Accrued revenues				
– Interest on investments	104	–	175	–
Net investment in finance lease	–	–	–	–
Net GST receivable	268	–	192	–
Other debtors	35	–	34	–
Total	8,760	64	3,346	153
Less: provision of impairment				
User charges and fees	(17)	–	(17)	–
Total provision for impairment – receivables	(17)	–	(17)	–
Total net receivables	8,743	64	3,329	153
Externally restricted receivables				
Water supply				
– Rates and availability charges	41	6	40	4
– Other	743	–	119	–
Sewerage services				
– Rates and availability charges	65	10	69	6
– Other	19	–	27	–
Domestic waste management	54	6	55	4
Total external restrictions	922	22	310	14
Unrestricted receivables	7,821	42	3,019	139
Total net receivables	8,743	64	3,329	153

\$ '000	2021	2020
Movement in provision for impairment of receivables		
Balance at the beginning of the year (calculated in accordance with AASB 139)	17	36
– previous impairment losses reversed	–	(19)
Balance at the end of the year	17	17

Accounting policy

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

C1-4 Receivables (continued)

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presentation that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

C1-5 Inventories

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
(i) Inventories at cost				
Stores and materials	315	-	400	-
Stores and materials – gravel	454	-	448	-
Trading stock – Australia post agency	29	-	19	-
Trading stock – tourist information centres	8	-	10	-
Loose tools	171	-	176	-
Total inventories at cost	977	-	1,053	-
Total inventories	977	-	1,053	-

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Total externally restricted assets	-	-	-	-
Total internally restricted assets	-	-	-	-
Total unrestricted assets	977	-	1,053	-
Total inventories	977	-	1,053	-

(i) Other disclosures

(Valued at the lower of cost and net realisable value)

Accounting policy

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

C1-6 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2020			Asset movements during the reporting period							At 30 June 2021		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000													
Capital work in progress	3,755	–	3,755	4,027	–	–	(1,370)	–	–	–	6,412	–	6,412
Plant and equipment	15,361	(8,114)	7,247	2,646	(252)	(1,249)	79	–	–	–	16,162	(7,691)	8,471
Office equipment	2,735	(1,791)	944	234	–	(255)	–	–	–	–	2,106	(1,182)	924
Furniture and fittings	213	(156)	57	–	–	(6)	–	–	–	–	145	(95)	50
Land:													
– Operational land	4,601	–	4,601	–	–	–	–	–	–	–	4,601	–	4,601
– Community land	3,289	–	3,289	–	–	–	–	–	–	1,134	4,423	–	4,423
Land improvements – depreciable	281	(188)	93	–	–	(9)	–	–	–	–	170	(86)	84
Infrastructure:													
– Buildings – non-specialised	4,703	(2,470)	2,233	20	–	(63)	–	–	–	–	4,724	(2,533)	2,191
– Buildings – specialised	47,414	(22,072)	25,342	429	(561)	(726)	24	–	–	–	46,572	(22,064)	24,508
– Other structures	1,785	(703)	1,082	29	–	(33)	10	–	–	–	1,825	(736)	1,089
– Roads	128,023	(51,750)	76,273	6,564	–	(2,513)	124	(20,414)	–	21,238	140,449	(59,178)	81,271
– Bridges	49,672	(21,982)	27,690	1,513	(590)	(500)	699	–	–	16,549	65,737	(20,375)	45,362
– Footpaths	3,221	(607)	2,614	432	–	(29)	–	–	(322)	–	4,351	(1,657)	2,694
– Other road assets	–	–	–	187	–	(12)	–	303	–	–	490	(12)	478
– Bulk earthworks (non-depreciable)	216,885	–	216,885	416	–	–	108	–	(7,860)	–	209,549	–	209,549
– Stormwater drainage	2,855	(1,193)	1,662	200	–	(388)	–	20,111	(8,430)	–	30,530	(17,375)	13,155
– Water supply network	39,196	(14,820)	24,376	59	–	(494)	41	–	–	221	39,657	(15,454)	24,203
– Sewerage network	23,100	(9,178)	13,922	169	–	(480)	6	–	–	125	23,489	(9,747)	13,742
– Swimming pools	1,707	(951)	756	–	(472)	(23)	–	–	–	–	714	(452)	262
– Other open space/recreational assets	3,469	(1,395)	2,074	132	–	(143)	136	–	–	–	3,726	(1,527)	2,199
Other assets:													
– Other	934	(613)	321	18	–	(53)	–	–	–	–	931	(647)	284
Reinstatement, rehabilitation and restoration assets (refer Note C3-5):													
– Tip assets	3,099	(501)	2,598	–	–	(204)	–	–	–	–	3,099	(705)	2,394
– Quarry assets	332	(24)	308	–	–	(12)	–	–	–	–	333	(37)	296
Total infrastructure, property, plant and equipment	556,630	(138,508)	418,122	17,075	(1,875)	(7,192)	(143)	–	(16,612)	39,267	610,195	(161,553)	448,642

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-6 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2019			Asset movements during the reporting period						At 30 June 2020		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Carrying value of disposals	Depreciation expense	Impairment reversal (recognised in equity)	WIP transfers	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000												
Capital work in progress	3,601	–	3,601	2,885	–	–	–	(2,731)	–	3,755	–	3,755
Plant and equipment	14,901	(7,326)	7,575	965	(153)	(1,139)	–	–	–	15,361	(8,114)	7,247
Office equipment	2,488	(1,537)	951	247	–	(254)	–	–	–	2,735	(1,791)	944
Furniture and fittings	209	(150)	59	5	–	(7)	–	–	–	213	(156)	57
Land:												
– Operational land	4,601	–	4,601	–	–	–	–	–	–	4,601	–	4,601
– Community land	3,289	–	3,289	–	–	–	–	–	–	3,289	–	3,289
Land improvements – depreciable	282	(180)	102	–	–	(9)	–	–	–	281	(188)	93
Infrastructure:												
– Buildings – non-specialised	4,696	(2,408)	2,288	8	–	(63)	–	–	–	4,703	(2,470)	2,233
– Buildings – specialised	45,472	(21,361)	24,111	1,941	–	(710)	–	1,023	–	47,414	(22,072)	25,342
– Other structures	1,676	(672)	1,004	110	–	(31)	–	9	–	1,785	(703)	1,082
– Roads	125,385	(49,178)	76,207	2,665	(4)	(2,596)	–	314	–	128,023	(51,750)	76,273
– Bridges	48,063	(23,268)	24,795	3,542	(170)	(503)	25	807	–	49,672	(21,982)	27,690
– Footpaths	2,213	(578)	1,635	1,008	–	(29)	–	180	–	3,221	(607)	2,614
– Bulk earthworks (non-depreciable)	215,610	–	215,610	1,275	–	–	–	388	–	216,885	–	216,885
– Stormwater drainage	2,855	(1,165)	1,690	–	–	(28)	–	–	–	2,855	(1,193)	1,662
– Water supply network	38,791	(14,200)	24,591	37	–	(480)	–	–	229	39,196	(14,820)	24,376
– Sewerage network	22,872	(8,621)	14,251	10	–	(471)	–	–	131	23,100	(9,178)	13,922
– Swimming pools	1,697	(929)	768	10	–	(23)	–	–	–	1,707	(951)	756
– Other open space/recreational assets	3,137	(1,273)	1,864	331	–	(122)	–	10	–	3,469	(1,395)	2,074
Other assets:												
– Other	934	(558)	376	–	–	(54)	–	–	–	934	(613)	321
Reinstatement, rehabilitation and restoration assets (refer Note C3-5):												
– Tip assets	3,099	(298)	2,801	–	–	(204)	–	–	–	3,099	(501)	2,598
– Quarry assets	333	(12)	321	–	–	(12)	–	–	–	332	(24)	308
Total infrastructure, property, plant and equipment	546,204	(133,714)	412,490	15,039	(327)	(6,735)	25	–	360	556,630	(138,508)	418,122

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-6 Infrastructure, property, plant and equipment (continued)

Accounting policy

Initial recognition of Infrastructure, Property, Plant and Equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the asset of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

When infrastructure, property, plant and equipment is acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Revaluation Model

Infrastructure, property, plant and equipment are held at fair value. Comprehensive valuations are performed at least every five years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Water and sewerage network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Department of Planning, Industry and Environment – Water.

Increases in the carrying amounts arising on revaluation are credited to the IPPE revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against IPPE revaluation reserve to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Plant and equipment	Years	Other equipment	Years
Office equipment	10 to 15	Playground equipment	15
Office furniture	5 to 10		
Computer equipment	5		
Vehicles	5	Buildings	
Heavy plant/road making equipment	10 to 15	Buildings: masonry	75
Other plant and equipment	5 to 15	Buildings: other	45
		Stormwater assets	
Water and sewer assets		Drains	80 to 100
Dams and reservoirs	100 to 120	Flood control structures	80 to 100
Bores	25 to 50		
Reticulation pipes	80		
Pump stations	25 to 70		
Telemetry	15		
		Other infrastructure assets	
Transportation assets		Drainage structure on roads	100
Sealed roads: surface	25	Other road structures	80
Sealed roads: pavement base	80	Swimming pools	50
Unsealed roads: wearing course	35	Other open space/recreational assets	15 to 50
Unsealed roads: formation	infinite	Other structures	15 to 50
Bridge: concrete	100		
Roads sub-base / Formation	infinite		
Kerb, gutter and footpaths	80		

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

C1-6 Infrastructure, property, plant and equipment (continued)

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Rural Fire Service assets

Upper Lachlan Shire Council accounting policy was approved in 2007/2008 in relation to the recognition of Rural Fire Service (RFS) plant, vehicles and equipment assets. Council determined that the RFS plant, vehicles and equipment is not owned by Council and Council does not have effective control of the plant and equipment assets. Upper Lachlan Shire Council Resolution No.104/08 stated Council will not recognise the assets in Financial Statements.

In accordance with the requirements of the Australian Accounting Standards and the Code of Accounting Practice, the Upper Lachlan Shire Council has continued not to recognise in their financial statements any rural firefighting plant and equipment assets that have been "vested" in Council.

C2 Leasing activities

C2-1 Council as a lessee

Council has leases over part of a building that it utilises to operate the Crookwell Visitor Information Centre, as well as leases over certain printing and copying office equipment. Information relating to the leases in place and associated balances and transactions is provided below:

Terms and conditions of leases

Buildings

Council leases part of a building at 36 Goulburn St, Crookwell from which it operates the Crookwell Visitor Information Centre. The original lease was for a period of ten years and expires 1st December, 2023. Council included an option, at Council's discretion, in this building lease to provide flexibility and certainty to Council's operations and reduce costs of moving premises.

The building lease contains an annual pricing mechanism based on either fixed increases or CPI movements at each anniversary of the lease inception.

Office and IT equipment

Leases for office equipment are for high value photocopiers and printers. The leases are between 1 and 3 years with no renewal option; the payments are fixed, however some of the leases include variable payments based on usage.

(a) Right of use assets

\$ '000	Office Equipment	Buildings	Total
2021			
Opening balance at 1 July	33	178	211
Adoption of AASB 16 at 1 July 2019 – first time lease recognition	–	–	–
Depreciation charge	(18)	(13)	(31)
Balance at 30 June	15	164	179
2020			
Adoption of AASB 16 at 1 July 2019 – first time lease recognition	51	191	242
Depreciation charge	(18)	(13)	(31)
Balance at 30 June	33	178	211

(b) Lease liabilities

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Lease liabilities	19	166	28	185
Total lease liabilities	19	166	28	185

(c) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
2021					
Cash flows	19	68	98	185	185

C2-1 Council as a lessee (continued)

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
2020					
Cash flows	28	85	100	213	213

(d) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2021	2020
Interest on lease liabilities	8	8
Depreciation of right of use assets	31	31
	39	39

(e) Statement of Cash Flows

Total cash outflow for leases	39	39
	39	39

(f) Leases at significantly below market value – concessionary / peppercorn leases**Accounting policy**

At inception of a contract, Council assesses whether a lease exists - i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration.

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives. The right-of-use is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

C2-2 Council as a lessor

Operating leases

Council provides operating leases on Council buildings, the table below relates to operating leases on assets disclosed in C1-8. These leases are classified as operating leases for financial reporting purposes and the asset is included in the Statement of Financial Position.

Council leases out part of the new Crookwell Memorial Oval Sports Centre building to Rising Sun Health Gym. The lease is for a period of one year and expires 14th March 2022. Council included an option to renew the lease for a period of three years and a further one year after that.

The building lease contains an annual pricing mechanism based on either fixed increase or CPI movement at each anniversary of the lease inception if the option to renew is taken.

\$ '000	2021	2020
(i) Assets held as property, plant and equipment		
Lease to Rising Sun Health (Fitness Centre operator) ⁱ	—	—
Total income relating to operating leases for Council assets	—	—
 (i) Lease commenced March 2021, with 3 month rent free period		
 Amount of IPPE leased out by Council under operating leases		
Crookwell Memorial Oval Sports Centre (Gym area)	481	—
Total amount of IPPE leased out by Council under operating leases	481	—
 (iii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:		
Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:		
< 1 year	12	—
Total undiscounted lease payments to be received	12	—

C3 Liabilities of Council

C3-1 Payables

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Payables				
Prepaid rates	–	–	–	–
Goods and services	4,105	–	2,207	–
Accrued expenses:				
– Salaries and wages	302	–	300	–
– Other expenditure accruals	21	–	23	–
Security bonds, deposits and retentions	96	–	166	–
Community enhancement programs	94	–	96	–
Other	22	–	8	–
Total payables	4,640	–	2,800	–
Total payables	4,640	–	2,800	–

Payables relating to restricted assets

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Externally restricted assets				
Water	11	–	13	–
Sewer	3	–	4	–
Payables relating to externally restricted assets	14	–	17	–
Total payables relating to restricted assets	14	–	17	–
Total payables relating to unrestricted assets	4,626	–	2,783	–
Total payables	4,640	–	2,800	–

Current payables not anticipated to be settled within the next twelve months

The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.

Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C3-2 Contract Liabilities

\$ '000	Notes	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Grants and contributions received in advance:					
Unexpended capital grants (to construct Council controlled assets)	(i)	2,120	-	118	-
Total grants received in advance		2,120	-	118	-
Total contract liabilities		2,120	-	118	-

Notes

(i) Council has received funding to construct assets, including transport assets, sporting and community facilities, and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion.

The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

Significant changes in contract liabilities

Transport for NSW - Fixing Local Roads Program Grant \$1,485,000 for the reconstruction and sealing parts of Collector Road, Gunning. The associated Contract Liability at 30 June 2021 is \$778,456.

Dept Infrastructure, Transport, Regional Development and Communications - Local Roads and Community Infrastructure Program (LRCI) Grants \$2,216,926 for Multipurpose Aquatic & Activity Centre and Coleman Park upgrade, Crookwell. The associated Contract Liability at 30 June 2021 is \$1,045,989.

Dept Planning, Industry & Environment - Everyone Can Play Program Grant \$300,000 for the construction of an 'inclusive play space' as part of the upgrade of Coleman Park, Crookwell. The associated Contract Liability at 30 June 2021 is \$295,750.

Accounting policy

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

C3-3 Borrowings

\$ '000	2021	2021	2020	2020
	Current	Non-current	Current	Non-current
Loans – secured ¹	634	5,434	546	5,068
Total borrowings	634	5,434	546	5,068

(1) Loans are secured over the general rating income of Council.

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note 20.

Borrowings relating to restricted assets

\$ '000	2021	2021	2020	2020
	Current	Non-current	Current	Non-current
Externally restricted assets				
Water	170	309	193	365
Sewer	96	44	100	84
Borrowings relating to externally restricted assets	266	353	293	449
Total borrowings relating to restricted assets	266	353	293	449
Total borrowings relating to unrestricted assets	368	5,081	253	4,619
Total borrowings	634	5,434	546	5,068

Current borrowings not anticipated to be settled within the next twelve months

The following borrowings, even though classified as current, are not expected to be settled in the next 12 months.

(a) Changes in liabilities arising from financing activities

\$ '000	2020		Non-cash movements				2021
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	5,614	454	–	–	–	–	6,068
Lease liability (Note C2-1b)	213	(28)	–	–	–	–	185
Total liabilities from financing activities	5,827	426	–	–	–	–	6,253

\$ '000	2019		Non-cash movements				2020
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	2,655	2,959	–	–	–	–	5,614
Lease liability (Note C2-1b)	–	213	–	–	–	–	213
Total liabilities from financing activities	2,655	3,172	–	–	–	–	5,827

(b) Financing arrangements

\$ '000	2021	2020
Total facilities		

C3-3 Borrowings (continued)

\$ '000	2021	2020
Bank overdraft facilities ¹	300	300
Credit cards/purchase cards	30	30
Total financing arrangements	330	330
Undrawn facilities		
– Bank overdraft facilities	300	300
– Credit cards/purchase cards	30	30
Total undrawn financing arrangements	330	330

Additional financing arrangements information**Breaches and defaults**

During the current and prior year, there were no defaults or breaches on any of the loans.

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

Accounting policy

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the Income Statement over the period of the borrowings using the effective-interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the drawdown occurs. To the extent that there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or finance cost.

Borrowings are classified as current liabilities unless Council has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

C3-4 Employee benefit provisions

\$ '000	2021	2021	2020	2020
	Current	Non-current	Current	Non-current
Annual leave	895	–	897	–
Long service leave	2,869	–	3,459	–
Other leave – time in lieu	12	–	19	–
ELE on-costs	347	–	–	–
Total employee benefit provisions	4,123	–	4,375	–

Employee benefit provisions relating to restricted assets

Externally restricted assets

Water	206	–	188	–
Sewer	162	–	148	–
Employee benefit provisions relating to externally restricted assets	368	–	336	–
Total employee benefit provisions relating to restricted assets	368	–	336	–
Total employee benefit provisions relating to unrestricted assets	3,755	–	4,039	–
Total employee benefit provisions	4,123	–	4,375	–

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2021	2020
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	2,485	2,473
	2,485	2,473

Description of and movements in provisions

\$ '000	ELE provisions				Total
	Annual leave	Long service leave	ELE on-costs	Other employee benefits	
2021					
At beginning of year	897	3,459	–	19	4,375
Other	(2)	(590)	347	(7)	(252)
Total ELE provisions at end of year	895	2,869	347	12	4,123
2020					
At beginning of year	809	3,463	–	12	4,284
Other	88	(4)	–	7	91
Total ELE provisions at end of year	897	3,459	–	19	4,375

Accounting policy

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised

C3-4 Employee benefit provisions (continued)

in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

C3-5 Provisions

\$ '000	2021 Current	2021 Non-Current	2020 Current	2020 Non-Current
Asset remediation/restoration:				
Asset remediation/restoration (future works)	-	2,860	-	2,797
Sub-total – asset remediation/restoration	-	2,860	-	2,797
Total provisions	-	2,860	-	2,797
Provisions relating to restricted assets				
Externally restricted assets				
Domestic waste management	-	-	115	-
Provisions relating to externally restricted assets	-	-	115	-
Total provisions relating to restricted assets	-	-	115	-
Total provisions relating to unrestricted assets	-	2,860	(115)	2,797
Total provisions	-	2,860	-	2,797

Current provisions not anticipated to be settled within the next twelve months

The following provisions, even though classified as current, are not expected to be settled in the next 12 months.

Description of and movements in provisions

\$ '000	Other provisions	
	Asset remediation	Net carrying amount
2021		
At beginning of year	2,797	2,797
Unwinding of discount	63	63
Total other provisions at end of year	2,860	2,860
2020		
At beginning of year	2,783	2,783
Other	14	14
Total other provisions at end of year	2,797	2,797

Nature and purpose of provisions

Asset remediation

Council has a legal/public obligation to make, restore, rehabilitate and reinstate the council tip and quarry.

Tip provision

Council is required to undertake significant works at the Crookwell waste management centre to comply with EPA requirements. Other minor remediation works on former tip sites converted to transfer stations must also be carried out.

Gravel pit provision

Council is required to remediate gravel pits (quarries).

C3-5 Provisions (continued)

Accounting policy

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

Asset remediation – tips and quarries

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs. Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

The ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within infrastructure, property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

C4 Reserves

C4-1 Nature and purpose of reserves

Infrastructure, property, plant and equipment revaluation reserve

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

Other reserves

Other reserves are retained to meet the needs of Council.

D Council structure

D1 Results by fund

General fund refers to all Council activities other than water and sewer. All amounts disclosed in this note are gross i.e. inclusive of internal charges and recoveries made between the funds. Assets and liabilities shown in the water and sewer columns are restricted for use for these activities.

D1-1 Income Statement by fund

\$ '000	General 2021	Water 2021	Sewer 2021
Income from continuing operations			
Rates and annual charges	9,290	945	1,244
User charges and fees	5,222	998	324
Interest and investment revenue	251	13	25
Other revenues	850	498	19
Grants and contributions provided for operating purposes	10,227	19	17
Grants and contributions provided for capital purposes	7,305	21	10
Net gains from disposal of assets	288	14	22
Total income from continuing operations	33,433	2,508	1,661
Expenses from continuing operations			
Employee benefits and on-costs	10,550	759	538
Materials and services	10,507	1,225	832
Borrowing costs	236	35	11
Depreciation, amortisation and impairment of non-financial assets	6,214	509	500
Other expenses	612	5	–
Net losses from the disposal of assets	1,623	–	–
Total expenses from continuing operations	29,742	2,533	1,881
Operating result from continuing operations	3,691	(25)	(220)
Net operating result for the year	3,691	(25)	(220)
Net operating result attributable to each council fund	3,691	(25)	(220)
Net operating result for the year before grants and contributions provided for capital purposes	(3,614)	(46)	(230)

D1-2 Statement of Financial Position by fund

\$ '000	General 2021	Water 2021	Sewer 2021
ASSETS			
Current assets			
Cash and cash equivalents	8,231	–	–
Investments	9,945	2,656	5,399
Receivables	7,875	784	84
Inventories	977	–	–
Other	179	–	–
Total current assets	27,207	3,440	5,483
Non-current assets			
Investments	1,000	–	–
Receivables	48	6	10
Infrastructure, property, plant and equipment	408,768	24,904	14,970
Right of use assets	179	–	–
Total non-current assets	409,995	24,910	14,980
TOTAL ASSETS	437,202	28,350	20,463
LIABILITIES			
Current liabilities			
Payables	4,626	11	3
Contract liabilities	2,120	–	–
Lease liabilities	19	–	–
Borrowings	501	85	48
Employee benefit provision	3,755	206	162
Total current liabilities	11,021	302	213
Non-current liabilities			
Lease liabilities	166	–	–
Borrowings	4,948	394	92
Provisions	2,860	–	–
Total non-current liabilities	7,974	394	92
TOTAL LIABILITIES	18,995	696	305
Net assets	418,207	27,654	20,158
EQUITY			
Accumulated surplus	269,766	25,537	15,368
Revaluation reserves	148,441	2,117	4,790
Council equity interest	418,207	27,654	20,158
Total equity	418,207	27,654	20,158

E Risks and accounting uncertainties

E1-1 Risks relating to financial instruments held

Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The finance team manages the cash and Investments portfolio with the assistance of independent advisors. Council has an investment policy which complies with the s 625 of the Act and the Ministerial Investment Order. The policy is regularly reviewed by Council and a monthly investment report is provided to Council setting out the make-up performance of the portfolio as required by local government regulations.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance team under policies approved by the Councillors.

The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

\$ '000	Carrying value 2021	Carrying value 2020	Fair value 2021	Fair value 2020
Financial assets				
Measured at amortised cost				
Cash and cash equivalents	8,231	7,779	8,231	7,779
Receivables	8,807	3,482	8,807	3,482
Investments				
– Debt securities at amortised cost	19,000	25,100	19,000	25,100
Total financial assets	36,038	36,361	36,038	36,361
Financial liabilities				
Payables	4,640	2,800	4,640	2,800
Loans/advances	6,068	5,614	6,068	5,614
Total financial liabilities	10,708	8,414	10,708	8,414

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be the carrying value that approximates market value.
- **Borrowings and measure at amortised cost investments** – are based upon estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.
- Financial assets classified (i) **at fair value through profit and loss** or (ii) **at fair value through other comprehensive income** – are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

(a) Market risk – interest rate and price risk

\$ '000	2021	2020
---------	------	------

The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.

Impact of a 1% movement in interest rates

– Equity / Income Statement	7	9
-----------------------------	---	---

Impact of a 10% movement in price of investments

– Equity / Income Statement	13	42
-----------------------------	----	----

(b) Credit risk

E1-1 Risks relating to financial instruments held (continued)

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

Credit risk profile

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue	< 1 year overdue	1 - 2 years overdue	2 - 5 years overdue	> 5 years overdue	Total
2021						
Gross carrying amount	–	212	56	–	–	268
2020						
Gross carrying amount	(17)	263	39	–	–	285

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	0 - 30 days overdue	31 - 60 days overdue	61 - 90 days overdue	> 91 days overdue	Total
2021						
Gross carrying amount	5,754	2,221	4	132	445	8,556
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	3.80%	0.20%
ECL provision	–	–	–	–	17	17
2020						
Gross carrying amount	2,900	49	118	75	72	3,214
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
ECL provision	–	–	–	–	–	–

(c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

E1-1 Risks relating to financial instruments held (continued)

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	payable in: ≤ 1 Year	1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
2021							
Trade/other payables	0.00%	96	4,544	–	–	4,640	4,640
Loans and advances	4.70%	–	835	2,608	3,883	7,326	6,068
Total financial liabilities		96	5,379	2,608	3,883	11,966	10,708
2020							
Trade/other payables	0.00%	166	2,634	–	–	2,800	2,800
Loans and advances	5.26%	–	756	2,454	3,763	6,973	5,614
Total financial liabilities		166	3,390	2,454	3,763	9,773	8,414

Loan agreement breaches

Detail here any breaches to loan agreements which have occurred during the reporting year.

E2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Financial assets and liabilities

Fair value hierarchy

All assets and liabilities measured at fair value are assigned to a level in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly

Level 3: Unobservable inputs for the asset or liability

The table below shows the assigned level for each asset and liability held at fair value by Council:

\$ '000	Notes	Fair value measurement hierarchy							
		Date of latest valuation		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2021	2020	2021	2020	2021	2020	2021	2020
Recurring fair value measurements									
– Cash and cash equivalents		30/06/21	30/06/20	8,231	7,779	–	–	8,231	7,779
– Term deposits		30/06/21	30/06/20	19,000	25,100	–	–	19,000	25,100
Total financial assets				27,231	32,879	–	–	27,231	32,879
Financial liabilities									
Payables		30/06/21	30/06/20	4,640	2,800	–	–	4,640	2,800
Loans and borrowings		30/06/21	30/06/20	6,068	5,614	–	–	6,068	5,614
Total financial liabilities				10,708	8,414	–	–	10,708	8,414
Infrastructure, property, plant and equipment									
	C1-6								
Plant and equipment		30/06/20	30/06/20	–	–	8,471	7,247	8,471	7,247
Office equipment		30/06/20	30/06/20	–	–	924	944	924	944
Furniture and fittings		30/06/20	30/06/20	–	–	50	57	50	57
Operational land		30/06/18	30/06/18	–	–	4,601	4,601	4,601	4,601
Community land		30/06/21	30/06/16	–	–	4,423	3,289	4,423	3,289
Land Improvements – depreciable		30/06/16	30/06/16	–	–	84	93	84	93
Buildings – non-specialised		30/06/18	30/06/18	–	–	2,191	2,233	2,191	2,233
Buildings – specialised		30/06/18	30/06/18	–	–	24,508	25,342	24,508	25,342
Other structures		30/06/18	30/06/18	–	–	1,089	1,082	1,089	1,082
Roads		30/06/21	30/06/15	–	–	81,749	76,273	81,749	76,273
Bridges		30/06/21	30/06/15	–	–	45,362	27,690	45,362	27,690
Footpaths		30/06/21	30/06/15	–	–	2,694	2,614	2,694	2,614
Stormwater drainage		30/06/21	30/06/15	–	–	13,155	1,662	13,155	1,662
Water supply network		30/06/17	30/06/17	–	–	24,203	24,376	24,203	24,376
Sewerage network		30/06/17	30/06/17	–	–	13,742	13,922	13,742	13,922
Swimming pools		30/06/18	30/06/18	–	–	262	756	262	756
Other open space/recreational assets		30/06/18	30/06/18	–	–	2,199	2,074	2,199	2,074
Other assets		30/06/18	30/06/18	–	–	284	321	284	321
Rehabilitation assets		30/06/18	30/06/18	–	–	2,690	2,906	2,690	2,906
Total infrastructure, property, plant and equipment				–	–	232,681	197,482	232,681	197,482
Non-recurring fair value measurements									

E2-1 Fair value measurement (continued)

Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

Initial Valuation at Fair Value - Infrastructure, Property, Plant & Equipment

The Office of Local Government, Department of Premier and Cabinet determined that all asset classes will be valued at fair value in accordance with AASB 116 in a staged approach. The following classes of assets were all initially valued at fair value in the following years:

2006/2007 - Water Supply and Sewerage Networks.

2007/2008 - Buildings, Operational Land, and Property, Plant and Equipment Assets.

2009/2010 - Roads, Bridges, Footpaths, Stormwater, and Drainage Assets.

2010/2011 - Community Land, Land Improvements, Other Structures and Other Assets.

Revaluation at Fair Value

All assets re-valued will be carried in the accounts at their re-valued amount, being their fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment costs.

All new assets and asset acquisitions made after the respective dates of valuation are recorded at their initial cost of acquisition.

Valuation of certain classes of assets require the engagement of an external valuer. To facilitate the valuation process Council has synchronised the valuation of Buildings, Operational Land and Property with Other Structures to occur at the same time every five years.

2017/2018 - Buildings, Operational Land and Property, Other Structures and Plant and Equipment assets.

2020/2021 - Roads, Bridges, Footpaths, Stormwater, and Drainage assets (deferred from 2019/2020).

2020/2021 - Community Land.

2021/2022 - Water Supply and Sewerage network assets.

Additional information regarding capitalisation thresholds and depreciation rates utilised has been included as it is relevant in determining what property is deemed to be an 'asset' and is therefore subject to valuation measurement. It also discloses what level of acquisitions will be included after the date of valuation.

The Fair Valuation techniques Council has employed while utilising Level 2 and Level 3 inputs are as follows:

Infrastructure, property, plant and equipment (IPPE)

Plant and Equipment, Office Equipment and Furniture and Fittings – Fair Value

Plant and Equipment, Office Equipment and Furniture and Fittings are valued at Fair Value under AASB 116 from 30 June 2018, as per the Office of Local Government's directions, using the depreciated historical cost method:-

'In light of the nature and value of Council plant and equipment the Department has stated that NSW Councils may use depreciated historic cost as fair value as long as Council has undertaken a high level review to determine if there has been any impairment to the assets.'

The carrying amount of these assets is assumed to approximate fair value due to the nature of the items. All new assets and asset acquisitions made after the respective dates of valuation are recorded at their initial cost of acquisition.

No market based evidence (Level 2) could be supported therefore these assets were all classified as having been valued using Level 3 valuation inputs.

There has been no change to the valuation process during the reporting period.

Plant and Equipment, Office Equipment and Furniture and Fittings - Depreciation & Capitalisation Thresholds

Major depreciation periods are:-

Plant and Equipment, Road-making Equipment	10 to 15 years
Office Equipment	5 to 10 years
Furniture and Fittings	5 to 20 years

continued on next page ...

E2-1 Fair value measurement (continued)

Motor Vehicles	5 years
----------------	---------

Asset capitalisation thresholds are:-

Office Equipment	\$2,000
Furniture and Fittings	\$2,000
Plant and Equipment	\$5,000

Operational Land

Operational Land was re-valued at Fair Value by external independent valuer Scott Fullarton Valuations Pty Ltd as at 30 June 2018. Valuation was undertaken in accordance with the requirements of AASB 13 Fair Value, which defines Fair Value as “The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date”. This involved establishing the nature of the asset, characteristics important to market participants, the appropriate market and valuation premise. Having maximised the level of valuation input, the adopted technique deemed appropriate is the Market Approach which requires the comparison or income approach to valuation. All new Operational Land acquired after the current valuation date is recorded at the initial cost of acquisition.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

There has been no change to the valuation process during the reporting period.

Community Land

Community land was required to be re-valued as at 30 June 2021. In line with the prescribed manner of attributing a valuation to Community Land, the land values (Unimproved Capital Value) as supplied by the Valuer General’s Office have been used.

Land Improvements - Depreciable

Land Improvements - Depreciable were re-valued at Fair Value under AASB 116 as at 30 June 2016 using the depreciated historical cost method.

The carrying amount of these assets is assumed to approximate fair value due to the nature of the items. All new assets and asset acquisitions made after the current valuation date are recorded at their initial cost of acquisition. Due to the diverse nature of land improvements, major depreciation periods are up to 100 years and the capitalisation threshold is \$5,000.

No market based evidence (Level 2) could be supported therefore these assets were all classified as having been valued using Level 3 valuation inputs.

There has been no change to the valuation process during the reporting period.

Buildings - Specialised & Non-Specialised

Buildings were re-valued at Fair Value by external independent valuer Scott Fullarton Valuations Pty Ltd as at 30 June 2018. Valuation was undertaken in accordance with the requirements of AASB 13 Fair Value, which defines Fair Value as “The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date”. This involved establishing the nature of the asset, characteristics important to market participants, the appropriate market and valuation premise. Having maximised the level of valuation input, the adopted techniques deemed appropriate are:

Non-specialised buildings - Market Approach - This requires the comparison or income approach to valuation.

Specialised buildings - Cost Approach - This requires the depreciated replacement cost approach to valuation.

This asset class is categorised as Level 3 as there are inputs used in the valuation of these assets that require significant professional judgement and are therefore unobservable.

All new buildings acquisitions (new acquisitions and capital improvements) made after the current valuation date are recorded at their initial cost of acquisition.

There has been no change to the valuation process during the reporting period.

Buildings - Specialised & Non-Specialised – Depreciation & Capitalisation Thresholds

Major depreciation periods and capitalisation thresholds remain unchanged.

E2-1 Fair value measurement (continued)

Major depreciation periods are:-

Buildings	45 to 75 years
-----------	----------------

Asset capitalisation thresholds include:-

Buildings - construction/extensions/renovations	\$2,000
---	---------

Other Structures

The Other Structures asset class was re-valued at Fair Value by external independent valuer Scott Fullarton Valuations Pty Ltd as at 30 June 2018. Valuation was undertaken in accordance with the requirements of AASB 13 Fair Value with the adopted technique deemed appropriate being the Cost Approach which requires the depreciated replacement cost approach to valuation. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

This asset class is categorised as Level 3 as there are inputs used in the valuation of these assets that require significant professional judgement and are therefore unobservable.

There has been no change to the valuation process during the reporting period.

Other Structures - Depreciation & Capitalisation Thresholds

Major depreciation periods are:

Other Structures	15 to 50 years
------------------	----------------

Asset capitalisation thresholds include:-

Other Structures	\$2,000
------------------	---------

Roads

The Roads asset class was re-valued as at 30 June 2021 componentised by formation (non-depreciable), pavement sub-base (non-depreciable), pavement base, surface and structures including kerb & gutter. This asset class was re-valued at Fair Value by external consultants Assetic and Upper Lachlan Shire Council professional engineering staff and were recognised at fair value from 30 June 2021. The Cost Approach using Level 3 inputs was used to value this asset class. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

No market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

There has been no change to the valuation process during the reporting period.

Roads - Depreciation & Capitalisation Thresholds

Major depreciation periods are:-

Sealed Roads – Surface	25 years
Sealed Roads – Pavement Base	80 years
Unsealed Roads – Wearing Course	35 years
Unsealed Roads – Formation	Infinite
Roads Pavement Sub-base	Infinite
Other Road Structures	80 years
Formation (Bulk Earthworks)	Infinite
Kerb and Gutter	80 years

Asset capitalisation thresholds include:-

Road construction, gravel re-sheeting and reconstruction	\$5,000
Kerb and Gutter	\$5,000

Bridges

The Bridges asset class was re-valued as at 30 June 2021 classified as concrete, timber or drainage structures. This asset class was re-valued at Fair Value by external consultants Assetic and Upper Lachlan Shire Council professional engineering staff and were recognised at fair value from 30 June 2021. The Cost Approach using Level 3 inputs was used to value this

E2-1 Fair value measurement (continued)

asset class. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

No market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

There has been no change to the valuation process during the reporting period.

Bridges - Depreciation & Capitalisation Thresholds

Major depreciation periods are:-

Bridges – Concrete	100 years
Drainage Structures on Roads	100 years

Asset capitalisation thresholds include:-

Bridge construction and reconstruction	\$5,000
--	---------

Footpaths

Footpaths were re-valued as at 30 June 2021 at Fair Value by external consultants Assetic and Upper Lachlan Shire Council professional engineering staff and were recognised at fair value from 30 June 2021. The same historical cost per square metre of works carried out was utilised. The Cost Approach using Level 3 inputs was used to value this asset class. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition. No market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

There has been no change to the valuation process during the reporting period.

Footpaths - Depreciation & Capitalisation Thresholds

Major depreciation periods are:-

Footpaths	40 to 80 years
-----------	----------------

Asset capitalisation thresholds include:-

Footpaths	\$5,000
-----------	---------

Stormwater Drainage Assets

Stormwater Drainage assets were re-valued as at 30 June 2021 at Fair Value by external consultants Assetic and Upper Lachlan Shire Council professional engineering staff. The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. The NSW Office of Water 'Reference Rates Manual - valuation of water supply, sewerage and stormwater assets' was utilised to assist to determine fair value. While the unit rates may be supported from market evidence (Level 2) other inputs (such as estimates of pattern of consumption, residual value, asset condition and useful life) required extensive professional judgement. All asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

Limited market based evidence (Level 2) could be supported therefore these assets were all classified as having been valued using Level 3 valuation inputs.

There has been no change to the valuation process during the reporting period.

Stormwater Drainage Assets – Depreciation & Capitalisation Thresholds

Major depreciation periods are:-

Stormwater and Flood Control Structures	80 to 100 years
---	-----------------

Asset capitalisation thresholds include:-

All Stormwater assets	\$5,000
-----------------------	---------

Water Supply and Sewerage Infrastructure Assets

Water Supply and Sewerage infrastructure assets were re-valued at Fair Value by an internal valuation undertaken by Upper Lachlan Shire Council professional operations staff and were recognised at fair value as at 30 June 2012 and 30 June 2017.

E2-1 Fair value measurement (continued)

Council's extensive water and sewer capital works programme carried out over the last 5 years has provided useful comparative data on the local construction cost of water and sewer assets. This information was used in conjunction with the NSW Office of Water 'Reference Rates Manual - valuation of water supply, sewerage and stormwater assets' to determine fair value. These assets are indexed each year in line with the Reference Rates Manual as published by the NSW Office of Water. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

This asset class is categorised as Level 3 as there are inputs used in the valuation of these assets (such as estimates of pattern of consumption, residual value, asset condition and useful life), that require significant professional judgement and are therefore unobservable.

There has been no change to the valuation process during the reporting period.

Water Supply and Sewerage Infrastructure Assets - Depreciation

Major depreciation periods for future years determined following the revaluation are:-

Dams	120 years
Reservoirs	100 years
Bores	25 - 50 years
Reticulation Pipes	80 years
Pump Stations	25 - 70 years
Pumps	25 years
Telemetry	15 years

Asset capitalisation thresholds include: -

Reticulation extensions and new assets	\$3,000
--	---------

Swimming Pool Assets

Swimming Pool assets were included in the asset class Other Structures prior to 30 June 2017.

The Swimming Pool asset class was re-valued at Fair Value by external independent valuer Scott Fullarton Valuations Pty Ltd as at 30 June 2018. Valuation was undertaken in accordance with the requirements of AASB 13 Fair Value with the adopted technique deemed appropriate being the Cost Approach which requires the depreciated replacement cost approach to valuation. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

This asset class is categorised as Level 3 as there are inputs used in the valuation of these assets that require significant professional judgement and are therefore unobservable.

There has been no change to the valuation process during the reporting period.

Swimming Pool - Depreciation & Capitalisation Thresholds

Major depreciation periods are:

Swimming Pools	50 years
----------------	----------

Asset capitalisation thresholds include:-

Swimming Pools	\$3,000
----------------	---------

Other Open Space/Recreational Assets

Other Open Space/Recreational assets were included in the asset class Other Structures prior to 30 June 2017.

The Other Open Space/Recreational asset class was re-valued at Fair Value by external independent valuer Scott Fullarton Valuations Pty Ltd as at 30 June 2018. Valuation was undertaken in accordance with the requirements of AASB 13 Fair Value with the adopted technique deemed appropriate being the Cost Approach which requires the depreciated replacement cost approach to valuation. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

This asset class is categorised as Level 3 as there are inputs used in the valuation of these assets that require significant professional judgement and are therefore unobservable.

E2-1 Fair value measurement (continued)

There has been no change to the valuation process during the reporting period.

Other Open Space/Recreational - Depreciation & Capitalisation Thresholds

Major depreciation periods are:

Playground Equipment and Park Furniture	15 years
---	----------

Asset capitalisation thresholds include:-

Playground Equipment and Park Furniture	\$1,000
---	---------

Other Assets (including Tips & Quarries Rehabilitation)

Assets within this class comprise of all assets not classified elsewhere. Other Assets, other than tips and quarries rehabilitation, are valued at Fair Value under AASB 116 from 30 June 2012 using the depreciated historical cost method. A review of these assets was undertaken for 30 June 2018 and the same valuation methodology was retained. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

No market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

There has been no change to the valuation process during the reporting period.

Fair value measurements using significant unobservable inputs (level 3)

Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

	Valuation technique/s	Unobservable inputs
Infrastructure, property, plant and equipment		
Plant and equipment	Level 3	<ul style="list-style-type: none"> Gross replacement cost Asset condition Remaining useful life Residual value
Office equipment	Level 3	<ul style="list-style-type: none"> Gross replacement cost Asset condition Remaining useful life
Furniture and fittings	Level 3	<ul style="list-style-type: none"> Gross replacement cost Asset condition Remaining useful life
Operational Land	Level 3	<ul style="list-style-type: none"> Gross replacement cost Asset condition Remaining useful life
Community Land	Level 3	<ul style="list-style-type: none"> Gross replacement cost Asset condition Remaining useful life
Land improvements	Level 3	<ul style="list-style-type: none"> Gross replacement cost Asset condition Remaining useful life
Buildings non-specialised	Level 3	<ul style="list-style-type: none"> Gross replacement cost Asset condition Remaining useful life
Buildings specialised	Level 3	<ul style="list-style-type: none"> Gross replacement cost Asset condition Remaining useful life
Other structures	Level 3	<ul style="list-style-type: none"> Gross replacement cost Asset condition Remaining useful life
Roads	Level 3	<ul style="list-style-type: none"> Gross replacement cost Asset condition Remaining useful life

E2-1 Fair value measurement (continued)

	Valuation technique/s	Unobservable inputs
Bridges	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Footpaths	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Stormwater drainage	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Water supply network	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Sewerage network	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Swimming pools	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Other open space/recreational	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Other assets	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Rehabilitation assets	Level 3	<ul style="list-style-type: none"> • Discount Rate • CPI

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

\$ '000	Plant and equipment		Office equipment		Furniture and fittings		Operational Land	
	2021	2020	2021	2020	2021	2020	2021	2020
Opening balance	7,247	7,575	944	951	57	59	4,601	4,601
Total gains or losses for the period								
Other movements								
Purchases (GBV)	2,725	965	234	247	–	5	–	–
Disposals (WDV)	(252)	(153)	–	–	–	–	–	–
Depreciation and impairment	(1,249)	(1,140)	(254)	(254)	(7)	(7)	–	–
Closing balance	8,471	7,247	924	944	50	57	4,601	4,601

\$ '000	Community Land		Land improvements		Buildings non-specialised		Buildings specialised	
	2021	2020	2021	2020	2021	2020	2021	2020
Opening balance	3,289	3,289	93	102	2,233	2,288	25,342	24,111
Total gains or losses for the period								
Recognised in other comprehensive income – revaluation surplus	1,134	–	–	–	–	–	–	–
Other movements								
Purchases (GBV)	–	–	–	–	20	8	453	1,941
Disposals (WDV)	–	–	–	–	–	–	(561)	–
Depreciation and impairment	–	–	(9)	(9)	(62)	(63)	(726)	(710)
Closing balance	4,423	3,289	84	93	2,191	2,233	24,508	25,342

\$ '000	Other structures		Roads		Bridges		Footpaths	
	2021	2020	2021	2020	2021	2020	2021	2020

E2-1 Fair value measurement (continued)

\$ '000	Other structures		Roads		Bridges		Footpaths	
	2021	2020	2021	2020	2021	2020	2021	2020
Opening balance	1,082	1,004	293,158	291,817	27,690	24,795	2,614	1,635
Total gains or losses for the period								
Recognised in other comprehensive income – revaluation surplus	–	–	13,378	–	16,549	25	(322)	–
Other movements								
Transfers from/(to) another asset class	–	–	(20,111)	–	–	–	–	–
Purchases (GBV)	39	110	7,399	3,940	2,212	3,542	432	1,008
Disposals (WDV)	–	–	–	(4)	(590)	(170)	–	–
Depreciation and impairment	(32)	(32)	(2,526)	(2,595)	(499)	(502)	(30)	(29)
Closing balance	1,089	1,082	291,298	293,158	45,362	27,690	2,694	2,614

\$ '000	Stormwater drainage		Water supply network		Sewerage network		Swimming pools	
	2021	2020	2021	2020	2021	2020	2021	2020
Opening balance	1,662	1,690	24,376	24,591	13,922	14,251	756	768
Total gains or losses for the period								
Recognised in other comprehensive income – revaluation surplus	(8,430)	–	221	229	125	131	–	–
Other movements								
Transfers from/(to) another asset class	20,111	–	–	–	–	–	–	–
Purchases (GBV)	200	–	100	37	175	10	–	10
Disposals (WDV)	–	–	–	–	–	–	(472)	–
Depreciation and impairment	(388)	(28)	(494)	(481)	(480)	(470)	(22)	(22)
Closing balance	13,155	1,662	24,203	24,376	13,742	13,922	262	756

\$ '000	Other open space/recreational		Other assets		Rehabilitation assets		Total	
	2021	2020	2021	2020	2021	2020	2021	2020
Opening balance	2,074	1,864	321	376	2,906	3,122	414,367	408,889
Recognised in other comprehensive income – revaluation surplus	–	–	–	–	–	–	22,655	385
Purchases (GBV)	268	331	18	–	–	–	14,275	12,154
Disposals (WDV)	–	–	–	–	–	–	(1,875)	(327)
Depreciation and impairment	(143)	(121)	(55)	(55)	(216)	(216)	(7,192)	(6,734)
Closing balance	2,199	2,074	284	321	2,690	2,906	442,230	414,367

Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are::

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

* For 180 Point Members, Employers are required to contribute 7% of salaries for the year ending 30 June 2021 (increasing to 7.5% in line with the increase in the Superannuation Guarantee) to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$40.0 million, apportioned according to each employer's share of the accrued liabilities as at 30 June 2020. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

E3-1 Contingencies (continued)

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2021 was \$212,800. The last valuation of the Scheme was performed by fund actuary, Richard Boyfield, FIAA as at 30 June 2020.

Council's expected contribution to the plan for the next annual reporting period is \$320,845.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2021 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,620.5	
Past Service Liabilities	2,445.6	107.2%
Vested Benefits	2,468.7	106.2%

* excluding member accounts and reserves in both assets and liabilities.

The share of any funding surplus or deficit that can be attributed to Council is 0.53% or \$212,800.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	5.75% per annum
Salary inflation *	3.5% per annum
Increase in CPI	2.5% per annum

* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review, which will be a triennial actuarial investigation will be completed by December 2021

(ii) Statewide Mutual Limited

Council is a member of Statewide Mutual Limited, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Mutual Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

E3-1 Contingencies (continued)

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii.) Legal Matters

At balance date Upper Lachlan Shire Council had matters pending with its solicitors related to advice on day to day operational activities, such as conveyance on land acquisitions, renewal of Council's quarry contracts, and other operational matters. The fees and costs associated with these were estimated at approximately \$64,500. This figure includes \$46,500 estimate for Upper Lachlan Shire Council ats Tutzing Pty Ltd - Supreme Court Proceeding No. 2021/123548 Kokomo Road matter.

(iii.) Industrial Relations Commission dispute

Backpays to 1 July 2019 for eligible employees under Oosoft job evaluation Industrial Relations Commission dispute. Quantum undeterminable until dispute is settled.

ASSETS NOT RECOGNISED

(i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30/6/08.

(ii) Infringement notices/fines

Not applicable.

(iii)

The Minister for Local Government made the following determination on 7 September 2006, relating to the transfer of assets, rights and liabilities of the former Mulwaree Shire Council to Upper Lachlan Shire Council. Schedule 2 of the determination states that "the fixed assets of the Montague Street and Clinton Street, Goulburn properties remain with Goulburn Mulwaree Council. In the event of the sale of this property Upper Lachlan Shire Council will be reimbursed 24.22% of the net profit". The Montague Street property was sold in 2014/2015. Council retains a 24.22% share in the Clinton Street property which remains as a contingent asset.

(iv)

Council has entered into a voluntary Planning Agreement with AGL Energy Ltd on 11 September 2012 in relation to Critical Infrastructure Project reference number MP10_0035 for the project commonly known as the Dalton Gas Fired Power Station. As per section 5 of the voluntary Planning Agreement, AGL Energy Ltd has agreed to pay a monetary contribution of 0.833% of the total capital expenditure of stage one of the development into a Community Enhancement Fund, administered by Council. Payment shall be by instalments over a period of 40 years (indexed) as per clause 5.1 of the planning agreement. Should the development proceed to stage two, a further contribution payment shall be made under clause 5.2 of the voluntary Planning Agreement with the terms and conditions being the same as those applying to stage one.

(v)

Council has entered into a voluntary Community Enhancement Planning Agreement with Goldwind Australia Pty Ltd on 24 October 2013 in relation to the project commonly known as the Gullen Range Wind Farm. As per section 3 'The Community Enhancement Program' of the voluntary Planning Agreement, Goldwind Australia Pty Ltd has agreed to pay a monetary contribution of \$1,666.00 per annum per completed turbine to be indexed by CPI annually commencing at the September 2010 quarter. A Community Fund Committee has been formed to govern the Community fund. Council will be responsible for the administration and governance of the Committee.

E3-1 Contingencies (continued)

(vi)

Council has entered into a Community Enhancement Planning Agreement with Taralga Wind Farm Nominees (No 2) Pty Ltd on 7 September 2014 in relation to the project commonly known as the Taralga Wind Farm. As per section 3 'The Community Enhancement Program' of the voluntary Planning Agreement, Taralga Wind Farm Nominees (No 2) Pty Ltd has agreed to pay a monetary contribution of \$2,500.00 per annum per completed turbine to be indexed by CPI annually commencing at the September 2015 quarter. A Community Fund Committee will be formed to govern the Community fund. Council will be responsible for the administration and governance of the Committee.

(vii)

Council has entered into a Community Enhancement Planning Agreement with Cullerin Range Wind Farm Pty Ltd on 20 October 2016 in relation to the project commonly known as the Cullerin Range Wind Farm. As per section 4 'The Community Enhancement Program' of the voluntary Planning Agreement, Cullerin Range Wind Farm Pty Ltd has agreed to pay a total monetary contribution of \$1,500.00 per turbine per annum to be indexed by CPI annually commencing at the March 2015 quarter. A Community Fund Committee will be formed to govern the Community fund. Council will be responsible for the administration and governance of the Committee.

(viii)

Council entered into a Community Enhancement Planning Agreement with Crookwell Developments Pty Ltd on 27 July 2017 in relation to the project commonly known as the Crookwell 2 and 3 Wind Farm.

(ix)

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.

(x)

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

(xi)

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

(xii)

Council entered into a Contract for the Sale of Land to Crookwell/Taralga Aged Care Ltd regarding property: Part Lot 3 DP 1112816 Laggan Road, Crookwell on 2 June 2021. A deposit of \$44,000 was paid and is being held in the trust account of Council's solicitors Robert J McCarthy & Co. pending delayed settlement with boundary adjustment contractual requirements on Council.

F People and relationships

F1 Related party disclosures

F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2021	2020
Compensation:		
Short-term benefits	1,063	1,369
Termination benefits	94	443
Total	1,157	1,812

F1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2021	2020
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	27	27
Councillors' fees	90	111
Other Councillors' expenses (including Mayor)	39	40
Total	156	178

F2 Other relationships

F2-1 Audit fees

\$ '000	2021	2020
During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms		
Auditors of the Council - NSW Auditor-General:		
(i) Audit and other assurance services		
Audit and review of financial statements	49	48
Remuneration for audit and other assurance services	49	48
Total Auditor-General remuneration	49	48
Non NSW Auditor-General audit firms		
(i) Audit and other assurance services		
Due diligence services – Grant Thornton Australia internal audit services	15	20
Remuneration for audit and other assurance services	15	20
Total remuneration of non NSW Auditor-General audit firms	15	20
Total audit fees	64	68

G Other matters

G1-1 Statement of Cash Flows information

Reconciliation of net operating result to cash provided from operating activities

\$ '000	2021	2020
Net operating result from Income Statement	3,446	6,676
Adjust for non-cash items:		
Depreciation and amortisation	7,223	6,766
Net losses/(gains) on disposal of assets	1,299	89
Adoption of AASB 15/1058	–	(742)
Unwinding of discount rates on reinstatement provisions	63	–
+/- Movement in operating assets and liabilities and other cash items:		
Decrease/(increase) in receivables	(5,325)	(182)
Increase/(decrease) in provision for impairment of receivables	–	(19)
Decrease/(increase) in inventories	76	(76)
Decrease/(increase) in other current assets	(91)	(42)
Increase/(decrease) in payables	1,898	778
Increase/(decrease) in other accrued expenses payable	–	24
Increase/(decrease) in other liabilities	(58)	(39)
Increase/(decrease) in contract liabilities	2,002	118
Increase/(decrease) in provision for employee benefits	(252)	91
Increase/(decrease) in other provisions	–	14
Net cash provided from/(used in) operating activities from the Statement of Cash Flows	10,281	13,456

G2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2021	2020
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Buildings	52	5
Plant and equipment	1,785	224
Total commitments	1,837	229
These expenditures are payable as follows:		
Within the next year	1,837	229
Total payable	1,837	229
Sources for funding of capital commitments:		
Unrestricted general funds	744	70
Future grants and contributions	1,093	159
Total sources of funding	1,837	229

Details of capital commitments

Council has capital commitments as at 30 June 2021. Capital commitments are related to the finalisation of Council's timber bridge replacement program, other transport projects, plant replacement program, IWCM and Water main replacements in Crookwell.

G3 Statement of developer contributions as at 30 June 2021

G3-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2020	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2021	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
Roads	2,916	202	–	12	(256)	–	2,874	–
Open space	259	17	–	1	(5)	–	272	–
Community facilities	579	33	–	2	–	–	614	–
Other	108	4	–	–	–	–	112	–
Bushfire	180	17	–	1	(5)	–	193	–
Waste management	27	12	–	–	–	–	39	–
S7.11 contributions – under a plan	4,069	285	–	16	(266)	–	4,104	–
Total S7.11 and S7.12 revenue under plans	4,069	285	–	16	(266)	–	4,104	–
S64 contributions	524	31	–	2	–	–	557	–
Total contributions	4,593	316	–	18	(266)	–	4,661	–

Under the Environmental Planning and Assessment Act 1979, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

G3-2 Developer contributions by plan

\$ '000	Opening balance at 1 July 2020	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2021	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
Upper Lachlan Development Contributions Plan 2007 (previously Section 94)								
Bushfire	180	17	–	1	(5)	–	193	–
Roads	2,916	202	–	12	(256)	–	2,874	–
Waste management	27	12	–	–	–	–	39	–
Open space	259	17	–	1	(5)	–	272	–
Community facilities	579	33	–	2	–	–	614	–
Other	108	4	–	–	–	–	112	–
Total	4,069	285	–	16	(266)	–	4,104	–

G3-3 S64 contributions

G3-3 S64 contributions (continued)

\$ '000	Opening balance at 1 July 2020	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2021	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
Upper Lachlan Development Servicing Plan for Water & Sewer								
Water supply	192	21	–	1	–	–	214	–
Sewerage services	332	10	–	1	–	–	343	–
Total	524	31	–	2	–	–	557	–

G4 Statement of performance measures

G4-1 Statement of performance measures – consolidated results

\$ '000	Amounts 2021	Indicator 2021	Indicators 2020 2019		Benchmark
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	(2,586)	(8.64)%	1.67%	1.42%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	29,942				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions ¹	19,679	52.79%	52.83%	63.34%	> 60.00%
Total continuing operating revenue ¹	37,278				
3. Unrestricted current ratio					
Current assets less all external restrictions	19,290	2.30x	4.56x	5.12x	> 1.50x
Current liabilities less specific purpose liabilities	8,403				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	4,919	5.75x	13.56x	15.98x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	855				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	286	2.42%	2.67%	2.39%	< 10.00%
Rates and annual charges collectable	11,796				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	27,231	13.48	19.00	15.32	> 3.00
Monthly payments from cash flow of operating and financing activities	2,020	mths	mths	mths	mths

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

G4-2 Statement of performance measures by fund

\$ '000	General Indicators		Water Indicators		Sewer Indicators		Benchmark
	2021	2020	2021	2020	2021	2020	
1. Operating performance ratio							
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	(8.95)%	1.55%	(1.85)%	(2.06)%	(13.93)%	8.43%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ^{1,2}							
2. Own source operating revenue ratio							
Total continuing operating revenue excluding capital grants and contributions ¹	47.05%	47.67%	98.41%	94.09%	98.37%	93.02%	> 60.00%
Total continuing operating revenue ¹							
3. Unrestricted current ratio							
Current assets less all external restrictions	2.30x	4.56x	11.39x	9.30x	25.74x	24.80x	> 1.50x
Current liabilities less specific purpose liabilities							
4. Debt service cover ratio							
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	6.03x	16.67x	4.37x	4.29x	5.11x	11.46x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)							
5. Rates and annual charges outstanding percentage							
Rates and annual charges outstanding	1.73%	2.01%	4.75%	4.58%	5.69%	5.89%	< 10.00%
Rates and annual charges collectable							
6. Cash expense cover ratio							
Current year's cash and cash equivalents plus all term deposits	11.49	18.31	12.45	13.17	39.08	32.50	> 3.00
Monthly payments from cash flow of operating and financing activities	mths	mths	mths	mths	mths	mths	mths

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies.

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method.

H Additional Council disclosures (unaudited)

H1-1 Statement of performance measures – consolidated results (graphs)

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2020/21 result

2020/21 ratio (8.64)%

Ratio is below benchmark for the first time in over a decade. Current year contributing factors losses on disposal of infrastructure assets - swimming pool and replacement of 7 bridges. Other factors are large increase in depreciation expense and employee benefit costs.

Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2020/21 result

2020/21 ratio 52.79%

Council has significant reliance on external grant funding and a limited rate base. There are few alternatives income streams available similar to those easily sourced by larger regional or city Councils. Large capital income for road reconstruction projects, Roads to Recovery and Bridges income resulted in lower ratio result.

Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2020/21 result

2020/21 ratio 2.30x

Council has been above benchmark for the past 15 years. Adequate working funds are retained to meet short term liabilities.

Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

H1-1 Statement of performance measures – consolidated results (graphs) (continued)

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2020/21 result

2020/21 ratio 5.75x

Council borrowed \$1million in current year and \$4.3million over previous 2 years for bridge replacement program; this combined with decrease in operational results from increase in operating expenditure.

Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2020/21 result

2020/21 ratio 2.42%

Council's debt recovery management practices and dedicated revenue staff have achieved impressive and consistent results in rates and debt recovery over the past 15 years keeping rates and charges outstanding levels well below the Upper Lachlan Shire Council's benchmark of 5%.

Benchmark: — < 10.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2020/21 result

2020/21 ratio 13.48 mths

Performance is above benchmark for the past 10 years and Council currently has liquidity with the capacity to fund the works program detailed in the 4 year delivery program. Council has reduced capacity to met short-term liquidity expenses for unanticipated natural disaster events.

Benchmark: — > 3.00mths

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark



INDEPENDENT AUDITOR'S REPORT
Report on the general purpose financial statements
Upper Lachlan Shire Council

To the Councillors of the Upper Lachlan Shire Council

Opinion

I have audited the accompanying financial statements of Upper Lachlan Shire Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2021, the Statement of Financial Position as at 30 June 2021, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2021, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

A handwritten signature in black ink, appearing to read 'Lisa Berwick', with a horizontal line underneath the name.

Lisa Berwick
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

3 November 2021
SYDNEY

Ms Colleen Worthy
General Manager
Upper Lachlan Shire Council
PO Box 42
GUNNING NSW 2550

Contact: Lisa Berwick
Phone no: 02 9275 7165
Our ref: D2123602/1797

3 November 2021

Dear Ms Worthy

**Report on the Conduct of the Audit
for the year ended 30 June 2021
Upper Lachlan Shire Council**

I have audited the general-purpose financial statements (GPFS) of the Upper Lachlan Shire Council (the Council) for the year ended 30 June 2021 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2021 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

SIGNIFICANT AUDIT ISSUES AND OBSERVATIONS

I identified the following significant audit issues and observations during my audit of the Council's financial statements. These issues and observations were addressed as part of my audit.

Rural fire-fighting equipment not recognised in the financial statements

Council did not record rural fire-fighting equipment in the financial statements.

Rural fire-fighting equipment, specifically the red fleet vehicles, is controlled by the Council and should be recognised in the financial statements. This is supported by the requirements of the *Rural Fires Act 1997* and service agreements between Councils and the NSW Rural Fire Service (RFS)

The Department of Planning, Industry and Environment (inclusive of the Office of Local Government) confirmed in the 'Report on Local Government 2020' (tabled in Parliament on 27 May 2021) their view that rural firefighting equipment is not controlled by the RFS.

INCOME STATEMENT

Operating result

	2021 \$m	2020 \$m	Variance %
Rates and annual charges revenue	11.5	11.0	↑ 4.5
Grants and contributions revenue	17.6	16.4	↑ 7.3
Operating result from continuing operations	3.4	6.7	↓ 49.3
Net operating result before capital grants and contributions	-3.9	0.4	↓ 107.5

Rates and annual charges revenue (\$11.5 million) increased by \$0.5 million (4.5 per cent) in 2020–21. This was due to the IPART annual rate increase of 2.6 per cent and a slight increase in rateable properties by 1.8 per cent (6,390 in 2020-21 compared to 6,280 in 2019-20).

Grants and contributions revenue (\$17.6 million) increased by \$1.2 million (7.3 per cent) in 2020–21. This was mainly due to the net effect of the following:

- \$3.2 million increase in grants for transport, mainly other roads and bridges funding
- \$0.6 million decrease in grants and contribution for footpaths
- \$0.9 million decrease in grants for recreation and culture.

The Council's operating result from continuing operations (including depreciation and amortisation expense of \$7.2 million) was \$3.3 million lower than the 2019-20 result. This was primarily due to:

- Overall increase in income by \$2.6 million. The increase was due to matters noted above including a \$1.3 million increase in user charges and fees.

This increase in income was offset by the increase in expenditure by \$5.8 million mainly relating to:

- \$1.2 million increase in net losses from the disposal of assets
- \$0.7 million increase in employee benefits and on-costs
- \$3.3 million increase in materials and contracts
- \$0.4 million increase in depreciation and amortisation

The net operating result before capital grants and contributions (-\$3.9 million) was \$4.2 million lower than the 2019-20 result.

STATEMENT OF CASH FLOWS

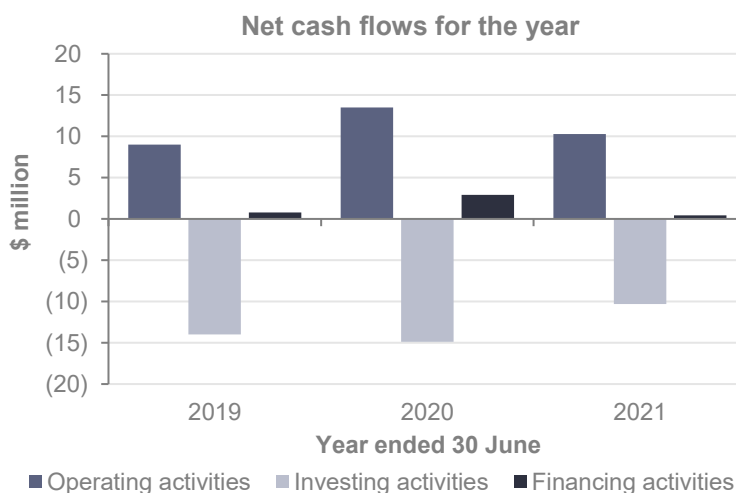
The Statement of Cash Flows illustrates the flow of cash and cash equivalents moving in and out of Council during the year.

The Council's cash and cash equivalents increased by \$0.4 million.

Cash inflows from operating activities decreased by \$3.2 million (from \$13.5 million in 2019-20 to \$10.3 million in 2020-21) mainly due to increased expenses which has been slightly set off with an increase in user charges and fees and grants and contributions as highlighted in the income statement section.

The decrease in cash outflows from investing activities of \$4.6 million (from \$14.9 million in 2019-20 to \$10.3 million in 2020-21) was primarily due to the increase of \$4.6 million in the purchase of infrastructure, property, plant and equipment during the current year.

Cash inflow from financing activities decreased by \$2.5 million (\$2.9 million in 2019-20 to \$0.4 million in 2020-21) mainly due to the \$2.3 million decrease in net proceeds from borrowings.



FINANCIAL POSITION

Cash and investments

Cash and investments	2021	2020	Commentary
	\$m	\$m	
External restrictions	16.9	15.9	<ul style="list-style-type: none"> External restrictions include unspent specific purpose grants, developer contributions, domestic waste management charges, levies and planning agreements.
Internal restrictions	9.9	14.1	
Unrestricted	0.4	2.9	
Cash and investments	27.2	32.9	<ul style="list-style-type: none"> Balances are internally restricted due to Council policy or decisions for forward plans including works program. Unrestricted balances provide liquidity for day-to-day operations.

PERFORMANCE

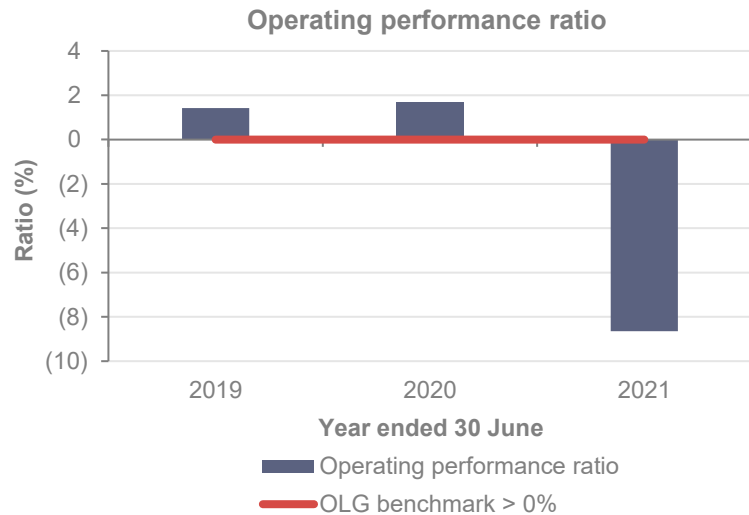
Performance measures

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Industry and Environment.

Operating performance ratio

The 'operating performance ratio' measures how well Council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.

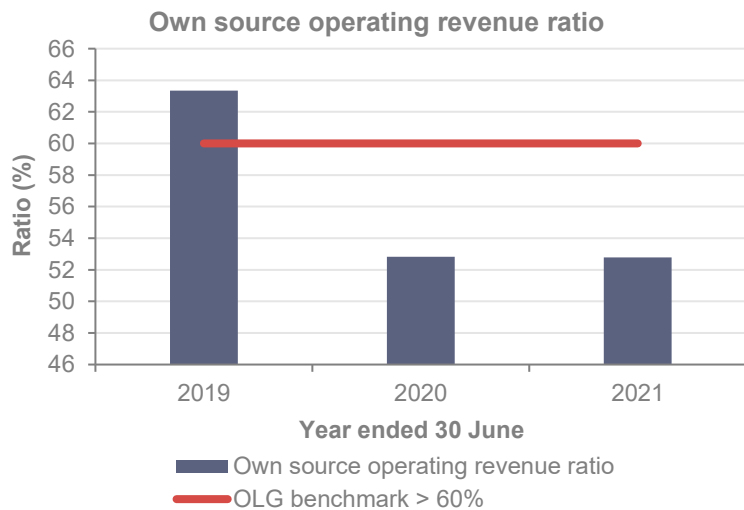
The Council's ratio of (8.64) per cent did not meet the OLG benchmark in FY21.



Own source operating revenue ratio

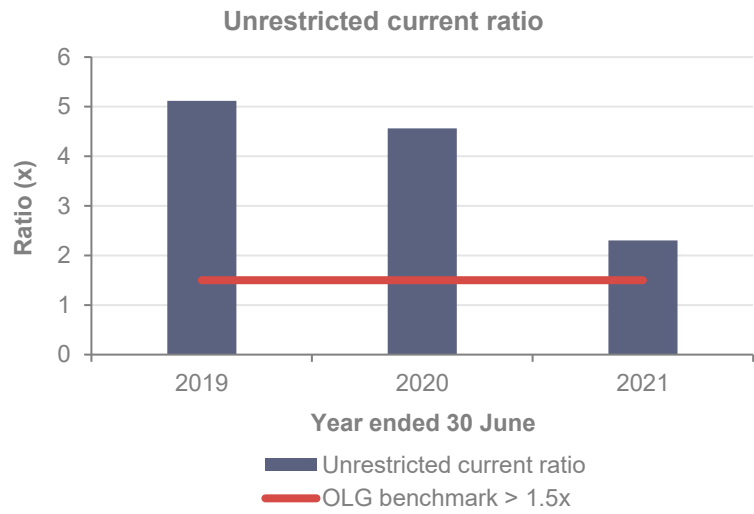
The 'own source operating revenue ratio' measures Council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.

The Council's own source operating ratio of 52.79 per cent for the current reporting period did not meet the OLG benchmark.



Unrestricted current ratio

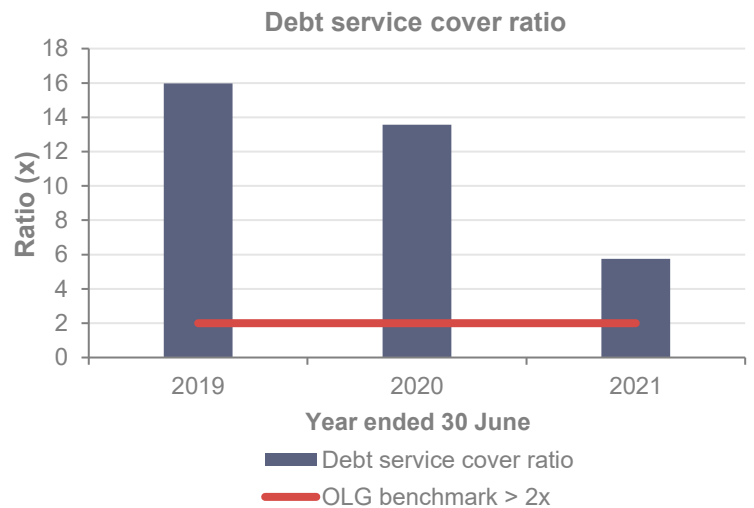
The 'unrestricted current ratio' is specific to local government and represents Council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



Debt service cover ratio

The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.

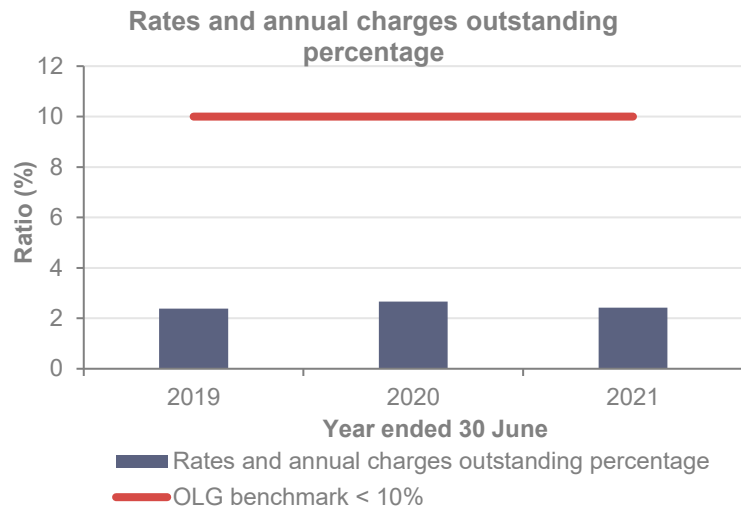
The Council's current year ratio of 5.75 times exceeded the OLG benchmark.



Rates and annual charges outstanding percentage

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.

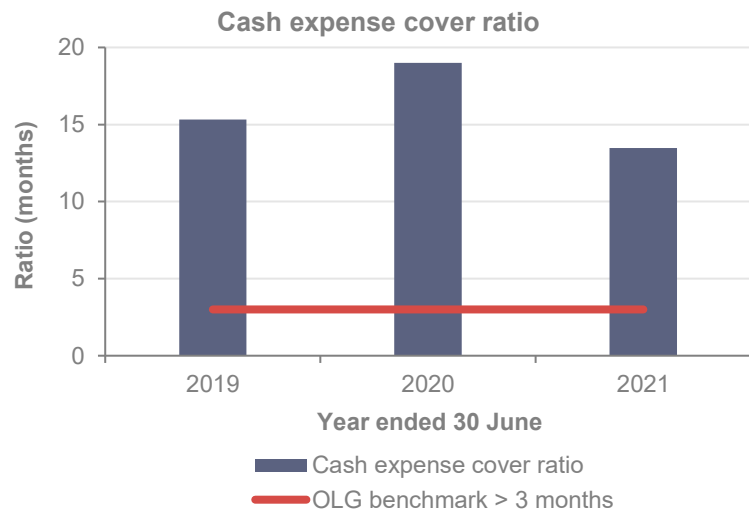
The Council ratio of 2.42 per cent met the OLG benchmark for the current reporting period.



Cash expense cover ratio

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.

The Council ratio of 13.48 months exceeded the OLG benchmark for the current reporting period.



Infrastructure, property, plant and equipment renewals

Infrastructure, property, plant and equipment renewals for 2020-21 amounted to \$17.1 million, an increase of \$2.1 million from the prior year balance of \$15.0 million. The increase mainly related to capital works in progress and plant and equipment.

OTHER MATTERS

Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

The Council's:

- accounting records were maintained in a manner and form that facilitated the preparation and the effective audit of the general-purpose financial statements
- staff provided all accounting records and information relevant to the audit.



Lisa Berwick
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

cc: Councillor John Stafford, Mayor
Mr Malcom Barlow, Chair of Audit, Risk and Improvement Committee

Upper Lachlan Shire Council

SPECIAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2021



Upper Lachlan Shire Council

Special Purpose Financial Statements

for the year ended 30 June 2021

Contents	Page
Statement by Councillors and Management	3
Special Purpose Financial Statements:	
Income Statement of water supply business activity	4
Income Statement of sewerage business activity	5
Income Statement of Domestic Waste Management	6
Statement of Financial Position of water supply business activity	7
Statement of Financial Position of sewerage business activity	8
Statement of Financial Position of Domestic Waste Management	9
Note – Significant Accounting Policies	10
Auditor's Report on Special Purpose Financial Statements	13

Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

Upper Lachlan Shire Council

Special Purpose Financial Statements

for the year ended 30 June 2021

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:

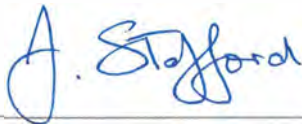
- the NSW Government Policy Statement 'Application of National Competition Policy to Local Government',
- the Division of Local Government Guidelines 'Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality',
- the Local Government Code of Accounting Practice and Financial Reporting,
- the NSW Office of Water Best-Practice Management of Water and Sewerage Guidelines.

To the best of our knowledge and belief, these statements:


- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accord with Council's accounting and other records.
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.

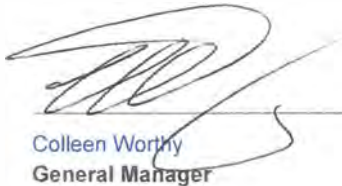
Signed in accordance with a resolution of Council made on 21 October 2021.



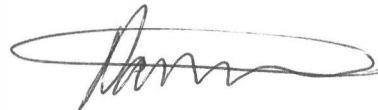
John Stafford
Mayor
21 October 2021



John Searl
Councillor
21 October 2021



Colleen Worthy
General Manager
21 October 2021



Paul Millett
Responsible Accounting Officer
21 October 2021

Upper Lachlan Shire Council

Income Statement of water supply business activity

for the year ended 30 June 2021

\$ '000	2021	2020
Income from continuing operations		
Access charges	945	900
User charges	970	1,119
Fees	28	8
Interest	13	43
Grants and contributions provided for non-capital purposes	19	19
Profit from the sale of assets	14	–
Other income	498	–
Total income from continuing operations	2,487	2,089
Expenses from continuing operations		
Employee benefits and on-costs	759	640
Borrowing costs	35	40
Materials and services	1,225	727
Depreciation, amortisation and impairment	509	492
Other expenses	5	233
Total expenses from continuing operations	2,533	2,132
Surplus (deficit) from continuing operations before capital amounts	(46)	(43)
Grants and contributions provided for capital purposes	21	111
Surplus (deficit) from continuing operations after capital amounts	(25)	68
Surplus (deficit) from all operations before tax	(25)	68
Surplus (deficit) after tax	(25)	68
Plus accumulated surplus	25,563	25,495
Plus adjustments for amounts unpaid:		
Closing accumulated surplus	25,538	25,563
Return on capital %	0.0%	0.0%
Subsidy from Council	382	224
Calculation of dividend payable:		
Surplus (deficit) after tax	(25)	68
Less: capital grants and contributions (excluding developer contributions)	(21)	(111)
Surplus for dividend calculation purposes	–	–
Potential dividend calculated from surplus	–	–

Upper Lachlan Shire Council

Income Statement of sewerage business activity

for the year ended 30 June 2021

\$ '000	2021	2020
Income from continuing operations		
Access charges	1,244	1,197
User charges	312	297
Fees	12	1
Interest	25	78
Grants and contributions provided for non-capital purposes	17	17
Profit from the sale of assets	22	–
Other income	19	–
Total income from continuing operations	1,651	1,590
Expenses from continuing operations		
Employee benefits and on-costs	538	388
Borrowing costs	11	14
Materials and services	832	403
Depreciation, amortisation and impairment	500	494
Other expenses	–	157
Total expenses from continuing operations	1,881	1,456
Surplus (deficit) from continuing operations before capital amounts	(230)	134
Grants and contributions provided for capital purposes	10	101
Surplus (deficit) from continuing operations after capital amounts	(220)	235
Surplus (deficit) from all operations before tax	(220)	235
Less: corporate taxation equivalent [based on result before capital]	–	(37)
Surplus (deficit) after tax	(220)	198
Plus accumulated surplus	15,589	15,354
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	–	37
Closing accumulated surplus	15,369	15,589
Return on capital %	(1.5)%	1.0%
Subsidy from Council	442	–
Calculation of dividend payable:		
Surplus (deficit) after tax	(220)	198
Less: capital grants and contributions (excluding developer contributions)	(10)	(101)
Surplus for dividend calculation purposes	–	97
Potential dividend calculated from surplus	–	49

Upper Lachlan Shire Council

Income Statement of Domestic Waste Management

for the year ended 30 June 2021

\$ '000	2021 Category 2	2020 Category 2
Income from continuing operations		
Access charges	1,237	1,165
User charges	2	1
Interest	8	26
Grants and contributions provided for non-capital purposes	28	27
Other income	–	1
Total income from continuing operations	1,275	1,220
Expenses from continuing operations		
Employee benefits and on-costs	239	211
Materials and services	859	784
Depreciation, amortisation and impairment	234	137
Other expenses	–	2
Total expenses from continuing operations	1,332	1,134
Surplus (deficit) from continuing operations before capital amounts	(57)	86
Grants and contributions provided for capital purposes	12	26
Surplus (deficit) from continuing operations after capital amounts	(45)	112
Surplus (deficit) from all operations before tax	(45)	112
Less: corporate taxation equivalent [based on result before capital]	–	(24)
Surplus (deficit) after tax	(45)	88
Plus accumulated surplus	3,142	3,030
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	–	24
Closing accumulated surplus	3,097	3,142
Return on capital %	(4.0)%	6.7%
Subsidy from Council	78	–

Upper Lachlan Shire Council

Statement of Financial Position of water supply business activity

as at 30 June 2021

\$ '000	2021	2020
ASSETS		
Current assets		
Investments	2,656	2,962
Receivables	784	159
Total current assets	3,440	3,121
Non-current assets		
Receivables	6	4
Infrastructure, property, plant and equipment	24,904	25,081
Total non-current assets	24,910	25,085
Total assets	28,350	28,206
LIABILITIES		
Current liabilities		
Payables	11	13
Borrowings	85	114
Employee benefit provisions	206	188
Total current liabilities	302	315
Non-current liabilities		
Borrowings	394	443
Total non-current liabilities	394	443
Total liabilities	696	758
Net assets	27,654	27,448
EQUITY		
Accumulated surplus	25,537	25,564
Revaluation reserves	2,117	1,884
Total equity	27,654	27,448

Upper Lachlan Shire Council

Statement of Financial Position of sewerage business activity

as at 30 June 2021

\$ '000	2021	2020
ASSETS		
Current assets		
Investments	5,399	5,395
Receivables	84	96
Total current assets	5,483	5,491
Non-current assets		
Receivables	10	6
Infrastructure, property, plant and equipment	14,970	15,065
Total non-current assets	14,980	15,071
Total assets	20,463	20,562
LIABILITIES		
Current liabilities		
Payables	3	4
Borrowings	48	56
Employee benefit provisions	162	148
Total current liabilities	213	208
Non-current liabilities		
Borrowings	92	128
Total non-current liabilities	92	128
Total liabilities	305	336
Net assets	20,158	20,226
EQUITY		
Accumulated surplus	15,368	15,590
Revaluation reserves	4,790	4,636
Total equity	20,158	20,226

Upper Lachlan Shire Council

Statement of Financial Position of Domestic Waste Management

as at 30 June 2021

\$ '000	2021 Category 2	2020 Category 2
ASSETS		
Current assets		
Investments	1,588	1,772
Receivables	77	81
Total current assets	1,665	1,853
Non-current assets		
Receivables	6	4
Infrastructure, property, plant and equipment	1,420	1,281
Total non-current assets	1,426	1,285
Total assets	3,091	3,138
LIABILITIES		
Current liabilities		
Employee benefit provisions	114	115
Total current liabilities	114	115
Total liabilities	114	115
Net assets	2,977	3,023
EQUITY		
Accumulated surplus	3,096	3,142
Revaluation reserves	(119)	(119)
Total equity	2,977	3,023

Note – Significant Accounting Policies

A statement summarising the supplemental accounting policies adopted in the preparation of the Special Purpose Financial Statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these Special Purpose Financial Statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these Special Purpose Financial Statements have been prepared in accordance with the Local Government Act 1993 (NSW), the *Local Government (General) Regulation 2005*, and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, current values of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government.

The framework for its application is set out in the June 1996 NSW government policy statement titled 'Application of National Competition Policy to Local Government'.

The *Pricing and Costing for Council Businesses, A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements.

These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, return on investments (rate of return), and dividends paid.

Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

Council has no Category 1 businesses.

Category 2

(where gross operating turnover is less than \$2 million)

a. Water Supply

Provision of reticulated water supply to the townships of Crookwell, Gunning, Taralga and Dalton.

b. Sewerage Services

Provision of sewerage service to the townships of Crookwell, Gunning and Taralga

c. Domestic Waste Management

Provision of Domestic Waste disposal services for the townships of Crookwell, Gunning, Taralga and villages.

Note – Significant Accounting Policies (continued)

Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs. However, where Council does not pay some taxes, which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in special purpose financial statements. For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Corporate income tax rate – **26%** (19/20 27.5%)

Land tax – the first \$755,000 of combined land values attracts **0%**. For the combined land values in excess of \$755,000 up to \$4,616,000 the rate is **\$100 + 1.6%**. For the remaining combined land value that exceeds \$4,616,000 a premium marginal rate of **2.0%** applies.

Payroll tax – **4.85%** on the value of taxable salaries and wages in excess of \$1,200,000.

In accordance with the Department of Planning, Industry & Environment – Water guidelines, a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from water supply and sewerage business activities.

The payment of taxation equivalent charges, referred to in the Best Practice Management of Water Supply and Sewer Guidelines as a 'dividend for taxation equivalent', may be applied for any purpose allowed under the Act.

Achievement of substantial compliance to the DPIE – Water guidelines is not a prerequisite for the payment of the tax equivalent charges; however the payment must not exceed \$3 per assessment.

Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 27.5%.

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The rate applied of 27.5% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

Local government rates and charges

A calculation of the equivalent rates and charges payable on all category 1 businesses has been applied to all land assets owned or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that council business activities face 'true' commercial borrowing costs in line with private sector competitors.

In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

(i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed.

Note – Significant Accounting Policies (continued)

Subsidies occur when Council provides services on a less-than-cost-recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations.

Accordingly, 'subsidies disclosed' (in relation to National Competition Policy) represents the difference between revenue generated from 'rate of return' pricing and revenue generated from prices set by Council in any given financial year.

The overall effect of subsidies is contained within the Income Statement of each reported business activity.

(ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Such funds are subsequently available for meeting commitments or financing future investment strategies.

The actual rate of return achieved by each business activity is disclosed at the foot of each respective Income Statement.

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 1.49% at 30 June 2021.

(iii) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

Local government water supply and sewerage businesses are permitted to pay an annual dividend from its water supply or sewerage business surplus.

Each dividend must be calculated and approved in accordance with the Department of Industry – Water guidelines and must not exceed:

- 50% of this surplus in any one year, or
- the number of water supply or sewerage assessments at 30 June 2021 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with the Department of Industry – Water guidelines a Dividend Payment form, Statement of Compliance, Unqualified Independent Financial Audit Report and Compliance Audit Report are required to be submitted to the Department of Industry – Water.



INDEPENDENT AUDITOR'S REPORT
Report on the special purpose financial statements
Upper Lachlan Shire Council

To the Councillors of the Upper Lachlan Shire Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Upper Lachlan Shire Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2021, the Statement of Financial Position of each Declared Business Activity as at 30 June 2021 and the Significant accounting policies note.

The Declared Business Activities of the Council are:

- Water supply
- Sewerage
- Domestic Waste Management.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2021, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Significant accounting policies note and the Local Government Code of Accounting Practice and Financial Reporting 2020–21 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the Significant accounting policies note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Significant accounting policies note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

A handwritten signature in black ink, appearing to read 'Lisa Berwick', with a horizontal line underneath the name.

Lisa Berwick
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

3 November 2021
SYDNEY

Upper Lachlan Shire Council

SPECIAL SCHEDULES
for the year ended 30 June 2021



Upper Lachlan Shire Council

Special Schedules

for the year ended 30 June 2021

Contents	Page
Special Schedules:	
Permissible income for general rates	3
Report on infrastructure assets as at 30 June 2021	7

Upper Lachlan Shire Council

Permissible income for general rates

\$ '000	Notes	Calculation 2020/21	Calculation 2021/22
Notional general income calculation ¹			
Last year notional general income yield	a	7,325	7,584
Plus or minus adjustments ²	b	70	177
Notional general income	c = a + b	7,395	7,761
Permissible income calculation			
Or rate peg percentage	e	2.60%	2.00%
Or plus rate peg amount	i = e x (c + g)	192	155
Sub-total	k = (c + g + h + i + j)	7,587	7,916
Plus (or minus) last year's carry forward total	l	2	3
Sub-total	n = (l + m)	2	3
Total permissible income	o = k + n	7,589	7,919
Less notional general income yield	p	7,584	7,916
Catch-up or (excess) result	q = o - p	5	3
Less unused catch-up ⁵	s	(2)	-
Carry forward to next year ⁶	t = q + r + s	3	3

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the Valuation of Land Act 1916.
- (5) Unused catch-up amounts will be deducted if they are not caught up within 2 years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for in setting the rates in a future year.
- (6) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the *Local Government Act 1993*. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Upper Lachlan Shire Council

To the Councillors of Upper Lachlan Shire Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Upper Lachlan Shire Council (the Council) for the year ending 30 June 2022.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2020–21 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2021'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.

A handwritten signature in black ink, appearing to read 'Lisa Berwick', with a horizontal line underneath.

Lisa Berwick
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

3 November 2021
SYDNEY

Upper Lachlan Shire Council

Report on infrastructure assets as at 30 June 2021

Asset Class	Asset Category	Estimated cost				Net carrying amount \$ '000	Gross replacement cost (GRC) \$ '000	Assets in condition as a percentage of gross replacement cost				
		Estimated cost to bring assets to satisfactory standard \$ '000	to bring to the agreed level of service set by Council \$ '000	2020/21 Required maintenance ^a \$ '000	2020/21 Actual maintenance \$ '000			1	2	3	4	5
Buildings	Buildings	599	599	643	817	26,699	51,295	10.0%	23.0%	55.0%	12.0%	0.0%
	Sub-total	599	599	643	817	26,699	51,295	10.0%	23.0%	55.0%	12.0%	0.0%
Other structures	Other structures	19	19	18	–	1,089	1,825	25.0%	43.0%	28.0%	4.0%	0.0%
	Sub-total	19	19	18	–	1,089	1,825	25.0%	43.0%	28.0%	4.0%	0.0%
Roads	Roads	22,516	22,516	4,523	2,825	291,298	350,488	31.0%	5.0%	38.0%	25.0%	1.0%
	Bridges	2,784	2,784	895	912	45,362	65,737	5.7%	39.3%	46.7%	7.9%	0.4%
	Footpaths	884	884	119	13	2,694	4,351	0.6%	34.3%	26.3%	34.4%	4.5%
	Sub-total	26,184	26,184	5,537	3,750	339,354	420,576	26.7%	10.7%	39.2%	22.4%	0.9%
Water supply network	Water supply network	3,700	3,700	954	2,043	24,203	39,657	50.0%	18.0%	13.0%	1.0%	18.0%
	Sub-total	3,700	3,700	954	2,043	24,203	39,657	50.0%	18.0%	13.0%	1.0%	18.0%
Sewerage network	Sewerage network	1,489	1,489	402	1,390	13,742	23,489	38.0%	30.0%	7.0%	24.0%	1.0%
	Sub-total	1,489	1,489	402	1,390	13,742	23,489	38.0%	30.0%	7.0%	24.0%	1.0%
Stormwater drainage	Stormwater drainage	4,116	4,116	1,056	472	13,155	30,530	7.6%	58.4%	7.5%	25.4%	1.1%
	Sub-total	4,116	4,116	1,056	472	13,155	30,530	7.6%	58.4%	7.5%	25.4%	1.1%
Open space / recreational assets	Swimming pools	–	–	11	1,217	262	714	0.0%	0.0%	100.0%	0.0%	0.0%
	Other open space/recreational assets	256	256	66	810	2,199	3,726	37.0%	31.0%	5.0%	27.0%	0.0%
	Sub-total	256	256	77	2,027	2,461	4,440	31.1%	26.0%	20.3%	22.7%	0.0%
Total – all assets		36,363	36,363	8,687	10,499	420,703	571,812	26.3%	15.8%	35.6%	20.2%	2.0%

(a) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required

Upper Lachlan Shire Council

Report on infrastructure assets as at 30 June 2021 (continued)

5 **Very poor**

Urgent renewal/upgrading required

Upper Lachlan Shire Council

Report on infrastructure assets as at 30 June 2021

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2021	Indicator 2021	Indicators		Benchmark
			2020	2019	
Buildings and infrastructure renewals ratio					
Asset renewals ¹	5,834	107.96%	108.79%	89.50%	>= 100.00%
Depreciation, amortisation and impairment	5,404				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	36,363	8.51%	4.98%	1.29%	< 2.00%
Net carrying amount of infrastructure assets	427,115				
Asset maintenance ratio					
Actual asset maintenance	10,499	120.86%	144.26%	105.21%	> 100.00%
Required asset maintenance	8,687				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	36,363	6.36%	13.00%	0.75%	
Gross replacement cost	571,812				

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Upper Lachlan Shire Council

Report on infrastructure assets as at 30 June 2021

Buildings and infrastructure renewals ratio



Buildings and infrastructure renewals ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Commentary on result	
20/21 ratio	107.96%

Benchmark: — $\geq 100.00\%$

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

Asset maintenance ratio



Asset maintenance ratio

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

Commentary on result	
20/21 ratio	120.86%

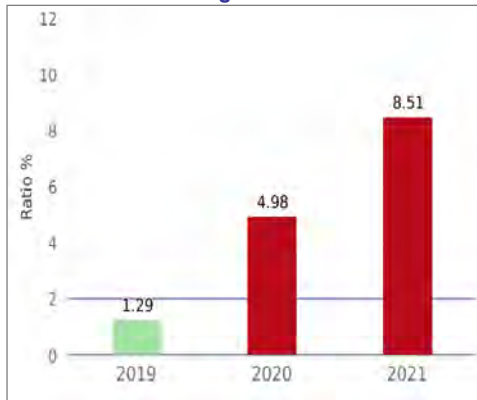
Benchmark: — $> 100.00\%$

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

Infrastructure backlog ratio



Infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

Commentary on result	
20/21 ratio	8.51%

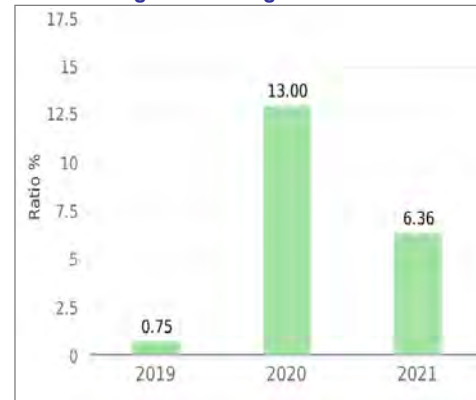
Benchmark: — $< 2.00\%$

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

Cost to bring assets to agreed service level



Cost to bring assets to agreed service level

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

Commentary on result	
20/21 ratio	6.36%

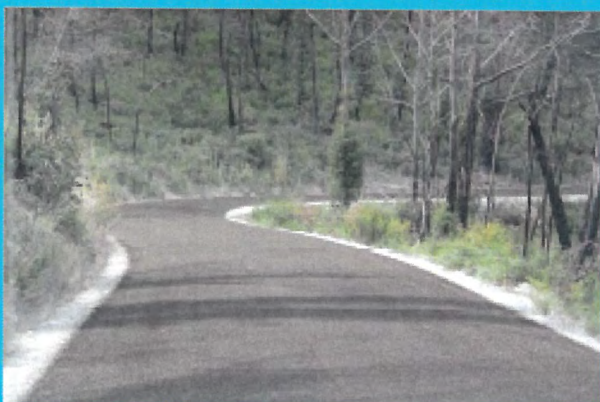
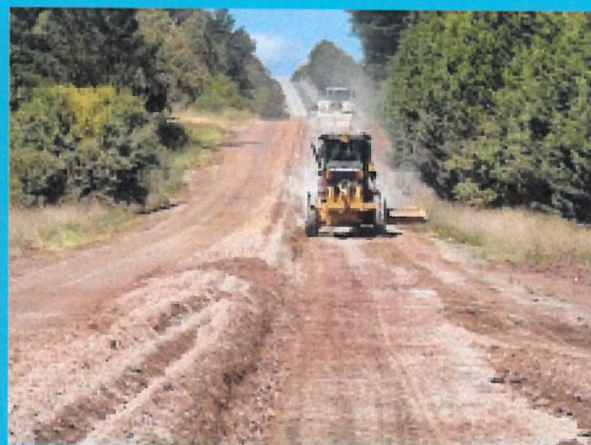
Upper Lachlan Shire Council

Report on infrastructure assets as at 30 June 2021

Infrastructure asset performance indicators (by fund)

\$ '000	General fund		Water fund		Sewer fund		Benchmark
	2021	2020	2021	2020	2021	2020	
Buildings and infrastructure renewals ratio							
Asset renewals ¹							
Depreciation, amortisation and impairment	131.69%	134.14%	0.00%	0.00%	0.00%	0.00%	>= 100.00%
Infrastructure backlog ratio							
Estimated cost to bring assets to a satisfactory standard							
Net carrying amount of infrastructure assets	8.01%	3.73%	15.29%	20.18%	10.84%	10.81%	< 2.00%
Asset maintenance ratio							
Actual asset maintenance							
Required asset maintenance	96.39%	140.22%	214.15%	153.78%	345.77%	183.13%	> 100.00%
Cost to bring assets to agreed service level							
Estimated cost to bring assets to an agreed service level set by Council							
Gross replacement cost	6.13%	11.01%	9.33%	29.25%	6.34%	25.09%	

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.



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



Mayoral Message



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

The Regional Community Strategic Plan contained the following:-

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

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

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

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

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

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

Cl. John Stafford
Mayor, Upper Lachlan Shire Council

Executive Summary

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



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

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

Elected Representatives



MAYOR
Cl John Stafford

70 Macarthur Street
Taralga NSW 2580

M 0419 014 540
E john_thesanctuary@bigpond.com



DEPUTY MAYOR
Cl John Searl

PO Box 4002
Dalton NSW 2581

M 0405 060 347
E johnsearl@hotmail.com



Cl Darren O'Brien

14 Crown Street
Crookwell NSW 2583

P (02) 4832 0501
M 0409 821 003
E bucketsob@hotmail.com



Cl Paul Culhane

7012 Boorowa Road
Lost River 2583

M 0410 622 798
E pculhane.ulsc@live.com.au



Cl Pam Kensit

339 Fish River Road
Crookwell NSW 2583

P (02) 4836 5203
M 0400 360 331
E pamkensit@gmail.com



Cl James Wheelwright

"Phils River"
Crookwell, NSW 2583

P (02) 4834 2149
E jmwheelwright@hotmail.com



Cl Brian McCormack

Taralga Road
Laggan 2583

P (02) 4837 3258
M 0458 373 259
E bmccormack.ulsc@live.com.au

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



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

Our Strategic Pillars

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

1. **OUR COMMUNITY:** We are a network of vibrant, inclusive and diverse communities that value our cooperative spirit, self-sufficiency and rural lifestyle. The principal activities are:-
 - Health Services, Medical Centres, Community Services, Aged and Disabled Services;
 - Public Halls, Cultural Services, Community Centres and Museums;
 - Animal Control;
 - Swimming Pools;
 - Sporting Grounds, Parks and Gardens and Public Spaces;
 - Public Libraries; and
 - Emergency Services and Fire Protection.

2. **OUR ENVIRONMENT:** We appreciate our range of rural landscapes and habitats, and act as custodians of the natural environment for future generations. The principal activities are:-
 - Town Planning and Development Control;
 - Building Control;
 - Environmental Systems and Protection;
 - Housing;
 - Noxious Weeds and Biosecurity Control; and
 - Food Control and Inspections.

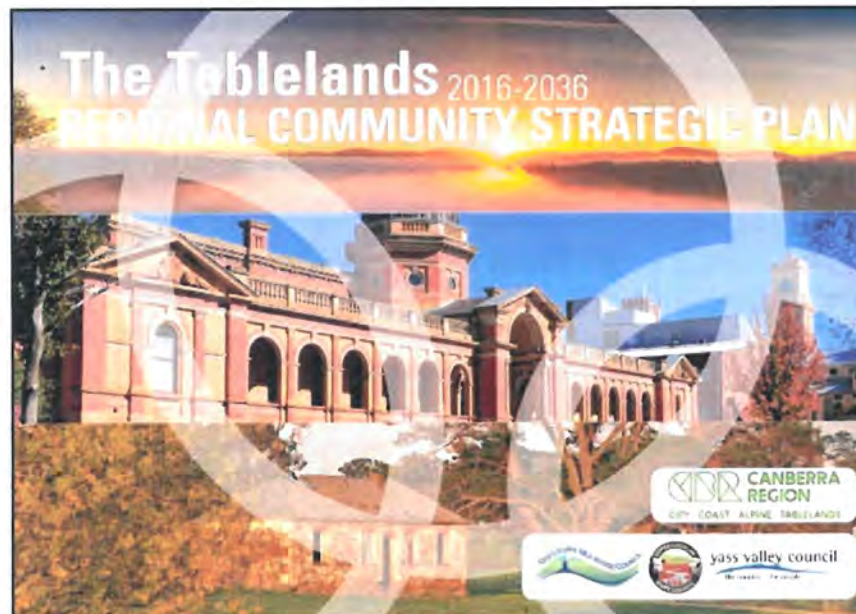
3. **OUR ECONOMY:** We have a strong regional economy experiencing sustainable growth, which provides for a diverse range of employment opportunities. The principal activities are:-
 - Financial Services;
 - Administration and Corporate Support;
 - General Purpose Revenue and Rates;
 - Information Technology;
 - Workforce (Human Resources and Work Health and Safety);
 - Caravan Parks; and
 - Tourism Promotion and Business.

4. **OUR INFRASTRUCTURE:** Our community is well serviced and connected to built, social and communications infrastructure. The principal activities are:-
 - Roads, Bridges, Cycleway, Footpaths and Kerb and Guttering;

- Stormwater and Drainage;
- Quarries and Gravel Pits;
- Waste Centres, Rubbish Tips and Street Cleaning;
- Public Conveniences and Amenities;
- Public Cemeteries;
- Engineering, Purchasing and Works Supervision;
- Plant and Equipment Operations;
- Domestic Waste Management (DWM);
- Water Supply services; and
- Sewer services.

5. **OUR CIVIC LEADERSHIP:** Our leaders operate ethically and implement good governance. We empower our residents with the tools to participate actively in the development of our communities. The principal activities are:-
- Governance.

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



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

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



Upper Lachlan Shire Councillors and senior management team 2020 - 2021

UPPER LACHLAN SHIRE AT A GLANCE

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

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

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

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

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

UPPER LACHLAN COMMUNITY SURVEY

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


In March 2019 Piazza Research completed a follow up community survey. A total of 222 surveys were completed or 3% of the Shire's population. The community survey findings demonstrated overall satisfaction with Council services was high with 60% of respondents being satisfied. However, satisfaction levels with council services/functions had declined since the 2015 community survey.

COMMUNITY ENGAGEMENT STRATEGY AND COMMUNICATIONS PLAN

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

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

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

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

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

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

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

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

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

Risks to Community Engagement

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

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

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

Purpose

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

- Establish standard methods of community engagement by Council;

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



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

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

CSP Strategy – Our Community

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

CSP Strategy – Our Environment

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

CSP Strategy – Our Economy

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

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

CSP Strategy – Our Infrastructure

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

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

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

CSP Strategy – Our Civic Leadership

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



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

Performance Assessment - Infrastructure Project Achievements

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

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

Projects Completed and Objectives Achieved continued.....

Project Cost

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

Projects Completed and Objectives Achieved continued.....

Project Cost

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

Other Key Achievements

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



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

Council Providing a Community Voice for State Significant Developments

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

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

Wind Farm Developments in Upper Lachlan Shire Council LGA

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

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

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

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

Future Infrastructure Projects Confirmed and Funding Committed

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

Projects Objectives continued.....

Project Cost

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



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

Financial Performance Assessment

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

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

Upper Lachlan Shire Council's Operating Performance Ratio

This ratio is intended to measure Council's ability to contain its operating expenditure within the confines of its operating income. The benchmark is greater than 0%. Council's operating performance from 2017 to 2021 is outlined in the below graph:-

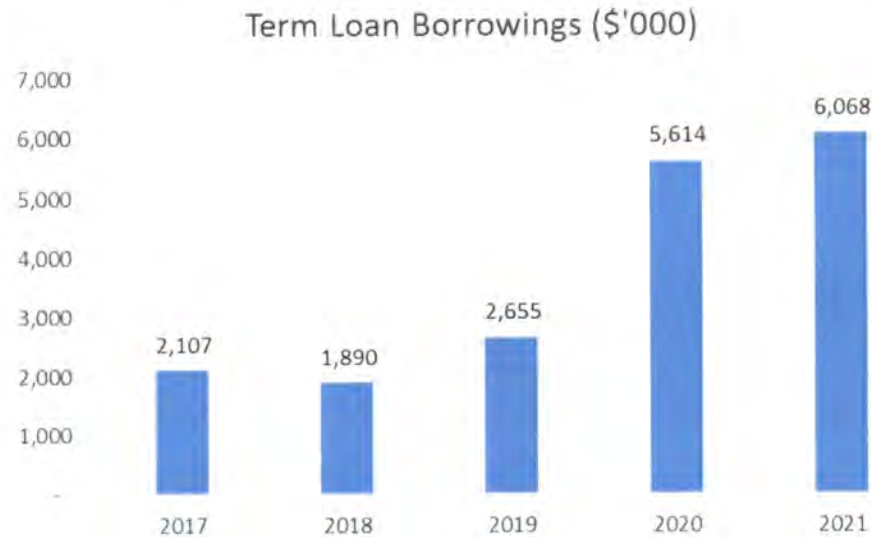


Council's Financial Position

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

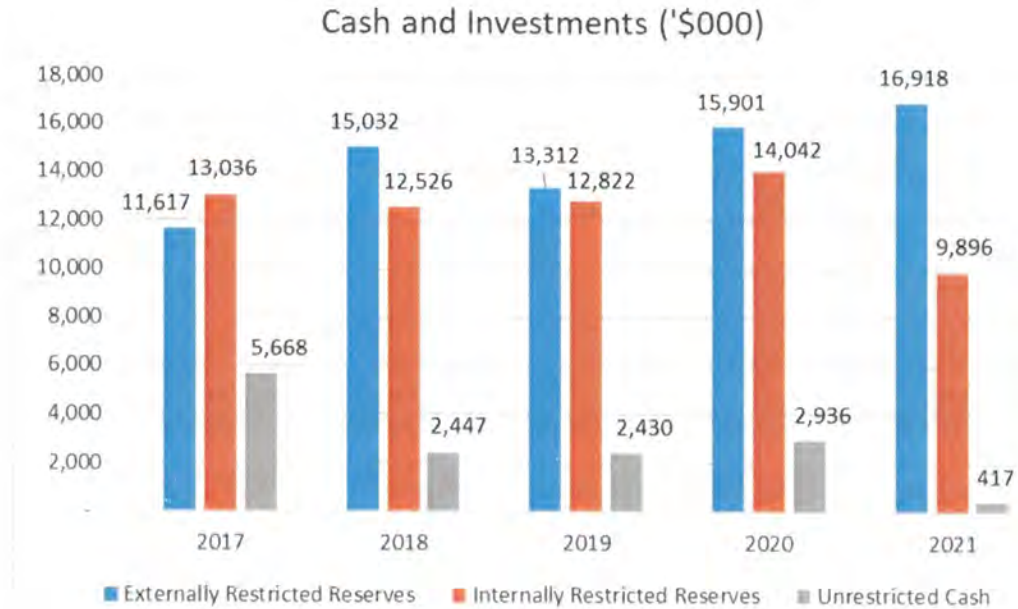
Borrowings and External Debt

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



Cash and Investments

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



Review of Community Strategic Plan effectiveness

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

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

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

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

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



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