

Upper Lachlan
Shire Council



Annual Report 2021/2022

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General Manager, Ms Colleen Worthy

General Manager's Review of Operations

It is hard to believe another twelve months has passed by and the COVID-19 pandemic still lingers and provides challenges for our community as does the continual wet weather and storm events. We are currently enduring the height of flu season and with the next strain of Covid Council finds itself impacted in providing our day to day services and operations. This is another year of community and council looking after each other while forging ahead in a resilient fashion.

Council have been very successful in attaining grants for our community during the 2021/2022 financial year totalling \$29 million grants and co-contributions paid to Council (noting that this amount does not include all grants and contributions awarded to Council in 2021/2022 that relate to multi-year projects and/or have milestone payment terms).

This funding has contributed to a number of infrastructure and community projects and upgrades that will improve our Shire including roads, bridges, stormwater, sporting facilities, water security, park amenities, heated pool, planning, disaster recovery and emergency response, arts and culture, accessibility, health and wellbeing, events, youth, community

infrastructure, playgrounds, litter prevention, and road safety.

Grants come in different shapes and sizes and from a variety of sectors including NSW Government, Federal Government, private enterprise and many others. The granting body determines the criteria that must be met when applying for a grant and they assess the application against the set criteria.

Council continued to provide assistance with sourcing external grant funding for community groups offering in principle support and assisting with preparation of a grant application for groups where applicable.

Tourism was back in full swing from February 2022 with full staffing realised in May of this year. Visitors returned to our shire this year experiencing what the area has to offer, our Caravan parks filled again and the main streets of villages were buzzing during the warmer weather.

Events were back on the agenda and included Gunning 200 celebrations, CWA celebrating 100 years, Council's Easter Festival and Australia Day, which included a special visit from His Excellency General the Honourable David Hurley AC DSC (Retd) Governor-General of the Commonwealth of Australia.

A new Council was formed in January 2022 after a local government election and we welcomed

back five previous Councillors with a majority of women being elected onto Council, which was a milestone moment. Upper Lachlan Shire appointed our first female Mayor in Councillor Pam Kensit and work for the new Council has been in full force.

Financial Position Report

The independent external audit of the Council's Financial Statements, by Audit Office NSW, confirms an operating result for 2021/2022 from all Council activities, totalling a net operating deficit result of \$1.163 million for the year (before capital grants and contributions). This equates to an Operating Performance Ratio of -4.58%.

Within the Financial Statements, Council's Statement of Performance Measures highlights Council's Unrestricted Current Ratio of Assets to Liabilities as 2.95:1, 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 3.18%. Council's Own Source Operating Revenue Ratio is 44%.

Upper Lachlan Shire Council will continue to monitor all financial, infrastructure and efficiency performance measures as the long-term financial sustainability of the Upper Lachlan Shire Council remains a priority.

Organisation Structure

Council continued to improve and review its organisation structure in accordance with Section 333, of the Local Government Act 1993, to determine what gaps may exist and where improvements needed to occur to maintain Council's commitment to a solid operational performance for all Council directorates. This was adopted following thorough staff consultation and engagement.

While Upper Lachlan Shire had not been subjected to actual Covid-19 cases in the

preceding year, as soon as the borders opened more freely we have been experiencing a wave of a variety of strain affecting our staff. The teams have been stretched throughout this past 12 months, many covering areas where staff were taken ill with the flu or after succumbing to COVID, they are resilient and committed to the community even in the wake of the many challenges and obstacles thrown at them this past year.

The outdoor teams have persisted through the worst of the La Niña and other storm events but they are continuing to work through heavy rainfalls, storm and weather disasters resulting in flooding and infrastructure damage. These events have continued to increase the chances of above-average rainfall for northern and eastern Australia during spring and summer months, and it unfortunately it will effect this area for longer than we would like.

Planning Direction

Over the past 12 months the number of development applications lodged with Council have increased substantially following a national move towards regional areas as a result of Covid-19, changes to working practices and technological advances, this has resulted in longer determination times.

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

Meetings commenced with members of community in line with Council's commitment as part of the Community Participation Plan, a focus on character statements and preparing master plans for the Shire kicked off with Collector and Gunning.

Additional subdivisions were approved in the villages with Crookwell and Gunning seeing development lots quickly purchased and housing

DAs lodged. This substantial influx in Development Applications and a shortage in planners resulted delays in determining applications despite the overall increase in approvals every month.

The 2021 ABS census results showed strong growth for the region with a population of 8,514 in Upper Lachlan Shire, which equated to a 10.64% increase since the 2016 census. The population increase is above the NSW average and the median age of people is 49 years old.

Council continued its rollout of amendments to the NSW Planning Framework with the completion and adoption of a Local Strategic Planning Statement and In 2021/2022 Council began the preliminary research and engagement for the village masterplans

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. This process is in its final stages with the final draft to go to Council for endorsement prior to Ministerial sign off in 2022/2023.

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 was re-drafted and presented to Council for adoption in 2021/2022.

Council has successfully transitioned to digital planning via electronic submissions with the introduction of the New South Wales government planning portal.

From July 2021 all development applications were 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).

Asset Renewal and New Infrastructure Program Highlights – Expenditure \$18.8 million.

Major construction, rehabilitation and new infrastructure programs for 2021/2022 included the following:-

- Local Roads Gravel Resheeting Program
- Rural Sealed Road Pavement Rehabilitation (Gurrundah Road, Sapphire Road, Kialla Road)
- MR258 Wombeyan Caves Road reconstruction and bitumen sealing (Building Better Regions Program)
- MR248E Laggan Road Rehabilitation (Regional Road Repair Program)
- MR241 Dalton Road and MR248W Boorowa Road (Blackspot Program projects)
- MR256 Taralga to Goulburn Road (Tarlo Hill) Pavement Rehabilitation (Block Grant)
- MR52 Grabben Gullen Road Heavy Patching (Regional Road Repair Program)
- Local Roads Timber Bridge Replacement Program (Woodville Road Bridge, Kangaloolah Road Bridge and Kangaroo Creek Bridge)
- Grabine Road reconstruction and bitumen sealing
- Collector Road reconstruction and bitumen sealing
- Rural and Local Roads Bitumen Resealing
- Fixing Local Roads Bitumen Resealing (Fullerton Road, Peelwood Road, Collector Road, Jerrawa Road)
- Multipurpose Aquatic and Activities Centre (MAAC) (construction works in progress)
- Footpaths and Shared Footpaths (PAMP)
- Towns and Villages Streetscape project
- Kerb and Gutter renewals
- Waste Centre improvements
- Office building installation at Crookwell Works Depot
- Water Supply mains replacements and Sewer system mains replacement (Saleyards Road)
- Crookwell Water Treatment Plant solar system installation
- Plant and Equipment Replacements

Conclusion

The past twelve months has been focused on re-energising the Upper Lachlan Shire area. New Councillors, a change amongst Council staff and more face-face meetings with our community groups will bring revitalisation and a renewed positivism to our Shire.

While Council and our communities have faced many challenges this year's Annual Report demonstrates Council has continued to deliver a broad range of services to the community.

I thank previously elected councillors and newly elected councillors from December 2022 election for their commitment to the community and efforts during the reporting period. As Upper Lachlan Shire Council General Manager I congratulate each and every one of us for working to promote, improve and provide professional services to our Shire, I know that this will continue for the year ahead.



Colleen Worthy
General Manager

UPPER LACHLAN SHIRE COUNCIL – SENIOR STAFF

General Manager:

Ms Colleen Worthy
Work Phone: 4830 1000

Director of Environment and Planning:

Ms Alex Waldron
Work Phone: 4830 1027

Director of Finance and Administration:

Mr Andrew Croke
Work Phone: 4830 1008

Director of Infrastructure:

Mr Leon Kruger
Work Phone: 4830 1063



Wendy Tuckerman, Minister Local Government with Mayor Pam Kensit and local Floyd Davies inspecting Crookwell Main Street Pedestrian Crossing.

UPPER LACHLAN SHIRE COUNCIL ELECTED MEMBERS



MAYOR
CI Pam Kensit

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DEPUTY MAYOR
CI Mandy McDonald

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CI Paul Culhane

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CI John Searl

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CI Lauren Woodbridge

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E LWoodbridge@upperlachlan.nsw.gov.au

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



Historical Crookwell Train Station

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

Annexure Document "A" includes a copy of Upper Lachlan Shire Council's audited Financial Statements for 2021/2022. 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 the continued challenges of the COVID-19 pandemic, severe flu and the continued public health regulation restrictions, ratepayers, press and the general public remained unable to attend the Ordinary Meetings. Council has continued to broadcast Council Meetings live by webcast.

During 2021/2022 Ordinary Council Meetings were held on the third Thursday 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.



2022 Councillors and senior staff: L-R Andrew Croke, Director of Finance and Administration, Clr Nathan McDonald Cl Paul Culhane, Cl Darren O'Brien, Clr Susan Reynolds, Mayor Kensit, Deputy Mayor Mandy McDonald. Colleen Worthy, General Manager, Alex Waldron, Director of Environment and Planning, Cl Lauren Woodbridge, Cl John Searl and Cl Jo Marshall

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**



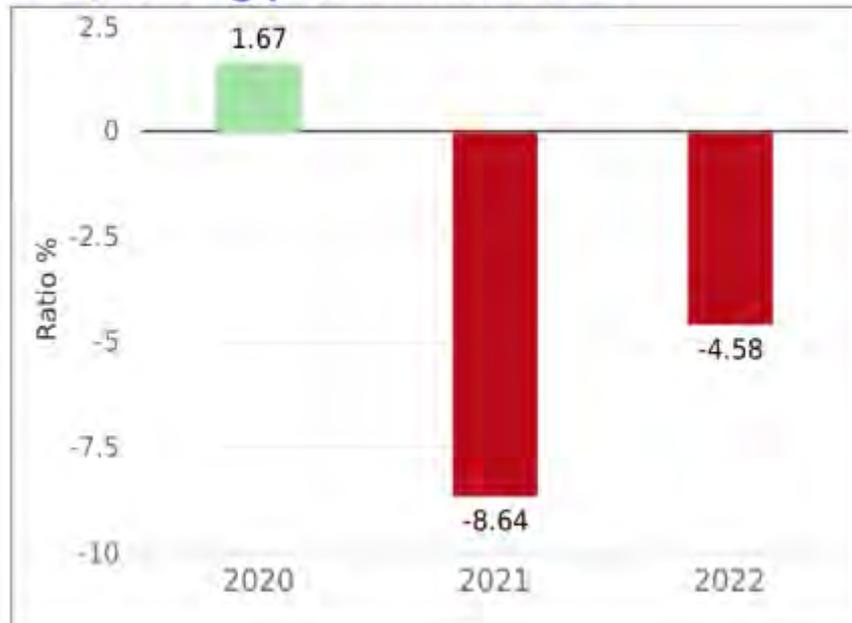
Main Street, Taralga NSW

Strategic Task Performance Activities

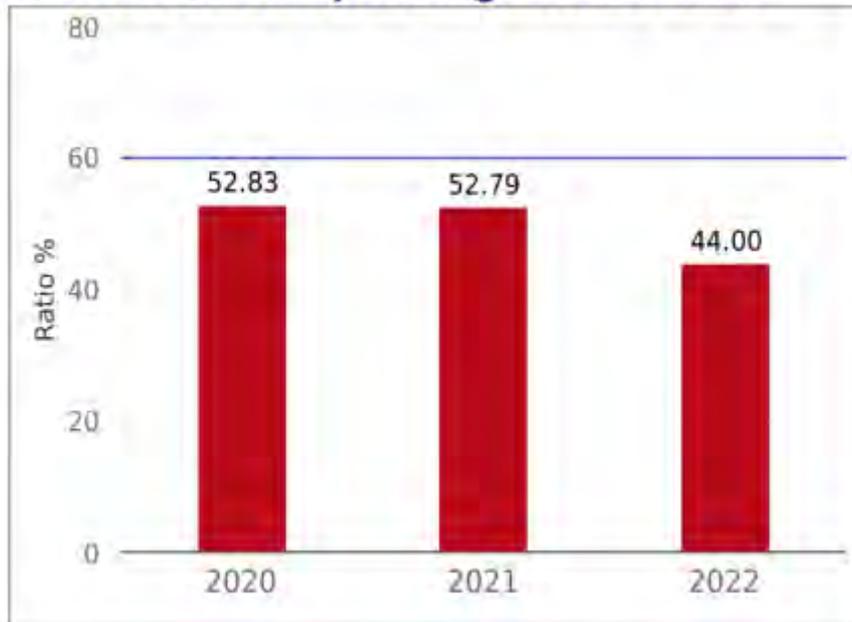
<u>Key Performance Activities</u>	<u>Performance</u>
Annual Report	Completed by statutory timeframe
Financial Statements and Financial Data Return	Completed 3 days outside timeframe
Social and Community Plan	Review not completed
Loan Borrowings Return	Completed by statutory timeframe
Disclosure of Pecuniary 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 2021/2022:

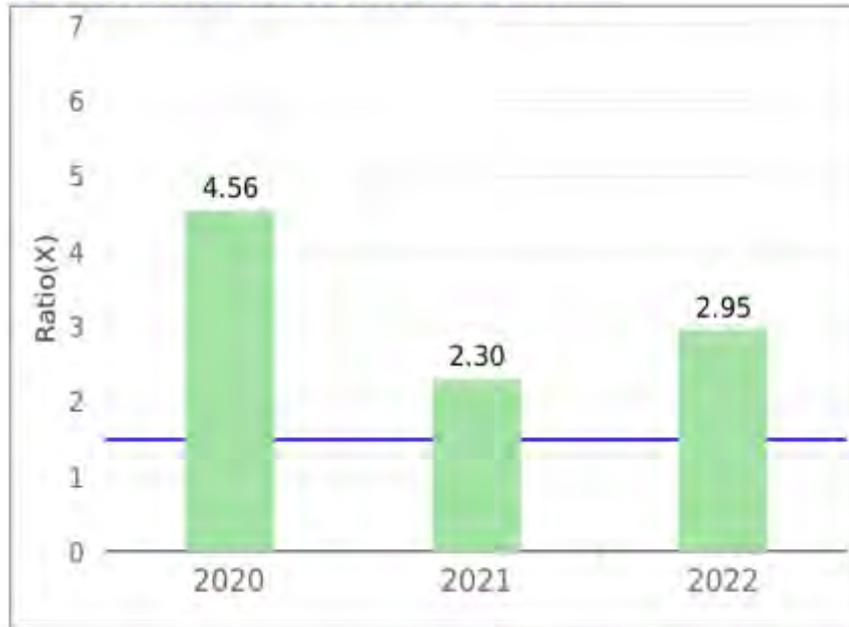
1. Operating performance ratio



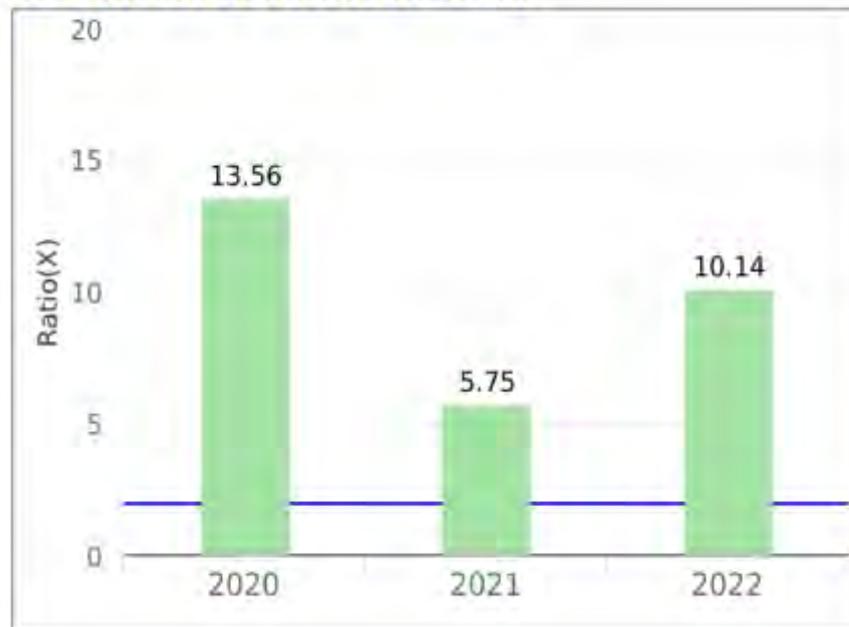
2. Own source operating revenue ratio



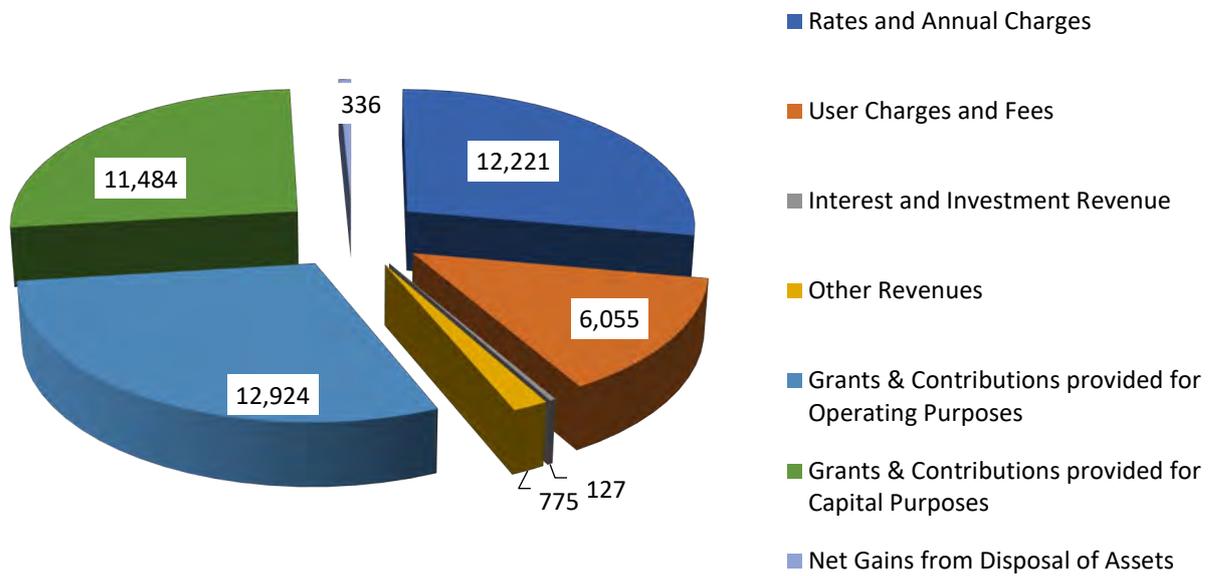
3. Unrestricted current ratio



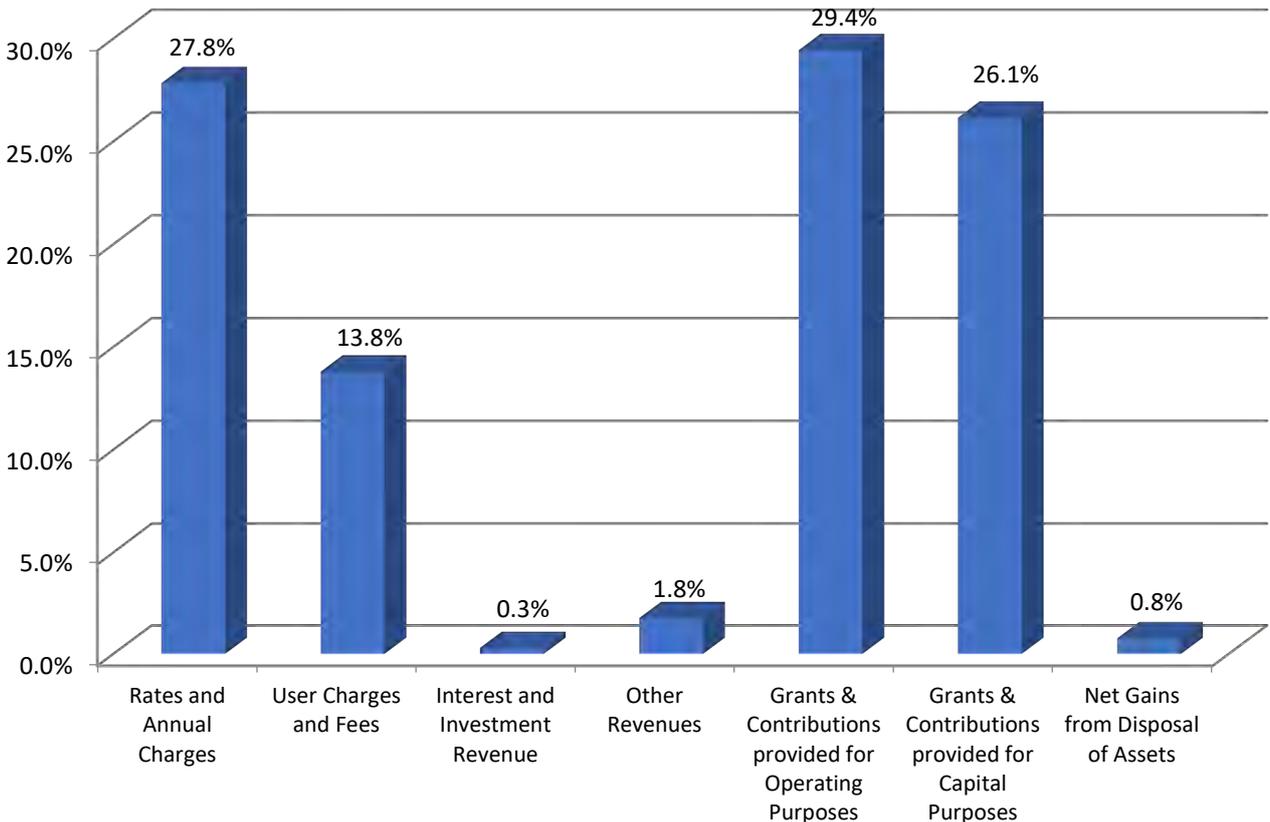
4. Debt service cover ratio



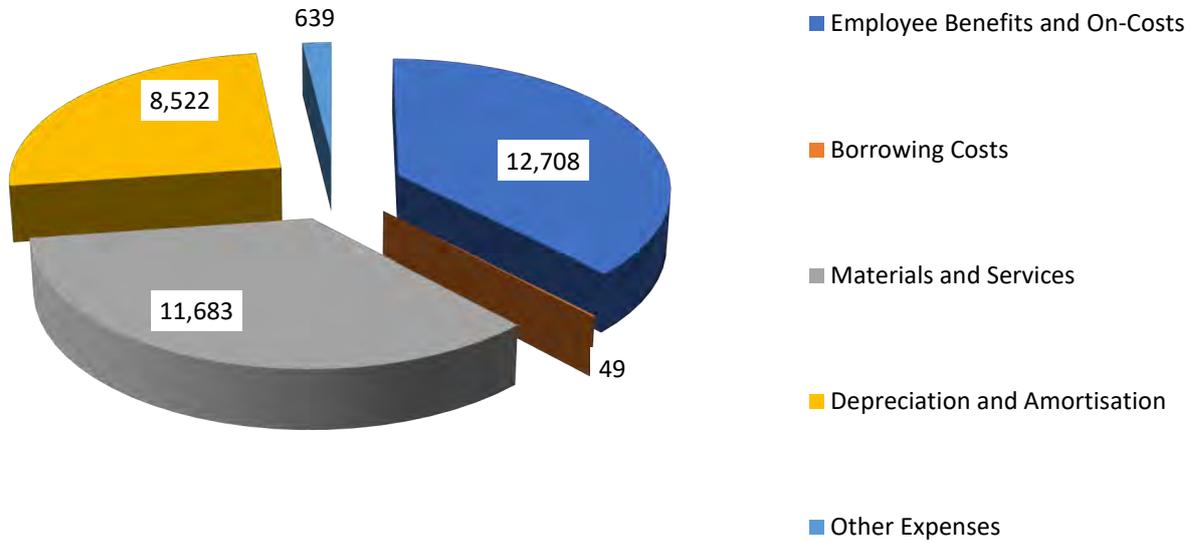
2021/2022 Total Income - \$43,922 (\$'000)



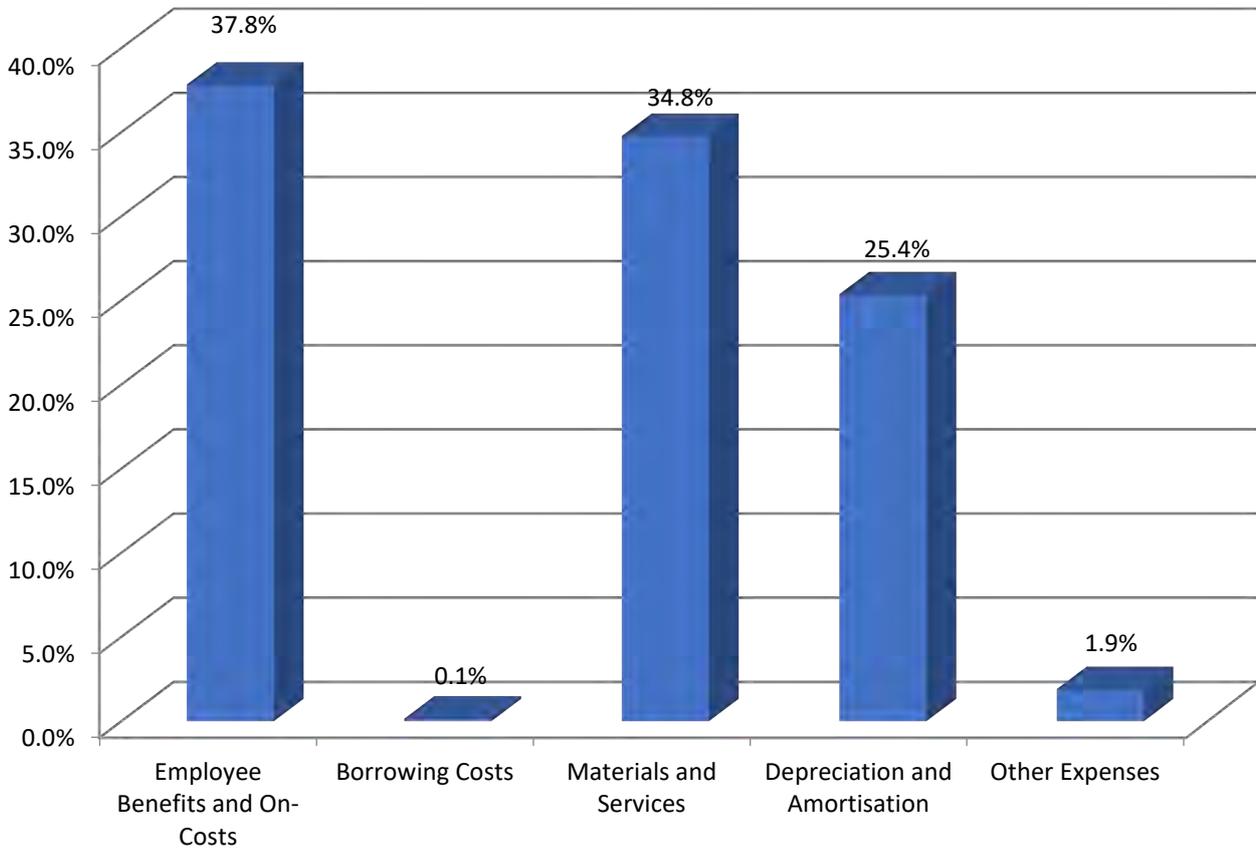
2021/2022 Total Income Dissection



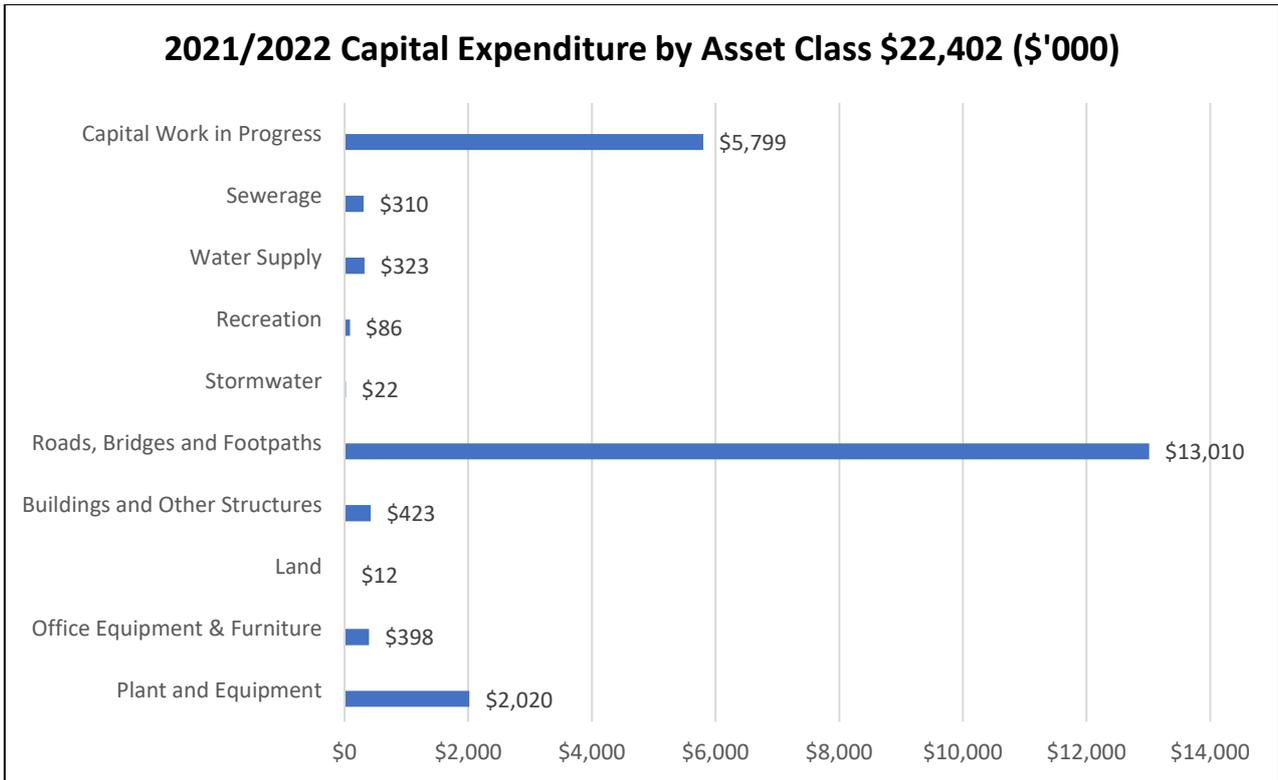
2021/2022 Total Operating Expenditure - \$33,601 (\$'000)



2021/2022 Total Operating Expenditure Dissection

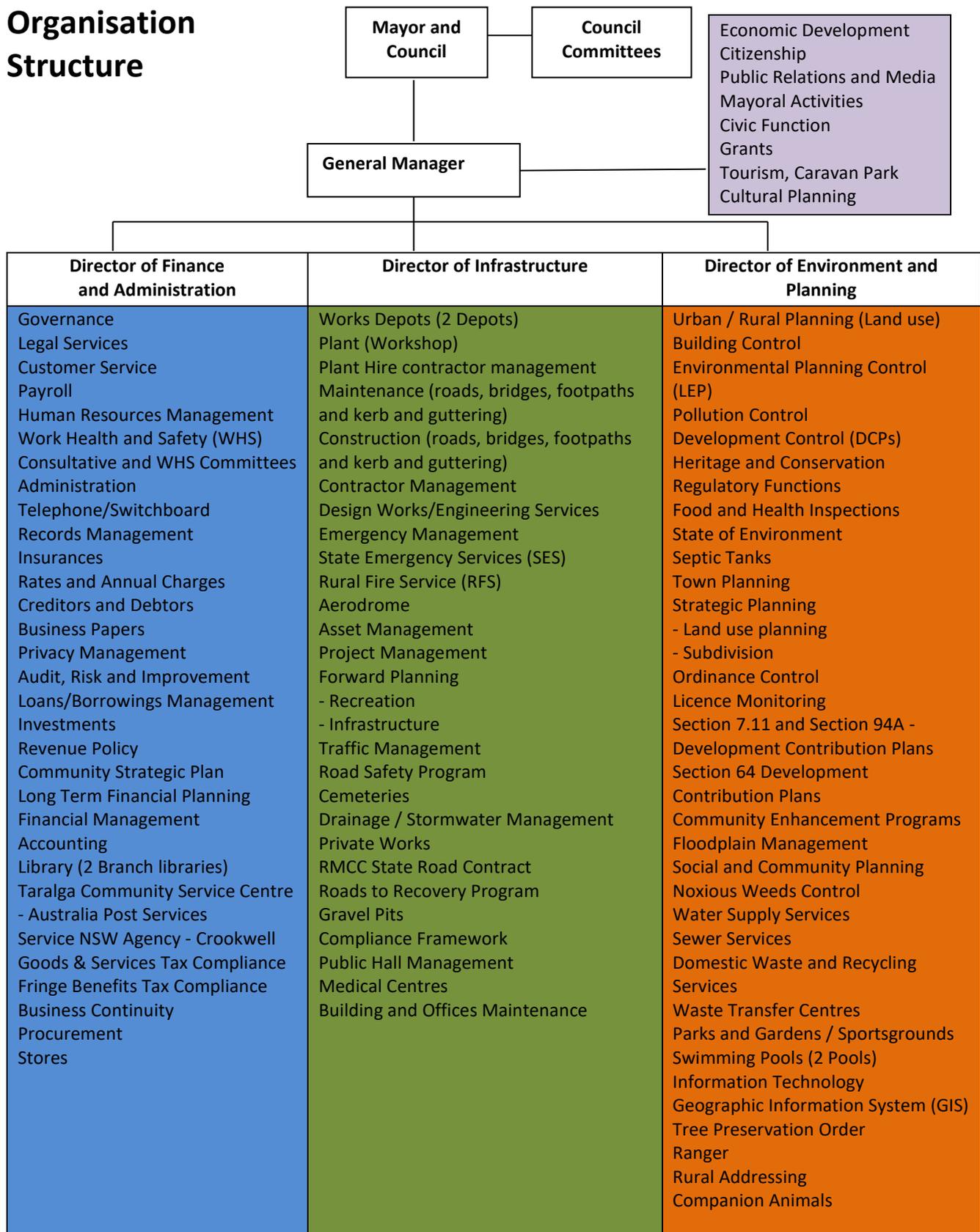


FINANCIAL DATA



Peelwood Bridge Replacement Works – October 2021

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 2021/2022



Southern Tablelands Arts Gunning Train Station Event



Works commenced on Upper Lachlan Shire Multipurpose Aquatic and Activities Centre Project

OPERATIONAL PLAN PRINCIPAL ACTIVITIES – Key Performance Indicators

OPERATIONAL PLAN - FUNCTIONS

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.	Being achieved – Youth Committee to be re-established and Youth Policy to be prepared to a future Council Meeting.
Support the NSW Government sponsored National Disability Insurance Scheme (NDIS).	Council review the Disability Inclusion Action Plan by December 2021.	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 2022.
Maintain a web based community directory.	Review annually.	1.7 - Social inclusion for all disparate communities.	Achieved – community directory updated on council website in July 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 in 2023.
Review and Implement Cultural Plan for Council.	Review to be completed by June 2021. Report on actions each 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 in 2022. Achieved - Heritage grants endorsed by Council in November 2021.

KPI	Performance Measure	Delivery Program Actions	Performance Status
Maintenance and management of Council public facilities.	Review Plans of Management every five years.	1.8 - Manage and upgrade Council's public buildings and community centres.	Not achieved - Plans of Management development and reviews to occur during village Master Plans and reported to Council for adoption.

**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 – not all complaints finalised within customer service charter timeframes based on the enforcement process and staffing.
Maintain an Impounding Register.	Statistics reported in Annual Report.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved.

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

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.	Being 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.	Being achieved - Gunning Pool re-opened for the season on 6 November 2021 and closed for the season on 26 March 2022. Crookwell Pool was closed for 2021/2022 swimming season.
Construction of Multipurpose Activity and Aquatic Centre (MAAC) in Crookwell.	Opening of new facility in December 2021.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Not achieved. Being achieved – MAAC construction has commenced with earthworks, drainage and foundations completed.

**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.	Achieved – report pending from the Environment and Planning Department.
Prepare Plans of Management for land where Council is the trustee.	Categorise land and prepare Plans of Management.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Being achieved – specific draft plans completed with consultation to be undertaken.
Towns and villages streetscape improvement program.	Implement streetscape works and develop Masterplan projects.	1.8 - Manage and upgrade Council's public buildings and community centres.	Being achieved – Streetscape plans completed and to be incorporated into the relevant Master Plans.
Towns and villages mowing and maintenance program and fire risk minimisation. Improve maintenance of public parks facilities.	Implement town beautification/place making initiatives.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Being achieved. A maintenance schedule developed to guide the Parks and Gardens maintenance program.

**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 are prepared within a month of the end of the quarter.
Complete NSW State Library Return of Local Priority Grant Report and Statement of Library Operations.	Completed by State Library deadline.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – Library Return was completed and sent to NSW State Library in October 2021.
Develop one portal of information for Council library services.	Merge library website with catalogue interface by December 2021.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Achieved – the catalogue website was fully updated and complete before December 2021. The Council Library page now links directly to the catalogue website as the sole portal for Library information.
Develop policies and guidelines for user access and use of technology in the libraries.	Maintain an operational eSmart Library.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Achieved – activities this quarter included Digital Mentoring sessions with NBN Co. The eSmart sign is displayed in both Libraries.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
Maintain Section 7.11 Development Contributions Plan Register for each individual Bushfire Brigade.	Annual audit of Section 7.11 Register - Bushfire.	1.8 - Manage and upgrade Council's public buildings and community centres.	Achieved – Section 7.11 Contributions Register reconciled and external audit completed in 2021/2022.
Complete review of 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.	Being Achieved – EMPLAN and Consequences Management Guide are currently being reviewed and reported to the Local Emergency Management Committee.
Complete review of RFS Service Level Agreement.	Council adoption in 2021/2022.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Not achieved – the 2014 signed Service Level Agreement is yet to be updated and finalised, RFS and Council have not agreed to a format and content of a new Service Level Agreement and Zone Agreement.

**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 utilising gateway approval.	2.2 - Promote environmentally sustainable developments (ESD).	Being achieved – reports are provided to Council for any such proposal. Additional private up zonings received with rezoning process commenced.
Review and monitor Local Environmental Plan, Development Control Plan and Local Strategic Planning Statement.	Undertake Strategic Planning Reviews.	2.2 - Promote environmentally sustainable developments (ESD).	Being achieved - Amendment 6 to ULDCP Vegetation Management adopted. Land use tables are to be adopted by Council prior to implementation. Master Plans are being prepared for Gunning, Collector and Crookwell.
Review and implementation of Section 7.11 (Section 94 Development Contributions Plan) and Section 7.12 (Section 94A Development Contributions Plan).	Review of Section 7.11 Development Contributions Plans by December 2021; and annual audit of Section 7.11 Register.	2.4 - Pursue Section 94A Development Contributions payments for all State Significant - Designated Developments.	Not achieved – Council Officers investigating opportunities to complete the review.
Section 355 Committees of Council operate to facilitate the Community Enhancement Fund (CEF).	CEF 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 Wind Farm and Taralga Wind Farm CEP project rounds finalised and funding distributed to successful applicants for 2021/2022. Gullen Range Wind Farm, Cullerin Range Wind Farm, Crookwell II Wind Farm and Taralga Wind Farm CEP project rounds under assessment for 2022/2023.
Completion and issue of Section 10.7 Planning Certificates.	Complete within 7 days.	2.2 - Promote environmentally sustainable developments (ESD).	Not achieved – Average completion time for 10.7 certificates being 12 days with works commencing on improving the processes.
Completion of heritage listings LEP review, continue heritage advisory service, continue annual heritage grants program.	Ongoing, use of service, annual grant funding allocated.	2.2 - Promote environmentally sustainable developments (ESD).	Being achieved – draft heritage report was completed by Council’s Heritage Advisor and assessment. Respective report to be presented to Council. Council heritage grants have been issued to successful applicants / projects within the community.

**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 - CPD and ongoing training along with registration supported by Council.
Construction Certificate (CC) assessment and determination	Determine 80% of CC's within 40 days.	2.2 - Promote environmentally sustainable developments (ESD).	Not achieved.
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.

**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.	Achieved – report adopted by Council.
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 – noting that not all compliance action was finalised within the 30 day timeframe, based on workload and priorities.
Assist community groups to seek grant funding for environmental initiatives for Council land and waterways. Apply for grant funding to assist with environmental projects.	Number of grants per annum. Number of projects initiated.	2.5 - Support land care initiatives to restore and beautify natural resources.	Being achieved - Ongoing liaison with relevant government agencies in seeking funding for environmental initiatives. Several grants were submitted by environmental organisations during the reporting period that were supported by Council staff.
Drive sustainability in Council's business. Activate whole of Council commitment to sustainability and reduce greenhouse gases from Council's operations.	Deliver energy actions. Continue implementing of energy reduction options across Council facilities and infrastructure/services.	2.2 - Promote environmentally sustainable developments (ESD).	Being achieved – report to Council is in development to enable the objectives and format ESD strategy to be formalised.

**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 – real estate agent agreement remains uncompleted and inspections not 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.	Achieved – 902 inspections completed and reported to Council and Local Land Services. Number of inspections completed meeting the requirements of LLS enabling full funding to be obtained.
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 – through engagement of contractor.
Regular education programs (field days and press releases) for landowners on the most effective control methods.	Staff available for advice and support on weed control.	2.5 - Support land care initiatives to restore and beautify natural resources.	Achieved – via local talks / public meeting and through the issuing of quarterly information flyers.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
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 completed in May 2022.
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 - one identified.
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.	Achieved – Investment Policy reviewed and adopted by Council on 16 June 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.	Being achieved – Council ELE cash reserve is 33% of total ELE expense as at 30 June 2022 based on age profile and accumulated leave entitlements accrued.
Implementation of Council's Internal Audit Plan and report actions to Audit, Risk and Improvement Committee.	Complete 2 internal audits annually.	3.2 - Prudent financial management.	Not achieved – Audit, Risk and Improvement Committee and Manager Internal Audit and Risk are both to be appointed by October 2022. An Internal Audit Plan was adopted by Council in 2020 and the next internal audit program commences in 2022/2023.
Progressively complete Asset Fair Valuation for all asset classes.	Audited annually.	3.1 - Ensure financial viability of Council.	Achieved - water supply and sewer asset classes' revaluation at "fair value" is valued as at 30 June 2022 and included in Financial Statements.
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, publicly exhibited and adopted by Council on 16 June 2022.
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 – 66.04% of tax invoices were paid by Council in accordance with credit terms. There were 5,739 tax invoices processed by accounts payable in 2021/2022.
Manage Council's Accounts Receivable system.	90% payment recovered within sixty days.	3.1 - Ensure financial viability of Council.	Achieved – 96.75% of sundry debtor invoices were recovered within 60 days of tax invoice date. There were 554 accounts receivable tax invoices processed in 2021/2022.
Council electronic document records management system (EDMS) complies with State Records requirements. Training of users of records management system.	HP Content Manager system upgrade in 2022.	3.1 - Ensure financial viability of Council.	Being achieved - Records Management Assessment Tool completed and lodged with State Records and Archives in April 2022 with satisfactory performance scoring. Not achieved - Council HP Content Manager EDMS configuration review report completed by consultants and actions are required to meet State Archives and Records legislation this is to be implemented in 2022/2023.
Participate in Canberra Region Joint Organisation (CRJO) advocacy and resource sharing projects.	Report annually to Council.	3.2 - Prudent financial management.	Being achieved – Council are participating in governance, internal audit, procurement, resilience blueprint, 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.	Being achieved – the 2021/2022 section 355 committee audits have commenced.

**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 – 3.18% rates and charges outstanding percentage as at 30 June 2022.
Completion of statutory certificates i.e. Section 603 Certificates.	95% completion rate within 5 days.	3.2 - Prudent financial management.	Achieved – 97.36% of certificates were processed within the deadline. There were 379 Section 603 Certificates issued in 2021/2022.
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 31 October 2022.
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 2021/2022.

**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 - Authority upgrade under way, currently in the testing phase.
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 - report collated on age of machines for regular review. Current prioritisation is being given to new users and making sure we have enough devices in stock to cater for growth due to the current global chip shortage making lead times unusually long for new machines.
Review, upgrade and update Council's Website and FaceBook page information.	Content updated weekly. Regular update and refresh of Council website.	3.1 - Ensure financial viability of Council.	Being achieved – Website developer engaged for new website design. Proposed launch of December 2022 for new website.
Implementation of information technology capital works, i.e. new servers, software, databases and telecommunication upgrades.	Complete projects each year within budget estimate.	3.1 - Ensure financial viability of Council.	Being achieved – Redundant telephone voice router purchased, enabling a cost saving upgrade to voice services to be implemented. Production servers upgraded to a current “supported” version. Fob security system upgraded/installed to Crookwell offices.

**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 – Succession Plan will be reviewed after the job evaluations and grading under Oosoft system and finalisation of the organisation structure implementation.
Proportion of Council employee turnover per year.	Less than 10%.	5.4 - Ensure the retention and attraction of quality staff.	Not achieved – 17.6% employee turnover rate in 2021/2022, 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.	Completed by 31 May each year.	3.4 - Assist facilitation of employment opportunities.	Not achieved – not all the 2021/2022 staff performance reviews were not completed by 31 May 2022. The staff performance reviews are to be finalised by 30 September 2022.
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 was reviewed and adopted at the Council Meeting on 16 June 2022.
Worker consultation on WHS issues. Workers have an opportunity to express their views and contribute to any decisions relating to their health and safety.	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.	Being achieved – Toolbox process utilised by outdoor staff WHS Committee in place with regular meeting HSR elected and trained Staff are encouraged by management to discuss safety issues without fear of retribution WHS compulsory on Team Meeting Agendas
All new employees to attend Corporate Induction, including WHS.	Attend Corporate Induction within two months of commencing employment.	3.4 - Assist facilitation of employment opportunities.	Being achieved – Manager Human Resources ran an induction for new staff this quarter. A virtual induction program will be developed in coming months.
WHS risk to workplace health and safety assessed, documented and reported to WHS Committee. Hazard identification and risk elimination or controls implemented.	All WH&S issues including near misses are reported and investigated. 90% of the issues are addressed with correction action and closed out. Risk Registers are reviewed by each Department.	3.4 - Assist facilitation of employment opportunities.	Being achieved – WHS Committee action list detailed and followed up. Near misses reported and corrective actions where necessary. Being achieved Risk Management Action Plans developed when required to rectify Hazard and risks identified through inspections and Incident reports. Not achieved - Risk registers continue to be developed with teams for input and sign off.

KPI	Performance Measure	Delivery Program Actions	Performance Status
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.	Being achieved – WHS committee reports are routinely forwarded to MANEX. WHS provide quarterly update to MANEX meetings.
Improve Council's WHS capability and commitment through leaders championing WHS issues.	Adoption of Council Safety Management Plans (CSMP). Toolbox talks are completed and recorded. Training completed for Due Diligence, Risk Management Training.	3.4 - Assist facilitation of employment opportunities.	Being Achieved - Safety Management Plan (CSMP). CSMP signed off by DOI Toolbox talks are implemented Training in Due Diligence for executive level Completed Risk Management Training Completed

**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 – minor profit on operations in 2021/2022.
Implement Plans of Management for all Council controlled caravan parks and camping areas.	Review and update every 5 years.	3.3 - Encourage sustainable population growth and provision of associated infrastructure.	Being achieved - Plan of Management is being developed for Crookwell.
Provide improvements to Crookwell caravan park facilities.	Continue to promote facility and seek external grant funding.	3.3 - Encourage sustainable population growth and provision of associated infrastructure.	Being achieved – Extension granted for implementation of upgrades as grant expired in December. Project almost complete, solar lights installed, new electrical and water reticulation, drainage, bins and footings for lights complete, code entry system to amenities also implemented. Variation approved to add Boom Gates at entry and exit. CCTV in process of being ordered. Pay up front procedure implemented to minimise non-payments and lockbox put in at rear of VIC for after-hours check in. Increased number of camping sites to increase revenue and made amendments to RMS Park Management System to enable online bookings which will improve productivity and will be launched once upgrades are completed.

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

KPI	Performance Measure	Delivery Program Actions	Performance Status
Tourism business unit to implement Upper Lachlan Destination Plan.	Review performance annually.	3.5 - Encourage and support viable local businesses.	Being achieved - implementing the Upper Lachlan Destination Action Plan.
Tourism business unit assist in coordination of the Crookwell Potato Festival event.	Provide event summary.	3.6 - Promote tourism opportunities and community events.	Not achieved - Crookwell Potato Festival event did not proceed in 2022. Planning under way for amended Country Weekend festival in March 2023 and event summary completed.
Presentation of tourism function statistics.	Present to Council quarterly.	3.6 - Promote tourism opportunities and community events.	Being achieved – General Manager provided report to April Ordinary Council Meeting. Tourism statistics to be reported to Council on a quarterly basis from September 2022.
Tourism business unit to implement Upper Lachlan Destination Marketing Plan.	Review actions each quarter.	3.5 - Encourage and support viable local businesses.	Being achieved – the Destination NSW Southern Tablelands Trails Campaign funded by BLERF has been launched and features businesses across the Shire. Campaign is currently receiving national promotion and featured under Road Trips on Visit NSW. Shop our Shire program is in development and expected to be implemented in first quarter of 2023. Tourism Meet & Greet for local businesses commenced at the VIC with great success.
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- the Cultural Funding Program and Events Funding program completed for 2021/2022 including the Festival of Place Summer Night Fun which was used to successfully deliver Easter in the Park & Light Up Crookwell.
Tourism business unit to implement Upper Lachlan Destination Plan.	Review performance annually.	3.5 - Encourage and support viable local businesses.	Being achieved - implementing the Upper Lachlan Destination Action Plan.
Tourism business unit assist in coordination of the Crookwell Potato Festival event.	Provide event summary.	3.6 - Promote tourism opportunities and community events.	Not achieved - Crookwell Potato Festival event did not proceed in 2022. Planning under way for amended Country Weekend festival in March 2023 and event summary completed.

KPI	Performance Measure	Delivery Program Actions	Performance Status
Prepare and distribute tourism publications; i.e. Destination Guide.	Distribution within program objectives.	3.6 - Promote tourism opportunities and community events.	Being achieved – new Destination Guide planning in progress, Industry and consumer newsletters and e-bulletins of What’s On are distributed monthly. Product Audit and Brochure Audit taking place to create new marketing collateral.
Implement the Tablelands Destination Development Plan in conjunction with the Tablelands Councils, Destination Southern NSW, Destination NSW and Visit Canberra	Review actions each quarter.	3.6 - Promote tourism opportunities and community events.	Being achieved - CRJO Tablelands Councils signed a Southern Tablelands Co-ordination Agreement and are now implementing the Tablelands Destination Development Plan.
Facilitate provision of RV Friendly Town program in towns within the Shire.	Investigate sites at Crookwell.	3.6 - Promote tourism opportunities and community events.	Being achieved –rezoning of railway land in Crookwell required to allow usage as an RV parking location.
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.	Being achieved - RMCC work completed in accordance with contract. Council is implementing new safety management system. A new RMCC contract signed and implemented. State Road MR54 work orders recommenced in 2022 after accreditation process was implemented by Council in accordance with Transport for NSW requirements.

**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 is under development after the asset survey and condition assessment was completed.
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.	Being Achieved – 90% of Capital Works Program has been achieved. Projects not achieved in 21/22 FY include projects funded over multiple years from grants and from Roads to Recovery. Unfinished works projects have been moved into the program for 2022/2023 and extensions sought from funding bodies as required.
Complete the reconstruction of Grabine Road as part of the Growing Local Economies program.	Complete within budget allocation and project funding deadline.	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.	Achieved – Construction works have been completed within budget and funding deadline. Variation in design meant Sandy Creek causeway was upgraded instead of being replaced by box culverts, this was done to fit in with funding deadlines as weather conditions did not allow time for replacement.
Call and evaluate tenders for civil works contract plant and labour hire, and capital works projects.	To review tenders every two years.	4.1 - Improve local road and regional road transport networks.	Being achieved – Bitumen Sealing specifications are currently being updated for quotation under Local Government Procurement. A Vegetation Control contract has been developed and is now in place. The contract for Plant and Equipment tenders are finalised. Major and Minor Works contract currently under evaluation by Local Government Procurement on behalf of NSW councils.
Gravel resheeting programme submitted to and adopted by Council in June each year.	Resheet every road in a 30 year cycle.	4.1 - Improve local road and regional road transport networks.	Being achieved – gravel re-sheeting program continues. Due to significant wet weather experienced over the last 2 years, works are constantly being reprioritised to ensure areas in most need receive works. One off additional funding for gravel works has been sourced through LRCI government grant funding program, however existing recurrent funding is insufficient to improve the overall condition of the road network. Gravel re-sheeting program has been approved by Council for 2022/2023 financial year.
Prepare Asset Management Plans for Roads, Stormwater, Footpaths	Complete by December 2021.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and	Not achieved – Ten year Capital and Maintenance Program is under development as a part of the Asset Management Planning.

and Kerb and Guttering asset classes.		upgrades covering a 10 year period.	
Review footpath replacement program.	Complete within budget allocation.	4.9 - Develop new and upgrade existing footpaths and cycleway networks.	Achieved – All footpath projects were completed including the Stronger Country Communities PAMP and Footpath/Cycleway renewal program.
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 Road/Sandy Creek, Jeffreys Road/Bridgy Creek, Julong Road 1/Crookwell River, Kangaloolah Road/Diamond Creek, Kiamma Creek bridge, Peelwood Road/Unknown, Reids Flat Road/Coates Creek, Wilcox Road/Cliffords Creek, Woodville Road/Crookwell River, Bigga Road/Kangaroo Creek and Peelwood Road/Peelwood Creek are completed. Tender for construction of Cooksvale Road, Blue Hill Road and Julong Road 2 bridge replacements has been awarded. Construction of remaining bridges to commence late 2022.
Complete the Wombeyan Caves Road MR258 reconstruction project.	Complete within budget by 31 December 2021.	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.	Being achieved – all work on Wombeyan Caves Road is now completed. Council has received the approval of variation in July 2022 from NSW Infrastructure Department to use the leftover money from the road upgrade work to rectify the slope stability issue on other section further down on Wombeyan Caves Road. Other co-funder (Commonwealth Government) has already approved Council variation. The timeframe of this new variation is March 2023. Tender for construction of slope stability work has been issued.
Regional road repair and pavement reconstruction program on MR248E Crookwell to Laggan Road.	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.	Being achieved – works nearing completion on the Laggan Road reconstruction, seal to be carried out in September 2022 including line marking. Additional Repair Program works transferred to Grabben Gullen Road with significant pavement failures encountered over last 12 months.

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

<u>KPI</u>	<u>Performance Measure</u>	<u>Delivery Program Actions</u>	<u>Performance Status</u>
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 – works program is included in Operational Plan and works commenced in North Street Crookwell stormwater improvements.
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.	Being achieved - Included in the public works program.

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

<u>KPI</u>	<u>Performance Measure</u>	<u>Delivery Program Actions</u>	<u>Performance Status</u>
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. The last stocktake for the financial year was completed in June 2022.
Maintain a gravel pit rehabilitation cash reserve in accordance with gravel restoration liability requirements.	Review reserve annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – gravel pits rehabilitation provision included in Financial Statements.
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.	Being achieved – internal gravel charge currently being reviewed and updated.
Erect signage as warning of potential hazard at quarries where Council have Quarry Management agreements.	Install signage as remote supervision.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved – 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, including remediation and restoration.	Consultant engaged to supply options for EPA and Council.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved – works continue at Crookwell waste facility for remediation focusing on contour work, intermediate capping and environmental works. Council has engaged a consultant to prepare a closure plan including landfill capping design to be submitted to the NSW EPA for approval.
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 – progressive upgrades to existing facilities are being completed in accordance with Council's adopted management plan
Ensure compliance with DECCW licence for Crookwell waste centre (landfill).	Council providing services in all village areas.	4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Achieved – Council officers are liaising with DECCW to ensure compliance with licence conditions for the Crookwell landfill. Council has purchased adjoining land to enable the construction of a leachate pond.

**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 by Parks and Gardens officers.

**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 - 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
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 and Crookwell has Columbarium.
Undertake maintenance activities according to the adopted works schedule.	Within 5% of budget allocation.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved – Due to significant wet weather experienced over the past 2 years and the forecast for the next 6 months, Maintenance activities according to annual program and budget allocation are being prioritised and carried out as resources are available across the road network. The extent of the wet weather we receive will determine the budget requirements.

**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. 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 special schedule completed by 30 June 2022 and included in the 2021/2022 Financial Statements. Not achieved – asset inspection and condition reporting for asset management planning.
Six monthly Stores Stocktakes with a proportion and value of Stores stock control bin errors being minimised.	Audit of stores stock control each year.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved - Stores stocktakes were conducted in December and June.
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 – 2022 RAMP with benchmarking of three risk improvement items was incomplete.
Review Risk Management Assessment Plan and Risk Management Policy.	Review and update by December 2021.	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 – 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 – Coffey Consultant engaged to undertake environmental investigation & completion. A report with recommendations submitted to Council to manage and maintain UPS in accordance with relevant standards and regulations.

**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.	Being achieved – Plant and Motor Vehicle Replacement Schedule has been prepared and 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.	Being achieved - Plant replacements are proceeding in accordance with Plant Replacement Schedule in the Operational Plan. There are delays in vehicle deliveries being experienced due to supply issues related to COVID impacts.
Maintain a plant replacement cash reserve and achieve plant hire surplus each year.	Review annually adopted plant hire rates.	4.1 - Improve local road and regional road transport networks.	Achieved – Plant hire rates were reviewed in 2022.
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 annually and new lease fees commenced in November 2021.

**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 – service charges exists as per Council’s Plan of Management. The DWM reasonable cost is reviewed annually.
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.
Extension of the kerbside pickup of organic green waste collection service.	Report to be provided annually to Council.	4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Achieved – kerbside garden organics collected on a fortnightly basis with collected material diverted from landfill through a mulching and reuse process.
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 replaced on an ongoing program through Council’s Plan of Management. Nil replacement required in last quarter.

**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 sewer facilities to towns.	Achieved – daily water quality testing undertaken for the Crookwell, Taralga, Gunning and Dalton systems.
Implement user pay best practice pricing water charges in accordance with State Government Guidelines.	50% water supply income from user pay charges.	4.6 - Improve water supply and sewer facilities to towns.	Being achieved – user pays best practice will be dependent upon the completion of the IWCM report. 50% user pays income achieved.
Review Integrated Water Cycle Management (IWCM) Strategy for the town water supplies.	Engage consultant to complete IWCM strategy by December 2021.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved – Council has entered into an agreement with NSW Public Works to undertake the review of and prepare the IWCM. The initial stages of the process has commenced with data sharing complete. (Council is advised that this process is likely to take up to two years to complete due to its complexity.) In progress
Maintain Section 64 Development Contributions Plan Register.	Audited annually.	4.6 - Improve water supply and sewer facilities to towns.	Achieved - No works undertaken during this quarter on the Section 64 Plan and/or register. Audit completed for 2021/2022.
Surplus Water Fund operating result.	Within 10% of budget.	4.6 - Improve water supply and sewer facilities to towns.	Not achieved – water supply fund had operational deficit in 2021/2022 and has had operational deficit results in past three years.

**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 sewer facilities to towns.	Being achieved – problem sewer main areas in Crookwell and Gunning are being relined. Council staff had been recording adverse conditions as sewer chokes. Council staff have recently begun to record sewer chokes.
Review Policy and implement Trade Waste Charges.	Prepare a Trade Waste Policy for adoption by Council.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved – Trade Waste Policy is under review.
Surplus Sewer Fund operating result.	Within 10% of budget.	4.6 - Improve water supply and sewer facilities to towns.	Achieved – operational surplus in 2021/2022. Operating surplus achieved in 3 of the 4 past financial years. Works done to improve the Crookwell sewage reticulation network, Crookwell STP, Taralga STP and reticulation network.
Maintain Section 64 Development Contributions Plan Register.	Audited annually.	4.6 - Improve water supply and sewer facilities to towns.	Being achieved - No works undertaken during this quarter on the Section 64 Plan and/or register. Audit completed for 2021/2022.
Sewer Treatment Plants comply with EPA conditions.	Satisfactory report from NSW EPA.	4.6 - Improve water supply and sewer facilities to towns.	Being achieved - Both treatment plants showed some non-compliance with their EPA licences. Crookwell plant upgrade being designed. Gunning achieved licence on discharge however failed on Volume due to wet weather year.

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 - Organisation Structure review implemented in July 2021. The structure will be reviewed again within 12 months of the election prior to December 2022.
Council Policy development and review. Reformat all Council policies into standard template.	Continual policy review and upgrade each year.	5.3 - Promote community engagement and involvement in decision making processes.	Achieved – policy development and reviews undertaken on monthly basis.
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.	Being achieved. Some delays in response times with road maintenance service requests due to unseasonal wet weather additional road damage issues.
Complete Council Annual Report.	Completed and sent to OLG by deadline each year.	5.3 - Promote community engagement and involvement in decision making processes.	Achieved – completed and reported to October 2022 Council Meeting and OLG notified.
Compliance with Office of Local Government Circulars and compliance with legislative and statutory amendments.	Circulars to be reviewed monthly.	5.2 - Lobby other levels of Government for increased share of funding distribution.	Achieved – circulars complied with and placed before Council as required by the Office of Local Government.
Upper Lachlan Shire Council to remain sustainable in the long term.	Achieve benchmarks.	5.4 – Leadership and commitment to integrated planning and reporting.	Being achieved - in 2021/2022 three out of seven sustainability benchmarks realised.
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 - Organisation Structure review implemented in July 2021. The structure will be reviewed again within 12 months of the election prior to December 2022.

3. 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 24 months and in particular the winter months of 2021/2022, many of these roads are deteriorating in condition and will need rehabilitation over the next five years.



Laggan Road Rehab Improvements

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 2021/2022 Council own source funded roads maintenance, asset renewals, bitumen reseals, grading and bridges expenditure on local roads totalled \$3,208,632.

In addition to this \$2,082,888 was expended on local roads and bridges from the Federal Government Financial Assistance Grants roads component allocation.

The Federal Government, \$1.2 million, Roads to Recovery funding was utilised on gravel resheeting roads and pavement construction on Gurrundah Road and Robertson Lane.

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 replaced includes a concrete bridge on Peelwood Road at Peelwood Creek.

Council has secured grant funding for the replacement of the three remaining local road timber bridges, these include: Cooksvale Road Bridge, Blue Hills Road Bridge and Julong Road Bridge. Completion of all bridges is expected by early 2023. With the wet weather and significant storms, the side tracks have had to be repaired on a number of occasions.

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.



Wombeyan Caves Project

In 2021/2022 total asset renewal and maintenance expenditure on all regional roads and bridges in the Shire, for both sealed and unsealed sections, totalled \$5.6 million.

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

- Repair Program reconstruction road works on MR248E (Laggan – Crookwell Road)

- Repair of failed pavement on MR256 (Goulburn - Oberon Road)
- Reconstruction and Bitumen Sealing on MR258 (Wombeyan Caves Road)
- Blackspot Project on MR241 (Gunning - Dalton Road)
- Heavy Patching on MR52 (Crookwell - Gunning Road)

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.

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 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 2022, are as follows:-

• Roads – Sealed and Unsealed:	\$ 87,546
• Roads – Non Depreciable	
Bulk Earthworks:	\$ 209,614
• Bridges:	\$ 48,354
• Footpaths:	\$ 2,648
• Buildings:	\$ 30,122
• Tip Assets:	\$ 2,190
• Quarry Assets:	\$ 284
• Other Structures:	\$ 1,403
• Stormwater Drainage:	\$ 12,868
• Water Supply Network:	\$ 27,750
• Sewerage Network:	\$ 18,556
• Other Asset classes:	\$ 32,256
TOTAL:	\$473,591

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.

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 Council's 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.

This financial year, Council were successful in gaining funding from the Black Summer Bushfire Recovery grants program. This will fund preliminary assessments, off-stream storage design, road construction and easements. Council will continue to seek further funding for Stage 2 of the project which will see the construction of the new off-stream storage dam.

Village Bores and Standpipes

Council has reviewed existing infrastructure and continued 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.



Drainage works, Court Street Taralga

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. Through the IWCM process, the plant will be reassessed 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. Further, a program of inspections and repair of manholes and lids to stop infiltration will begin in 2022/2023.

The main Crookwell Sewage Pump Station in Kennedy Street was upgraded in 2020/2021 and now includes 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 last financial year and smoke testing conducted to ensure appropriate connections to Councils sewer.

4. LEGAL PROCEEDINGS DETAIL**Section 428 (2) (e)**

In 2021/2022 Council incurred legal expenses in the sum of \$67,143 (ex GST). These expenses were incurred in the following areas:-

- ❖ Rates Recovery: \$8,900
- ❖ Planning and Development: \$0
- ❖ Administration/Engineering/Conveyance: \$58,243

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 via the Canberra Region Joint Organisation (CRJO) Legal Services Panel; being Pikes and Verekers Lawyers and Robert J McCarthy and Co Solicitors.

Pikes and Verekers Lawyers were engaged by Council to provide expert legal opinion relating to various aspects of Council's operations, including the proposed sale of land contract to Crookwell/Taralga Aged Care Ltd and the litigation matter before the Supreme Court brought against Council by Tutzing Pty Ltd.

Robert J McCarthy and Co Solicitors were engaged to act for Council in preparation of contracts, leases, management of roads, conveyance purposes and land acquisitions. Robert McCarthy and Co Solicitors also incurred legal fees acting for Council with respect to the matter with Tutzing Pty Ltd prior to litigation.

Legal Panel

Upper Lachlan Shire Council was part of the CRJO regional panel tender for legal services in 2017. Council resolved to adopt 5 legal firms including Pikes and Verekers Lawyers, Robert J McCarthy and Co Solicitors, Sparke Helmore Lawyers, Kells the Lawyers and Marsden Law Group. The panel continues to be utilised by Council at its discretion for the provision of legal services.

Legal Contingencies

Cumulative contingencies with respect to estimated financial settlement of legal matters including; Tutzing litigation hearing matter, compulsory land and road acquisitions, boundary adjustments, subdivisions and road works are anticipated to be in the vicinity of up to \$150,000.



NSW Youth Week, School Holiday Program in partnership with NSW Government

5. 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 2021

Upper Lachlan Shire Council provided an annual Mayoral Fee of \$27,060 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 \$12,400. 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 2021/2022 was **\$146,168** and the expenditure included the following:-

❖ Mayoral Fees:	\$24,805
❖ Councillors Fees and Allowances:	\$90,671
❖ Councillors/Delegates Expenses:	\$30,692

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

- ❖ All Councillors are supplied with an iPad the annual data plan expense is \$2,659 for all 9 Councillors.
- ❖ Telephone calls made by Councillors; all nine Councillors have an annual telecommunications allowance of \$984 in accordance of with Council's Payment of Expenses and Provision of Facilities Policy. Therefore, telecommunications expense totals \$8,856.

- ❖ In November 2021 the Mayor attended the Local Government NSW (LGNSW) Conference via virtual link. The conference registration expense was complimentary for this event.
- ❖ In February – March 2022 the Mayor attended the Local Government NSW (LGNSW) Conference in Sydney. The conference registration was \$1,402 separate to this accommodation and travel expenses totalled \$1,269 for this four day event in Sydney.
- ❖ The Mayor attended Country Mayors Association Meeting in May 2022 with registration, accommodation and travel expenses totalling \$450.
- ❖ Canberra Region Joint Organisation (CRJO) Meetings in Canberra in February with costs totalling \$168 for accommodation.
- ❖ No Councillors have undertaken paid 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.

Clause 186 of Local Government (General) Regulation 2021 following December 2021 Local Council Elections

Regarding Information about induction training and ongoing professional development of Councillors.

The following completed continuous fortnightly induction training, induction refresher course or supplementary induction course during the year:

Clr Pam Kensit (Mayor)
 Clr Mandy McDonald (Deputy Mayor)
 Clr Paul Culhane
 Clr Darren O'Brien
 Clr Lauren Woodbridge
 Clr Nathan McDonald
 Clr Susan Reynolds
 Clr Joanne Marshall
 Clr John Searl

Office of Local Government hosted online webinar sessions "Hit the Ground Running" for new and returning Councillors to attend to assist with their professional development program.

These included webinars on:-

- Roles and Responsibilities
- Making the most of Meetings
- Integrated Planning and Reporting
- Risk Management and Internal Audit
- The governing body and financial management of Councils

The following Councillors undertook these online webinar sessions:-

Clr Pam Kensit (Mayor)
 Clr Mandy McDonald (Deputy Mayor)
 Clr Lauren Woodbridge
 Clr Susan Reynolds

There were no attendance by Councillors for seminars, circulars and other activities delivered as part of the ongoing professional development program during the year.

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 2021* (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

Expense or facility	Maximum amount	Frequency
Executive Assistant to support Mayor and Councillors	Provided to the mayor and councillors	Not 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 2021, Clauses 217 and 403
- Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW, 2009
- Local Government Circular 09-36 Guidelines for Payment of Expenses and Facilities
- Local Government Circular 05-08 legal assistance for Councillors and Council Employees.

Related Council policies:

- A New Tax System (Goods and Services Tax) Act 1999;
- Access to Information Policy;
- Bribes, Gifts and Benefits Policy;
- Code of Business Practice;
- Code of Conduct for Councillors, staff and delegates of Council;
- Code of Meeting Practice;
- Complaints Management Policy;
- Corporate Credit Card Policy;
- Crimes Act 1900;
- Delegations of Authority Procedure;

- Office of Local Government – Model for the Payment of Expenses and the Provision of Facilities for Mayors and Councillors for Local Councils in NSW.
- Division of Local Government Circular No. 05-08: Legal Assistance for Councillors and Council Employees.
- Environmental Planning and Assessment (EPA) Act 1979;
- Fraud and Corruption Prevention Policy;
- Government Information (Public Access) Act 2009;
- Government Information (Public Access) Policy;
- Harassment Policy;
- ICAC publication “No Excuse for Misuse, preventing the misuse of council resources”;
- Independent Commission against Corruption Act (ICAC) 1988;
- Interaction between Councillors and Staff Policy;
- Internal Reporting – Protected Disclosures Policy;
- Internet and Email Policy;
- Local Government Act 1993;
- Local Government (General Regulation) 2021;
- Local Government (State) Award 2020;
- Mobile Phone Policy;
- 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.

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

	<p>the local government area, and includes:</p> <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 Local Government (General) Regulation 2021 (NSW)
year	Means the financial year, that is the 12 month period commencing on 1 July each year



Retiring Councillor James Wheelwright with retiring Councillor Brian McCormack, who served a combined 56 years on Council

6. SENIOR STAFF

Part 9, Division 7, subdivision 1 and Clause 217 (1) (b) and (c) of the Local Government (General) Regulation 2021

In accordance with Section 332(2), of the Local Government Act 1993, there are four designated Senior Staff positions within Council. During the 2021/2022 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:
\$242,192

Employer Superannuation Contribution:
\$24,219

Fringe Benefits Tax for non-cash benefit:
\$7,156

Salary Package Allowances (remote area housing
and residential fuels)

\$17,800

Professional Development

\$0

Total Remuneration **\$291,367**

Designated Senior Staff:

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

Director of Environment and Planning – Alex Waldron

Director of Finance and Administration - Andrew Croke

**Director of Infrastructure - Glenn Lacey
(resignation 18 March 2022)**

**Acting Director of Infrastructure – David Rowe
(term contract – 4 April - 30 June 2022)**

Senior Staff Total Remuneration:

Gross Salary and resignation termination and ELE component of package:

\$680,506

Employer Superannuation Contribution:
\$58,745

Fringe Benefits Tax for non-cash benefit:
\$10,733

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

\$25,183

Senior Staff Total Remuneration **\$775,167**

7. CONTRACTS

Section 428 (2) (h)

Payments for goods and services, under contractual arrangements during 2021/2022 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)
AGL Sales Pty Ltd	Supply of electricity to various Council sites and locations	\$332,537
Asplundh Tree Experts Pty Ltd	Tree removal, various natural disaster storm damage works across the Shire	\$1,783,724
Coopers Earthmoving and Haulage	Plant Hire - unsealed rural roads maintenance/grading/plant equipment hire/storm and flood damage road repair	\$502,432
Colliers International Project Management	Contractor/ Project Management of Crookwell Multi-purpose Aquatic and Activity Centre Project	\$165,000
Euro Civil	Sapphire road MR52 Pavement rehabilitation/Guardrail repair. MR241 Dalton Road – Blackspot Project RUM85. Woodville Road Bridge Construction	\$368,343
Hunter Valley Training Company Pty Ltd (HVTC Southern Tablelands)	Employment management services of apprenticeships – wages and employee benefits	\$252,806
Patches Asphalt	Sprayed bitumen surfacing; sealed urban roads and heavy patching, MR52 Grabben Gullen repair Program, MR248, MR256, bitumen reseal, Kiamma Creek Bridge road construction, Grabine Road reconstruction works	\$1,351,348
Platinum Traffic Services Pty Ltd	Traffic Control - Storm Flood, MR54 Heavy Patching, Grabine Road reconstruction, MR52 Grabben Gullen Road	\$224,505
Roadworx	Sprayed bitumen surfacing; Woodville Road Bridge Construction, MR54 Segment 61 and 62 Wayo and Collector Road projects	\$242,828
Watters Electrical	Electrical expenses on various Council water and sewerage treatment plants and pumping station sites	\$283,464
WesTrac Equipment Pty Ltd	Purchase of Caterpillar Backhoes x2 and purchase of a Caterpillar Roller, and Parts and Maintenance for Council Plant items	\$712,477
A J Parsons Earthmoving Pty Ltd	Grabine Road Reconstruction, Storm and Flood Damage Restoration Work, and Excavator and Plant Hire	\$197,644

Wolfcon Pty Ltd	Roadside vegetation control and tree removal, Traffic Control various projects, Flood Damage MR256, Patches MR54	\$205,684
A Plant Equipment	Plant Hire various projects and storm flood damage	\$183,953
Agile Arbour	Various, Vegetation/Tree Trimming, Tree removal and spraying	\$461,186
Black Mountain Construction Assurance	Contractor/ Project Manager/Contract Preparation Costs	\$441,294
Boral Asphalt	Supply of Cold mix and emulsion	\$250,346
Bridge and Marine Engineering Pty Ltd	Peelwood Bridge Construction	\$1,714,340
Brightly Software Australia Pty Ltd	Bridges Survey and Road Asset Condition Reporting software licences	\$281,664
Crookwell Hay Contractors Pty Ltd	Plant/Equipment Hire	\$476,355
Divall's Earthmoving & Bulk Haulage Pty Ltd	Wombeyan Caves Road MR258 road reconstruction contract project; sand and gravel stock, win and crush gravel /Drainage Structures/ Hand spray Aggregate and Emulsions/Heavy Patching MR52, MR54, MR248, MR256 RMCC Edge Repair McIntosh Road, Plant Hire, Storm/Flood Damage road repairs and reconstruction	\$4,317,280
Downer EDI Works Pty Ltd	Sprayed bitumen surfacing; Cold mix and Emulsion. Bitumen resealing MR54, MR241, Collector, Fullerton, Jerrawa and Peelwood Roads	\$1,324,849
Geissler Motors Pty Ltd	Purchase of Plant (Light Passenger), Registration, Parts and Associated Costs	\$314,736
Goulburn Country Motors Pty Ltd	Purchase of Plant (Light Passenger), Registration, Parts and Associated Costs	\$215,388
Hartwigs Trucks Pty Ltd	Purchase of Truck and Dog Trailer, Plant Registration, Parts and Associated Costs	\$406,640
Hill and Co Pty Ltd	Diesel and Fuel Supply	\$874,164
Hitech Support Pty Ltd	New Council Servers Virtualisation Project, Subscriptions and upgrades	\$154,762
Idea Control Pty Ltd	Operations and Maintenance Taralga Sewerage, Gunning Water and Sewer, Crookwell Water, Dalton Water	\$241,462
InQuik Pty Ltd	Bridge Projects; Burra Burra Creek, Peelwood Creek and Crookwell River Bridge Construction Project	\$294,261

Kenpass Pty Ltd	Kangaroo Creek Bigga Road Bridge Construction Project	\$190,555
Lloyd Group Pty Ltd	Construction of Crookwell Multi-purpose Aquatic and Activity Centre Project (swimming pool)	\$2,460,879
Pitt and Sherry Pty Ltd	Concept and Detail Bridge Designs; Burra Burra Creek, Peelwood Creek and Crookwell River Bridges	\$250,922
Rollers Australia Pty Ltd	Plant Hire/small Amenities hire various Projects and works	\$250,136
Top Water Carters Pty Ltd	Plant Hire and Water Cart hire for various projects and works	\$160,035
Utilstra Engineering Pty Ltd	Various Water Supply Mains replacement and installation	\$373,585
Veolia Environmental Services (Australia) Pty Ltd	Crookwell Waste Recovery Centre / Garbage collection, transfer and disposal contract	\$371,554
Yass Earthmovers Pty Ltd	Plant Hire and Water Cart Hire for various projects and works	\$221,210
Midland Pty Ltd	Purchase of Low Loader Truck, Plant Registration	\$201,864



Retirement of Clr Brian McCormack OAM from Upper Lachlan Shire Council, November 2021

8. 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 7.11 development contributions related to emergency service contributions on behalf of individual brigades as necessary.

HAZARD REDUCTION

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

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

STATUTORY BUSHFIRE DANGER PERIOD

1 October 2021 to the 31 March 2022 (this may be varied subject to local conditions).

BRIGADE CALLOUTS – 2021/2022

Fire and Other Incidents

For the financial year 2021/2022, the RFS in the Southern Tablelands Zone attended 498 incidents this includes out of area strike teams in which teams were deployed to assist other Services. Below are the Upper Lachlan Shire local government area the RFS responded to:-

- Grass/forest/scrub fires/explosions 41
- Motor vehicle accident/car fire 41
- Hazardous Chemical 2
- Service Calls 6
- Good intent Calls 1
- Other 7

The above statistics represents a total of 98 incidents attended for the twelve month period to 30 June 2022.



Taralga and District RFS medal presentation for work on Green Wattle Creek Bushfire with Mayor Kensit and Minister Local Government Wendy Tuckerman MP

9. CULTURAL, LIBRARY AND TOURISM SERVICES

9a) CULTURAL SERVICES

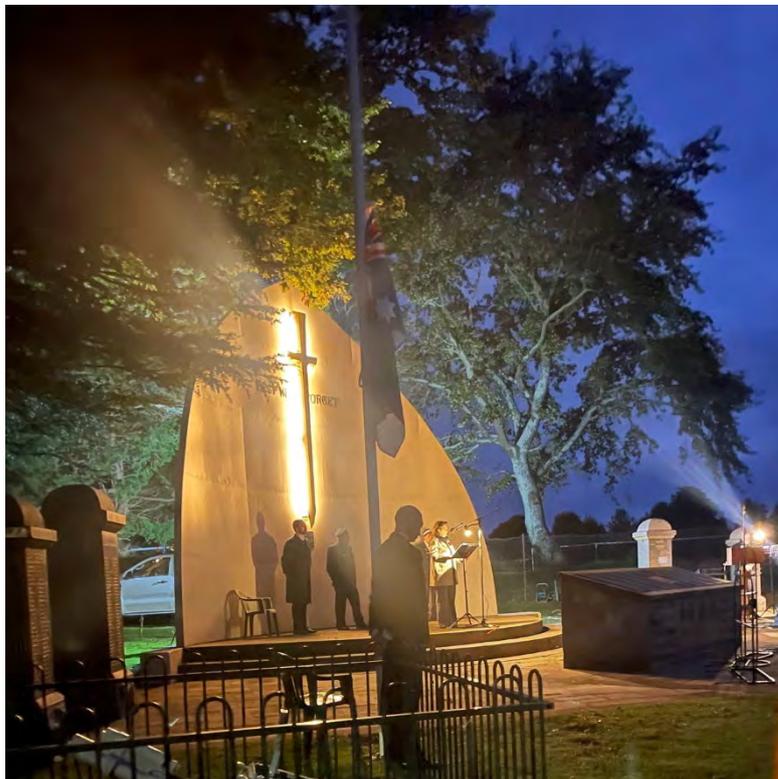
PROGRAMS TO PROMOTE SERVICES AND ACCESS TO SERVICES FOR PEOPLE OF DIVERSE CULTURAL AND LINGUISTIC BACKGROUNDS

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, works to commence on the next Cultural Plan to be rolled out for 2022 onwards.
- 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 for new events and activities following COVID restrictions being lifted.
- Continued with Grant applications for Cultural activities for programs for including the new exhibition space within the Visitor information centre
- Youth Week Activities were planned for July 2022 in the new financial year.
- Continuation of the library service for the towns of Gunning and Crookwell.
- Continued partnership with Southern Tablelands Arts (STARTS) on program delivery.



Mayor Kensit's address to ANZAC Dawn Service 2022 at Crookwell

9b) 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 both branch libraries were prepared within a month of the end of each quarter in 2021/2022.
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 2021.
Develop one portal of information for Council Library services.	Merge Library website with catalogue interface by December 2021.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Achieved – the catalogue website was fully updated and complete before December 2021. The Council Library page now links directly to the catalogue website as the sole portal for Library information.
Develop policies and guidelines for user access and use of technology in the libraries.	Maintain an operational eSmart Library.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Achieved – activities this year that help maintain an operational eSmart Library included providing Digital Mentoring sessions with NBN Co.; social media posts promoting Safer Internet Day, and sharing the OSCAR online skills checker, as well as Tech Savvy Seniors and Scams Awareness online training; promotion of eResources; and running training on using the Internet, new online services and Family History resources. The eSmart sign is displayed in both Libraries.

OVERVIEW:

The Upper Lachlan Shire Library Service had a very busy and productive year, including continuing to respond to changes in the pandemic situation, adding a range of new titles to our physical and digital collections, and introducing new programs and activities.

The availability of Library services and facilities was guided by the NSW Public Library Association (PLA), NSW Health and the NSW State Library COVID-19 health orders, safety plan and recommendations. From August to November 2021 Libraries were closed to the public due to the COVID-19 response, with a Click, Call and Collect Service available from September to November 2021. Our libraries then continued to operate with reduced opening hours to allow for extra cleaning until January 2022, when we resumed full opening hours. Public toilets also fully reopened to the public at this time. From November our libraries also welcomed back volunteers, and Home Library Service deliveries resumed from May 2022.

As our regular events have returned and we've introduced new programs to our offerings, we've been glad to see familiar faces return (sometimes after several years), and new members visit the Library for the first time. Our Libraries are once again filled with life and activity.

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

EVENTS:

This year the Library Team extended our programs to target audiences previously under-served, as well as continued to deliver high quality programs and services to pre-schoolers, primary school aged children, and adults. The reach of programs has been extended by grant funding and collaboration with groups such as Upper Lachlan Landcare, Friends of Crookwell Library, the Australian Library and Information Association, and Southern Tablelands Arts.

During the 2021 COVID lockdown period face to face events and activities were suspended at our Libraries, however we continued to provide alternative engagement for the community such as online Storytime videos, Lego Club challenges, book cover guessing games, adult's craft activities, Boggle games, and activities for school holidays.

Our Library service also promoted online author talks, sponsored by the NSW Public Library Association (PLA). This allowed our members to enjoy talks with best-selling authors at a time when face to face events weren't possible.

PROMOTION:

Our Libraries reinvigorated our use of social media on Facebook this year, with a focus on highlighting services and activities at both Library branches. In addition our Libraries introduced an updated webpage, a new email newsletter, Instagram account, and monthly column in the new Upper Lachlan Gazette. These new promotion streams have been effective in

reaching a broader range of community members.

Our Libraries have also introduced promotional Library bags, pens and magnets. These are given to new Library members, and serve the dual purpose of welcoming the member to the Library and highlighting the Library in the community.

Services for Adults:

Adult events included:

- Workshops/talks – online author talks, Weed identification Q&A, Landcare Flora and Fauna in the Upper Lachlan Shire booklet launch, Author talk on the book *Something Else*, Landcare talk on Managing Your Investment: The Value of Farm Trees
- Activities – Gunning Crafternoon, Crookwell Scrabble, Australia’s Biggest Morning Tea. Crafternoon has been extended to include instruction in watercolour painting.
- Our Libraries introduced a new NBN Digital Mentor, to provide one-on-one assistance in booked monthly sessions.



Flora and Fauna in the Upper Lachlan Shire Launch, Crookwell Library

Services for Children and Young People:

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

- Weekly Storytime sessions
- Weekly Lego Club
- National Simultaneous Storytime
- Summer Reading Club
- School holiday and afterschool workshops – including craft and drawing workshops, badge making workshop, and a live joke show.



Easter Craft Workshop

Gunning Library

The Library also introduced several new programs this year:

- Weekly Stay and Play
- Monthly Youth Drop In
- Story Walk in Gunning and Crookwell



Story Walk, Pat Cullen Reserve

OUTREACH SERVICES:

This year our Libraries have been pleased to run outreach visits with schools across the Shire. Schools close to our Libraries have brought students to the Library to participate in Storytime and craft activities, while Library staff have visited small schools across the Shire to provide information about Library services and fun activities for students who may not regularly be able to visit physical branches.



Paintings from the Collection travelling exhibition

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. Our Libraries have also introduced new collections, including

- A subscription to the Upper Lachlan Gazette newspaper, with back issues collected for future historical research
- Increased focus on items of local significance, for inclusion in a Local Studies collection
- Access to streaming video, music and eComicbooks through the Hoopla Digital service

Across the year our Libraries have displayed a range of exhibits with a selection of fiction and non-fiction resources showcased an interesting variety of items for loan in our Libraries. Many of these displays coincided with national or local community events. For example, Science Week, Pink Up Crookwell, Remembrance Day, and Library Lovers' Day. Crookwell Library also hosted the NSW State Library's travelling exhibition, *Paintings from the Collection*.

The Library's updated webpage also showcased new resources, as well as displayed themed carousels on topics such as travel, gardening, ANZAC Day, Reconciliation Week and St. Patrick's Day.

Our collections were improved by a number of extra purchases and donations, including:

- The Dance Family donated a selection of picture books at Gunning Library in memory of Billy Dance.



Picture books donated by the Dance Family, Gunning Library

- The State Library of NSW provided several updated titles in the Find Legal Answers collection.



New titles donated by the State Library of NSW

- The Friends of Crookwell Library assisted in the purchase of Local Studies materials.



New titles donated by the Friends of Crookwell Library

Resources

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

- ALIA Online Storytime video equipment grant funding
- Grant funding for new shelving and furniture. This project will be completed in 2022/23.



New furniture, Crookwell Library

- Ancestry extended their offer to libraries for Library members to access Ancestry webpage from home until the end of December 2021 due to COVID-19, with a number of Library members in the Shire taking up this offer. Prior to COVID-19 the Ancestry database could only be accessed from within the Library.

Services

Shortly after closing to the public for the 2021 COVID lockdown, our Libraries commenced a Click, Call and Collect service. This service ran from September to November, and enabled members to request items online or over the phone for collection from the Library front doors between set times.

Our Libraries also implemented services to improve the ease of doing business with the Library. Both branches can now accept EFTPOS payments with EFTPOS machines installed this year. As part of a Spydus upgrade in December 2021 our Libraries chose to implement an automatic renewal service. This assists members in balancing their busy lives with their borrowings from the Library.

Facilities

Our Libraries continue to be a place for older people, young people, and families to meet, socialise, and relax as well as a place where students can study and undertake exams. We provide access to technology and information, and by doing so level the playing field for people from all socio-economic levels.

The Library brings together people with diverse backgrounds through a range of

informal social activities and structured group activities. This year the Crookwell Library also served as a drop-off point for donations to the Crookwell Community Kindness Project, and both branches hosted a donation drive at Christmas to support local families in need.

This year our Libraries updated processes to record statistics, financial transactions, and purchases more efficiently and effectively using the Spydus system and electronic records, improving accountability and efficiency.

A new microwave link was installed between Gunning Library and the Council offices, improving Internet speeds for staff and customers, and allowing seamless transfer of information and documents between Library branches.

LIBRARY FRIENDS AND OTHER LIBRARY VOLUNTEERS:

The Library Friends groups continued to raise funds through book sales and supported a range of Library projects and events, purchased magazine subscriptions, resources, and other items for our collections. Our volunteers also help with a range of Library services, such as shelving, organising and facilitating the book sales, and making Home Library Service deliveries.

The Friends held their AGM in February 2022. Other volunteer induction and recognition events to ensure volunteers are supported and engaged were put on hold due to COVID-19, with a plan to restart these activities later in 2022.

The Friends of Crookwell Library funded a school holiday show at Crookwell Library,

featuring Andy Jones and “What’s the Joke”.



Some of the participants in the “What’s the Joke” school holiday show



9c) REGIONAL TOURISM

General Overview

2021/2022 was an extremely difficult year for the Tourism Unit with the sudden passing of Tourism Manager, Andrew Warren. This saw the Unit in caretaker mode until the appointment of the new Tourism manager who commenced on January 17th 2022. The Tourism Unit also saw the appointment of new staff in November of 2021, May of 2022. The Tourism Unit was also heavily impacted by Covid from the end of May.

The Tourism Unit as a whole under the direction of its new management has undertaken several tasks over the past 5.5 months, many of which have led to the introduction of new and improved procedures leading to increased efficiency within the Unit.

Travel to Regional areas has continued, despite COVID-19 and we have continued to experience good numbers of travellers despite the effects of different variants still having an impact time to time.

Overall the Southern Tablelands Region saw an increase in total visitation of 5% over the previous 12 months, compared to Regional NSW which experienced a decrease of -7.5%

The January - March quarter of 2022 also saw an increase in total visitation of 27% over previous quarter (September - December).

Tourism Unit Undertaking Overview

- Detailed Product Audit of Upper Lachlan Shire
- Upper Lachlan Destination Guide pre planning;
- Tablelands Trail Campaign development & Film Shoot
- Development of Social Media Plan
- New social media accounts for Crookwell Visitor Information Centre & Caravan Park

- Tablelands Co-ordination Agreement;
- Light Up Crookwell event planning and implementation
- Easter In the Park event planning and implementation
- New and existing event funding programs;
- Crookwell Caravan Park upgrades and new booking procedures
- Monthly E-News and What's On
- Tourism Meet and Greet

Strategic Plan

During 2021/2022, 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

In November 2020 as per action 3.1 from the Tablelands Destination Development Plan; (to engage tourism marketing consultants to develop a Tablelands Brand Identity Strategy) the Southern Tablelands Brand Guidelines were developed to guide our branding during 2021/2022.



We are also undertaking rebranding of Visit Upper Lachlan and have commenced a brand audit of all marketing collateral to create a brand identity strategy that will see uniformity brought across all marketing collateral for The Shire.

Visitor Servicing

The operation of the Crookwell Accredited Visitor Information Centre (AVIC) is an important function of The Tourism Unit. The Visitor Information Centre received its reaccreditation for 2022/2023 after a review conducted in late June 2022.

The Manager has undertaken a review of operations of The VIC and how we engage with the Visitors, Community and local business with the aim of streamlining processes to improve our level of visitor servicing, efficiency & profitability as well as our interaction with our Shire Community.

Research continues to validate the role of AVICs and the 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

Events and Promotion

Visit Southern NSW – Trails Campaign

Five Trails highlighting the region, created with funding support from the Bushfire Local Economic Recovery Fund, featuring expert local advice on what to see and do in this largely undiscovered part of the state. The trails pass through destinations including Lake George, Bungendore, Goulburn, Tarago, Collector, Laggan, Marulan, Taralga, Crookwell, Bigga and Queanbeyan and provide a unique, easy to navigate, online resource for driving tourism to the region.

The trails which are hosted by Visit NSW run from a driving distance of 50km up to 210km.

The Shire features in three of the five trails:

- *Vibrant Villages & Passionate Producers:* Rest, relax and rejuvenate on this adventure through the rolling hills of the Southern Tablelands. Visit Crookwell, Laggan and Taralga where you can recharge at local pubs and cafes bound by a rich history, visit alpaca farms, meet local producers and linger a little longer with a peaceful farm stay.
- *Recharge in the Great Outdoors:* A collision of nature, food and iconic experiences starts with a climb through the inside of Goulburn's iconic Big Merino, before pitching a tent and kayaking through lakes in Wyangala, getting up close to alpacas in Crookwell and ending your day with cheese and wine at Kingsdale Wines.
- *Wine, Water, Wonder:* Featured the Bushranger Hotel at Collector and wineries from the greater region.
- Spring advertising campaign in the Caravanning Australia magazine and online issue.

Events

The Manager and Tourism Team developed and successfully delivered Easter in the Park and Light up Crookwell under the umbrella of Easter In The Shire which involved promotion of events taking place across the Shire over Easter under the one umbrella. This included Binda's Good Friday service and walking with the cross, followed on Saturday by markets across the Shire at Laggan, Tuena and Bigga and concluded with a grant funded evening afternoon/ evening event at Memorial Park Crookwell. Easter in the Park delivered a hugely successful afternoon and evening of Easter activities, live music, food vendors, roving performers, fire & light show and an outdoor movie showing Peter Rabbit. It is estimate that approximately 800 people attended the park throughout the afternoon & evening.

Light Up Crookwell showcased Crookwell's main street & historic buildings under an array of coloured lights and took place every night of the Easter weekend between 6pm and 11pm. The roving Easter Bunny also made nightly rounds of the street much to the delight of the community, who were excited to get their pictures taken with him. Deputy Mayor, Mandy McDonald also conducted two successful guided historical tours of the main street under lights.

Social media engagement & reach increased dramatically over this period across Facebook & Instagram and both events received an influx of positive comments across both social media platforms.



Light up Crookwell, Easter Event

The Manager has undertaken a review of existing and potential events to implement the recommendations in The ULDP and create a vibrant & engaging community & major events calendar for the Shire. Event Management Plan Template, Event Timeline Template & Event Marketing Plans have all been completed for next year's programming.

As a Shire with limited bookable products and Tourism Product, the creation of an enticing events calendar across the Shire is essential to help enhance community connectedness, encourage visitation, create experiences, engage local businesses & stimulate our local economy and assist with job creation.

It is proposed that existing and new Events are to be marketed under a seasonal umbrella of Spring Fest, Summer Fest, Autumn Fest and Winter Fest embracing the true seasonality of our Shire. This will enable cross promotion of events under the one umbrella, offering a much needed marketing boost and creating a more enticing offering to Visitors to our region. This concept was trialled when using the Easter in the Shire as the umbrella for events occurring across the Shire over the Easter long weekend and was well received.

Community Events Program

The Manager has proposed a series of Community Family fun days to be held In Crookwell, Gunning & Taralga, initial funding application was unsuccessful and subsequent funding is being applied for future planning.

The Manager has held meetings and discussions with some local events and operators with the aim of assisting existing events to grow and offering of ideas, this has been well received.

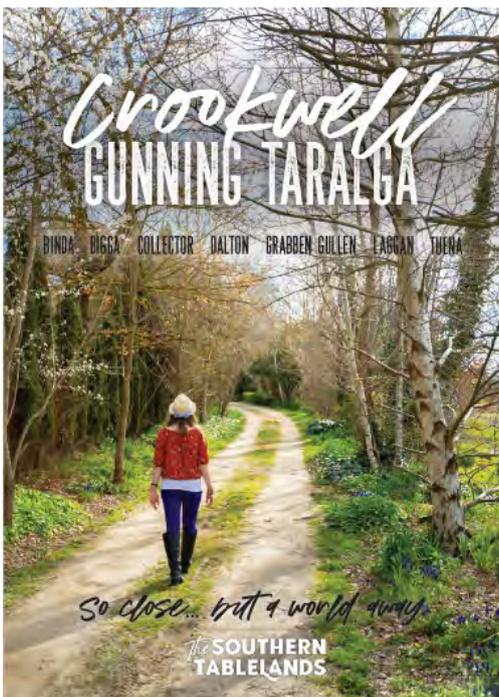
COVID-19 Response and Industry Support

With regional travel allowed during 2021/2022, 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

The Tourism Unit has commenced planning of the next Destination Guide which is undertaken every two years. The Destination Guide is distributed to Visitor Information Centres around the state and is a primary tool for marketing the region to potential visitors across the AVIC network and at events. It is proposed that the Guides be also distributed to households and businesses. They also form part of our new residents pack.



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.

Product Development

Product Audit – The Tourism Unit is near completion of its product audit of the entire Shire. This will form the basis of numerous undertakings to improve our product offerings, marketing collateral, and bookable and non bookable product. This entails identifying and updating all known and potentially unknown assets across our shire; operators including accommodation, food, drink, produce, retail, activity, agritourism, sporting and nature based assets. While this is a time consuming process, once completed the tourism team can look at how best to package and promote these offerings and bring them to market to create additional product and bookable product.

Branded Product Development

The VIC team have been researching a Visit Upper Lachlan Product Range that can not only be sold in the VIC but can be distributed to businesses across the Shire. This will feature our new branding once finalised

- New product lines are being researched with a focus on Shire products
- Research and planning of potential additional income streams for VIC including bookable product and online shopping



Destination Southern NSW, Tourism Campaign

New Concept Ideas and Planning

Membership Program

After the disbanding of ULTA, the Tourism Manager has compared membership offerings in other regions and has proposed the new membership program will instead be free, however it will offer affiliated programs such as the Shop our Shire program which members can participate in and will attract an annual membership fee. This program as an example will require increased servicing by The VIC and is designed to drive trade to local businesses across the Shire and encourage residents and visitors to shop local.

Shop Our Shire

The Shop our Shire program is designed to drive trade to local businesses across the Shire and encourage residents and visitors to shop local.

Participation in the program will attract an annual membership fee.

Members will be able to participate in the Shop our Shire exhibition spaces at local events and markets at a discounted rate.

All participating businesses will:

- Be linked to online shopping portal
- Be featured across marketing collateral
- Be given promotional material to show customers they are part of the program
- Be promoted in our group tour and booking program designed to drive large groups to participating businesses across the Shire

Online Shopping

- Creation of Online shopping cart linked to Visit Upper Lachlan and ULSC websites
- Increase sales and profitability of VIC
- Add on sales to Caravan Park bookings through CP booking system

Crookwell Visitor Information Centre & Caravan Park Social Media

A new page has been created with the sole purpose of marketing the VIC and Caravan Park. This will enable the VIC and Caravan Park to be marketed daily which is not something that can be done through our Visit Upper Lachlan social media pages. Both Facebook and Instagram pages will contain Shopping cart. The new page is called Crookwell Visitor Information Centre and will begin being promoted in October 2022. This will help to increase awareness and revenue for both the VIC and Caravan Park.



MAAC and Visitor Information Centre

- Preparations and planning for the move to the MAAC are underway.
- The Manager has assisted in planning the new interior of the VIC building, Exhibition Foyer Space & cafe and its fit out. This requires a considerable amount of time in meetings, researching fit out options, kitchen layout and working on the electrical and IT fit out plans so there is a smooth transition into the new building.
- There is a considerable amount of time and effort involved preparing for the move by the Tourism Team.
- In addition to been responsible for the fit out. The Tourism Team is also working hard to ensure new systems and marketing collateral are in place for the move. This is a very large undertaking on top of the day to day running of the Unit.
- A review of a new Point of Sale & Booking Systems are almost completed.

Crookwell Caravan Park

Council was successful in securing grant funding and for significant upgrades to the Crookwell Caravan Park including:-

- Approval for variations to the Crown Reserve Improvement Fund was sought and granted for addition of boom gates or spikes at entry and exit to counteract illegal use of the site which has been identified as an ongoing problem.
- CCTV ordered, and will be installed once it arrives.
- Signage is being updated and will soon be installed.
- Changes implemented to payment system with payments now taken upfront at time of booking.
- Research and implementation of online booking system have been conducted with implementation to occur in the near future.
- Separate Social Media pages have been set up for the Visitor information Centre/Crookwell Caravan Park to enable continual marketing and direct promotion of both to increase sales.
- Balance of project is almost complete but has encountered additional delays due to weather and covid. Solar lights have been installed, new electrical and water reticulation, drainage, bins and footings for lights complete.
- New code entry system activated with the help of IT for amenities which has increased efficiency.

Tourism Statistics

Tourism numbers are consistent, with COVID-19 still affecting travel in regional parts during late 2021 visitation was challenged. Regional travel numbers continue to be compared to a pre-pandemic period of 2019/2020.

Key statistics for 2021/2022

- An increase in total visitation of 5% over previous 12 months, despite Regional NSW recording a decrease of 7.5%.
- An increase in total visitation of 27% over previous quarter (Sept-December).
- Overall visitation for the quarter is at a higher level than March 2018.
- 17% decrease in domestic overnight visitors from the same quarter in the previous year.
- 24% increase in domestic day visitors from the same quarter in the previous year.
- 7% increase in all domestic visitors from the same quarter in the previous year.
- Day visitors comprise 70% and overnight 30%.

Results for the year ending June 2022 will be available in October 2022 and will reflect the surge in regional travel after the 2021/2022 NSW Covid lockdowns.

Key Data

This Snapshot reports on key findings from the Tablelands Visitation Analysis Report (Dec 2021) related to Upper Lachlan LGA. Sample sizes for individual LGA's are small requiring caution in analysis, and results should be viewed as trends, rather than actual visitor numbers. Data for 2022 is not yet available.

Travel restrictions caused by COVID-19, impacted visitation over the past 3 years, with decreases from the highs seen in 2019. The decrease in visitors shown, is in line with results from regional NSW, which have seen similar declines of 40% in 2020, before improvement in 2021. Day visits continue to provide 50% of visitors and overnight 49%, while international visitation ceased since March 2020, although was less than 1% prior.

Visitors in both day and overnight markets fall into six lifecycle segments with families and retirees being the two primary markets as well as '45+ workers'. Upper Lachlan receives more

families than other parts of the Tablelands region.

Over the past 5 years holiday/leisure has been the main reason to visit the Upper Lachlan, and yet visiting friends or relatives is also strong with 41% of day visitors and 31% of overnight visitors in the LGA for that purpose.

Key geographic markets include Sydney, Canberra and Regional NSW which feature for both overnight and day visitors. There is also a high rate of intra-regional travel for day trippers.

Number of walk-in visitors for July 2021 - June 2022 was near to 3,600 this is categorised as follows:-

Local Visitors/Residents:	1,014
NSW:	2,058
ACT	277
QLD:	84
VIC:	83
TAS	12
SA	11
OTHER	7



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.

10. 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 2021/2022 there were water supply, sewerage, noxious weeds and roads related private works, the total of such work was \$77,609.



Lin Cooper Fields Grant Announcement, Regional Sports Facility Fund

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

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

The following is the list of Council Section 356 Contributions for 2021/2022:

Bannister District Hall Association (Ordinary Rates and Waste)	\$785
Bigga Golf Club (Ordinary Rates and Waste)	\$2394
Bigga Public School P and C (Contribution to Learn to Swim Program and Bus Hire)	\$1000
Breadalbane Community Hall	\$330
Collector Oval Committee	\$500
Crookwell AP&H Society (Ordinary Rates and Waste)	\$3046
Crookwell CWA (Ordinary Rates)	\$918
Crookwell and District Historical Society	\$500
Crookwell Community Garden (Ordinary Rates and Water)	\$900
Crookwell Community Men's Shed (Ordinary Rates)	\$412
Crookwell Garden Festival	\$500
Crookwell Progress Association (Christmas is Goulburn Street)	\$1500
Fullerton Anglican Church Property Trust (Ordinary Rates and Waste)	\$618
Grabben Gullen Hall (Ordinary Rates)	\$549
Goulburn and District Education Foundation	\$2000
Goulburn Crookwell Heritage Railway Inc. (Water, Sewer, Waste)	\$1896
Laggan Public School (Two sets of 60 Phonic Readers)	\$700
Middle Arm Hall Progress Association (Ordinary Rates and Waste)	\$675
Narrawa and District War Memorial Hall (Ordinary Rates and Rural Waste)	\$601
St Vincent De Paul (Ordinary Rates and Waste)	\$2800
Taralga AP&H Society (Sponsorship Annual Show)	\$1250
Taralga Camp Draft and Rodeo Committee – Australia Day	\$592
Taralga Historical Society (Ordinary Rates and Water Access)	\$1385
Taralga Medical Clinic (Ordinary Rates and Waste)	\$1331
Taralga Playgroup (Electricity and Gas Contributions)	\$1050
Taralga Public School (Sponsor Year 6 Dux and New Honour Board)	\$1550
Taralga Small Schools Sports Sponsorship	\$1250
Tuena Hall and Recreation Committee (50% Electricity Expenses)	\$235
Ollie Croker (Sporting Representation Donation)	\$300
Henry Galland (Sporting Representation Donation)	\$300
Sophie Galland (Sporting Representation Donation)	\$300
Billie Skelly (Sporting Representation Donation)	\$300
Harry Skelly (Sporting Representation Donation)	\$300
Annie Knight (Sporting Representation Donation)	\$300
Emmalee Croker (Sporting Representation Donation)	\$300
Jake McCarthy (Sporting Representation Donation)	\$300
Bella Croker (Sporting Representation Donation)	\$300
Sam McGregor (Sporting Representation Donation)	\$300
Eliza Kemp (Sporting Representation Donation)	\$300
Chloe Kemp (Sporting Representation Donation)	\$300

In-kind Contributions

Crookwell AP&H Society (Water Usage and Waste Removal for Show Only)	\$1850
Crookwell Picnic Race Club (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 \$39,502

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.



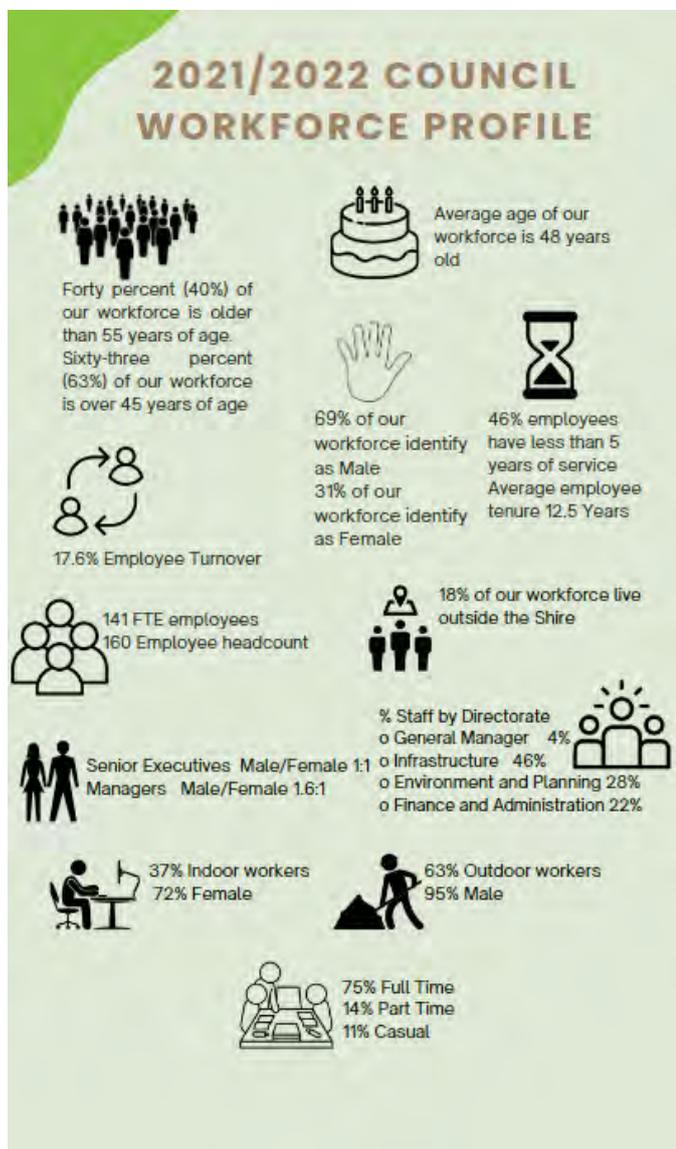
Australia Day 2022, Crookwell Australia Day Awards presentation – Lachlan Croker, Sportsman of the Year

12. HUMAN RESOURCES ACTIVITIES

Section 428 (2) (m)

2021/2022 was an unprecedented year. Council staff showed incredible resilience in the face of constant change with regard to how we operate under the ever evolving COVID-19 restrictions. Council staff demonstrated that it is possible to continue to provide a high level of customer service whilst keeping everyone safe.

Through the dedication, skill and willingness of our staff, Council has been able to deliver great outcomes for the community and continued to deliver on the Operational Plan activities.



Council Workforce Key Items 2021/2022

- New Organisational Structure came into effect as at July 2021;
- Monthly Manger meetings commenced to enable greater collaboration across the Council;
- Council had higher than average periods of staff position vacancies after resignation;
- Staff Well Being Survey undertaken in May 2022;
- COVID-19 virus impact the workforce significantly through the last six months of the reporting period;

Council’s Workforce Plan identifies workforce management issues including:-

- Our ageing workforce
- Succession planning
- Providing opportunities to establish jobs for local young people
- Promotion of our organisation as an employer of choice
- Providing learning and development opportunities for our staff
- Improving recruitment strategies for hard to fill roles
- Increasing the diversity and inclusion of our workforce.

In 2021/2022 we have addressed these challenges by implementing:-

- Enhanced flexibility around working arrangements
- Enhanced flexibility around staff remuneration for identified key positions
- Improvements to our recruitment processes
- Working in partnership with other Councils to share resources

In 2021/2022 we made significant progress with our workforce management including:-

- Delivery of training and development to staff

- Increased connection we have with local secondary education providers
- Increased participation in our workplace program
- The appointment of various trainees across the business
- Commenced implementation of our employee wellbeing program

Employee Attraction and Retention

To enhance its Employee Value Proposition, Council implemented a careers website and online application portal. The Careers website give jobseekers a one-stop shop, providing details of the benefits of working with Council, a high level overview of the recruitment process and some background about the business. The online application portal has transformed the application process, shifting from a primarily paper-based approach to a simplified online process, which is more appealing to the applicant.

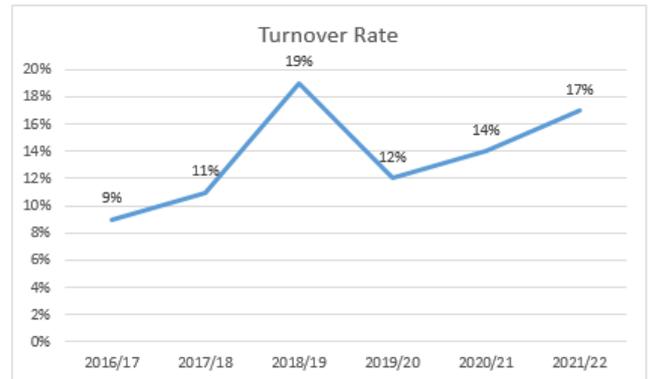
Council have successfully engaged 35 new staff in the 12 months ending 30 June 2022. Historically, some of these were hard to fill roles, with a small applicant pool. The new paperless recruitment approach has result in an increasing pool of higher quality applicants.

Council have advertised and filled 33 job vacancies in 2021/2022 with the average number of applicants per vacancy at just under 7.

This year Council invested \$83,994 on staff recruitment advertising, pre-employment medical assessments, reference checks and interview expenses. This amount excludes staff salaries and wages expenses.

The Australian Human Resource Institute Turnover and retention report of 2018 found that the average turnover percentile for organisations of comparable size to Council was at 18.1%. Whilst Council has historically had reasonably low turnover (average 13%), the

2021/2022 turnover rate of 17.6% is reflective of current Australian turnover trends.



Given the high number of localised employees who are nearing of reaching retirement age, finding creative ways of addressing turnover remains a focus for Council into the future.

Council has supported Transition to Retirement requests for three employees in the twelve month reporting period and provided Council long serving employees the opportunity to be better prepared for life without work and transition progressively into retirement.

Council continues to create apprenticeship, traineeship and cadetship employment opportunities throughout the business, with several positions operating across various branches of Council. This will provide sustainable employment opportunities for residents within the Shire, and will create a solid foundation of skills for future workforce planning. It will also help with proactively managing skills shortages in some professions within Council.

Employee Training and Development

To enable continued delivery of service to the community, Council are committed to developing our employees. The training and development offered to staff is delivered through a combination of internally and externally facilitated workshops, specialised workshops and accredited training courses. This

year Council invested \$159,406 on staff training programs.

The past twelve months have proved difficult to access training, given the COVID pandemic. As a result of the impacts of COVID, Council's ability to provide training opportunities has been at a lower level than usual.

Council were still able to provide a number of accreditation courses across the staffing cohort to ensure critical skill and competencies were maintained, including First Aid, Forklift, ChemCert, Risk Management, Incident Investigation and IPWEA Roads training courses.

Organisational Development

Council has developed and adopted a Customer Service Charter and is embedding these service levels through Council. The work undertaken by Council staff is tireless. Council staff continue to receive positive feedback about performance and responsiveness from members of the community.

During 2021/2022 Council has reviewed its Workforce Plan and identified a number of key areas where Council needs to consider implementing more immediate action to ensure its ability to provide ongoing service delivery. These areas include the ageing workforce and the growing number of staff we have attracted from outside the Shire, mean that Council need to ensure sound process for knowledge transfer and sharing across the business.

Performance Management

Council has continued with an annual performance appraisal process, which allows staff and supervisors the opportunity for conversation about performance and future goals.

The assessment process allows staff the opportunity to identify with their Manager the skills and knowledge they have acquired over the previous twelve months. The process encourages two way feedback and prompts discussion on career objectives, advancement opportunities and desired training.

Work, Health and Safety (WHS)

Council has delivered Risk Management and Incident Investigation and Due Diligence training to a large cohort of workers this year. The WHS Committee has continued implementation of a number of correction actions across Council collaboratively.

Operational WHS key performance indicators are reported on and monitored throughout the year, with no significant trends identified.

2021/2022 saw development commence on the first stages of the BeSafe Program. This is a cloud-based WHS system which is being implemented to improve efficiencies in the management of hazards and incidents.

Health and Wellbeing

Council is committed to maintaining the health and safety of its employees. Council recognises its duty to provide a safe and healthy workplace.

Health programs conducted included the provision of influenza vaccinations for all employees, as well as health checks and vaccinations for high-risk workers.

In response to the ongoing COVID-19 pandemic and the stress it placed on our people, Council provided training and development opportunities to staff focussing on managing mental health in the workplace. Council also provided the opportunity for staff to obtain COVID-19 vaccinations without loss of pay or a need to access their leave entitlements.

Council also maintained an Employee Assistance Program for Council employees and their immediate family.



Staff Service Recognition Awards 2021

Labour force data - Local Government (General) Regulation 2021

Section 217, of the Local Government (General) Regulation 2021, require councils to report on their employment practices in their annual reports. The new requirement for Councils to publish labour force data in their annual reports is designed to allow greater scrutiny of councils' employment practices by their governing bodies, their communities, and key stakeholders. The new OLG reporting requirements require this data to be included in the annual report for 2021/2022 based on Wednesday, 25 May 2022.

This labour force information below details the total number of the following on 25 May 2022:-

- 160 people directly employed by the Council.
- 120 people on a permanent full-time basis.
- 21 people on a permanent part-time basis.
- 17 people on a casual basis.
- 2 people under a fixed-term contract.
- 3 people employed by the Council who are "senior staff" for the purposes of the Local Government Act 1993.
- 5 persons engaged by the Council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person, (including; David Rowe; Don Pilkington; Daniel Cooper; Dinal Ranasinghe; Scott Ross).
- There are 3 persons supplied to the Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee.

13. IMPLEMENTATION OF EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN

Section 428 (2) (n)

Upper Lachlan Shire Council is committed to equal employment opportunity, fair treatment and non-discrimination. Council is building a diverse and inclusive workplace where the skills,

knowledge and experiences of all people are valued and respected.

Council's approach to EEO ensures that:-

- The best available person is selected/recruited (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's Equal Employment Opportunity Management Plan achieves its aims by:-

- Implementing protocols and procedures for the recruitment and selection of employees that complement organisational performance and ensure compliance with Councils' EEO principles and ethos;
- Ensuring remuneration is consistent for positions;
- Providing adequate training and exposure to all staff to ensure they are aware of EEO principles;
- Staff provision of the Code of Conduct;
- Reference to EEO principles in all job vacancy advertising;
- Including interview questions to confirm understanding and values alignment by applicants.

Women have been successful in attaining senior management roles including; the General Manager, Director of Environment and Planning, Manager Human Resources, Manager Library Services and Manager of Economic Development and Tourism.

14. DELEGATIONS TO EXTERNAL BODIES**Section 428 (2) (o)**

The following external bodies were delegated functions by Council during 2021/2022:-

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.

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 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 organise the Ambassador, be responsible for any administrative assistance to the Committee and be responsible for funding as per the Operational Plan each year.



Gunning 200 Event

15. 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 2021/2022, Council's Biosecurity (Weeds) Section secured \$15,000 from Local Land Services to implement a roadside growth program to manage Priority Weeds on roadsides that are under Council's authority. This program is set to begin September 2022. Council's Biosecurity Officers will conduct 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 will be reported to council during the year.

The Biosecurity team were also able to secure a further \$10,000 to pay for contractors to remove weeds in Oolong Creek Dalton. This is to be carried out mid September 2022.

Control of Weeds of Significance on Privately Owned Land

Biosecurity (Weeds) Inspection

During the 2021/2022 year, Biosecurity Officers conducted multiple private property inspections following the LLS program that outlines the required number of inspections. 902 initial inspections, 126 re-inspections of private property, 11 inspections/ re-inspections of high value asset sites and monitoring of 1126 kilometres of high risk transport pathways were conducted. Various actions were taken to ensure that a maximum level of weed control compliance was achieved. This included the

issuing of a locked gate infringement as well as multiple reinspections to ensure compliance.

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.

Community Education

During the year the biosecurity team were able to hold two biosecurity talks, one at Gunning and one at Crookwell. They provided information on a range of weed related issues and had a positive turn out of members of the public. The biosecurity team also addressed the public through Council's newsletter and other media releases such as the Gazette, Facebook and Weed Alerts. 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.

The biosecurity team continue 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 2022/2023 financial year. Biosecurity will be looking at how to obtain more funding through LLS.

2021/2022 Expenditure

\$393,020 (inclusive of NSW Government Grants) was budgeted for Biosecurity (weed) related issues, with an actual expenditure of \$356,904.



Emily Chalker and Bruce Belford at the Naming of Emily Chalker Sports Centre and Robert "Bruce" Belford Gymnasium.

16. CONTROLLING INTEREST IN COMPANIES

Section 428 (2) (p)

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

17. PARTNERSHIPS, CO-OPERATIVES OR JOINT VENTURES

Section 428 (2) (q)

Partnerships, co-operatives or other joint ventures to which Council was a party in 2021/2022 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).
- 5) StateCover Mutual Limited for Local Government (Workers Compensation liability insurance pool).

18. RATES AND CHARGES ABANDONED

Section 428 (2) (r) and Clause 132 of Local Government (General) Regulation 2021

During the 2021/2022 financial year an amount of \$12,765 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 \$217,202, in accordance with legislative requirements, including the following fund distributions:-

General Purpose Pension Abandonment	\$ 97,092
Water Supply Pension Abandonment	\$ 34,374
Sewerage Services Pension Abandonment	\$ 31,149
Domestic Waste Pension Abandonment	\$ 54,587

19. PRIVATE SWIMMING POOLS

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

2021/2022 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 – **3**
- Number of inspections that resulted in issuance a certificate of non-compliance under Clause 21 of the Swimming Pools Regulation 2018 - **4**

20. COMPANION ANIMALS

Companion Animals Act and Clause 217 (1) (f) of Local Government (General) Regulation 2021

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

In the year 2021/2022, another marked decrease in the number of Companion Animal incidents was recorded. It is believed that this decrease was caused by two contributing factors. One being the Covid-19 restrictions and the other being that Council's Ranger experienced an extended period of sick leave and restricted duties due to a workplace incident.

During the reporting period 4 dogs were seized by Council's Ranger, all of which were returned to their owners. There were no euthanisations. A great deal of effort has been made to reunite dogs with their owners.

The emphasis continues regarding the education of members of the public on issues surrounding Companion Animals, However, were it was

deemed necessary and appropriate, Penalty Notices have been issued for offences under the Act, with a particular focus on dog attacks.

It has again been noted that a large amount of inputting of data onto the Companion Animals Register is required by the Ranger, however assistance from other staff in this task has been greatly appreciated. Members of the public are complaining that they are not able to access the system to input the data, and therefore are forced to send the forms to Council for processing.

Council's Pound is due to undergo a number of repairs and modifications to ensure compliance with the Code of Practice and to make the facility a safer and more secure facility. In the long term, it is hoped that this will extend to creating a secure exercise area for the animals. It is anticipated that Council will be seeking expressions of interest from interested organisations, to assist with processing of animals

Upper Lachlan Shire Council's total expenditure for Companion Animal activities for the financial year 2021/2022 was \$60,230.



LOCAL GOVERNMENT (GENERAL) REGULATION 2021 – CLAUSE 217 (1)

a) OVERSEAS VISITS FUNDED BY COUNCIL

During the 2021/2022 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 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 did necessitate closure of these facilities to the public for varying periods in 2021/2022.

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 provided the community with an outdoor swimming pool at Gunning which are owned and operated by Council and is well patronised by children and the Primary School. 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 recent 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.

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 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 latest plan review was undertaken in 2017 and a comprehensive list of actions was compiled. The actions relate to the needs of the people as updated through demographic and economic inputs from iD. This is a technical reappraisal of the plan and has not been updated from community consultation and through key players in the community. Further review will be undertaken when resources allow.

The Disability Inclusion Action Plan (DIAP) which was developed and adopted by the Upper Lachlan Shire Council in 2017, defines strategies and provides a planning

framework to promote inclusion and equity for people with disability, so they may fully participate in, and contribute to, social, business and community life. The Disability Inclusion Action Plan will enhance and complement the existing service provision within the area.

The goals and strategies of Upper Lachlan Shire Council are underpinned by four (4) themes which provide focus and direction for the Integrated Planning and Reporting framework.

The four focus areas for the DIAP as raised through the community consultation process incorporate;

- attitudes and behaviour;
- liveable communities;
- employment; and
- systems and processes.

The DIAP is to be reviewed and updated during the 2022/2023 reporting period.

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 businesses:-
 - Water Supply service;
 - Sewer service; and
 - Domestic Waste Management service.

ii. CATEGORY 1 BUSINESS ACTIVITIES

Under the principle of competitive neutrality, Council has one Category 1 business, namely the Water Supply service that meet the specific requirements of competitive neutrality and consequently have no performance comparison requirements.

iii. CATEGORY 2 BUSINESS ACTIVITIES

As at 30 June 2022, Council has two Category 2 businesses, namely the 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 both Category 1 and 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. 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. PERFORMANCE COMPARISON

Upper Lachlan Shire Council did not receive any competitive neutrality complaints in relation to its Category 1 or 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 2021/2022 totalled \$48,341.78. The income generated from the stormwater levy is in Council’s externally restricted reserve fund.

Upper Lachlan Shire Council also maintains stormwater operational expenditure each year exclusive from the Stormwater Management

levy totalling \$30,081. Council expended \$54,830 on stormwater asset renewals.

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT – 2021/2022 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 completed by Council in 2021/2022. Council proactively releases the following information:-

- Energy Master Plan 2019
- Local Government (State) Award 2020
- Local Government (Splinter) Award 2021
- Council Business Continuity Plan 2021
- Council Customer Service Charter
- Council Information Technology Strategic Plan 2019-2021
- Collector Wind Farm Voluntary Planning Agreement
- Council Policies
- Local Strategic Planning Statements (LSPS)
- Upper Lachlan End of Term Report 2016-2021
- Upper Lachlan Community Strategic Plan 2042
- CRJO 2040 Community Strategic Plan Taverner survey
- Upper Lachlan Towards 2042 Community Engagement Report
- Memorandum of Understanding - Goulburn
- Mulwaree Council, Yass Valley Council and Upper Lachlan Shire Council
- Tablelands Destination Development Plan 2020
- Southern Tablelands Regional Economic Development Strategy 2018-2022 (REDS)
- 2021 Local Government Election Candidate Information, Councillor Handbook
- Code of Conduct
- Code of Meeting Practice
- Plan of Management Crookwell Memorial Oval Emily Chalker complex
- Plan of Management Gunning Tony Foley Centre
- Australia Day Event of the Year Nomination 2022
- Australia Day Citizen and Young Citizen of the Year Nominations 2022
- Australia Day Citizen and Young Citizen of the Year Nominations 2022
- Australia Day Sportsperson and Young Sportsperson of the Year Nomination 2022
- Rye Park Wind Farm Voluntary Planning Agreement
- Biala Wind Farm Voluntary Planning Agreement
- Crookwell 2 and 3 Windfarms Voluntary Planning Agreement
- Pedestrian Access Mobility Plan (PAMP) 2017
- Application for Burial Reservation Permit, Social and Community Plan
- Disability Inclusion Action Plan
- Community Engagement Programs –
 - Cullerin Range Wind Farm
 - Taralga Wind Farm
 - Crookwell 2 Wind Farm
 - Biala Wind Farm
 - Gullen Range Wind Farm
- Council Financial Statements
- The Bulletin,
- Council Annual Report,
- Rural Living Handbook - Driveway Specification.

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 were two (2) Access Applications received by Council during 2021/2022.

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 (by legal representative)	1	0	0	0	0	0	0	0
Members of the public (other)	1	0	0	0	0	0	0	0
Total	2	0	0	0	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)	2	0	0	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0
Total	2	0	0	0	0	0	0	0
% of Total	100%	0%	0%	0%	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)	1	50%
Decided after 35 days (by agreement with applicant)	1	50%
Not decided within time (deemed refusal)	0	0%
Total	2	

	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	0	0	0	0%
Total	0	0	0	

*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	



Collector Wind Farm

PUBLIC INTEREST DISCLOSURES ACT – ANNUAL REPORT

Report to the NSW Ombudsman

Reporting Period: July 2021 to June 2022

Submitted On: 5 July 2022

	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			
Email message to all staff, Links on your intranet site			



With support from Environment Protection Authority (EPA) Litter prevention grants, Council installed five “Big Belly” Solar bins across the Shire to reduce litter in frequently used areas.

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 21 October 2021.

Upper Lachlan Shire Council has appointed the Manager 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.

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

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.

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.

MODERN SLAVERY ACT 2018 AND LOCAL GOVERNMENT ACT 1993
Section 428 (4) (c) and (d)

- Action taken by Council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the council identified as being a significant issue – *Not applicable.*
- There were no goods and services procured by and for the Council during the year that were a product of modern slavery within the meaning of the Modern Slavery Act 2018 – *Not applicable.*



Main Street of Crookwell

APPENDIX B – DELIVERY PROGRAM PRINCIPAL ACTIVITIES ACTION REPORT

The Delivery Program Actions are integrated with the Tablelands Regional Community Strategic Plan 2016-2036 (CSP) Strategies and referenced to a Community Aspiration. Each six month period the General Manager is to provide a progress report with respect to the Delivery Program Actions.

REGIONAL CSP STRATEGIC PILLAR NO.1 - COMMUNITY

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 Infrastructure	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.	Achieved – community buildings are leased to facilitate health care services and in-kind contributions provided.
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.	Not achieved - Disability Inclusion Action Plan requires review and update.
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.	Director of Environment and Planning, and General Manager	Strategy CO3 - Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community. 6. Resilient and adaptable communities.	Achieved - review of Social and Community Plan will be undertaken following adoption of LSPS and CPP. Not achieved - Cultural Plan and Ageing Strategy requires reviewing in 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.	Being achieved – YAMAD committee was dissolved in 2021. New youth committee to be considered in 2022. Recently Youth events including disco events have been held in Crookwell. Youth volunteers have been engaged across the shire.
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.	Achieved - assisted grant application for additional pre-school services. Continue advocacy to retain current facilities for education. Council provide support to local schools & school activities.
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.	Achieved - 2 heritage projects received grant funding in 2021/2022.

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 Environment and Planning	Strategy CO5 - Maintain our rural lifestyle. 6. Resilient and adaptable communities.	Being achieved – new inclusive playground designed for Coleman Park Crookwell. Gunning Showground sporting amenities building construction to be completed. New sport amenities planned at Lin Cooper.
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 Infrastructure	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.	Achieved – support to Section 355 Committees is being provided. Not achieved - Plans of Management yet to be completed.
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.	Achieved – animal control report submitted to OLG. Being achieved -Gunning pool open in 2021/2022. New Crookwell MAAC pool construction in progress. Funding being sourced for the Gunning Showground electricity upgrade.

REGIONAL CSP STRATEGIC PILLAR NO.2 - ENVIRONMENT

Delivery Program Actions	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.	Not achieved - review of strategy required upon review of Regional Plan in 2022.
2.2 - Promote environmentally sustainable developments (ESD).	Review, update and implementation of Upper Lachlan Local Environmental Plan (LEP) and Development Control Plan (DCP).	Director of Environment and Planning	Strategy EN4 - Maintain a balance between growth, development and environmental protection through sensible planning. 4. A prosperous economy with the balanced use of our land.	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.	Achieved - Council partnered with OEHL State Government on an energy masterplan of council buildings. Priority areas identified, 1 solar ground array installed at Crookwell Water Treatment plant.
2.4 - Pursue Section 7.12 Development Contributions (former Section 94A) payments for all State Significant - Designated Developments.	Council is to manage and distribute the funds through a Community Enhancement Program (CEP).	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.	Being achieved - 4 Community Enhancement Funds operate as Committees of Council distributing funds to community groups.
2.5 - Support land care initiatives to restore and beautify natural resources.	The waterways sustain natural ecosystems through the expansion of willow removal and catchment programs.	Director of Environment and Planning	Strategy EN3 - Protect and rehabilitate waterways and catchments. 2. Community liaison to preserve and enhance community facilities.	Achieved – support provided for land care groups within the Shire.

REGIONAL CSP STRATEGIC PILLAR NO. 3 - ECONOMY

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
3.1 - Ensure financial viability of Council.	Long-term Financial Planning (LTFP) model implemented.	Director of Finance and Administration	Strategy EC4 - Foster and develop a diverse, adaptive, and innovative agricultural industry. 7. Responsible and efficient use of resources.	Achieved - LTFP adopted by Council on 16 June 2022.
3.2 – Prudent financial management.	Achieve key financial benchmarks and receive unqualified audit report each year.	Director of Finance and Administration	Strategy CO5 - Maintain our rural lifestyle. 8. Transparent and accountable governance.	Being achieved – 3 financial benchmarks achieved of 7. Achieved - unqualified audit report issued for 2020/2021 Financial Statements.
3.3 - Encourage sustainable population growth and provision of associated infrastructure.	1. Implementation of Southern Tablelands Regional Economic Development Strategy (REDS). 2. Implementation of local Business and Economic Development Strategic Plan dovetails into REDS priorities.	General Manager	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.	Achieved - Review of REDS commenced in June in 2022. Being Achieved – an Upper Lachlan Economic Development Strategy is being reviewed in consultation with REDS to be presented in 2022/2023.
3.4 - Assist facilitation of employment opportunities.	Number of contacts with existing businesses and grant application preparation resources provided to assist businesses.	General Manager	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.	Achieved – Grant Report provided monthly to Council. Tourism worked with local businesses on promotion programs for business and assisted with COVID plans.

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>	General Manager	<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>Achieved – Industry nights to connect and support local businesses. Industry e-news emails and information providing a supply of relevant/ timely information and potential opportunities. Have continued to assist businesses with grant applications as they become available. Sharing business successes through social media campaigns.</p>
3.6 - Promote tourism opportunities and community events.	<p>Marketing and promotion is timely, professional, informative and responsive to user needs. Capitalise on Canberra Region brand opportunities.</p>	General Manager	<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>Achieved – Held a successful event coming out of Covid (Easter activates, light up Crookwell). Council presence at community events, to support committees, and local businesses. Distributed Destination Guide as part of “Discover the Shire of Villages” campaign. Southern Tablelands videos promotion visitation and trails – stay and play experiences. 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 Program Actions	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.	Being achieved – capital and maintenance works undertaken on Regional and Local Roads in accordance with schedule and updated Infrastructure Plan to Council.
4.2 - Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Asset Management Plans and Asset Strategies by each Asset Class are developed and recommendations implemented.	Director of Infrastructure	Strategy IN4 - Maintain and update existing community facilities, and support the development of new community infrastructure as needed. 2. Community liaison to preserve and enhance community facilities.	Not achieved – asset data being collated for asset registers to be completed with field data collection and update to the condition rating records to create forward year works plans.
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.	Achieved - four year capital road works program budget and works being developed based on recent data capture.
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.	Being achieved - 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 Program Actions	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 Environment and Planning	Strategy IN7 - Secure improvements for, and future proof, telecommunications infrastructure. 1. A built environment enhancing the lifestyle of a diverse community.	Being achieved – new mobile phone towers funded for Tuena and Wombeyan Caves. Lobbying for towers at Snowy Mount and Curraweela have been unsuccessful. NBN services provided.
4.6 - Improve water supply and sewerage facilities to towns.	Implement town water supply and sewerage improvement programs.	Director of Environment and Planning	Strategy IN5 - Ensure high quality water supply options for the towns in the region. 2. A healthy natural environment.	Being achieved – IWCM ongoing and will identify priority areas. Being achieved – grant application successful for preliminaries and design of Taralga off stream (dam) to provide further water security to the village. Lobbying for full funding to build new storage.
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 Environment and Planning	Strategy IN6 - Implement safe, accessible, and efficient management and recycling options for general waste, green waste, and sewage. 7. Responsible and efficient use of resources.	Being achieved - landfills have been converted to transfer stations. Crookwell Landfill closure plan, design and costings nearing completion. EPA water discharge issues addressed. Ongoing improvement works to all transfer stations.

Delivery Program Actions	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 completion. Project estimates completion. 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.	Not achieved - Committee formed. Regional Economic Impact Assessment completed in past years. Lobbying for funding opportunities and grant application submitted was unsuccessful.
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.	Achieved - 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.	Not achieved - locations requiring improvements identified in the Flood Risk Study. Stormwater works projects are budgeted in Gunning and Crookwell for 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.	Achieved - Julong Road 1, Kiamma Creek MR248E, Wilcox Road, Jeffreys Road, Arthursleigh Road, Reids Flat Road, Woodville Road, Peelwood Road /Unknown, Kangaloolah Road, Bigga Road and Peelwood Road/Peelwood Creek bridges. Being achieved – Tender awarded for construction of Cooksvale Road, Blue Hill Road and Julong Road 2 bridge replacements. Construction to commence July 2022.
4.12 - Flood Risk Management Plans created for Crookwell, Gunning, Taralga and Collector.	Implementation of Flood Risk Management Plan recommendations.	Director of Environment and Planning and Director of Infrastructure	Strategy EN4 - Maintain a balance between growth, development and environmental protection. 4. A prosperous economy with the balanced use of our land.	Not achieved - Flood Risk Management Plan and Study recommendations are yet to be implemented.
4.13 - Transport link priority projects to State Parks including the Wombeyan Caves Road, Tablelands Way and Grabine Road reconstruction and upgrade to facilitate economic benefits to the region.	Pursue grant funding opportunities that deliver on the pursuit of regional economic growth benefits. Deliver grant projects and improve road infrastructure assets with potential to stimulate the local economy and grow businesses.	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.	Achieved – Wombeyan Caves Road project. Construction works have been completed on the seal extension component of Grabine Rd works. Funding bodies have been requested to extend deadline to enable construction of box culverts at Sandy Creek. This work has been delayed due to extended wet weather and forecasts that have not enabled these works to commence. Being achieved - grant application successful for MR256

				Tablelands Way, project work to commence in 2022.
4.14 - Progressively bitumen seal all classified roads; i.e. unsealed regional road MR241 Rye Park-Dalton Road.	Reductions in classified roads gravel sections. Improvement in road network condition rating to ensure public safety. Lobby other levels of government for grant funding.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 7. Responsible and efficient use of resources.	Being achieved – Council was unsuccessful in receiving grant funding for Rye Park Road. However, Tilt Renewables (Rye Park Windfarm) have commenced upgrade and seal of Rye Park Road to Hilltops Shire Council boundary and Cooks Hill Road from current seal to Rye Park Road intersection – completion late 2022.

REGIONAL CSP STRATEGIC PILLAR NO.5 – CIVIC LEADERSHIP

Delivery Program Actions	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 procurement contracts.	General Manager	Strategy CL3 - Collaborate and cooperate to achieve efficiencies and a greater voice in regional decision-making. Strategy CL4 - Actively investigate and communicate funding sources and collaboration opportunities that can strengthen the region. 7. Responsible and efficient use of resources.	Achieved - participation in CRJO; Regional Community Strategic Plan and NSW Resilience Blueprint project. Central West JO contracts; Copyright Licencing and Bulk Fuel purchase contract and electricity/street lighting contract.
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.	Not achieved – despite lobbying continuing through Canberra Region JO and meetings with NSW Government Ministers. No changes legislated for FAG grant distribution.

Delivery Program Actions	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.	General Manager and Director of Finance and Administration	Strategy CL1 - Effect resourceful and respectful leadership and attentive representation of the community. 6. Resilient and adaptable communities.	Being achieved – community meetings held with Councillor representation. No formal Community outreach held due to COVID-19. Achieved - Community Engagement Report completed October 2021 as part of new Community Strategic Plan project. Achieved - the Council Bulletin and media releases are prepared regularly.
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 and Director of Finance and Administration	Strategy CL1 - Effect resourceful and respectful leadership and attentive representation of the community. 8. Transparent and accountable governance.	Achieved - IP&R strategic plans completed for 2022/2023 and adopted by Council in June 2022. Includes adoption of a new Community Strategic Plan Towards 2042!

APPENDIX C – Community Strategic Plan Achievements

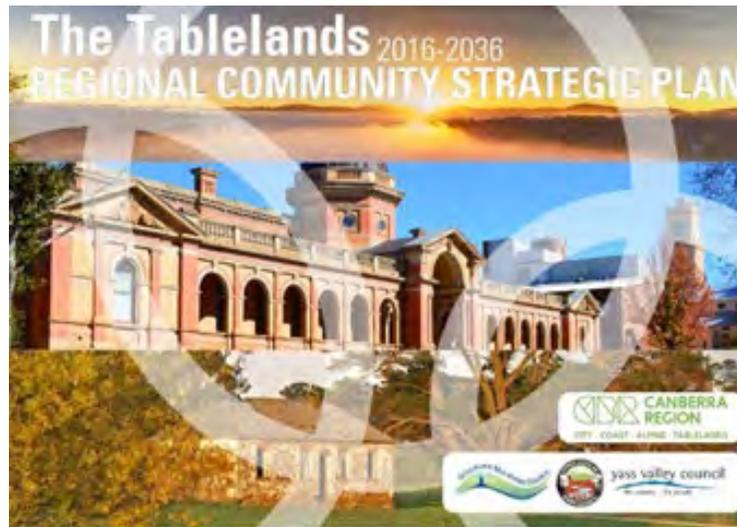
Tablelands Regional Community Strategic Plan Implementation - Section 428 (2) of the Local Government Act 1993

In 2017, after community engagement and public exhibition period, Council adopted the Tablelands Regional Community Strategic Plan 2016-2036 (CSP). This report provides Council's performance outcomes in implementing the CSP strategies for each Strategic Pillar.

The CSP contained the following; A Vision Statement for the community, High level objectives to be achieved addressing each Strategic Pillar, and Strategies that will achieve the council objectives. In the past five years (September 2016 to November 2021) there have been major transformations in local government with changes in the planning system and Local Government Act, NSW Government instigated council mergers, floods and bushfire natural disasters, a worldwide COVID-19 public health pandemic incorporating State and LGA 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. The Upper Lachlan Shire is a vibrant and growing region, with a strong community at its core and as a community we have accomplished many great achievements as outlined in this report.

The Regional CSP was a joint initiative of Upper Lachlan Shire Council, Yass Valley Council and Goulburn Mulwaree Council. In accordance with Section 428(2), of the Local Government Act 1993, an End of Term Report on Council's progress in implementing the CSP during its term and was reported to Council on 18 November 2021.





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



Upper Lachlan Shire Councillors and senior management team 2020 and 2021

Achievements in 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
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CSP Strategy – Our Infrastructure

Strategy	Actions / KPIs	Performance Outcomes
IN1 • Develop high speed rail links between the region, Canberra, Sydney, and Melbourne	• Plan for a high speed rail to be provided to the region	• This initiative has not progressed. Lobbying of governments will continue
IN2 • Improve public transport links to connect towns within the region and increase access to major centres	• Increased public transport services within the region and to centres	• 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 • Maintain and improve road infrastructure and connectivity	• Overall improvement to road network condition • Councils' commitment to asset management planning	• 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 • Maintain and update existing community facilities, and support the development of new community infrastructure as needed	• Provision of community facilities to towns and villages • Utilisation of community facilities	• 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

		<ul style="list-style-type: none"> Playgrounds upgraded, new outdoor gymnasiums in towns, new skate ramps 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

		<ul style="list-style-type: none"> • 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

Infrastructure Project Delivery Achievements (2016 – 2021)

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:-

Projects Completed and Objectives Achieved

	<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

<u>Projects Completed and Objectives Achieved continued....</u>	<u>Project Cost</u>
• 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 \$8.6 million-	
- 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).