



ATTACHMENTS

ORDINARY MEETING

**Thursday 19 November 2020
9.00AM
Council Chambers Crookwell**

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13 FINANCE AND ADMINISTRATION

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Upper Lachlan Shire Council
GENERAL PURPOSE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2020



Upper Lachlan Shire Council

Financial Statements 2020

General Purpose Financial Statements

for the year ended 30 June 2020

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Overview

Upper Lachlan Shire Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

44 Spring Street
Crookwell NSW 2583

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note 2(b).

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.upperlachlan.nsw.gov.au.

Upper Lachlan Shire Council

Financial Statements 2020

General Purpose Financial Statements

for the year ended 30 June 2020

Understanding Council's Financial Statements

Introduction

Each year, individual Local Governments across NSW are required to present a set of audited financial statements to their council and community.

What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2020.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

Upper Lachlan Shire Council

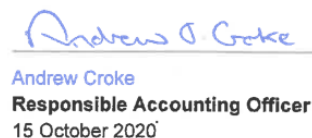
Financial Statements 2020

General Purpose Financial Statements
for the year ended 30 June 2020**Statement by Councillors and Management made pursuant to Section 413(2)(c) of the Local Government Act 1993 (NSW) (as amended)****The attached General Purpose Financial Statements have been prepared in accordance with:**

- the *Local Government Act 1993 (NSW)* (as amended) and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the *Local Government Code of Accounting Practice and Financial Reporting*.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.**Signed in accordance with a resolution of Council made on 15 October 2020.**
John Stafford
Mayor
15 October 2020
John Searl
Councillor
15 October 2020
Colleen Worthy
General Manager
15 October 2020
Andrew Croke
Responsible Accounting Officer
15 October 2020

Upper Lachlan Shire Council

Financial Statements 2020

Income Statement

for the year ended 30 June 2020

Original unaudited budget 2020	\$ '000	Notes	Actual 2020	Actual 2019
Income from continuing operations				
11,020	Rates and annual charges	3a	11,028	10,580
7,568	User charges and fees	3b	5,155	8,037
738	Other revenues	3c	1,622	948
8,323	Grants and contributions provided for operating purposes	3d,3e	10,036	8,777
6,236	Grants and contributions provided for capital purposes	3d,3e	6,319	2,993
703	Interest and investment income	4	512	772
82	Net gains from the disposal of assets	6	—	—
34,670	Total income from continuing operations		34,672	32,107
Expenses from continuing operations				
10,520	Employee benefits and on-costs	5a	11,123	11,105
212	Borrowing costs	5b	177	223
8,011	Materials and contracts	5c	7,084	7,930
6,319	Depreciation and amortisation	5d	6,766	6,682
2,673	Other expenses	5e	2,757	2,759
—	Net losses from the disposal of assets	6	89	202
27,735	Total expenses from continuing operations		27,996	28,901
6,935	Operating result from continuing operations		6,676	3,206
6,935	Net operating result for the year		6,676	3,206
6,936	Net operating result attributable to council		6,676	3,206
700	Net operating result for the year before grants and contributions provided for capital purposes		357	213

The Council has not restated comparatives when initially applying AASB 1058 *Income of Not-for-Profit Entities*, AASB 15 *Revenue from Contracts with Customers* and AASB 16 *Leases*. The comparative information has been prepared under AASB 111 *Construction Contracts*, AASB 118 *Revenue*, AASB 1004 *Contributions*, AASB 117 *Leases* and related Accounting Interpretations.

The above Income Statement should be read in conjunction with the accompanying notes.

Upper Lachlan Shire Council

Financial Statements 2020

Statement of Comprehensive Income
for the year ended 30 June 2020

\$ '000	Notes	2020	2019
Net operating result for the year (as per Income Statement)		6,676	3,206
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of IPP&E	10(a)	360	611
Impairment (loss) reversal / (Revaluation decrement) relating to IPP&E	10(a)	25	(25)
Total items which will not be reclassified subsequently to the operating result		385	586
Total other comprehensive income for the year		385	586
Total comprehensive income for the year		7,061	3,792
Total comprehensive income attributable to Council		7,061	3,792

The Council has not restated comparatives when initially applying AASB 1058 *Income of Not-for-Profit Entities*, AASB 15 *Revenue from Contracts with Customers* and AASB 16 *Leases*. The comparative information has been prepared under AASB 111 *Construction Contracts*, AASB 118 *Revenue*, AASB 1004 *Contributions*, AASB 117 *Leases* and related Accounting Interpretations.

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Upper Lachlan Shire Council

Financial Statements 2020

Statement of Financial Position

as at 30 June 2020

\$ '000	Notes	2020	2019
ASSETS			
Current assets			
Cash and cash equivalents	7(a)	7,779	6,264
Investments	7(b)	22,900	18,900
Receivables	8	3,329	3,112
Inventories	9a	1,053	977
Other	9b	88	46
Total current assets		35,149	29,299
Non-current assets			
Investments	7(b)	2,200	3,400
Receivables	8	153	169
Infrastructure, property, plant and equipment	10(a)	418,122	412,490
Right of use assets	12a	211	–
Total non-current assets		420,686	416,059
Total assets		455,835	445,358
LIABILITIES			
Current liabilities			
Payables	13	2,800	2,037
Contract liabilities	11	118	–
Lease liabilities	12b	28	–
Borrowings	13	546	341
Provisions	14	4,375	4,284
Total current liabilities		7,867	6,662
Non-current liabilities			
Lease liabilities	12b	185	–
Borrowings	13	5,068	2,314
Provisions	14	2,797	2,783
Total non-current liabilities		8,050	5,097
Total liabilities		15,917	11,759
Net assets		439,918	433,599
EQUITY			
Accumulated surplus	15	307,225	301,291
Revaluation reserves	15	132,693	132,308
Council equity interest		439,918	433,599
Total equity		439,918	433,599

The Council has not restated comparatives when initially applying AASB 1058 *Income of Not-for-Profit Entities*, AASB 15 *Revenue from Contracts with Customers* and AASB 16 *Leases*. The comparative information has been prepared under AASB 111 *Construction Contracts*, AASB 118 *Revenue*, AASB 1004 *Contributions*, AASB 117 *Leases* and related Accounting Interpretations.

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Upper Lachlan Shire Council

Financial Statements 2020

Statement of Changes in Equity
for the year ended 30 June 2020

\$ '000	Notes	as at 30/06/20			as at 30/06/19		
		Accumulated surplus	IPP&E revaluation reserve	Total equity	Accumulated surplus	IPP&E revaluation reserve	Total equity
Opening balance		301,291	132,308	433,599	298,085	131,722	429,807
Changes due to AASB 1058 and AASB 15 adoption	15	(742)	–	(742)	–	–	–
Changes due to AASB 16 adoption	15	–	–	–	–	–	–
Net operating result for the year		6,676	–	6,676	3,206	–	3,206
Restated net operating result for the period		6,676	–	6,676	3,206	–	3,206
Other comprehensive income							
– Gain (loss) on revaluation of IPP&E	10(a)	–	360	360	–	611	611
– Impairment (loss) reversal relating to IPP&E	10(a)	–	25	25	–	(25)	(25)
Other comprehensive income		–	385	385	–	586	586
Total comprehensive income		6,676	385	7,061	3,206	586	3,792
Equity – balance at end of the reporting period		307,225	132,693	439,918	301,291	132,308	433,599

The Council has not restated comparatives when initially applying AASB 1058 *Income of Not-for-Profit Entities*, AASB 15 *Revenue from Contracts with Customers* and AASB 16 *Leases*. The comparative information has been prepared under AASB 111 *Construction Contracts*, AASB 118 *Revenue*, AASB 1004 *Contributions*, AASB 117 *Leases* and related Accounting Interpretations.

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Upper Lachlan Shire Council

Financial Statements 2020

Statement of Cash Flows

for the year ended 30 June 2020

Original unaudited budget 2020	\$ '000	Notes	Actual 2020	Actual 2019
Cash flows from operating activities				
Receipts:				
11,020	Rates and annual charges		10,989	10,627
7,568	User charges and fees		4,780	7,271
703	Investment and interest revenue received		568	770
14,559	Grants and contributions		15,731	11,770
–	Bonds, deposits and retention amounts received		–	124
738	Other		1,779	635
Payments:				
(10,370)	Employee benefits and on-costs		(10,927)	(11,061)
(7,977)	Materials and contracts		(6,382)	(8,336)
(182)	Borrowing costs		(177)	(223)
–	Bonds, deposits and retention amounts refunded		(116)	–
(2,673)	Other		(2,789)	(2,516)
13,386	Net cash provided (or used in) operating activities	16b	13,456	9,061
Cash flows from investing activities				
Receipts:				
–	Sale of investment securities		16,200	6,700
–	Sale of infrastructure, property, plant and equipment		238	418
Payments:				
–	Purchase of investment securities		(19,000)	(9,700)
(13,925)	Purchase of infrastructure, property, plant and equipment		(12,309)	(11,685)
(13,925)	Net cash provided (or used in) investing activities		(14,871)	(14,267)
Cash flows from financing activities				
Receipts:				
1,196	Proceeds from borrowings and advances		3,300	1,000
Payments:				
(323)	Repayment of borrowings and advances		(341)	(235)
–	Lease liabilities (principal repayments)		(29)	–
873	Net cash flow provided (used in) financing activities		2,930	765
334	Net increase/(decrease) in cash and cash equivalents		1,515	(4,441)
–	Plus: cash and cash equivalents – beginning of year	16a	6,264	10,705
334	Cash and cash equivalents – end of the year	16a	7,779	6,264

The Council has not restated comparatives when initially applying AASB 1058 *Income of Not-for-Profit Entities*, AASB 15 *Revenue from Contracts with Customers* and AASB 16 *Leases*. The comparative information has been prepared under AASB 111 *Construction Contracts*, AASB 118 *Revenue*, AASB 1004 *Contributions*, AASB 117 *Leases* and related Accounting Interpretations.

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

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Notes to the Financial Statements

for the year ended 30 June 2020

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 1. Basis of preparation

These financial statements were authorised for issue by Council on 15 October 2020. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The principal accounting policies adopted in the preparation of these financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (NSW)* and Regulations, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not-for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Full dollars have been used in Note 22 Related party disclosures in relation to the disclosure of specific related party transactions.

Unless otherwise indicated, all amounts disclosed in the financial statements are actual amounts. Specific budgetary amounts have been included for comparative analysis (to actuals) in the following reports and notes:

- Income statement
- Statement of cash flows
- Note 20 – Material budget variations

and are clearly marked.

(a) Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial assets and liabilities and certain classes of infrastructure, property, plant and equipment.

(b) Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of infrastructure, property, plant and equipment – refer Note 10
- (ii) estimated tip remediation provisions – refer Note 14
- (iii) employee benefit provisions – refer Note 14.

Significant judgements in applying the council's accounting policies

- (i) Impairment of receivables

Council has made a significant judgement about the impairment of a number of its receivables – refer Note 8.

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Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 1. Basis of preparation (continued)

Monies and other assets received by Council

(a) The Consolidated Fund

In accordance with the provisions of Section 409(1) of the *Local Government Act 1993 (NSW)*, all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- General purpose operations
- Water service
- Sewerage service
- Domestic Waste Management

(b) The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority are presented as operating cash flows.

Volunteer services

Volunteer services received by Council have not been recognised in the financial statements as they are not considered material.

New accounting standards and interpretations issued not yet effective

Certain new accounting standards and interpretations (i.e. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2020 reporting period.

Specifically, the Australian Accounting Standards Board has pronounced that adoption of the following standards can be deferred to later reporting periods:

- AASB 1059 Service Concession Arrangements: Grantors.
This standard provides guidance for public sector entities (grantors) who have entered into service concession arrangements with private sector operators.

Council does not expect any material impact to future financial statements as we do not generally enter into service concession arrangements.

- AASB 10 Consolidated Financial Statements, and AASB 128 Investments in Associates and Joint Ventures.
The Australian Accounting Standards Board has made changes to address an acknowledged inconsistency between the requirements in these standards in dealing with the sale or contribution of assets between an investor and its associate or joint venture. These amendments will only impact councils where there has been a sale or contribution of assets between Council and any Joint Venture or Associate.

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 1. Basis of preparation (continued)

Council does not expect any material impact to future financial statements as we do not generally enter into joint venture arrangements.

New accounting standards adopted during the year

During the year Council adopted the following accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from 1 July 2019:

New accounting standards adopted during the year

- AASB 16 Leases
- AASB 15 Revenue from contracts with customers and associated amending standards
- AASB 1058 Income of Not-for-profit entities

Further information on the newly adopted standards which had a material impact on Council's reported financial position, financial performance and/or associated financial statement disclosures can be found at Note 15.

Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 2(a). Council functions/activities – financial information

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note 2(b).										
	Income from continuing operations		Expenses from continuing operations		Operating result from continuing operations		Grants included in income from continuing operations		Carrying amount of assets	
\$ '000	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Functions or activities										
Our leadership	770	3	930	787	(160)	(784)	–	–	–	1,655
Our infrastructure	14,903	10,237	15,788	13,866	(885)	(3,629)	7,157	9,721	396,259	393,835
Our society/community	1,925	1,569	3,322	4,037	(1,397)	(2,468)	1,814	359	29,604	29,890
Our environment	1,559	2,339	1,720	2,733	(161)	(394)	182	197	6,443	4,761
Our economy	2,966	5,694	6,236	7,478	(3,270)	(1,784)	90	–	23,227	15,217
Other – general purpose income	12,549	12,265	–	–	12,549	12,265	4,915	1	302	–
Total functions and activities	34,672	32,107	27,996	28,901	6,676	3,206	14,158	10,278	455,835	445,358

Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 2(b). Council functions/activities - component descriptions

Details relating to the Council's functions/activities as reported in Note 2(a) are as follows:

Our leadership

Includes costs relating to Council's role as a component of democratic government, including elections, members' fees and expenses, subscriptions to local authority associations, meetings of Council and policy-making committees, public disclosure (e.g. GIPA), legislative compliance and real estate development.

Our infrastructure

Includes sealed local roads, sealed regional roads, unsealed local roads, unsealed regional roads, urban roads, bridges, stormwater drainage, quarries, footpaths and cycleways, parking areas, water supply, sewerage schemes, domestic waste management, solid waste management, engineering services and aerodromes.

Our society

Includes health services, aged and disabled services, community services, public halls, cultural services, community centres, animal control, swimming pools, sporting grounds, parks and gardens, libraries, and emergency services.

Our environment

Includes planning and development control, building control, noxious plants control and other environmental protection

Our economy

Includes administration costs for the running of Council, camping areas and caravan parks, tourism and area promotion, industrial development promotion, real estate development, private works, State road maintenance contracts and other business undertakings.

Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations

\$ '000	2020	2019
(a) Rates and annual charges		
Ordinary rates		
Residential	1,750	1,710
Farmland	5,071	4,929
Mining	2	2
Business	287	281
Other	6	–
Less: pensioner rebates (mandatory)	(116)	(112)
Rates levied to ratepayers	7,000	6,810
Pensioner rate subsidies received	54	53
Total ordinary rates	7,054	6,863
Annual charges		
(pursuant to s.496, s.496A, s.496B, s.501 & s.611)		
Domestic waste management services	1,165	1,092
Stormwater management services	47	47
Water supply services	900	840
Sewerage services	1,197	1,116
Waste management services (non-domestic)	602	562
Annual charges levied	3,911	3,657
Pensioner subsidies received:		
– Water	19	18
– Sewerage	17	16
– Domestic waste management	27	26
Total annual charges	3,974	3,717
TOTAL RATES AND ANNUAL CHARGES	11,028	10,580

Council has used 2016 year valuations provided by the NSW Valuer General in calculating its rates.

Accounting policy for rates and charges

Rates and annual charges are recognised as revenue when the Council obtains control over the assets comprising these receipts which is the beginning of the rating period to which they relate.

Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are in substance a rates payment.

Control over assets acquired from rates and annual charges is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations (continued)

\$ '000	2020	2019
(b) User charges and fees		
Specific user charges		
(per s.502 - specific 'actual use' charges)		
Domestic waste management services	1	1
Water supply services	1,119	1,025
Sewerage services	297	260
Waste management services (non-domestic)	134	231
Total specific user charges	1,551	1,517
Other user charges and fees		
(i) Fees and charges – statutory and regulatory functions (per s.608)		
Private works – section 67	79	1,148
Section 10.7 certificates (EP&A Act)	31	26
Section 603 certificates	23	22
Dwelling entitlement searches	12	10
Premises inspections	4	8
Town planning / building	296	258
Total fees and charges – statutory/regulatory	445	1,472
(ii) Fees and charges – other (incl. general user charges (per s.608))		
Caravan park	49	62
Cemeteries	77	97
Quarry revenues	700	785
RMS charges (state roads not controlled by Council)	2,141	3,811
Water connection fees	3	4
Public halls	3	9
Sporting grounds	13	27
Swimming pools	36	34
Truck wash facility	10	11
Water meter readings	5	7
Engineering plan checking fees	113	188
Other	9	13
Total fees and charges – other	3,159	5,048
TOTAL USER CHARGES AND FEES	5,155	8,037

Accounting policy for user charges and fees**Accounting policy for user charges and fees**

User charges and fees are recognised as revenue when the service has been provided.

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations (continued)

\$ '000	2020	2019
(c) Other revenues		
Rental income – other council properties (2019 only)	106	113
Ex gratia rates	30	29
Fines	18	15
Legal fees recovery – rates and charges (extra charges)	2	20
Commissions and agency fees	156	148
Insurance claims recoveries	35	289
Advertising income – Council newsletter	1	3
Australia post supplies / sales	17	16
Fuel tax credits	109	149
Miscellaneous / sundry sales	–	10
Sale of old/surplus material	1	3
Other	238	51
Southern phone	803	13
Tourist information centre sales and membership fees	75	73
Windfarm Community Enhancement Program administration fee	31	16
TOTAL OTHER REVENUE	1,622	948

Accounting policy for other revenue

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Council and specific criteria have been met for each of the Council's activities as described below. Council bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Parking fees and fines are recognised as revenue when the service has been provided, or when the penalty has been applied, whichever occurs first.

Where the revenue relates to a contract with customer, the revenue is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

Where the revenue relates to a contract which is not enforceable or does not contain sufficiently specific performance obligations then revenue is recognised when an unconditional right to a receivable arises or the cash is received, which is earlier.

Rental income is accounted for on a straight-line basis over the lease term.

Miscellaneous sales are recognised when physical possession has transferred to the customer which is deemed to be the point of transfer of risks and rewards.

Other income is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations (continued)

\$ '000	Operating 2020	Operating 2019	Capital 2020	Capital 2019
(d) Grants				
General purpose (untied)				
Current year allocation				
Financial assistance	4,913	4,861	–	–
Total general purpose	4,913	4,861	–	–
Specific purpose				
Water supplies	–	–	–	(64)
Bushfire and emergency services	160	160	–	–
Heritage and cultural	37	12	–	–
Noxious weeds	171	149	–	–
Public halls	–	–	58	39
Recreation and culture	–	–	1,481	263
Street lighting	29	28	–	–
Transport (roads to recovery)	1,804	1,018	–	–
Transport (other roads and bridges funding)	–	116	2,232	773
Footpaths	–	–	821	138
Public libraries	78	48	–	–
Other	12	37	35	7
Transportation (3x3, block, repair, regional roads)	1,725	1,689	511	1,002
Youth week	1	2	–	–
Tourism	90	–	–	–
Total specific purpose	4,107	3,259	5,138	2,158
Total grants	9,020	8,120	5,138	2,158
Grant revenue is attributable to:				
– Commonwealth funding	6,817	5,879	1,328	774
– State funding	2,192	2,199	3,220	1,348
– Other funding	11	42	590	36
	9,020	8,120	5,138	2,158

\$ '000	Notes	Operating 2020	Operating 2019	Capital 2020	Capital 2019
(e) Contributions					
Developer contributions:					
(s7.4 & s7.11 - EP&A Act, s64 of the LGA):					
Cash contributions					
S 7.11 – contributions towards amenities/services		–	–	927	609
S 64 – water supply contributions		–	–	111	73
S 64 – sewerage service contributions		–	–	101	143
Total developer contributions – cash		–	–	1,139	825
Total developer contributions	23	–	–	1,139	825
Other contributions:					
Cash contributions					
Other councils – joint works/services		–	–	–	2

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations (continued)

\$ '000	Notes	Operating 2020	Operating 2019	Capital 2020	Capital 2019
Recreation and culture		–	–	42	8
Natural disaster funding – roads		804	440	–	–
Transferred employee leave entitlements		24	–	–	–
Vehicle leaseback contributions		85	73	–	–
Waste management centres		–	58	–	–
New Gullen Range Wind Farm Contribution		103	86	–	–
Total other contributions – cash		1,016	657	42	10
Total other contributions		1,016	657	42	10
Total contributions		1,016	657	1,181	835
TOTAL GRANTS AND CONTRIBUTIONS		10,036	8,777	6,319	2,993

Accounting policy for grants and contributions

Accounting policy from 1 July 2019

Grant income under AASB 15

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue are recognised when control of each performance obligations is satisfied.

Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Grant income

Assets arising from grants in the scope of AASB 1058 is recognised at the assets fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received

Capital grants

Capital grants received to enable Council to acquire or construct an item of infrastructure, property, plant and equipment to identified specifications which will be under Council's control and which is enforceable are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project as there is no profit margin.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

Contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979*.

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations (continued)

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but the Council may apply contributions according to the priorities established in work schedules

Accounting policy prior to 1 July 2019

Control over grants and contributions is normally obtained upon their receipt (or acquittal) and revenue is recognised at this time and is valued at the fair value of the granted or contributed asset at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner, or used over a particular period, and those conditions were un-discharged at reporting date, the unused grant or contribution is disclosed below.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at reporting date.

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations (continued)

\$ '000	2020	2019
(f) Unspent grants and contributions – external restrictions		
Certain grants and contributions are obtained by Council on condition that they be spent in a specified manner due to externally imposed restrictions.		
Operating grants		
Unexpended at the close of the previous reporting period	63	274
Add: operating grants recognised as income in the current period but not yet spent (2019 only)	153	12
Add: operating grants received for the provision of goods and services in a future period	–	–
Less: operating grants recognised in a previous reporting period now spent (2019 only)	–	(223)
Less: operating grants received in a previous reporting period now spent and recognised as income	(14)	–
Unexpended and held as externally restricted assets (operating grants)	202	63
Capital grants		
Unexpended at the close of the previous reporting period	717	1,351
Add: capital grants recognised as income in the current period but not yet spent (2019 only)	–	157
Add: capital grants received for the provision of goods and services in a future period	744	–
Less: capital grants recognised in a previous reporting period now spent (2019 only)	–	(791)
Less: capital grants received in a previous reporting period now spent and recognised as income	(352)	–
Unexpended and held as externally restricted assets (capital grants)	1,109	717
Contributions		
Unexpended at the close of the previous reporting period	3,732	4,691
Add: contributions recognised as income in the current period but not yet spent	–	–
Add: contributions received for the provision of goods and services in a future period	1,193	312
Add: contributions recognised as income in the current period obtained in respect of a future rating identified by Council for the purpose of establishing a rate (2019 only)	–	–
Less: contributions recognised in a previous reporting period now spent	(332)	(1,271)
Unexpended and held as externally restricted assets (contributions)	4,593	3,732

Upper Lachlan Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 4. Interest and investment income

\$ '000	2020	2019
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	27	34
– Cash and investments	485	738
Finance income on the net investment in the lease	–	–
Total Interest and investment income	512	772
Interest revenue is attributable to:		
Unrestricted investments/financial assets:		
Overdue rates and annual charges (general fund)	17	22
General Council cash and investments	310	419
Restricted investments/funds – external:		
Development contributions		
– Section 7.11	48	88
– Section 64	6	8
Water fund operations	38	64
Sewerage fund operations	70	117
Domestic waste management operations	23	54
Total interest and investment revenue	512	772

Accounting policy for interest and investment revenue

Interest income is recognised using the effective interest rate at the date that interest is earned.

Upper Lachlan Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 5. Expenses from continuing operations

\$ '000	2020	2019
(a) Employee benefits and on-costs		
Salaries and wages	8,516	8,628
Travel expenses	153	157
Employee leave entitlements (ELE)	2,163	2,069
Superannuation	1,155	1,124
Workers' compensation insurance	319	231
Fringe benefit tax (FBT)	65	47
Training costs (other than salaries and wages)	165	113
Other	100	102
Total employee costs	12,636	12,471
Less: capitalised costs	(1,513)	(1,366)
TOTAL EMPLOYEE COSTS EXPENSED	11,123	11,105
Number of 'full-time equivalent' employees (FTE) at year end	138	137

Accounting policy for employee benefits and on-costs

Employee benefit expenses are recorded when the service has been provided by the employee.

Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Superannuation plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note 18 for more information.

\$ '000	Notes	2020	2019
(b) Borrowing costs			
(i) Interest bearing liability costs			
Interest on leases		8	–
Interest on loans		153	139
Total interest bearing liability costs		161	139
Total interest bearing liability costs expensed		161	139
(ii) Other borrowing costs			
Discount adjustments relating to movements in provisions (other than ELE)			
– Remediation liabilities	14	16	84
Total other borrowing costs		16	84
TOTAL BORROWING COSTS EXPENSED		177	223

Accounting policy for borrowing costs

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed as incurred.

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 5. Expenses from continuing operations (continued)

\$ '000	2020	2019
(c) Materials and contracts		
Raw materials and consumables	1,708	1,864
Contractor and consultancy costs		
– Contractors	4,132	5,142
– Consultancy services	1,151	814
Auditors remuneration ²	68	57
Legal expenses:		
Expenses from short-term leases (2020 only)	–	–
Expenses from leases of low value assets (2020 only)	–	–
Expenses from Peppercorn leases (2020 only)	–	–
– Legal expenses: planning and development	3	2
– Legal expenses: other	22	31
Variable lease expense relating to usage (2020 only)	–	–
Operating leases expense (2019 only):		
– Operating lease rentals: minimum lease payments ¹	–	20
Total materials and contracts	7,084	7,930
TOTAL MATERIALS AND CONTRACTS	7,084	7,930

Accounting policy for materials and contracts

Expenses are recorded on an accruals basis as the council receives the goods or services.

Operating leases (2019 only)

Leases in which a significant portion of the risks and rewards of ownership are not transferred to Council as lessee are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease.

1. Operating lease payments are attributable to:

Other	–	20
	–	20

2. Auditor remuneration

During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

Auditors of the Council - NSW Auditor-General:**(i) Audit and other assurance services**

Audit and review of financial statements	48	47
Remuneration for audit and other assurance services	48	47
Total Auditor-General remuneration	48	47

Non NSW Auditor-General audit firms**(i) Audit and other assurance services**

Due diligence services – Grant Thornton Australia internal audit services	20	10
Remuneration for audit and other assurance services	20	10
Total remuneration of non NSW Auditor-General audit firms	20	10
Total Auditor remuneration	68	57

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 5. Expenses from continuing operations (continued)

\$ '000	Notes	2020	2019
(d) Depreciation, amortisation and impairment of non-financial assets			
Depreciation and amortisation			
Plant and equipment		1,139	1,192
Office equipment		254	196
Furniture and fittings		7	7
Land improvements (depreciable)		9	9
Infrastructure:	10(a)		
– Buildings – non-specialised		63	63
– Buildings – specialised		710	697
– Other structures		31	31
– Roads		2,596	2,522
– Bridges		503	493
– Footpaths		29	27
– Stormwater drainage		28	27
– Water supply network		480	561
– Sewerage network		471	448
– Swimming pools		23	23
– Other open space/recreational assets		122	115
Right of use assets	12	31	–
Other assets:			
– Other		54	55
Reinstatement, rehabilitation and restoration assets:			
– Tip assets	14,10(a)	204	204
– Quarry assets	14,10(a)	12	12
Total gross depreciation and amortisation costs		<u>6,766</u>	<u>6,682</u>
Total depreciation and amortisation costs		<u>6,766</u>	<u>6,682</u>
Impairment / revaluation decrement of IPP&E			
Infrastructure:	10(a)		
– Bridges		(25)	25
Total gross IPP&E impairment / revaluation decrement costs / (reversals)		<u>(25)</u>	<u>25</u>
Amounts taken through revaluation reserve	10(a)	25	(25)
Total IPP&E impairment / revaluation decrement costs / (reversals) charged to Income Statement		<u>–</u>	<u>–</u>
TOTAL DEPRECIATION, AMORTISATION AND IMPAIRMENT FOR NON-FINANCIAL ASSETS		<u>6,766</u>	<u>6,682</u>

Accounting policy for depreciation, amortisation and impairment expenses of non-financial assets**Depreciation and amortisation**

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note 10 for IPPE assets and Note 15 for right of use assets.

Depreciation is capitalised where in-house assets have contributed to new assets.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are no longer required to be tested for impairment under AASB 136. This is because these assets are assessed

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 5. Expenses from continuing operations (continued)

on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets that have an indefinite useful life, or are not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

\$ '000	2020	2019
(e) Other expenses		
Advertising	47	67
Australia post stock / supplies	21	19
Bad and doubtful debts	28	13
Bank charges	40	37
Contributions/levies to other levels of government		
– Emergency services levy (SES)	12	16
– NSW fire brigade levy	33	25
– NSW rural fire service levy	418	404
Councillor expenses – mayoral fee	27	26
Councillor expenses – councillors' fees	111	105
Councillors' expenses (incl. mayor) – other (excluding fees above)	40	61
Donations, contributions and assistance to other organisations (Section 356)	66	80
Electricity and heating	418	336
Insurance	693	649
Postage	42	50
Printing and stationery	125	106
Street lighting	90	107
Subscriptions and publications	80	69
Telephone and communications	118	118
Tourism expenses (excluding employee costs)	–	17
Valuation fees	50	62
Water usage	206	181
Crookwell Library insurance claim	–	12
Gunning Showground insurance claim	–	33
Redground Road property insurance claim	–	90
RFS Control Centre insurance claim	–	11
Health Care Cottage insurance claim	11	–
Other	81	65
Total other expenses	2,757	2,759
TOTAL OTHER EXPENSES	2,757	2,759

Accounting policy for other expenses

Other expenses are recorded on an accruals basis as the Council receives the goods or services.

Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 6. Gain or loss from disposal of assets

\$ '000	Notes	2020	2019
Plant and equipment	10(a)		
Proceeds from disposal – plant and equipment		238	418
Less: carrying amount of plant and equipment assets sold/written off		(153)	(373)
Net gain/(loss) on disposal		85	45
Infrastructure	10(a)		
Less: carrying amount of infrastructure assets sold/written off		(174)	(247)
Net gain/(loss) on disposal		(174)	(247)
Investments	7(b)		
Proceeds from disposal/redemptions/maturities – investments		16,200	6,700
Less: carrying amount of investments sold/redeemed/matured		(16,200)	(6,700)
Net gain/(loss) on disposal		–	–
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS		(89)	(202)

Accounting policy for disposal of assets

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 7(a). Cash and cash equivalents

\$ '000	2020	2019
Cash and cash equivalents		
Cash on hand and at bank	369	639
Cash-equivalent assets		
– Deposits at call	510	1,225
– Short-term deposits	6,900	4,400
Total cash and cash equivalents	7,779	6,264

Accounting policy for cash and cash equivalents

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

Note 7(b). Investments

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Investments				
b. 'Financial assets at amortised cost'	22,900	2,200	18,900	3,400
Total Investments	22,900	2,200	18,900	3,400
TOTAL CASH ASSETS, CASH EQUIVALENTS AND INVESTMENTS	30,679	2,200	25,164	3,400
Financial assets at amortised cost				
Long term deposits	22,900	2,200	18,900	3,400
Total	22,900	2,200	18,900	3,400

Accounting policy for investments

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 7(b). Investments (continued)

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Fair value through other comprehensive income – equity instruments

Council has a number of strategic investments in entities over which they do not have significant influence nor control. Council has made an irrevocable election to classify these equity investments as fair value through other comprehensive income as they are not held for trading purposes.

These investments are carried at fair value with changes in fair value recognised in other comprehensive income (financial asset reserve). On disposal any balance in the financial asset reserve is transferred to accumulated surplus and is not reclassified to profit or loss.

Other net gains and losses excluding dividends are recognised in Other Comprehensive Income Statement.

Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss.

Net gains or losses, including any interest or dividend income, are recognised in profit or loss.

Council's financial assets measured at fair value through profit or loss comprise investments in FRNs and NCDs in the Statement of Financial Position.

Note 7(c). Restricted cash, cash equivalents and investments

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Total cash, cash equivalents and investments	30,679	2,200	25,164	3,400
attributable to:				
External restrictions	13,701	2,200	9,912	3,400
Internal restrictions	14,042	–	12,822	–
Unrestricted	2,936	–	2,430	–
	30,679	2,200	25,164	3,400

\$ '000	2020	2019
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Details of restrictions

External restrictions – included in liabilities

Specific purpose unexpended grants – general fund (2020 only)	–	–
Specific purpose unexpended grants – water fund (2020 only)	–	–
Specific purpose unexpended grants – sewer fund (2020 only)	–	–
External restrictions – included in liabilities	–	–

External restrictions – other

Developer contributions – general	4,069	3,426
Developer contributions – water fund	192	79
Developer contributions – sewer fund	332	227

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 7(c). Restricted cash, cash equivalents and investments (continued)

\$ '000	2020	2019
Specific purpose unexpended grants (recognised as revenue) – general fund	1,311	780
Water supplies	2,770	2,472
Sewerage services	5,063	4,544
Stormwater management	294	247
Wind farms community fund	96	33
Trust fund	2	6
Domestic waste management	1,772	1,498
External restrictions – other	15,901	13,312
Total external restrictions	15,901	13,312
Internal restrictions		
Employees leave entitlement	2,058	2,018
Carry over works	2,692	2,311
Deposits, retentions and bonds	166	283
Buildings and infrastructure improvements	1,155	1,159
Community projects	12	12
Council houses capital works	70	63
Financial Assistance Grant prepayment Q1 and Q2	2,528	2,475
Garbage / waste disposal	37	37
Gravel pit restoration	345	353
Information technology and equipment	293	220
Library cooperative	71	71
Plant and equipment replacement	1,359	1,667
Public halls capital improvements	36	39
Rubbish tips remediation	834	1,500
State Road works contingencies	716	582
Upper Lachlan tourist association	45	32
Unexpended Loans/Borrowings	1,625	–
Total internal restrictions	14,042	12,822
TOTAL RESTRICTIONS	29,943	26,134

Upper Lachlan Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 8. Receivables

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Purpose				
Rates and annual charges	248	37	207	45
Interest and extra charges	8	9	6	10
User charges and fees	2,689	107	2,320	114
Accrued revenues				
– Interest on investments	175	–	232	–
Net investment in finance lease	–	–	–	–
Net GST receivable	192	–	248	–
Other debtors	34	–	135	–
Total	3,346	153	3,148	169
Less: provision of impairment				
Rates and annual charges	–	–	(6)	–
User charges and fees	(17)	–	(30)	–
Total provision for impairment – receivables	(17)	–	(36)	–
TOTAL NET RECEIVABLES	3,329	153	3,112	169
Externally restricted receivables				
Water supply				
– Rates and availability charges	40	4	56	5
– Other	119	–	74	30
Sewerage services				
– Rates and availability charges	69	6	69	8
– Other	27	–	36	–
Domestic waste management	55	4	90	5
Total external restrictions	310	14	325	48
Unrestricted receivables	3,019	139	2,787	121
TOTAL NET RECEIVABLES	3,329	153	3,112	169

\$ '000	2020	2019
Movement in provision for impairment of receivables		
Balance at the beginning of the year (calculated in accordance with AASB 139)	36	36
– previous impairment losses reversed	(19)	–
Balance at the end of the year	17	36

Accounting policy for receivables

Recognition and measurement

Receivables are included in current assets, except for those with maturities greater than 12 months after the reporting date which are classified as non-current assets.

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 8. Receivables (continued)

Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presentation that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 9. Inventories and other assets

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
(a) Inventories				
(i) Inventories at cost				
Stores and materials	400	–	346	–
Stores and materials – gravel	448	–	415	–
Trading stock – Australia post agency	19	–	22	–
Trading stock – tourist information centres	10	–	12	–
Loose tools	176	–	182	–
Total inventories at cost	1,053	–	977	–
TOTAL INVENTORIES	1,053	–	977	–

(b) Other assets

Prepayments	88	–	46	–
TOTAL OTHER ASSETS	88	–	46	–

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Total externally restricted assets	–	–	–	–
Total internally restricted assets	–	–	–	–
Total unrestricted assets	1,141	–	1,023	–
TOTAL INVENTORIES AND OTHER ASSETS	1,141	–	1,023	–

(i) Other disclosures

(Valued at the lower of cost and net realisable value)

Accounting policy for inventories and other assets

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Upper Lachlan Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 10(a). Infrastructure, property, plant and equipment

	as at 30/06/19			Asset movements during the reporting period						as at 30/06/20		
	Gross carrying amount	Accumulated depreciation	Net carrying amount	Additions renewals ¹	Carrying value of disposals	Depreciation expense	Impairment reversal (recognised in equity)	WIP transfers	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation	Net carrying amount
\$ '000												
Capital work in progress	3,801	–	3,801	2,885	–	–	–	(2,731)	–	3,755	–	3,755
Plant and equipment	14,901	(7,326)	7,575	965	(153)	(1,139)	–	–	–	15,361	(8,114)	7,247
Office equipment	2,488	(1,537)	951	247	–	(254)	–	–	–	2,735	(1,791)	944
Furniture and fittings	209	(150)	59	5	–	(7)	–	–	–	213	(156)	57
Land:												
– Operational land	4,601	–	4,601	–	–	–	–	–	–	4,601	–	4,601
– Community land	3,289	–	3,289	–	–	–	–	–	–	3,289	–	3,289
Land improvements – depreciable	282	(180)	102	–	–	(9)	–	–	–	281	(188)	93
Infrastructure:												
– Buildings – non-specialised	4,696	(2,408)	2,288	8	–	(63)	–	–	–	4,703	(2,470)	2,233
– Buildings – specialised	45,472	(21,361)	24,111	1,941	–	(710)	–	1,023	–	47,414	(22,072)	25,342
– Other structures	1,676	(672)	1,004	110	–	(31)	–	9	–	1,785	(703)	1,082
– Roads	125,385	(49,178)	76,207	2,665	(4)	(2,596)	–	314	–	128,023	(51,750)	76,273
– Bridges	48,063	(23,268)	24,795	3,542	(170)	(503)	25	807	–	49,672	(21,982)	27,690
– Footpaths	2,213	(578)	1,635	1,008	–	(29)	–	180	–	3,221	(607)	2,614
– Bulk earthworks (non-depreciable)	215,610	–	215,610	1,275	–	–	–	388	–	216,885	–	216,885
– Stormwater drainage	2,855	(1,165)	1,690	–	–	(28)	–	–	–	2,855	(1,193)	1,662
– Water supply network	38,791	(14,200)	24,591	37	–	(480)	–	–	229	39,196	(14,820)	24,376
– Sewerage network	22,872	(8,621)	14,251	10	–	(471)	–	–	131	23,100	(9,178)	13,922
– Swimming pools	1,697	(929)	768	10	–	(23)	–	–	–	1,707	(951)	756
– Other open space/recreational assets	3,137	(1,273)	1,864	331	–	(122)	–	10	–	3,469	(1,395)	2,074
Other assets:												
– Other	934	(558)	376	–	–	(54)	–	–	–	934	(613)	321
Reinstatement, rehabilitation and restoration assets (refer Note 17):												
– Tip assets	3,099	(298)	2,801	–	–	(204)	–	–	–	3,099	(501)	2,598
– Quarry assets	333	(12)	321	–	–	(12)	–	–	–	332	(24)	308
Total Infrastructure, property, plant and equipment	546,204	(133,714)	412,490	15,039	(327)	(6,735)	25	–	360	556,630	(138,508)	418,122

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 10(a). Infrastructure, property, plant and equipment (continued)

	as at 30/06/18			Asset movements during the reporting period					as at 30/06/19		
	Gross carrying amount	Accumulated depreciation	Net carrying amount	Additions new assets	Carrying value of disposals	Depreciation expense	Impairment loss / revaluation decrements (recognised in equity)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation	Net carrying amount
\$ '000											
Capital work in progress	–	–	–	3,601	–	–	–	–	3,601	–	3,601
Plant and equipment	13,856	(6,765)	7,091	2,050	(374)	(1,192)	–	–	14,901	(7,326)	7,575
Office equipment	2,178	(1,341)	837	310	–	(196)	–	–	2,488	(1,537)	951
Furniture and fittings	205	(142)	63	3	–	(7)	–	–	209	(150)	59
Land:											
– Operational land	4,595	–	4,595	6	–	–	–	–	4,601	–	4,601
– Community land	3,289	–	3,289	–	–	–	–	–	3,289	–	3,289
Land improvements – depreciable	281	(171)	110	–	–	(9)	–	–	282	(180)	102
Infrastructure:											
– Buildings – non-specialised	4,651	(2,345)	2,306	45	–	(63)	–	–	4,696	(2,408)	2,288
– Buildings – specialised	45,820	(21,247)	24,573	482	(247)	(697)	–	–	45,472	(21,361)	24,111
– Other structures	1,632	(641)	991	44	–	(31)	–	–	1,676	(672)	1,004
– Roads	122,531	(46,656)	75,875	2,854	–	(2,522)	–	–	125,385	(49,178)	76,207
– Bridges	48,034	(22,913)	25,121	192	–	(493)	(25)	–	48,063	(23,268)	24,795
– Footpaths	2,122	(552)	1,570	90	–	(27)	–	–	2,213	(578)	1,635
– Bulk earthworks (non-depreciable)	214,476	–	214,476	1,134	–	–	–	–	215,610	–	215,610
– Stormwater drainage	2,745	(1,139)	1,606	110	–	(27)	–	–	2,855	(1,165)	1,690
– Water supply network	37,808	(13,416)	24,392	371	–	(561)	–	387	38,791	(14,200)	24,591
– Sewerage network	22,302	(8,037)	14,265	211	–	(448)	–	224	22,872	(8,621)	14,251
– Swimming pools	1,684	(906)	778	13	–	(23)	–	–	1,697	(929)	768
– Other open space/recreational assets	3,046	(1,158)	1,888	92	–	(115)	–	–	3,137	(1,273)	1,864
Other assets:											
– Other	934	(503)	431	–	–	(55)	–	–	934	(558)	376
Reinstatement, rehabilitation and restoration assets (refer Note 17):											
– Tip assets	3,025	(94)	2,931	74	–	(204)	–	–	3,099	(298)	2,801
– Quarry assets	333	–	333	–	–	(12)	–	–	333	(12)	321

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 10(a). Infrastructure, property, plant and equipment (continued)

	as at 30/06/18			Asset movements during the reporting period					as at 30/06/19		
	Gross carrying amount	Accumulated depreciation	Net carrying amount	Additions new assets	Carrying value of disposals	Depreciation expense	Impairment loss / revaluation decrements (recognised in equity)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation	Net carrying amount
\$ '000											
Total Infrastructure, property, plant and equipment	535,547	(128,026)	407,521	11,682	(621)	(6,682)	(25)	611	546,204	(133,714)	412,490

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 10(a). Infrastructure, property, plant and equipment (continued)

Accounting policy for infrastructure, property, plant and equipment

Infrastructure, property, plant and equipment are held at fair value. Independent valuations are performed at least every five years, however the carrying amount of assets is assessed at each reporting date to confirm that it is not materially different from current fair value.

Water and sewerage network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Crown Lands and Water (CLAW).

Increases in the carrying amounts arising on revaluation are credited to the asset revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Plant and equipment	Years	Other equipment	Years
Office equipment	5 to 10	Playground equipment	15
Office furniture	5 to 20		
Computer equipment	5		
Vehicles	5	Buildings	
Heavy plant/road making equipment	10 to 15	Buildings: masonry	75
Other plant and equipment	5 to 15	Buildings: other	45
Water and sewer assets		Stormwater assets	
Dams and reservoirs	100 to 120	Drains	100
Bores	25 to 50	Flood control structures	100
Reticulation pipes	80		
Pump stations	25 to 70		
Telemetry	15		
Transportation assets		Other infrastructure assets	
Sealed roads: surface	25	Roads pavement: sub base	indefinite
Sealed roads: pavement base	100	Other road structures	100
Unsealed roads: pavement base	30	Swimming pools	50
Bridge: concrete	100	Other open space/recreational assets	15 to 50
Bridge: timber	40 to 100	Other structures	15 to 50
Road pavements	60		
Kerb, gutter and footpaths	80		

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051 Land Under Roads.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 Property, Plant and Equipment.

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 10(a). Infrastructure, property, plant and equipment (continued)

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Rural Fire Service assets

Until such time as discussions on this matter have been concluded and the legislation changed, Council will not recognise NSW Rural Fire Service plant and vehicle assets.

Market Uncertainty - Valuations Disclosure

Recent natural disasters and the impacts of COVID-19 have increased the likelihood that some items of infrastructure, property, plant, and equipment (IPP&E) may have material movements in fair value as at 30 June, 2020. The impact on IPP&E fair values will depend on the valuation approach used for an asset, i.e. the market, income, or cost approach.

- The cost approach is particularly suited to assets such as specialised buildings, specialised plant and infrastructure held for their service potential, and specialised or unique heritage assets where there are no observable market selling prices. The cost approach to measure an asset's fair value assumes fair value reflects the amount that would be required to replace the service capacity of the asset. No significant changes to the fair value are expected under the cost approach except where assets have been destroyed or damaged. Council uses the Cost approach to measure the fair value of its IPP&E, and each asset classes' fair value has been assessed at varying points in time. Refer to Note 21. The asset classes and their fair value assessments have been determined as follows:
 - Operational Land: revalued by an external independent valuer as at 30 June, 2018.
 - Community Land: revalued as at 30 June, 2016 based on improved capital value as supplied by the Valuer General's Office.
 - Land Improvements: revalued internally as at 30 June, 2016.
 - Water and Sewer Infrastructure: revalued internally as at 30 June, 2017, and thereafter indexed annually in line with the Reference Rates Manual published by the NSW Office of Water.
 - Roads, Bridges, Footpaths, and Stormwater Drainage: revalued by an external independent valuer as at 30 June, 2015. In addition, a desktop valuation was carried out by an external valuer as at 30 June, 2020.
 - Specialised and Non-Specialised Buildings: revalued by an external independent valuer as at 30 June, 2018.
- The market approach is mainly used for land and non-specialised buildings. Comparable transactions and market evidence from the outbreak to the relevant date of valuation are extremely limited. Due to significant uncertainty in the property and capital markets and the rapid unfolding of these events, it would be difficult to quantify the impact that the outbreak had on market values. This approach has not been used to value Council's assets.
- Assets valued under the income approach are those predominantly to generate cash flows from the provision of goods and services. The recessionary environment created by COVID-19 may have significant impacts on demand for goods and services. Valuation inputs that may be subject to significant changes and uncertainty include cash flows, risk free interest rates, and risk margins. Council's current and non-current assets, other than IPP&E, are valued under the income approach. Refer to Note 7 – Cash and Cash Equivalents, and Note 8 – Receivables.

Note 10(b). Infrastructure, property, plant and equipment – current year impairments

Council has derecognised an impairment loss from 2019 as a result of the disposal of Harley Road Crookwell River Bridge (Infrastructure Assets).

Upper Lachlan Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 11. Contract assets and liabilities

\$ '000	Notes	2020 Current	2020 Non-current
Contract liabilities			
Grants and contributions received in advance:			
Unexpended capital grants (to construct Council controlled assets)	(i)	118	–
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	–	–
Unexpended capital contributions (to construct Council controlled assets)	(i)	–	–
Unexpended operating contributions (received prior to performance obligation being satisfied)	(ii)	–	–
Total grants received in advance		118	–
User fees and charges received in advance:			
Upfront fees – leisure centre	(iii)	–	–
Other		–	–
Total user fees and charges received in advance		–	–
Total contract liabilities		118	–

Notes

(i) Council has received funding to construct assets, including pedestrian and bike paths. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

Significant changes in contract assets and liabilities

The contract liabilities have arisen on adoption of AASB 15 and AASB 1058. Previously income received in advance was recognised for reciprocal contracts. The increase in a contract liability is primarily due to grants in the scope of AASB 15 and capital grants received by Council to acquire or construct assets which will be under Council's control. Previously, revenue was recognised on receipt of the funds.

Accounting policy for contract assets and liabilities

Where the amounts billed to customers are based on the achievement of various milestones established in the contract, the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer.

When a performance obligation is satisfied by transferring a promised good or service to the customer before the customer pays consideration or before the payment is due, Council presents the work in progress as a contract asset, unless the rights to that amount of consideration are unconditional, in which case Council recognises a receivable.

When an amount of consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

Upper Lachlan Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 12. Leases

Council has applied AASB 16 using the modified retrospective (cumulative catch-up) method and therefore the comparative information has not been restated and continues to be reported under AASB 117 and related Interpretations.

(i) Council as a lessee

Council has leases over part of a building that it utilises to operate the Crookwell Visitor Information Centre, as well as leases over certain printing and copying officer equipment. Information relating to the leases in place and associated balances and transactions is provided below:

Terms and conditions of leases

Buildings

Council leases part of a building at 36 Goulburn St, Crookwell from which it operates the Crookwell Visitor Information Centre. The original lease was for a period of ten years and expires 1st December, 2023. Council included an option, at Council's discretion, in this building lease to provide flexibility and certainty to Council's operations and reduce costs of moving premises.

The building lease contains an annual pricing mechanism based on either fixed increases or CPI movements at each anniversary of the lease inception.

Office and IT equipment

Leases for office equipment are for high value photocopiers and printers. The leases are between 1 and 3 years with no renewal option; the payments are fixed, however some of the leases include variable payments based on usage.

\$ '000	Office Equipment	Buildings	Total
(a) Right of use assets			
Opening balance at 30 June 2019	–	–	–
Adoption of AASB 16 at 1 July 2019 – first time lease recognition	51	191	242
Depreciation charge	(18)	(13)	(31)
RIGHT OF USE ASSETS	33	178	211

\$ '000	2020 Current	2020 Non-current
(b) Lease liabilities		
Lease liabilities	28	185
TOTAL LEASE LIABILITIES	28	185

(i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
Cash flows	28	85	100	213	213

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 12. Leases (continued)

\$ '000	2020
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(c) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

Interest on lease liabilities	8
Depreciation of right of use assets	31
	39

(d) Statement of Cash Flows

Total cash outflow for leases	39
	39

Accounting policy**Accounting policies under AASB 16 – applicable from 1 July 2019**

At inception of a contract, Council assesses whether a lease exists - i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration.

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives. The right-of-use is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

Accounting policy under AASB 117 and associated Accounting Interpretations (2019 only)

Refer to Note 5c and 17.

Upper Lachlan Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 13. Payables and borrowings

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Payables				
Prepaid rates	–	–	–	–
Goods and services	2,207	–	1,429	–
Accrued expenses:				
– Salaries and wages	300	–	195	–
– Other expenditure accruals	23	–	104	–
Security bonds, deposits and retentions	166	–	282	–
Community enhancement programs	96	–	17	–
Other	8	–	10	–
Total payables	2,800	–	2,037	–
Borrowings				
Loans – secured ¹	546	5,068	341	2,314
Total borrowings	546	5,068	341	2,314
TOTAL PAYABLES AND BORROWINGS	3,346	5,068	2,378	2,314

⁽¹⁾ Loans are secured over the general rating income of Council.

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note 20.

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
(a) Payables and borrowings relating to restricted assets				
Externally restricted assets				
Water	206	365	88	557
Sewer	104	84	46	184
Payables and borrowings relating to externally restricted assets	310	449	134	741
Total payables and borrowings relating to restricted assets	310	449	134	741
Total payables and borrowings relating to unrestricted assets	3,036	4,619	2,244	1,573
TOTAL PAYABLES AND BORROWINGS	3,346	5,068	2,378	2,314

(b) Current payables and borrowings not anticipated to be settled within the next twelve months

The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.

(c) Changes in liabilities arising from financing activities

as at 30/06/19	Non-cash changes	as at 30/06/20
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Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 13. Payables and borrowings (continued)

\$ '000	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	2,855	2,959	–	–	–	–	5,814
Lease liabilities	–	213	–	–	–	–	213
TOTAL	2,855	3,172	–	–	–	–	5,827

	as at 30/06/18			Non-cash changes		as at 30/06/19
\$ '000	Opening Balance	Cash flows	Acquisition	Fair value changes	Other non-cash movement	Closing balance
Loans – secured	1,890	765	–	–	–	2,655
TOTAL	1,890	765	–	–	–	2,655

\$ '000	2020	2019
---------	------	------

(d) Financing arrangements

(i) Unrestricted access was available at balance date to the following lines of credit:

Bank overdraft facilities ¹	300	300
Credit cards/purchase cards	30	30
Total financing arrangements	330	330

Undrawn facilities as at balance date:

– Bank overdraft facilities	300	300
– Credit cards/purchase cards	30	30
Total undrawn financing arrangements	330	330

Additional financing arrangements information

Breaches and defaults

During the current and prior year, there were no defaults or breaches on any of the loans.

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

Accounting policy for payables and borrowings

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of the Council comprise trade payables, bank and other loans and finance lease liabilities.

Payables

These amounts represent liabilities for goods and services provided to the council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the Income Statement over the period of the borrowings using the effective-interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the drawdown occurs. To the extent that there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

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Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 13. Payables and borrowings (continued)

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or finance cost.

Borrowings are classified as current liabilities unless Council has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

Upper Lachlan Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 14. Provisions

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Provisions				
Employee benefits				
Annual leave	897	–	809	–
Long service leave	3,459	–	3,463	–
Other leave – time in lieu	19	–	12	–
Sub-total – aggregate employee benefits	4,375	–	4,284	–
Asset remediation/restoration:				
Asset remediation/restoration (future works)	–	2,797	–	2,783
Sub-total – asset remediation/restoration	–	2,797	–	2,783
TOTAL PROVISIONS	4,375	2,797	4,284	2,783

(a) Provisions relating to restricted assets

Externally restricted assets				
Water	188	–	158	–
Sewer	148	–	152	–
Domestic waste management	115	–	101	–
Provisions relating to externally restricted assets	451	–	411	–
Total provisions relating to restricted assets	451	–	411	–
Total provisions relating to unrestricted assets	3,924	2,797	3,873	2,783
TOTAL PROVISIONS	4,375	2,797	4,284	2,783

\$ '000	2020	2019
---------	------	------

(b) Current provisions not anticipated to be settled within the next twelve months

The following provisions, even though classified as current, are not expected to be settled in the next 12 months.

Provisions – employees benefits	2,473	2,398
	2,473	2,398

(c) Description of and movements in provisions

\$ '000	ELE provisions			Total
	Annual leave	Long service leave	Other employee benefits	
2020				
At beginning of year	809	3,463	12	4,284
Other	88	(4)	7	91
Total ELE provisions at end of year	897	3,459	19	4,375

2019

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Financial Statements 2020

Notes to the Financial Statements
for the year ended 30 June 2020

Note 14. Provisions (continued)

\$ '000	ELE provisions			Total
	Annual leave	Long service leave	Other employee benefits	
At beginning of year	781	3,449	12	4,242
Other	28	14	–	42
Total ELE provisions at end of year	809	3,463	12	4,284

\$ '000	Other provisions	
	Asset remediation	Total
2020		
At beginning of year	2,783	2,783
Other	14	14
Total other provisions at end of year	2,797	2,797
2019		
At beginning of year	2,699	2,699
Other	84	84
Total other provisions at end of year	2,783	2,783

Nature and purpose of non-employee benefit provisions

Asset remediation

Council has a legal/public obligation to make, restore, rehabilitate and reinstate the council tip and quarry.

Tip provision

Council is required to undertake significant works at the Crookwell waste management centre to comply with EPA requirements. Other minor remediation works on former tip sites converted to transfer stations must also be carried out.

Gravel pit provision

Council is required to remediate gravel pits (quarries).

Accounting policy for provisions

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

Employee benefits

Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 14. Provisions (continued)

when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

The obligations are presented as current liabilities in the Statement of Financial Position if the Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur.

Provisions for close-down and restoration, and environmental clean-up costs – tips and quarries

Restoration

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs.

Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The costs are estimated on the basis of a closure plan. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

Rehabilitation

Where rehabilitation is conducted systematically over the life of the operation, rather than at the time of closure, provision is made for the estimated outstanding continuous rehabilitation work at each reporting date, and the cost is charged to the Income Statement.

Provision is made for the estimated present value of the costs of environmental clean-up obligations outstanding at the reporting date. These costs are charged to the Income Statement. Movements in the environmental clean-up provisions are presented as an operating cost, except for the unwinding of the discount which is shown as a borrowing cost.

Remediation procedures generally commence soon after the time the damage, remediation process, and estimated remediation costs become known, but may continue for many years depending on the nature of the disturbance and the remediation techniques.

As noted above, the ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

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Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 14. Provisions (continued)

Close-down and restoration costs are a normal consequence of tip and quarry operations, and the majority of close-down and restoration expenditure is incurred at the end of the life of the operations. Although the ultimate cost to be incurred is uncertain, Council estimates the respective costs based on feasibility and engineering studies using current restoration standards and techniques.

Upper Lachlan Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 15. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors

Nature and purpose of reserves

Infrastructure, property, plant and equipment revaluation reserve

The infrastructure, property, plant and equipment revaluation reserve is used to record increments / decrements of non-current asset values due to their revaluation.

Other reserves

Other reserves are retained to meet the needs of Council.

(ii) AASB 15 and AASB 1058

The following approach has been applied on transition to AASB 15 and AASB 1058:

- Council has not adopted the completed contract expedient and therefore has not excluded revenue which was fully recognised in previous years in accordance with the former accounting standards and pronouncements
- Council has retrospectively restated contracts for modifications that occurred before 1 July 2019 unless such contract modification were minor.

Costs incurred in fulfilling customer contracts

Prior to adopting AASB 15 Council would recognise direct costs associated with fulfilling customer contracts as expenses when incurred, as they did not qualify for recognition as assets under any other accounting standards. Under AASB 15, as these costs relate directly to the contracts, generate resources used in satisfying the contracts, and are expected to be recovered, they are capitalised as 'costs to fulfil a contract' assets and released through profit and loss on the same basis as the revenue is recognised.

Revenue recognition from contract modifications

In relation to contract modifications, AASB 15 requires customer approval, which is a more prudent criteria than the probability requirement in the previous standards and has resulted in deferral of revenue where unapproved works have been performed.

Transfer of control to a customer – over time or at a point in time

AASB 15 has specific criteria regarding whether control is transferred over time or at a point in time. The entity has reviewed its contracts and concluded that the criteria for recognition over time is not met in some circumstances. In such cases, revenue and related production costs will be recognised at the delivery of each separate performance obligation instead of over the contract using a single margin.

Principal v agent

Prior to adoption of AASB 15, the Council had assessed that they were a principal in transactions where another party was involved in providing the goods or services including pass-through grants.

Under AASB 15, the indicators of a principal have changed and there are now a number of performance obligations within grant agreements where the Council is acting as an agent since the only obligation is to transfer the funds to a third party. The result is that Council can only recognise the "commission" to which they are entitled rather than the gross revenue and expenses. There is no change to reported profit.

Prepaid rates

Under AASB 1004, rates were recorded as revenue at the earliest of receipt of the funds from the ratepayer and the beginning of the rating period. Under AASB 1058, prepaid rates are recognised as a financial liability until the beginning of the rating period.

Grants – operating

Under AASB 1004, most grant income was recognised as revenue on receipt. Under AASB 15, where an agreement is enforceable and contains sufficiently specific performance obligations, the revenue is either recognised over time as the work is performed, or recognised at the point in time that the control of the services passes to the customer.

Grants – capital

Under AASB 1004, most grant monies were recorded as revenue on receipt. Under AASB 1058, where Council has received assets (including cash) to acquire or construct a non-financial asset, the asset is to be controlled by Council and the contract is enforceable, then the asset is recognised as a contract liability on receipt and recorded as revenue as the performance obligation to acquire or construct the asset is completed.

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Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 15. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

Changes in presentation

In addition to the above changes in accounting policies, the Council has also amended the presentation of certain items to align them with the requirements of AASB 15 and AASB 1058:

- Additional line items for contract assets, contract cost assets and contract liabilities have been created (where applicable).

	Balance at 1 July 2019
\$ '000	
Opening contract balances at 1 July 2019	
Contract assets	
– Under AASB 15	–
– Under AASB 1058	–
Total Contract assets	<u>–</u>
Contract liabilities	
– Under AASB 15	–
– Under AASB 1058	742
Total Contract liabilities	<u>742</u>

Comparison of financial statement line items under AASB 15 compared to previous standards for the current year

The following tables show the impact of adopting AASB 15 and AASB 1058 on the Council's financial statements for the year ended 30 June 2020.

Statement of Financial Position

	Carrying amount per Statement of Financial Position under AASB 15 and AASB 1058	Reclassific- ation	Remeasur- ement	Carrying amount under previous revenue standards	Notes
\$ '000					
Current assets					
Cash and cash equivalents	7,779	–	–	7,779	
Investments	22,900	–	–	22,900	
Receivables	3,329	–	–	3,329	
Inventories	1,053	–	–	1,053	
Other	88	–	–	88	
Total current assets	<u>35,149</u>	<u>–</u>	<u>–</u>	<u>35,149</u>	
Current liabilities					
Payables	2,800	–	–	2,800	
Contract liabilities	118	(742)	–	(624)	
Lease liabilities	28	–	–	28	
Borrowings	546	–	–	546	
Provisions	4,375	–	–	4,375	
Total current liabilities	<u>7,867</u>	<u>(742)</u>	<u>–</u>	<u>7,125</u>	
Non-current assets					

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 15. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

\$ '000	Carrying amount per Statement of Financial Position under AASB 15 and AASB 1058	Reclassification	Remeasurement	Carrying amount under previous revenue standards	Notes
Investments	2,200	–	–	2,200	
Receivables	153	–	–	153	
Infrastructure, property, plant and equipment	418,122	–	–	418,122	
Right of use assets	211	–	–	211	
Total non-current assets	420,686	–	–	420,686	
Non-current liabilities					
Lease liabilities	185	–	–	185	
Borrowings	5,068	–	–	5,068	
Provisions	2,797	–	–	2,797	
Total Non-current liabilities	8,050	–	–	8,050	
Net assets	439,918	742	–	440,660	
Equity					
Accumulated surplus	307,225	742	–	307,967	
Revaluation reserves	132,693	–	–	132,693	
Council equity interest	439,918	742	–	440,660	
Total equity	439,918	742	–	440,660	

Contract liability which arises under AASB 1058 for grant funds received in advance, and unspent at 30 June, 2019, to construct assets to be controlled by Council, received prior to the satisfaction of performance obligations.

Income Statement

\$ '000	Income Statement and comprehensive income under AASB 15 and AASB 1058	Reclassification	Remeasurement	Income Statement and comprehensive income under previous revenue standards	Notes
Income from continuing operations					
Rates and annual charges	11,028	–	–	11,028	
User charges and fees	5,155	–	–	5,155	
Other revenues	1,622	–	–	1,622	
Grants and contributions provided for operating purposes	10,036	–	–	10,036	
Grants and contributions provided for capital purposes	6,319	742	–	7,061	
Interest and investment income	512	–	–	512	
Total Income from continuing operations	34,672	742	–	35,414	
Expenses from continuing operations					

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 15. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

\$ '000	Income Statement and comprehensive income under AASB 15 and AASB 1058	Reclassification	Remeasurement	Income Statement and comprehensive income under previous revenue standards	Notes
Employee benefits and on-costs	11,123	–	–	11,123	
Borrowing costs	177	–	–	177	
Materials and contracts	7,084	–	–	7,084	
Depreciation and amortisation	6,766	–	–	6,766	
Other expenses	2,757	–	–	2,757	
Net losses from the disposal of assets	89	–	–	89	
Total Expenses from continuing operations	27,996	–	–	27,996	
Total Operating result from continuing operations	6,676	742	–	7,418	
Net operating result for the year	6,676	742	–	7,418	
Total comprehensive income	7,061	–	–	7,061	

Contract liability which arises under AASB 1058 for grant funds received in advance, and unspent at 30 June, 2019, to construct assets to be controlled by Council, received prior to the satisfaction of performance obligations.

Adjustments to the current year figures for the year ended 30 June 2020

Statement of Financial Position

\$ '000	Original Balance 1 July, 2019	Impact Increase/ (decrease)	Restated Balance 1 July, 2019
Contract assets	–	–	–
Total assets	–	–	–
Contract liabilities	–	742	742
Total liabilities	11,759	742	12,501
Accumulated surplus	301,291	(742)	300,549
Total equity	(11,759)	(742)	(12,501)

(iii) AASB 16 Leases

Council as a lessee

Under AASB 117, Council assessed whether leases were operating or finance leases, based on its assessment of whether the significant risks and rewards of ownership had been transferred to Council or remained with the lessor. Under AASB 16, there is no differentiation between finance and operating leases for the lessee and therefore all leases which meet the definition of a lease are recognised on the statement of financial position (except for short-term leases and leases of low-value assets).

Council has used the exception to lease accounting for short-term leases and leases of low-value assets, and the lease expense relating to these leases is recognised in the Income Statement on a straight-line basis.

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 15. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

Practical expedients used on transition

AASB 16 includes a number of practical expedients which can be used on transition. Council has used the following expedients:

- Contracts which had previously been assessed as not containing leases under AASB 117 were not re-assessed on transition to AASB 16.
- Lease liabilities have been discounted using the Council's incremental borrowing rate at 1 July 2019.
- Right-of-use assets at 1 July 2019 have been measured at an amount equal to the lease liability adjustment by the any prepaid or accrued lease payments.
- A single discount rate was applied to all leases with similar characteristics.
- The right-of-use asset was adjusted by the existing onerous lease provision (where relevant) at 30 June 2019 rather than perform impairment testing of the right-of-use asset.
- Excluded leases with an expiry date prior to 30 June 2020 from the Statement of Financial Position, and lease expenses for these leases have been recorded on a straight-line basis over the remaining term.
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

Financial statement impact of adoption of AASB 16

Council has recognised right-of-use assets and lease liabilities of \$241,887 at 1 July 2019 for leases previously classified as operating leases, or leases that are significantly below market value which were previously off balance sheet.

The weighted average lessee's incremental borrowing rate applied to lease liabilities at 1 July 2019 was 3.95%.

	Balance at 1 July 2019
\$ '000	
Operating lease commitments at 30 June 2019 per Council financial statements	61

Reconciliation of lease liabilities recognised on adoption of AASB 16 Leases

Operating lease commitments discounted using the incremental borrowing rate at 1 July 2019	61
Add:	
Contracts not accounted for as operating lease commitments last year	152
Finance lease liabilities	-
Extension options reasonably certain to be exercised not included in the commitments note	-
Variable lease payments linked to an index	-
Other	-
Less:	
Short-term leases included in commitments note	-
Leases for low-value assets included in commitments note	-
Other	-
Lease liabilities recognised at 1 July 2019	213

Council as a lessor

For the arrangements where Council is a lessor, there are no significant accounting policy changes on adoption of AASB 16 except for sub-leases, which have now been classified in relation to the right-of-use asset under the head lease rather than the underlying asset.

Adjustments to the current year figures for the year ended 30 June 2020

Statement of Financial Position

	Original Balance 1 July, 2019	Impact Increase/ (decrease)	Restated Balance 1 July, 2019
\$ '000			

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 15. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

\$ '000	Original Balance 1 July, 2019	Impact Increase/ (decrease)	Restated Balance 1 July, 2019
Rights-of-use assets	–	242	242
Total assets	445,358	242	445,600
Payables – accrued interest on leases (30/6/2019)	–	–	–
Leases	–	213	213
Total liabilities	433,599	213	433,812
Accumulated surplus	–	–	–
Total equity	11,759	–	11,788

Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 16. Statement of cash flow information

\$ '000	Notes	2020	2019
(a) Reconciliation of cash and cash equivalents			
Total cash and cash equivalents per Statement of Financial Position	7(a)	7,779	6,264
Balance as per the Statement of Cash Flows		7,779	6,264
(b) Reconciliation of net operating result to cash provided from operating activities			
Net operating result from Income Statement		6,676	3,206
Adjust for non-cash items:			
Depreciation and amortisation		6,766	6,682
Net losses/(gains) on disposal of assets		89	202
Adoption of AASB 15/1058		(742)	–
+/- Movement in operating assets and liabilities and other cash items:			
Decrease/(increase) in receivables		(182)	(188)
Increase/(decrease) in provision for impairment of receivables		(19)	–
Decrease/(increase) in inventories		(76)	(61)
Decrease/(increase) in other current assets		(42)	60
Increase/(decrease) in payables		778	(345)
Increase/(decrease) in other accrued expenses payable		24	83
Increase/(decrease) in other liabilities		(39)	(704)
Increase/(decrease) in contract liabilities		118	–
Increase/(decrease) in provision for employee benefits		91	42
Increase/(decrease) in other provisions		14	84
Net cash provided from/(used in) operating activities from the Statement of Cash Flows		13,456	9,061

Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 17. Commitments

\$ '000	2020	2019
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(a) Capital commitments (exclusive of GST)

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Property, plant and equipment

Buildings	5	700
Plant and equipment	224	648
Total commitments	229	1,348

These expenditures are payable as follows:

Within the next year	229	1,348
Total payable	229	1,348

Sources for funding of capital commitments:

Unrestricted general funds	70	253
Future grants and contributions	159	1,095
Total sources of funding	229	1,348

Details of capital commitments

Council has capital commitments as at 30 June 2020. Capital commitments are related to Council's ongoing timber bridge replacement program and with the supply & installation of a back-up generator at the Crookwell sewerage treatment works.

\$ '000	2020	2019
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(b) Non-cancellable operating lease commitments (2019 only)

a. Commitments under non-cancellable operating leases at the reporting date, but not recognised as liabilities are payable:

Within the next year	–	21
Later than one year and not later than 5 years	–	40
Total non-cancellable operating lease commitments	–	61

b. Non-cancellable operating leases include the following assets:

Refer to Note 12 for information relating to leases for 2020.

Conditions relating to finance and operating leases:

Finance agreements for the office equipment are secured only against the leased asset.

No lease agreements impose any financial restrictions on Council regarding future debt etc.

Refer to Note 15 for information relating to leases for 2020.

Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 18. Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Defined Benefit Multi-Employer Plan as defined by the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors set out above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Pooled employers are required to pay standard employer contributions and additional lump sum contributions to the fund.

The standard employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current standard employer contribution rates are:

Division B	1.9 times employee contributions
Division C	2.5% salaries
Division D	1.64 times employee contributions

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$40.0 million for 1 July 2018 to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June, 2020. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

The plan is a defined benefit plan. However, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses (to the extent that they are not borne by members). As such, there is not sufficient reliable information to allow each sponsoring employer to account for its proportionate share of the defined benefit obligation, sub-group assets and costs associated with the sub-group in the same way as it would for a single employer sponsored defined benefit plan.

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding past service contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2020 was \$325,560. The last valuation of the Scheme was performed by Mr Richard Boyfield FIAA as at 30 June 2019.

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 18. Contingencies (continued)

Council's expected contribution to the plan for the next annual reporting period is \$305,176.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2020 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	1695.2	
Past Service Liabilities	1773.2	95.6%
Vested Benefits	1757.5	96.5%

* excluding member accounts and reserves in both assets and liabilities.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	5.75% per annum
Salary inflation	3.5% per annum
Increase in CPI	2.5% per annum

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 18. Contingencies (continued)

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

ASSETS NOT RECOGNISED

(i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30/6/08.

(ii) Infringement notices/fines

Not applicable.

(iii)

The Minister for Local Government made the following determination on 7 September 2006, relating to the transfer of assets, rights and liabilities of the former Mulwaree Shire Council to Upper Lachlan Shire Council. Schedule 2 of the determination states that "the fixed assets of the Montague Street and Clinton Street, Goulburn properties remain with Goulburn Mulwaree Council. In the event of the sale of this property Upper Lachlan Shire Council will be reimbursed 24.22% of the net profit". The Montague Street property was sold in 2014/2015. Council retains a 24.22% share in the Clinton Street property which remains as a contingent asset.

(iv)

Council has entered into a voluntary Planning Agreement with AGL Energy Ltd on 11 September 2012 in relation to Critical Infrastructure Project reference number MP10_0035 for the project commonly known as the Dalton Gas Fired Power Station. As per section 5 of the voluntary Planning Agreement, AGL Energy Ltd has agreed to pay a monetary contribution of 0.833% of the total capital expenditure of stage one of the development into a Community Enhancement Fund, administered by Council. Payment shall be by instalments over a period of 40 years (indexed) as per clause 5.1 of the planning agreement. Should the development proceed to stage two, a further contribution payment shall be made under clause 5.2 of the voluntary Planning Agreement with the terms and conditions being the same as those applying to stage one.

(v)

Council has entered into a voluntary Community Enhancement Planning Agreement with Goldwind Australia Pty Ltd on 24 October 2013 in relation to the project commonly known as the Gullen Range Wind Farm. As per section 3 'The Community Enhancement Program' of the voluntary Planning Agreement, Goldwind Australia Pty Ltd has agreed to pay a monetary contribution of \$1,666.00 per annum per completed turbine to be indexed by CPI annually commencing at the September 2010 quarter. A Community Fund Committee has been formed to govern the Community fund. Council will be responsible for the administration and governance of the Committee.

(vi)

Council has entered into a Community Enhancement Planning Agreement with Taralga Wind Farm Nominees (No 2) Pty Ltd on 7 September 2014 in relation to the project commonly known as the Taralga Wind Farm. As per section 3 'The Community Enhancement Program' of the voluntary Planning Agreement, Taralga Wind Farm Nominees (No 2) Pty Ltd has agreed to pay a monetary contribution of \$2,500.00 per annum per completed turbine to be indexed by CPI annually commencing at the September 2015 quarter. A Community Fund Committee will be formed to govern the Community fund. Council will be responsible for the administration and governance of the Committee.

(vii)

Council has entered into a Community Enhancement Planning Agreement with Cullerin Range Wind Farm Pty Ltd on 20 October 2016 in relation to the project commonly known as the Cullerin Range Wind Farm. As per section 4 'The Community Enhancement Program' of the voluntary Planning Agreement, Cullerin Range Wind Farm Pty Ltd has agreed to pay a total monetary contribution of \$1,500.00 per turbine per annum to be indexed by CPI annually commencing at the March 2015

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 18. Contingencies (continued)

quarter. A Community Fund Committee will be formed to govern the Community fund. Council will be responsible for the administration and governance of the Committee.

(viii)

Council entered into a Community Enhancement Planning Agreement with Crookwell Developments Pty Ltd on 27 July 2017 in relation to the project commonly known as the Crookwell 2 and 3 Wind Farm.

(ix)

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

(x)

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

(xi)

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

(xii)

At balance date Upper Lachlan Shire Council had matters pending with its solicitors related to advice on day to day operational activities, such as conveyance on land acquisitions, renewal of Council's quarry contracts, and other operational matters. The fees and costs associated with these were estimated at approximately \$133,000.

Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 19. Financial risk management

Risk management

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

\$ '000	Carrying value 2020	Carrying value 2019	Fair value 2020	Fair value 2019
Financial assets				
Measured at amortised cost				
Cash and cash equivalents	7,779	6,264	7,779	6,264
Receivables	3,482	3,281	3,482	3,242
Investments				
– 'Financial assets at amortised cost'	25,100	22,300	25,100	22,300
Total financial assets	36,361	31,845	36,361	31,806
Financial liabilities				
Payables	2,800	2,037	2,800	2,053
Loans/advances	5,614	2,655	5,614	2,655
Lease liabilities	213	–	213	–
Total financial liabilities	8,627	4,692	8,627	4,708

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be the carrying value that approximates market value.
- **Borrowings and held-to-maturity investments** – are based upon estimated future cash flows discounted by the current mkt interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.
- Financial assets classified (i) 'at fair value through profit and loss' or (ii) 'available-for-sale' – are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

(a) Market risk – price risk and interest rate risk

The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.

\$ '000	Increase of values/rates		Decrease of values/rates	
	Profit	Equity	Profit	Equity
2020				
Possible impact of a 1% movement in interest rates	9	9	(9)	(9)
2019				
Possible impact of a 1% movement in interest rates	19	19	(19)	(19)

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 19. Financial risk management (continued)

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

Credit risk profile

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages the payment of debt.

\$ '000	Not yet overdue	< 1 year overdue	1 - 2 years overdue	2 - 5 years overdue	> 5 years overdue	Total
2020						
Gross carrying amount	(17)	263	39	–	–	285
2019						
Gross carrying amount	–	207	45	–	–	252

Receivables - non-rates and annual charges

Council applies the simplified approach for non-rates and annual charges debtors to provide for expected credit losses prescribed by AASB 9, which permits the use of the lifetime expected loss provision. To measure the expected credit losses, non-rates and annual charges debtors have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision as at 30 June 2020 is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	0 - 30 days overdue	31 - 60 days overdue	61 - 90 days overdue	> 91 days overdue	Total
2020						
Gross carrying amount	2,900	49	118	75	72	3,214
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
ECL provision	–	–	–	–	–	–
2019						
Gross carrying amount	2,909	40	2	114	–	3,065
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
ECL provision	–	–	–	–	–	–

(c) Liquidity risk

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 19. Financial risk management (continued)

Payables, lease liabilities and borrowings are both subject to liquidity risk – the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended and overdraft facilities utilised as required.

Borrowings are also subject to interest rate risk – the risk that movements in interest rates could adversely affect funding costs and debt servicing requirements. Council manages this risk through diversification of borrowing types, maturities and interest rate structures. The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	≤ 1 Year	payable in:		Total cash outflows	Actual carrying values
				1 - 5 Years	> 5 Years		
2020							
Trade/other payables	0.00%	166	2,634	–	–	2,800	2,800
Loans and advances	5.26%	–	756	2,454	3,763	6,973	5,614
Total financial liabilities		166	3,390	2,454	3,763	9,773	8,414
2019							
Trade/other payables	0.00%	282	1,755	–	–	2,037	2,037
Loans and advances	5.99%	–	489	1,622	1,341	3,452	2,655
Total financial liabilities		282	2,244	1,622	1,341	5,489	4,692

Loan agreement breaches

Detail here any breaches to loan agreements which have occurred during the reporting year.

Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 20. Material budget variations

Council's original financial budget for 19/20 was adopted by the Council on 18/06/2019 and is unaudited.

While the Income Statement included in this General Purpose Financial Statements must disclose the original budget adopted by Council, the Local Government Act 1993 requires Council to review its financial budget on a quarterly basis, so that it is able to manage the various variations between actuals versus budget that invariably occur throughout the year.

This note sets out the details of **material variations** between Council's original budget and its actual results for the year as per the Income Statement – even though such variations may have been adjusted for during each quarterly budget review.

Material variations represent those variances between the original budget figure and the actual result that amount to **10%** or more.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2020 Budget	2020 Actual	2020 ----- Variance -----	
REVENUES				
Rates and annual charges	11,020	11,028	8	0% F
User charges and fees	7,568	5,155	(2,413)	(32)% U
Reduction in RMS State Road works orders for MR54 (\$2.3m below budget).				
Other revenues	738	1,622	884	120% F
Southern Phone share sale (not budgeted) - \$785k.				
Operating grants and contributions	8,323	10,036	1,713	21% F
Additional Roads to Recovery funds - \$602k; Natural Disaster (\$800k) and Drought funding not budgeted.				
Capital grants and contributions	6,236	6,319	83	1% F
Interest and investment revenue	703	512	(191)	(27)% U
Lower than anticipated interest rates (1.30% average return).				
Net gains from disposal of assets	82	–	(82)	100% U
EXPENSES				
Employee benefits and on-costs	10,520	11,123	(603)	(6)% U
Senior staff (General Manager and Director of Infrastructure) terminations and workers compensation increase.				
Borrowing costs	212	177	35	17% F
Remediation provision expense lower than anticipated.				
Materials and contracts	8,011	7,084	927	12% F
Reduction in RMS State Road works orders for MR54 resulting in less expenditure on materials and contracts.				
Depreciation and amortisation	6,319	6,766	(447)	(7)% U
Other expenses	2,673	2,757	(84)	(3)% U
Net losses from disposal of assets	–	89	(89)	∞ U
Write-off of timber bridge assets. Refer Note 6.				

Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 20. Material budget variations

\$ '000	2020 Budget	2020 Actual	2020 ----- Variance -----	
STATEMENT OF CASH FLOWS				
Cash flows from operating activities	13,386	13,456	70	1% F
Cash flows from investing activities	(13,925)	(14,871)	(946)	7% U
Cash flows from financing activities	873	2,930	2,057	236% F
Loan borrowings for timber bridge replacement programme. Additional \$2.1 million borrowings approved by Council.				

Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 21. Fair Value Measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

– Infrastructure, property, plant and equipment

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

(1) Assets and liabilities that have been measured and recognised at fair values

	Date of latest valuation	Fair value measurement hierarchy			Total
		Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	
2020					
Recurring fair value measurements					
– Cash and cash equivalents	30/06/20	–	7,779	–	7,779
– Term deposits	30/06/20	–	25,100	–	25,100
Total financial assets		–	32,879	–	32,879
Financial liabilities					
Payables	30/06/20	–	2,800	–	2,800
Loans and borrowings	30/06/20	–	5,614	–	5,614
Total financial liabilities		–	8,414	–	8,414
Infrastructure, property, plant and equipment					
Plant and equipment	30/06/20	–	–	7,247	7,247
Office equipment	30/06/20	–	–	944	944
Furniture and fittings	30/06/20	–	–	57	57
Operational land	30/06/18	–	–	4,601	4,601
Community land	30/06/16	–	–	3,289	3,289
Land Improvements – depreciable	30/06/16	–	–	93	93
Buildings – non-specialised	30/06/16	–	–	2,233	2,233
Buildings – specialised	30/06/16	–	–	25,342	25,342
Other structures	30/06/16	–	–	1,082	1,082
Roads	30/06/15	–	–	76,273	76,273
Bridges	30/06/15	–	–	27,690	27,690
Footpaths	30/06/15	–	–	2,614	2,614
Stormwater drainage	30/06/15	–	–	1,662	1,662
Water supply network	30/06/17	–	–	24,376	24,376
Sewerage network	30/06/17	–	–	13,922	13,922
Swimming pools	30/06/18	–	–	756	756
Other open space/recreational assets	30/06/18	–	–	2,074	2,074
Other assets	30/06/18	–	–	321	321
Rehabilitation assets	30/06/18	–	–	2,906	2,906
Total infrastructure, property, plant and equipment		–	–	197,482	197,482

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 21. Fair Value Measurement (continued)

	Date of latest valuation	Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	Total
2019					
	Date of latest valuation	Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	Total
Recurring fair value measurements					
– Cash and cash equivalents	30/06/19	–	6,264	–	6,264
– Term deposits	30/06/19	–	22,300	–	22,300
Total financial assets		–	28,564	–	28,564
Financial liabilities					
Payables	30/06/19	–	2,037	–	2,037
Loans and borrowings	30/06/19	–	2,655	–	2,655
Total financial liabilities		–	4,692	–	4,692
Infrastructure, property, plant and equipment					
Plant and equipment	30/06/18	–	–	7,575	7,575
Office equipment	30/06/18	–	–	951	951
Furniture and fittings	30/06/18	–	–	59	59
Operational land	30/06/18	–	–	4,601	4,601
Community land	30/06/16	–	–	3,289	3,289
Land Improvements – depreciable	30/06/16	–	–	102	102
Buildings – non-specialised	30/06/16	–	–	2,288	2,288
Buildings – specialised	30/06/16	–	–	24,111	24,111
Other structures	30/06/16	–	–	1,004	1,004
Roads	30/06/15	–	–	291,817	291,817
Bridges	30/06/15	–	–	24,795	24,795
Footpaths	30/06/15	–	–	1,635	1,635
Stormwater drainage	30/06/15	–	–	1,690	1,690
Water supply network	30/06/17	–	–	24,591	24,591
Sewerage network	30/06/17	–	–	14,251	14,251
Swimming pools	30/06/18	–	–	768	768
Other open space/recreational assets	30/06/18	–	–	1,864	1,864
Other assets	30/06/18	–	–	376	376
Rehabilitation assets	30/06/18	–	–	3,122	3,122
Total infrastructure, property, plant and equipment		–	–	408,889	408,889

Note that capital WIP is not included above since it is carried at cost.

(2) Transfers between level 1 and level 2 fair value hierarchies

The following transfers occurred between level 1 and level 2 fair value hierarchies during the year:

During the year, there were no transfers between level 1 and level 2 fair value hierarchies for recurring fair value measurements.

Council's policy for determining transfers between fair value hierarchies is:

– at the end of the reporting period.

(3) Valuation techniques used to derive level 2 and level 3 fair values

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 21. Fair Value Measurement (continued)

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

Initial Valuation at Fair Value - Infrastructure, Property, Plant & Equipment

The Office of Local Government, Department of Premier and Cabinet determined that all asset classes will be valued at fair value in accordance with AASB 116 in a staged approach. The following classes of assets were all initially valued at fair value in the following years:

2006/2007 - Water Supply and Sewerage Networks.
 2007/2008 - Buildings, Operational Land, and Property, Plant and Equipment Assets.
 2009/2010 - Roads, Bridges, Footpaths, Stormwater, and Drainage Assets.
 2010/2011 - Community Land, Land Improvements, Other Structures and Other Assets.

Revaluation at Fair Value

All assets re-valued will be carried in the accounts at their re-valued amount, being their fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment costs.

All new assets and asset acquisitions made after the respective dates of valuation are recorded at their initial cost of acquisition. The Office of Local Government, Department of Premier and Cabinet, have determined that all asset classes are required to be re-valued at least every five years, at their fair value. The standard valuation schedule set as follows:

2017/2018 - Buildings, Operational Land and Property, Plant and Equipment assets.
 2020/2021 - Community Land, Land Improvements, Other Structures, and other assets.
 2021/2022 - Water Supply and Sewerage network assets.

Valuation of certain classes of assets require the engagement of an external valuer. To facilitate the valuation process Council has synchronised the valuation of Buildings, Operational Land and Property with Other Structures to occur at the same time every five years.

2017/2018 - Buildings, Operational Land and Property, Other Structures and Plant and Equipment assets.
 2020/2021 - Roads, Bridges, Footpaths, Stormwater, and Drainage assets (deferred from 2019/2020).
 2020/2021 - Community Land, Land Improvements and Other assets.
 2021/2022 - Water Supply and Sewerage network assets.

Additional information regarding capitalisation thresholds and depreciation rates utilised has been included as it is relevant in determining what property is deemed to be an 'asset' and is therefore subject to valuation measurement. It also discloses what level of acquisitions will be included after the date of valuation.

The Fair Valuation techniques Council has employed while utilising Level 2 and Level 3 inputs are as follows:

Infrastructure, property, plant and equipment (IPPE)

Plant and Equipment, Office Equipment and Furniture and Fittings – Fair Value

Plant and Equipment, Office Equipment and Furniture and Fittings are valued at Fair Value under AASB 116 from 30 June 2018, as per the Office of Local Government's directions, using the depreciated historical cost method:-

'In light of the nature and value of Council plant and equipment the Department has stated that NSW Councils may use depreciated historic cost as fair value as long as Council has undertaken a high level review to determine if there has been any impairment to the assets.'

The carrying amount of these assets is assumed to approximate fair value due to the nature of the items. All new assets and asset acquisitions made after the respective dates of valuation are recorded at their initial cost of acquisition.

No market based evidence (Level 2) could be supported therefore these assets were all classified as having been valued using Level 3 valuation inputs.

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Upper Lachlan Shire Council

Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 21. Fair Value Measurement (continued)

There has been no change to the valuation process during the reporting period.

Plant and Equipment, Office Equipment and Furniture and Fittings - Depreciation & Capitalisation Thresholds

Major depreciation periods are:-

Plant and Equipment, Road-making Equipment	10 to 15 years
Office Equipment	5 to 10 years
Furniture and Fittings	5 to 20 years
Motor Vehicles	5 years

Asset capitalisation thresholds are:-

Office Equipment	\$2,000
Furniture and Fittings	\$2,000
Plant and Equipment	\$5,000

Operational Land

Operational Land was re-valued at Fair Value by external independent valuer Scott Fullarton Valuations Pty Ltd as at 30 June 2018. Valuation was undertaken in accordance with the requirements of AASB 13 Fair Value, which defines Fair Value as "The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date". This involved establishing the nature of the asset, characteristics important to market participants, the appropriate market and valuation premise. Having maximised the level of valuation input, the adopted technique deemed appropriate is the Market Approach which requires the comparison or income approach to valuation. All new Operational Land acquired after the current valuation date is recorded at the initial cost of acquisition.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

There has been no change to the valuation process during the reporting period.

Community Land

Community land was required to be re-valued as at 30 June 2016. In line with the prescribed manner of attributing a valuation to Community Land, the land values (Unimproved Capital Value) as supplied by the Valuer General's Office have been used.

There has been no change to the valuation process during the reporting period.

Land Improvements - Depreciable

Land Improvements - Depreciable were re-valued at Fair Value under AASB 116 as at 30 June 2016 using the depreciated historical cost method.

The carrying amount of these assets is assumed to approximate fair value due to the nature of the items. All new assets and asset acquisitions made after the current valuation date are recorded at their initial cost of acquisition. Due to the diverse nature of land improvements, major depreciation periods are up to 100 years and the capitalisation threshold is \$5,000.

No market based evidence (Level 2) could be supported therefore these assets were all classified as having been valued using Level 3 valuation inputs.

There has been no change to the valuation process during the reporting period.

Buildings - Specialised & Non-Specialised

Buildings were re-valued at Fair Value by external independent valuer Scott Fullarton Valuations Pty Ltd as at 30 June 2018. Valuation was undertaken in accordance with the requirements of AASB 13 Fair Value, which defines Fair Value as "The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date". This involved establishing the nature of the asset, characteristics important to market participants,

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for the year ended 30 June 2020

Note 21. Fair Value Measurement (continued)

the appropriate market and valuation premise. Having maximised the level of valuation input, the adopted techniques deemed appropriate are:

Non-specialised buildings - Market Approach - This requires the comparison or income approach to valuation.

Specialised buildings - Cost Approach - This requires the depreciated replacement cost approach to valuation.

This asset class is categorised as Level 3 as there are inputs used in the valuation of these assets that require significant professional judgement and are therefore unobservable.

All new buildings acquisitions (new acquisitions and capital improvements) made after the current valuation date are recorded at their initial cost of acquisition.

There has been no change to the valuation process during the reporting period.

Buildings - Specialised & Non-Specialised – Depreciation & Capitalisation Thresholds

Major depreciation periods and capitalisation thresholds remain unchanged.

Major depreciation periods are:-

Buildings	45 to 75 years
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Asset capitalisation thresholds include:-

Buildings - construction/extensions/renovations	\$2,000
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Other Structures

The Other Structures asset class was re-valued at Fair Value by external independent valuer Scott Fullarton Valuations Pty Ltd as at 30 June 2018. Valuation was undertaken in accordance with the requirements of AASB 13 Fair Value with the adopted technique deemed appropriate being the Cost Approach which requires the depreciated replacement cost approach to valuation. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

This asset class is categorised as Level 3 as there are inputs used in the valuation of these assets that require significant professional judgement and are therefore unobservable.

There has been no change to the valuation process during the reporting period.

Other Structures - Depreciation & Capitalisation Thresholds

Major depreciation periods are:

Other Structures	15 to 50 years
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Asset capitalisation thresholds include:-

Other Structures	\$2,000
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Roads

The Roads asset class was re-valued as at 30 June 2015 componentised by formation (non-depreciable), pavement sub-base (non-depreciable), pavement base, surface and structures including kerb & gutter. This asset class was re-valued at Fair Value by external consultants Jeff Roorda & Associates and Upper Lachlan Shire Council professional engineering staff and were recognised at fair value from 30 June 2015. The Cost Approach using Level 3 inputs was used to value this asset class. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

No market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

There has been no change to the valuation process during the reporting period.

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Note 21. Fair Value Measurement (continued)

Roads - Depreciation & Capitalisation Thresholds

Major depreciation periods are:-

Sealed Roads – Surface	25 years
Sealed Roads – Pavement Base	100 years
Unsealed Roads – Pavement Base	30 years
Roads Pavement Sub-base	Infinite
Other Road Structures	100 years
Formation (Bulk Earthworks)	Infinite
Kerb and Gutter	80 years

Asset capitalisation thresholds include:-

Road construction, gravel re-sheeting and reconstruction	\$5,000
Kerb and Gutter	\$5,000

Bridges

The Bridges asset class was re-valued as at 30 June 2015 classified as concrete, timber or drainage structures. This asset class was re-valued at Fair Value by external consultants Jeff Roorda & Associates and Upper Lachlan Shire Council professional engineering staff and were recognised at fair value from 30 June 2015. The Cost Approach using Level 3 inputs was used to value this asset class. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

No market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

There has been no change to the valuation process during the reporting period.

Bridges - Depreciation & Capitalisation Thresholds

Major depreciation periods are:-

Bridges – Concrete	100 years
Bridges – Timber	40 - 100 years
Drainage Structures on Roads	100 years

Asset capitalisation thresholds include:-

Bridge construction and reconstruction	\$5,000
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Footpaths

Footpaths were re-valued as at 30 June 2015 at Fair Value by external consultants Jeff Roorda & Associates and Upper Lachlan Shire Council professional engineering staff and were recognised at fair value from 30 June 2015. The same historical cost per square metre of works carried out was utilised. The Cost Approach using Level 3 inputs was used to value this asset class. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

No market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

There has been no change to the valuation process during the reporting period.

Footpaths - Depreciation & Capitalisation Thresholds

Major depreciation periods are:-

Footpaths	80 years
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Asset capitalisation thresholds include:-

Footpaths	\$5,000
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Note 21. Fair Value Measurement (continued)

Stormwater Drainage Assets

Stormwater Drainage assets were re-valued as at 30 June 2015 at Fair Value by external consultants Jeff Roorda & Associates and Upper Lachlan Shire Council professional engineering staff. The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. The NSW Office of Water 'Reference Rates Manual - valuation of water supply, sewerage and stormwater assets' was utilised to assist to determine fair value. While the unit rates may be supported from market evidence (Level 2) other inputs (such as estimates of pattern of consumption, residual value, asset condition and useful life) required extensive professional judgement. All asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

Limited market based evidence (Level 2) could be supported therefore these assets were all classified as having been valued using Level 3 valuation inputs.

There has been no change to the valuation process during the reporting period.

Stormwater Drainage Assets – Depreciation & Capitalisation Thresholds

Major depreciation periods are:-

Stormwater and Flood Control Structures	100 years
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Asset capitalisation thresholds include:-

All Stormwater assets	\$5,000
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Water Supply and Sewerage Infrastructure Assets

Water Supply and Sewerage infrastructure assets were re-valued at Fair Value by an internal valuation undertaken by Upper Lachlan Shire Council professional operations staff and were recognised at fair value as at 30 June 2012 and 30 June 2017. Council's extensive water and sewer capital works programme carried out over the last 5 years has provided useful comparative data on the local construction cost of water and sewer assets. This information was used in conjunction with the NSW Office of Water 'Reference Rates Manual - valuation of water supply, sewerage and stormwater assets' to determine fair value. These assets are indexed each year in line with the Reference Rates Manual as published by the NSW Office of Water. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

This asset class is categorised as Level 3 as there are inputs used in the valuation of these assets (such as estimates of pattern of consumption, residual value, asset condition and useful life), that require significant professional judgement and are therefore unobservable.

There has been no change to the valuation process during the reporting period.

Water Supply and Sewerage Infrastructure Assets - Depreciation

Major depreciation periods for future years determined following the revaluation are:-

Dams	120 years
Reservoirs	100 years
Bores	25 - 50 years
Reticulation Pipes	80 years
Pump Stations	25 - 70 years
Pumps	25 years
Telemetry	15 years

Asset capitalisation thresholds include: -

Reticulation extensions and new assets	\$3,000
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Swimming Pool Assets

Swimming Pool assets were included in the asset class Other Structures prior to 30 June 2017.

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Upper Lachlan Shire Council

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for the year ended 30 June 2020

Note 21. Fair Value Measurement (continued)

The Swimming Pool asset class was re-valued at Fair Value by external independent valuer Scott Fullarton Valuations Pty Ltd as at 30 June 2018. Valuation was undertaken in accordance with the requirements of AASB 13 Fair Value with the adopted technique deemed appropriate being the Cost Approach which requires the depreciated replacement cost approach to valuation. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

This asset class is categorised as Level 3 as there are inputs used in the valuation of these assets that require significant professional judgement and are therefore unobservable.

There has been no change to the valuation process during the reporting period.

Swimming Pool - Depreciation & Capitalisation Thresholds

Major depreciation periods are:

Swimming Pools	50 years
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Asset capitalisation thresholds include:-

Swimming Pools	\$3,000
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Other Open Space/Recreational Assets

Other Open Space/Recreational assets were included in the asset class Other Structures prior to 30 June 2017.

The Other Open Space/Recreational asset class was re-valued at Fair Value by external independent valuer Scott Fullarton Valuations Pty Ltd as at 30 June 2018. Valuation was undertaken in accordance with the requirements of AASB 13 Fair Value with the adopted technique deemed appropriate being the Cost Approach which requires the depreciated replacement cost approach to valuation. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

This asset class is categorised as Level 3 as there are inputs used in the valuation of these assets that require significant professional judgement and are therefore unobservable.

There has been no change to the valuation process during the reporting period.

Other Open Space/Recreational - Depreciation & Capitalisation Thresholds

Major depreciation periods are:

Playground Equipment and Park Furniture	15 years
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Asset capitalisation thresholds include:-

Playground Equipment and Park Furniture	\$1,000
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Other Assets (including Tips & Quarries Rehabilitation)

Assets within this class comprise of all assets not classified elsewhere. Other Assets, other than tips and quarries rehabilitation, are valued at Fair Value under AASB 116 from 30 June 2012 using the depreciated historical cost method. A review of these assets was undertaken for 30 June 2018 and the same valuation methodology was retained. All new assets and asset acquisitions made after the respective dates of valuation will be recorded at their initial cost of acquisition.

No market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

There has been no change to the valuation process during the reporting period.

(4) Fair value measurements using significant unobservable inputs (level 3)

a. The following tables present the changes in level 3 fair value asset classes.

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for the year ended 30 June 2020

Note 21. Fair Value Measurement (continued)

\$ '000	Plant and equipment	Office equipment	Furniture and fittings	Operational Land	Community Land
\$ '000	Plant and equipment	Office equipment	Furniture and fittings	Operational Land	Community Land
2019					
Opening balance	7,091	837	63	4,595	3,289
Purchases (GBV)	2,050	310	3	6	–
Disposals (WDV)	(374)	–	–	–	–
Depreciation and impairment	(1,192)	(196)	(7)	–	–
Closing balance	7,575	951	59	4,601	3,289
2020					
Opening balance	7,575	951	59	4,601	3,289
Purchases (GBV)	965	247	5	–	–
Disposals (WDV)	(153)	–	–	–	–
Depreciation and impairment	(1,140)	(254)	(7)	–	–
Closing balance	7,247	944	57	4,601	3,289

\$ '000	Land improvements	Buildings non-specialised	Buildings specialised	Other structures	Roads
2019					
Opening balance	110	2,306	24,573	991	290,352
Purchases (GBV)	–	45	482	44	3,988
Depreciation and impairment	(8)	(63)	(247)	(31)	(2,523)
FV gains – other comprehensive income	–	–	(697)	–	–
Closing balance	102	2,288	24,111	1,004	291,817
2020					
Opening balance	102	2,288	24,111	1,004	291,817
Purchases (GBV)	–	8	1,941	110	3,940
Disposals (WDV)	–	–	–	–	(4)
Depreciation and impairment	(9)	(63)	(710)	(32)	(2,595)
Closing balance	93	2,233	25,342	1,082	293,158

\$ '000	Bridges	Footpaths	Stormwater drainage	Water supply network	Sewerage network
2019					
Opening balance	25,121	1,570	1,606	24,392	14,265
Purchases (GBV)	192	92	111	373	210
Depreciation and impairment	(493)	(27)	(27)	(561)	(448)
FV gains – other comprehensive income	(25)	–	–	387	224
Closing balance	24,795	1,635	1,690	24,591	14,251
2020					
Opening balance	24,795	1,635	1,690	24,591	14,251
Purchases (GBV)	3,542	1,008	–	37	10
Disposals (WDV)	(170)	–	–	–	–
Depreciation and impairment	(502)	(29)	(28)	(481)	(470)

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for the year ended 30 June 2020

Note 21. Fair Value Measurement (continued)

\$ '000	Bridges	Footpaths	Stormwater drainage	Water supply network	Sewerage network
FV gains – other comprehensive income	25	–	–	229	131
Closing balance	27,690	2,614	1,662	24,376	13,922

\$ '000	Swimming pools	Other open space/recreational	Other assets	Rehabilitation assets	Total
2019					
Opening balance	778	1,888	431	3,265	407,523
Purchases (GBV)	13	91	–	73	8,083
Disposals (WDV)	–	–	–	–	(374)
Depreciation and impairment	(23)	(115)	(55)	(216)	(6,232)
FV gains – other comprehensive income	–	–	–	–	(111)
Closing balance	768	1,864	376	3,122	408,889
2020					
Opening balance	768	1,864	376	3,122	408,889
Purchases (GBV)	10	331	–	–	12,154
Disposals (WDV)	–	–	–	–	(327)
Depreciation and impairment	(22)	(121)	(55)	(216)	(6,734)
FV gains – other comprehensive income	–	–	–	–	385
Closing balance	756	2,074	321	2,906	414,367

c. Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

\$ '000	Fair value (30/6/20)	Valuation technique/s	Unobservable inputs
Infrastructure, property, plant and equipment			
Plant and equipment	7,248	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life • Residual value
Office equipment	944	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Furniture and fittings	57	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Operational Land	4,601	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Community Land	3,289	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Land improvements	93	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life

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Upper Lachlan Shire Council

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for the year ended 30 June 2020

Note 21. Fair Value Measurement (continued)

\$ '000	Fair value (30/6/20)	Valuation technique/s	Unobservable inputs
Buildings non-specialised	2,234	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Buildings specialised	25,342	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Other structures	1,083	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Roads	293,158	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Bridges	27,690	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Footpaths	2,614	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Stormwater drainage	1,662	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Water supply network	24,376	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Sewerage network	13,922	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Swimming pools	756	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Other open space/recreational	2,074	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Other assets	321	Level 3	<ul style="list-style-type: none"> • Gross replacement cost • Asset condition • Remaining useful life
Rehabilitation assets	2,906	Level 3	<ul style="list-style-type: none"> • Discount Rate • CPI

(5) Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

Upper Lachlan Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 22. Related party disclosures

Key management personnel

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2020	2019
Compensation:		
Short-term benefits	1,369	1,067
Termination benefits	443	377
Total	1,812	1,444

Upper Lachlan Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 23. Statement of developer contributions

Under the *Environmental Planning and Assessment Act 1979*, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas.

It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

Summary of contributions and levies

\$ '000	as at 30/06/19	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	as at 30/06/20	Cumulative internal borrowings due/(payable)
	Opening Balance	Cash	Non-cash				Held as restricted asset	
Roads	2,362	735	–	33	(214)	–	2,916	–
Open space	295	41	–	4	(81)	–	259	–
Community facilities	507	71	–	7	(6)	–	579	–
Other	85	21	–	2	–	–	108	–
Bushfire	176	33	–	2	(31)	–	180	–
Waste management	1	26	–	–	–	–	27	–
S7.11 contributions – under a plan	3,426	927	–	48	(332)	–	4,069	–
Total S7.11 and S7.12 revenue under plans	3,426	927	–	48	(332)	–	4,069	–
S64 contributions	306	212	–	6	–	–	524	–
Total contributions	3,732	1,139	–	54	(332)	–	4,593	–

S7.11 Contributions – under a plan

Upper Lachlan Development Contributions Plan 2007 (previously Section 94)

Bushfire	176	33	–	2	(31)	–	180	–
Roads	2,362	735	–	33	(214)	–	2,916	–
Waste management	1	26	–	–	–	–	27	–
Open space	295	41	–	4	(81)	–	259	–
Community facilities	507	71	–	7	(6)	–	579	–

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Upper Lachlan Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 23. Statement of developer contributions (continued)

	as at 30/06/19		Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	as at 30/06/20	
	Opening Balance		Cash	Non-cash				Held as restricted asset	Cumulative internal borrowings due/(payable)
\$ '000									
Other	85		21	–	2	–	–	108	–
Total	3,426		927	–	48	(332)	–	4,069	–

S64 contributions

Upper Lachlan Development Servicing Plan for Water & Sewer

Water supply	79	111	–	2	–	–	192	–
Sewerage services	227	101	–	4	–	–	332	–
Total	306	212	–	6	–	–	524	–

Upper Lachlan Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 24. Result by fund

\$ '000	General ¹ 2020	Water 2020	Sewer 2020
Income Statement by fund			
Income from continuing operations			
Rates and annual charges	8,931	900	1,197
User charges and fees	3,730	1,127	298
Interest and investment revenue	391	43	78
Other revenues	1,622	–	–
Grants and contributions provided for operating purposes	10,000	19	17
Grants and contributions provided for capital purposes	6,107	111	101
Total income from continuing operations	30,781	2,200	1,691
Expenses from continuing operations			
Employee benefits and on-costs	10,095	640	388
Borrowing costs	123	40	14
Materials and contracts	5,954	727	403
Depreciation and amortisation	5,780	492	494
Other expenses	2,367	233	157
Net losses from the disposal of assets	89	–	–
Total expenses from continuing operations	24,408	2,132	1,456
Operating result from continuing operations	6,373	68	235
Net operating result for the year	6,373	68	235
Net operating result attributable to each council fund	6,373	68	235
Net operating result for the year before grants and contributions provided for capital purposes	266	(43)	134

NB. All amounts disclosed above are gross – that is, they include internal charges and recoveries made between the funds.

(1) General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 24. Result by fund (continued)

\$ '000	General ¹ 2020	Water 2020	Sewer 2020
Statement of Financial Position by fund			
ASSETS			
Current assets			
Cash and cash equivalents	7,779	–	–
Investments	14,543	2,962	5,395
Receivables	3,074	159	96
Inventories	1,053	–	–
Other	88	–	–
Total current assets	26,537	3,121	5,491
Non-current assets			
Investments	2,200	–	–
Receivables	143	4	6
Infrastructure, property, plant and equipment	377,976	25,081	15,065
Right of use assets	211	–	–
Total non-current assets	380,530	25,085	15,071
TOTAL ASSETS	407,067	28,206	20,562
LIABILITIES			
Current liabilities			
Payables	2,783	13	4
Contract liabilities	118	–	–
Lease liabilities	28	–	–
Borrowings	376	114	56
Provisions	4,039	188	148
Total current liabilities	7,344	315	208
Non-current liabilities			
Lease liabilities	185	–	–
Borrowings	4,497	443	128
Provisions	2,797	–	–
Total non-current liabilities	7,479	443	128
TOTAL LIABILITIES	14,823	758	336
Net assets	392,244	27,448	20,226
EQUITY			
Accumulated surplus	266,071	25,564	15,590
Revaluation reserves	126,173	1,884	4,636
Council equity interest	392,244	27,448	20,226
Total equity	392,244	27,448	20,226

NB. All amounts disclosed above are gross – that is, they include internal charges and recoveries made between the funds. Assets and liabilities shown in the water and sewer columns are restricted for use for these activities.

(1) General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 25(a). Statement of performance measures – consolidated results

\$ '000	Amounts 2020	Indicator 2020	Prior periods 2019	Prior periods 2018	Benchmark
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	446	1.57%	1.43%	5.29%	>0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	28,353				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions ¹	18,317	52.83%	63.34%	56.37%	>60.00%
Total continuing operating revenue ¹	34,672				
3. Unrestricted current ratio					
Current assets less all external restrictions	21,138	4.56x	5.13x	2.97x	>1.50x
Current liabilities less specific purpose liabilities	4,633				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	7,389	13.51x	15.98x	19.85x	>2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	547				
5. Rates, annual charges, interest and extra charges outstanding percentage					
Rates, annual and extra charges outstanding	302	2.67%	2.39%	2.94%	<10.00%
Rates, annual and extra charges collectible	11,319				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	32,879	19.00	15.32	18.48	>3.00
Monthly payments from cash flow of operating and financing activities	1,730	mths	mths	mths	mths

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

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Note 25(b). Statement of performance measures – by fund

\$ '000	General Indicators ³		Water Indicators		Sewer Indicators		Benchmark
	2020	2019	2020	2019	2020	2019	
1. Operating performance ratio							
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	1.44%	1.53%	(2.06)%	(4.89)%	8.43%	7.84%	>0.00%
Total continuing operating revenue excluding capital grants and contributions ¹							
2. Own source operating revenue ratio							
Total continuing operating revenue excluding capital grants and contributions ¹	47.67%	59.32%	94.09%	98.63%	93.02%	90.42%	>60.00%
Total continuing operating revenue ¹							
3. Unrestricted current ratio							
Current assets less all external restrictions	4.56x	5.13x	9.30x	10.58x	24.80x	23.48x	>1.50x
Current liabilities less specific purpose liabilities							
4. Debt service cover ratio							
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	16.60x	15.62x	4.29x	11.64x	11.46x	36.00x	>2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)							
5. Rates, annual charges, interest and extra charges outstanding percentage							
Rates, annual and extra charges outstanding	2.01%	1.08%	4.58%	7.24%	5.89%	9.28%	<10.00%
Rates, annual and extra charges collectible							
6. Cash expense cover ratio							
Current year's cash and cash equivalents plus all term deposits	18.31 mths	12.84 mths	13.17 mths	19.70 mths	32.50 mths	59.51 mths	>3.00 mths
Payments from cash flow of operating and financing activities							

(1) - (2) Refer to Notes at Note 31a above.

(3) General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.

Upper Lachlan Shire Council

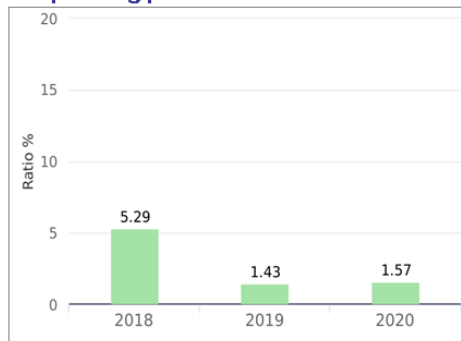
Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 25(c). Statement of performance measures – consolidated results (graphs)

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2019/20 result

2019/20 ratio 1.57%

The net operating result for the year was in accordance with the Operational Plan budget forecast. Council has managed cash outflows on operating expenses while supplementing operating revenues.

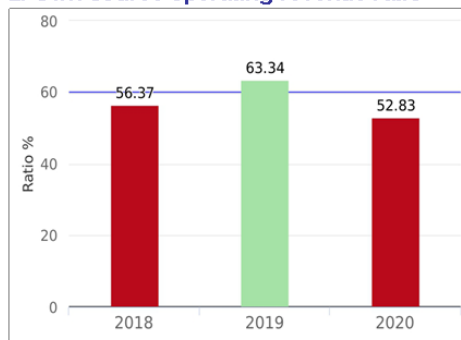
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2019/20 result

2019/20 ratio 52.83%

Council has a significant reliance on external grant funding and a limited rate base. There are few alternative income streams available similar to those easily sourced by larger regional or city Councils. Additional Roads to Recovery and bridges grant funding resulted in a lower ratio in 2019-2020.

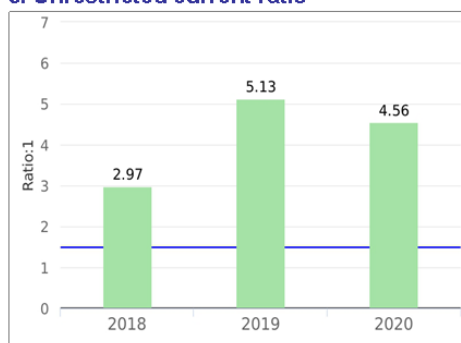
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2019/20 result

2019/20 ratio 4.56x

Council has been above benchmark for the past 5 years. Adequate working funds are retained to meet short term liabilities.

Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio achieves benchmark

Ratio is outside benchmark

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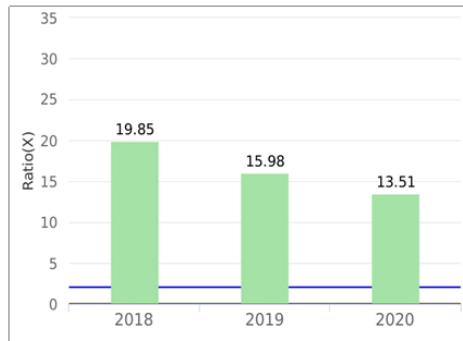
Financial Statements 2020

Notes to the Financial Statements

for the year ended 30 June 2020

Note 25(c). Statement of performance measures – consolidated results (graphs)

4. Debt service cover ratio



Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2019/20 result

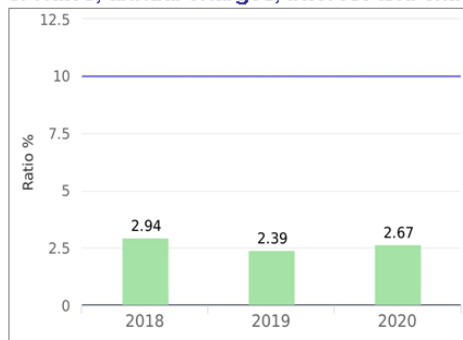
2019/20 ratio 13.51x

Council has borrowed \$4.3 million in the past two years for infrastructure assets. Council continues to have capacity to borrow further for infrastructure asset replacement programmes.

Ratio achieves benchmark

Ratio is outside benchmark

5. Rates, annual charges, interest and extra charges outstanding percentage



Benchmark: — < 10.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Purpose of rates, annual charges, interest and extra charges outstanding

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2019/20 result

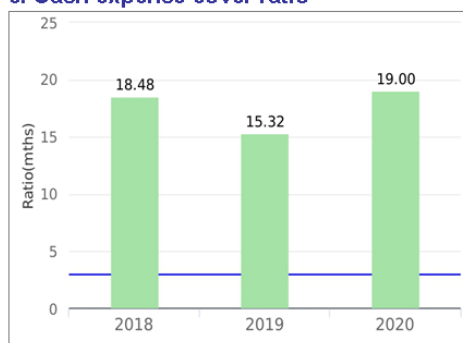
2019/20 ratio 2.67%

Council's debt recovery management practices and dedicated revenue staff have achieved impressive and consistent results in rates and debt recovery over the past 10 years keeping rates and charges outstanding levels well below the Upper Lachlan Shire Council's benchmark of 5%.

Ratio achieves benchmark

Ratio is outside benchmark

6. Cash expense cover ratio



Benchmark: — > 3.00mths

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2019/20 result

2019/20 ratio 19.00 mths

Performance is above benchmark for the past 5 years and Council currently has liquidity with the capacity to fund the works program detailed in the 4 year delivery program 2019/2020 to 2022/2023. It also allows Council the ability to meet unforeseen expenses such as emergency repairs and also to capitalise on short notice matching grant funding opportunities.

Ratio achieves benchmark

Ratio is outside benchmark

Upper Lachlan Shire Council

SPECIAL PURPOSE FINANCIAL STATEMENTS for the year ended 30 June 2020



Upper Lachlan Shire Council

Special Purpose Financial Statements 2020

Special Purpose Financial Statements

for the year ended 30 June 2020

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Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

Upper Lachlan Shire Council

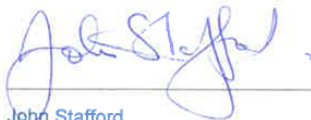
Special Purpose Financial Statements 2020

Special Purpose Financial Statements
for the year ended 30 June 2020**Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting****The attached Special Purpose Financial Statements have been prepared in accordance with:**

- the NSW Government Policy Statement 'Application of National Competition Policy to Local Government',
- the Division of Local Government Guidelines 'Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality',
- the Local Government Code of Accounting Practice and Financial Reporting,
- the NSW Office of Water Best-Practice Management of Water and Sewerage Guidelines.

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accord with Council's accounting and other records.
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.**Signed in accordance with a resolution of Council made on 15 October 2020.**

John Stafford
Mayor
15 October 2020



John Seaf
Councillor
15 October 2020



Colleen Worthy
General Manager
15 October 2020



Andrew Croke
Responsible Accounting Officer
15 October 2020

Upper Lachlan Shire Council

Special Purpose Financial Statements 2020

Income Statement – Water Supply Business Activity

for the year ended 30 June 2020

\$ '000	2020	2019
Income from continuing operations		
Access charges	900	840
User charges	1,119	1,025
Fees	8	13
Interest	43	68
Grants and contributions provided for non-capital purposes	19	18
Total income from continuing operations	2,089	1,964
Expenses from continuing operations		
Employee benefits and on-costs	640	584
Borrowing costs	40	45
Materials and contracts	727	673
Depreciation, amortisation and impairment	492	575
Other expenses	233	183
Total expenses from continuing operations	2,132	2,060
Surplus (deficit) from continuing operations before capital amounts	(43)	(96)
Grants and contributions provided for capital purposes	111	9
Surplus (deficit) from continuing operations after capital amounts	68	(87)
Surplus (deficit) from all operations before tax	68	(87)
SURPLUS (DEFICIT) AFTER TAX	68	(87)
Plus accumulated surplus	25,495	25,582
Plus adjustments for amounts unpaid:		
Closing accumulated surplus	25,563	25,495
Return on capital %	0.0%	(0.2)%
Subsidy from Council	224	384
Calculation of dividend payable:		
Surplus (deficit) after tax	68	(87)
Less: capital grants and contributions (excluding developer contributions)	(111)	(9)
Surplus for dividend calculation purposes	-	-
Potential dividend calculated from surplus	-	-

Upper Lachlan Shire Council

Special Purpose Financial Statements 2020

Income Statement – Sewerage Business Activity

for the year ended 30 June 2020

\$ '000	2020	2019
Income from continuing operations		
Access charges	1,197	1,116
User charges	297	260
Fees	1	4
Interest	78	121
Grants and contributions provided for non-capital purposes	17	16
Total income from continuing operations	1,590	1,517
Expenses from continuing operations		
Employee benefits and on-costs	388	372
Borrowing costs	14	17
Materials and contracts	403	375
Depreciation, amortisation and impairment	494	476
Loss on sale of assets	–	(2)
Other expenses	157	160
Total expenses from continuing operations	1,456	1,398
Surplus (deficit) from continuing operations before capital amounts	134	119
Grants and contributions provided for capital purposes	101	143
Surplus (deficit) from continuing operations after capital amounts	235	262
Surplus (deficit) from all operations before tax	235	262
Less: corporate taxation equivalent (27.5%) [based on result before capital]	(37)	(33)
SURPLUS (DEFICIT) AFTER TAX	198	229
Plus accumulated surplus	15,354	15,092
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	37	33
Closing accumulated surplus	15,589	15,354
Return on capital %	1.0%	0.9%
Subsidy from Council	–	67
Calculation of dividend payable:		
Surplus (deficit) after tax	198	229
Less: capital grants and contributions (excluding developer contributions)	(101)	(143)
Surplus for dividend calculation purposes	97	86
Potential dividend calculated from surplus	49	43

Upper Lachlan Shire Council

Special Purpose Financial Statements 2020

Income Statement – Domestic Waste Management

for the year ended 30 June 2020

\$ '000	2020 Category 2	2019 Category 2
Income from continuing operations		
Access charges	1,165	1,092
User charges	1	1
Interest	26	62
Grants and contributions provided for non-capital purposes	27	61
Other income	1	–
Total income from continuing operations	1,220	1,216
Expenses from continuing operations		
Employee benefits and on-costs	211	234
Materials and contracts	784	799
Depreciation, amortisation and impairment	137	132
Other expenses	2	3
Total expenses from continuing operations	1,134	1,168
Surplus (deficit) from continuing operations before capital amounts	86	48
Grants and contributions provided for capital purposes	26	27
Surplus (deficit) from continuing operations after capital amounts	112	75
Surplus (deficit) from all operations before tax	112	75
Less: corporate taxation equivalent (27.5%) [based on result before capital]	(24)	(13)
SURPLUS (DEFICIT) AFTER TAX	88	62
Plus accumulated surplus	3,030	2,955
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	24	13
Closing accumulated surplus	3,142	3,030
Return on capital %	6.7%	3.4%

Upper Lachlan Shire Council

Special Purpose Financial Statements 2020

Statement of Financial Position – Water Supply Business Activity

as at 30 June 2020

\$ '000	2020	2019
ASSETS		
Current assets		
Investments	2,962	2,551
Receivables	159	130
Total current assets	3,121	2,681
Non-current assets		
Receivables	4	35
Infrastructure, property, plant and equipment	25,081	25,236
Total non-current assets	25,085	25,271
TOTAL ASSETS	28,206	27,952
LIABILITIES		
Current liabilities		
Payables	13	14
Borrowings	114	74
Provisions	188	158
Total current liabilities	315	246
Non-current liabilities		
Borrowings	443	557
Total non-current liabilities	443	557
TOTAL LIABILITIES	758	803
NET ASSETS	27,448	27,149
EQUITY		
Accumulated surplus	25,564	25,495
Revaluation reserves	1,884	1,654
TOTAL EQUITY	27,448	27,149

Upper Lachlan Shire Council

Special Purpose Financial Statements 2020

Statement of Financial Position – Sewerage Business Activity

as at 30 June 2020

\$ '000	2020	2019
ASSETS		
Current assets		
Investments	5,395	4,771
Receivables	96	105
Total current assets	5,491	4,876
Non-current assets		
Receivables	6	8
Infrastructure, property, plant and equipment	15,065	15,358
Total non-current assets	15,071	15,366
TOTAL ASSETS	20,562	20,242
LIABILITIES		
Current liabilities		
Payables	4	4
Borrowings	56	42
Provisions	148	152
Total current liabilities	208	198
Non-current liabilities		
Borrowings	128	184
Total non-current liabilities	128	184
TOTAL LIABILITIES	336	382
NET ASSETS	20,226	19,860
EQUITY		
Accumulated surplus	15,590	15,354
Revaluation reserves	4,636	4,506
TOTAL EQUITY	20,226	19,860

Upper Lachlan Shire Council

Special Purpose Financial Statements 2020

Statement of Financial Position – Domestic Waste Management

as at 30 June 2020

\$ '000	2020 Category 2	2019 Category 2
ASSETS		
Current assets		
Investments	1,772	1,498
Receivables	81	90
Total current assets	1,853	1,588
Non-current assets		
Receivables	4	5
Infrastructure, property, plant and equipment	1,281	1,419
Total non-current assets	1,285	1,424
TOTAL ASSETS	3,138	3,012
LIABILITIES		
Current liabilities		
Provisions	115	101
Total current liabilities	115	101
TOTAL LIABILITIES	115	101
NET ASSETS	3,023	2,911
EQUITY		
Accumulated surplus	3,142	3,030
Revaluation reserves	(119)	(119)
TOTAL EQUITY	3,023	2,911

Upper Lachlan Shire Council

Special Purpose Financial Statements 2020

Notes to the Special Purpose Financial Statements

for the year ended 30 June 2020

Note 1. Significant Accounting Policies

A statement summarising the supplemental accounting policies adopted in the preparation of the Special Purpose Financial Statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these Special Purpose Financial Statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these Special Purpose Financial Statements have been prepared in accordance with the Local Government Act 1993 (NSW), the *Local Government (General) Regulation 2005*, and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, current values of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government.

The framework for its application is set out in the June 1996 NSW government policy statement titled 'Application of National Competition Policy to Local Government'.

The *Pricing and Costing for Council Businesses, A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements.

These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, return on investments (rate of return), and dividends paid.

Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

Council has no Category 1 businesses.

Category 2

(where gross operating turnover is less than \$2 million)

a. Water Supply

Provision of reticulated water supply to the townships of Crookwell, Gunning, Taralga and Dalton.

b. Sewerage Services

Provision of sewerage service to the townships of Crookwell, Gunning and Taralga

c. Domestic Waste Management

continued on next page ...

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Upper Lachlan Shire Council

Special Purpose Financial Statements 2020

Notes to the Special Purpose Financial Statements

for the year ended 30 June 2020

Note 1. Significant Accounting Policies (continued)

Provision of Domestic Waste disposal services for the townships of Crookwell, Gunning, Taralga and villages.

Monetary amounts

Amounts shown in the financial statements are in Australian dollars and rounded to the nearest one thousand dollars.

(i) Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Corporate income tax rate – 27.5%

Land tax – the first \$692,000 of combined land values attracts 0%. For the combined land values in excess of \$692,001 up to \$4,231,000 the rate is 1.6% + \$100. For the remaining combined land value that exceeds \$4,231,000 a premium marginal rate of 2.0% applies.

Payroll tax – 5.45% on the value of taxable salaries and wages in excess of \$850,000.

In accordance with the Department of Industry (DoI) – Water guidelines, a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from water supply and sewerage business activities.

The payment of taxation equivalent charges, referred to in the DoI – Water guidelines as a 'dividend for taxation equivalent', may be applied for any purpose allowed under the *Local Government Act, 1993*.

Achievement of substantial compliance to the DoI – Water guidelines is not a prerequisite for the payment of the tax equivalent charges, however the payment must not exceed \$3 per assessment.

Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 27.5%.

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The rate applied of 27.5% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

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Upper Lachlan Shire Council

Special Purpose Financial Statements 2020

Notes to the Special Purpose Financial Statements

for the year ended 30 June 2020

Note 1. Significant Accounting Policies (continued)

Local government rates and charges

A calculation of the equivalent rates and charges payable on all category 1 businesses has been applied to all land assets owned or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that council business activities face 'true' commercial borrowing costs in line with private sector competitors.

In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

(ii) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed.

Subsidies occur when Council provides services on a less-than-cost-recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations.

Accordingly, 'subsidies disclosed' (in relation to National Competition Policy) represents the difference between revenue generated from 'rate of return' pricing and revenue generated from prices set by Council in any given financial year.

The overall effect of subsidies is contained within the Income Statement of each reported business activity.

(iii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Such funds are subsequently available for meeting commitments or financing future investment strategies.

The actual rate of return achieved by each business activity is disclosed at the foot of each respective Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 1.32% at 30/6/19.

(iv) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

Local government water supply and sewerage businesses are permitted to pay an annual dividend from its water supply or sewerage business surplus.

Each dividend must be calculated and approved in accordance with the Department of Industry – Water guidelines and must not exceed:

- 50% of this surplus in any one year, or
- the number of water supply or sewerage assessments at 30 June 2020 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with the Department of Industry – Water guidelines a Dividend Payment form, Statement of Compliance, Unqualified Independent Financial Audit Report and Compliance Audit Report are required to be submitted to the Department of Industry – Water.

Upper Lachlan Shire Council

Special Purpose Financial Statements 2020

Special Purpose Financial Statements
for the year ended 30 June 2020

Upper Lachlan Shire Council

SPECIAL SCHEDULES
for the year ended 30 June 2020



Upper Lachlan Shire Council

Special Schedules 2020

Special Schedules

for the year ended 30 June 2020

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Upper Lachlan Shire Council

Special Schedules 2020

Permissible income for general rates

\$ '000	Notes	Calculation 2020/21	Calculation 2019/20
Notional general income calculation ¹			
Last year notional general income yield	a	7,325	7,098
Plus or minus adjustments ²	b	70	34
Notional general income	c = a + b	7,395	7,132
Permissible income calculation			
Special variation percentage ³	d	0.00%	2.70%
Or rate peg percentage	e	2.60%	0.00%
Plus special variation amount	h = d x (c + g)	—	193
Or plus rate peg amount	i = e x (c + g)	192	—
Sub-total	k = (c + g + h + i + j)	7,587	7,325
Plus (or minus) last year's carry forward total	l	2	2
Sub-total	n = (l + m)	2	2
Total permissible income	o = k + n	7,589	7,327
Less notional general income yield	p	7,584	7,325
Catch-up or (excess) result	q = o - p	5	1
Less unused catch-up ⁵	s	(2)	—
Carry forward to next year ⁶	t = q + r + s	3	1

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the Valuation of Land Act 1916.
- (3) The 'special variation percentage' is inclusive of the rate peg percentage and where applicable Crown land adjustment.
- (5) Unused catch-up amounts will be deducted if they are not caught up within 2 years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for in setting the rates in a future year.
- (6) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require ministerial approval by order published in the NSW Government Gazette in accordance with section 512 of the Local Government Act 1993. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.

Upper Lachlan Shire Council

Special Schedules 2020

Report on Infrastructure Assets

as at 30 June 2020

Asset Class	Asset Category	Estimated cost	Estimated cost	2019/20	2019/20	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		to bring assets to satisfactory standard	to bring to the agreed level of service set by Council	Required maintenance ^a	Actual maintenance			1	2	3	4	5
		\$ '000	\$ '000	\$ '000	\$ '000							
(a) Report on Infrastructure Assets - Values												
Buildings	Buildings	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Buildings – non-specialised	288	1,459	63	65	2,234	4,594	14.0%	11.0%	43.0%	30.0%	2.0%
	Buildings – specialised	2,976	15,095	647	667	25,342	47,524	14.0%	11.0%	43.0%	30.0%	2.0%
	Other	–	–	–	–	(1)	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	3,264	16,554	710	732	27,575	52,118	14.0%	11.0%	43.0%	30.0%	2.0%
Other structures	Other structures	37	77	–	182	1,082	1,786	13.0%	28.0%	55.0%	1.0%	3.0%
	Other	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	37	77	–	182	1,082	1,786	13.0%	28.0%	55.0%	1.0%	3.0%
Roads	Sealed roads	3,008	12,033	2,140	2,026	52,115	82,050	23.0%	38.0%	25.0%	12.0%	2.0%
	Unsealed roads	2,821	9,710	1,399	2,630	21,186	41,673	6.0%	26.0%	44.0%	17.0%	7.0%
	Bridges	2,905	8,246	180	212	27,690	49,672	15.0%	38.0%	30.0%	9.0%	8.0%
	Footpaths	148	331	50	4	2,614	3,221	74.0%	5.0%	11.0%	3.0%	7.0%
	Bulk earthworks	452	1,289	45	–	219,858	221,185	99.0%	0.0%	0.0%	0.0%	1.0%
	Sub-total	9,334	31,609	3,814	4,872	323,462	397,801	62.9%	15.3%	13.6%	5.4%	2.8%
Water supply network	Water supply network	4,919	11,466	740	1,138	24,376	39,196	46.0%	19.0%	6.0%	11.0%	18.0%
	Other	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	4,919	11,466	740	1,138	24,376	39,196	46.0%	19.0%	6.0%	11.0%	18.0%
Sewerage network	Sewerage network	1,505	5,796	320	586	13,922	23,100	38.0%	19.0%	18.0%	20.0%	5.0%
	Other	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	1,505	5,796	320	586	13,922	23,100	38.0%	19.0%	18.0%	20.0%	5.0%
Stormwater drainage	Stormwater drainage	321	558	20	316	1,662	2,855	24.0%	31.0%	26.0%	0.0%	19.0%
	Other	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	321	558	20	316	1,662	2,855	24.0%	31.0%	26.0%	0.0%	19.0%

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Upper Lachlan Shire Council

Special Schedules 2020

Report on Infrastructure Assets - Values (continued)

as at 30 June 2020

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2019/20 Required maintenance ^a	2019/20 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	1	2	3	4	5
Open space / recreational assets	Swimming Pools	125	714	70	33	756	1,707	0.0%	0.0%	58.0%	42.0%	0.0%
	Other open space/recreational assets	356	1,088	210	629	2,074	3,469	25.0%	35.0%	9.0%	19.0%	12.0%
	Sub-total	481	1,802	280	662	2,830	5,176	16.8%	23.5%	25.2%	26.6%	8.0%
Other infrastructure assets	Other	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL - ALL ASSETS		19,861	67,862	5,884	8,488	394,909	522,032	54.8%	15.6%	16.5%	9.1%	4.1%

(a) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

continued on next page ...

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Upper Lachlan Shire Council

Special Schedules 2020

Report on Infrastructure Assets (continued)

as at 30 June 2020

\$ '000	Amounts 2020	Indicator 2020	Prior periods		Benchmark
			2019	2018	
Infrastructure asset performance indicators (consolidated) *					
Buildings and infrastructure renewals ratio ¹					
Asset renewals ²	3,903	77.58%	89.51%	204.09%	≥100.00%
Depreciation, amortisation and impairment	5,031				
Infrastructure backlog ratio ¹					
Estimated cost to bring assets to a satisfactory standard	19,861	5.03%	1.30%	0.49%	<2.00%
Net carrying amount of infrastructure assets	394,909				
Asset maintenance ratio					
Actual asset maintenance	8,488	144.26%	105.21%	111.47%	>100.00%
Required asset maintenance	5,884				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	67,862	13.00%	0.76%	0.64%	
Gross replacement cost	522,032				

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Excludes Work In Progress (WIP)

(2) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

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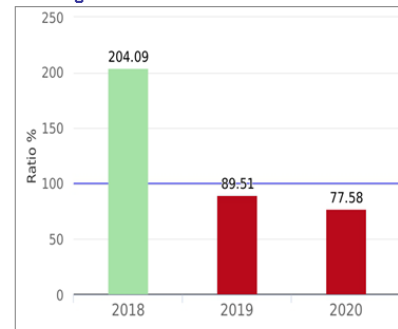
Upper Lachlan Shire Council

Special Schedules 2020

Report on Infrastructure Assets (continued)

as at 30 June 2020

Buildings and infrastructure renewals ratio

Benchmark: — $\geq 100.00\%$

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Buildings and infrastructure renewals ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Commentary on result

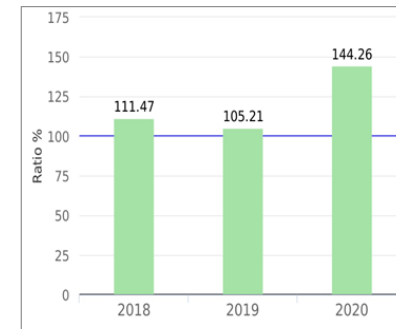
19/20 ratio 77.58%

Council prioritized new works including urgent bridge upgrades and the completion of the sports oval. As a result less asset renewal was undertaken during the year. Note however Council's reported \$3.8 million in Works in Progress (Note 10(a) - Infrastructure, Property, Plant and Equipment), which includes building and transport infrastructure renewals to be commissioned in the next financial year.

Ratio achieves benchmark

Ratio is outside benchmark

Asset maintenance ratio

Benchmark: — $> 100.00\%$

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Asset maintenance ratio

Compares actual v.s. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

Commentary on result

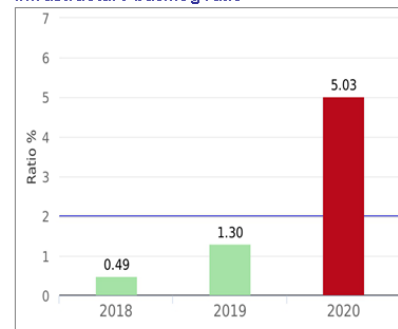
19/20 ratio 144.26%

Council's infrastructure asset maintenance ratio for 2019-2020 exceeds the benchmark rate by 44%.

Ratio achieves benchmark

Ratio is outside benchmark

Infrastructure backlog ratio

Benchmark: — $< 2.00\%$

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

Commentary on result

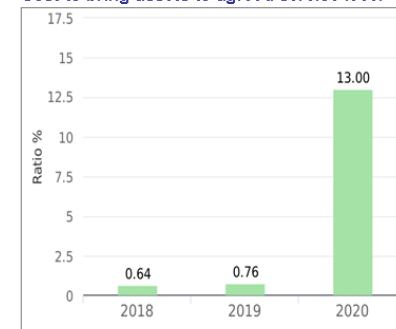
19/20 ratio 5.03%

Council has adopted a revised view of the condition profile of its infrastructure assets, particularly impacting its higher value road network, and resulting in a significant deterioration of this ratio. This condition profile will be verified in the condition assessment and revaluation to be undertaken in 2020-2021, and subsequent re-assessed work required to bring infrastructure assets back to best condition.

Ratio achieves benchmark

Ratio is outside benchmark

Cost to bring assets to agreed service level



Cost to bring assets to agreed service level

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

Commentary on result

19/20 ratio 13.00%

Council has adopted a new methodology that assumes the value of infrastructure assets with a condition worse than 3 is the indicative value of works that are required to bring the asset's condition to 3. It is anticipated that this ratio will improve following the condition assessment and revaluation to be undertaken in 2020-2021.

continued on next page ...

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Upper Lachlan Shire Council

Special Schedules 2020

Report on Infrastructure Assets (continued)

as at 30 June 2020

\$ '000	General fund		Water fund		Sewer fund		Benchmark
	2020	2019	2020	2019	2020	2019	
Infrastructure asset performance indicators (by fund)							
Buildings and infrastructure renewals ratio ¹							
Asset renewals ²	95.66%	91.70%	0.00%	100.53%	0.00%	56.03%	>=100.00%
Depreciation, amortisation and impairment							
Infrastructure backlog ratio ¹							
Estimated cost to bring assets to a satisfactory standard	3.77%	1.25%	20.18%	0.33%	10.81%	3.38%	<2.00%
Net carrying amount of infrastructure assets							
Asset maintenance ratio							
Actual asset maintenance	140.22%	99.41%	153.78%	119.85%	183.13%	129.45%	>100.00%
Required asset maintenance							
Cost to bring assets to agreed service level							
Estimated cost to bring assets to an agreed service level set by Council	11.01%	0.72%	29.25%	0.21%	25.09%	2.11%	
Gross replacement cost							

(1) Excludes Work In Progress (WIP)

(2) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.



Upper Lachlan Shire Council

ANNUAL REPORT

2019-2020



[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2019-2020****TABLE OF CONTENTS****(In compliance with Section 428 of the Local Government Act 1993)**

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[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2019-2020**

General Manager, Ms Colleen Worthy

General Manager's Review of Operations

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

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

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

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

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

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

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

Financial Position Report

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

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

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT] 2019-2020

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

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

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

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

Organisation Structure

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

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

Planning Direction

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

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

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

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

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

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

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT] 2019-2020

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

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

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

Conclusion

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

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

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

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



Colleen Worthy
General Manager

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT**2019-2020****UPPER LACHLAN SHIRE COUNCIL –
SENIOR STAFF****General Manager:**

Ms Colleen Worthy

Work Phone: 4830 1000

Director of Finance and Administration:

Mr Andrew Croke

Work Phone: 4830 1008

Director of Environment and Planning:

Mrs Tina Dodson

Work Phone: 4830 1027

Director of Infrastructure:

Mr Glenn Lacey

Work Phone: 4830 1063



Kiamma Creek Bridge upgrade

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT**2019-2020****UPPER LACHLAN SHIRE COUNCIL ELECTED MEMBERS**

MAYOR
Cl John Stafford

70 Macarthur Street
Taralga NSW 2580

M 0419 0145 40
E john_thesanctuary@bigpond.com



DEPUTY MAYOR
Cl John Searl

PO Box 4002
Dalton NSW 2581

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Cl Darren O'Brien

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Cl Paul Culhane

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Cl Pam Kensit

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M 0400 360 331
E pamkensit@gmail.com



Cl James Wheelwright

"Phils River"
Crookwell NSW 2583

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

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT] 2019-2020**STATEMENT OF ETHICAL PRINCIPLES**

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

Selflessness

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

Openness

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

Honesty

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

Accountability

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

Objectivity

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

Courage

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

UPPER LACHLAN SHIRE COUNCIL FINANCIAL STATEMENTS



Welcome entrance sign to Crookwell

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

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

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT**2019-2020****1. GENERAL INFORMATION****COUNCIL MEETINGS:**

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

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

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



Mayor John Stafford and Deputy Mayor John Searl

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT**2019-2020****UPPER LACHLAN SHIRE COUNCIL ADMINISTRATION OFFICES:****Crookwell Office**

Address: 44 Spring Street, Crookwell NSW 2583

Telephone: (02) 4830 1000

Email: council@upperlachlan.nsw.gov.auWebsite: www.upperlachlan.nsw.gov.au**Gunning Office**

Address: 123 Yass Street, Gunning NSW 2581

Telephone: (02) 4845 4100

Taralga Community Service Centre

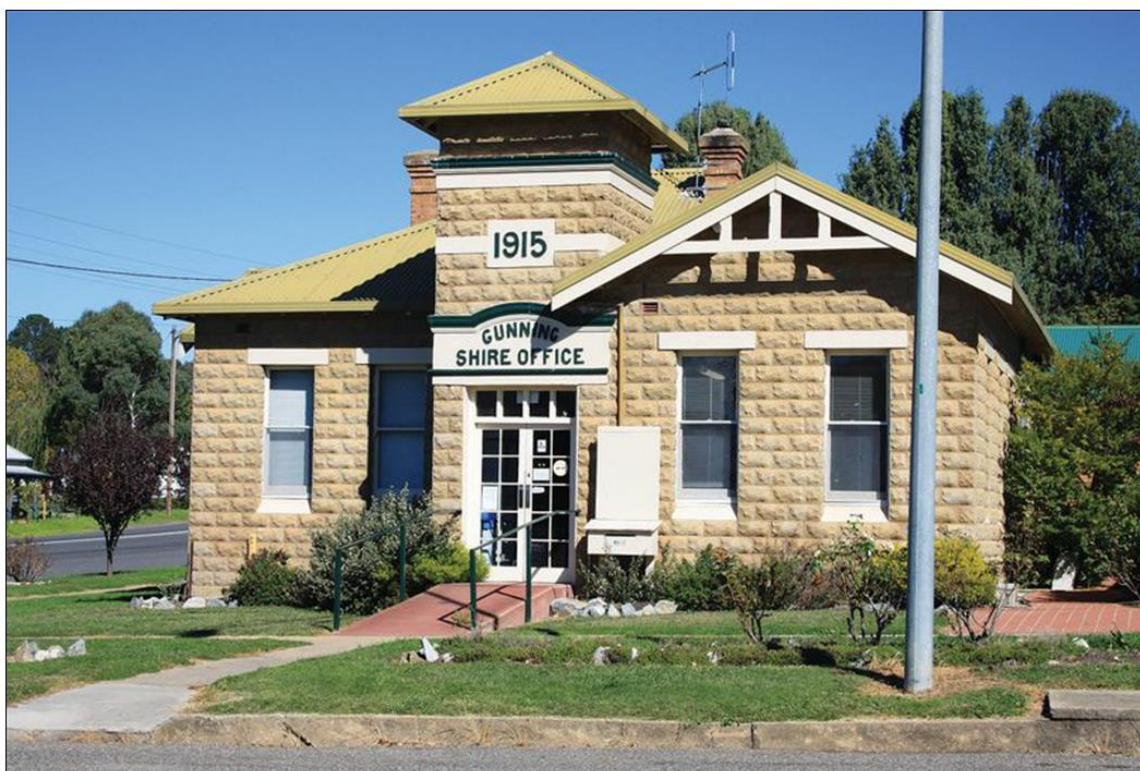
Address: 29 Orchard Street, Taralga NSW 2580

Telephone: (02) 4840 2099

ALL CORRESPONDENCE SHOULD BE DIRECTED TO:-**The General Manager**

PO Box 42

GUNNING NSW 2581

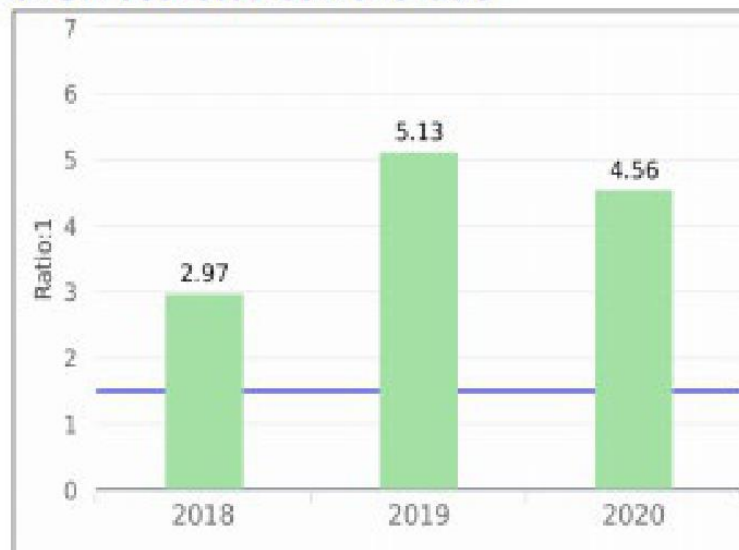


Gunning Administration Office

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2019-2020****Strategic Task Performance Activities**

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

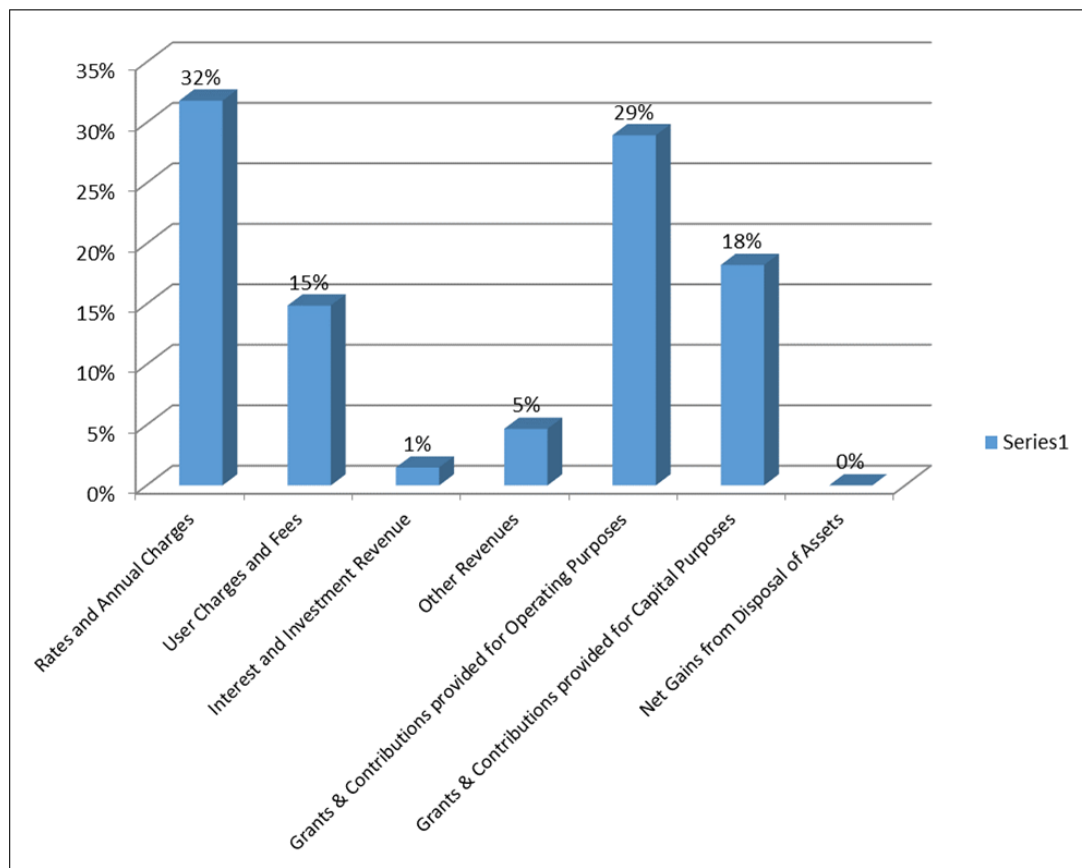
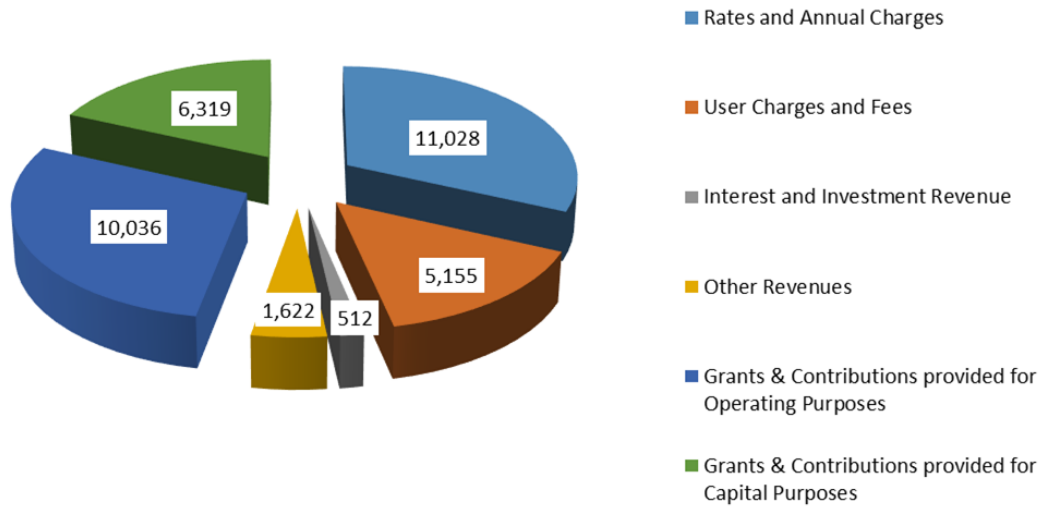
[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2019-2020****FINANCIAL SUMMARY:****1. Operating performance ratio****2. Own source operating revenue ratio**

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2019-2020****3. Unrestricted current ratio****4. Debt service cover ratio**

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT

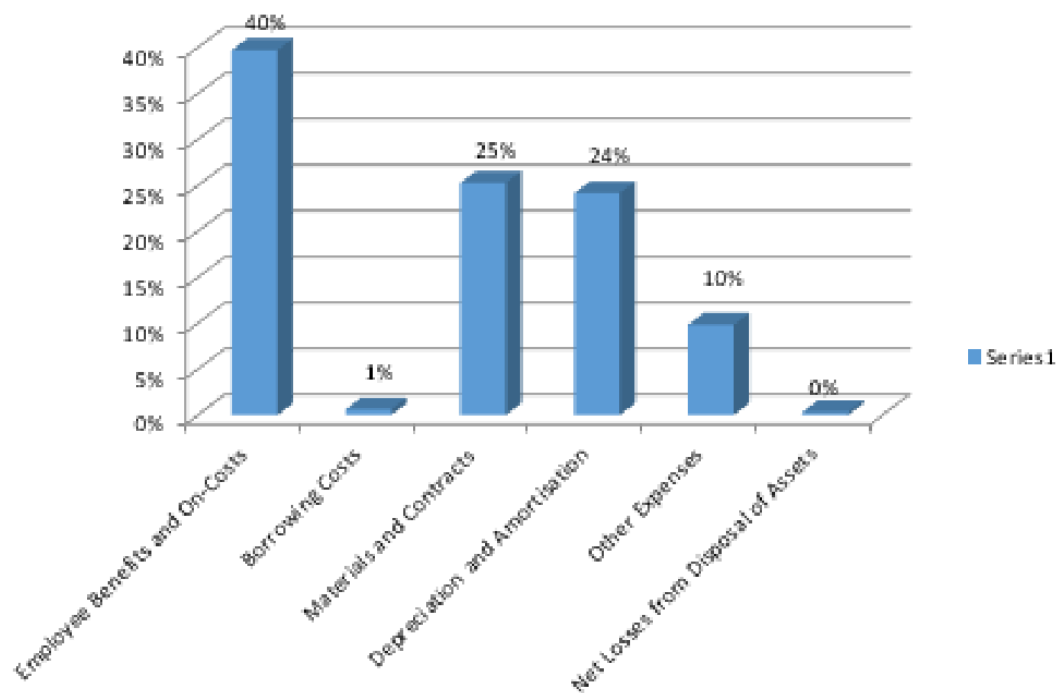
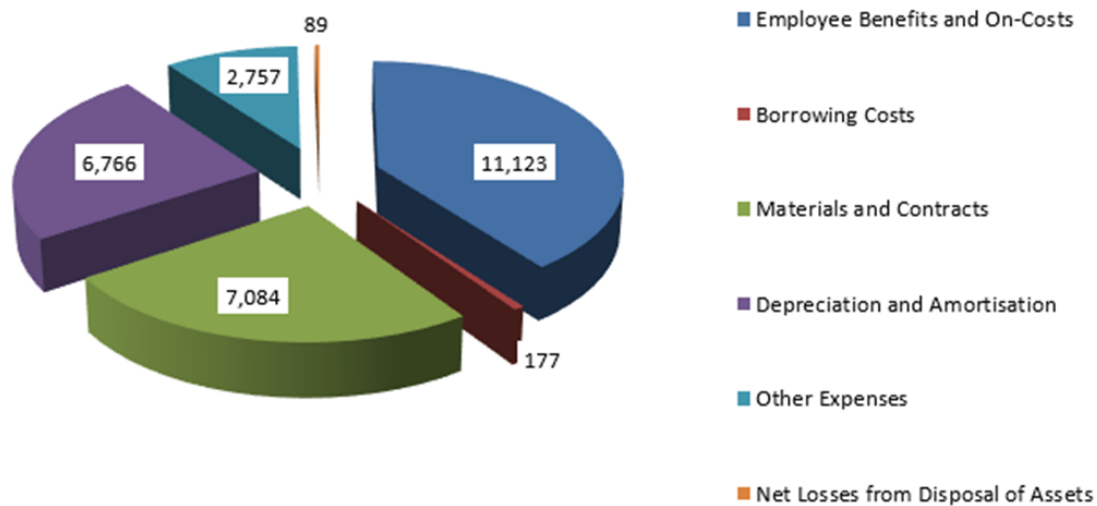
2019-2020

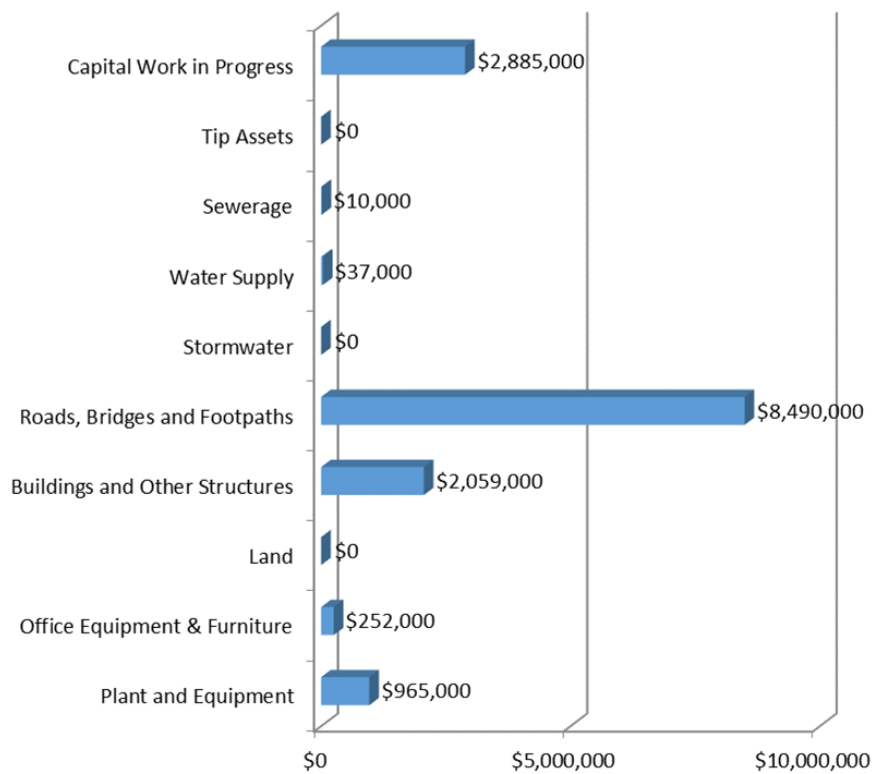
2019/2020 Total Income - \$34,672 (\$'000)

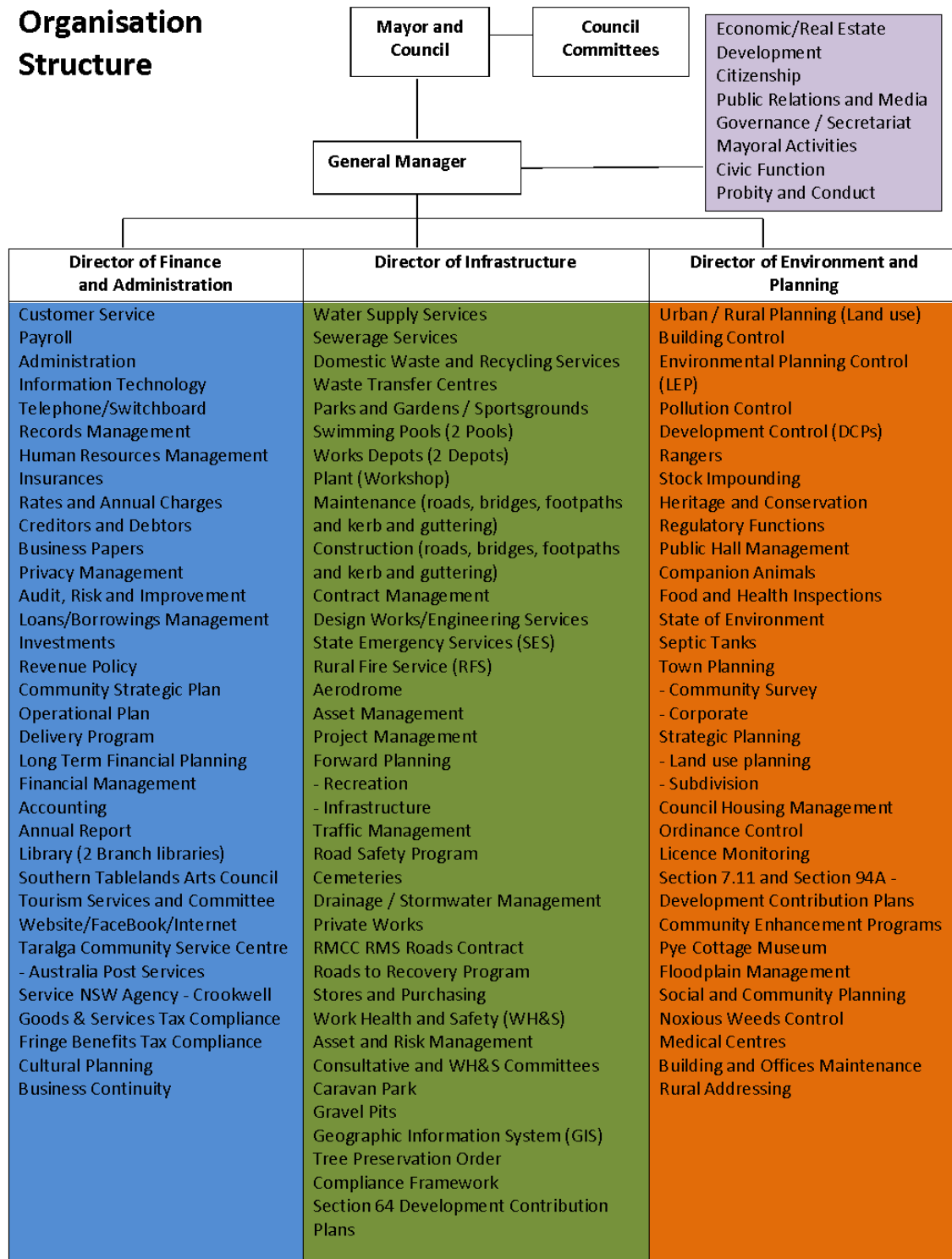


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2019/2020 Total Operating Expenditure - \$27,996 (\$'000)

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT**2019-2020****FINANCIAL DATA****2019/2020 Capital Expenditure by Asset Class - \$15,039 (\$'000)**

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2019-2020****Organisation
Structure**

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT**2019-2020****2. OPERATIONAL PLAN****Section 428 (2) (b)**

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

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



Completion of Active Village's project in Collector



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

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2019-2020****COUNCIL'S PRINCIPAL ACTIVITIES – Key Performance Indicators****FUNCTION****COMMUNITY**

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

ENVIRONMENT

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

ECONOMY

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

INFRASTRUCTURE

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

CIVIC LEADERSHIP

Governance

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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 building utilised for health care services in Crookwell and Gunning.
Support the Youth Council to promote youth engagement.	Report each year in the Annual Report.	1.4 - Retain the youth population demographic and provide appropriate facilities.	Achieved - reported in June 2020.
Support the NSW Government rollout of the National Disability Insurance Scheme (NDIS).	Council review the Disability Inclusion Action Plan by December 2019.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Not Achieved – review pending.
Maintain a web based community directory.	Review annually.	1.7 - Social inclusion for all disparate communities.	Achieved

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

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

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT] 2019-2020

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

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

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 – initial complaints investigated.
Maintain an Impounding Register.	Statistics reported in Annual Report.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved.

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

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

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

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**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 November 2019.
Increase membership and number of library loans.	Increase by 1% per annum.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Achieved – statistics prepared by Library Manager for the 2019/2020 Annual Report. Note: Council libraries were closed to public on 23 March 2020 due to COVID-19.
Develop policies and guidelines for user access and use of technology in the libraries.	Become an operational eSmart Library by December 2019.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Being achieved – work has commenced and is to be completed by December 2020.

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

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

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

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

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

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

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

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**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).	Achieved.
Annual house maintenance and repair program derived from inspections.	Repairs completed within 30 days of notification.	2.2 - Promote environmentally sustainable developments (ESD).	Achieved.

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

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

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**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 undertaken in May 2020.
Re-inspection of food retailers issued with infringement notices.	Follow up within 90 days of notice.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved - none identified for 2019/2020.
Swimming Pool register and inspection program.	Ensure Swimming Pool register is maintained.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – compliant and ongoing.

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

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**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 – 80% of tax invoices were paid by Council in accordance with credit terms. There were 6,193 tax invoices processed by accounts payable in 2019/2020.
Manage Council's Accounts Receivable system.	90% of payments recovered within sixty days.	3.1 - Ensure financial viability of Council.	Achieved – 97% of sundry debtor invoices were recovered within 60 days of tax invoice date. There were 625 accounts receivable tax invoices processed in 2019/2020.
Council electronic document records management system complies with State Records requirements.	Monthly records task assignee action report to management.	3.1 - Ensure financial viability of Council.	Achieved - Monthly reports provided to management for outstanding task actions.
Participate in Canberra Region Joint Organisation (CRJO) advocacy and resource sharing projects.	Report annually to Council.	3.2 - Prudent financial management.	Being achieved – Council are participating in human resources, procurement, Tourism and Economic Development, Infrastructure and IT working groups in Canberra Region Joint Organisation.
Council Section 355 Committees adhere to Council policies related to meetings and financial audit requirements.	Report annually to Council.	3.2 - Prudent financial management.	Being achieved – Workshop held with Council on 29 October 2019. 2019/2020 audits commenced. Correspondence forwarded by Council in regard to compliance requirements to all Section 355 Committees. Further councillor workshop on committees to be held in November 2020.

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

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

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

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

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

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

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

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**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 – In 2019/2020 the caravan park operated the facility with a profit. Increase in overnight visitation and bookings up to when COVID-19 impacted operations.
Implement Plans of Management for all Council controlled caravan parks and camping areas.	Review and update every 2 years.	3.3 - Encourage sustainable population growth and provision of associated infrastructure.	Not achieved – Review of the Plan is pending.
Provide improvements to Crookwell caravan park facilities.	Continue to promote facility and seek external grant funding.	3.3 - Encourage sustainable population growth and provision of associated infrastructure.	Being achieved – Crookwell caravan park was closed part of the year and promotion discontinued on 23 March 2020 due to COVID-19 pandemic health restrictions.

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

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

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

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

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

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

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

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

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

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

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

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**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.	Achieved – weekly maintenance and cleaning.

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

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

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

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

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

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

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

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

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

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

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

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

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

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT**2019-2020****3. STATE OF THE ENVIRONMENT REPORT**

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



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

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4. CONDITION OF PUBLIC WORKS

Section 428 (2) (d)

a) Urban Roads and Streets

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

b) Local Roads - Sealed

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

c) Local Roads - Unsealed

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

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

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

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

d) Bridges on Local Roads

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

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

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

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

e) Regional Roads – Sealed and Unsealed

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

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

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

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

f) Bridges on Regional Roads

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

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

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

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



New Kiamma Creek Bridge

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2019-2020****STORMWATER DRAINAGE**

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

INFRASTRUCTURE ASSETS

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

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

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

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

CONDITION OF WATER SUPPLIES**Crookwell Water Supply**

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

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

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



Gunning Dam

Dalton Water Supply

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

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

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Gunning Water Supply

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

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

Taralga Water Supply

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

Village Bores and Standpipes

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

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

CONDITION OF SEWERAGE NETWORK

Gunning Sewerage

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

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

Crookwell Sewerage

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

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

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

Taralga Sewerage

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

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

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT**2019-2020****5. LEGAL PROCEEDINGS DETAIL****Section 428 (2) (e)**

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

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

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

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

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

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

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

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



Crookwell Show, February 2020

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6. ELECTED MEMBERS – MAYORAL AND COUNCILLOR'S EXPENSES AND FACILITIES

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

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

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

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

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

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

Therefore, telecommunications expense totals \$8,856.

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

COUNCIL'S POLICY ON THE PROVISION OF FACILITIES FOR USE BY COUNCILLORS AND PAYMENT OF COUNCILLORS' EXPENSES

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

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

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

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

POLICY SUMMARY:

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

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

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

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

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

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

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

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Expense or facility	Maximum amount	Frequency
and Councillors	councillors	

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

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

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

Part A - Introduction

1. Introduction

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

must adopt its annual fees within this set range.

2. Policy objectives

2.1. The objectives of this policy are to:

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

3. Principles

3.1. Council commits to the following principles:

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

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

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

4 Private or political benefit

- 4.1 Councillors must not obtain private or political benefit from any expense or facility provided under this policy.
- 4.2 Private use of council equipment and facilities by councillors may occur from time to time. For example, telephoning home to advise that a council meeting will run later than expected.
- 4.3 Such incidental private use does not require a compensatory payment back to council.
- 4.4 Councillors should avoid obtaining any greater private benefit from Council than an incidental benefit. Where there are unavoidable circumstances and more substantial private use of council facilities does occur, councillors must reimburse the council.
- 4.5 Campaigns for re-election are considered to be a political benefit. The following are examples of what is considered to be a political interest during a re-election campaign:
 - production of election material
 - use of council resources and equipment for campaigning
 - use of official council letterhead, publications, websites or services for political benefit
 - fundraising activities of political parties or individuals, including political fundraising events

Part B - Expenses

5 General expenses

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

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

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

6 Specific expenses

General travel arrangements and expenses

- 6.1 All travel by councillors should be undertaken using the most direct route and the most practicable and economical mode of transport.
- 6.2 Each councillor may be reimbursed in accordance with their authorised expenditure per year, and the mayor may be reimbursed in accordance with his/her authorised expenditure per year, for travel expenses incurred while undertaking official business or professional development or attending approved conferences and seminars within NSW. This includes reimbursement:
 - for public transport fares
 - for the use of a private vehicle or hire car
 - for parking costs for Council and other meetings
 - for tolls
 - by Cabcharge card or equivalent
 - for documented ride-share programs, such as Uber, where tax invoices can be issued.
- 6.3 Allowances for the use of a private vehicle will be reimbursed by kilometre at the rate contained in the Local Government (State) Award.
- 6.4 Councillors seeking to be reimbursed for use of a private vehicle must keep a log book recording the date, distance and purpose of travel being claimed. Copies of the relevant log book contents must be provided with the claim.

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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
- 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.

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- 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:

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- 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.

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- 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

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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

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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:

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

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

Timeframe for reimbursement

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

12. Disputes

- 12.1. If a councillor disputes a determination under this policy, the councillor should discuss the matter with the general manager.
- 12.2. If the councillor and the general manager cannot resolve the dispute, the councillor may submit a notice of motion to a council meeting seeking to have the dispute resolved.

13. Return or retention of facilities

- 13.1. All unexpended facilities or equipment supplied under this policy are to be relinquished immediately upon a councillor or mayor ceasing to hold office or at the cessation of their civic duties.
- 13.2. Should a councillor desire to keep any equipment allocated by council, then this policy enables the councillor to make application to the general manager to purchase any such equipment. The general manager will determine an agreed fair market price or written down value for the item of equipment.
- 13.3. The prices for all equipment purchased by councillors under

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

14. Publication

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

15. Reporting

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

16. Auditing

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

17. Breaches

- 17.1. Suspected breaches of this policy are to be reported to the general manager.
- 17.2. Alleged breaches of this policy shall be dealt with by following the processes outlined for breaches of the Code of Conduct, as detailed in the Code and in the Procedures for the Administration of the Code.

PART E - Appendices

Appendix I: Related legislation, guidance and policies.

Relevant legislation and guidance:

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

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

Related Council policies:

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

- NSW Ombudsman - Good Conduct and Administrative Practice (Guidelines for State and Local Government) June 2006;
- NSW State Records Act 1998;
- Privacy and Personal Information Protection Act 1998;
- Public Interest Disclosures Act 1994;
- Public Interest Disclosures Policy;
- Purchasing and Acquisition of Goods Policy and Procedures;
- Salary Sacrificing Policy;
- Section 355 Committee Code of Meeting Practice;
- Section 355 Committee Policy;
- Staff Training Policy;
- Statement of Ethical Principals.

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Appendix II: Definitions

The following definitions apply throughout this policy.

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

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

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT] 2019-2020

7. SENIOR STAFF

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

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

General Manager (Retired 30/09/2019):

Mr John Bell

General Manager's Total Remuneration:

Gross Salary and ETP redundancy termination package:

\$197,061

Employer Superannuation Contribution: \$18,721

Fringe Benefits Tax for non-cash benefit: \$3,143

Salary Package Allowances

(iPad and iPhone data plans, internet to residence) \$1,299

Professional Development

\$1,100

Total Remuneration \$ 221,324

General Manager (Appointed 3/02/2020)

(5 months part year):

Ms Colleen Worthy

General Manager's Total Remuneration:

Gross Salary component of package: \$89,217

Employer Superannuation Contribution: \$8,475

Fringe Benefits Tax for non-cash benefit: \$1,193

Salary Package Allowances (iPad data plan, remote area housing and residential fuels)

\$5,425

Professional Development

\$0

Total Remuneration \$ 104,310

Acting General Manager (6 months part year):

Mr Andrew Croke

Acting General Manager's Total Remuneration:

Gross Salary component of package: \$109,200

Employer Superannuation Contribution: \$10,374

Fringe Benefits Tax for non-cash benefit: \$1,646

Salary Package Allowances (iPad data plan) \$210

Professional Development

\$0

Total Remuneration \$ 121,430

Designated Senior Staff:

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

Director of Environment and Planning - Tina Dodson

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

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

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

Senior Staff Total Remuneration:

Gross Salary and ETP redundancy termination component of package:

\$624,752

Employer Superannuation Contribution: \$50,231

Fringe Benefits Tax for non-cash benefit: \$12,948

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

\$11,865

Senior Staff Total Remuneration \$699,796

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT 2019-2020

8. CONTRACTS

Section 428 (2) (h)

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

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

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

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

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

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT**2019-2020**

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



Work on the Grabben Gullen Road MR52

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2019-2020****9. RURAL FIRE SERVICE ACTIVITIES****Section 428 (2) (i)****GENERAL**

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

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

HAZARD REDUCTION

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

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

STATUTORY BUSHFIRE DANGER PERIOD

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

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

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

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

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

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

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT**2019-2020****10. CULTURAL SERVICES****PROGRAMS TO PROMOTE SERVICES AND ACCESS TO SERVICES FOR PEOPLE OF DIVERSE CULTURAL AND LINGUISTIC BACKGROUNDS****Section 428 (2) (j)**

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

Council undertook the following initiatives: -

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

ANZAC Day, 2020

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2019-2020****10a) LIBRARY SERVICES**

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

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT**2019-2020****OVERVIEW:**

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

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

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

EVENTS AND PROMOTION:

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

The Upper Lachlan Shire Library Service had a very b

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

Services for Adults:

Adult events included:

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



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

Services for Children and Young People:

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

- Regular Storytime sessions
- Giggle & Wiggle
- Lego Club

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT**2019-2020**

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



Live Reptiles Display School Holiday Activity, Crookwell Library

COLLECTIONS, RESOURCES AND FACILITIES:

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

Collections

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

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

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

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



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

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT**2019-2020****Resources**

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

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



Q-Fever Awareness talk, Crookwell Library

Services

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

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



Click, Call & Collect Service,
Crookwell Library

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

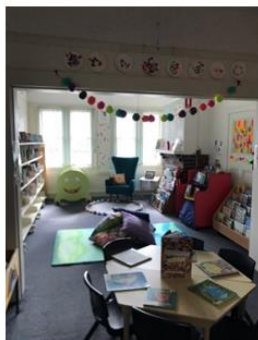
Facilities

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

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

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT

2019-2020



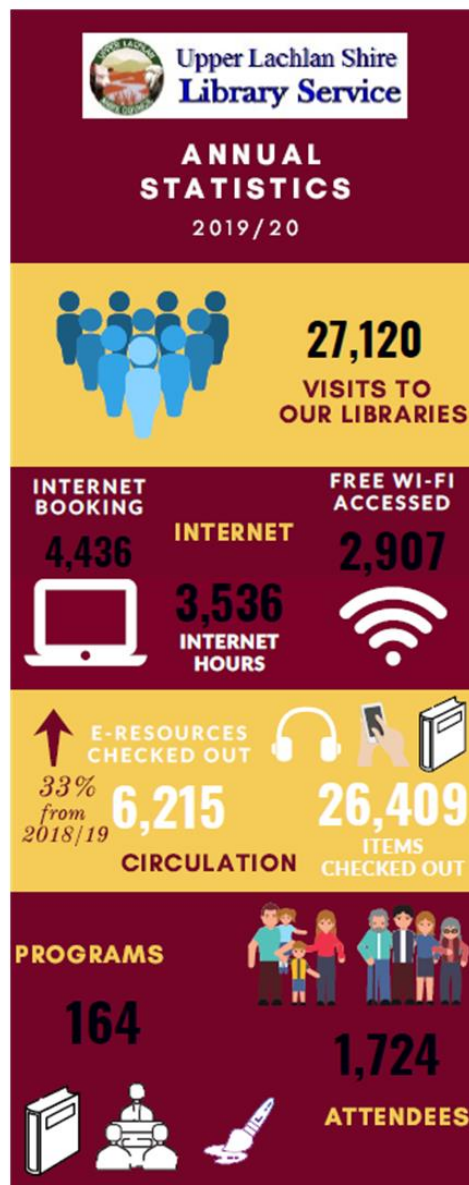
Refurbishment of the Children's Room,
Gunning Library

LIBRARY FRIENDS AND OTHER LIBRARY VOLUNTEERS:

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



Crookwell Friends of the Library
supporting Pink Up October month



[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2019-2020****10c) REGIONAL TOURISM****General Overview**

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

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

Tourism Strategic Plan

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

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

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

Tablelands Tourism Development Plan 2020 - 2025

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

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

Upper Lachlan Destination Action Plan 2020 - 2025

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

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2019-2020****Festivals and Events**

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

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

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



Virtual Gunning Arts Festival

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



Virtual Crookwell Potato Festival

COVID-19 Response

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

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

Industry Support

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

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

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

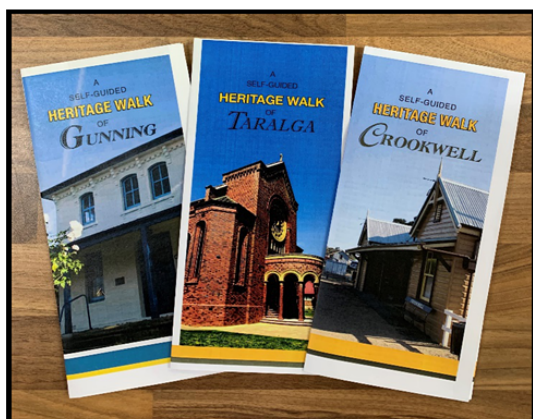
UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT**2019-2020****Product Development**

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

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

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

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



Suite of Self-Guided Walks

Tourism Promotion

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

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

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

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

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT**2019-2020****Regional Representation and Co-operation**

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

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

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

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

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

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

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

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

Tourism Statistics

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

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

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

10d) MULTI CULTURAL ACCESS

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

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2019-2020****11. PRIVATE WORKS****Section 428 (2) (k)**

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

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

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

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



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

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT**2019-2020****12. AMOUNTS ATTRIBUTED OR GRANTED UNDER SECTION 356****Section 428 (2) (I)**

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

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

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

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT**2019-2020****In-kind Contributions**

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

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



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

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13. HUMAN RESOURCES ACTIVITIES

Section 428 (2) (m)

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

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

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

The Workforce Plan

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

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

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

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

Recruitment and Selection

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

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

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

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

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- Project Delivery Engineer
- Manager of Infrastructure Delivery

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

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

Performance Reviews

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

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

Policy and Procedure Review and Development

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

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

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

Industrial Relations

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

Human Resources Training Plan

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

OBJECTIVES:

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

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

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

Training and Development

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

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

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

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

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

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

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14. IMPLEMENTATION OF EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN

Section 428 (2) (n)

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

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

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

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

Recruitment and Selection

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

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

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

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

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

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

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

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

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

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

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

EEO PROGRAM ACTIVITIES

EEO Policy Statement

1. Objective

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

2. Strategies

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

3. Target Group

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

4. Actions

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

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

4.2 Gain management and staff commitment.

4.3 Seek union/s agreement.

4.4 Submit EEO Policy to Council for adoption.

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

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

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

EEO Performance Targets

5.1 EEO Policy Statements

5.1.1 EEO policy publicised and distributed to staff.

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

5.2 Communication and Awareness Raising

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

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

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

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

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

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

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

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

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

5.3 Appointment, Promotion and Transfer

5.3.1 Immediate and ongoing.

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

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

5.4 Training and Development

5.4.1 Immediate and ongoing.

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

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

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2019-2020****5.5 Conditions of Employment****5.5.1 Immediate and ongoing.**

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

5.6 Harassment and Grievance Procedures

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

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

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

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15. DELEGATIONS TO EXTERNAL BODIES

Section 428 (2) (o)

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

Bigga Memorial Hall Committee

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

Binda Hall Committee

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

Breadalbane Community Hall Committee

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

Building Review Committee

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

Collector Oval Committee

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

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

Collector Pumpkin Festival

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

Collector Wind Farm Community Enhancement Program Committee

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

Community Technology Centre Committee

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

Crookwell and District Art Gallery

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

Crookwell and District Historical Society

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

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Crookwell II and III Wind Farm Community Enhancement Program Committee

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

Crookwell Memorial Hall Committee

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

Crookwell Potato Festival Committee

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

Cullerin Wind Farm Community Enhancement Program Committee

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

Economic Development Task Force Committee

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

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

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

Gunning Arts Festival Committee

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

Gullen Range Wind Farm Community Enhancement Program Committee

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

Gunning Golf Club Management Committee

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

Gunning Shire Hall and Showground Precinct Advisory Committee

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

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

Pool Review Committee

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

Rye Park Wind Farm Community Enhancement Program Committee

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

Sport and Recreation Committee

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

Stonequarry Cemetery Committee

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

Streetscape Committee

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

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

Taralga War Memorial Hall Committee

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

Taralga Wind Farm Community Enhancement Program Committee

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

Local Traffic Committee

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

Tuena Hall and Recreation Area Committee

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

Upper Lachlan Access Committee

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

Upper Lachlan Tourist Association

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

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

Upper Lachlan Australia Day Committee

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

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

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

Youth Council (YA'MAD)

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

Audit, Risk and Improvement Committee

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

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

Biala Wind Farm Community Enhancement Fund Committee

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

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16. BIOSECURITY (WEEDS) REPORT

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

Control of Weeds of Significance on Council Land

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

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

Control of Weeds of Significance on Privately Owned Land

Biosecurity (Weeds) Inspection

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

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

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

Community Education

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

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

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

2019/2020 Expenditure.

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

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2019-2020****17. CONTROLLING INTEREST IN COMPANIES****Section 428 (2) (p)**

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

18. PARTNERSHIPS, CO-OPERATIVES OR JOINT VENTURES**Section 428 (2) (q)**

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

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

19. RATES AND CHARGES ABANDONED**Section 428 (2) (r) and Clause 132 of Local Government (General) Regulation 2005**

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

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

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

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

20. PRIVATE SWIMMING POOLS**Swimming Pools Act 1992, Section 22F (2)****Clause 23 of Swimming Pools Regulation 2018**

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

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

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2019-2020****21. COMPANION ANIMALS****Companion Animals Act and Clause 217 (1) (f) of Local Government (General) Regulation 2005**

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

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

Companion Animals throughout the reporting period.

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

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

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



[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2019-2020****LOCAL GOVERNMENT (GENERAL)
REGULATION 2005 – CLAUSE 217 (1)****a) OVERSEAS VISITS FUNDED BY COUNCIL**

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

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

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

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

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

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

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

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

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

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

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

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

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



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d) ACCESS AND EQUITY ACTIVITY SUMMARY

i. SOCIAL AND COMMUNITY PLAN

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

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

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

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

A Crime Prevention Plan has not been completed.

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

e) COMPETITIVE NEUTRALITY

- i. The pricing principles and requirements of competitive neutrality have been applied by Upper Lachlan Shire Council for the three Category 2 businesses:-

- Water Supply service;
- Sewerage service; and
- Domestic Waste Management service.

ii. CATEGORY 1 BUSINESS ACTIVITIES

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

iii. CATEGORY 2 BUSINESS ACTIVITIES

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

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

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

iv. CATEGORY 2 COMPETITIVE NEUTRALITY PRICING

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

v. CATEGORY 2 PERFORMANCE COMPARISON

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

f) STORMWATER MANAGEMENT SERVICES

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

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

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

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

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

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

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

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

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

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

Planning Agreements

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

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

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

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

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

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

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

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Table B: Number of applications by type of application 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
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	1	2	0	0	1	1	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0
Total	1	2	0	0	1	1	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).

Table C: Invalid applications		
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%

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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	1	100%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally – Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	1	

*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)	2	67%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	1	33%
Total	3	

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Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)				
	Decision varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0%
Reviewed by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of the Act	1	0	1	33%
Review by NCAT	1	1	2	67%
Total	2	1	3	

*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.

Table H: Applications for review under Part 5 of the Act (by type of applicant)		
	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	

Table I: Applications transferred to Other Agencies		
	Number of applications transferred	% of Total
Agency - Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
Total	0	



Cullerin Range Wind Farm

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2019-2020****PUBLIC INTEREST DISCLOSURES ACT – ANNUAL REPORT****Report to the NSW Ombudsman**

Reporting Period: July 2019 to June 2020

Submitted On: 24 July 2020

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

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PRIVACY AND PERSONAL INFORMATION ACT 1998

Section 33 (3)

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

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

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

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

Section 33 (5)

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

ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979

Section 93 (G) (5)

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

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

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

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

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

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

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

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

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APPENDIX B – DELIVERY PROGRAM ACTIONS REPORT

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

REGIONAL CSP STRATEGIC PILLAR NO.1 - COMMUNITY

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
1.1 - Support the retention of medical and health care facilities in the towns.	Support medical practitioners by providing available community buildings to facilitate health care service provision.	Director of Environment and Planning	Strategy CO1 - Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport. 5. People attaining health and wellbeing.	Completed – community buildings are leased to facilitate health care services.
1.2 - Support provision of ageing population services and aged accommodation.	Liaise with government agencies and associated community groups in advocating for adequate aged care services and accommodation.	Director of Environment and Planning	Strategy CO1 - Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport. 2. Community liaison to preserve and enhance community facilities.	Completed – ongoing liaison continued. Not achieved - Disability Inclusion Action Plan priorities are ongoing and review subject to adoption of LSPS and CPP.
1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Implementation of actions identified in the Social and Community Plan, Cultural Plan and Ageing Strategy.	Directors of Environment and Planning & Finance and Administration	Strategy CO3 - Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community. 6. Resilient and adaptable communities.	Not achieved - Social and Community Plan review to be undertaken after adoption of LSPS. Cultural Plan will be reviewed by December

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				2020, cultural grant funding program implemented.
1.4 - Retain the youth population demographic and provide appropriate facilities.	Number of consultations held with youth groups. Continue support of the Youth Committees.	Director of Environment and Planning	Strategy CO2 - Encourage and facilitate active and creative participation in community life. 2. Community liaison to preserve and enhance community facilities.	Completed – Council in partnership with community organisations provided for Youth week activities in 2020.
1.5 - Lobby for retention of education facilities.	Advocate for education facilities from pre-school to high school to be retained in the Shire's towns.	General Manager	Strategy CO1 - Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport. 2. Community liaison to preserve and enhance community facilities.	Completed - continue advocacy to retain current education facilities and Council support to local schools and school activities by donations and work experience placements for school students.
1.6 - Protect significant heritage sites to preserve the diverse history of the Shire.	Number of heritage sites receiving funding over three year program.	Director of Environment and Planning	Strategy CO4 - Recognise and celebrate our diverse cultural identities, and protect and maintain our community's natural and built cultural heritage. 1. A built environment enhancing the lifestyle of a diverse community.	Completed - 2 heritage projects received grant funding and completed their projects 2019/2020.
1.7 - Social inclusion for all disparate communities.	Provision of recreational opportunities and upgrade to existing public recreational facilities within the Shire towns.	Director of Infrastructure	Strategy CO5 - Maintain our rural lifestyle. 6. Resilient and adaptable communities.	Completed – Clifton Park, Crookwell and Goodhew Park, Taralga new BBQ/shelter and picnic tables. Outdoor gymnasium at Taralga, Collector, Dalton and Gunning.

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Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
1.8 - Manage and upgrade Council's public buildings and community centres.	Preparation and review of Council buildings and strategy on future arrangements in consultation with appropriate Section 355 Committees.	Director of Environment and Planning	Strategy CO4 - Recognise and celebrate our diverse cultural identities, and protect and maintain our community's natural and built cultural heritage. 2. Community liaison to preserve and enhance community facilities.	Completed – support to Section 355 Committees is being provided. Breadalbane Hall new patio and pergola project. Pending - Building Plans of Management are being established.
1.9 - Encourage recreational, cultural and leisure activities while maintaining public safety standards.	Provide funding for existing library and swimming pool facilities. Also, manage animal control and sporting grounds activities.	All three Council Department Directors	Strategy CO2 - Encourage and facilitate active and creative participation in community life. 2. Community liaison to preserve and enhance community facilities.	Completed – “Active Villages” lighting for Crookwell soccer grounds. New play equipment Goodhew Park. Completed – annual animal control report submitted OLG. Report on swimming pools to be provided at July 2020 Meeting.

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REGIONAL CSP STRATEGIC PILLAR NO.2 - ENVIRONMENT

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
2.1 - Address environmental degradation issues, i.e. noxious weeds control.		Review of Biosecurity Management Strategy.	Director of Environment and Planning	Strategy EN2 - Adopt environmental sustainability practices. 3. A healthy natural environment.	Not achieved - review of strategy and consultation required of the Biosecurity Act, Regional Plan and establish Local Plan.
2.2 - Promote environmentally sustainable developments (ESD).		Review, update and implementation of Upper Lachlan Local Environmental Plan (LEP) and Development Control Plans (DCP).	Director of Environment and Planning	Strategy EN4 - Maintain a balance between growth, development and environmental protection through sensible planning. 4. A prosperous economy with the balanced use of our land.	Completed – Upper Lachlan LEP Planning Proposals have been submitted to Department of Planning and Environment.
2.3 - Promote use of green and renewable energy.		Council promote alternate energy source initiatives.	Director of Environment and Planning	Strategy EN5 - To investigate and implement approaches to reduce our carbon footprint. 3. A healthy natural environment.	Completed - Council partnered with OEH State Government on an energy masterplan of council buildings.
2.4 - Pursue Section 94A Development Contribution payments for all State Significant - Designated Developments.		Council is to manage and distribute the funds through a Section 355 Committee of Council.	Director of Environment and Planning	Strategy EN1 - Protect and enhance the existing natural environment, including flora and fauna native to the region. 1. A built environment enhancing the lifestyle of a diverse community.	Completed - 4 Community Enhancement Funds operate as Committees of Council distributing funds to community groups.
2.5 - Support land care initiatives to restore and beautify natural resources.		The waterways sustain natural ecosystems through the expansion of willow removal and catchment programs.	Director of Environment and Planning	Strategy EN3 - Protect and rehabilitate waterways and catchments. 2. Community liaison to preserve and enhance community facilities.	Completed – support is provided for land care groups within the Shire.

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REGIONAL CSP STRATEGIC PILLAR NO. 3 - ECONOMY

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
3.1 - Ensure financial viability of Council.		Long-term Financial Planning (LTFP) model implemented. Fit for the Future Action Plan implemented in relation to sustainability.	Director of Finance and Administration	Strategy EC4 - Foster and develop a diverse, adaptive, and innovative agricultural industry. 7. Responsible and efficient use of resources.	Completed – LTFP adopted in June 2019. Achieved 4 Fit for Future benchmarks in 2019/2020. Operating surplus result achieved for 12th consecutive year.
3.2 – Prudent financial management.		Complete implementation of the Internal Audit Strategy and Plan. Achieve key financial benchmarks.	Director of Finance and Administration	Strategy CO5 - Maintain our rural lifestyle. 8. Transparent and accountable governance.	Completed – 3 internal audit projects completed by Grant Thornton in 2019/2020.
3.3 - Encourage sustainable population growth and provision of associated infrastructure.		1. Implementation of Southern Tablelands Regional Economic Development Strategy (REDS). 2. Development of local Business and Economic Development Strategic Plan dovetails into REDS priorities.	Director of Environment and Planning	Strategy EC1 - Capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment. 4. A prosperous economy with the balanced use of our land.	Completed - implementation of REDS. Completed – an Upper Lachlan Economic Development Strategy has been completed to compliment REDS.
3.4 - Assist facilitation of employment opportunities.		Number of contacts with existing businesses and grant application preparation resources provided to assist businesses.	Director of Finance and Administration	Strategy EC5 - Encourage collaboration between businesses, government, and training providers to develop employment and training opportunities for young people in the region. 7. Responsible and efficient use of resources.	Completed – Grant Project Report provided to Council meetings. Crookwell VIC has worked proactively with local businesses on business promotion and local area marketing.

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

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REGIONAL CSP STRATEGIC PILLAR NO. 4 – INFRASTRUCTURE

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
4.1 - Improve local road and regional road transport networks.		Manage road assets to ensure public safety. Road Hierarchy reviewed and reported to Council. Pavement rehabilitation regional roads.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 7. Responsible and efficient use of resources.	Completed – Capital and maintenance works undertaken on Regional and Local Roads in accordance with schedule published on Council's website.
4.2 - Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.		Asset Management Plans and Asset Strategies by each Asset Class are developed and recommendations implemented.	Director of Infrastructure	Strategy IN4 - Maintain and update existing community facilities, and support the development of new community infrastructure as needed. 2. Community liaison to preserve and enhance community facilities.	Not achieved – asset Data being collated for asset registers to be completed with field data collection and update to the condition rating records for asset revaluation 2019/2020.
4.3 - Bitumen seal all urban streets in towns.		Prepare 4 year road capital works program budget and review works priorities annually.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 1. A built environment enhancing the lifestyle of a diverse community.	Not achieved – Four year capital road works budget programmed and works have commenced. Delays in capital work projects due to the emergency bridge related works.
4.4 - Develop town main street and CBD beautification programs.		Town's main street beautification improvement programs and street cleaning. Streetscape Plan development and implementation in coordinated manner.	Director of Infrastructure	Strategy IN2 - Improve public transport links to connect towns within the region and increase access to major centres. 2. Community liaison to preserve and enhance community facilities.	Completed - Town and village streetscape project of installation of bins, noticeboards and seating. Further program of streetscape works to be developed for future years.

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Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
4.5 - Lobby for improved mobile telephone and broadband services.		To ensure regional and rural areas are included in the roll out of Federal Government technological initiatives.	Director of Infrastructure	Strategy IN7 - Secure improvements for, and future proof, telecommunications infrastructure. 1. A built environment enhancing the lifestyle of a diverse community.	Being achieved – new mobile phone towers to be funded for Tuena and Wombeyan Caves. Lobbying for provision of towers at Snowy Mount and Curraweela is continuing. NBN services now provided to Crookwell.
4.6 - Improve water supply and sewerage facilities to towns.		Implement town water supply and sewerage improvement programs.	Director of Infrastructure	Strategy IN5 - Ensure high quality water supply options for the towns in the region. 2. A healthy natural environment.	Being achieved - sewer plant repairs in Crookwell. A new solar power system water treatment plant to be investigated for Crookwell and Taralga. Taralga STP alternative discharge system has been installed and commissioned.
4.7 - Provide waste pickup service for towns and villages and reduce the amount of waste going to landfills.		Council provide a strategy for future waste service provision. Implement improvement works to Crookwell landfill/waste centre and the village waste transfer stations to ensure compliance with EPA guidelines.	Director of Infrastructure	Strategy IN6 - Implement safe, accessible, and efficient management and recycling options for general waste, green waste, and sewage. 7. Responsible and efficient use of resources.	Being achieved - All landfills have been converted into transfer stations. Capping system designs for Crookwell Landfill have been completed. EPA water discharge issues and capping system designs for other landfill sites to be addressed and completed.

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Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
4.8 – Actively seek funding for the Goulburn to Crookwell Rail Trail concept.		Joint Goulburn Mulwaree and Upper Lachlan Shire Councils Committee formed. Feasibility Study to be completed. Project estimates to be completed. Council to pursue grant and other funding options to facilitate the development of a rail trail.	Director of Infrastructure	Strategy EC2 - Jointly develop appropriate tourism opportunities and promote the region as a destination. Strategy IN4 - Maintain and update existing community facilities, and support the development of new community infrastructure as needed. 4. A prosperous economy with the balanced use of our land.	Being achieved - Committee formed. Regional Economic Impact Assessment completed. Lobbying for funding opportunities is continuing.
4.9 - Develop new and upgrade existing footpaths and cycleway networks.		Implementation of the Pedestrian Access and Mobility Plan (PAMP) to create links to community services in conjunction with NSW Government Stronger Country Communities Fund program.	Director of Infrastructure	Strategy IN4 - Maintain and update existing community facilities, and support the development of new community infrastructure as needed. 1. A built environment enhancing the lifestyle of a diverse community.	Completed - Stronger Country Communities grant funding for footpath construction projects. Construction of new pathways in Taralga, Laggan, Gunning, Bigga and Collector footpath works. Installed Pat Cullen Reserve walkway and Gunning Showground recreation pathway.
4.10 - Upgrade stormwater and kerb and guttering in towns.		Stormwater Management Plans created and recommendations progressively implemented in a 4 year capital works budget.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 2. A healthy natural environment.	Not achieved - Locations requiring improvements are identified in the Flood Risk Study. Funding application approved for a flood warning system.

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Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
4.11 - Progressively replace timber bridges on local and regional roads.	Prepare and implement a 10 year bridge replacement program with funding model in Long Term Financial Plan.	Director of Infrastructure	Strategy IN2 - Improve public transport links to connect towns within the region and increase access to major centres. 7. Responsible and efficient use of resources.	Being achieved - Abercrombie River MR256 bridge, Harley Road and Julong Road and Kiamma Creek MR248E bridge replacements are completed.
4.12 - Flood Risk Management Plans created for Crookwell, Gunning, Taralga and Collector.	Implementation of Flood Risk Management Plan recommendations.	Director of Environment and Planning & Director of Infrastructure	Strategy EN4 - Maintain a balance between growth, development and environmental protection. 4. A prosperous economy with the balanced use of our land.	Not achieved - Flood Risk Management Plan and Study recommendations are yet to be implemented.
4.13 - Transport link priority projects to State Parks including the Wombeyan Caves Road, Tablelands Way and Grabine Road reconstruction and upgrade to facilitate economic benefits to the region.	Pursue grant funding opportunities that deliver on the pursuit of regional economic growth benefits. Improve road infrastructure assets with potential to stimulate the local economy.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. Strategy EC2 - Jointly develop appropriate tourism opportunities and promote the region as a destination. 4. A prosperous economy with the balanced use of our land.	Being achieved - commenced Grabine Road reconstruction and sealing. Pending - Council received grant funding for Wombeyan Caves Road MR258 work yet to commence. Grant application prepared for MR256 Tablelands Way.
4.14 - Progressively bitumen seal all classified roads; i.e. unsealed regional road MR241 Rye Park-Dalton Road.	Reductions in classified roads gravel sections. Improvement in road network condition rating to ensure public safety. Lobby other levels of government for grant funding.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 7. Responsible and efficient use of resources.	Completed – Council was unsuccessful in receiving grant funding for Rye Park Road MR241.

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REGIONAL CSP STRATEGIC PILLAR NO.5 – CIVIC LEADERSHIP

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
5.1 - Participate in resource sharing initiatives.		Report projects to Council every year. Achieve annualised \$ savings through participation in Canberra Region Joint Organisation projects and Central West Joint Organisation procurement contracts.	General Manager	Strategy CL3 - Collaborate and cooperate to achieve efficiencies and a greater voice in regional decision-making, and encourage similar cooperation across other sectors and community groups. 7. Responsible and efficient use of resources.	Completed - participation in Canberra Region JO; Legal Services panel contract and Contaminated Lands Officer. Central West JO procurement projects. Contracts: Bulk Fuels and Copyright Licencing.
5.2 - Lobby other levels of Government for increased share of funding distribution.		NSW Government implement a Grants Commission review and amendment to financial assistance grants (FAG) distribution to rural councils.	General Manager	Strategy CL2 - Encourage and facilitate open and respectful communication between the community, the private sector, Council, and other government agencies. 8. Transparent and accountable governance.	Completed - lobbying continuing through Canberra Region JO and meetings with Government Ministers, NSW Government Deputy Premier. No changes have been legislated for FAG grant distribution.
5.3 - Promote community engagement and involvement in decision making processes.		Number of Community Outreach Meetings and program outcomes achieved. Community Survey undertaken every four years. The "Voice" Council newsletter publication distributed quarterly.	General Manager	Strategy CL1 - Effect resourceful and respectful leadership and attentive representation of the community. 6. Resilient and adaptable communities.	Completed - community outreach meetings cancelled in 2020 due to COVID-19 pandemic. Community Survey completed in March 2019. The "Voice" is produced quarterly and regular media releases.

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Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
5.4 - Leadership and commitment to integrated planning and reporting (IP&R).		Council's IP&R documents clearly articulate the Council's direction across all strategy platforms and performance management efficiency is evident to the community.	General Manager	Strategy CL1 - Effect resourceful and respectful leadership and attentive representation of the community. 8. Transparent and accountable governance.	Completed - IP&R documentation completed for 2019/2020.

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FIT FOR THE FUTURE – COUNCIL ACTION PLAN

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

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

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

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

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EFFICIENCY ACTION PLAN				
Objective	Strategies	Actions	Key milestones	Progress Report
1. Understand how the organisation is performing	Benchmark Upper Lachlan with other Councils Local Government Professionals Australia (LGPA) – Performance Excellence Program Report	<ol style="list-style-type: none"> 1. Identify trend analysis of operational cost centres and functional service areas of Council 2. Performance tool for benchmarking by senior management of operational efficiencies of individual cost centres 	Management Tool -annual benchmarking	<i>Benchmarking completed and report tabled to MANEX.</i>
2. Continue to collaborate regionally	Be an active partner in the Canberra Region Joint Organisation of Councils (CRJO)	<ol style="list-style-type: none"> 1. Implementation of a CRJO Strategic Plan 2. CRJO Strategic Plan aligned with Quadruple Bottom Line principles 3. Intergovernmental collaboration; i.e. ACT Government and NSW State Government 	<p>Implementation after JO Pilots, JO commence in July 2018</p> <p>Formulation of an effective and efficient governance structure to oversee implementation, review and evaluation in CRJO</p> <p>CBR branding to support tourism and economic development throughout the region</p>	<p><i>Upper Lachlan Shire Council is within the Canberra Region Joint Organisation (CRJO)</i></p> <p><i>CRJO Strategic Plan 2019-2021 launched.</i></p> <p><i>Intergovernmental collaboration is continuing with ACT Government.</i></p> <p><i>Canberra Region “The Tablelands” branding and website is continuing.</i></p>

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



Disability Inclusion Action Plan

2017 – 2020

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

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*Upper Lachlan Shire Council**Disability Inclusion Action Plan 2017-2020*

Message from the Mayor

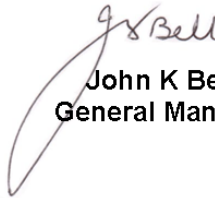
It is with pleasure that I present Upper Lachlan Shire Council's Disability Inclusion Action Plan 2017-2020.

Council is working towards creating a Shire provides equal opportunity for people with disability, their carers and families to use and enjoy the public spaces and opportunities our Shire has to offer.

The Plan demonstrates Council's commitment to improving the quality of our services, facilities, systems and programs over a four year period. I would like to thank the community members, service providers and Council staff who participated in the consultation process which helped shape and inform the Plan.



**Councillor Brian McCormack OAM
Mayor**



**John K Bell
General Manager**

Acknowledgement of Country

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

Background

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

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

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

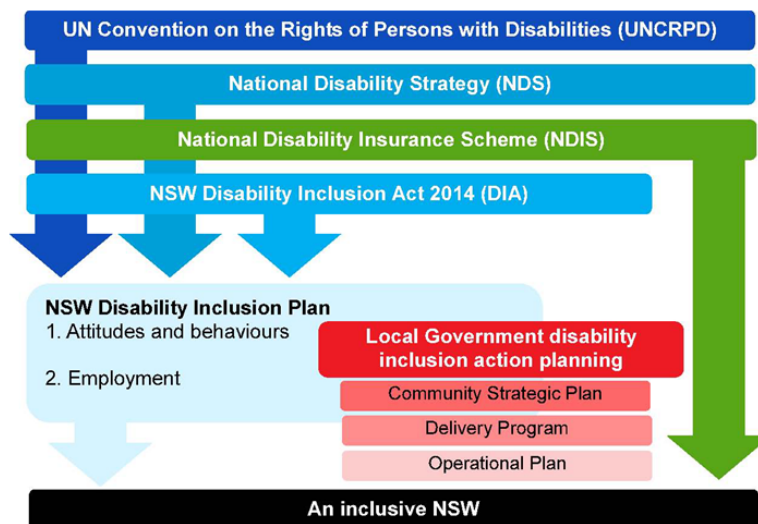
The plan was endorsed for public exhibition at the 20 April 2017 Ordinary Council meeting.

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

Legislation and Policy

International

The United Nations Convention on the Rights of Persons with Disabilities



Source: Disability Inclusion Action Planning Guidelines Local Government

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

The Convention is guided by the following principles:

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

National

National Disability Strategy 2010-2020

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

National Disability Insurance Scheme

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

State

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

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

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

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

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

Local

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

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

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

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

Other legislation and standards informing Council's work

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

Community Profile

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

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

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

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

Table 1: Population, Upper Lachlan LGA, 2011

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

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

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

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

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

People living with a disability

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

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

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

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

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

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

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

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

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

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

Age

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

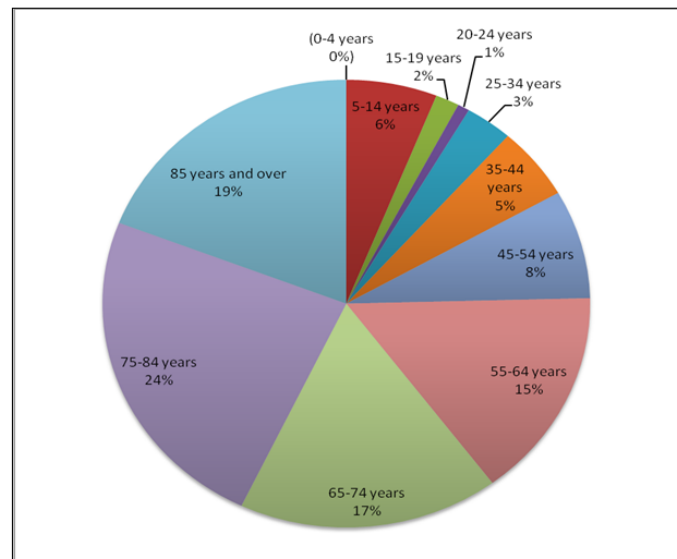
Table 2: Need for assistance with core activities by age, 2011

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

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

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

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



Income

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

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

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

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

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

Table 3: Weekly personal income, ULSC LGA, 2011

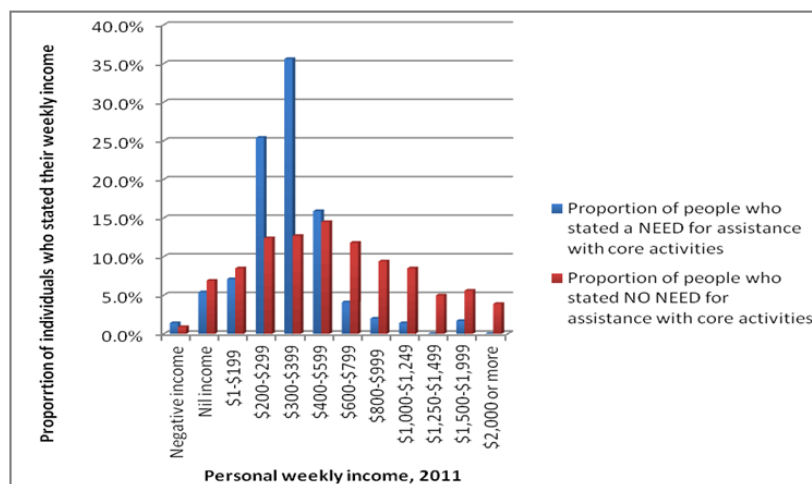
Weekly personal income, 2011	Proportion of people who stated a need for assistance with core activities	Proportion of people who stated no need for assistance with core activities
Negative income	1.4%	0.9%
Nil income	5.4%	6.9%
\$1-\$199 (\$1-\$10,399)	7.1%	8.5%
\$200-\$299 (\$10,400-\$15,599)	25.4%	12.4%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

Source: ABS Census of Population and Housing 2011, Tablebuilder

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

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

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



Living Arrangements

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

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

Of the 223 people (59%) aged 65 years and over with a profound or severe disability in 2011 there were 162 people living in the community; and 61 living in long-term accommodation (PHIDU, 2015)

People living in long-term accommodation are likely to be living in the following facilities:

- Taralga
 - Sunset Lodge (23 bed aged care facility with high and low care) and Self care units
- Crookwell
 - Viewhaven Lodge (45 beds – principally high care)
 - Self care units
 - Clifton Village (Uniting Care)
 - Nura Village (private aged housing)
- Gunning
 - Self care units (Lions Club)

Carers

A carer is anyone who provides informal care and support to a family member or friend who has a disability, mental illness, drug or alcohol dependency, chronic condition, terminal illness or who is frail. There are approximately 2.7 million carers in Australia, of whom more than 857,000 live in NSW⁽¹⁾.

While not all people with disability have a carer, informal care is the main source of support for people with disability⁽²⁾. The majority (81%) of people with disability who require assistance are supported by a carer, as defined above. People with disability who need help with self-care, mobility or communication are particularly likely (91%) to receive support from a carer.⁽³⁾

(Carers NSW, 2014) citing:

1. Australian Bureau of Statistics (2014), Disability, Ageing and Carers, Australia: Summary of Findings, 2012, Catalogue no. 4430.0, Carer tables, Table 36.
2. Productivity Commission (2011), Disability Care and Support, Report no. 54, Productivity Commission, Canberra, page 704.
3. ABS (2014), Disability, Ageing and Carers, Australia: Summary of Findings, 2012, Disability tables, Table 15

In the ULSC LGA in 2011, there were 792 people aged 15 years and over providing assistance to persons with a disability, which was 13.5% of the population over 15 years of age. This compares with the following percentages for the region and NSW:

- Goulburn-Yass Statistical Area 3 – 12.5%
- NSW – 11.4% (ABS, 2012c)

Notes: The 'Assistance to persons with a disability (unpaid)' variable records people who, in the two weeks prior to the 2011 Census Night, spent time providing unpaid care, help or assistance to family members or others because of a disability, a long-term illness (lasting six months or more) and/or problems related to older age. The data excludes the 8.5% of persons aged 15 years and over whose unpaid assistance to persons with a disability was not stated (the proportion excluded was calculated based on the Australian data). (PHIDU, 2015)

In addition, there were 448 people in the LGA in 2011 who did not state whether or not they 'provided assistance', so it is possible that the actual number and proportion of carers in the LGA is higher than that stated. (ABS, 2012b)

Indigenous status

At the 2011 Census, 121 people, or 1.7% of the total population of the ULSC LGA identified as indigenous, compared with 2.6% in Goulburn-Yass Statistical Area 3, and 2.5% across NSW (ABS, 2012c).

In 2011, only 7 people who identified as indigenous in the LGA stated that they had a 'need for assistance with core activities' (ABS, 2012b).

Of the 792 people over 15 years 'providing assistance to people with a disability' in the LGA in 2011, 16 people (2%) identified as indigenous. (ABS, 2012b)

English proficiency

Of the 382 people 'needing assistance with core activities' in the ULSC LGA in 2011, negligible numbers spoke English 'not at all' or 'not very well' (there were not enough people in this category to provide any meaningful statistic). (ABS, 2012b). It is possible that there are people in this category but who did not answer the Census question as to whether they needed assistance.

Education

In 2011, the following number of people 'needing assistance with core activities' residing in the Upper Lachlan LGA attended the following educational institutions (not necessarily located in the LGA):

- Pre-school – 0
- Infants/Primary – Government – 13
- Infants/Primary – Catholic – 4
- Infants/Primary - Other Non Government – 0
- Secondary – Government – 7
- Secondary – Catholic or non-government – 0
- Technical or Further Educational Institution (including TAFE Colleges) – 3
- University or other Tertiary Institution – 0

Employment

Table 4 below shows the employment status of people in the ULSC LGA in 2011 who needed assistance with core activities.

Table 4: Need for assistance with core activities by employment status, Upper Lachlan LGA, 2011

Employment status	No of people who need assistance with core activities
Employed, worked full-time	13
Employed, worked part-time	17
Employed, away from work	7
Unemployed, looking for full-time work	0
Unemployed, looking for part-time work	3
<i>Proportion of labour force unemployed</i>	7.5%
TOTAL LABOUR FORCE	40
Not in the labour force	306
<i>Proportion of people not in the labour force</i>	88.4%
Total	346

Notes: Count of people 15 years and over, some cells in this table were randomly adjusted in the Census data output to avoid the release of confidential data. No reliance should be placed on small cells.

Source: ABS Census of Population and Housing 2011, Tablebuilder

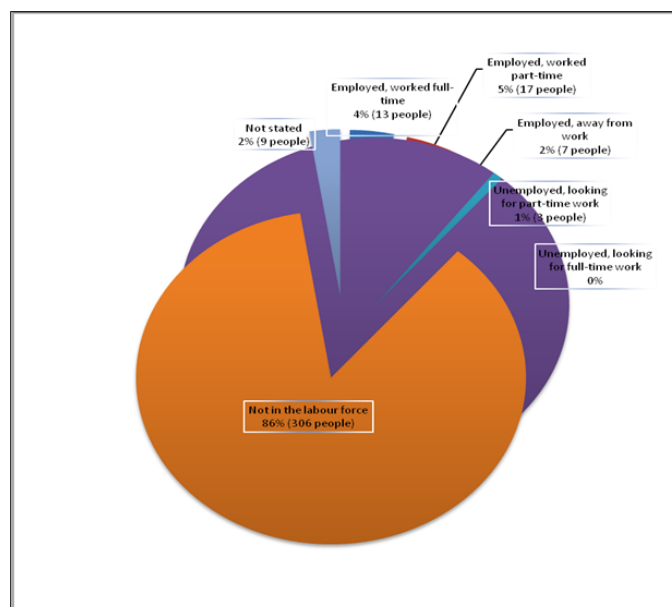
Table 4 shows that of people over 15 years in the LGA who needed assistance with core activities in 2011:

- 37 people were employed, the majority part-time
- Three people were unemployed and looking for part-time work
- Almost 90% were not in the labour force (even though they were over 15 and were eligible to be, if they were not enrolled in education – see further explanation below)

There were an additional 9 people who required assistance with core activities in the LGA who did not state their employment status.

Figure 3 is extracted from Table 4 and shows the employment status of people in the Upper Lachlan LGA in 2011 who needed assistance with core activities.

Figure 3: ULSC LGA – employment status of people over 15 who require assistance with core activities, 2011



Similar 2011 data was extracted for Crookwell, but because of the small number of respondents, the ABS randomly adjusts the Census data output to avoid the release of confidential data, therefore making meaningful analysis of Crookwell data impossible.

To put the employment numbers in the LGA in perspective, the total number of people in the labour force residing in the ULSC LGA at 2011 was 3,582, and the 40 people with a profound or severe disability represent 1.1% of that total number.

The most common reasons for being 'not in the labour force' in Australia are attending an educational institution, being retired or voluntarily inactive, having a long term health condition or disability, or performing home duties (ABS, 2014).

The data above only provides information about people with a profound or severe disability. The following is information about services supporting the LGA:

- Community Gateway was a case management service, which is now Service Co-ordination. Their role is to support people to develop and implement their NDIS plan once it has been approved. This assists with people having a choice of whoever they like for services and activities as we are independent of the other services in the region
- Endeavour industries, Goulburn – currently employ 4 people from ULSC LGA

- Essential Employment and Training now has an office in Crookwell. They offer a day program and will be expanding services as people have their National Disability Insurance Scheme assessments and plans approved. They also do supported employment and transition to work programs with school leavers.
- Upper Lachlan Interagency operates out of Crookwell Hospital and it is a combination of services, both Government and Non-Government Organisation who provide support in the Upper Lachlan for Children, families, youth, aged, mental health, disabilities, transport, Allied Health.
- Upper Lachlan Community Care is the division of Crookwell/Taralga Aged Care that delivers community based services and services for people with a disability. This service compliments our residential aged care services.
- Upper Lachlan Shire Council Access Committee is currently being reviewed to provide improved service for the community.

Mobility Parking Spaces

The Roads and Maritime Services (RMS) has compiled data by Local Government Area on the number of Mobility Parking Spaces Upper Lachlan Shire. For the final quarter in 2016 the following permits were issued:

LGA	Total	MPS permit class		
		Individual	Organisation	Temporary
Upper Lachlan	449	423	16	10

The RMS data compiled by Postcode is not directly comparable to the Upper Lachlan as large locations outside the Shire (including Goulburn and Yass) share the same Postcode as some Upper Lachlan locations. The numbers of permit issued in Postcode 2583 are:

Postcode	Total	MPS permit class		
		Individual	Organisation	Temporary
2583	318	305	8	5

The Mobility Parking permit classes are defined as:

- Individual – Issued for a period of 5 years to eligible people with permanent disabilities affecting their mobility, who drive vehicles or who are passengers in vehicles
- Temporary – Issued for up to six months to eligible people with temporary disabilities affecting their mobility, who drive vehicles or who are passengers in vehicles
- Organisation – Issued to organisations that have been assessed by Roads and Maritime Services as meeting a genuine need to transport eligible people

Community Consultation

As part of this process Council sought feedback through Community, Upper Lachlan Shire Staff and Service Provider surveys. These surveys were available in both hard copy and electronic versions, able to be accessed on Council's website, in all Council Offices and Local Libraries and sent to relevant Service Providers and groups.

The following provides a Summary of the results of the Surveys.

Service Provider Survey responses

After making initial telephone and email contact to determine relevant Service Providers for the Shire the Survey was provided electronically with the Survey period from 14 November to 16 December 2016.

A total of 5 surveys were received.

1. Crookwell Hospital – Acute Care – State and Commonwealth funded
2. Upper Lachlan Community Care – NDIS and Aged Care provider – Commonwealth funded
3. Richmond Fellowship – Community Mental Health – Commonwealth funded
4. Gunning Community Care – Aged and Disability Home Care Services – State and Commonwealth funded and Voluntary Not for Profit
5. Valmar Support Service – Community Transport – State and Commonwealth funded

The following is a summary of survey responses:

Is the community is welcoming of people with disabilities ?

These comments are Service for the community not community (individuals) related.

- Accessibility to transport services a significant issue if disability support pension not available.
- Majority of businesses are accessible however certain businesses create problems for walkers and wheelchairs.
- Access to disabled toilets limited to key use in some areas.

Are Council's facilities accessible ?

- Limited access to disabled toilets – due to need for a key.
- Swimming pools – times to access pools is limited, earlier starts and later closing would benefit all.
- Some amenities are very small to be able to use wheelchairs /scooters.
- Footpaths and parking around the main streets not easy to navigate.

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Employment programs

- Essential Employment and Training, with most not aware of any employment programs.

Access Committee

- Generally not aware of the Committee and that it was active.

Council information publications

- All Council information publications are considered accessible and The Voice is a very important publication.

Additional comments

- Extra consideration required for services in Gunning, Tuena, Taralga and Bigga.
- Request hydrotherapy pool in Crookwell.
- Access Committee to be more visible especially with NDIS as many people with a disability will have greater access to the community.
- Significant gap and burden for individuals, families and services supporting young people <16 with mental health. ILC funding set up alongside the NDIS designed to support communities who identify a gap. Set up to fund innovative initiatives.

Upper Lachlan Shire Staff Survey responses

This Survey was distributed to all staff and the Survey period was 14 November 2016 to 1 December 2016 with 33 surveys received and summarised as follows:

1	Age	63% – 36 to 55 years 19% – 56 to 65 years 16% – 26 to 35 years
2	Indoor or Outdoor worker	84% – Indoor 21% – Outdoor (some both)
3	Have a disability	91% – No 6% – Yes: Vision 6% – Yes: Hearing
4	Any problems that prevent members of the public with a disability accessing Council services	36% – Yes 64% – No
5	Awareness of relevant Council policy or procedures	35% – Yes 65% – No
6(1)	Level of awareness of people with vision disabilities	6% – Low 79% – Fair-Good 15% – Excellent
6(2)	Level of awareness of people with hearing disabilities	3% – Low 82% – Fair-Good 15% – Excellent
6(3)	Level of awareness of people with mobility disabilities	6% – Low 79% – Fair-Good 15% – Excellent
6(4)	Level of awareness of people with intellectual disabilities	6% – Low 67% – Fair-Good 9% – Excellent
7(1)	People with disabilities should be employed in special work environments	3% – Agree 85% – Disagree 12% – Unsure
7(2)	People with disabilities have same rights as others including the right to work	91% – Agree 3% – Disagree 6% – Unsure
7(3)	Most people with disabilities are better placed in regular workplaces rather than special training programs	67% – Agree 9% – Disagree 24% – Unsure
7(4)	Everyone benefits being part of a workplace that is inclusive of people with disabilities	85% – Agree 3% – Disagree 12% – Unsure
7(5)	Most people with a disability are unable to work	3% – Agree 91% – Disagree 6% – Unsure
7(6)	Comfortable if workplace/job changed because a co-workers is a person with a disability	70% – Agree 3% – Disagree 27% – Unsure

In regard to the following questions, additional comments were provided:

Q3. Does disability affect work ?

No

Q4. Any problems that prevent members of the public with a disability accessing Council services ?

- Administration office, front glass doors entry, cramped reception area.
- Access through front doors for wheelchair and walker users
- Some access to buildings and facilities
- People with vision impairment may not be able to view media releases/news items published on Council website or published in print media
- Ensuring website is accessible for those with a disability
- Toilet facilities
- Access to public areas, eg Council Chambers

Q5. Awareness of relevant Council policy or procedures ?

Staff cited Equal Employment Opportunity, Code of Conduct, Bullying and Harassment, MLAK facilities, Access in Planning, Disability Inclusion Action Act, Recruitment and Selection Policy, Access policy, Pedestrian Access Mobility Plan, Plan of Management.

Q8. Additional comments

- Have family members with a disability
- All workplaces can benefit from employing people with special needs.
- Depends on the level of disability.
- Unsure how I would feel until I know what changes would be made to my job.
- Working with someone with a disability is not an issue, losing job would be.
- People with a disability have the same rights as all other people, including the right to work.

Community DIAP Survey responses

The Community DIAP Survey was available online through Council's website and in print at all Council Administration Offices and Libraries (Crookwell, Gunning and Taralga). The Survey period was initially 24 November to 16 December 2016 and was then extended to 21 January 2017.

A total of 122 surveys were received (19 submitted online and 103 hard copy) and the following is a summary of those results:

1	Age	63% – aged over 65 years 17% – 55-64 years old
2	Gender	69% female and 31% male
3	Live in	80% reside in Crookwell, 7% in Gunning
4	Language	98% English
5	Carer or Person with a disability	28% – Carer 44% – Person with a disability 27% – Neither
6	Community welcoming of people with disabilities	43% – Yes 54% – No * * the No responses relate to access to buildings not to actual community members.
7	Council facilities accessible	45% – Yes 55% – No
8	Aware of employment initiatives	7% – Yes 88% – No
9	Aware of Council's Access Committee	28% – Yes 66% – No
10	Council information publications accessible	66% – Yes * 29% – No * overwhelming Yes for The Voice as a number of respondents do not use the internet.

In regard to the following questions, additional comments were provided:

Q6. Do you think ULSC community is welcoming of people with disabilities ?

- The responses to community attitude were positive with only one comment regarding attitudes, discrimination and lack of education.
- The majority of the comments relate to access to businesses and shops with some having good access and others having poor access with no ramps, poor wheelchair/pram access and too many steps.
- Disabled parking considered to be inadequately located and not enough spaces.
- Some footpath areas uneven and poor night lighting.
- Speed limit through Gunning Main Street too fast.
- Not aware of a fully fenced inclusive and accessible playground in the Shire.

Q7. Do you think ULSC facilities are accessible ?

- Disabled toilets required an access key which has a fee.
- Poor access to public toilets from the rear car park (Crookwell).
- Indoor heated pool required for retirees.
- Required improved maintenance of roadside gutters and footpaths.
- Access to Council admin office and Gunning Hall difficult.
- Insufficient and poorly located disabled parking spaces.
- Disabled access required for swimming pools.
- Change rooms/areas required for people with a disability at Council facilities.
- The majority of the comments relate to access to businesses and shops with some having good access and others having poor access with no ramps, poor wheelchair/pram access and too many steps.

Q8. Aware of any employment programs/initiatives in ULSC ?

- Of those that responded majority are aware of Essential Employment located in Crookwell.
- There were comments of discrimination in employment by Council of staff from outside the area and not employing someone with a disability.
- Also jobs in shops going to friends and relatives.

Q9. Aware of Council's Access Committee and what it does?

Majority of the respondents were not aware of the existence of an Access Committee or of its role. Most were interested in seeing this Committee become more active in the community.

Q10. Are Council's publication and website accessible ?

Most people find Council's information publications accessible with overwhelming support for The Voice. Those that did not find the website accessible mainly related to the lack or no use of the internet as part of their lifestyle.

Perhaps include more community based news/information in The Voice and ensure the website contact information for community groups etc are kept up to date.

Q11. Additional comments

There were a number of additional comments provided by respondents and the issues relevant to the preparation of the DIAP are:

- Access.
- Access ramps into businesses.
- Disability parking (number, location).
- Parking in the main street.
- Footpaths (condition, vegetation overhanging).
- Walking track.
- Vision impaired assistance.

Summary of issues from community consultation in four disability inclusion focus areas

1. Attitudes and Behaviours

The community responses to attitude were positive with only one comment out of 122 expressing attitudes, discrimination and lack of education. There was general comment that more discussion is required within the community regarding the needs of disabled and the need for more awareness of the needs of people with disabilities. Timely to review and update Council's Access Committee to encourage inclusion of people with a disability.

2. Liveable communities

Access to facilities and services is important for all members of the community and was the main issue highlighted by the community in the survey responses. The issues associated with access were:

- Ramps into businesses.
- Disability parking (number, location).
- Parking in the main street.
- Footpaths (condition, vegetation overhanging).
- Walking track.
- Vision impaired assistance.

3. Employment

Opportunities for employment are important for all members of the community and the provision of local employment helps guarantee the future of rural local communities. There may be opportunities to collaborate with relevant employment agencies to promote employment within the area for people with a disability. Ensure that all Council employment recruitment processes do not discriminate people with a disability.

4. Systems and Processes

Majority of survey respondents find Council's information publications accessible with overwhelming support for The Voice. Those that did not find the website accessible mainly related to the lack or no use of the internet as part of their lifestyle.

Information may be improved by including more community based news/information in The Voice and ensuring the website contact information for community groups etc are kept up to date with links to the National Disability Insurance Scheme and other relevant agencies/resources.

Strategies and Actions

Focus Area 1 – Attitudes and Behaviour					
Strategic Goal	Action	Measurement	Responsibility	Timeframe	CSP Link
Promote positive attitudes and behaviour	Encourage inclusion of people with a disability in Council's Access Committee	Increased number of members representing the interests and needs of people with a disability	Council's Works and Operation Department	December 2017 Completed and ongoing	<p>Strategy CO1 – Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport.</p> <p>Strategy CO2 – Encourage and facilitate active and creative participation in community life.</p> <p>Strategy CO3 – Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community.</p>
	Adapt and distribute a "Missed Business Guide" to local businesses	"Missed Business Guide" adapted to Council and distributed to local businesses	Economic Development Officer	December 2017 Completed	<p>Strategy CO3 – Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community.</p>

Strategies and Actions

Focus Area 2 – Liveable Communities					
Strategic Goal	Action	Measurement	Responsibility	Timeframe	CSP Link
Safe and accessible community facilities	Investigate existing locations and requirement for additional disabled parking spaces	Additional disability parking space/s provided	Works and Operations Department and Council's Traffic and Access Committees	July 2018 Completed – Access Committee has undertaken a review and provided recommendations	Strategy CO1 – Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport.
	Investigate options for providing suitable access for people with vision impairment to key facilities	Vision impaired assistance options identified and implementation prioritised	Works and Operations Department and Council's Traffic and Access Committees	July 2018 Not Completed – Access Committee recommendations to be implemented by July 2019	Strategy CO2 – Encourage and facilitate active and creative participation in community life.

Strategies and Actions

Focus Area 3 – Employment					
Strategic Goal	Action	Measurement	Responsibility	Timeframe	CSP Link
Supporting access to meaningful employment	Collaborate with relevant NDIS and employment organisations and agencies to promote employment within the local government area for people with a disability	Provision of information on Council's website supporting this action	Human Resources, Economic Development Officer	July 2018 Completed and ongoing	Strategy EC5 – Encourage collaboration between businesses, government, and training providers to develop employment and training opportunities for young people in the region.
	Review Council's recruitment process to ensure it does not discriminate people with a disability	Council recruitment process updated and adopted by Council	Human Resources	July 2018 Not Completed – Recruitment and Selection Policy to be reviewed July 2019	Strategy EC5 – Encourage collaboration between businesses, government, and training providers to develop employment and training opportunities for young people in the region.

Strategies and Actions

Focus Area 4 – Services Systems and Processes					
Strategic Goal	Action	Measurement	Responsibility	Timeframe	CSP Link
Improve access to services through better systems and processes	Review current communication methods to ensure compliance with accessibility standards	Council's communication mechanisms comply with accessibility standards	Finance and Administration Department	December 2017 Completed – Information access id proactively released on Council website and communicated to relevant Committees, stakeholders and government agencies	Strategy CL1 – Effect resourceful and respectful leadership and attentive representation of the community. Strategy CO2 – Encourage and facilitate active and creative participation in community life. Strategy CO3 – Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community.
	Develop plan for website content compliance with disability standards	Website content meets accessibility standards	Finance and Administration Department	December 2017 No completed	Strategy CL2 – Encourage and facilitate open and respectful communication between the community, the private sector, Council, and other government agencies.
	Develop and maintain Council website links to NDIS services and resources	Website updated and maintained	Environment and Planning and Finance and Administration Departments	July 2018 Not completed	Strategy CL2 – Encourage and facilitate open and respectful communication between the community, the private sector, Council, and other government agencies.

Upper Lachlan Shire Council

Disability Inclusion Action Plan 2017-2020

Monitoring and Evaluation

Monitoring

The Disability Inclusion Action Plan includes timelines to guide the completion of the actions. The process will be monitored and evaluated through the Integrated Planning and Reporting cycle.

Implementation of the Plan will be undertaken by the responsible officers. Each action will be monitored and reported against for the periods 1 July – 31 December and 1 January – 30 June of each year.

The General Manager will monitor the overall implementation of the Plan and the integration of its actions into Council's new Delivery Program and annual Operational Plan.

Reporting

Outcomes and achievements will be reported in Council's Annual Report and six monthly report to the community. These reports will be available on Council's Website and at its Administration Building and Libraries.

A report will also be provided to the Department of Family and Community Services and the Minister for Disability Services.

Review

The Plan will be reviewed annually in line with the Integrated Planning and Reporting cycle. An audit, evaluation and review of the Plan will be conducted at the end of its term.

Acknowledgement

Upper Lachlan Shire Council would like to thank the many community members, staff and Service Providers who contributed to the preparation of this Plan.



Social and Community Plan 2013-2018





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Disclaimer

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

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

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

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Mayoral Message



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

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

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

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

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

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

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

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

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

Councillor Brian McCormack OAM
Mayor
Upper Lachlan Shire Council

Executive Summary

Why develop a Social and Community Plan?

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

Upper Lachlan's Social and Community Plan

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

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

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

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

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

Acknowledgements

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



Introduction

What is a Social and Community Plan?

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

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

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

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

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

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

- Rural and Farming Community

Background to Social and Community Plan

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

How was this Plan prepared?

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

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

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

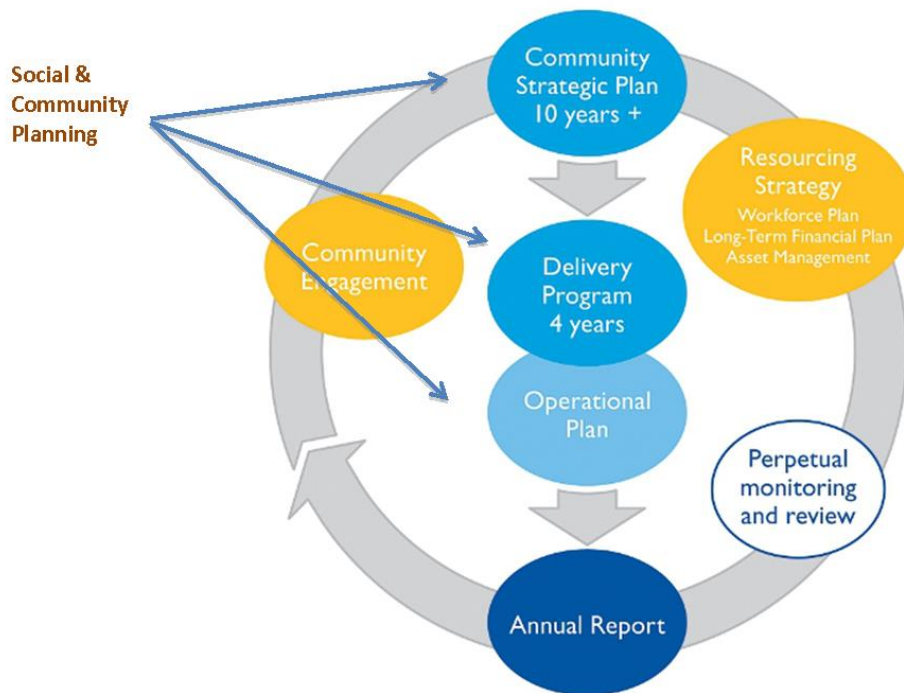
- Australian Bureau of Statistics (ABS)
- Upper Lachlan Council (ULSC)
- NSW Department of Planning and Environment (NSW DPE)
- Southern NSW Local Health District (SLHD)
- Australian Institute of Health and Welfare (AIHW)

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



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

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



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

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

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

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

Community consultation

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

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

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

Transition from 2007-12 to 2013-18 Plan

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

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

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

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

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

Demographic Overview of Upper Lachlan

General

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

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

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

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



Upper Lachlan Shire Social and Community Plan 2013-2018

**Map of
Upper Lachlan Shire**

Population Growth Trends

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

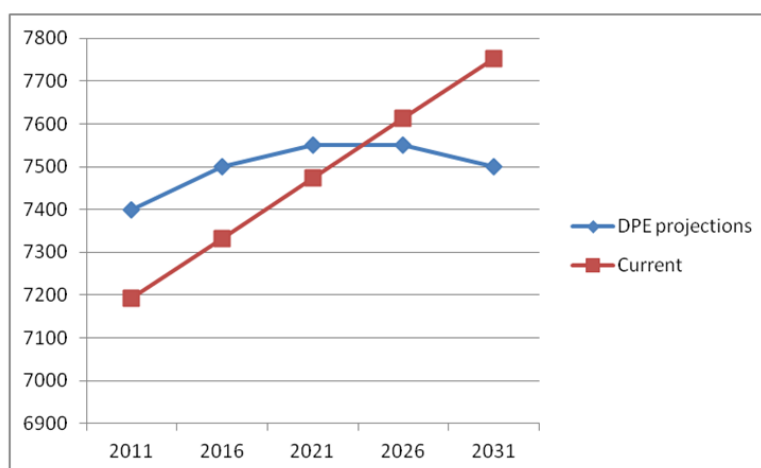
The following tables provide an overview of both actual ABS census data, in addition to projections prepared for Upper Lachlan by the NSW Department of Planning (DoPI).

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

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

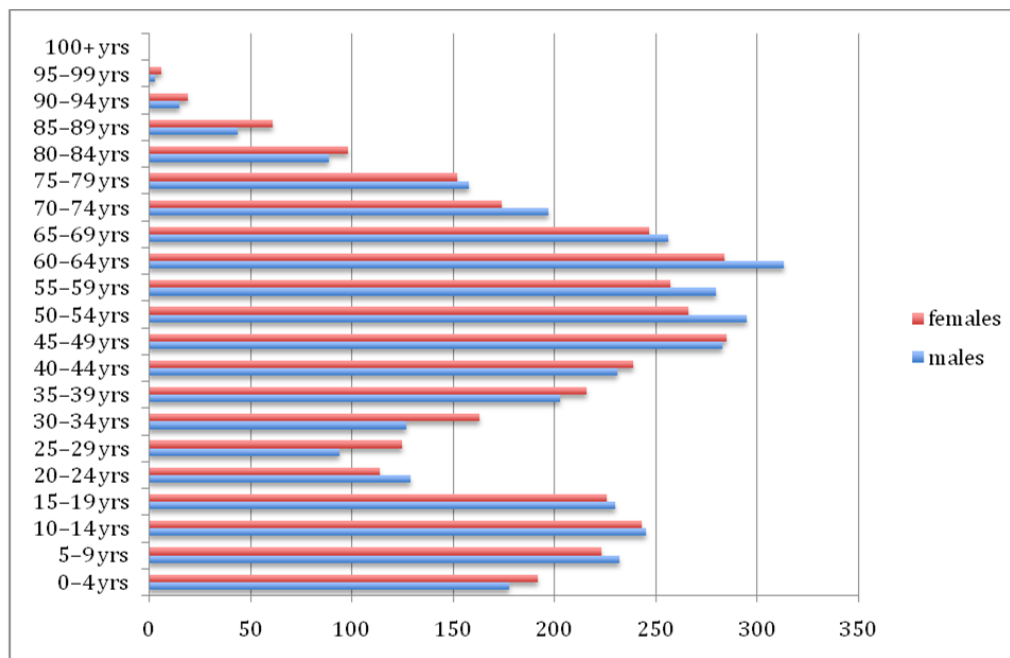
** Projections based on maintenance of at least the current growth path based on actual population from 2006 and 2011 ABS Census.

Comparison of Current Growth Path and DPE Projections



Age Structure

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



Source: ABS 2011 Census Data

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

Socio-economic characteristics

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

(a) Economic inequalities

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

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

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

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

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

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

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

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

- Bachelor Degree (up 2%)

- Post-graduate Degree (up 1%)

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

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

(b) Social inequalities

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

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

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

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

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

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

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

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

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

(c) Health inequalities

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

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

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

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



Social Infrastructure and Services

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

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

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

Hospital

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

Doctors/Medical

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

Schools

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

Child care centres

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

Community Organisations

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

- Progress Associations

Community facilities

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

Aged Care

Taralga Sunset Lodge: 23 beds – Aged Care Facility with high and low care Self care units

Crookwell View Haven Lodge: 44 beds – Principally high care (Nursing Home)
Self care units
Clifton Village (Uniting Care)
Nura Village (private aged housing)

Gunning Self care units (Lions Club)

Social Connectivity

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

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

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



Target Groups in Upper Lachlan

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

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



Art work from a local playgroup

Our Rural and Farming community



Children

Related Demographics – Children

At the time of the 2011 Census there were:

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

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

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

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

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

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

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

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

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

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

Discussion of Key Issues

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

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

Some of the key indicators are:

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

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

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

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

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

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

Services and Infrastructure

Child Care

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

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

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

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

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

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

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

Children's Health

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

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

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

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

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

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

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

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

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



Current Progress and Future Priority Areas – Children

2007-12 Actions

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

Progress

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

2013-2018 Actions

Including:

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

Young People

Related Demographics – Young People

At the time of the 2011 Census there were:

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

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

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

Discussion of Key Issues and Social Infrastructure

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

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

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

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

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

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

Services and Infrastructure

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

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

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

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

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

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

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

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

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

Current Progress and Future Priority Areas

2007-2012 Actions

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

Progress

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

2013-2018 Actions

Including:

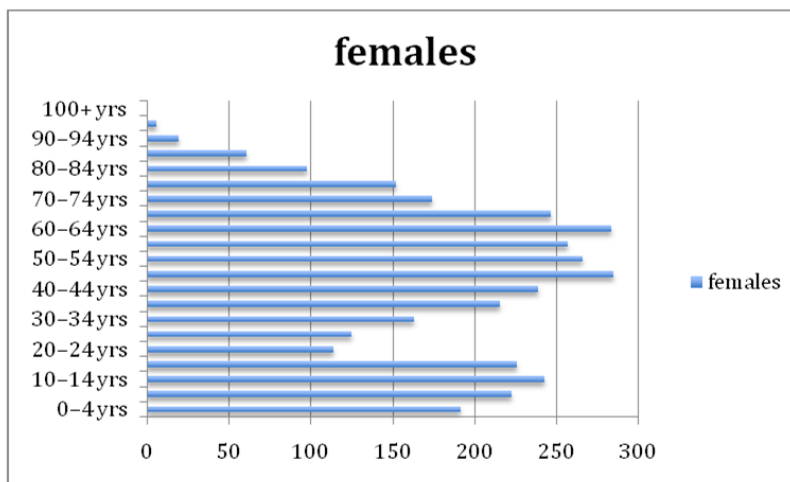
- Continue to explore initiatives that encourage and enable young people to participate in community life and build their capacity to develop programs that address the needs of their peers.
- Examine alternative recreation activities for young people in consultation with schools and youth groups.
- Explore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

Women

Related Demographics – Women

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

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



Source: Based on ABS statistics 2011 Census

Discussion of Key Issues and Social Infrastructure

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

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

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

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

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

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

Current Progress and Future Priority Areas

2007- 2012 Actions

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

2013-2018 Actions

Including:

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

Progress

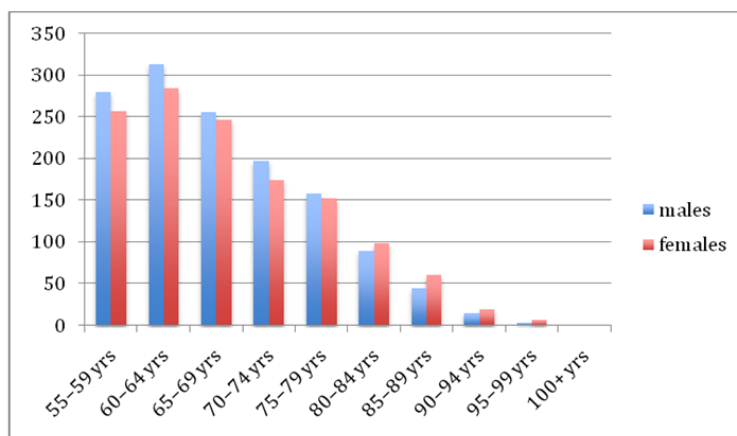
- Continued financial Council support for International Women's Day.

Older people

Related Demographics – Older People (55+)

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

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



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

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

Source: ABS 2011 Census

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

Discussion of Key Issues and Social Infrastructure

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

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

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

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

Current Progress and Future Priority Areas

2007-2012 Actions

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

2013-2018 Actions

Including:

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

Progress

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

People with Disabilities

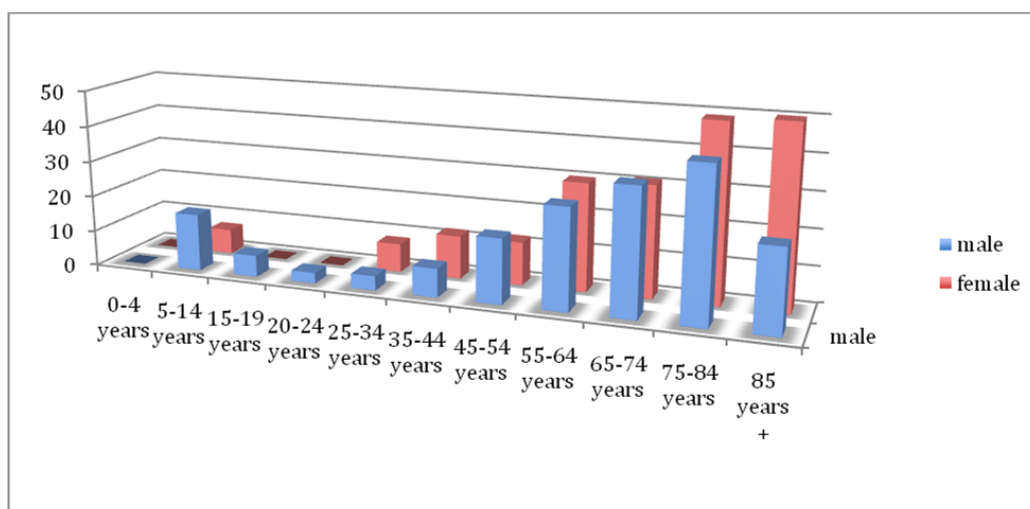
Related Demographics – People with Disabilities

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

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

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

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



Discussion of Key Issues and Social Infrastructure

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

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

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

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

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

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

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

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

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

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

Current Progress and Future Priority Areas

2007- 2012 Actions

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

Progress

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

2013-2018 Actions

Including:

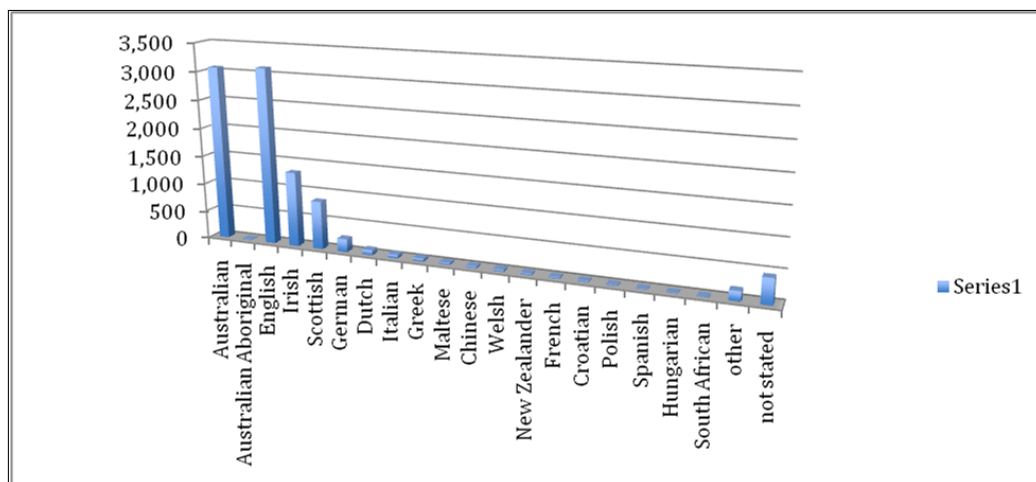
- Programs for education and employment for those with disabilities,
- Respite for Carers (Crookwell Neighbourhood Centre Inc. operates an In-Home Emergency Respite for Carers Program),
- Advocacy to regional and NSW Government and other service providers, and
- Continued support for the Council's Access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

People from Culturally and Linguistically Diverse Backgrounds

Related Demographics – Culture & Linguistic Diversity

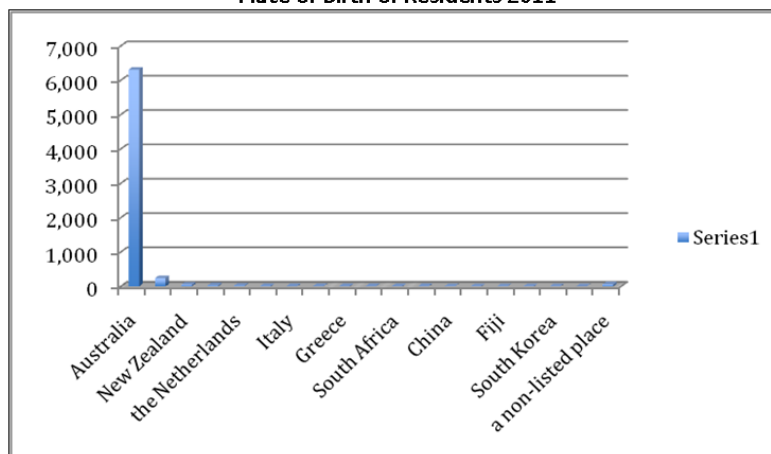
The following graphs show a comparison of peoples identified ancestry and then actual place of birth according to the results of the 2011 ABS Census. As can be seen by numbers, the amount of residents who identify as either non-Australian ancestry or indeed by non-Australian birthplace is relatively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

Identified Ancestry of Residents 2011



Source: 2011 ABS Census

Place of Birth of Residents 2011



Source: 2011 ABS Census

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

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

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

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

Discussion of Key Issues and Social Infrastructure

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

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

Current Progress and Future Priority Areas

2007- 2012 Actions

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

2013-2018 Actions

Including:

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

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

Aboriginal and Torres Strait Islander People

Related Demographics – Aboriginal & Torres Strait Islanders

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

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

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

Discussion of Key Issues and Social Infrastructure

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

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

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

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

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

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

Current Progress and Future Priority Areas

2007-2012 Actions

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

2013-2018 Actions

Including:

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

Men

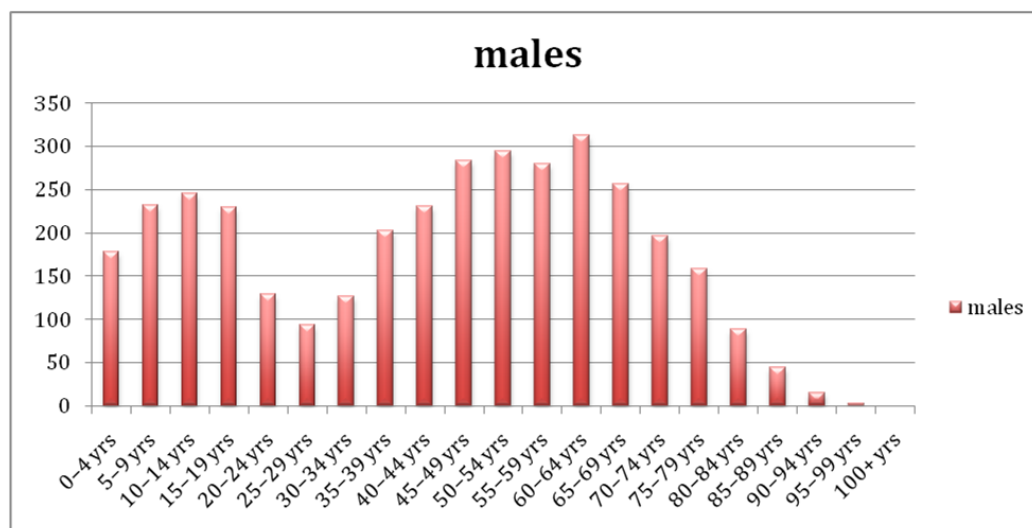
Although not required by social planning legislation, men have been included as a target group in this Social and Community Plan because men in the Upper Lachlan Shire deal with a range of issues specific to their gender and play an important role in our region.

Related Demographics – Men

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

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

Upper Lachlan Males by Age – 2011 Census



Source: ABS Census - 2011

Discussion of Key Issues and Social Infrastructure

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

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

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

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

Current Progress and Future Priority Areas

2007-2012 Actions

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

2013-2018 Actions

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

Progress

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

Community Issue: Mental Health and Wellbeing

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

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

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

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

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

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

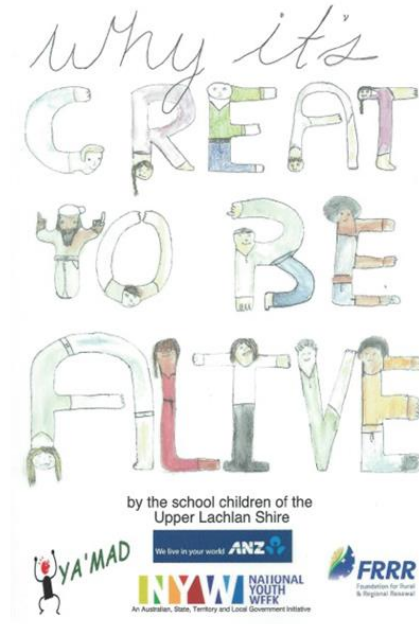
Volunteer work can improve volunteers' mental health and can lead to improved access to psychological and social resources. Programs currently running provide volunteer opportunities for those living with a mental condition. Volunteering also presents a compensation effect for those with depressive symptoms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

Current Progress and Future Priority Areas

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

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



Community Issue: Our Rural and Farming Community

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

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

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

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

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

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

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

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

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

Current Progress and Future Priority Areas

Priority areas for action:

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

Community Issue: Transport and Connectivity

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

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

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

Health related transport

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

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

Community transport

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

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

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

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

Communication

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

Residents indicated that although there were generally lots of activities and groups in villages and townships, there was uncertainty about when and where different things were happening. Residents who had recently moved into the Shire raised this as a significant issue.

Current Progress and Future Priority Areas

Priority areas for action:

- Explore options to increase types and availability of transport.
- Encourage use of current community and other transport services.
- Examine community and volunteer transport options.
- Identify any target groups experiencing transport connectivity problems, particularly accessing regional services.

Increase opportunities for effective communication across the Shire.

- Investigate opportunities to promote cohesion across the Shire.
- Investigate options to address insurance issues.
- Continue lobbying relevant Ministers and Authorities regarding telecommunication services.

Potential for Additional Community Issues Assessment

Note: Other potential areas for development of community issues component of the Plan:

- Volunteering
- Communication, Coordination & Promotion
- Support for local General Practitioners
- Community Safety – Towns and Villages

Questions for Community Consultation/Ongoing Monitoring

- What are the key issues for Upper Lachlan's social and community well being?
- What are the key gaps in services or facilities?
- What do we do well for the community in Upper Lachlan?
- What services or facilities work well?
- Are issues different for different parts of the Shire? Why?
- What can be done to improve things?
- Can you suggest particular services or facilities or programs for:
 - Children
 - Youth
 - Aged
 - Women
 - Men
 - Aboriginal and Torres Strait islanders
 - General health
 - Coordination,
 - Access and transport
- Who should be involved and what partnerships can you suggest to achieve outcomes ?

Action Plan – Social and Community Plan 2013-2018

Priority Area: Children

Key Action or Deliverable	Lead Agency & Partners	Target Delivery Date & Priority	Status & Monitoring Comments
ULSC support the annual small school sports day	ULSC	July 2013-2018	Ongoing
Community parks and play facilities across the Shire be maintained	ULSC	Ongoing	Ongoing
The ULSC build on and maintain the community directory on their website	ULSC	Ongoing	Ongoing
Support SLHD to explore viability of Child and Family centre for visiting services – to include child development unit with the potential to attract a pediatrician to the town.	SLHD ULSC local child care centres, care providers	July 2013-2018	Ongoing
Support the child and family support network within the Upper Lachlan LGA.	SLHD, ULSC, local child care centres, care providers	July 2013-2018	Ongoing
Network meetings with SDN, Country Kids and all other Children Services within LGA to pool resources for training, regulations and new government legislation	Crookwell Neighbourhood Centre Inc. and Agencies/ULSC	July 2013-2018	Ongoing

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Priority Area: Young People

Key Action or Deliverable	Lead Agency & Partners	Target Delivery Date & Priority	Status & Monitoring Comments
Explore funding avenues for the implementation of youth capacity building programs	SLHD, ULSC, Y'Mad, CNC Inc	July 2013-2018	Complying - Ongoing
Establish Youth Council with representation from across the Shire	ULSC, Local Schools (primary and high school)	July 2013-2018	Ongoing
Investigate the feasibility of a heated therapeutic indoor swimming pool for Crookwell, including setup and ongoing costs and possible funding opportunities.	ULSC	Completed	Completed Feb 2014

Priority Area: Women

Key Action or Deliverable	Lead Agency & Partners	Target Delivery Date & Priority	Status & Monitoring Comments
Support agencies in any investigations into existing service gaps and opportunities for health services, including rural outreach services (health, mental health etc.) and viability of Child and Family centre for visiting services	SLHD, ULSC	July 2013-2018	Ongoing

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Priority Area: Older People

Key Action or Deliverable	Lead Agency & Partners	Target Delivery Date & Priority	Status & Monitoring Comments
Work with key stakeholders to plan appropriately for the needs of the ageing population	SLHD, ULSC	July 2013-2018	Ongoing
Investigate the feasibility of a heated therapeutic indoor swimming pool for Crookwell, including setup and ongoing costs and possible funding opportunities.	ULSC	Completed	Completed Feb 2014
Encourage participation by older people as volunteers in particular programs - as peer educators	ULSC & Community Groups	July 2013-2018	Ongoing
Support agencies in any investigations into existing service gaps and opportunities for health services, including rural outreach services (health, mental health etc.) and viability of Child and Family centre for visiting services	ULSC, SLHD, Community Groups	July 2013-2018	Ongoing

Priority Area: People with Disabilities

Key Action or Deliverable	Lead Agency & Partners	Target Delivery Date & Priority	Status & Monitoring Comments
ULSC continue to support the Crookwell Access Committee	ULSC	Ongoing	Ongoing
Disability services conduct shire wide promotion of services and assistance available	ULSC, SLHD	July 2013-2018	Ongoing

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Priority Area: Aboriginal and Torres Strait Islander People

Key Action or Deliverable	Lead Agency & Partners	Target Delivery Date & Priority	Status & Monitoring Comments
In local tourist maps, include any indigenous sites of significance with commentary.	ULSC, LALC	July 2013-2018	Ongoing
Support development of partnerships between relevant authorities	SLHD, ULSC, LALC	July 2013-2018	Ongoing
Encourage service providers and key stakeholders to consult with the Aboriginal Community	SLHD, ULSC, LALC	July 2013-2018	Ongoing

Priority Area: People from Culturally and Linguistically Diverse backgrounds

Key Action or Deliverable	Lead Agency & Partners	Target Delivery Date & Priority	Status & Monitoring Comments
Support activities raising awareness of other cultures across the Shire	ULSC	July 2013-2018	Ongoing
Encourage inclusiveness in community activities	ULSC	July 2013-2018	Ongoing
Encourage different cultural groups to share their culture at key community events	ULSC	July 2013-2018	Ongoing

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Support arts and cultural activities across the shire and support localities to seek funding to host events	ULSC	July 2013-2018	Ongoing
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Priority Area: Men

Key Action or Deliverable	Lead Agency & Partners	Target Delivery Date & Priority	Status & Monitoring Comments
Support agencies in investigation options for counselling services specifically for men	ULSC	July 2013-2018	Ongoing
Support and promote cancer awareness campaigns and screenings	SLHD, ULSC	July 2013-2018	Ongoing
Building relationships with the relevant Chamber of Commerce, Government agencies, Community groups to support and enhance community based support programs and activities	ULSC, Chamber of Commerce, Community Groups,	July 2013-2018	Ongoing

Priority Area: Rural Community

Key Action or Deliverable	Lead Agency & Partners	Target Delivery Date & Priority	Status & Monitoring Comments
Support relevant agencies and programs in the rural sector – Rural Support Program Assistance Guide, drought support and natural disaster.	DPI/SLHD	July 2013-2014	Completed
Directory of support services available in the region be updated and distributed in Council newsletter and on the website	ULSC	July 2013-2018	Ongoing

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Priority Area: Transport & Connectivity

Key Action or Deliverable	Lead Agency & Partners	Target Delivery Date & Priority	Status & Monitoring Comments
Advertising of services in local papers, 'The Voice', local notice boards, service group newsletters, Council website	ULSC	July 2013-2018	Ongoing
Commitment to building on existing community services and infrastructure such as the Community Centre, and increased awareness and promotion by Council of the work that is being done in the community.	ULSC	July 2013-2018	Ongoing