



# **ATTACHMENTS**

## **ORDINARY MEETING**

Thursday 21 November 2019  
6:00PM  
Gunning Council Chambers

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#### **13 FINANCE AND ADMINISTRATION**

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# Upper Lachlan Shire Council

## ANNUAL REPORT

### 2018-2019



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**[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]****2018-2019**

General Manager, Mr John Bell

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

It is with satisfaction that Upper Lachlan Shire Council presents the Annual Report. I am privileged to have led a dedicated team of professional Council staff over the past year to efficiently and effectively deliver quality services to our community.

The Upper Lachlan Shire Council Annual Report is presented under the Local Government Act 1993, in accordance with the provisions of Section 428, which sets out the Council's statutory reporting requirements. Such reporting mechanisms are an important avenue by which Council is able to display to the local community the results of Council's positive, practical governance and prudent financial management.

The majority of Council's programs have completed their appropriate key performance indicators and Council has met all State and Federal Government statutory requirements within the required deadlines.

#### **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 2018/2019 from all Council activities, totalling a net operating surplus of \$213,000 for the year (before capital grants and contributions). This equates to an Operating Performance Ratio of 1.43%.

Within the Financial Statements, Council's Statement of Performance Measures highlights Council's Unrestricted Current Ratio of Assets to Liabilities as 5.14:1, which shows the adequacy of Council's working funds to meet all liabilities and other restrictions.

Further, Rates and Annual Charges Outstanding percentage is only 2.42%. Council's Own Source Operating Revenue Ratio is 62.99%.

The Office of Local Government has mandated financial performance benchmarks for all Councils; Council has achieved all 7 benchmarks in 2018/2019. 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 high priority.

## UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT 2018-2019

### Organisation Structure

Council has reviewed its organisation structure in accordance with Section 333, of the Local Government Act 1993, maintaining Council's commitment to the operational performance and services in each of Council's three offices and two works depots.

Council employs 137 full time equivalent employees and these staff members persist in reinforcing an ongoing commitment to customer service and continuous improvement and will carry on meeting the needs and expectations of our ever growing Shire within the available resources.

Council is in the process of re-evaluating all staff position descriptions and conducting job evaluations utilising Oo-soft software to create an up to date holistic, integrated salary system.

### Community Strategic Plan

The NSW State Government Integrated Planning and Reporting requirements have been prepared in accordance with the requirements of the Local Government Act 1993:-

- Tablelands Regional Community Strategic Plan 2016-2036;
- Resource Strategy - containing the Long Term Financial Plan, the Workforce Plan and the Infrastructure Plan;
- Delivery Program;
- Operational Plan; and
- Social and Community Plan.

Council held 4 community outreach meetings in May 2019, including Collector, Crookwell, Gunning and Taralga, to allow community feedback and input into Council strategic plans.

### New Community and Civic Centre

During the year, Council advertised an Expression of Interest for the provision of architectural design and related services to the

Council for a new Community and Civic Centre in Crookwell.

In November 2018, Council accepted PD Mayoh Pty Ltd, Architects tender submission for the design services for the proposed Community and Civic Centre, Crookwell. Community information sessions, presenting the building designs, were held in 31 July and 26 August 2019.

The design created for the proposed Community and Civic Centre will include new Council Chambers, which would double as a community performance space, a new reception area for ratepayers and Service NSW customers, space for the Crookwell Historical Society and the Crookwell Art Gallery, and a much needed revamp to office facilities for Council staff.

The proposed Community and Civic Centre project is subject to Council securing appropriate grant funding to make the project viable.

### Main Road 258 Wombeyan Caves Upgrade

The Wombeyan Caves Road, from the Goulburn/Oberon Road Intersection to the Wombeyan Karst Conservation Reserve, is in need of varying states of repair to address the access problem.

The full cost of the project is over \$32.5M however, the project has been broken up into six sections. The condition of the road is of vital importance to both user safety and economic prosperity. The 60km, eastern road lies within in the Wingecaribbee Shire and is an unsealed, 4 wheel drive road that narrows to one lane in sections, hence, the Wombeyan Caves Road in the Upper Lachlan Shire is the predominant access to the Caves.

Council has secured \$5 million in grant funding over a 3 year period, to improve the road access to this heritage, recreational and nature reserve

## UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT 2018-2019

which will benefit the region by creating much needed tourist dollars and jobs.

The presentation of the Wombeyan Caves tourist product will be improved as visitors to the Reserve are often 'put off' from continuing further when they travel on the gravel road.

A key to creating economic diversity in a Shire whose population is heavily reliant on Agriculture (36.9%), is to grow the Tourism sector which at this point only directly employs 4.7% of the Shires workers. This would create a local economy that is more resilient to economic, social and environmental shifts particularly in the agricultural sector.

Given the excellent geographic location on the Sydney-Canberra corridor and the pre-existence of a wonderful natural visitor attraction in the Wombeyan Karst Conservation Reserve and Caves, the Shire needs a quality road network to allow tourists to confidently access the area.

### Asset Renewal and New Infrastructure Highlights – Total Expenditure on Assets \$11.68 million

Major construction and new infrastructure highlights for 2018/2019 included the following projects:-

- Taralga Water Supply upgrades at a cost of 138,202;
- Crookwell sewerage service main renewals at a cost of \$164,013;
- Bitumen resealing of urban and rural sealed local roads throughout the Shire at a cost of \$631,421;
- Bitumen resealing of sealed regional roads throughout the Shire at a cost of \$488,888;
- Pavement Rehabilitation and road reconstruction of regional road MR248E Laggan Road at a cost of \$635,458;
- Pavement rehabilitation, bitumen sealing and curve realignment of Bannister Lane at a cost of \$516,151;
- Pavement Rehabilitation of MR241 Rye Park Road at a cost of \$127,460;

- Gravel resheeting of unsealed rural roads throughout the Shire at a cost of \$761,057;
- Wombeyan Caves Road Black Spot roadworks totalling \$227,808;
- Pejar Road roadworks and replacing pipes under road at a cost of \$192,186;
- MR256 Abercrombie River bridge replacement uncompleted works in progress totalling \$668,817;
- Crookwell Memorial Oval building construction uncompleted works in progress totalling \$966,818;
- Crookwell landfill construction upgrade uncompleted works in progress totalling \$677,336;
- Grabine Road reconstruction and new bitumen sealing at a cost of \$890,607;
- Goodhew Park, Taralga revitalisation project at a cost of \$242,707;
- Pat Cullen Reserve, Crookwell uncompleted works in progress totalling \$212,290;
- Clifton Park, Crookwell toilet block and pathway projects totalling \$184,517.

### Grabine Road

Council has continued the reconstruction works via a special grant program funding on Grabine Road. There is one year remaining of this program of \$400K road reconstruction works. The Grabine Road is a transport link priority project to the Grabine State Recreational Area Reserve and will continue to facilitate economic benefits to the region.

The sealing of Grabine Road is providing tourism opportunities and the promotion of the region as a tourism destination.

Council has been successful in attaining \$3.5 million grant funding to continue further reconstruction and sealing of Grabine Road in the pursuit of regional economic growth benefits and the improvement of road infrastructure assets that have the potential to stimulate the local economy. The funds are to be expended by end of 2021.



## UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT 2018-2019

### Conclusion

Council's financial position remains sound and our long term financial strategy allows for the ongoing development of a sustainable infrastructure renewal program whilst identifying opportunities for service delivery review.

Council has infrastructure challenges ahead including replacement of old timber bridges which will require significant investment in future years.

Council will remain focused on delivering good quality governance and services to the Upper Lachlan Shire with continued attention to organisational, social and environmental sustainability.

The Annual Report demonstrates that Council continues to deliver a wide range of quality services to the community and Council continues to communicate in a number of proactive and receptive ways.

The avenues utilised to communicate include:-

- The award winning quarterly "Voice Newsletter",
- Community surveys,
- Media releases,
- Informal meetings,
- Council's website and FaceBook page,
- Community outreach meetings and engagement forums.

I would like to thank the current Councillors and Council staff for their commitment to the Upper Lachlan Shire community during 2018/2019.

As General Manager of the Upper Lachlan Shire Council, I commend this Annual Report as definitive confirmation that the Upper Lachlan Shire Council is proceeding into the future with a stable foundation.

### General Manager Resignation

Following almost 44 years' service in Local Government I tendered my resignation to Council in June 2019 announcing my intention to retire.

I would like to thank the community for providing me the opportunity to serve this area of the Southern Tablelands for the past 44 years (via the former Mulwaree Shire Council, former Gunning Shire Council and Upper Lachlan Shire Council).

I would also like to thank all the Councillors and Council staff over my journey for their support and their hard work in continuing to progress Council's mission and vision to the utmost.

I will sign off with a quote from Dr Seuss as I transition into retirement, with an adage that my son has often quoted to me, "You're off to great places! Today is your day! Your mountain is waiting so... get on your way!"

All the very best.



John Bell  
General Manager



**UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT****2018-2019****UPPER LACHLAN SHIRE COUNCIL –  
SENIOR STAFF****General Manager:**

Mr John Bell

Work Phone: 4830 1000

**Director of Environment and Planning:**

Mrs Tina Dodson

Work Phone: 4830 1027

**Director of Finance and Administration:**

Mr Andrew Croke

Work Phone: 4830 1008

**Director of Infrastructure:**

Mr Mursaleen Shah

Work Phone: 4830 1063



Council's Senior Management Team –  
Mursaleen Shah, Andrew Croke, John  
Bell and Tina Dodson.



Crookwell Memorial Oval building construction project

**UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT****2018-2019****UPPER LACHLAN SHIRE COUNCIL ELECTED MEMBERS**

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**[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]****2018-2019****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



Pat Cullen Reserve footbridge at Kiamma Creek in Crookwell

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

Annexure Document "A" includes a copy of Upper Lachlan Shire Council's audited Financial Statements for 2018/2019. This is included as an attachment at the end of the Annual Report.



**[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]****2018-2019****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. All ratepayers, press and the general public are welcome to attend meetings of Council.

During 2018/2019 Ordinary Council Meetings were held on the third Thursday evening of each month. Council Meeting agendas are available on Council's website or at the three Council Administration offices and two branch libraries during business hours and in addition are provided at the meeting. 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.



Council Meeting at Crookwell Council Chambers

**COMMUNITY OUTREACH MEETINGS:**

In addition to Council Meetings, there were 4 community outreach meetings held in May 2019, directed at the facilitation of community involvement and dialogue with Council. The meetings were held in Collector, Crookwell, Gunning and Taralga.

**UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT****2018-2019****UPPER LACHLAN SHIRE COUNCIL ADMINISTRATION OFFICES:****Crookwell Office****Address:** 44 Spring Street, Crookwell NSW 2583**Telephone:** (02) 4830 1000**Email:** [council@upperlachlan.nsw.gov.au](mailto:council@upperlachlan.nsw.gov.au)**Website:** [www.upperlachlan.nsw.gov.au](http://www.upperlachlan.nsw.gov.au)**Gunning Office****Address:** 123 Yass Street, Gunning NSW 2581**Telephone:** (02) 4845 4100**Taralga Community Service Centre****Address:** 29 Orchard Street, Taralga NSW 2580**Telephone:** (02) 4840 2099**Email:** [taralgacsc@upperlachlan.nsw.gov.au](mailto:taralgacsc@upperlachlan.nsw.gov.au)**ALL CORRESPONDENCE SHOULD BE DIRECTED TO:-****The General Manager****PO Box 42****GUNNING NSW 2581**

Crookwell Administration Office

**UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT****2018-2019****Strategic Task Performance Activities**

<b><u>Key Performance Activities</u></b>	<b><u>Performance</u></b>
Annual Report and State of Environment Report	Completed by statutory timeframe
Financial Statements and Financial Data Return	Completed by statutory timeframe
Social and Community Plan	Completed by statutory timeframe
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] 2018-2019****FINANCIAL SUMMARY:****1. Operating performance ratio****2. Own source operating revenue ratio**

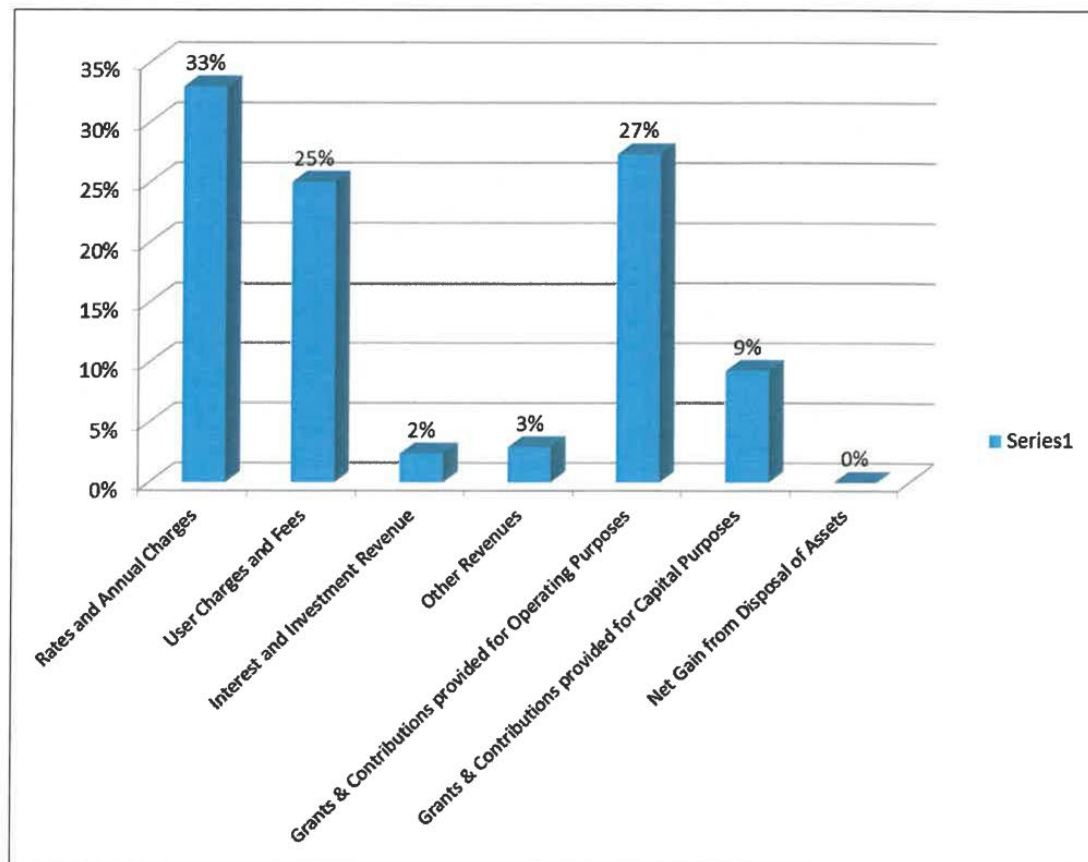
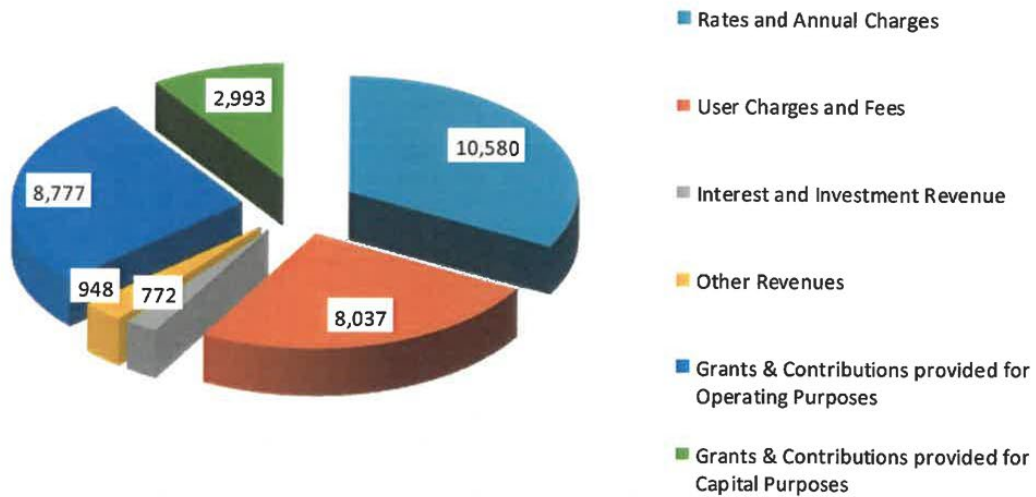


**[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]****2018-2019****3. Unrestricted current ratio****4. Debt service cover ratio**

## UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT

2018-2019

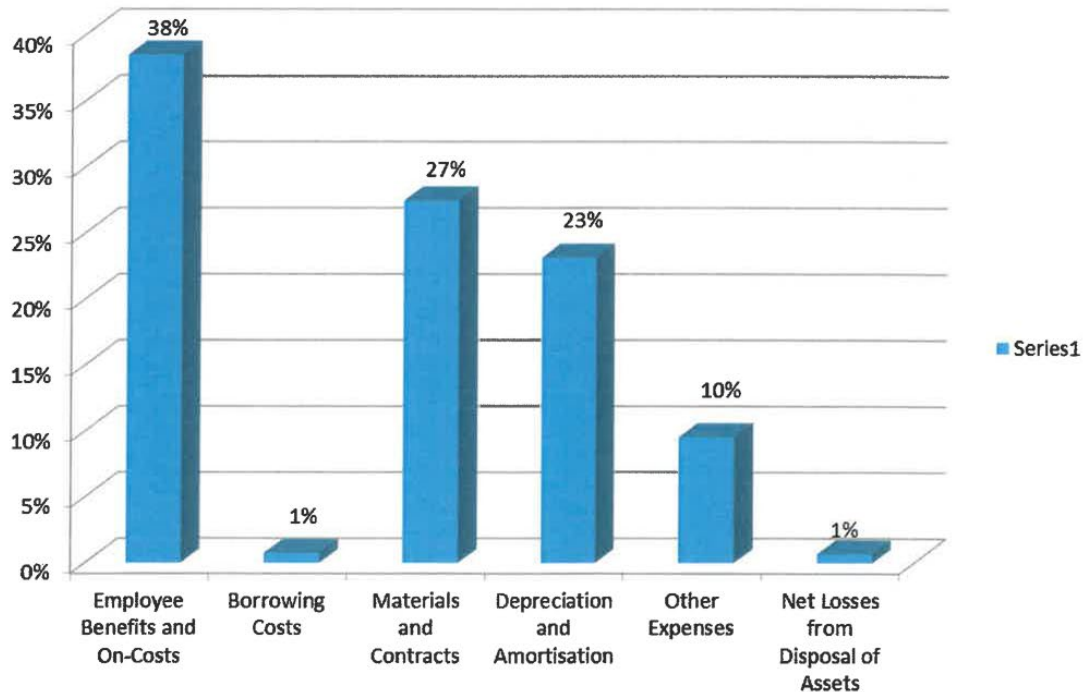
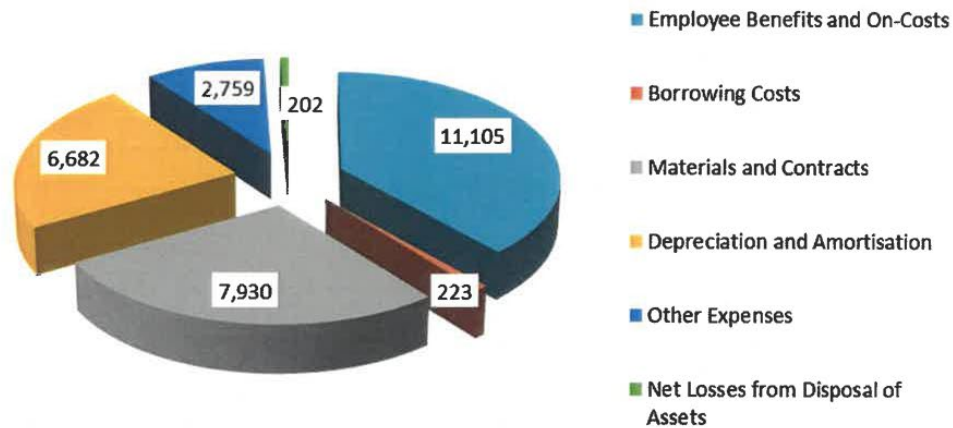
## 2018/2019 Total Income - \$32,107 (\$'000)



## UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT

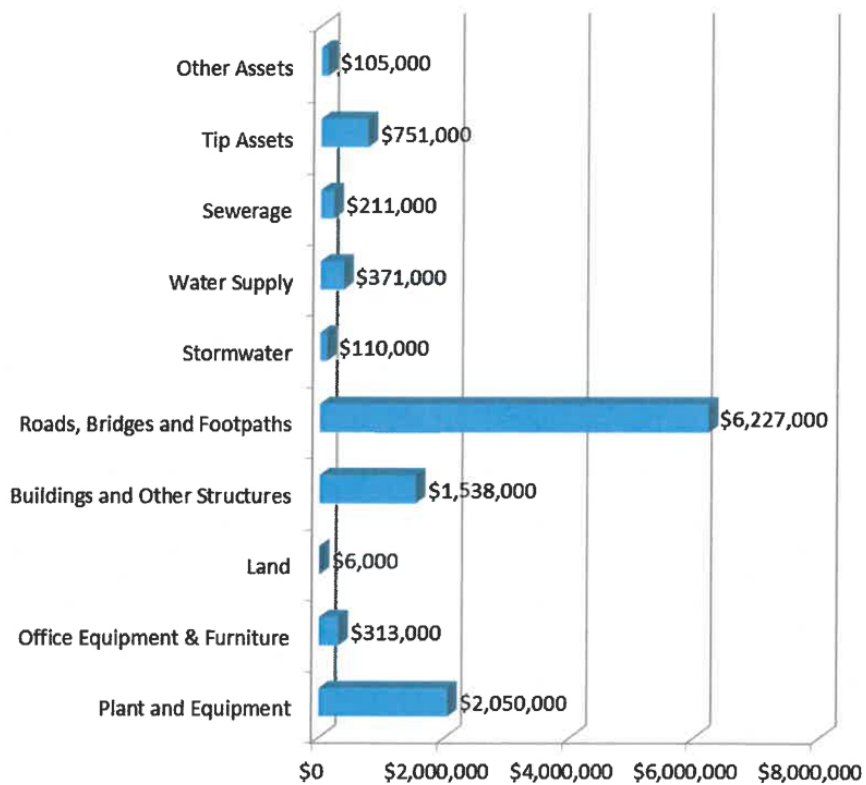
2018-2019

### 2018/2019 Total Operating Expenditure - \$28,901 (\$'000)

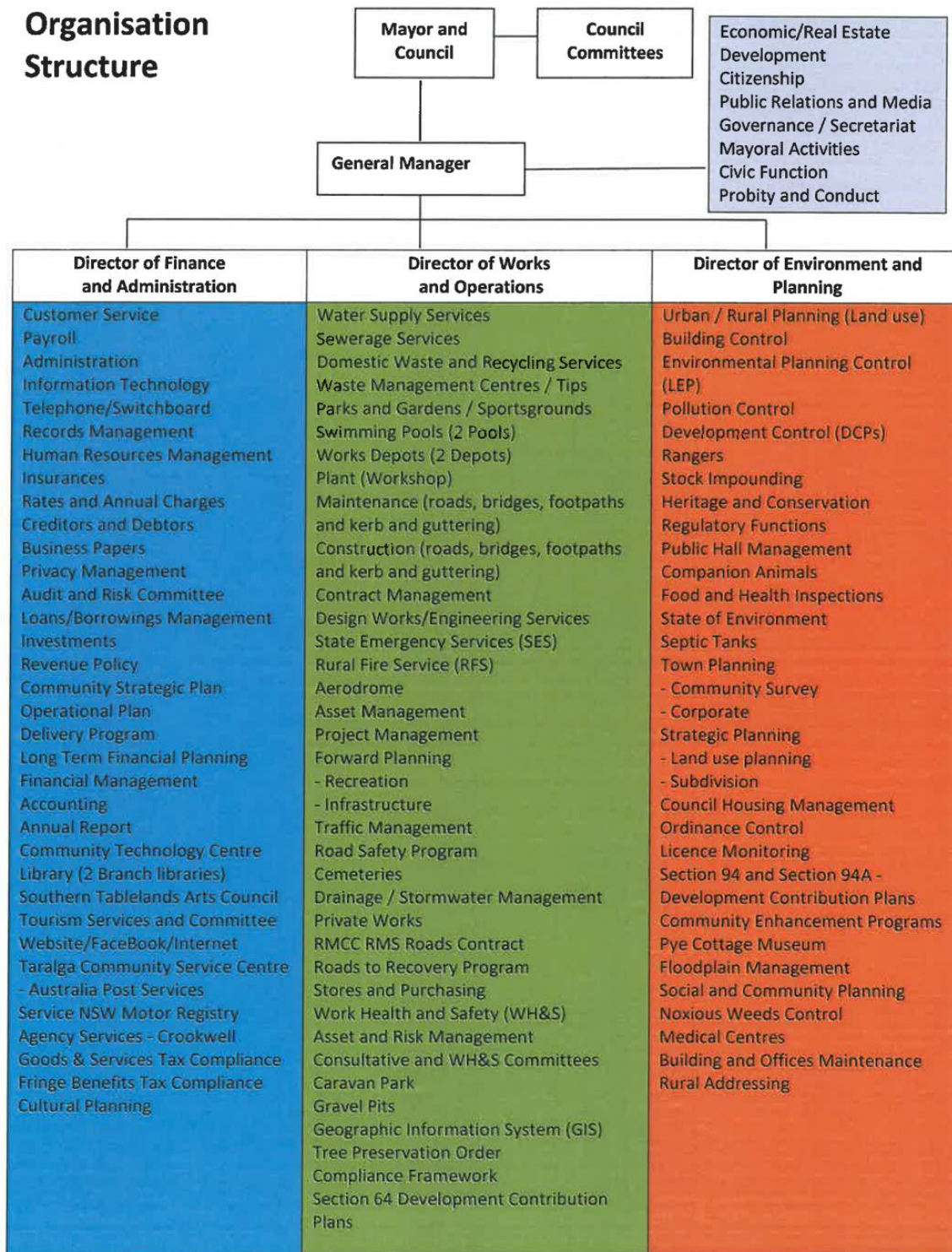


## [UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]

2018-2019

**FINANCIAL DATA****2018/2019 Capital Expenditure by Asset Class - \$11,682 (\$'000)**



**[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]****2018-2019****Organisation Structure**

**UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT****2018-2019****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 2018/2019.



Commencement of the MR256 Oberon Road, Abercrombie River timber bridge replacement



Official Opening of the Clifton Park Crookwell amenities block by the Hon. Angus Taylor MP



## UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT 2018-2019

### **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



**[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT] 2018-2019**

**COMMENTARY REGARDING STRATEGIC PERFORMANCE MEASURES UNDERTAKEN**

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

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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Liaise with health care service providers within the Shire.	Maintain lease 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.
Support the NSW Government rollout of the National Disability Insurance Scheme (NDIS).	Council review the Disability Inclusion Action Plan by December 2018.	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 - Annual review completed in October 2018.

**UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT** 2018-2019

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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Review the Social and Community Plan 2013-2018 and Council to readopt by June 2019.	Report on actions every year in the Annual Report.	1.2 - Support provision of ageing population services and aged accommodation.	Not Achieved – review to be completed by June 2020.
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.  1.6 - Protect all significant heritage sites to preserve the diverse history of the Shire.	Achieved - Cultural Plan 2017-2020 adopted by Council on 15 June 2017.  Achieved - Cultural funding program completed in 2018/2019.  Achieved - Heritage grants endorsed by Council in October 2018.
Maintenance and management of Council public facilities.	Annual AGM and audits for Committees.  Review Plan of Management for public buildings every five years.	1.8 - Manage and upgrade Council's public buildings and community centres.  1.8 - Manage and upgrade Council's public buildings and community centres.	Being Achieved – Committee audits undertaken and minutes reported to Council.  Achieved - Plan of Managements reviewed and completed. Note: All Plan of Managements will be reviewed and require Council endorsement by June 2021 in accordance with Crown Lands Act amendments.

**[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT] 2018-2019**

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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Registration of companion animals.	Monthly report to Office of Local Government.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved - monthly reports submitted to the Office of Local Government.
Maintain a Complaint Handling Register.	Complaints closed out within two weeks.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Being Achieved -- not all complaints can be finalised within 2 weeks.
Maintain an Impounding Register.	Statistics reported in Annual Report.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved.

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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Swimming pool guidelines.	Annual review of guidelines.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved -- Council's Swimming Pool Operational Plan was updated prior to commencement of the season which is now finished.
Water quality testing.	Daily testing and water sample compliance.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved -- Water quality testing is undertaken prior to opening and during pool opening hours. Four (4) tests are completed at two hour intervals. Results

**[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT] 2018-2019**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
			are recorded, and corrective action taken, in compliance with Department of Health guidelines. All results are filed in Council Records Management System.
Swimming pool patronage numbers and financial report.	Report annually to Council.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Achieved – Daily attendance records are maintained for both Swimming Pools. Income and expenditure reports, as well as patronage reports, are provided to Council in June 2019.



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

<b><u>KPI</u></b>	<b><u>Performance Measure</u></b>	<b><u>Delivery Program Actions</u></b>	<b><u>Performance Status</u></b>
Sports field maintenance and Playing Fields Committee meetings.	Report to Council annually.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – A meeting was held where Council advised sporting fees and associated charges.
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.	Being achieved - Council is developing an Asset Register in consultation with the NSW Lands and prepare plans of management over 3 years.
Towns and villages streetscape improvement program.	Implement main street streetscape works.	1.8 - Manage and upgrade Council's public buildings and community centres.	Being achieved – The plans are accepted by Streetscape Committee and a quote is being secured for components of the project.
Towns and villages mowing and maintenance program and fire risk minimisation. Improve maintenance of public parks facilities on weekends of special or community events.	Implement town beautification initiatives.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – Townspersons working in towns and village including, Crookwell, Bigga, Gunning and Taralga.

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

<b><u>KPI</u></b>	<b><u>Performance Measure</u></b>	<b><u>Delivery Program Actions</u></b>	<b><u>Performance Status</u></b>
Quarterly Reports for library services to Council.	Report to Council by deadline.	1.9 - Encourage recreational and leisure activities while	Achieved – Quarterly Reports for both branch libraries are prepared within a

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<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
		maintaining public safety standards.	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 2018.
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 2018/2019 Annual Report.
Develop policies and guidelines for user access and use of technology in the libraries.	Become an operational eSmart Library by 30 June 2019.	1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Not achieved – to be completed in 2019/2020.

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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Maintain Section 94 Register for each individual Bushfire Brigade.	Annual Audit of Section 94 Register.	1.8 - Manage and upgrade Council's public buildings and community centres.	Achieved – Section 94 Register audit completed for 2018/2019 and the register was provided to RFS in September 2019.
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.	Achieved – Consequences Management Guide are completed and were reported to the Local Emergency Management Committee.
Complete review of RFS Service Level Agreement.	Council adoption by August 2018.	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**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Prepare LEP amendments and submit to Department of Planning and Environment.	LEP Amendments submitted to Department of Planning and Environment for gateway approval in 2018/2019.	2.2 - Promote environmentally sustainable developments (ESD).	Being Achieved.
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.	Being Achieved – Awaiting further draft report from consultant.
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 2018/2019.
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**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Ensure ongoing accreditation of Building Surveyors is maintained.	Minimum CPD points are obtained annually.	2.2 - Promote environmentally sustainable developments (ESD).	Achieved.
Construction Certificate (CC) assessment and determination	Determine 80% of CC's within 30 days.	2.2 - Promote environmentally sustainable developments (ESD).	Not Achieved - 75% of CC's were determined within 30 days for 2018/2019.
Development Application (DA) assessment and determination.	Determine 80% of DA's within 40 days.	2.2 - Promote environmentally sustainable developments (ESD).	Not Achieved - 47% of DA's were determined within 40 days for 2018/2019.

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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
State of Environment Reporting.	Complete and include in Council Annual Report.	2.3 - Promote use of green and renewable energy.	Being 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.	Being 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.	Being 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**

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

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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Property inspections - the type and density of noxious weed infestations to be recorded and reported to Council.	Inspection statistics reported to Council monthly.	2.1 - Address environmental degradation issues, i.e. noxious weeds control.	Achieved – 962 property inspections have been undertaken during 2018/2019.
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.	Being Achieved - regular government and non-government meetings attended. Weed control information included in Councils information page and newsletters.

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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Conduct food premise inspections of retailers and service providers.	Annual inspection of all food premises.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Achieved – inspections were carried out in May 2019.
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 2018/2019.
Swimming Pool register and inspection program.	Ensure Swimming Pool register is maintained.	1.9 - Encourage recreational and leisure activities while maintaining public safety standards.	Being achieved – compliant and ongoing.

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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Council's Investment Policy and Investment Strategy.	Review biennially.	3.2 - Prudent financial management.	Achieved – Investment Policy was reviewed by Audit, Risk and Improvement Committee and adopted by Council 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 46% of total ELE expense as at 30 June 2019 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.	Being achieved – Grant Thornton conducted an internal audit review of Information Technology General Controls and was reported to the April 2019 Audit, Risk and Improvement Committee Meeting.
Progressively complete Asset Fair Valuation for all asset classes.	Audited annually.	3.1 - Ensure financial viability of Council.	Achieved - the buildings, other structures, operational land and plant and equipment asset classes were revalued by Scott Fullarton Valuations at 30 June 2018. Infrastructure assets including roads and bridges are due for revaluation in 2019/2020.
Improve Long Term Financial Plan (LTFP) modelling.	10 year plan reviewed annually.	3.1 - Ensure financial viability of Council.	Achieved – Long Term Financial Plan was reviewed and adopted by Council on 20 June 2019.
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**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Manage Council's Accounts Payable and Purchasing systems.	90% of tax invoices are paid within credit terms.	3.1 - Ensure financial viability of Council.	Not achieved – 72% of tax invoices were paid by Council in accordance with credit terms. There were 5,361 tax invoices processed by accounts payable in 2018/2019.
Manage Council's Accounts Receivable system.	90% of payments recovered within sixty days.	3.1 - Ensure financial viability of Council.	Achieved – 96.67% of sundry debtor invoices were recovered within 60 days of tax invoice date. There were 751 accounts receivable tax invoices processed in 2018/2019.
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. New electronic acknowledgment to customer enquiries was implemented in December 2018.
Participate in Canberra JO advocacy and resource sharing projects.	Report annually to Council.	3.2 - Prudent financial management.	Achieved – Council are participating in human resources, Tourism and Economic Development, Infrastructure and IT working groups in Canberra Joint Organisation. CRJO Chairperson will make a presentation to Council in late 2019.



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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Proportion of rates accounts outstanding at year end.	Less than 5% outstanding.	3.2 - Prudent financial management.	Achieved - 2.42% rates and charges outstanding percentage as at 30 June 2019.
Completion of statutory certificates i.e. Section 603 Certificates.	95% completion rate within 5 days.	3.2 - Prudent financial management.	Achieved - 98.65% of Section 603 Certificates were processed within the deadline. There were 287 Section 603 Certificates issued in 2018/2019.
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 30 October 2019.
Process land revaluations and monthly supplementary land valuations from the Valuer Generals Office.	Monthly reconciliation and signoff by management.	3.2 - Prudent financial management.	Achieved - all reconciliations signed and authorised in 2018/2019.

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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Council's Information Technology (IT) 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. Business Continuity Plan to be reviewed in 2019/2020.
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	Updated on a weekly basis.	3.1 - Ensure financial viability of Council.	Achieved - Council website and FaceBook page updated each week, timely media

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FaceBook page information.			releases. E-newsletter and Post Weekly publications released each week.
Implementation of new servers, software and databases, telecommunication systems and Customer Request Management System upgrade.	Complete each year within budget estimate.	3.1 - Ensure financial viability of Council.	Being achieved - telephone system project finalised in October 2018. Microwave communication project completed and operational in May 2018. Server upgrade is pending and CRM is operational with added on-line components remain to be finalised.

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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Review and implement Council Succession Plan.	Review biennially.	3.4 - Assist facilitation of employment opportunities.	Not achieved – will be reviewed after the realignment of Council Infrastructure Department and subsequent 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 – 19% employee turnover rate in 2018/2019, this includes Council staff retirements 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 – 60% of staff performance reviews for 2018/2019 were completed as at 30 June 2019.
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 reviewed Workforce Plan was adopted by Council at 20 June 2019 Council Meeting.
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 – New procedure developed and adopted by MANEX in September 2019. Asbestos Management Plan adopted by Council for worksites.



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<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
All new employees to attend Corporate and WH&S Induction.	Within 2 months of commencing employment.	3.4 - Assist facilitation of employment opportunities.	Being achieved – induction is completed every 2-3 months by Council.
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.	Achieved – Procedures developed, approved and being implemented.
Identification of need for and implementation of safe work method statements (SWMS) for specific worksites.	80% of WH&S corrective actions will be completed within agreed timeframes.	3.4 - Assist facilitation of employment opportunities.	Being achieved – Estimate 80% of Council services have SWMS implemented.
Increase awareness training of back and manual handling injuries such as sprains and strains for all staff.	Training provided every two years.	3.4 - Assist facilitation of employment opportunities.	Achieved – Training is provided, attendance by staff at conferences. A Council staff WH&S Day was organised to educate staff on reporting requirements, site inductions and staff meetings.
Establish corporate safety management objectives, strategies and targets in the WH&S section. Minimisation of lost time incidents, injuries and workers compensation claims.	Incident reporting by employee within 2 days to senior management.	3.4 - Assist facilitation of employment opportunities.	Achieved - Safety inspection results, incidents and injuries reported to MANEX and the WH&S Committee bi-monthly are reported 95% on-time. Toolbox talks being routinely completed by outdoor works crews.
Identify and address WH&S issues identified as critical to ensure a safe worksite. Identify "Hotspots" within work groups and concentrate training programs on identified problem areas.	Quarterly reporting to WH&S Committee and management.	3.4 - Assist facilitation of employment opportunities.	Achieved – WH&S issues reported regularly to the WH&S committee and senior management for consultation, review and action.

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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Implement Crookwell caravan park user charges.	Cost neutral facility.	3.5 - Encourage and support viable local businesses.	Achieved – in 2018/2019 Council operated the facility with a profit. Increase in overnight visitation and bookings consistently in past 5 years, despite a 4% decline in 2018/2019 for overnight stay accommodation.
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.
Provide improvements to Crookwell caravan park facilities.	Continue to promote facility and seek external grant funding.	3.3 - Encourage sustainable population growth and provision of associated infrastructure.	Achieved – Crookwell caravan park promotion ongoing, new electronic booking system utilised at VIC, toilet amenities upgrade completed and grounds maintained.

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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Upper Lachlan Tourist Association (ULTA) review Tourism Strategic Plan and implement actions.	Review annually.	3.5 - Encourage and support viable local businesses.	Being achieved – Strategic Plan reviewed by ULTA with revised tourism marketing communications. An action plan to be developed in line with 2020 Destination Southern NSW Destination Management Plan and Tablelands Community Strategic Plan.
Coordinate the Crookwell Potato Festival event.	Provide annual event summary.	3.6 - Promote tourism opportunities and community events.	Achieved – a successful event coordinated on 11 May 2019.
Presentation of tourism function statistics each quarter.	Present to Tourist Association.	3.6 - Promote tourism opportunities and community events.	Achieved.



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<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
In conjunction with Canberra JO inform the Destination Management Plan 2018-2020 for Destination Southern NSW. Council prepare a Destination Action Plan, Industry Development Plan and Marketing Communications Plan.	Complete the new plans by 30 June 2019.	3.5 - Encourage and support viable local businesses.  3.6 - Promote tourism opportunities and community events.	Not achieved – Destination Southern NSW has experienced unexpected delays.
Annually coordinate the tourism grants, events and cultural funding programs.	Increase visitation and \$ spend.	3.6 - Promote tourism opportunities and community events.	Achieved – the 2018/2019 Cultural Funding Program and Events Funding program have been completed. Delivering the ULTA membership program benefits.
Prepare and distribute tourism publications; i.e. Destination Guide.	Distribution within program deadlines.	3.6 - Promote tourism opportunities and community events.	Achieved – media publications completed. The new Upper Lachlan Destination Guide is completed.
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.	Being achieved – Willis Park Public Reserve potential site was deemed unsuitable by Council. The potential railway corridor site at Park Street requires further investigations and approval by Council and a licence agreement application to Transport NSW for a RV Friendly Town camping site.
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 and satisfactory contractor performance reports achieved. Contractor corrective actions are required to be issued to RMS within 18 month period.

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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.	Achieved – Road Hierarchy completed and asset condition assessment data is being collated and refined by relevant asset standards.
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 – 62% of General Fund capital works program was completed, delays in completion of Crookwell landfill project, Kiamma Creek bridge replacement and Crookwell Memorial Oval building project.
Reconstruction and upgrade of Grabine Road as part of the Special Grant program with RMS and Transport for NSW (8 year program commenced 2013).	Complete Stages 5 and 6 within budget allocation in 2018/2019.	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 – Stages 5 and 6 completed in 2018/2019. The last stage of the existing Transport for NSW grant program for Grabine Road reconstruction will be undertaken in 2019/2020 financial year. The Restart NSW Growing Local Economies Fund grant application was successful and this project will commence in 2019/2020.
Call and evaluate tenders for civil works contract plant and labour hire, and capital works projects.	To review tenders every two years.	4.1 - Improve local road and regional road transport networks.	Achieved – new Bitumen Sealing contract approved at 18 October 2018 Council Meeting. New gravel crushing tender in place.
Gravel resheeting programme submitted to and adopted by Council in June each year.	Resheet every road in a 30 year cycle.	4.1 - Improve local road and regional road transport networks.	Achieved – gravel re-sheeting program for Section 94 and Roads to Recovery projects was completed in 2018/2019.
Number of kilometres per year cost per kilometre for road maintenance, dissecting bitumen and gravel roads.	Provide cost report to Council annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades	Not achieved – 10 year Capital and Maintenance Program will be developed as part of the Asset Management Planning. Performance will be reported against the



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		covering a 10 year period.	delivery of the public works program approved by Council and re-sheeting program in 2020.
Continuation of footpath replacement program in accordance with Footpath Policy.	Complete within budget allocation.	4.9 - Develop new and upgrade existing footpaths and cycleway networks.	Achieved – maintenance completed. Completion of Pat Cullen reserve footpath, Hill Street Taralga and Colyer Street footpaths and Clifton Park pathway project.
Bridge Replacement and maintenance program update and review.	To review program every two years.	4.11 - Progressively replace timber bridges on local and regional roads.	Achieved – Bridge assessments received and recommendations implemented. Construction of bridge bypass work commenced.
Complete the replacement of the Abercrombie River timber bridge on MR256 Taralga to Oberon Road.	Complete by December 2018.	4.11 - Progressively replace timber bridges on local and regional roads.	Achieved – The project was completed on 27 August 2019.
Regional road repair and pavement reconstruction program on MR248E Crookwell to Laggan Road.	Complete within budget and finalisation report completed to RMS.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved – 85% of the road reconstruction on MR248E Laggan Road was completed.

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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Stormwater Levy for all towns to assist in funding capital works improvements in the Shire towns	Maintain an external restricted cash reserve.	4.10 - Upgrade stormwater and kerb and guttering in towns.	Achieved – works program is included in Operational Plan. Collector stormwater works commenced in May 2019.
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.	Achieved.
Implement Stormwater Management Plan.	Implement Stormwater works outlined in Plan.	4.10 - Upgrade stormwater and kerb and guttering in towns.	Achieved. Included in the public works program as published on the Council's website.

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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Prepare annual stocktake of gravel pits stock held and movements. Review quantity of gravel stock held for each gravel pit/quarry.	Complete by June each year.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved - Gravel stocks are reduced to target value.
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 – signs erected. 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**

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Complete the Crookwell Waste Centre landfill upgrade and remediation project in 2018/2019.	Remediation works project in accordance with EPA requirement and consultants design.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved – Council is implementing alternative strategy for waste disposal. EPA has been advised. Public Works Authority have been engaged by Council to assist in project management of waste transfer station.
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. Transfer stations constructed to service standard.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	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 Landfill for disposal. Closure Plans are not complete.
Review and re-measurement of remediation and restoration provisions and determine of the useful lives of Council's waste centres.	To be completed by 30 June 2018.	4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Not Achieved – Council is implementing a transfer stations and have engaged Public Works Authority to assist with project management.
Ensure compliance with DECCW licence for Crookwell waste centre (landfill).	No non-compliance incidents.	4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Achieved – DECCW annual return for Crookwell landfill completed on time and submitted. There have been asbestos disposal incidents at the landfill requiring management during the year.

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

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

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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Prepare Plans of Management for all Council controlled cemeteries.	Review every five years.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved – pending until the land register and crown land identification process is finalised. A register is being developed.
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.	Being achieved - negotiations are underway to purchase additional land for the expansion of Gunning Cemetery.
Columbarium construction program for all Council controlled cemeteries.	Annually complete a new columbarium.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – construction of a columbarium completed at Gunning cemetery and a columbarium completed at Dalton cemetery.
Undertake maintenance activities according to the adopted works schedule.	Within 5% of budget allocation.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – maintenance activities completed in accordance with annual program and budget allocation.



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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Implementation and review of Asset Management Plan. Special Schedule 7 audit compliance. Annual asset inspection and condition reporting program.	Assets reporting in accordance with Office of Local Government (OLG) requirements.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Being achieved – OLG yet to mandate audit requirements. Changes were made to Financial Statements requirements which now exclude previously reported asset condition - Special Schedule 7. Asset data capture equipment was purchased in 2018/2019 and a ten year asset management program will be developed in 2020.
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 – stores re-organisation ongoing. Stores stocktakes were conducted in December 2018 and June 2019.
Implementation of Risk Management Action Plan (RMAP) to meet 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.	Achieved – 2018/2019 Continuous Improvement Pathway programme benchmarking completed on 4 services; Roads, Playgrounds, Swimming Pools and Bitumen and Asphalt Resurfacing.
Implement Risk Management Assessment Plan and Risk Management Policy.	Review and update.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved - Infrastructure Department to develop risk framework to control infrastructure liability risks. Risk Management Policy was not reviewed.
Review Council Underground Petroleum Storage (UPS) systems; including diesel and petrol bowsers.	No environmental impact.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved - UPS tank outside Crookwell office was removed in first quarter 2018/2019.



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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Prepare a plant and equipment 10 year forward plan.	Review and update annually.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Achieved – Plant and Motor Vehicle Replacement Schedule has been prepared and approved 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 were completed in accordance with Plant Replacement Schedule in the 2018/2019 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 2018/2019.
Management of Council employee motor vehicle leaseback program.	Review annually.	4.1 - Improve local road and regional road transport networks.	Achieved – leaseback program and lease fees are reviewed annually and was completed in July 2018.

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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
DWM service charge includes a disposal cost as a costed entity as part of the annual DWM reasonable cost calculation.	Establish Fund and review annually.	4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Achieved – DWM makes a disposal cost contribution to landfill generally in accordance with volume of waste disposed. DWM made a \$677K contribution to Crookwell landfill upgrade work that is in progress.
Average number of garbage bin service collections missed per month and number of complaints received.	Less than 2% of weekly pickups.	4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Achieved – Assisted with the implementation of return and earn and this has reduced waste going into the landfill.
Implementation of a new kerbside pickup of organic green waste collection service (during Spring, Summer and Autumn).	Provision of new service in 2018/2019.	4.7 - Provide waste pickup service for towns and villages, and reduce the amount of waste going to landfills.	Achieved – Service commenced in September 2018 and currently bins are being picked once a fortnight in accordance with the approved "service levels". The service take up will be reviewed at the end of the 2019 calendar year.
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 side loading compactor trucks being replaced on a staggered rotation. Council is intending to keep the fleet longer to pay for the increased size of the fleet from two trucks to 3 trucks. A tender for the purchase of a new compactor truck was approved by Council.

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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Carry out weekly water quality standard testing.	Complying water quality test samples.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – daily water quality testing undertaken for the Crookwell, Taralga, Gunning and Dalton systems.
Implement user pay best practice pricing water charges in accordance with State Government Guidelines.	50% water supply income from user pay charges.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – user pay water charges implemented.
Integrated Water Cycle Management (IWCM) Strategy for the town water supplies.	Complete IWCM strategy by December 2018.	4.2 – Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.	Not achieved – funding application lodged however yet to be approved. Review of the Integrated Water Cycle Management (IWCM) Strategy to be completed within 2019/2020 subject to the approval of funds.
Maintain Section 64 Development Contributions Plan Register.	Audited annually.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – Section 64 Development Contributions Plan Register updated and audited in 2018/2019.
Surplus Water Fund operating result.	Within 10% of budget.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – water supply fund in 2018/2019 had an operating deficit. The previous 3 financial years there was an operating surplus result.



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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Number of sewer chokes per month per five kilometres of mains.	Less than 5 per month.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – problem sewer main areas in Crookwell and Gunning have been relined as part of the CEEP program.
Implement Trade Waste Charges.	Consider charges in 2018/2019.	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. The policy is to be implemented during 2019/2020.
Surplus Sewerage Fund operating result.	Within 10% of budget.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – operating result surplus in 2018/2019 provides for future infrastructure replacement needs. The past 6 financial years has been an operating surplus result.
Maintain Section 64 Development Contributions Plan Register.	Audited annually.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – Section 64 Development Contributions Plan Register updated and audited in 2018/2019.
Sewerage Treatment Plants comply with EPA conditions.	Satisfactory report from NSW EPA.	4.6 - Improve water supply and sewerage facilities to towns.	Achieved – EPA Annual Return completed on time. NSW Office of Water regional inspector provided satisfactory report for Crookwell, Gunning and Taralga Sewerage Treatment Plants.

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

<b>KPI</b>	<b>Performance Measure</b>	<b>Delivery Program Actions</b>	<b>Performance Status</b>
Implement organisation structure in accordance with Local Government Act requirements.	Reviewed regularly and after local government elections.	5.4 – Leadership and commitment to integrated planning and reporting.	Achieved.
Council Policy development and review.	Continual policy review and upgrade each year.	5.3 - Promote community engagement and involvement in decision making processes.	Achieved – KPI achieved with continual 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.	Being achieved – endeavouring to achieve target of 15 days.
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 - forwarded to Office of Local Government in 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 2018 and July 2019.
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 requested by the Office of Local Government.
Upper Lachlan Shire Council to remain sustainable in the long term.	Meet all seven Fit for the Future benchmarks.	5.4 – Leadership and commitment to integrated planning and reporting.	Achieved - 2018/2019 all 7 financial benchmarks by OLG were achieved.

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**3. STATE OF THE ENVIRONMENT REPORT****1. Introduction**

Under section 428A (1) of the Local Government Act 1993 (the LG Act), in the year of an ordinary election of councillors, Council's annual report must include a report as to the state of the environment in the Shire in relation to such environmental issues as may be relevant to the environmental objectives established by Council's community strategic plan. As required by section 428A (2) of the LG Act, this state of the environment report has been prepared in accordance with the integrated planning and reporting guidelines established by the Director-General of the Office of Local Government under section 406.

**2. Shire profile****2.1 Location**

Upper Lachlan Shire is located in the Southern Tablelands of New South Wales. The centre of population is Crookwell, located one hour and fifteen minutes from Canberra, two and a half hours from Sydney, one and a half hours from Bathurst and thirty minutes from Goulburn. The area is known for its fine wool and potato

production, history and picturesque countryside.

Upper Lachlan Shire Council's tourism slogan is "The Shire of Villages". There are three towns and ten villages within the shire boundaries. These include Crookwell, Gunning, Taralga, Laggan, Dalton, Bigga, Binda, Tuena, Collector, Grabben Gullen, Big Hill, Jerrawa and Breadalbane.

Despite its proximity to major centres, Upper Lachlan Shire has a strong rural character. Agricultural endeavour is historically and currently a feature of the Shire's economic and social fabric.

**2.2 Area and Population**

Upper Lachlan Shire has an area of 7,242 square kilometres. According to the Australian Bureau of Statistics (ABS) Census data of 2016, the Shire's population is at that time was 7,702 (3,917 male and 3,785 female), with a median age of 48 years. Figure 1 illustrates the proportions of age groups in the Shire.

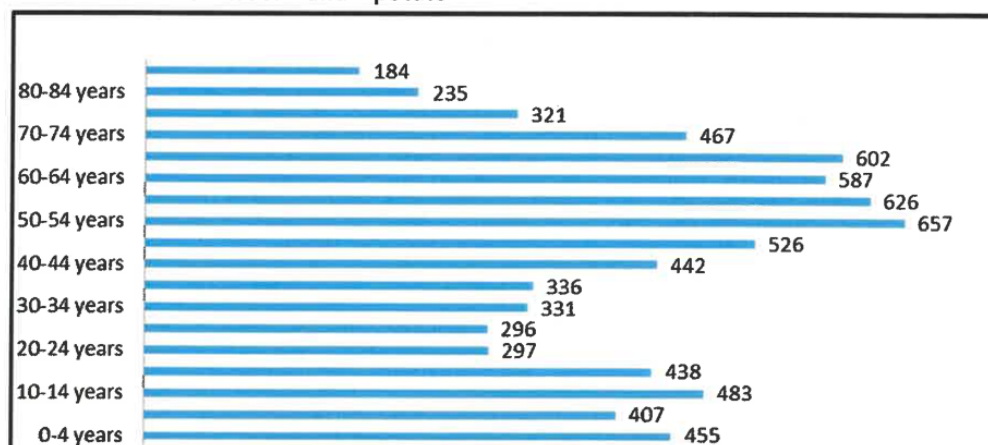


Figure 1: Upper Lachlan Shire population's age distribution, ABS Census 2016.



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### 3. Community Strategic Plan Environmental Objectives:

Council's Community Strategic Plan specifies two environmental objectives:

- To protect and enhance the environment, and
- Implement environmental and planning regulations and controls to maximise health and safety.

### 4. Environmental indicators

As required by section 428 (3) of the LG Act, this state of the environment report establishes relevant environmental indicators for the environmental objectives specified by Council's Community Strategic Plan, reports on and updates trends in each such environmental indicator, and identifies any events and activities that have had a major impact on environmental objectives. The state of the environment report establishes seven environmental indicators:

- Land use
- Air
- Water
- Biodiversity

- Waste
- Noise
- Heritage.

#### 4.1 Land use

The Shire predominantly consists of rural land, punctuated by scattered small towns and villages. Whilst agriculture is historically and currently the main land use in the Shire, Council has no detailed data on the proportion of rural land actively used for commercial agricultural production.

Council's development application records indicate that the Shire has attracted considerable residential development in recent years. As illustrated by Figure 2, from 1 July 2012 to 30 June 2017, most applications for consent to use land proposed residential and ancillary development (e.g. dwelling houses, carports, pergolas and the like) in both rural and urban/village localities.

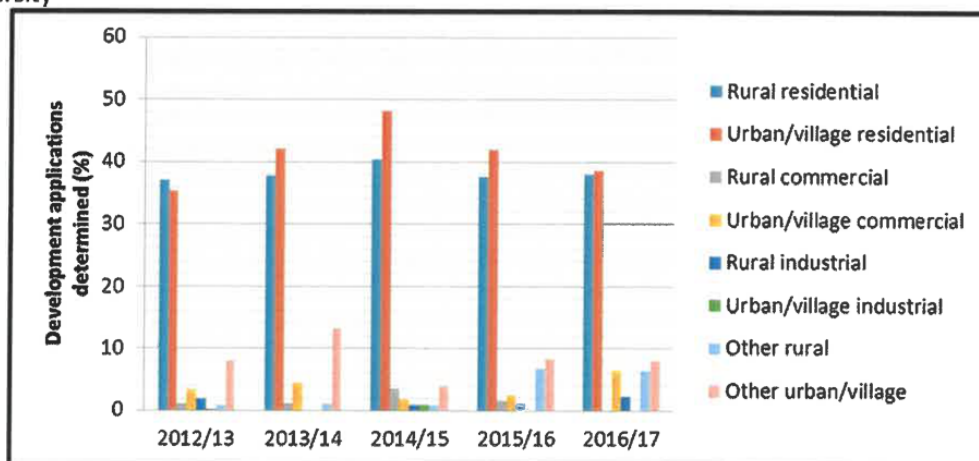


Figure 2: Percentages of land uses proposed by development applications determined from 1 July 2009 to 30 June 2017 (Note: Development applications proposing subdivision of land are not shown).

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The proportion of determined commercial and industrial development applications has been consistently small, although 2016/17 saw the highest proportion of urban/village commercial development applications made since 1 July 2012.

Council's main statutory means of regulating development is Upper Lachlan Local Environmental Plan 2010 (the LEP), underpinned by Upper Lachlan Development Control Plan 2010 (the DCP). The LEP's particular aims are:

- (a) To provide planning controls for Upper Lachlan and to update and consolidate into one instrument the various planning controls that [previously applied] to Upper Lachlan,
- (b) To encourage the sustainable management, development and conservation of natural resources,
- (c) to promote the use of rural resources for agriculture and primary production including fishing, forestry, mining and related processing, service and value adding industries,
- (d) To protect and conserve the environmental and cultural heritage of Upper Lachlan,
- (e) To encourage new residents to Upper Lachlan by providing a range of housing opportunities in the main towns and villages,
- (f) to allow development only if it occurs in a manner that minimises risks due to environmental hazards, and minimises risks to important elements of the physical environment, including water quality,
- (g) To promote and coordinate the orderly and economic use and development of land in Upper Lachlan,
- (h) To protect and enhance watercourses, riparian habitats, wetlands and water quality within Upper Lachlan's drinking water catchments so as to enable the achievement of the water quality objectives.

The LEP is available online at [www.legislation.nsw.gov.au](http://www.legislation.nsw.gov.au) → Browse → Browse In Force → EPIs → U → Upper Lachlan Local Environmental Plan 2010.

The DCP can be downloaded at [www.upperlachlan.nsw.gov.au](http://www.upperlachlan.nsw.gov.au) → Planning → Strategies, Plans & Policies → Upper Lachlan Development Control Plan 2010.

#### **4.2 Air**

Air emissions within the Shire include particulates (e.g. dust) and airborne chemicals arising from agricultural activities, domestic and commercial solvents and aerosols, and smoke from domestic solid fuel heaters. There are no facilities in the Shire that reported air emissions data to the National Pollutant Inventory (NPI) during the reporting period.

Overall air quality in the Shire is not considered to have changed significantly in the reporting period from 1 July 2012. Urban/village localities may see seasonal air quality impacts due largely to concentration of vehicle emissions and particularly solid fuel heater usage. The Shire's cold winter climate necessitates effective domestic heating, and wood combustion heating is popular in the Shire, perhaps due to increasing costs and limited choice of alternative domestic heating methods.

#### **4.3 Water**

Microbial and chemical quality of water supplies in the Shire continue to consistently meet the requirements of the Australian Drinking Water Guidelines.

##### **4.3.1 Crookwell**

Crookwell's drinking water is sourced from the Crookwell Dam. In 2018, Council commissioned a new Dissolved Air Flotation and Filtration (DAFF) water treatment plant. The treatment process is best practice and includes both UV light and chlorine disinfection systems. The old Water Treatment Plant has been decommissioned.

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Samples have been continuously taken and assessed for E. coli since 1 July 2012. None returned a positive sample for organisms. Chemical samples were also taken during the reporting period and assessed for 31 different inorganic compounds. All samples returned results within Drinking Water Guidelines. **Dalton**

Dalton's drinking water is sourced from the new Gunning water filtration plant and pumped to Dalton via an 11km pipeline. Samples have been taken from both systems with all test results complying with the Drinking Water Guidelines.

**4.3.2 Taralga**

Taralga's drinking water is sourced from Woolshed Creek. The supply is currently processed using a new water filtration plant that was constructed in 2013. The treatment process includes membrane filtration and chlorine disinfection.

Samples were regularly taken and assessed for E. coli over the reporting period from 1 July 2012. None returned a positive reading for organisms. Chemical samples were also taken during the reporting period and assessed for 31 different inorganic compounds. All samples returned results within Drinking Water Guidelines.

**4.3.3 Gunning**

Gunning's drinking water is sourced from the Lachlan River. The supply is processed using the new DAFF plant that uses both UV light and chlorine to disinfect the water. The plant became operational in 2014.

Samples were regularly taken and assessed for E. coli over the reporting period from 1 July 2009. None returned a positive sample for organisms. Chemical samples were also taken during the reporting period and assessed for 31 different inorganic compounds. All parameters are now within the Australian Drinking Water Guidelines.

**4.4 Biodiversity**

The Shire has a moderately rich biodiversity. It includes 53 different vegetation types, 36 of which are of conservation significance, with at least 788 native and introduced plant species. Fauna species in the Shire include 163 bird species, 21 fish species, 61 mammal, 53 reptile and 16 amphibian species.

The Shire contains occurrences of four endangered ecological communities, and populations of six plant and thirty three animal species that are vulnerable or endangered nationally or in NSW.

It is impracticable to accurately assess changes to the extent and condition of native vegetation across the Shire. However, Council's Biodiversity Planning Framework (BPF), developed in the formulation of Upper Lachlan Local Environmental Plan 2010 (the LEP), facilitates improved management and protection of biodiversity and therefore ecological communities. The BPF was prepared to provide guidance for protecting and enhancing the Shire's biodiversity values while accommodating sustainable development, and thus facilitates management by Council officers of biodiversity values, including in the development assessment process.

The BPF ranks biodiversity values using standardised criteria and based on best available environmental data and advice. It identifies the best natural resource information available, including the distribution of remnant native vegetation, important wetlands and rivers, wildlife corridors, habitat for threatened plants and animals and endangered vegetation communities. It also outlines further data and research needed to improve the information base and enhance management.

Biodiversity values are considered within the context of the Shire's traditional and



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emerging rural land-use setting. Processes that threaten values are identified and addressed through recommendation of strategic measures for protection, recovery and enhancement of biodiversity values. A set of Council management actions has been prioritised, including staff training, education and community partnership actions.

To meet its aims, the BPF seeks to achieve gains in the extent/quality of native vegetation, increased security for regionally significant vegetation communities and fauna habitats (through a reserve system, planning, and community supported programs), recognition, support and enhancement of a comprehensive network of biodiversity corridors, and protection of riparian vegetation and waterways.

The LEP includes provisions that apply to proposals for development on land identified as "sensitive land" on the "Natural Resources Sensitivity—Biodiversity Map". The overarching aim of those provisions is to maintain terrestrial and aquatic biodiversity including:

- (a) Protecting native fauna and flora, and
- (b) Protecting the ecological processes necessary for their continued existence, and
- (c) Encouraging the recovery of native fauna and flora, and their habitats.

**4.5 Waste**

From 1 July 2015 to 30 June 2017, Council dealt with 4,497 tonnes of waste, 1,237 tonnes of which was recyclable, including kerbside comingled recyclables, scrap metal, mattresses, engine and hydraulic oils, batteries and chemical containers (Drummaster initiative). No detailed data of the total amounts of various waste types disposed to landfill are available.

**Noise**

The relatively few noise complaints received by Council in the reporting period since 1 July 2012 related to matters including:

- Barking dogs
- Roosters
- Pet birds
- Motor vehicles (e.g. recreational motorcycles)
- Construction noise
- Agricultural plant such as bird scare guns
- Wind farms.

Council holds no records of noise complaints made to NSW Police. Council officers generally respond to and address noise complaints on a case by case basis having regard to relevant legislation, which may include the Companion Animals Act 1998 and the Protection of the Environment Operations Act 1997.

**4.6 Heritage**

Council adopted the *Community Heritage Study 2007 – 2008*, coordinated by heritage consultant Dr Jennifer Lambert Tracey, on 18 February 2010. In the carrying out of the Study, Council and members of the Upper Lachlan community recognised the heritage significance of many items and places throughout the Shire. The Study aimed to comprehensively identify those items and places of heritage significance, with the purpose of enhancing their historical perspective and thereby enabling a more vibrant integration of local history and heritage within a cultural landscape context.

The Study's focus was community based, requiring extensive community consultation, discussion and contribution. This included former residents who retained an ongoing attachment to the Shire's history and heritage.

The Study facilitated inclusion of heritage provisions and the listing of identified local and State significant heritage items in Upper

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Lachlan Local Environmental Plan 2010 (the LEP), providing a statutory tool to:

- (a) Conserve the environmental heritage of the Shire,
- (b) Conserve the heritage significance of heritage items and heritage conservation areas, including associated fabric, settings and views,
- (c) Conserve archaeological sites, and
- (d) Conserve Aboriginal objects and Aboriginal places of heritage significance.

In addition, Council's Local Heritage Fund Grant Program provides support to property owners to undertake work to conserve local heritage items. It is part funded by the Heritage Branch of the NSW Office of Environment and Heritage. Beneficiaries of grant funding are required to complete their funded projects within a given timeframe. The Program generally attracts positive interest from property owners seeking to maintain and improve items and places of heritage significance.

### 5. Evaluation and Planning for the Future

Upper Lachlan Local Environmental Plan 2010 (the LEP) and Upper Lachlan Development Control Plan 2010 (the DCP) provide Council with a robust platform to facilitate Council's Vision for the Shire's future: "To be a diverse local government area that provides various lifestyle, business enterprise, leisure and recreation alternatives, whilst ensuring environmental

sustainability, preservation of our history and a sense of belonging in our community".

To achieve its Vision, Council aspirations are:

- A built environment enhancing the lifestyle of a diverse community;
- Community liaison to preserve and enhance community facilities;
- A healthy natural environment;
- A prosperous economy with the balanced use of our land;
- People attaining health and wellbeing;
- Resilient and adaptable communities;
- Responsible and efficient use of resources; and
- Transparent and accountable governance.

### 6. Limitations

Opinions and recommendations contained in this report are based upon data provided by employees and/or representatives of Upper Lachlan Shire Council, and information gained from contacts with relevant government authorities and other organisations.

This report addresses the current State of the Environment in Upper Lachlan Shire Council as at 30 June 2017, based on relevant in-house information available at that time.

This State of the Environment Report has been prepared for the purpose described solely in the Local Government Act 1993 and no responsibility is accepted for use of any part of this report in any other context or for any other purpose.

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The Crookwell Water Treatment Plant commissioned in 2018



Member for Goulburn, Wendy Tuckerman MP with Oberon Shire Council Mayor and Upper Lachlan Shire Council Mayor and senior staff at the Oberon Road, Abercrombie River Bridge worksite



**[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT] 2018-2019****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 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 in programs 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 eight 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 fourteen percent of unsealed local roads which require further improvement to bring to a satisfactory condition.

The 2018/2019 Council own source funded roads maintenance, asset renewals, bitumen reseals and grading expenditure on local roads totalled \$2,604,188.

In addition to this \$1,906,624 was expended on local roads from the Financial Assistance Grants roads component allocation. The Federal Government, Roads to Recovery funding of \$1,018,050 was utilised to gravel resheet 27 unsealed local roads and pavement construction on Grabine Road.

**d) Bridges on Local Roads**

Council is responsible for the maintenance of concrete and timber bridge assets on local roads. There are a total of 66 concrete bridges / culverts and 14 timber bridges that are greater than six metres on road length on Local Roads.

The timber bridges and a number of concrete bridges were inspected and condition rated through a CENTROC awarded contract to consultants Pitt and Sherry.

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

Council has endorsed a strategy to replace all timber bridges in a three year timeframe commencing in 2019/2020. Council has secured grant funding for a number of local road bridges; including Woodville Road bridge and Kangaloolah Road bridge. Council has allocated cash reserves to fund the Harley Road Crookwell bridge and will utilise borrowings to assist with external funding to deliver the bridge replacement program.

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### 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 Rd), MR248E (Laggan and Taralga Rd), MR248W (Boorowa Rd), MR52 (Grabben Gullen and Gundaroo Rd), MR256 (Goulburn - Oberon Rd), MR258 (Wombeyan Caves Rd). Council utilises Roads and Maritime Services (RMS) Block Grant and regional road REPAIR program funding as well as Council's own source funds to maintain and upgrade regional roads.

In 2018/2019 total asset renewal and maintenance expenditure on all Regional Roads and bridges in the Shire, for both sealed and unsealed sections, totalled **\$4,201,975**.

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

- Reconstruction road works on Regional Road MR248E (Laggan Road, Crookwell). Expenditure from the RMS Repair Program and Council funds, totalled **\$635,458**.
- Replacement of the timber bridge at Abercrombie River, Oberon to Taralga Road MR256 (Tablelands Way). Expenditure from the RMS and Council funds, totalled **\$668,816**, total project cost is **\$1.525 million**.
- Road improvements for the Black Spot program on Wombeyan Caves Road MR258. Expenditure from the RMS totalled **\$227,808**.
- Bitumen resealing program expenditure from RMS totalled **\$488,888**.

### 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 **32** concrete bridges / culverts that are greater than six metres on road length on Regional Roads. There also remains **1** timber bridge at the Kiamma Creek Bridge on MR248E and Council has grant funding from the NSW Government and Federal Government to complete this project.

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 to complete the timber bridge replacement in 2019/2020.



Kiamma Creek Bridge

**UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT****2018-2019****DRAINAGE**

Urban and rural drainage works are considered to be in a reasonable condition with a condition rating majority in 1-3. Drainage maintenance is carried out on an ongoing basis as the need arises.

**INFRASTRUCTURE ASSETS**

The written down value, at fair valuation, for Council's physical infrastructure assets as at 30 June 2019, are as follows:-

	<b>\$ '000</b>
◆ Roads – Sealed and Unsealed:	\$ 76,207
◆ Roads – Non Depreciable	
Bulk Earthworks:	\$215,610
◆ Bridges:	\$ 24,795
◆ Footpaths:	\$ 1,635
◆ Buildings:	\$ 26,399
◆ Tip Assets	\$ 2,801
◆ Quarry Assets	\$ 321
◆ Other Structures:	\$ 1,004
◆ Stormwater Drainage:	\$ 1,690
◆ Water Supply Network:	\$ 24,591
◆ Sewerage Network:	\$ 14,251
◆ Other Asset classes:	<u>\$ 23,186</u>
<b>TOTAL:</b>	<b><u>\$412,490</u></b>

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

Council works supervisors inspect all local and regional roads on a regular basis in accordance with road classification in the Council adopted road hierarchy. Councillors and senior staff conduct an annual 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. The water treatment plant has progressively been augmented, the last major upgrade being in 1990.

Council was successful in securing \$6.1 million in funding to assist with the construction of a new Water Treatment Plant in Crookwell. The new plant will utilise the Dissolved Air Filtration and Flotation process, providing Crookwell with superior water quality, both efficiently and reliably. The new water treatment plant will provide capacity for significant growth in Crookwell. The treatment plant was operational and officially opened in 2018.

The majority of water mains in Crookwell are asbestos cement and are currently being replaced with PVC pipe as part of a 10-year replacement program. This program has been running for a number of years now. Studies have been completed to determine Crookwell Dam's flood and earthquake handling capacity. The Dam remains a robust and quality asset.



Crookwell Dam



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### Dalton Water Supply

The Dalton Water Supply underwent a major upgrade during 2013-2014. Council undertook the construction of a 10.8km pipeline linking Dalton to the new Gunning water supply system. As a result Dalton now enjoys superior water quality and reliability in supply.

### Gunning Water Supply

The Gunning Water Supply underwent a \$10.8 million major upgrade during 2013-2014. The project is now complete and has been operating well. The upgraded system is considered comprehensive and first class, providing secure and quality drinking water for the Gunning community well into the future. The project included the construction of a water supply reservoir and water supply treatment plant in Gunning.



Gunning Water Filtration Plant was completed in 2014

### Taralga Water Supply

The water supply of Taralga underwent a major upgrade during 2013-2014. The new equipment is working well. The new water supply treatment plant provides Taralga with a high quality drinking water supply, consistently meeting the requirements of the Australian Drinking Water Guidelines 2011.

### Village Bores

Groundwater production bores and public access standpipes continue to be maintained in Crookwell, Bigga, Binda, Tuena, Jerrawa, Gunning, Breadalbane and Narrawa. These bores support the local communities with water during dry periods.

### CONDITION OF SEWERAGE NETWORK

#### Gunning Sewerage

The Gunning sewerage treatment plant consists of an intermittently decanted extended aeration (IDEA) pasveer channel. The system is operating well and currently complies with EPA licence requirements. The sewerage system of Gunning is considered satisfactory to meet the immediate needs of the Gunning community, with a current capacity to service 1000 people. Construction of an extension of sewer in Grosvenor Street was completed in June 2017.

#### Crookwell Sewerage

Crookwell's sewerage transportation system was originally commissioned in 1961. Upgrading and augmentation of the sewerage treatment plant occurred in 1993 with the addition of an intermittently decanted extended aeration (IDEA) tank. This augmentation work increased the capacity of the STP to an equivalent population of 4,200. The augmentation provided ability for increased nutrient removal and compliance with EPA licence conditions. At the same time the trunk sewer main and major pump well were also upgraded to provide for peak flow conditions. Infiltration of stormwater is a shortcoming of the system; however, the sewerage treatment plant is functioning satisfactorily and generally complies with EPA licence conditions. Several kilometres of the worst of the leaking mains were lined with a special PVC material during the reporting period. Council continues to invest in a sewer main relining program.

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### Taralga Sewerage

A sewerage reticulation service, together with a new Intermittently Decanted Extended Aeration (IDEA) sewerage treatment plant was commissioned in Taralga in 2010. All septic tanks have now been decommissioned with the entire town now connected to a first class sewerage system.



Aerial view of Taralga Sewerage Treatment Plant

## 5. LEGAL PROCEEDINGS DETAILS

### Section 428 (2) (e)

In 2018/2019 Council incurred legal expenses in the sum of \$32,979. These expenses were incurred in the following areas:-

❖ Rates Recovery:	\$ 19,929
❖ Planning and Development:	\$ 1,820
❖ Administration, Engineering and Rural Fire Services:	\$ 11,230

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. 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.

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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 \$25,880 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 \$11,860. 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 2018/2019 was **\$191,711** and the expenditure included the following:-

- ❖ Mayoral Fees: \$25,880
- ❖ Councillors Fees and Allowances: \$106,140
- ❖ Councillors/Delegates Expenses: \$59,691

*(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 and General Manager attended the Local Government NSW (LGNSW) Conference. The conference registration and accommodation expense totalled \$2,078.
- ❖ The Mayor attended Country Mayors Association Meetings, Canberra Region Joint Organisation (CRJO) Meetings at Parliament House in Sydney and in Canberra with costs totalling \$3,000.
- ❖ Liverpool City Council hosted Australian Women in Local Government conference, attended by Cllr Kensit with costs of \$982.
- ❖ Training and skill development of Councillors included the following:-
  - LGNSW Mayors Weekend Seminar attended by Cllr Stafford and Cllr Searl, at a cost of \$2,400.
  - LGNSW training for Chairing and Effective Meeting Procedures, attended by Cllr Stafford and Cllr Searl at a cost of \$1,400.
  - LGNSW Model Code of Conduct training, attended by Cllr McCormack, Cllr O'Brien, Cllr Opie, Cllr Culhane, Cllr Searl, Cllr Cummins and senior staff, cost of \$3,600. (Note: All other Councillors attended training in September 2019).
- ❖ 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.



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

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

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

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

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

#### POLICY SUMMARY:

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

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

The policy has been prepared in accordance with the *Local Government Act 1993* (the Act) and *Local Government (General) Regulation 2005* (the Regulation), and complies with the

Office of Local Government's Guidelines for the payment of expenses and provision of facilities to Mayors and Councillors in NSW.

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

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

Expense or facility	Maximum amount	Frequency
General travel expenses	Councillors: Vehicles under 2.5 litres - \$0.68 per/km Vehicles over 2.5 litres - \$0.78 per/km As calculated on a per kilometre basis by the rate set by the Local Government (State) Award.	Per year
Accommodation and meals	As per the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, adjusted annually	Per day
Sustenance (Meals) associated	\$110	
Sustenance within Shire	\$100	Per day
Professional development	\$2040 per councillor	Per year
Conferences and seminars	\$102 per councillor	Per day
ICT expenses	\$82 per councillor	Per month
ICT expenses	\$82	Per month

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Expense or facility	Maximum amount	Frequency
Mayor		
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 and Councillors	Provided to the mayor and councillors	Not relevant

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

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

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

### Part A - Introduction

#### 1. Introduction

- 1.1. The provision of expenses and facilities enables councillors to fulfil their civic duties as the elected representatives of Upper Lachlan Shire Council.
- 1.2. The community is entitled to know the extent of expenses paid to councillors, as well as the facilities provided.

- 1.3. The purpose of this policy is to clearly state the facilities and support that are available to councillors to assist them in fulfilling their civic duties.
- 1.4. Council staff are empowered to question or refuse a request for payment from a councillor when it does not accord with this policy.
- 1.5. Expenses and facilities provided by this policy are in addition to fees paid to councillors. The minimum and maximum fees a council may pay each councillor are set by the Local Government Remuneration Tribunal as per Section 241 of the Act and reviewed annually. Council must adopt its annual fees within this set range.

#### 2. Policy objectives

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

#### 3. Principles

- 3.1. Council commits to the following principles:
  - **Proper conduct:** councillors and staff acting lawfully and honestly,

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exercising care and diligence in carrying out their functions

- **Reasonable expenses:** providing for councillors to be reimbursed for expenses reasonably incurred as part of their role as councillor
- **Participation and access:** enabling people from diverse backgrounds, underrepresented groups, those in carer roles and those with special needs to serve as a Councillor
- **Equity:** there must be equitable access to expenses and facilities for all councillors
- **Appropriate use of resources:** providing clear direction on the appropriate use of council resources in accordance with legal requirements and community expectations
- **Accountability and transparency:** clearly stating and reporting on the expenses and facilities provided to councillors.

### 4 Private or political benefit

- 4.1 Councillors must not obtain private or political benefit from any expense or facility provided under this policy.
- 4.2 Private use of council equipment and facilities by councillors may occur from time to time. For example, telephoning home to advise that a council meeting will run later than expected.
- 4.3 Such incidental private use does not require a compensatory payment back to council.
- 4.4 Councillors should avoid obtaining any greater private benefit from Council than an incidental benefit. Where there are unavoidable circumstances and more substantial private use of council facilities does occur, councillors must reimburse the council.

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

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

### Part B - Expenses

#### 5 General expenses

5.1 All expenses provided under this policy will be for a purpose specific to the functions of holding civic office. Allowances for general expenses are not permitted under this policy.

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

#### 6 Specific expenses

##### General travel arrangements and expenses

- 6.1 All travel by councillors should be undertaken using the most direct route and the most practicable and economical mode of transport.
- 6.2 Each councillor may be reimbursed in accordance with their authorised expenditure per year, and the mayor may be reimbursed in accordance with his/her authorised expenditure per year, for travel expenses incurred while undertaking official business or professional development or attending approved conferences and seminars within NSW. This includes reimbursement:
  - for public transport fares
  - for the use of a private vehicle or hire car
  - for parking costs for Council and other meetings
  - for tolls



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- by Cabcharge card or equivalent
  - for documented ride-share programs, such as Uber, where tax invoices can be issued.
- 6.3 Allowances for the use of a private vehicle will be reimbursed by kilometre at the rate contained in the Local Government (State) Award.
- 6.4 Councillors seeking to be reimbursed for use of a private vehicle must keep a log book recording the date, distance and purpose of travel being claimed. Copies of the relevant log book contents must be provided with the claim.
- Interstate, overseas and long distance intrastate travel expenses**
- 6.5 Given Council's location near an interstate border, travel to the Australian Capital Territory will be considered as general travel. Arrangements and expenses for this travel will be governed by Clauses 6.1 - 6.4.
- 6.6 In accordance with Section 4, Council will scrutinise the value and need for councillors to undertake overseas travel. Councils should avoid interstate, overseas and long distance intrastate trips unless direct and tangible benefits can be established for the council and the local community. This includes travel to sister and friendship cities.
- 6.7 Total interstate, overseas and long distance intrastate travel expenses for all councillors will be reimbursed by a resolution of Council only per year. An amount will be set aside in Council's annual budget.
- 6.8 Councillors seeking approval for any interstate and long distance intrastate travel must submit a case to, and obtain the approval of, the general manager prior to travel.
- 6.9 Councillors seeking approval for any overseas travel must submit a case to, and obtain the approval of, a full council meeting prior to travel.
- 6.10 The case should include:
- objectives to be achieved in travel, including an explanation of how the travel aligns with current council priorities and business, the community benefits which will accrue as a result, and its relevance to the exercise of the councillor's civic duties
  - who is to take part in the travel
  - duration and itinerary of travel
  - a detailed budget including a statement of any amounts expected to be reimbursed by the participant/s.
- 6.11 For interstate and long distance intrastate journeys by air of less than three hours, the class of air travel is to be economy class.
- 6.12 For interstate journeys by air of more than three hours, the class of air travel may be premium economy.
- 6.13 For international travel, the class of air travel is to be premium economy if available. Otherwise, the class of travel is to be economy.
- 6.14 Bookings for approved air travel are to be made through the general manager's office.
- 6.15 For air travel that is reimbursed as council business, councillors will not accrue points from the airline's frequent flyer program. This is considered a private benefit.
- Travel expenses not paid by Council**
- 6.16 Council will not pay any traffic or parking fines or administrative charges for road toll accounts.
- Accommodation and meals**
- 6.17 In circumstances where it would introduce undue risk for a councillor to travel to or from official business in the late evening or early morning,

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- reimbursement of costs for accommodation and meals on the night before or after the meeting may be approved by the general manager. This includes where a meeting finishes later than 9.00pm or starts earlier than 7.00am and the councillor lives more than 50 kilometres from the meeting location.
- 6.18 Council will reimburse costs for accommodation and meals while councillors are undertaking prior approved travel or professional development outside the Upper Lachlan Shire Council local government area.
- 6.19 The daily limits for accommodation and meal expenses within Australia are to be consistent with those set out in Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.
- 6.20 The daily limits for accommodation and meal expenses outside Australia are to be determined in advance by the general manager, being mindful of Clause 6.19.
- 6.21 Councillors will not be reimbursed for alcoholic beverages.
- Refreshments for council related meetings**
- 6.22 Appropriate refreshments will be available for council meetings, council committee meetings, councillor briefings, approved meetings and engagements, and official council functions as approved by the general manager.
- 6.23 As an indicative guide for the standard of refreshments to be provided at council related meetings, the general manager must be mindful of Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.
- Professional development**
- 6.24 Council will set aside \$2040.00 per councillor annually in its budget to facilitate professional development of councillors through programs, training, education courses and membership of professional bodies.
- 6.25 In the first year of a new council term, Council will provide a comprehensive induction program for all councillors which considers any guidelines issued by the Office of Local Government (OLG). The cost of the induction program will be in addition to the ongoing professional development funding.
- 6.26 Annual membership of professional bodies will only be covered where the membership is relevant to the exercise of the councillor's civic duties, the councillor actively participates in the body and the cost of membership is likely to be fully offset by savings from attending events as a member.
- 6.27 Approval for professional development activities is subject to a prior written request to the general manager outlining the:
- details of the proposed professional development
  - relevance to council priorities and business
  - relevance to the exercise of the councillor's civic duties.
- 6.28 In assessing a councillor request for a professional development activity, the general manager must consider the factors set out in Clause 6.27, as well as the cost of the professional development in relation to the councillor's remaining budget.
- Conferences and seminars**
- 6.29 Council is committed to ensuring its councillors are up to date with contemporary issues facing council

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- and the community, and local government in NSW.
- 6.30 Council will set aside a total amount of \$1020 annually, in its budget to facilitate councillor attendance at conferences and seminars. This allocation is for all councillors. The general manager will ensure that access to expenses relating to conferences and seminars is distributed equitably.
- 6.31 Approval to attend a conference or seminar is subject to a written request to the general manager. In assessing a councillor request, the general manager must consider factors including the:
- relevance of the topics and presenters to current council priorities and business and the exercise of the councillor's civic duties
  - cost of the conference or seminar in relation to the total remaining budget.
- 6.32 Council will meet the reasonable cost of registration fees, transportation and accommodation associated with attendance at conferences approved by the general manager. Council will also meet the reasonable cost of meals when they are not included in the conference fees. Reimbursement for accommodation and meals not included in the conference fees will be subject to Clauses 6.18 - 6.21.
- Information and communications technology (ICT) expenses**
- 6.33 Council will provide or reimburse councillors for expenses associated with appropriate ICT devices and services up to a limit of \$984 per annum for each councillor. This may include mobile phones and tablets, mobile phone and tablet services and data, and home internet costs.
- 6.34 Reimbursements will be made only for communications devices and services used for councillors to undertake their civic duties, such as:
- receiving and reading council business papers
  - relevant phone calls and correspondence
  - diary and appointment management.
- 6.35 Councillors may seek reimbursement for applications on their mobile electronic communication device that are directly related to their duties as a councillor, within the maximum limit.
- Special requirement and carer expenses**
- 6.36 Council encourages wide participation and interest in civic office. It will seek to ensure council premises and associated facilities are accessible, including provision for sight or hearing impaired councillors and those with other disabilities.
- 6.37 Transportation provisions outlined in this policy will also assist councillors who may be unable to drive a vehicle.
- 6.38 In addition to the provisions above, the general manager may authorise the provision of reasonable additional facilities and expenses in order to allow a councillor with a disability to perform their civic duties.
- 6.39 Councillors who are the principal carer of a child or other elderly, disabled and/or sick immediate family member will be entitled to reimbursement of reasonable carer's expenses for attendance at official business, plus reasonable travel from the principal place of residence.
- 6.40 Child care expenses may be claimed for children up to and including the



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- age of 16 years where the carer is not a relative.
- 6.41 In the event of caring for an adult person, councillors will need to provide suitable evidence to the general manager that reimbursement is applicable. This may take the form of advice from a medical practitioner.
- Home office expenses**
- 6.42 Each councillor may be provided with minor items of consumable stationery for the maintenance of a home office, such as a ream of plain paper, on request and approval by the general manager.
- 7 Insurances**
- 7.1 In accordance with Section 382 of the Local Government Act, Council is insured against public liability and professional indemnity claims. Councillors are included as a named insured on this Policy.
- 7.2 Insurance protection is only provided if a claim arises out of or in connection with the councillor's performance of his or her civic duties, or exercise of his or her functions as a councillor. All insurances are subject to any limitations or conditions set out in the policies of insurance.
- 7.3 Council shall pay the insurance policy excess in respect of any claim accepted by council's insurers, whether defended or not.
- 7.4 Appropriate travel insurances will be provided for any councillors travelling on approved interstate and overseas travel on council business.
- 8 Legal assistance**
- 8.1 Council may, if requested, indemnify or reimburse the reasonable legal expenses of:
- a councillor defending an action arising from the performance in good faith of a function under the Local Government Act provided that the outcome of the legal proceedings is favourable to the councillor
  - a councillor defending an action in defamation, provided the statements complained of were made in good faith in the course of exercising a function under the Act and the outcome of the legal proceedings is favourable to the councillor
  - a councillor for proceedings before an appropriate investigative or review body, provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the matter has proceeded past any initial assessment phase to a formal investigation or review and the investigative or review body makes a finding substantially favourable to the councillor.
- 8.2 In the case of a code of conduct complaint made against a councillor, legal costs will only be made available where the matter has been referred by the general manager to a conduct reviewer and the conduct reviewer has commenced a formal investigation of the matter and makes a finding substantially favourable to the councillor.
- 8.3 Legal expenses incurred in relation to proceedings arising out of the performance by a councillor of his or her functions under the Act are distinguished from expenses incurred in relation to proceedings arising merely from something that a councillor has done during his or her term in office. For example, expenses arising from an investigation as to whether a

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councillor acted corruptly would not be covered by this section.

### 8.4 Council will not meet the legal costs:

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

### 8.5 Reimbursement of expenses for reasonable legal expenses must have Council approval by way of a resolution at a council meeting prior to costs being incurred.

## Part C - Facilities

### 9 General facilities for all councillors

#### Facilities

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

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

### 9.2 Councillors may book meeting rooms for official business in a

specified council building at no cost. Rooms may be booked through the Executive Assistant in the general manager's office or other specified staff member.

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

#### Stationery

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

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

#### Administrative support

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

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

## 10. Additional facilities for the mayor

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

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

### 10.3. The mayoral allowance will be reduced to cover the cost of any

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private travel recorded in the log book, calculated on a per kilometre basis by the rate set by the Local Government (State) Award.

- 10.4. A parking space at council's offices will be reserved for the mayor's council-issued vehicle for use on official business, professional development and attendance at the mayor's office.
- 10.5. Council will provide the mayor with a furnished office incorporating a computer configured to council's standard operating environment, telephone and meeting space, when available or at least, access to the Council Chambers as a meeting room.
- 10.6. In performing his or her civic duties, the mayor will be provided with administrative and secretarial support, as determined by the general manager.
- 10.7. As per Section 4, staff provided to the mayor's office are expected to work on official business only, and not for matters of personal or political interest, including campaigning

### Part D - Processes

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

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

- 11.4. Final approval for payments made under this policy will be granted by the general manager or their delegate.

#### Direct payment

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

#### Reimbursement

- 11.6. All claims for reimbursement of expenses incurred must be made on the prescribed form, supported by appropriate receipts and/or tax invoices and be submitted to the Manager of Finance and Administration.

#### Advance payment

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



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in attending to official business or professional development.

### Notification

11.11. If a claim is approved, council will make payment directly or reimburse the councillor through accounts payable.

11.12. If a claim is refused, council will inform the councillor in writing that the claim has been refused and the reason for the refusal.

### Reimbursement to council

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

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

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

### Timeframe for reimbursement

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

### 12. Disputes

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

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

### 13. Return or retention of facilities

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

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

13.3. The prices for all equipment purchased by councillors under Clause 13.2 will be recorded in Council's annual report.

### 14. Publication

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

### 15. Reporting

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

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

### 16. Auditing

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

### 17. Breaches

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

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

### PART E - Appendices

Appendix I: Related legislation, guidance and policies.

#### Relevant legislation and guidance:

- Local Government Act 1993, Sections 252 and 253
- Local Government (General) Regulation 2005, Clauses 217 and 403
- Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW, 2009
- Local Government Circular 09-36 Guidelines for Payment of Expenses and Facilities
- Local Government Circular 05-08 legal assistance for Councillors and Council Employees.

#### Related Council policies:

- A New Tax System (Goods and Services Tax) Act 1999;
- Access to Information Policy;
- Bribes, Gifts and Benefits Policy;
- Code of Business Practice;
- Code of Conduct for Councillors, staff and delegates of Council;
- Code of Meeting Practice;
- Complaints Management Policy;
- Corporate Credit Card Policy;
- Crimes Act 1900;
- Delegations of Authority Procedure;
- Office of Local Government – Model for the Payment of Expenses and the Provision of Facilities for Mayors and Councillors for Local Councils in NSW.
- Division of Local Government Circular No. 05-08: Legal Assistance for Councillors and Council Employees.
- Environmental Planning and Assessment (EPA) Act 1979;
- Fraud and Corruption Prevention Policy;

- Government Information (Public Access) Act 2009;
- Government Information (Public Access) Policy;
- Harassment Policy;
- ICAC publication “No Excuse for Misuse, preventing the misuse of council resources”;
- Independent Commission against Corruption Act (ICAC) 1988;
- Interaction between Councillors and Staff Policy;
- Internal Reporting – Protected Disclosures Policy;
- Internet and Email Policy;
- Local Government Act 1993;
- Local Government (General Regulation) 2005;
- Local Government (State) Award 2017;
- Mobile Phone Policy;
- NSW Ombudsman - Good Conduct and Administrative Practice (Guidelines for State and Local Government) June 2006;
- NSW State Records Act 1998;
- Privacy and Personal Information Protection Act 1998;
- Public Interest Disclosures Act 1994;
- Public Interest Disclosures Policy;
- Purchasing and Acquisition of Goods Policy and Procedures;
- Salary Sacrificing Policy;
- Section 355 Committee Code of Meeting Practice;
- Section 355 Committee Policy;
- Staff Training Policy;
- Statement of Ethical Principals.

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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"> <li>meetings of council and committees of the whole</li> <li>meetings of committees facilitated by council</li> <li>civic receptions hosted or sponsored by council</li> <li>meetings, functions, workshops and other events to which attendance by a councillor has been requested or approved by council</li> </ul>
professional development	Means a seminar, conference, training course or other development opportunity relevant to the role of a councillor or the mayor
Regulation	Means the <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



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### 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 2018/2019 financial year, the remuneration package applicable for Upper Lachlan Shire Council's General Manager was:-

**General Manager:**                      **Mr John Bell**

**General Manager's Total Remuneration:**

Gross Salary component of package:  
\$277,625

Employer Superannuation Contribution:  
\$26,375

Fringe Benefits Tax for non-cash benefit:  
\$7,356

Salary Package Allowances  
(iPad and iPhone data plans, internet)  
\$2,855

Professional Development  
\$1,695

**Total Remuneration**                      **\$ 315,905**

**Acting General Manager (Fixed term part year):**  
**Mr Gary Woodman**

**Acting General Manager's Total Remuneration:**

Gross Salary component of package:  
\$44,590

Employer Superannuation Contribution:  
\$4,236

Fringe Benefits Tax for non-cash benefit:  
\$0

Salary Package Allowances (iPad data plans,  
sustenance allowance and housing)  
\$3,505

Professional Development  
\$0

**Total Remuneration**                      **\$ 52,331**

**Acting General Manager (part year):**

**Mr Andrew Croke**

**Acting General Manager's Total Remuneration:**

Gross Salary component of package:  
\$33,600

Employer Superannuation Contribution:  
\$3,192

Fringe Benefits Tax for non-cash benefit:  
\$526

Salary Package Allowances (iPad data plans,  
sustenance allowance and housing)  
\$313

Professional Development                      \$0

**Total Remuneration**                      **\$ 37,631**

**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 (10 months part year)**

**Acting Director of Finance and Administration – Daniel Cooper (contract - 2 months part year)**

**Director of Infrastructure – Mursaleen Shah**

**Senior Staff Total Remuneration:**

Gross Salary component of package:  
\$552,471

Employer Superannuation Contribution:  
\$49,690

Fringe Benefits Tax for non-cash benefit:  
\$12,940

Salary Package Allowances  
(iPad data plan & telephone rental)  
\$6,384

**Total Remuneration**                      **\$621,485**

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### 8. CONTRACTS

#### Section 428 (2) (h)

Payments for goods and services, under contractual arrangements during 2018/2019 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)
Yass Earthmovers	Water truck and excavator hire, contract labour; road gravel resheeting civil works.	\$260,987
Top Water Carters Pty Ltd	Truck hire, plant hire and water carting hire.	\$264,242
Goulburn Country Motors	Purchase of Council fleet vehicles.	\$294,254
Interflow Pty Ltd	Sewer Rehabilitation.	\$311,820
Ashton LT & MA Pty Ltd (trading as Lloyds Tree Services)	Plant Hire for tree removal, tree trimming and mulching trees.	\$319,406
Cleanaway	Skip bins rubbish removal at transfer stations and waste transfer from Gunning landfill.	\$325,045
Geissler Motors	Purchase of Council fleet vehicles.	\$335,148
Komatsu	Purchase of heavy plant equipment, Spare parts and services.	\$336,739
Stabilfix Pty Ltd	Road repair services	\$343,415
Roadworx Surfacing Pty Ltd	Sprayed bitumen surfacing; heavy patching roadworks; supply cold mix and emulsion.	\$374,172
Southern Truck Centre	Purchase of Council fleet vehicles.	\$382,979
Euro Civil Pty Ltd	Supply and installation of road safety barriers, guardrails and supply of fencing materials.	\$445,216

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Origin Energy	Supply of electricity various sites/locations.	\$449,077
Coopers Earthmoving and Haulage Pty Ltd	Road rehabilitation civil works and plant hire.	\$541,944
Crookwell Hay Contractors	Plant Hire.	\$784,863
Park Fuels Pty Ltd	Supply of Fuel and Diesel.	\$785,928
ARW Multigroup Construction Specialists	Building construction of Crookwell Memorial Oval building.	\$990,912
Denrith Pty Ltd (trading as Divalis Bulk Haulage and Earthmoving)	Win, crush and stockpile gravel; Road, Bridge rehabilitation civil works; truck and excavator plant hire; sand and soil supplies.	\$1,600,352
Downer EDI Works Pty Ltd	Sprayed bitumen surfacing; heavy patching roadworks; supply cold mix and emulsion.	\$1,796,935



Work on the MR52 Gunning Road Devil's Elbow section road reconstruction



**UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT****2018-2019****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 2018 to the 31 March 2019 (this may be varied subject to local conditions).

**BRIGADE CALLOUTS – 2018/2019****Fire and Other Incidents**

There were no fires reported in Environmentally Sensitive Areas within the Shire during the reporting period.

For the financial year 2018/2019, the RFS in the Upper Lachlan Shire local government area responded to:-

• Grass/forest/scrub fires/explosions	67
• Motor vehicle accident/car fire	25
• Hazardous Chemical	1
• Service Calls	10
• Good intent Calls	6
• Other	1

The above statistics represents a total of 110 incidents attended for the twelve month period to 30 June 2019

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### 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.
- Continues support to the Access Committee of Council.
- Youth Week Events.
- 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.

#### 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	Delivered
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 2018.

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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 backgrounds	Not achieved – to be completed in 2019/2020.
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 - 223 new members joined the library
			Achieved - 35,076 physical items borrowed and renewed; 7,920 digital items borrowed and renewed through BorrowBox and RB Digital