

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT 2018-2019

OVERVIEW:

The Upper Lachlan Shire Library Service had a very busy twelve months, finishing the replacement of stock from the storm damage at the Crookwell Library, preparing for the implementation of the new Library Management System, and a range of new titles added to our physical and digital collections.

The 2018 - 2019 Community Survey found that 97% of residents surveyed were satisfied with the Shire's library service.

Usage of the services and resources at both our libraries remained at high levels throughout the year. There was an increase in visitors to our libraries and the number of digital items borrowed and renewed through BorrowBox and RB Digital increased by 403.5%.

Upper Lachlan Shire Library Service had:

- 223 new members joined the library;
- 35,076 physical items borrowed and renewed;
- 7,920 ebooks, audiobooks and emagazines borrowed (from RB Digital and BorrowBox);
- 6,784 Internet sessions;
- 1,299 children attended storytime /giggle and wiggle;
- 256 children attended activities;
- 141 children from Crookwell Public School attended storytime and craft sessions in term 3 2018;
- 224 adults participated in knitting/scrabble sessions;

- 293 adults and children attended other events held by other groups in and outside the library;
- 216 adults participated in workshops/talks/tech savvy seniors classes;
- 62 adults attended author talks;
- 31 requested and 10 supplied Inter Library Loans; 2 bulk loans of Italian books from the NSW State Library;
- 40,713 visitors.

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

Crookwell Library staff completed the cataloguing of the new books received from the library supplier ALS. All the damaged books have now been replaced and are available for loan.

Our libraries started Lego Clubs for children ages 5 years and up after school during the school term. Lego Club has proved to be very popular.

The preparation for the implementation of the new Library Management System (LMS) called Spydus kept library staff busy leading up to the go live date of July 2019. Library staff attended training; created the back end settings; built the new OPAC (library catalogue) for our members; undertook User Acceptance Testing (UAT); checked the migration of data; and

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implemented and tested the new equipment required for the system. All collections across our libraries were weeded thoroughly before the migration of data to the new system.

EVENTS AND PROMOTION:

Our Library Service hosted a number of events and activities for adults, including:

- Workshops/talks – talking suicide prevention; what men can do to stop violence against women; bees and gardens; dementia; reducing loneliness and isolation; geology of Gunning/Dalton; avoiding scams; and rural crime and stock theft.
- Activities – Gunning knitting Circle; Crookwell Scrabble.
- Author visits – Kim Hodges, Pam Kensit and Helen Joy Buck.



Pam Kensit's Book Talk

Upper Lachlan Shire Library Service partnered with Telstra and the State Library of NSW to facilitate "Tech Savvy Seniors" classes designed for the over 65 age group. The classes covered iPads; smartphones, Android tablets; sharing photos and other attachments online; email; social media; and online shopping. The classes were attended by 41

community members. Participants found that the courses were very useful and felt that they were empowered with their new skills and knowledge.

This year the Upper Lachlan Shire Library Service utilised a range of promotional activities through print media (e.g. Voice, Crookwell Gazette, and Lions Club of Gunning Noticeboard), digital media (library's website), radio and social media (Library Facebook, Upper Lachlan Shire Facebook) including:

- Print media – multiple references
- Library Facebook posts – 236 posts

ABC Radio West interviewed the Library Manager about the new books replacing the storm damaged items at the Crookwell Library. The interview aired on the radio on the morning of Friday the 7th September as a news item.

Local Government (LG) Focus newspaper ran a story on the *Friends of the Crookwell Library Lend a Helping Hand*.

Both libraries promoted the Renew our Libraries campaign. The Renew our Libraries campaign by the NSW Public Library Association aim was to increase the funding to NSW Public Libraries which was considerably less than other states and territories. The NSW Public Library Association was successful in gaining more funding for NSW Public Libraries.

CHILDREN AND YOUNG PEOPLE EVENTS:

Our library facilities are regularly used by Play Groups, Pre-schools, local primary and high schools, After School Care and Vacation Care groups, and Crookwell Essential Services.

The Library's early childhood literacy programs continue to attract large numbers and are aimed at the 0-5 age

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group and their parents/carers. Activities included:

- Regular storytime sessions.
- National Simultaneous Storytime.
- Special Storytimes, such as Indigenous reader Joel Bulger, and Helen Joy Buck.

Children and young people activities were also well attended and included:

- Summer Reading Club. This year 49 children participated in the program across our two libraries. There were 58% more children participating in the program in 2018-2019 than they did in 2017-2018. The participants read over two hundred and fifty books over the summer.



- School holiday and after school workshops, included, Ngunnawal bush tucker; make your own

bookmark; scrunch art; make a Christmas cracker; waterbugs; butterfly and bugs; under the sea murals; summer reading club party; stained glass light catcher; and Mother's Day craft.



Butterfly and Bug School Holiday Activity

- Gunning and District after School Care, Crookwell after School Care and Crookwell Vacation Care all visited our libraries throughout the year.
- Infant's classes from Crookwell Public School visited the Crookwell Library every Tuesday morning during term 3. Children enjoyed a themed based story and craft activity related to the school's curriculum. This was the second year of running this very successful program. One hundred and forty-one children participated in this program.

COLLECTIONS, RESOURCES AND FACILITIES:

Library buildings, facilities and resources continue to be upgraded and well maintained.

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Collections

The Upper Lachlan Shire Library Service collections continued to be enhanced with the addition of new items and a weeding and discard program. Some Library collections were moved to more prominent places in the library. Crookwell and Gunning Libraries swapped a selection of DVDs in order to refresh their collections.

A new service called the Public Selection Tool was added to the library's website. The Public Selection Tool allows library members to vote on books to purchase. Goulburn Mulwaree Library reviews the votes and this helps to inform their selection decisions.

Items were weeded from the adult fiction; youth fiction; junior easy; magazine; legal and drug information; non-fiction; sustainable living kits; graphic novels; biography; bird; audiobooks; large print; Ian Wilson; pedometer; western; and literary collections.

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

- Early readers donated by the Friends of Gunning Library, worth \$400.
- Three books donated by the CWA Evening Branch. The books are AgGuides focussing on bees and drought proofing your farm.
- Two book kits which were acquired from another library to use for the Read and Connect Book Clubs.
- Sixteen new DVD titles donated to the Crookwell Library by the Crookwell Friends of the Library, worth \$350.

- A selection of audiobooks received from another public library.
- The Crookwell Friends of the Library bought an Android tablet to help facilitate the Android tablet and smartphone Tech Savvy seniors' classes and for staff to assist library customers with queries.



Crookwell Friends of the Library DVD Donations

Resources

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

- Tech Savvy Seniors Grant to facilitate computer classes across our libraries.
- A Law Week grant through the NSW State Library to hold an Avoiding Scams by the NSW Fair Trading Office at both of our libraries.
- Support letters were sent to the Upper Lachlan Landcare and Gunning District Landcare for grants to run school holiday workshops at both libraries and two Q-Fever Information Sessions at the Crookwell Library.

Volunteers continue to assist at our libraries, completing five hundred and fifteen and a half hours in 2018/19.

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Crookwell Library hosted a work experience student from Crookwell High School on Fridays during Term 3 2018.

Facilities

Remediation and repair work was undertaken at both library buildings.

As part of Council's commitment to providing excellent public access computer facilities, four new PCs were installed during the year. Our up-to-date computer technology, fast Internet and free Wi-Fi facilities provide an excellent service to library members and the many visitors to our Shire. The NBN was connected at the Crookwell Library in May. The Crookwell Library continues to offer print-on-demand services for customers with Bring Your Own Devices (BYOD).

The PCs and equipment (A4 printers, scanners and slip printers) required for the Spydus implementation were implemented into our libraries. The AMLIB PCs and equipment from Goulburn Mulwaree Council were returned to Goulburn Mulwaree Council IT at the end of June.

Booth seating was installed in the youth area at the Crookwell Library. A power point was also installed to enable customers to charge their devices whilst working. This area is very popular with students and adults.

This year saw a continuation of the library being a place where school, university and TAFE students can study and undertake

exams. As well as the library being a people place, bringing people together with diverse backgrounds through a range of informal social activities and structured group activities, including:

- Crookwell Memorial Hall Committee for their quarterly meetings and AGM;
- The Crookwell Archives and District Historical Society for meetings and research during their renovations of their space; their AGM afternoon tea; and Christmas afternoon tea;
- The Country Arts Support Program held a meeting at the Gunning Library;
- The Southern Tablelands Arts held a grant writing workshop at the Crookwell Library.

LIBRARY FRIENDS:

The Library Friends continue to provide support for our libraries and raise funds for purchasing items for our collections.

The Crookwell Friends of the Library catered for events; purchased books, magazines (Choice and Grahiher), DVDs and an Android tablet; provided gifts for authors and volunteers; purchased lucky dips for the Summer Reading Club; craft supplies for school holiday events; and paid for the butterfly and bug school holiday activity. The Crookwell Friends of the Library held two successful book sales.

The Friends of Gunning Library purchased early readers, adult fiction books and DVDs. The Friends of Gunning Library held four book sales during the year.

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2018-2019



Upper Lachlan Shire Library Service

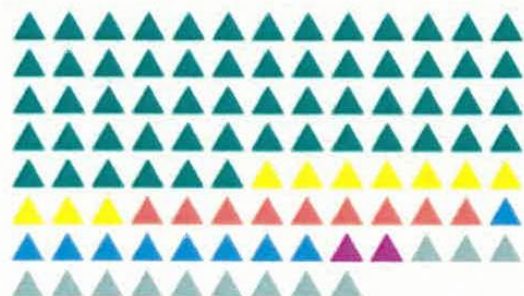
2018 - 2019 Community Survey found

97%

of residents were satisfied with
the Shire's Library Service



Attendance at Activities 2018/19

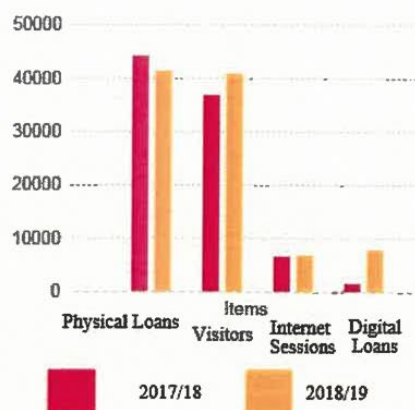


Storytime (57.81%) Children's workshops (10.28%)
 Knitting/Scrabble (8.99%) Adult workshops (8.67%)
 Book talks (2.49%) Other events (11.76%)

Library Usage of Services and Resources

Usage of the services and resources at both our libraries remained at high levels throughout the year. There was an increase in the number of Internet sessions, people coming to our libraries, and the number of digital items borrowed and renewed increased by 403.5%.

Usage Statistics



Digital Items Borrowed 2018/19

403.5%

increase from 2017/18



ebooks (16.38%) eaudiobooks (24.95%)
 emagazines (58.67%)

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10c) REGIONAL TOURISM

General Overview

The Upper Lachlan Tourist Association (ULTA) has continued to work with tourism operators and local groups to develop and promote the Upper Lachlan Shire throughout 2018/2019. The main local and regional tourism projects and activities implemented during this year include -

- Launch of the revamped Visit Upper Lachlan website;
- Exhibiting at the Canberra Home and Leisure Show and the Collector Pumpkin Festival;
- Development of new Self-Guided Heritage Walks for Crookwell and Gunning in collaboration with the local Historical Societies;
- Release of a new Upper Lachlan Destination Guide;
- Production of new Scenic Drives
- Development of new suggested itineraries;
- Development of a Shire wide cycling strategy;
- Post Weekly newspaper column;
- Crookwell Potato Festival event coordination;
- Significant updates to the Australian Tourism Data Warehouse;
- New and existing event funding programs;
- Upper Lachlan Tourist Association Membership Scheme;
- Expanded presence in "The Voice";
- Meet the Locals campaign;
- Fridge calendar of events distribution;
- Product trade fact sheets;
- Instagram channel development;

Tourism Strategic Plan Implementation

During 2018/2019 the Upper Lachlan Tourist Association again reviewed the 2020 Tourism Strategic Plan that lays down the development

and promotional priorities for tourism in the Shire with the four key objectives being:-

1. Upper Lachlan delivers a unique, consumer valued tourism experience;
2. The Upper Lachlan's tourism industry is prosperous and attracts ongoing investment;
3. The tourism sector takes a leading role in protecting and enhancing our history, culture and built and natural environments; and
4. The Upper Lachlan Tourist Association is able to effectively and comprehensively promote the region, provide guidance and relevant information and services to the sector and visitors.

The 2018/19 plan review also took into consideration the objectives and actions of the Destination Southern New South Wales Destination Management Plan 2020 with respect to the Tablelands sub-region.

The ULTA aims to support and encourage the development of authentic products, informed by consumer research as to people's desires when it comes to visiting regions. To this end the ULTA works at both a regional and local level with government agencies, regional development bodies, niche interest groups, industry operators and potential industry operators. Existing products can be developed or new products including events can be developed as motivators to visit, stay and spend in the region.

Festivals and Events

Events play an important role across the region as a major driver of overnight stays and expenditure in the towns and villages. The types of events range from cultural to sporting to special occasions particularly weddings.

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It is an ongoing role of the Upper Lachlan Tourist Association through the tourism staff to assist minor and major events with planning, promotion and evaluation. Tourism staff are directly involved in the Crookwell Potato Festival and organise the Crookwell Australia Day celebrations.

The 2019 Crookwell Potato Festival added its first country theme with the initial choice being Ireland. The festival was very pleased to host Eamon Robinson, the Deputy Head of Mission from the Irish Embassy in Canberra as a special guest along with celebrity chef Lyndey Milan OAM as the key attraction in the demonstration kitchen.

In 2018/2019 the ULTA through its Events Funding program was pleased to be able to assist the organisers of the Crookwell Garden Festival, Crookwell Squash Open, Sculpture in the Village and the Mary Gilmore Weekend.



Crookwell Garden Festival Markets

Attractions and Activities

At an individual operator level, the ULTA supports its member businesses and groups through a range of services including promotional opportunities, business enhancements such as online accommodation booking, access to industry databases, access to statistics for business proposals and the like.

Throughout the year staff have provided advice and information to a range of new and proposed tourism product operators and we look forward to the region benefitting from the

work of these many small businesses as they strengthen the offering to visitors.



Fully renovated Hillcrest House in Binda

Tourist Information

In addition to private attractions, tourism staff work on a range of experience development projects. In 2018/2019 staff completed a complete revamp of the self-guided historic walks for Crookwell and Gunning, cycling trails and scenic driving routes across the Shire. This was particularly important with the final sealing of State Road MR54 to Bathurst and Orange which not only provides a vital link into the NSW central west but is also a scenic drive.

Tourism Promotion

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

The region was again well received by visitors to the Canberra Home, Leisure and Travel Show with many Canberra people keen to explore their own backyard and fascinated by the Tablelands region and the many attractions and activities on offer.

Every two years, staff develop a new Destination Guide for the region. This guide showcases the many attractions of the region,

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places to stay and eat, outlines the villages and ways to engage with the rich history. The guide is distributed across the state through the Accredited Visitor Information Centre network and various businesses. The 2018 edition of the guide features the new scenic drives and a selection of suggested itineraries to inspire visitors to explore options across the Shire.

Social media is a key promotional tool in the digital age and hence staff spent a considerable proportion of their time working on digital marketing. This year there was particular focus on building our facebook community through regular, relevant posts. As a result, for the year we averaged over 10000 engagements per month and growing.

Regional Representation and Co-operation

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

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

Project 1 – Product Audit, Gap and Capacity Analysis – aimed at determining where opportunities lie for investment. This project is almost complete.

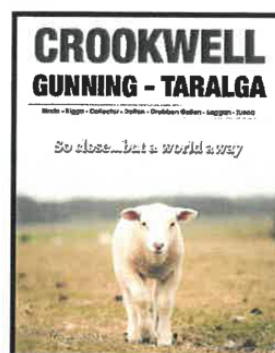
Project 2 – Industry Development and Growth Support – targeting training opportunities have been identified and continue to be rolled out in conjunction with Destination NSW.

Project 3 – Southern Tablelands Destination Development – Project proposal being tabled in Quarter 1 of 2019/2020.

Project 5 – Touring Routes – early success with the inclusion of a route in the NSW Great Road Trips campaign. Further work to be undertaken.

Project 6 – Canberra Leveraging and Partnership Strategy – framework for a more strategic relationship released in April 2019.

Project 7 – Visitor Data Evaluation and Assessment – Destination NSW have announced a partnership with Westpac Bank to use credit card transactions to provide visitor economy statistics.



New Destination Guide

Tourism Statistics

The statistics for 2018/2019 show some very positive signs:

- Social media engagement up by 26%;
- Website sessions up by 16%;
- Sales at the VIC were up by 6%;
- Crookwell Caravan Park nights were down slightly in a soft market.

Visitation to the Capital Country region for the year ended March 2019 was up 6.6% to 4.8m visitors with spend up 1.6% to \$852 million.

10d) MULTI CULTURAL ACCESS

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

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2018-2019****11. PRIVATE WORKS****Section 428 (2) (k)**

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

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

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

Upper Lachlan Shire Council carries out work on private land in accordance with plant hire and labour rates established by Council when setting the Schedule of Fees and Charges. In 2018/2019 there were water supply, sewerage, noxious weeds and roads related private works, the total of such work was \$44,874. In addition, Council undertook the private works project of reconstruction of Woodhouselee Road North for Crookwell Developments - Crookwell 2 Wind Farm development for \$1.1 million.



Former Mayor Brian McCormack OAM and the NSW Deputy Premier, the Hon. John Barilaro MP

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT**2018-2019****12. AMOUNTS ATTRIBUTED OR GRANTED UNDER SECTION 356****Section 428 (2) (I)**

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

The following is the list of Council Section 356 Contributions for 2018/2019 in \$: -

Bigga Golf Club (Ordinary Rates and Waste)	\$2,429
Bigga Primary School P and C	\$1,000
Crookwell and District Arts Spring Fling	\$500
Crookwell and District Historical Society	\$900
Crookwell AP and H Society (Ordinary Rates)	\$3,188
Crookwell A P and H Society (water use reduction)	\$500
Crookwell CWA (Ordinary Rates)	\$857
Fullerton Anglican Church Property Trust (Ordinary Rates and Waste)	\$552
Goulburn and District Education Foundation	\$2,000
Goulburn Crookwell Heritage Railway Inc. (Waste, Water & Sewer Rates)	\$1,639
Crookwell Community Men's Shed (Rates)	\$414
Gunning Medical Centre	\$10,000
Middle Arm Hall Progress Association (Ordinary Rates and Waste)	\$642
Narrawa and District War Memorial Hall (Ordinary Rates and Waste)	\$510
Katelyn Croker – Sporting Representation Donation	\$250
Bridget Anable – Sporting Representation Donation	\$250
Jesse Croker – Sporting Representation Donation	\$250
KA Staples – Sporting Representation Donation	\$500
Chris McCarthy – Sporting Representation Donations	\$750
Australian Agriculture Centre Donation	\$20,000
Christmas in the Park ULSC	\$500
Willowtree Sculpture Garden Sponsorship	\$1000
Dalton Hall Reserve Trust	\$500
Bannister District Hall Association (Rates)	\$595
Southern Tablelands Regional Arts Council (STARTS) Membership	\$2,185
St Vincent De Paul (Ordinary Rates and Waste Charges)	\$2,248
Taralga Australia Day Committee – Rodeo Contribution	\$1,000
Taralga Historical Society (Ordinary Rates and Water)	\$1,201
Taralga Medical Clinic (Ordinary Rates and Waste)	\$1,106
Taralga Playgroup	\$500
Taralga Public School	\$1,000
Taralga Small Schools Sports Sponsorship	\$582
Lions Club of Gunning Sponsorship of noticeboard	\$375

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Crookwell Picnic Race Club (in kind watering - Binda Picnic Races)	\$500
Gunning Focus Group - Court House Rent	\$750
St Vincent De Paul (Mattress disposal)	\$180
Taralga Australia Day Committee - Rodeo DA fee	\$220
Gunning Roos Rugby League Club (Showground fee and water use waiver estimate)	\$3,500
TOTAL CONTRIBUTIONS	<u>\$48,568</u>

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



2019 Gunning Australia Day event and Award winners pictured with Council Mayor John Stafford and Australia Day Ambassador, Lyndey Milan OAM

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13. HUMAN RESOURCES ACTIVITIES

Section 428 (2) (m)

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

The Human Resources section is responsible for providing advice and professional assistance designed to assist in the attainment of business goals and objectives. Human resources aims to maximise the potential of Council's employees through shared goals, consultation and participation in the decision making processes, and working in an environment free from all forms of discrimination.

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

The Workforce Plan

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

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

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

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

Recruitment and Selection

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

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

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Council employee positions advertised externally and recruited:-

- Finance Officer - Crookwell
- Library Assistant – Gunning
- Expenditure Officer – Gunning
- Horticulturist
- Casual Swimming Pool Attendant
- Development Control Officer
- Council Ranger
- Apprentice Plant Mechanic
- Cleaner Taralga Community Centre
- Townsperson - Bigga
- Strategic Planner
- Work Health and Safety (WHS) & Environmental Officer
- Management Accountant
- Manager of Infrastructure Delivery
- Manager of Assets and Design
- Manager of Environment and Planning
- Manager of Regulatory Compliance & Biosecurity Services
- Coordinator of Assets and Planning and Programming

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

- Senior Storeman
- Executive Assistant to General Manager (Maternity Relief)
- Biosecurity Officer
- Skilled Labourer (Gunning)
- Skilled Labourer (Maintenance Gang)
- Gunning Townsperson
- Plant Coordinator
- Skilled Labourer Bridge Gang
- Plant Operator Truck
- Taralga Townsperson
- Plant Operator Truck – Water Cart
- Plant Operator Roller

Performance Reviews

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

The annual performance appraisals for Council employees continue to play an important part in the Council's organisational structure with employees gaining the skills required to progress through to higher positions. This process also identifies training needs for the organisation.

Policy and Procedure Review and Development

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

- Child Protection Policy
- Drug and Alcohol Policy
- Phased-In Retirement Policy
- Work Experience Placement Policy
- Equal Employment Opportunity Management Plan
- Equal Employment Opportunity and Anti-Discrimination Policy
- Women in Local Government Framework – Upper Lachlan Shire Action Plan

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Industrial Relations

Council undertook a Realignment process of Council's Works and Operations Department. This has now been realigned as the Infrastructure Department. This process will include the implementation of Oosoft within Council salary system performance management system and position description evaluations in accordance with the Local Government (State) Award 2017.

Human Resources Training Plan

Upper Lachlan Shire Council's Staff Training Plan is primarily designed to satisfy and maintain its needs for a workplace which has up to date knowledge, skills and potential necessary for the effective and efficient functioning of the organisation. This plan is designed to assist Council to develop the competency of its people and to develop a more highly skilled and flexible workforce.

OBJECTIVES:

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

enhance their competence, and is of benefit to the Council's service provision, and the employee's ability to fulfil their position requirements.

- * To facilitate the development of a Training Plan that will match training and development processes to the current and future skill requirements of Council and the career development needs of employees.
- * To ensure that expenditure in training matters is used in a cost effective manner.
- * To comply with Local Government (State) Award and other legislative and regulative provisions related to Council.

Training and Development

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

- Bullying and Harassment
- EEO
- Alcohol and Other Drugs
- Work, Health and Safety

Council has a contract with a training provider ELMO and has implemented the learning platform in 2018/2019.

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

- Working Safely Near Live Electrical Apparatus & Provide Cardiopulmonary Resuscitation

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- HLTAID003 First Aid
- Conduct Backhoe/Loader Operations
- OOSOF Training
- Level 1 Playground Inspection Training
- Alcohol and other Drugs Information/Training Sessions
- Council Induction Training
- Water Industry Treatment (Wastewater) Cert III
- Water Industry Treatment (Drinking Water) Cert III
- Code of Conduct Training for Councillors & Senior Staff
- Code of Conduct Training – all staff
- Elevated Work Platform – Yellow Card – BL, SL and TL
- General Construction Induction Training
- National WHS General Construction Induction Training
- Government Information (Public Access) Act – Introductory Course
- Government Information (Public Access) Act – Advance Course
- Prepare Work Zone Traffic Management Plant

In 2018/2019 total staff training costs were \$113,000 this includes the employees' time, salaries and training course fees. The training costs excluding salaries and wages totalled \$73,413.

There were also staff recruitment expenses incurred that totalled \$74,348 including medical examinations, advertising and interview expenses; however, this amount excludes staff salaries and wages expenses.

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14. IMPLEMENTATION OF EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN **Section 428 (2) (n)**

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

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

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

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

Recruitment and Selection

In accordance with relevant legislation, the Council has implemented protocols and procedures for the recruitment and

selection of employees that will complement organisational performance and ensure compliance with EEO principles and ethos.

Council has in recent years recruited individuals from many culturally diverse backgrounds from different countries, cultures, and religion. These include individuals from Pakistan, Bangladesh, Iran, Laos, USA and New Zealand. A number of these individuals are appointed to senior management roles; examples include the Director of Infrastructure and Manager of Assets and Design.

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

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

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

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

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employment or promotion or access to employment benefits.

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

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

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

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

EEO PROGRAM ACTIVITIES

EEO Policy Statement

1. Objective

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

2. Strategies

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

3. Target Group

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

4. Actions

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

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

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- g) A clear statement of responsibility of all Managers / supervisors in preventing discrimination and promoting EEO;
- h) The Council Resolution adopting the EEO Policy and Management Plan;
- i) Endorsement of the General Manager and Mayor.

4.2 Gain management and staff commitment.

4.3 Seek union/s agreement.

4.4 Submit EEO Policy to Council for adoption.

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

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

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

EEO Performance Targets

5.1 EEO Policy Statements

5.1.1 EEO policy publicised and distributed to staff.

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

5.2 Communication and Awareness Raising

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

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

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

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

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

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

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

5.2.8 The Human Resources Coordinator in concurrence with the Department Directors and General Manager, review, amend and forward document to Council meeting for adoption.

5.3 Appointment, Promotion and Transfer

5.3.1 Immediate and ongoing.

5.3.2 The Human Resources Coordinator in concurrence with the Department

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Directors and General Manager, review, amend and forward the Recruitment and Selection Policy to Council annually, with the provisions outlined.

- All employee recruitment and selection will be in accordance with equal employment opportunity principles and EEO Management Plan, Anti-Discrimination Act 1977, the Local Government Act 1993 and the Local Government (State) Award 2017.

5.4 Training and Development

5.4.1 Immediate and ongoing.

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

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

5.5 Conditions of Employment

5.5.1 Immediate and ongoing.

5.5.2 All conditions of employment will be in accordance with Council's Recruitment and Selection Policy and procedures in complying with equal employment opportunity principles and EEO Management Plan, Anti-Discrimination Act 1977, the Local Government Act 1993 and the Local Government (State) Award 2017.

5.6 Harassment and Grievance Procedures

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

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

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

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15. DELEGATIONS TO EXTERNAL BODIES

Section 428 (2) (o)

The following external bodies were delegated functions by Council during 2018/2019:-

Bigga Memorial Hall Committee

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

Binda Hall Committee

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

Breadalbane Community Hall Committee

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

Building Review Committee

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

Collector Oval Committee

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

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

Collector Pumpkin Festival

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

Collector Wind Farm Community Enhancement Program Committee

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

Community Technology Centre Committee

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

Crookwell and District Art Gallery

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

Crookwell and District Historical Society

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

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Crookwell II and III Wind Farm Community Enhancement Program Committee

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

Crookwell Memorial Hall Committee

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

Crookwell Potato Festival Committee

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

Cullerin Wind Farm Community Enhancement Program Committee

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

Economic Development Task Force Committee

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

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

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

Gunning Arts Festival Committee

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

Gullen Range Wind Farm Community Enhancement Program Committee

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

Gunning Golf Club Management Committee

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

Gunning Shire Hall and Showground Precinct Advisory Committee

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

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

Pool Review Committee

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

Pye Cottage Precinct Committee

Functions of the Committee: To provide advice with respect to the care, control, management and organisation of the Pye Cottage and Precinct in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council.

Rye Park Wind Farm Community Enhancement Program Committee

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

Sport and Recreation Committee

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

Stonequarry Cemetery Committee

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

Streetscape Committee

Functions of the Committee: To provide higher level guidance and advice (not on operational matters) in relation to the Streetscape Project to Council and to act as a conduit between the Community and Council's Project Control Group that is responsible for delivering the Streetscape Project in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council.

Taralga War Memorial Hall Committee

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

Taralga Wind Farm Community Enhancement Program Committee

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

Tony Foley Memorial Gunning District Community Centre Committee

Functions of the Committee: The care control and management of the Tony Foley Memorial Gunning District Community Centre in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council.

Local Traffic Committee

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

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Tuena Hall and Recreation Area Committee

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

Upper Lachlan Access Committee

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

Upper Lachlan Tourist Association

Functions of the Committee: The care control and management of the tourist function of the Upper Lachlan area in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council.

Upper Lachlan Australia Day Committee

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

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

Youth Council (YA'MAD)

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

Audit, Risk and Improvement Committee

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

Biala Wind Farm Community Enhancement Fund Committee

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

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2018-2019****16. NOXIOUS WEEDS REPORT**

Under the Biosecurity Act 2015 (former Noxious Weeds Act 1993), Council has the responsibility, as the Local Control Authority, to control noxious weeds on lands under its jurisdiction and to also ensure that landowners within our area carry out their responsibility to control noxious weeds on land they own or occupy.

Control of Noxious Weeds on Council Land

In 2018/2019, Council's Noxious Weeds Section implemented a weed control program to control noxious weeds on roadsides, reserves and parks that are under Council's control. Council's Staff conducted this weed control program, which aimed to control noxious weeds to the standards specified in the control measures of the weed control orders made by the NSW Government. The outcomes of this weed control program were regularly reported to Council during the year.

Council's noxious weed control program focused on priority noxious weeds and new weed incursions with this program aimed at preventing the spread of noxious weeds from land under the responsibility of Council to land free of noxious weeds or where weeds had been controlled.

The intent of this control program is to set a positive example for weed control within our community. All complaints received during the year were investigated by Weed Officers and appropriate action taken to control infestations as specified in the control class.

Control of Noxious Weeds on Privately Owned Land**Noxious Weeds Inspection**

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

During 2018/2019, 607 private property inspections, 96 high risk pathway sites and 1,262 kilometres of transport pathway surveys were conducted with a range of actions taken to ensure that a maximum level of noxious weed control compliance was achieved. The aim of this inspection/survey program was to identify new weed incursions and gain the co-operation of landholders to participate in control programs.

Where it was found that landholders were not carrying out their responsibilities to control noxious weeds an enforcement procedure was utilised to initiate weed control work.

During the year information on a range of weed related issues were addressed in Council's newsletter, however the most effective method of communication and education with our community continued to be conducted on a one on one basis between Weed Officers and Landholders during the private inspection programs. Weed staff also attended and spoke at a number of meetings and Field Days during the year and weed control information was available from Inspectors at each of Council's offices.

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17. CONTROLLING INTEREST IN COMPANIES

Section 428 (2) (p)

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

18. PARTNERSHIPS, CO-OPERATIVES OR JOINT VENTURES

Section 428 (2) (q)

Partnerships, co-operatives or other joint ventures to which Council was a party in 2018/2019 are as follows:-

- 1) Upper Lachlan Shire Council is a member of the Canberra Region Joint Organisation of Councils (CRJO) which facilitates regional cooperation and resource sharing.
- 2) Upper Lachlan Shire Council, Yass Valley Council and Goulburn Mulwaree Council are parties to a Memorandum of Understanding (MOU) for collaboration between the Councils.
- 3) Southern Tablelands Regional Arts Council (STARTS) – is a partnership between Arts NSW and Upper Lachlan Shire Council, Hilltops Council, Goulburn Mulwaree, Queanbeyan Palerang Regional Council, Wingecarribee Shire, Wollondilly Shire and Yass Valley Councils.
- 4) Southern NSW Regional Tourism Organisation – Upper Lachlan Shire Council is a member.
- 5) Southern Tablelands and South Coast Regional Noxious Plant Committee.
- 6) South East Resource Recovery Regional Organisation of Councils (SERRROC).
- 7) StateWide Mutual Limited for Local Government (Jardine Lloyd Thompson's Mutual Liability Scheme and Risk Management).

19. RATES AND CHARGES ABANDONED

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

During the 2018/2019 financial year an amount of \$12,666 was written-off related to water supply user charges. The income abandonment related to water usage accounts for undetected water leaks in accordance with Council policy, faulty water meter accounts and Council Resolutions to waiver water use bills; for example the Gunning Roos Rugby League Club and Greater Southern Area Health Crookwell Neighbourhood Centre water use account.

Upper Lachlan Shire Council provided rate relief to pensioners during the financial year totalling \$205,892, including the following distributions:-

General Purpose Pension Abandonment	\$ 96,867
Water Supply Pension Abandonment	\$ 32,432
Sewerage Services Pension Abandonment	\$ 29,188
Domestic Waste Pension Abandonment	\$ 47,405

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2018-2019****20. COMPANION ANIMALS****Companion Animals Act and Clause 217 (1) (f) of Local Government (General) Regulation 2005**

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

In the 2018/2019 financial year Council saw an increase in animal related complaints from the members of the public. These included dog attacks, straying dogs and noise complaints. In response to the concerns of the community, Council's Ranger, where possible, attempted to educate pet owners on their responsibilities.

Where this approach has failed, regulatory action was commenced in the way of penalty notice and the impounding of the offending animal.

The 2018/2019 Upper Lachlan Shire Council pound data collection return showed that 35 dogs had been seized and transferred to Council's pound facility. From the 35 animals seized; 2 were euthanized, 27 were released to owners and 2 were rehomed and 4 stolen from the pound.

Upper Lachlan Shire Council total expenditure for Companion Animal and Straying Stock related activities equated to \$91,818.



[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2018-2019****LOCAL GOVERNMENT (GENERAL)
REGULATION 2005 – CLAUSE 217 (1)****a) OVERSEAS VISITS FUNDED BY COUNCIL**

During the 2018/2019 financial year there were no overseas visits undertaken by Councillors, Council employees or other persons on behalf of Upper Lachlan Shire Council.

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

Council has continued its programme to expand the provision of modern playground equipment in Council's parks and gardens operations. Council is replacing older equipment with modern safer items that meet all relevant safety standards.

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

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

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

Council provides the community with two outdoor swimming pools which are owned and operated by Council. The swimming pools are located in Crookwell and Gunning and operate for 4-5 months of the summer period and are well patronised by children and by the local

Swimming Club and the Primary Schools in the district.

Council has provided a skate ramp for the community at Goodhew Park in Taralga for over a decade. Three years ago Council, in conjunction with the community and Veolia Mulwaree Trust, has installed a new skate park in Gunning. Further, Council in conjunction with the NSW Government, Veolia Mulwaree Trust, community, youth of Crookwell and Lions Club has installed the Crookwell skate park at Clifton Park.

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

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

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



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d) ACCESS AND EQUITY ACTIVITY SUMMARY

i. SOCIAL AND COMMUNITY PLAN

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

Council adopted its first Social and Community Plan 2007 – 2012 in 2006. This Plan was then reviewed and revised in 2013 and again in 2014 with the Social and Community Plan 2013 – 2018 adopted on the 19 June 2014. The Social and Community Plan includes demographic information about the population of the LGA in addition to looking at the needs of people with disabilities, people from culturally and linguistically diverse backgrounds, Aboriginal people, children, young people, women, and older people as required. Council also included men, mental health and wellbeing, the farming community and transport as issues and groups examined.

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

A Crime Prevention Plan has not been completed.

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

e) COMPETITIVE NEUTRALITY

- i. The pricing principles and requirements of competitive neutrality have been applied by Upper Lachlan Shire Council for the three Category 2 businesses:-

- Water Supply service;
- Sewerage service; and
- Domestic Waste Management service.

ii. CATEGORY 1 BUSINESS ACTIVITIES

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

iii. CATEGORY 2 BUSINESS ACTIVITIES

As at 30 June 2019, Council has three Category 2 businesses, namely the Water Supply, Sewerage service and Domestic Waste Management service for the Upper Lachlan Shire Council area.

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

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

iv. CATEGORY 2 COMPETITIVE NEUTRALITY PRICING

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

v. CATEGORY 2 PERFORMANCE COMPARISON

Throughout 2018/2019, Upper Lachlan Shire Council did not receive any competitive neutrality complaints in relation to its Category 2 businesses operations.

f) STORMWATER MANAGEMENT SERVICES

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

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

The Stormwater Management annual charge is levied in four towns; those towns are Collector, Crookwell, Gunning and Taralga. The income raised by the annual charge in 2018/2019 totalled \$46,536. The income generated from the stormwater levy is in Council's externally restricted reserve fund that currently totals \$247,256.

Upper Lachlan Shire Council also maintains stormwater operational expenditure each year exclusive from the Stormwater Management levy of \$15,000. Council expended \$51,362 on stormwater asset renewals in 2018/2019.

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GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT – 2018/2019 ANNUAL REPORT

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

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

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

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

- Australia Day Event of the Year Nomination 2020
- Australia Day Citizen and Young Citizen of the Year Nominations 2020
- Australia Day Citizen and Young Citizen of the Year Nominations 2020
- Australia Day Sportsman and Young Sportsman of the Year Nomination 2020
- Memorandum of Understanding (MoU) between Goulburn Mulwaree Council, Upper Lachlan Shire Council and Yass Valley Council
- Biala Wind Farm Voluntary Planning Agreement
- Crookwell 2 and 3 Windfarms Voluntary

Planning Agreements

- Rye Park Wind Farm Voluntary Planning Agreement
- Pedestrian Access Mobility Plan (PAMP) 2017
- New Community and Civic Centre Architectural Plans
- Application for Burial Reservation Permit
- Upper Lachlan Strategic Business Plan water and sewerage 2014
- Social and Community Plan
- Disability Inclusion Action Plan
- Community Engagement Programs – Cullerin Range Wind Farm, Taralga Wind Farm and Gullen Range Wind Farm
- Upper Lachlan Shire Council Community Survey 2018/2019
- Lease-Licence Request Form
- Financial Statements
- The Voice
- Annual Reports
- Rural Living Handbook
- Driveway Specifications
- Crookwell Landfill Upgrade

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

There was four (4) valid Access Application received by Council during 2018/2019.

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

Zero Access Applications wholly or partly refused by Council in regards to Schedule 1.

[UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT]**2018-2019*****SCHEDULE 2 - STATISTICAL INFORMATION ABOUT ACCESS APPLICATIONS TO BE INCLUDED IN ANNUAL REPORT***

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

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

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Table B: Number of applications by type of application and outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	3	1	0	2	1	1	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0
Total	3	1	0	2	1	1	0	0

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

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

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

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	1	100%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Total	1	

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

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

	Number of times consideration used	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	0	0%
Business interests of agencies and other persons	0	100%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	0	

Table F: Timeliness

	Number of applications	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	4	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	4	

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Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)				
	Decision varied	Decision upheld	Total	% of Total
Internal review	1	1	1	25%
Reviewed by Information Commissioner*	1	0	1	25%
Internal review following recommendation under section 93 of the Act	1	0	1	25%
Review by NCAT	0	1	1	25%
Total	3	1	4	100%

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

Table H: Applications for review under Part 5 of the Act (by type of applicant)		
	Number of applications for review	% of Total
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see Section 54 of the Act)	0	0%
Total	0	

Table I: Applications transferred to Other Agencies		
	Number of applications transferred	% of Total
Agency - Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
Total	0	



Taralga Wind Farm

UPPER LACHLAN SHIRE COUNCIL ANNUAL REPORT**2018-2019****PUBLIC INTEREST DISCLOSURES ACT – ANNUAL REPORT****Report to the NSW Ombudsman**

Reporting Period: July 2018 to June 2019

Submitted On: 23 July 2019

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



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PRIVACY AND PERSONAL INFORMATION ACT 1998

Section 33 (3)

The Privacy Code of Practice for Local Government was approved by the Attorney General and was made by Order published in the Government Gazette on 30 June 2000. By virtue of Section 32, of the Privacy and Personal Information Protection Act 1998, Upper Lachlan Shire Council is bound by the Privacy Code of Practice for Local Government.

The Privacy Code of Practice for Local Government provides for the protection of personal information and for the protection of privacy of individuals generally. A Privacy Management Plan sets out the various information protection principles, training, induction and internal review procedures by which Council manages any private and personal information it holds. Upper Lachlan Shire Council resolved to adopt the updated model Privacy Management Plan for Local Government (without amendment) as supplied by the Office of Local Government in 2013. Council has reviewed and adopted the Privacy Management Plan and Privacy Policy on 15 June 2017.

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

Section 33 (5)

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

ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979

Section 93 (G) (5)

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

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

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

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

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

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

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APPENDIX B – DELIVERY PROGRAM ACTIONS REPORT

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

REGIONAL CSP STRATEGIC PILLAR NO.1 - COMMUNITY

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
1.1 - Support the retention of medical and health care facilities in the towns.	Support medical practitioners by providing available community buildings to facilitate health care service provision.	Director of Environment and Planning	Strategy CO1 - Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport. 5. People attaining health and wellbeing.	Completed – community buildings are leased to facilitate health care services.
1.2 - Support provision of ageing population services and aged accommodation.	Liaise with government agencies and associated community groups in advocating for adequate aged care services and accommodation.	Director of Environment and Planning	Strategy CO1 - Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport. 2. Community liaison to preserve and enhance community facilities.	Completed – ongoing liaison continued. Pending - Disability Inclusion Action Plan priorities are ongoing.
1.3 - Community services for young, aged, disabled, and people from diverse cultural backgrounds.	Number of actions of the Social and Community Plan, Cultural Plan and Ageing Strategy are implemented.	Directors of Environment and Planning & Finance and Administration	Strategy CO3 - Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community. 6. Resilient and adaptable communities.	Completed - review of Social and Community Plan undertaken. Cultural Plan has been reviewed in June 2017 and cultural funding program implemented.

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Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
1.4 - Retain the youth population demographic and provide appropriate facilities.	Number of consultations held with youth groups. Continue support of the Youth Committees.	Director of Environment and Planning	Strategy CO2 - Encourage and facilitate active and creative participation in community life. 2. Community liaison to preserve and enhance community facilities.	Completed – YA'MAD meetings being held. Youth week activities were undertaken in April 2019.
1.5 - Lobby for retention of education facilities.	Advocate for education facilities from pre-school to high school to be retained in the Shire's towns.	General Manager	Strategy CO1 - Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport. 2. Community liaison to preserve and enhance community facilities.	Completed - continue advocacy to retain current education facilities and Council support to local schools and school activities by donations and work experience placements for school students.
1.6 - Protect significant heritage sites to preserve the diverse history of the Shire.	Number of heritage sites receiving funding over three year program.	Director of Environment and Planning	Strategy CO4 - Recognise and celebrate our diverse cultural identities, and protect and maintain our community's natural and built cultural heritage. 1. A built environment enhancing the lifestyle of a diverse community.	Completed - 5 heritage projects received grant funding in 2018/2019.

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Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
1.7 - Social inclusion for all disparate communities.	Provision of recreational opportunities and upgrade to existing public recreational facilities within the Shire towns.	Director of Infrastructure	Strategy CO5 - Maintain our rural lifestyle. 6. Resilient and adaptable communities.	Completed – Clifton Park in Crookwell shared footpath constructed. Goodhew Park in Taralga new and refurbished equipment is provided.
1.8 - Manage and upgrade Council's public buildings and community centres.	Regular communication and support of Section 355 Committees arrangements. Preparation and review Council buildings and prepare strategy on future arrangements.	Director of Environment and Planning	Strategy CO4 - Recognise and celebrate our diverse cultural identities, and protect and maintain our community's natural and built cultural heritage. 2. Community liaison to preserve and enhance community facilities.	In Progress - communication and support to Section 355 Committees is being provided. Pending - Building Plans of Management are being established.
1.9 - Encourage recreational, cultural and leisure activities while maintaining public safety standards.	Provide funding for existing library and swimming pool facilities. Also, manage animal control and sporting grounds activities.	All three Council Department Directors	Strategy CO2 - Encourage and facilitate active and creative participation in community life. 2. Community liaison to preserve and enhance community facilities.	In Progress – "Active Villages" outdoor gymnasiums. Complete - lighting for soccer grounds; swimming pool repairs and Crookwell Pool building façade painted. Completed – annual animal control report submitted OLG.

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REGIONAL CSP STRATEGIC PILLAR NO.2 - ENVIRONMENT

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
2.1 - Address environmental degradation issues, i.e. noxious weeds control.		Review of long-term Noxious Weeds Management Strategy.	Director of Environment and Planning	Strategy EN2 - Adopt environmental sustainability practices. 3. A healthy natural environment.	Pending - review of policy and further consultation required implementation of the Biosecurity Act, Regional Plan and establish Local Plan.
2.2 - Promote environmentally sustainable developments (ESD).		Review, update and implementation of Upper Lachlan Local Environmental Plan (LEP) and Development Control Plans (DCP).	Director of Environment and Planning	Strategy EN4 - Maintain a balance between growth, development and environmental protection through sensible planning. 4. A prosperous economy with the balanced use of our land.	Pending – Upper Lachlan LEP Planning Proposals have been submitted to Department of Planning and Environment.
2.3 - Promote use of green and renewable energy.		Council promote alternate energy source initiatives. Implement Climate Change Adaption Strategy.	Director of Environment and Planning	Strategy EN5 - To investigate and implement approaches to reduce our carbon footprint. 3. A healthy natural environment.	In Progress - Council partnering with OEH State Government undertaking an energy audit of council buildings.
2.4 - Pursue Section 94A Development Contribution payments for all State Significant - Designated Developments.		Council is to manage and distribute the funds through a Section 355 Committee of Council.	Director of Environment and Planning	Strategy EN1 - Protect and enhance the existing natural environment, including flora and fauna native to the region. 1. A built environment enhancing the lifestyle of a diverse community.	Completed - 3 Community Enhancement Funds are operating through Section 355 Committees of Council distribute funds to community groups.
2.5 - Support land care initiatives to restore and beautify natural resources.		The waterways sustain natural ecosystems through the expansion of willow removal and catchment programs.	Director of Environment and Planning	Strategy EN3 - Protect and rehabilitate waterways and catchments. 2. Community liaison to preserve and enhance community facilities.	Completed – support is provided for land care groups within the Shire and office accommodation is provided in Gunning.

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REGIONAL CSP STRATEGIC PILLAR NO. 3 - ECONOMY

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
3.1 - Ensure financial viability of Council.		Long-term Financial Planning (LTFP) model implemented. Fit for the Future Action Plan implemented in relation to sustainability.	Director of Finance and Administration	Strategy EC4 - Foster and develop a diverse, adaptive, and innovative agricultural industry. 7. Responsible and efficient use of resources.	Completed – new LTFP adopted by Council in June 2018. Achieved 6 of 7 Fit for Future program benchmarks in 2017/2018. Operating surplus result achieved in preceding 10 years.
3.2 – Prudent financial management.		Complete implementation of the Internal Audit Strategy and Plan. Achieve key financial benchmarks.	Director of Finance and Administration	Strategy CO5 - Maintain our rural lifestyle. 8. Transparent and accountable governance.	Completed – IT General Controls internal audit project completed in March 2019.
3.3 - Encourage sustainable population growth and provision of associated infrastructure.		Implementation of Southern Tablelands Regional Economic Development Strategy (REDS). Development of a local Business and Economic Development Strategic Plan into REDS priorities.	Director of Environment and Planning	Strategy EC1 - Capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment. 4. A prosperous economy with the balanced use of our land.	In Progress – implementation of REDS. Completed – an Upper Lachlan Economic Development Strategy has been completed to compliment REDS.
3.4 - Assist facilitation of employment opportunities.		Number of contacts with existing businesses and grant application preparation resources provided to assist businesses.	Director of Finance and Administration	Strategy EC5 - Encourage collaboration between businesses, government, and training providers to develop employment and training opportunities for young people in the region. 7. Responsible and efficient use of resources.	Completed – Grant Project Report provided to Council meetings. Grants assistance provided to community groups seeking grants.

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

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REGIONAL CSP STRATEGIC PILLAR NO. 4 – INFRASTRUCTURE

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
4.1 - Improve local road and regional road transport networks.		Manage road assets to ensure public safety. Road Hierarchy reviewed and reported to Council. Pavement rehabilitation of regional roads.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 7. Responsible and efficient use of resources.	Completed – capital and maintenance works undertaken on Regional and Local Roads as per the schedule published on Council's website.
4.2 - Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.		Asset Management Plans and Asset Strategies by each Asset Class are developed and recommendations implemented.	Director of Infrastructure	Strategy IN4 - Maintain and update existing community facilities, and support the development of new community infrastructure as needed. 2. Community liaison to preserve and enhance community facilities.	In Progress - Further refinement of Asset Management Plan and improvement in assets registers to be completed starting with field data collection and update to the condition rating records.
4.3 - Bitumen seal all urban streets in towns.		Prepare 4 year road capital works program budget and review works priorities annually.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 1. A built environment enhancing the lifestyle of a diverse community.	Completed - 4 year capital road works budget programmed and works have commenced.
4.4 - Develop town main street and CBD beautification programs.		Town's main street beautification improvement programs and street cleaning. Streetscape Plan development and implementation in coordinated manner.	Director of Infrastructure	Strategy IN2 - Improve public transport links to connect towns within the region and increase access to major centres. 2. Community liaison to preserve and enhance community facilities.	In Progress - town and village streetscape program designs are going through the Streetscape Committee. Quotations to be sourced for bins, seats and notice boards.

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Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
4.5 - Lobby for improved mobile telephone and broadband services.		To ensure regional and rural areas are included in the roll out of Federal Government technological initiatives.	Director of Infrastructure	Strategy IN7 - Secure improvements for, and future proof, telecommunications infrastructure. 1. A built environment enhancing the lifestyle of a diverse community.	Completed – new mobile phone towers to be funded for Tuena and Wombeyan Caves. Lobbying for provision of towers at Snowy Mount and Curraweela is continuing. NBN services now provided to Crookwell.
4.6 - Improve water supply and sewerage facilities to towns.		Implement town water supply and sewerage improvement programs.	Director of Infrastructure	Strategy IN5 - Ensure high quality water supply options for the towns in the region. 2. A healthy natural environment.	Not completed - sewer plant upgrades in Crookwell and water supply treatment upgrades for Taralga are to commence in financial year 2019/2020.
4.7 - Provide waste pickup service for towns and villages and reduce the amount of waste going to landfills.		Council provide a strategy for future waste service provision. Implement improvement works to Crookwell landfill/waste centre and the village waste transfer stations to ensure compliance with EPA guidelines.	Director of Infrastructure	Strategy IN6 - Implement safe, accessible, and efficient management and recycling options for general waste, green waste, and sewage. 7. Responsible and efficient use of resources.	Not completed - village landfills have been converted to transfer stations. Crookwell landfill project to meet EPA compliance requirements has commenced. Council resolution in June 2019 to convert Crookwell landfill to waste transfer station.

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Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
4.8 – Actively seek funding for the Goulburn to Crookwell Rail Trail concept.		Joint Goulburn Mulwaree and Upper Lachlan Shire Councils Committee formed. Feasibility Study to be completed. Project estimates to be completed. Council to pursue grant and other funding options to facilitate the development of a rail trail.	Director of Infrastructure	Strategy EC2 - Jointly develop appropriate tourism opportunities and promote the region as a destination. Strategy IN4 - Maintain and update existing community facilities, and support the development of new community infrastructure as needed. 4. A prosperous economy with the balanced use of our land.	In Progress - Committee formed. Regional Economic Impact Assessment completed. Lobbying for funding opportunities is continuing.
4.9 - Develop new and upgrade existing footpaths and cycleway networks.		Implementation of the Pedestrian Access and Mobility Plan (PAMP) to create links to community services in conjunction with NSW Government Stronger Country Communities Fund program.	Director of Infrastructure	Strategy IN4 - Maintain and update existing community facilities, and support the development of new community infrastructure as needed. 1. A built environment enhancing the lifestyle of a diverse community.	In Progress - footpath works proceeding in accordance with current PAMP priorities and funding timelines. Stronger Country Communities Fund grant funding secured for footpath construction projects. Taralga and Collector footpath works commenced.
4.10 - Upgrade stormwater and kerb and guttering in towns.		Stormwater Management Plans created and recommendations progressively implemented in a 4 year capital works budget.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 2. A healthy natural environment.	Completed - locations requiring improvements are identified in the Flood Risk Study includes projects and future budgets. Funding application is lodged.

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Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
4.11 - Progressively replace timber bridges on local and regional roads.	Prepare and implement a 10 year bridge replacement program with funding model in Long Term Financial Plan (LTFP).	Director of Infrastructure	Strategy IN2 - Improve public transport links to connect towns within the region and increase access to major centres. 7. Responsible and efficient use of resources.	In Progress - Abercrombie River MR256 bridge replacement. Kiamma Creek MR248E bridge construction delayed. Bridge assets condition assessment is continuing.
4.12 - Flood Risk Management Plans created for Crookwell, Gunning, Taralga and Collector.	Implementation of Flood Risk Management Plan recommendations.	Director of Environment and Planning & Director of Infrastructure	Strategy EN4 - Maintain a balance between growth, development and environmental protection. 4. A prosperous economy with the balanced use of our land.	Completed - Flood Risk Management Plan and Study adopted by Council.
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.	Pursue grant funding opportunities that deliver on the pursuit of regional economic growth benefits. Improve road infrastructure assets with potential to stimulate the local economy.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. Strategy EC2 - Jointly develop appropriate tourism opportunities and promote the region as a destination. 4. A prosperous economy with the balanced use of our land.	In Progress – Successfully lodged and received grant applications for Wombeyan Caves Road MR256 and Grabine Road reconstruction and sealing. Council was successful in securing grant funding to commence works in 2019/2020.
4.14 - Progressively bitumen seal all classified roads.	Reductions in classified roads gravel sections. Improvement in road network condition rating to ensure public safety.	Director of Infrastructure	Strategy IN3 - Maintain and improve road infrastructure and connectivity. 7. Responsible and efficient use of resources.	Completed – Council was unsuccessful in receiving grant funding for Rye Park Road MR241. Council received additional grant funding for Wombeyan Caves Road MR258.

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REGIONAL CSP STRATEGIC PILLAR NO.5 – CIVIC LEADERSHIP

Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
5.1 - Participate in resource sharing initiatives.		Report projects to Council every year. Achieve annualised \$ savings through participation in Canberra Region Joint Organisation projects.	General Manager	Strategy CL3 - Collaborate and cooperate to achieve efficiencies and a greater voice in regional decision-making, and encourage similar cooperation across other sectors and community groups. 7. Responsible and efficient use of resources.	Completed - participation in Canberra Region JO and Central West JO shared projects. New Contracts: Bulk Fuels and Copyright Licencing (CENTROC).
5.2 - Lobby other levels of Government for increased share of funding distribution.		Review the intergovernmental Agreement. Grants Commission review and amendment to Financial Assistance Grants (FAG) distribution to rural councils.	General Manager	Strategy CL2 - Encourage and facilitate open and respectful communication between the community, the private sector, Council, and other government agencies. 8. Transparent and accountable governance.	Completed - lobbying continuing through Canberra Region JO and Central West JO and meetings with Government Ministers. No changes have been authorised or legislated.
5.3 - Promote community engagement and involvement in decision making processes.		Number of Community Outreach Meetings and program outcomes achieved. Community Survey undertaken every four years. The "Voice" Council newsletter publication distributed quarterly.	General Manager	Strategy CL1 - Effect resourceful and respectful leadership and attentive representation of the community. 6. Resilient and adaptable communities.	Completed – 4 community outreach meetings conducted in May 2019. The "Voice" is produced quarterly.

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Delivery Actions	Program	Performance Measures	Responsibility	CSP Strategy and Aspiration	Progress Report
5.4 - Leadership and commitment to integrated planning and reporting (IP&R).		Council's IP&R documents clearly articulate the Council's direction across all strategy platforms and performance management efficiency is evident to the community.	General Manager	Strategy CL1 - Effect resourceful and respectful leadership and attentive representation of the community. 8. Transparent and accountable governance.	Completed - IP&R documentation completed for 2018/2019.

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FIT FOR THE FUTURE – COUNCIL ACTION PLAN

SUSTAINABILITY ACTION PLAN				
Objective	Strategies	Actions	Key milestones	Progress Report
1. Secure additional revenue to keep Council's operating performance ratio well above the benchmark and ensure funding for renewal of road network assets	Implement Special Rate Variation in 2020/2021	<ol style="list-style-type: none"> 1. Notify community of intention to apply for SRV 2. Community consultation and engagement 3. Notify IPART of intention to apply 4. Submit application to IPART 5. Fund infrastructure renewal of its road network assets 	<p>Commencement in July 2019</p> <p>Community engagement and support for the proposal is achieved</p>	<i>No action – a Council Resolution is necessary for a Special Rate Variation application.</i>
2. Drive cost savings through procurement	Implementation of a Best Practice in Procurement Program	<ol style="list-style-type: none"> 1. Procurement Roadmap - Arc Blue 2. Review Procurement Action Plan and policies 	<p>Procurement Committee recommendations to MANEX</p> <p>Utilisation of LGP Vendor Panel and TenderLink</p> <p>CR JO procurement working group committee reports to management</p>	<p><i>Contracts Register implemented in 2018.</i></p> <p><i>LGP vendor panel and TenderLink are utilised by Council.</i></p> <p><i>Canberra Region JO and LGP procurement meetings held.</i></p>

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Objective	Strategies	Actions	Key milestones	Progress Report
3. Maintain diverse income streams through state roads contract	Retention and provision of Roads and Maritime Services (RMS) Routine Maintenance Council Contract (RMCC)	<ol style="list-style-type: none"> 1. Maintain existing high standard rating for road works in Contractor Performance Report 2. RMCC Benchmarking 	<p>RMS rating maintained satisfactory or better</p> <p>RMCC Commenced in 2008</p> <p>Contracted project completion date of 2018 for \$10 million scope of road works</p>	<p><i>RMS MR54 reconstruction and sealing project of \$10 million for unsealed sections was completed in January 2018.</i></p> <p><i>RMCC accreditation retained and Contractor Performance Reports are satisfactory.</i></p> <p><i>RMS Audit Report identified actions to be addressed over next 12 month periods.</i></p>
4. Maximise diverse income streams through private works	Provision of road reconstruction contracted private works for renewable energy developments	<ol style="list-style-type: none"> 1. Review pricing structures for private works which are in demand at profitable rates 2. Cost of service is transparent and in accordance with the National Competition Policy Guidelines 	<p>Remain competitive with the private sector and to secure contract works for road reconstruction</p>	<p><i>In 2018/2019 Council completed Woodhouselee Road North unsealed road section upgrade as private works from condition of consent in the Crookwell II Wind Farm development. Contract value: \$1.2m.</i></p> <p><i>Council is meeting all NCP Guidelines and private works rates incorporated into Council Revenue Policy.</i></p>

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INFRASTRUCTURE AND SERVICE MANAGEMENT ACTION PLAN				
Objective	Strategies	Actions	Key milestones	Progress Report
1. Implement best practice asset management reporting	Asset Management Improvement Program	1. Review Asset Management and Risk Plan, strategies and policies 2. Review of Council Infrastructure Plan – define community service level set by Council for asset maintenance	Asset Management Plans identify asset service standards Infrastructure asset classes valuation at fair value Ensure asset condition standards are maintained above Condition 5	<i>Infrastructure Plan reviewed and adopted by Council in June 2018.</i> <i>Asset Condition Rating System is to be further developed by Infrastructure Department in 2019/2020 to enable evidence based Asset Management Plans using ISO55000 and infrastructure assets fair valuation to be completed by 30 June 2020.</i>
2. Secure funding for asset renewals	Utilise borrowing capacity to invest in infrastructure renewal projects – Timber Bridge Replacement Program	1. Review Council Borrowings/Loans Policy 2. Council Long Term Financial Plan priority bridge replacement schedule	Commencing loan financing arrangements with Financial Institutions Application for State Government Local Infrastructure Renewal Scheme (LIRS) funding	<i>New loan of \$1m accepted for the Crookwell Memorial Oval Precinct project and local roads bridge replacement program.</i> <i>Borrowings program for timber bridge replacements are incorporated into the Council Delivery Program. Council is now eligible for accessing the Treasury Corporation borrowing facility.</i>

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Objective	Strategies	Actions	Key milestones	Progress Report
3. Minimise potential public liability incidents	Utilise Statewide Mutual Best Practice Guidelines and achieve industry benchmarks for risk management practices	<ol style="list-style-type: none"> 1. Review Risk Management Plan and Policy 2. Review Safe Work Method Statements for high risk priorities 	<p>Risk Management Action Plan (RAMP) approved and adopted by Council annually by June</p> <p>Safe Work Method Statements (SWMS) reported to WH&S Committee every 6 months</p>	<p><i>RAMP approved by Council management and reviewed by Statewide Mutual for 2017/2018. Actions identified for 2018/2019 with key focus areas of Footpaths and Tree and Tree Roots.</i></p> <p><i>SWMS progressively reviewed and reported to the Council WH&S Committee.</i></p>
4. Maintain assets in satisfactory condition to meet community expectations	Evaluation of asset utilisation and rationalisation	<ol style="list-style-type: none"> 1. Review of Council Infrastructure Plan 2. Recommendations from Grant Thornton Building and Asset internal audit. 	<p>Condition Report prepared for Council owned building assets and maintenance action plan approved by June 2018</p>	<p><i>The Building and Asset Management Internal Audit Action Plan is being implemented and was reported to Audit, Risk and Improvement Committee in September 2018. Asbestos Management Register completed and buildings condition register in development. Work has commenced on establishment of trade services contract.</i></p>

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EFFICIENCY ACTION PLAN				
Objective	Strategies	Actions	Key milestones	Progress Report
1. Understand how the organisation is performing	Benchmark Upper Lachlan with other Councils Local Government Professionals Australia (LGPA) - Operational and Management Effectiveness Report	<ol style="list-style-type: none"> 1. Identify trend analysis of operational cost centres and functional service areas of Council 2. Performance tool for benchmarking by senior management of operational efficiencies of individual cost centres 	Management Tool -annual benchmarking	<p><i>Benchmarking completed.</i></p> <p><i>The LG Performance Excellence Program Report for 2017/2018 was completed by Council and final report tabled to MANEX.</i></p>
2. Continue to collaborate regionally	Be an active partner in the Canberra Region Joint Organisation of Councils (CRJO)	<ol style="list-style-type: none"> 1. Development and implementation of a JO Strategic Plan 2. JO Strategic Plan aligned with Quadruple Bottom Line principles 3. Intergovernmental collaboration; i.e. ACT Government and State Government 	<p>Implementation after JO Pilots</p> <p>Formulation of an effective and efficient governance structure to oversee implementation, review and evaluation in CBR Region</p> <p>CBR branding to support tourism and economic development throughout the region</p>	<p><i>Upper Lachlan Shire Council is within the Canberra Region Joint Organisation (CRJO)</i></p> <p><i>CRJO Strategic Plan 2019-2021 launched February 2019.</i></p> <p><i>Intergovernmental collaboration is continuing with ACT Government.</i></p> <p><i>Canberra Region "The Tablelands" branding and dedicated website is developed.</i></p>

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Objective	Strategies	Actions	Key milestones	Progress Report
3. Continuously improving the quality and efficiency of all of Council's services	Undertake four year rolling program of service reviews as part of Council's Delivery Program	<ol style="list-style-type: none"> 1. Develop four year program of service reviews, with a focus on those services of greatest cost to the organisation 2. Update Delivery Program to incorporate the service review program 3. Implement program annually 4. Report outcomes through the 6 month Delivery Program report and update Long Term Financial Plan annually to reflect any changes 	<p>Program established and Delivery Program updated 6 Monthly Delivery Program Report to include service review progress and outcomes</p> <p>Annual update of Council's Long Term Financial Plan</p> <p>Implementation of Internal Audit Plan by Grant Thornton Australia over 4 year period to 2019/2020</p>	<p><i>Delivery Program was approved by Council in June 2018.</i></p> <p><i>Delivery Program action report completed every six months.</i></p> <p><i>Long Term Financial Plan was approved by Council in June 2018.</i></p> <p><i>Internal audit project completed March 2019 for IT General Controls.</i></p>
4. Improve efficiency through technological advancement	Provide innovative and leading technology interface	<ol style="list-style-type: none"> 1. Enhanced use of technology particularly in the area of staff remote and on-line customer access 2. Implement a Unified Telecommunications solution 	<p>Establishment of Development Assessment (DA) Tool</p> <p>Implementation of Integrated Unified Telecommunications System</p>	<p><i>In progress - evaluate NSW Planning Portal functionality and application for Shire DA Lodgement.</i></p> <p><i>Microwave towers communications link for Crookwell to Gunning offices is completed.</i></p> <p><i>New telephone system implemented in September 2018.</i></p>

