



UPPER LACHLAN SHIRE COUNCIL

the Shire of villages

Delivery Program 2015/2016 - 2018/2019



UPPER LACHLAN SHIRE COUNCIL DELIVERY PROGRAM

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1. WELCOME TO THE DELIVERY PROGRAM

The Delivery Program forms part of Council's Integrated Planning and Reporting Framework and is designed to provide a summary of the program actions and principal activities that Upper Lachlan Shire Council will undertake for the next four years for the period covering 2015/2016 to 2018/2019. The Delivery Program aims to implement the strategies established in Council's Community Strategic Plan.

This Delivery Program should also be read in conjunction with Upper Lachlan Shire Council's 2015/2016 Operational Plan. The Delivery Program is focused on a four year period, while the Operational Plan focuses on one year only.

The Delivery Program provides a single point of reference for all the principal activities undertaken by the Council. The program provides balance between the Council and the community aspirations as identified in the Community Strategic Plan.

In reading the Delivery Program you will see that Council is aiming to protect and enhance the lifestyles for all the communities within the Upper Lachlan Shire Council area; however it is also important that we protect our natural environment and resources. This is a difficult balance for any Council, as these ambitions are not necessarily complementary to each other. Nevertheless Council is committed to retaining this balance where possible.

The next four years promise to provide many and varied challenges to our Shire. The provision of essential infrastructure, such as roads and bridges, remains our biggest challenge with a relatively low rates income base, with a huge geographical area and extensive road network this Shire encompasses. The capital works listed in the Delivery Program are quite extensive and outline the key road, water supply and sewerage service project works planned for the next four years, along with the major community facilities desired by our community.

The Delivery Program will be reviewed and updated annually by Council, incorporating community submissions to the program and to ensure the program evolves and remains aligned to Council priorities.

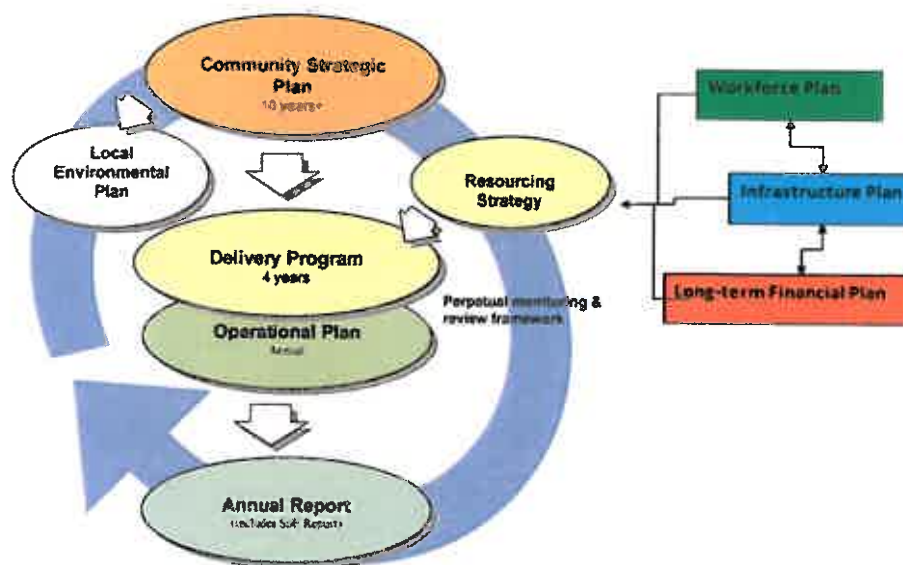


2. WHAT IS THE DELIVERY PROGRAM?

The Delivery Program forms part of our Integrated Planning and Reporting framework. This framework aims to draw our various plans together, to assist in understanding how they interact and to get maximum leverage from our efforts by planning holistically for the future.

The framework has four key elements:

1. A ten-year Community Strategic Plan which outlines our broad vision for the future;
2. A four-year Delivery Program, accompanied by a full budget, that details what we will do to implement the Community Strategic Plan;
3. An Operational Plan that records the planned activity and expenditure for each year;
4. An Annual Report, which provides our community with a detailed account of what we have achieved each year and the progress made towards the implementation of the Delivery Program and Community Strategic Plan.



The Community Strategic Plan will be reviewed every four years. Each newly elected Council must complete this review by 30 June in the year following the local government elections and roll the planning forward by at least four years so that it is always, at minimum, a 10 year plan.

The Delivery Program will be prepared by 30 June in the year following a local government ordinary election and must be reviewed annually. The Delivery Program addresses the objectives of the Community Strategic Plan and identifies the principal activities that Council will undertake to meet those objectives. Financial estimates for the next four year period must also be included in the Delivery Program.

The Operational Plan will be prepared on an annual basis and be adopted before the beginning of each financial year. The document must outline the activities to be undertaken that year as part of the Delivery Program.

The Annual Report then completes the Integrated Planning and Reporting Framework. This report must be completed within five months of the end of the financial year. The report focuses on Council's implementation of the Delivery Program and Operational Plan. The report is designed to be a report to the community.

3. MESSAGE FROM THE MAYOR

Council has developed a long term outlook for our activities, and most importantly, these activities will be based upon what the community as a whole desires to see happening within towns and villages in the Upper Lachlan Shire Council area.



Some of the key initiatives the community has told us they want to see happen in the future are:-

- Transport issues related to improvement of the Shire's road and bridges network;
- Improvement in the town's water supplies and sewerage services;
- Investigate provision of new recreational opportunities within the towns;
- Retaining medical and health care facilities in the towns; and
- Expand the promotion of the Shire and region.

The goals in implementing the Delivery Program are quite simple:-

1. We want people to be able to easily identify what the community's aspirations are for the towns and villages within the Shire;
2. We want people to be able to see how we will be funding identified programs; and
3. We want people to see what will be happening in the long term (10 years), in the medium term (4 years) and in the short term (annually).

The outcome of this should see Council's programs and activities better reflecting what the community as a whole wants. Council has tried to address the needs and demands from all cross-sections of the community. The public submissions that are received and their comments will be integrated into these final documents where appropriate.

The 2015/2016 Delivery Program is the product of a team effort by Councillors, Council senior management, Council staff and valuable community input. It is a vital document that keeps the community informed of Council's plans and provides a link between the elected Council, the community and other Government agencies.

The Delivery Program also gives due regard to the NSW 2021 Plan and other relevant state and regional plans and some of the key challenges that were identified at a state-wide level including:-

- The pressures that an ageing population will place on some government services;
- Economic growth in regional NSW;
- Pockets of entrenched disadvantage in our communities;
- Environmental challenges, particularly climate change; and
- Investment in critical infrastructure and water supply systems.

The Upper Lachlan Shire Council has prepared a comprehensive integrated operational activities budget and capital works program for the Shire for the four year period to 30 June 2019.

A handwritten signature in black ink, appearing to read 'John Shaw'.

John Shaw
Mayor

4. **MESSAGE FROM THE GENERAL MANAGER**



After the Integrated Planning and Reporting legislation amendments by the Office of Local Government, Department of Premier and Cabinet, it is now the responsibility of all Councils, under Section 402–406, of the Local Government Act 1993, to prepare and adopt a Community Strategic Plan, Delivery Program and Operational Plan.

In conjunction with the new strategic resourcing strategy requirements Council has also created subsequent integrated plans; including a Workforce Plan, Infrastructure Plan and Long-Term Financial Plan.

As part of Council's open and transparent governance, Council will assess the performance and effectiveness of each principal activity against its stated objectives. The performance of Council will be reported to the community annually as part of the Council Annual Report. Also implementation of the Delivery Program will be reported to Council every six months.

Strategic Objectives and Principal Activities

Council has five Strategic Objectives; these include Social, Environmental, Economic, Governance, and Infrastructure, Access and Transport. Interrelated to the achievement of these objectives is Council's Principal Activities. The Principal Activities are the core functions or services for which Council are responsible for delivering to the community.

Upper Lachlan Shire Council is employing a long term strategic focus with respect to all of Council's principal activities. Council has established a pathway for the future direction of the Council's major capital works, infrastructure renewals and operational projects.

Council has determined to take a longer term planning approach to address each strategic objective area, including issues such as the demographic changes in the Shire's population, and ageing public infrastructure.

I want to assure residents that all public submissions to the Delivery Program were considered by Council. A plan such as this will become a living document which we, as a community can add to and assist in reflecting the direction we endeavour to follow.

A handwritten signature in dark ink, appearing to read 'John Bell', written over a faint, stylized graphic element that resembles a leaf or a stylized 'J'.

John Bell
General Manager

5. COUNCIL VISION, MISSION, VALUES

The Vision and Mission set out what the community and Upper Lachlan Shire Council aspire towards for the future of the Shire. These in turn are underpinned by Council's organisational Values and Aims. The Values influence the Council's strategies and plans to direct our outcomes which set out what we want to achieve for the community as a whole.

VISION STATEMENT

To be a diverse local government area that provides various lifestyle, business enterprise, leisure and recreation alternatives, whilst ensuring environmental sustainability, preservation of our history and a sense of belonging in our community.

MISSION

To provide services and facilities to enhance the quality of life and economic viability within the Council area.

VALUES

Council will conduct its activities in accordance with the values of:-

Sustainability in relation to the natural environment and develop sustainable outcomes through best practice, whilst ensuring inter-generational equity is addressed in decision making.

Integrity we will service our customers, both external and internal, in an open, honest, and ethical manner to create an environment of mutual respect, trust and professionalism.

Respect for the rights of individual citizens to express opinions and opportunities to participate in the open and transparent governance of the Shire.

Professionalism we will develop, empower, and recognises staff to achieve professional excellence in customer service delivery.

AIMS

To perform services in a cost efficient, effective and friendly manner in order to achieve Council's Mission in meeting the annual objectives and performance targets of the principal activities Council undertakes on behalf of the community.



6. COUNCIL CHARTER

The Local Government Act 1993 includes Council's Charter (Section 8) which sets out the things Council needs to consider when carrying out their responsibilities:-

- Providing directly, or on behalf of other levels of government, adequate, equitable and appropriate services and facilities for the community;
- Ensuring that provided services are managed efficiently and effectively;
- Exercising community leadership;
- Exercising its functions in a manner that is consistent with and actively promotes the principle of multiculturalism;
- Properly managing, developing, protecting, restoring, enhancing and conserving the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development;
- Having regard for the long term and cumulative effects of its decisions;
- Having regard to acting as the custodian and trustee of public assets;
- Effectively accounting for and managing the assets for which it is responsible;
- Facilitating the involvement of Councillors, members of the public, users of facilities and services and Council staff in the development, improvement and coordination of local government;
- Raising funds for local purposes by way of rates, charges and fees, investments, loans and grants;
- Keeping the local community informed about its activities;
- Ensuring that, in the exercise of its regulatory functions, it acts consistently and without bias; and
- Being a responsible employer.

7. ELECTED REPRESENTATIVES / COUNCILLORS



MAYOR
Cl John Shaw

P O Box 42
Gunning NSW 2581

P (02) 48451304
M 0418256651



DEPUTY MAYOR
Cl James
Wheelwright

Phil's River
Crookwell 2583

P (02) 48342149



Cl Paul Culhane

6912 Boorowa
Road
Lost River 2583

P (02) 48362190
M 0410622798



Cl Malcolm Barlow

619 Redground Road
Crookwell 2583

P (02) 48373030



Cl Brian
McCormack

Taralga Road
Laggan 2583

P (02) 48373258
M 0428634092



Cl Scott Craig

764 Yalbraith Road
Taralga 2580

P (02) 48438138
M 0439877871



Cl Joanne
Marshall

P O Box 7
BINDA 2583

M 0408976070



Cl Darren O'Brien
14 Crown Street
Crookwell 2583

P (02) 48320501
M 0409821003



Cl John Searl
P O Box 4002
Dalton 2581

P (02) 48342149
M 040560347

8. COUNCIL AND COMMITTEE MEETINGS STRUCTURE

Upper Lachlan Shire Council and Committee of Council Meetings are conducted in an open forum, with the only exceptions being those matters discussed in Closed Committee in accordance with Section 10(a), of the Local Government Act 1993, i.e. pertaining to personnel (Council staff), litigation, commercial in-confidence matters and the private business of individuals where confidentiality has been requested.

All Resolutions made at a closed part of a Council Meeting are made public by the Mayor or Chairperson of the meeting as soon as the closed part of the meeting has ended in accordance with Clause 253 and Clause 269 of the Local Government (General) Regulation 2005.

There are Advisory Committees of Council and Section 355 Committees of Council that are delegated authority to act on Council's behalf in accordance with the their individual charter.

COUNCIL MEETINGS

The Ordinary Meetings of Council are held on the third Thursday of each month commencing at 9am. All ratepayers and residents of the local government area are welcome to attend Council and Committee of Council Meetings.

The Ordinary Council Meetings are held at the Council Chambers, situated at 44 Spring Street Crookwell, and one meeting a year is held at the Gunning Council Chambers.

You have the opportunity to participate in the Council Meetings by making a deputation on an agenda item or a presentation to Council on a relevant community issue. Deputations or presentations to Council are not to exceed fifteen minutes. Deputation or presentation requests must be lodged with the General Manager two weeks prior to the Council Ordinary Meeting date.

AVAILABILITY OF BUSINESS PAPERS

All the Council business paper agendas are made readily available on the Council's website (www.upperlachlan.nsw.gov.au) or at the three Council Administration offices, two branch libraries during business hours, and are also provided at the meeting. The business papers for each Ordinary Council Meeting are prepared on the second Thursday of each month, and any person wishing to bring a matter before Council must lodge it with the General Manager by that day.

COMMUNITY ENGAGEMENT MEETINGS

Council regularly holds community engagement outreach meetings each year in outlying towns and villages including; Gunning, Taralga, Bigga, and Big Hill to facilitate community involvement and dialogue with Council. Dates for the community engagement meetings will be advertised in local newspapers and relevant community distribution channels.

TALK TO YOUR COUNCILLORS

All the elected Councillors are here to represent your views; Upper Lachlan Shire Council is not divided into wards and has nine elected Councillors. There is an election conducted every four years. For the most current contact information please refer to Council's website www.upperlachlan.nsw.gov.au.

9. ROLE OF THE MAYOR, COUNCILLORS AND GENERAL MANAGER

COUNCIL'S GOVERNING BODY

The Mayor's role:-

- To chair Council and Committee of Council meetings;
- To represent the Council at civic and ceremonial occasions;
- Monitor performance of General Manager;
- Provide leadership and guidance to the Council and to the community; and
- Provide policy framework.

The Councillors' role:-

- Set strategy;
- Appoint a General Manager, and monitor the performance of the General Manager;
- Provide leadership and guidance to the community;
- Provide policy framework and monitor implementation of policy; and
- Allocate financial resources.

The Councillor role is often compared to that of the board of a public company, to the extent that it oversees the activities of the Council but is not involved in the day-to-day running of the Council. The key difference is that the “shareholders” are the local community.

The General Manager's role:-

- Is the designated senior staff position within the Council;
- Implementation of strategy and policy framework and to implement Council decisions and policy whilst overseeing the day-to-day operations of the Council;
- Appoint, direct and discipline Council employees in accordance with the Local Government Act 1993, Local Government (State) Award, Council policies and procedures and other relevant laws and regulations;
- Provide training, development and induction programs for Councillors;
- The financial management of the Council and its operations;
- Provide leadership to the employees in achieving Council objectives and performance targets as set out in the Community Strategic Plan, Delivery Program, Operational Plan and other resource plans and strategies; and
- Ensure compliance with the Local Government Act 1993 and other State and Commonwealth laws.

10. ORGANISATION STRUCTURE

Section 332, of the Local Government Act 1993 requires Council to determine its organisation structure. The Council approved organisation structure comprises the General Manager's Office and three Directorates (Departments), these include:-

- **General Manager's Office** - to provide an effective interface between the community, Council and staff and to enhance the Council's corporate image;
- **Environment and Planning** - to ensure that development within the Council is regulated in accordance with legislative requirements that satisfy the future needs of rural sustainability and economic growth, having regard to the maintenance of the Council's heritage. Key principal activities include services related to town planning, housing, building, health services, animal control and noxious weeds management;
- **Works and Operations** - to provide an efficient, effective and flexible engineering and works directorate that undertakes work in accordance with Council's priorities, policies, Workplace Health and Safety, and Risk Management Standards and the Council adopted strategic plans and strategies. Key principal activities include services related to roads, bridges, footpaths, stormwater, water supply, sewerage, parks and gardens, domestic and rural waste management; and
- **Finance and Administration** - to provide professional and responsive financial management, information technology systems, administration services, library, tourism and human resource support, and services for the organisation and community.

SENIOR MANAGEMENT

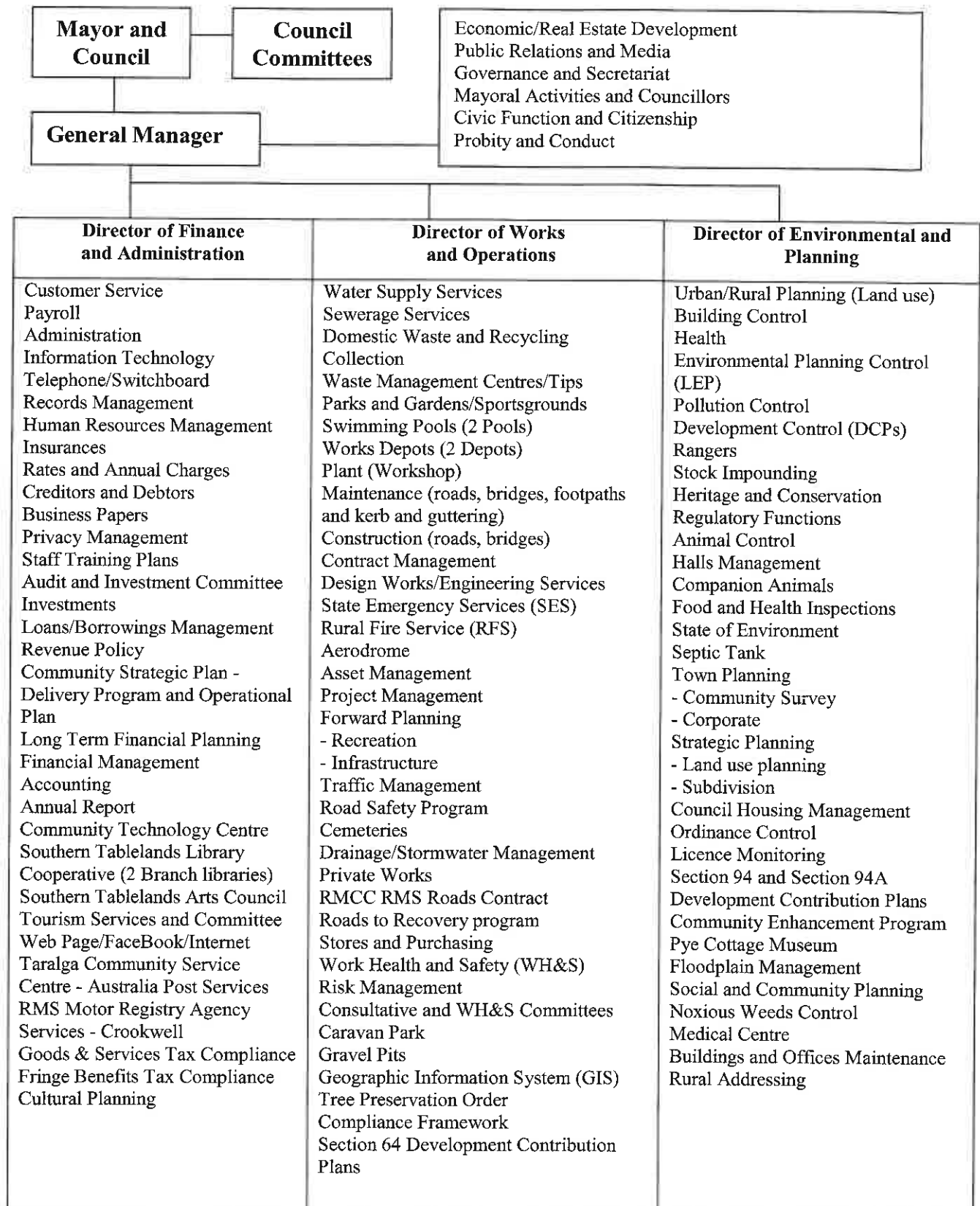
The Upper Lachlan Shire Council senior management team is responsible for overseeing the day-to-day operations of Council; providing professional advice to the elected Council, and implementing Council decisions. It is this team that has primary responsibility for delivering the activities identified in the Delivery Program and Operational Plan and delegating responsibilities to individual managers within each Directorate.

The senior management team is outlined below:-

General Manager	Mr John Bell	(wk) 4830 1000
Director of Works and Operations	Mr Phillip Newham	(wk) 4830 1063
Director of Environment and Planning	Mrs Tina Dodson	(wk) 4830 1027
Director of Finance and Administration	Mr Andrew Croke	(wk) 4830 1008



Structure of Council



11. COUNCIL STRATEGIC OBJECTIVES AND PRINCIPAL ACTIVITIES **(WHAT WE DO)**

1. SOCIAL

Priority: Promote a rural lifestyle and improve the well being of all community members, and provision of community services and facilities. The principal activities are:-

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

2. ENVIRONMENTAL

Priority: Create an Upper Lachlan Shire which is a clean, green and sustainable area. The principal activities are:-

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

3. ECONOMIC

Priority: Long-term financially sustainable business operations, and the marketing and promotion of business and tourism. The principal activities are:-

- Financial Services;
- Administration and Corporate Support;
- General Purpose Revenue and Rates;
- Information Technology;
- Workforce (Human Resources and Work Health and Safety);
- Caravan Parks; and
- Tourism Promotion and Business.

4. INFRASTRUCTURE, ACCESS AND TRANSPORT

Priority: Make Upper Lachlan Shire a well connected and serviced area. Council will maintain and improve the roads and infrastructure network. The principal activities are:-

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

5. GOVERNANCE

Priority: To be an innovative and efficient Council, which ensures legislative compliance and is a transparent and consultative government. The principal activities are:-

- Councillors and Mayoral Activities;
- Council Meetings and Committee of Council Meetings; and
- Council Policy Development.



12. CORPORATE GOVERNANCE

Corporate Governance and Councillors

Councillors are responsible for implementing the corporate governance of the organisation. They ensure that management's direction is aligned with the interests of the community it represents, along with the dependent organisations with which it interrelates, and with legislation under which Council is required to operate.

As elected representatives, the community relies on Councillors to lead, direct and govern the activities of Council on their behalf. This is achieved by monitoring the processes under which Council operates in order to:-

- Exercise power over the future direction of the Council;
- Consider the effect of Council decisions on other parties;
- Supervise and control executive actions through the General Manager;
- Ensure Council is accountable for its strategic programs and functions; and
- Ensure that Council activities comply with the law.

Conduct Review Committee and Panel

The Conduct Review Committee deals with complaints regarding breaches of Council's Code of Conduct. The Conduct Review Committee is formed, as determined by the General Manager and / or Mayor, from a panel of appropriately qualified persons who are independent of Council. Operating guidelines of the Conduct Review Committee can be found in the Code of Conduct which is available to the public on our website.

Monitoring Organisational Performance

The process of monitoring the performance of Council is conducted through six monthly Delivery Program review reports to Councillors and quarterly Operational Plan reviews. The quarterly reviews are presented to Council, within two months of the end of the September, December, and March quarters, for comment and adoption. The quarterly review includes:-

- Progress reports on the key objectives and projects set out in the Operational Plan;
- Quarterly Budget Review Statements (QBRs) and Key Performance Indicators;
- Income and Expenses Budget Review Statement;
- Capital Budget Review Statement;
- Budget Review of Contracts and Other Expenses; and
- Cash and Investments Budget Review Statement.

Executive Management (MANEX)

The Executive Management Team consists of the General Manager and three Departmental Directors who provide leadership and strategic management to the organisation while ensuring effective, efficient and accountable operations. The key activities for the Executive Management Team are:-

- Management of strategic relationships with stakeholders;
- Ensuring Council's interests are well presented at all levels of government;
- Formulating organisational strategies and supporting policies;
- Ensuring the provision and delivery of services to the community are aligned to community needs;
- Management of staff and resources of the Council; and
- Development of financial strategies that provide options and set priorities for service delivery.

13. SHIRE PROFILE AND POPULATION DEMOGRAPHICS

Population

The 2011 Australian Bureau of Statistics (ABS) Census data shows the Upper Lachlan Shire population is 7,193. There has been a 2% population growth (or additional 140 people) for the Shire since the 2006 census when the Shire population was 7,053.

Crookwell is the largest town in the Upper Lachlan Shire local government area with a population of 2,507. Gunning township has a population of 482.

2011 Census Statistics

Population gender consisted of:-

Gender – Males	3,604
Gender – Females	<u>3,589</u>
Total Population	<u>7,193</u>

Age Groups:-

0 – 14 years	1,311	18% of population
15 – 24 years	705	10% of population
25 – 34 years	508	7% of population
35 – 44 years	889	12% of population
45 – 54 years	1,125	16% of population
55 – 64 years	1,134	16% of population
65 years and over	1,521	21% of population

The median age is 46 years in Upper Lachlan compared to 37 years for persons in Australia.

Income (population aged 15 years and over):-

Median individual \$/week income	\$491	Australian median	\$ 577
Median household \$/week income	\$943	Australian median	\$1,234
Median family income \$/week	\$1,194	Australian median	\$1,481

Dwelling Characteristics:-

Median rent \$/week	\$140	Australian median	\$ 285
Median housing loan repayment \$/month	\$1,460	Australian median	\$1,800
Average household size	2.4	Australian median	2.6
Average children per family	1.9	Australian median	2.1

Local Government Area

Upper Lachlan Shire Council is located in the Southern Tablelands of New South Wales. The centre of population is Crookwell which is located one hour and fifteen minutes from Canberra, two and a half hours from Sydney, one and a half hours from Bathurst and thirty minutes from Goulburn.

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

Despite its proximity to major centres, Upper Lachlan Shire is strongly rural in its character. Agriculture continues to be the primary feature of the economic and social fabric of the Shire.

Business, Economic and Industry

The industries located in the urban areas of the towns are predominately 'small businesses' with fewer than 25 employees in the service sector, such as retail, restaurants, health, education, agriculture, transport, construction and building, and local government.

The area is also well serviced by health care, sporting, livestock and station agents and other community support services.

Demographics

Like many rural communities, our population is ageing and this trend is expected to continue. There is 21% of the community aged over 65 years, this age demographic has increased by 3% since the 2006 Census and this age group is anticipated to increase to approximately 25% by 2015. The age group of 0 – 14 has declined by 2% since the 2006 Census and accounts for 18% of the population.

Employment

Of those people who live in Upper Lachlan Shire, 33% work outside the Shire. A majority travel to work by car (85.5%).

Environment

About 93% of the Shire is zoned rural or environmental protection. A large proportion of the remaining native vegetation is located on private land, with 2% of the Shire being National Park or Nature Reserve.

Land

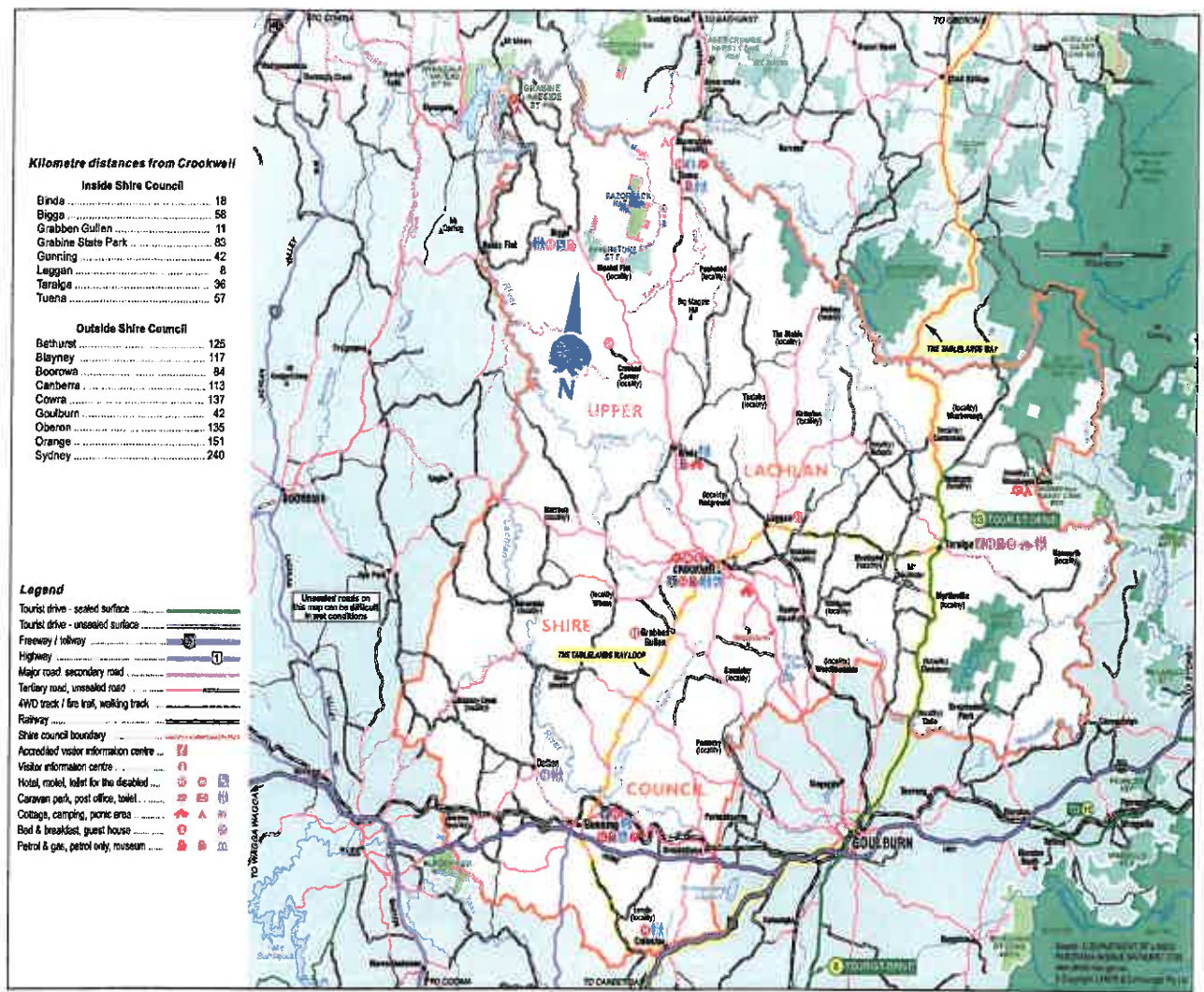
The Shire total land area is 7,243 square kilometres.

Tourist Attractions

Historical Townships, Grabine State Recreation Park (Wyangala), Wombeyan Caves Park Reserve, Tablelands Way tourist drive, Gunning Fireworks, Collector Pumpkin Festival, Binda Picnic Races, Taralga Australia Day Rodeo, Crookwell Potato Festival, Agricultural Society Shows, farm stay accommodation, fishing and other recreational activities. There are a number of Wind Farms at Crookwell, Cullerin, Gullen Range, Taralga and Gurrundah.

Council Controlled Assets

Total infrastructure, property, plant and equipment assets controlled by Council are valued at \$414.5 million as at 30 June 2014.





14. CONTACT US

All written correspondence is to be addressed to the General Manager, Upper Lachlan Shire Council, PO Box 42, Gunning NSW 2581 or alternatively email council@upperlachlan.nsw.gov.au.

COUNCIL ADMINISTRATION OFFICES

Crookwell Office

44 Spring Street
CROOKWELL NSW 2583

Telephone (02) 4830 1000
Fax (02) 4832 2066
Email council@upperlachlan.nsw.gov.au
Website www.upperlachlan.nsw.gov.au
FaceBook www.facebook.com/pages/Upper-Lachlan-Shire-Council



Gunning Office

123 Yass Street
GUNNING NSW 2581

Telephone (02) 4845 4100
Fax (02) 4845 1426



Taralga Community Service Centre

29 Orchard Street
TARALGA NSW 2580

Telephone (02) 4840 2099
Fax (02) 4840 2296



15. FINANCIAL PERFORMANCE COMPARATIVES – HOW WE COMPARE?

The Australian Classification of Local Governments (ACLG) classifies Councils into 22 categories according to their socio-economic characteristics and their capacity to deliver a range of services to the community. Upper Lachlan Shire Council is classified in Group 10; the Group 10 Classification is an agricultural Council with population range from 5,000 to 10,000.

Other Councils classified in Group 10 includes Blayney and Oberon Councils. Provided below is a snapshot of how Upper Lachlan Shire Council compares with other Councils in terms of financial position, debt service ratio, average rates per Assessment and staffing numbers. Note: Financial comparative data is provided from the Office of Local Government and the comparative data is available for up to 2014 (2013/2014 financial year).

Financial Performance Indicators

Unrestricted Current Ratio

Is an indicator of a Council's ability to meet its financial obligations as they fall due. A ratio of 2:1 or better generally equates to a sound financial position and shows that a Council has sufficient liquid assets on hand to meet all short-term commitments.

	2014	2013	2012	2011	2010	2009
Upper Lachlan (Group 10)	5.62%	4.48%	4.25%	3.44%	3.28%	3.34%
Blayney (Group 10)	N/A	6.90%	4.77%	4.32%	4.12%	3.16%
Oberon (Group 10)	N/A	7.60%	5.75%	3.30%	3.88%	5.51%
Yass Valley (Group 11)	N/A	3.90%	4.32%	3.43%	3.20%	3.57%
Group 10 Average	4.30%	5.10%	4.60%	4.03%	3.49%	3.52%
NSW State Average	N/A	4.02%	3.80%	2.89%	2.71%	2.73%

Staffing Numbers

The figures below represent the number of equivalent full time staff on Council's payroll at the 30th June in each year.

	2014	2013	2012	2011	2010	2009
Upper Lachlan (Group 10)	133	128	128	132	132	132
Blayney (Group 10)	N/A	66	70	63	65	65
Oberon Council (Group 10)	N/A	78	79	80	79	81
Yass Valley (Group 11)	N/A	133	135	132	125	132
Group 10 Average	107	108	105	105	110	109

Operating Performance Ratio

This is a new ratio intended to measure Council's ability to contain its operating expenditure within the confines of its operating income. The benchmark is greater than 0%.

	2014	2013	2012
Upper Lachlan (Group 10)	6.20%	8.50%	8.83%
Blayney (Group 10)	N/A	-11.60%	-9.40%
Oberon Council (Group 10)	N/A	10.60%	-1.30%
Yass Valley (Group 11)	N/A	-13.40%	-8.10%
Group 10 Average	-16.10%	-6.80%	-7.10%

Rates Revenue

The average ordinary (general) rates per assessment for Farmland, Residential and Business categories are represented in the following three tables:-

Farmland	2014	2013	2012	2011	2010	2009
Upper Lachlan (Group 10)	\$1,614.18	\$1,509.20	\$1,512.15	\$1,475.40	\$1,428.41	\$1,380.41
Blayney (Group 10)	N/A	\$2,332.87	\$2,282.94	\$2,190.01	\$2,135.34	\$2,067.21
Oberon Council (Group 10)	N/A	\$1,284.49	\$1,232.36	\$1,186.17	\$1,172.41	\$1,138.65
Yass Valley (Group 11)	N/A	\$1,906.83	\$1,894.74	\$1,826.87	\$1,759.00	\$1,698.76
Group 10 Average	\$2,344.64	\$2,257.70	\$2,265.69	\$2,035.49	\$1,983.59	\$1,909.00

Residential	2014	2013	2012	2011	2010	2009
Upper Lachlan (Group 10)	\$449.16	\$457.72	\$424.41	\$438.70	\$424.61	\$404.94
Blayney (Group 10)	N/A	\$485.95	\$470.99	\$448.38	\$441.69	\$418.35
Oberon Council (Group 10)	N/A	\$451.94	\$437.03	\$422.99	\$411.79	\$406.52
Yass Valley (Group 11)	N/A	\$665.33	\$631.67	\$608.39	\$591.67	\$573.00
Group 10 Average	\$666.11	\$516.92	\$496.99	\$495.63	\$473.88	\$449.51

Business	2014	2013	2012	2011	2010	2009
Upper Lachlan (Group 10)	\$887.22	\$850.75	\$827.72	\$556.39	\$537.88	\$476.74
Blayney (Group 10)	N/A	\$960.63	\$800.00	\$761.13	\$745.78	\$693.48
Oberon Council (Group 10)	N/A	\$715.56	\$699.55	\$669.68	\$650.00	\$638.89
Yass Valley (Group 11)	N/A	\$1,992.83	\$1,729.24	\$1,880.87	\$1,821.43	\$1,752.69
Group 10 Average	\$1,219.21	\$1,196.86	\$1,115.04	\$1,091.96	\$986.52	\$782.07

Outstanding Rates and Annual Charges

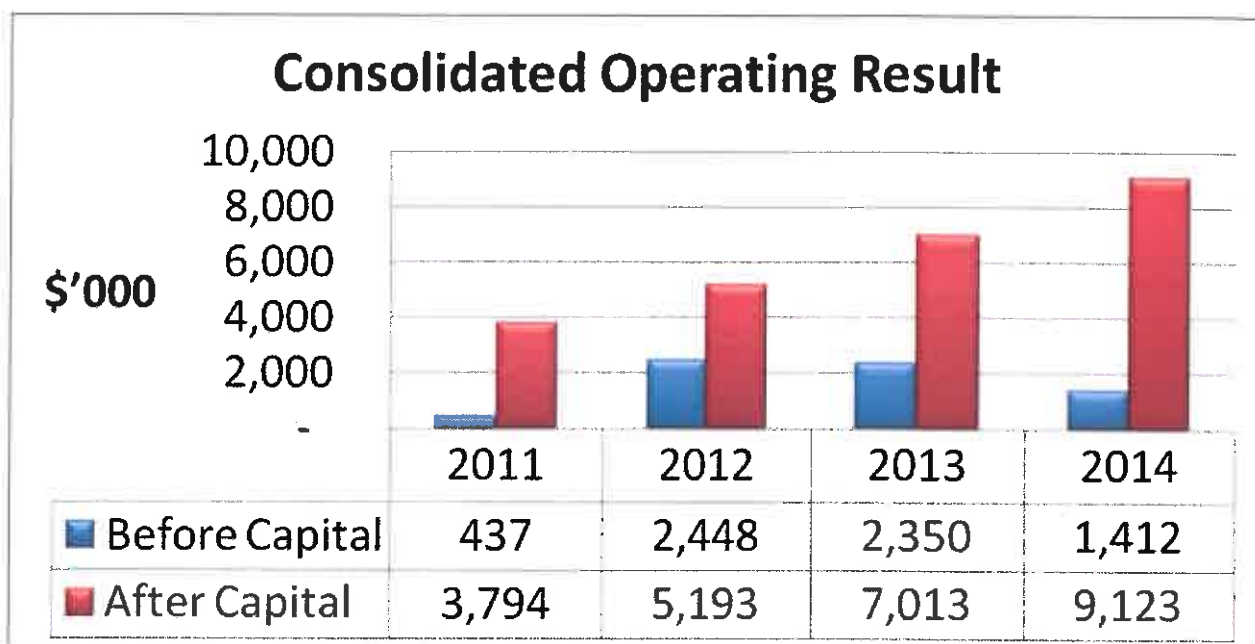
This ratio assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts and practices of Council.

	2014	2013	2012	2011	2010	2009
Upper Lachlan (Group 10)	3.21%	2.79%	3.07%	2.86%	2.65%	2.64%
Blayney (Group 10)	N/A	5.60%	7.68%	8.92%	7.50%	7.85%
Oberon Council (Group 10)	N/A	8.10%	8.14%	8.99%	8.99%	5.88%
Yass Valley (Group 11)	N/A	7.60%	6.85%	6.73%	6.17%	6.39%
Group 10 Average	7.70%	9.20%	8.80%	9.18%	8.74%	7.71%
NSW State Average	N/A	7.40%	6.40%	5.26%	5.31%	5.40%

Financial Performance

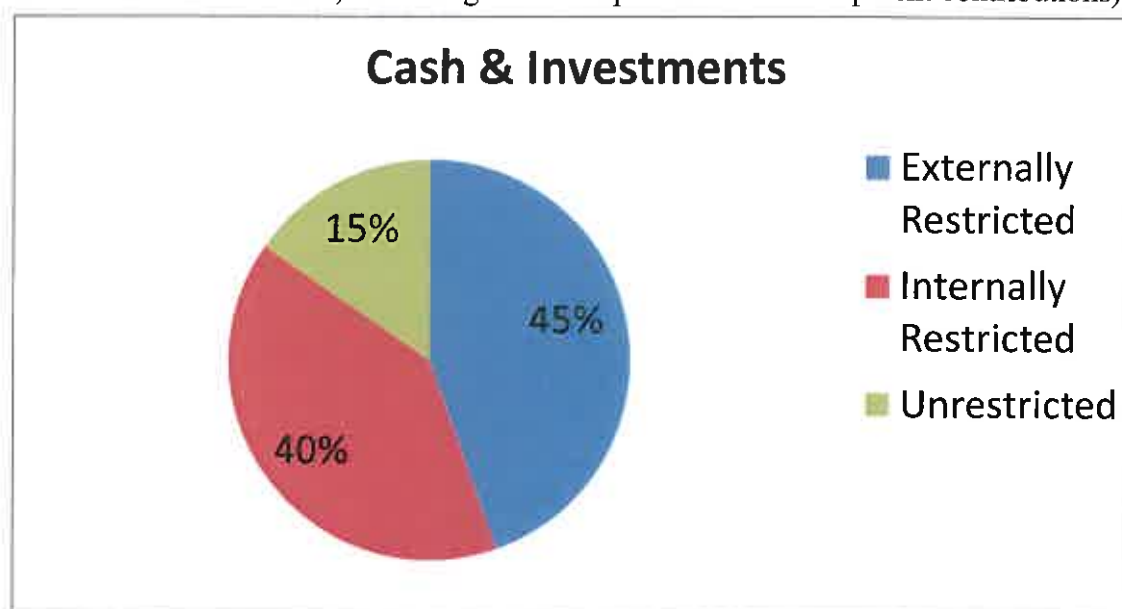
Operating Result

The Operating Result (before and after capital grants and contributions) for the past four financial years from 2010/2011 to 2013/2014 is seen in the below graph:-



Cash and Investments

Cash and investments totals \$18.4 million and is divided into unrestricted cash, internally restricted cash by Council, and externally restricted cash by fund (i.e. water supply, sewerage, and domestic waste funds, external grants unexpended and development contributions).



16. COMMUNITY STRATEGIC PLANNING FRAMEWORK: INTEGRATED PLANNING AND REPORTING

The NSW State Government enacted legislation that introduced Integrated Planning and Reporting reforms which is a new approach to how Councils develop their budgets and corporate plans. Integrated Planning ensures that Councils are better reflecting community aspirations within their activities by taking a long term (10 year) outlook.

The Community Strategic Plan is an overview document which identifies the community's main priorities and expectations for the future and outlines strategies to achieve these goals.

The Delivery Program is designed as the single point of reference for all activities undertaken by the Council during its term of office. The Delivery Program details the activities the Council will undertake to achieve the objectives of the Community Strategic Plan. The Delivery Program identifies the strategies which the Council will employ to assist with turning the community's aspirations into reality. It describes the services Council will deliver, the initiatives it will undertake over the period of the plan and how these activities will be funded.

The Delivery Program integrates with a range of key strategic documents including the following:-

- Long Term Financial Plan;
- Infrastructure Plan;
- Workforce Plan;
- Upper Lachlan Local Environmental Plan 2010;
- Upper Lachlan Section 94 Development Contributions Plan 2007;
- Upper Lachlan Section 94A Development Contributions Plan 2012;
- Upper Lachlan Section 64 Development Servicing Plans;
- Upper Lachlan Shire Community Economic Portrait 2013;
- Upper Lachlan State of Environment Report;
- Upper Lachlan Social and Community Plan 2013-2018;
- Upper Lachlan Tourist Association 2020 Strategic Plan;
- Climate Change Adaption Strategy 2011;
- Upper Lachlan Road Safety Plan;
- Upper Lachlan Community Heritage Study 2007-2008;
- Upper Lachlan Drought Management Plan;
- Upper Lachlan Cultural Plan 2010-2015;
- Upper Lachlan Information Technology Strategic Plan 2015-2018;
- Plans of Management for Council on community land;
- The NSW 2021 Plan; and
- The NSW 2021 Regional Action Plan – Southern Highlands and Tablelands.

The Operational Plan is a sub-plan of the Delivery Program in that it directly addresses the actions outlined in the Delivery Program and identifies activities (projects and programs) that Council will be undertaking within the financial year. The Operational Plan allocates responsibilities for each action or set of actions and identifies suitable measures to determine the effectiveness of the activities undertaken and is supported by a detailed budget.

Council's Strategic Planning Framework

Community Strategic Plan

- Takes a 10 year outlook
- Defines Community Priorities
- Has a long term Resourcing Strategy
- Outlines Strategies to achieve Community Priorities

Strategies

Delivery Program

- Takes a 4 year outlook
- Looks at Community Priorities and the Activities Council will undertake to achieve these
- Sets medium timelines and strategies to achieve Community Priorities

Activities (Programs and Projects)

Operational Plan

- Takes a 1 year outlook
- Looks at the Activities (Programs and Projects) Council will undertake to achieve the Community Priorities during a specific financial year
- Sets the Performance Measures to ensure the activities are being achieved

*This Delivery Program is designed to coincide with the term of the Council (which is 4 years). The Delivery Program is prepared in accordance with the Integrated Planning and Reporting requirements. Note: The next local government election is due in September 2016.

17. NSW 2021 STATE GOVERNMENT PLAN

The NSW 2021 Plan “A plan to make NSW number one” is a 10 year strategic business plan which replaces the former Labor State Government’s NSW State Plan. The NSW 2021 Plan sets immediate priorities for action and guides the NSW State Government resource allocation in conjunction with the State budget.

The NSW 2021 Plan has been developed to guide a coordinated approach to services, infrastructure and community support at a state-level. The NSW 2021 Plan outlines a vision for the future of NSW which is underpinned by 5 Long Term Strategies as detailed below:-

1. Rebuild the Economy;
2. Return Quality Services;
3. Renovate Infrastructure;
4. Strengthen Our Local Environment and Communities; and
5. Restore Accountability to Government.

The NSW 2021 Plan has identified 32 Goals and 180 targets which are linked to the 5 Long Term Strategies. There are priority actions to support the achievement of each target. There will be an annual community and business leader’s forum to discuss progress and identify new initiatives to pursue in the future short term strategies.

The NSW 2021 Plan is designed to deliver change to NSW. There is short term plans entitled “Regional Action Plans” which are a subset of the NSW 2021 Plan. The relevant plan to Upper Lachlan is the NSW State Government, Southern Highlands and Tablelands Regional Action Plan. This Regional Action Plan outlines partnerships with local Councils and other government agencies in delivering actions and addressing priorities raised by communities in the region covering the next two year period.

Local Councils have a vitally important role to play in supporting the achievement of these goals and under the provisions of the Integrated Planning and Reporting they must give due regard and consideration to the NSW 2021 Plan. Upper Lachlan Shire Council is committed to playing its part in helping the State achieve the goals identified in the NSW 2021 Plan.

Set out below is the Action Plan of the Upper Lachlan community and how it interacts and assists the NSW State Government in achieving the Goals identified in the NSW 2021 Plan.

1. NSW 2021 Plan Strategy - Rebuild the Economy

Upper Lachlan CSP Community Aspiration – A prosperous economy with the balanced use of our land

Goal Number	NSW 2021 Plan Goals	Upper Lachlan Strategic Objective	Future Directions - Action Plan
1	Improve the performance of the NSW economy	Strategic Objective 3 – Economic	A strong and vibrant local business sector. Encourage and facilitate new industry and retail investment to the Shire

Goal Number	NSW 2021 Plan Goals	Upper Lachlan Strategic Objective	Future Directions - Action Plan
2	Rebuild State Finances	Strategic Objective 3 – Economic	Maintain sustainable Upper Lachlan financial position. Create economic development, tourism and business initiatives
3	Drive economic growth in regional NSW (link - Southern Highlands and Tablelands Regional Action Plan)	Strategic Objective 3 – Economic	Active partnership between the Council and local business to promote the region. Coordinated tourism product for the region and consistent brand strategy for key destinations. CANBERRA REGION JO initiated regional marketing campaign
4	Increase the competitiveness of doing business in NSW (link - Southern Highlands and Tablelands Regional Action Plan)	Strategic Objective 3 – Economic	Utilise latest communication, technology and marketing. Support targeted business development and training seminars
5	Place downward pressure on the cost of living	Strategic Objective 3 – Economic	This is a State Government action
6	Strengthen the NSW skill base	Strategic Objective 3 – Economic	Coordination with local and regional education providers. Continue with Council apprentice program

2. NSW 2021 Plan Strategy - Return Quality Services

Upper Lachlan CSP Community Aspiration – Community liaison to preserve and enhance community facilities

Upper Lachlan CSP Community Aspiration – People attaining health and wellbeing

Goal Number	NSW 2021 Plan Goals	Upper Lachlan Strategic Objective	Future Directions - Action Plan
Transport			
7	Reduce travel times	Strategic Objective 4 – Infrastructure, Access and Transport	Upgrade and improve the roads network on Regional and Main Roads

8	Grow patronage on public transport by making it a more attractive choice	Strategic Objective 4 – Infrastructure, Access and Transport	This is a State Government action
9	Improve customer experience with transport services	Strategic Objective 4 – Infrastructure, Access and Transport	Lobby other levels of Government to assist funding road network improvements. Provide, maintain and upgrade road infrastructure
10	Improve road safety	Strategic Objective 4 – Infrastructure, Access and Transport	In conjunction with RMS and NSW Police provide safe and well maintained roads, bridges and rural transport network
Health			
11	Keep people healthy and out of hospital	Strategic Objective 1 – Social	Liaise with Greater Southern Area Health Service, Gunning District Community Health and Crookwell/Taralga Aged Care Ltd
12	Provide world class clinical services with timely access and effective infrastructure	Strategic Objective 1 – Social	Continue to facilitate the provision of the health care services in the Shire through Crookwell and Gunning facilities
Family and Community Services			
13	Better protect the most vulnerable members of our community and break the cycle of disadvantage	Strategic Objective 1 – Social	Assist in facilitation and provision of preschools, child care centres, playgroups and youth activities
14	Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential (link - Southern Highlands and Tablelands Regional Action Plan)	Strategic Objective 1 – Social	In conjunction with partnerships between Council, Federal and State Governments implement Ageing Strategy and Social and Community Plan

Education			
15	Improve education and learning outcomes for all students	Strategic Objective 1 – Social	Coordination with local education providers to ensure retention of quality educational facilities within the towns and villages of the Shire
Police and Justice			
16	Prevent and reduce the level of crime	Strategic Objective 1 – Social	This is a State Government action
17	Prevent and reduce the level of re-offending	Strategic Objective 1 – Social	This is a State Government action
18	Improve community confidence in the justice system	Strategic Objective 1 – Social	This is a State Government action

3. NSW 2021 Plan Strategy - Renovate Infrastructure

Upper Lachlan CSP Community Aspiration – Responsible and efficient use of resources
Upper Lachlan CSP Community Aspiration – A built environment enhancing the lifestyle of a diverse community

Goal Number	NSW 2021 Plan Goals	Upper Lachlan Strategic Objective	Future Directions - Action Plan
19	Invest in critical infrastructure (link - Southern Highlands and Tablelands Regional Action Plan)	Strategic Objective 4 – Infrastructure, Access and Transport	Partnerships between Council, Federal, and State government and agencies. Replace Crookwell River Bridge on State Road MR54 and Abercrombie River Bridge on MR256. CANBERRA REGION JO support the undertaking of a study for transport route extension of MR92 Nerriga Road
20	Build liveable centres	Strategic Objective 4 – Infrastructure, Access and Transport	Balance the preserving of historical buildings with the expansion of rural centres. Create a place where people choose to live and work.

21	Secure potable water supplies (link - Southern Highlands and Tablelands Regional Action Plan)	Strategic Objective 4 – Infrastructure, Access and Transport Strategic Objective 2 – Environmental	Partnership between Council, Federal and, State governments will complete new water treatment and storage facilities at Crookwell Compliance with water quality standards and testing in all town water supply schemes
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4. NSW 2021 Plan Strategy - Strengthen our Local Environment and Communities

Upper Lachlan CSP Community Aspiration – A healthy natural environment

Upper Lachlan CSP Community Aspiration – Resilient and adaptable communities

Goal Number	NSW 2021 Plan Goals	Upper Lachlan Strategic Objective	Future Directions - Action Plan
22	Protect our natural environment (link - Southern Highlands and Tablelands Regional Action Plan)	Strategic Objective 2 – Environmental	Implement regional waste and resource recovery strategy. Implement flood management and stormwater management systems
23	Increase opportunities for people to look after their own neighbourhoods and environments	Strategic Objective 2 – Environmental	Participation in environmental education programs in consultation with State Government agencies, (LLS and CMA) and local communities
24	Make it easier for people to be involved in their communities	Strategic Objective 1 - Social	Community events are encouraged, participation welcomed
25	Increase opportunities for seniors in NSW to fully participate in community life	Strategic Objective 1 - Social	Provision of library services. Council own and provide building and facilities to senior citizens
26	Fostering opportunity and partnership with Aboriginal people	Strategic Objective 1 - Social	Review Social and Community Plan, and Cultural Plan
27	Enhance cultural creative, sporting and recreation opportunities	Strategic Objective 4 – Infrastructure, Access and Transport	Continue to provide high quality recreation facilities

Goal Number	NSW 2021 Plan Goals	Upper Lachlan Strategic Objective	Future Directions - Action Plan
		and, Strategic Objective 1 - Social	for the community. Promote active cultural scene support by STARTS
28	Ensure NSW is ready to deal with major emergencies and natural disasters	Strategic Objective 4 – Infrastructure, Access and Transport	Partnership between Council, Federal and State Governments and agencies. Council facilitate LEMC activities. Council promote Natural Disaster Resilience agreement

5. NSW 2021 Plan Strategy - Restore Accountability to Government

Upper Lachlan CSP Community Aspiration – Transparent and accountable governance

Goal Number	NSW 2021 Plan Goals	Upper Lachlan Strategic Objective	Future Directions - Action Plan
29	Restore confidence and integrity in the planning system	Strategic Objective 2 – Environmental	Strengthen partnerships between Council and State Government planning agency. Efficient and timely processing of Development Applications
30	Restore trust in State and Local Government as a service provider	Strategic Objective 5 – Governance	Council meetings are open and transparent in decision making. Government held information readily available to public
31	Improve government transparency by increasing access to government information	Strategic Objective 5 – Governance	Council compliance with Government Information (Public Access) legislation
32	Involve the community in decision making on government policy, services and projects	Strategic Objective 5 – Governance	Upper Lachlan Community Survey completed every 4 years. Community Outreach meetings conducted each year. Facilitate community involvement in Council committees

18. COMMUNITY ENGAGEMENT - THE PROCESS OF DEVELOPING THE COMMUNITY STRATEGIC PLAN

As a result of legislation enacted in October 2009, all NSW local Councils are required by the Local Government Act 1993 to develop a Community Strategic Plan. The plan must:-

- Have a long term focus, with a minimum of 10 years;
- Address the key issues of social, environment and economic sustainability as well as civic leadership;
- Be delivered as a partnership between Council, State agencies, community groups and individuals;
- Consider the NSW 2021 Plan and any relevant State or regional plans and strategies;
- Have regard for an adopted community engagement strategy, showing how the Council will communicate with and consult its community;
- Provide for a resourcing strategy that describes how community assets will be used for the future, how the Council workforce will be managed to deliver the desired plan outcomes and a financial plan to spell out how aspects of the plan will be funded;
- Give consideration to the expected levels of service expressed by the community;
- Include a community vision statement, strategic objectives and strategies for achieving the objectives;
- Identify assessment methods for determining whether the objectives are being achieved;
- Outline how progress in implementing the plan will be measured and monitored; and
- Provide for the Council to progressively report to the community on progress and achievements.

COMMUNITY CONSULTATION

The first step undertaken by Upper Lachlan Shire Council was to adopt a Community Engagement Policy at the September 2009 Council Meeting. Council then proceeded to undertake community consultation meetings in accordance with Council's policy throughout the Shire. The workshops were facilitated by an independent chairperson, Mr Andy Hughes.

There were six Community Outreach meetings / workshops held in the following locations in April and May 2010; Crookwell, Gunning, Bigga, Taralga, Collector, and Big Hill. There were 115 people who attended the Upper Lachlan Shire Council community meetings and through that consultation process they have directly contributed to this plan.

The next step was for Council to undertake a Community Strategic Plan community survey. The community survey was prepared and collated in-house by Council staff and was posted to all ratepayers within the Shire. There were 134 responses received in relation to the community survey. The results of the survey feedback were then collated and reported to the August 2010 Council Meeting. The information gathered from the surveys has contributed to this plan.

Further community outreach meetings were held annually throughout the Shire in May 2011 to 2015 to allow the community the opportunity for final input into the plans. Community outreach meetings were held at the following locations in May 2015; Bigga, Taralga, Crookwell and Gunning with a total of 129 people in attendance.

COMMUNITY SURVEY

After the September 2012 local government elections Council engaged Piazza Research to conduct a community survey by utilising a telephone survey, supported by a secure online survey, of community members, to allow community input into the review of Councils Community Strategic Plan and Delivery Program. The survey was conducted in November 2012. A total of 215 surveys were completed or 3% of the Upper Lachlan population. The community survey findings demonstrated overall satisfaction with Council services was high with 74% of respondents being satisfied and 21% being dissatisfied.

Following on from the initial community survey, Piazza Research completed a new survey in February 2015. A total of 211 surveys were completed. This sample equates to 3% of the population in the Shire. The community survey findings demonstrated overall satisfaction with Council services was high with 68% of respondents being satisfied and 29% being dissatisfied. The detailed analysis overwhelming showed satisfaction with services provided by Council, however also showed age demographics where Council will need to further engage with the community where there is some dissatisfaction evident.

Council will regularly conduct a community survey and continue to facilitate Community Outreach Meetings in accordance with Council's Community Engagement Strategy.

PLANNING PRINCIPLES

In developing the Community Strategic Plan Council has considered other regional plans, such as State Government Water Guidelines, Tourism Taskforce reports and the Sydney – Canberra Corridor Strategy. The Community Strategic Plan and Community Engagement Strategy are based on two sets of guiding principles – social justice and sustainability.

The **social justice** principles Council has regard for are the following:-

1. **Equity** – involving fairness in decision making, prioritising and allocation of resources, particularly for those in need.
2. **Access** – having fair access to services, resources and opportunities to improve quality of life.
3. **Participation** – the maximum opportunity to genuinely participate in decisions which affect their lives.
4. **Rights** – equal rights established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Council has regard for and considers the **sustainability** principle in all Council developments and strategic activities and strategic planning processes. Sustainability is the means of configuring civilisation and human activity so that society, its members and economies are able to meet their needs and express their greatest potential in the present, while preserving biodiversity and natural ecosystems, planning and acting for the ability to maintain these ideals in the long term.

Council is proactively addressing natural resource management and climate change issues and challenges through participation and the CENTROC coordinated programs. Council is abiding by the **Ecologically Sustainable Development** principles. The principles of Ecologically Sustainable Development are an integral consideration in the planning, design and development of the Upper Lachlan Shire and its natural environment.

19. COMMUNITY STRATEGIC PLAN – STRATEGIC OBJECTIVES AND ASPIRATIONS

The Community Strategic Plan has identified five Strategic Objectives which the community wants to see the Council address to enhance the future development of the Shire. These Strategic Objectives will underpin all of the Council's activities.

OUR STRATEGIC OBJECTIVES

In order to achieve our vision we have identified five strategic objectives and have developed program actions for each strategic area which are assessed against Quadruple Bottom Line principles to ensure Council delivers the community vision. Those strategic objectives are:-

1. **Social;**
2. **Environmental;**
3. **Economic;**
4. **Infrastructure, Access and Transport; and**
5. **Governance (Civic Leadership).**

Council and the community have identified Aspirations which interrelate to the Strategic Objectives outlined above. The Aspirations are as follows:-

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



Australia Day 2015 in Crookwell.
(L to R) Australia Day Ambassador, Andrew Lock, Mountaineer with Australia Day Award recipients: Eliza Bramley-Stephens, Mandi Smith, Reta Beattie, Anne Picker, Desma Horton and Mayor John Shaw.

20. DELIVERY PROGRAM ACTIONS

From the community consultation and engagement process a number of outcomes to be pursued were clearly identified by the community. Through the assistance of the community, the Council has developed Delivery Program Actions which are integrated with the five overall CSP Strategic Objective areas.

The Delivery Program Actions are outlined below:-

1. CSP STRATEGIC OBJECTIVE - SOCIAL:

- 1) Support the retention of medical and health care facilities in the towns.
- 2) Support provision of ageing population services, and aged accommodation.
- 3) Lobby for improved mobile telephone, broadband, and television reception services.
- 4) (1) Community Services for young, aged, disabled, and people from diverse cultural backgrounds.

(2) Retain the youth population demographic and provide appropriate facilities.
- 5) Lobby for retention of education facilities.
- 6) Protect all significant heritage sites to preserve the diverse history of the Shire.
- 7) Social inclusion for all disparate communities.
- 8) Manage and upgrade Council's public buildings and community centres.
- 9) Encourage recreational, cultural and leisure activities while maintaining public safety standards.

2. CSP STRATEGIC OBJECTIVE - ENVIRONMENTAL:

- 1) Address environmental degradation issues, i.e. noxious weeds control.
- 2) Improve urban streetscape and CBD.
- 3) Reduce the amount of waste to landfills and provide a Strategic Waste Management Plan and strategies for future waste service provision.
- 4) Promote environmentally sustainable developments.
- 5) (1) Promote use of green and renewable energy.

(2) To pursue Section 94A Development Contributions payments for all State Significant – Designated Developments.
- 6) Support land care initiatives to restore and beautify natural resources.
- 7) Implement Climate Change Adaption Strategy.

3. CSP STRATEGIC OBJECTIVE - ECONOMIC:

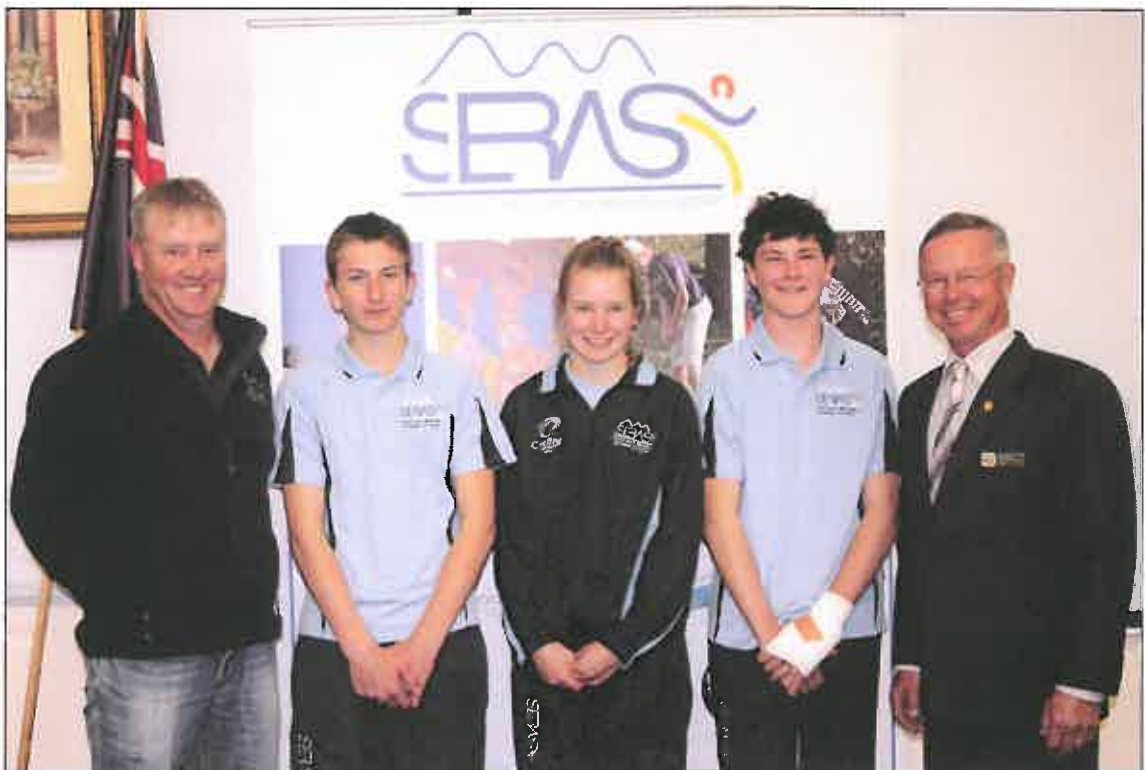
- 1) (1) Ensure financial viability of Council.
- (2) Prudent financial management.
- 2) Encourage sustainable population growth and provision of associated infrastructure.
- 3) Assist facilitation of employment opportunities.
- 4) Encourage and support viable local businesses.
- 5) Development of light industrial land in towns.
- 6) Promote tourism opportunities and community events.
- 7) Greater efficiency and increased customer service standards. Greater focus on work health and safety and risk management methods at Council worksites.

4. CSP STRATEGIC OBJECTIVE – INFRASTRUCTURE, ACCESS AND TRANSPORT:

- 1) Improve local road and transport networks.
- 2) Infrastructure Plan is implemented for new capital works, asset renewal and upgrades covering a 10 year period.
- 3) Bitumen seal all classified roads and urban roads and streets.
- 4) Develop town main street and CBD beautification programs.
- 5) Investigate provision of new recreational facilities; i.e. Heated Swimming Pool in Crookwell, Skate Park in Gunning and Crookwell, and Swimming Pool in Taralga.
- 6) Improve water supply and sewerage facilities to towns.
- 7) Provide waste pickup and clean up service at existing town and village rubbish tips.
- 8) Investigate feasibility of the Goulburn - Crookwell Rail and Bike Trail concepts.
- 9) Develop new and upgrade existing footpaths and cycleway networks.
- 10) Upgrade stormwater and kerb and guttering in towns.
- 11) Progressively replace timber bridges on local and regional roads.
- 12) Regional transport link upgrade of Taralga Road MR248E is the highest infrastructure priority of the Council.
- 13) Flood Management Plans created for all towns.

5. CSP STRATEGIC OBJECTIVE - GOVERNANCE:

- 1) Participate in resource sharing initiatives.
- 2) Lobby other levels of Government for increased share of funding and changes to taxation distribution.
- 3) Promote community engagement and involvement in decision making processes.
- 4) Ensure the retention and attraction of quality staff.
- 5) Mobilise volunteers through increased level of retirees.



21. ACHIEVING OUR COMMUNITY STRATEGIC PLAN OBJECTIVES

Council has developed the Delivery Program to achieve the Community Strategic Plan (CSP) strategic objectives. The Delivery Program Actions are integrated with the CSP strategic objectives with references also provided to the community Aspirations.

CSP STRATEGIC OBJECTIVE NO. 1 - SOCIAL

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspirations	Timeframe
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	People attaining health and wellbeing.	2015 - 2018
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	To cater for a diverse community.	2015 - 2018
1.3 - Lobby for improved mobile telephone, broadband, and television reception services.	To ensure regional and rural areas are included in the roll out of Federal Government technological initiatives.	Director of Works and Operations	Community liaison to preserve and enhance community facilities.	Lobbying has been ongoing since 2012
1.4-1 - 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 and Finance and Administration	To engage and include all sections of the community.	2015 - 2018
1.4-2 - Retain the youth population demographic and provide appropriate facilities.	Number of consultations held with youth groups. Continue support of the Youth Council.	Director of Environment and Planning	Resilient and adaptable communities.	2015/2016

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspirations	Timeframe
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	To engage and include all sections of the community.	2015 - 2018
1.6 - Protect all 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	To embrace cultural and historical heritage.	Annual funding 2015 - 2018
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 Works and Operations	A built environment enhancing the lifestyle of a diverse community.	2015/2016
1.8 - Manage and upgrade Council's public buildings and community centres.	Regular communication and support facilitation of Section 355 Committees arrangements. Preparation of review of all buildings and prepare strategy on future arrangements.	Director of Environment and Planning	Community liaison to preserve and enhance community facilities.	2015/2016
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	Community liaison to preserve and enhance community facilities.	2015 - 2018

CSP STRATEGIC OBJECTIVE NO. 2 - ENVIRONMENTAL

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspirations	Timeframe
2.1 - Address environmental degradation issues, i.e. noxious weeds control.	Review of long-term Noxious Weeds Management Strategy.	Director of Environment and Planning	A prosperous economy with the balanced use of our land.	2015/2016
2.2 - Improve urban streetscape and CBD.	Town beautification and improvement initiatives to be examined. Street Cleaning and maintenance programs implemented.	Director of Works and Operations	A built environment enhancing the lifestyle of a diverse community.	2015 - 2018
2.3 - Reduce the amount of waste to landfills and provide a Strategic Waste Management Plan and strategies for future waste service provision.	Annual reduction in the quantity of recyclable materials going into the landfill.	Director of Works and Operations	To protect and enhance the environment.	2015/2016
2.4 - Promote environmentally sustainable developments (ESD).	Review, update and implementation of Upper Lachlan LEP and Development Control Plans (DCP).	Director of Environment and Planning	Implement environmental and planning regulations and controls to maximise health and safety.	2015/2016
2.5-1 - Promote use of green and renewable energy.	Council promote solar and other alternate energy source initiatives.	Director of Environment and Planning	A healthy natural environment.	2015 - 2018
2.5-2 - To pursue Section 94A Development Contributions payments for all State Significant - Designated Developments.	Council is to manage and distribute the funds through a Committee of Council.	Director of Environment and Planning	Community liaison to preserve and enhance community facilities.	2015 - 2018
2.6 - 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	Community liaison to preserve and enhance community facilities.	2015 - 2018
2.7 - Implement Climate Change Adaption Strategy.	Implement Climate Change and Natural Resource Management Strategy recommendations.	Director of Environment and Planning	To protect and enhance the environment.	2015/2016

CSP STRATEGIC OBJECTIVE NO. 3 - ECONOMIC

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspirations	Timeframe
3.1-1 - Ensure financial viability of Council.	Long-term Financial Planning model implemented and reviewed annually. Complete Fit for the Future Action Plan.	Director of Finance and Administration	Financial Viability and sustainable work practices utilised.	Reviewed annually 2015/2016
3.1-2 – Prudent financial management.	Review and update the Strategic Internal Audit Plan.	Director of Finance and Administration	Transparent and accountable governance.	2015/2016
3.2 - Encourage sustainable population growth and provision of associated infrastructure.	Council strategically plan for and expend funds on infrastructure provision, through development contributions.	Director of Finance and Administration	To plan strategically for development. People attaining health and wellbeing.	2015/2016
3.3 - 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	To provide employment opportunities.	2015 - 2018
3.4 - Encourage and support viable local businesses.	Tourism section is to prepare two business promotions annually.	Director of Finance and Administration	A prosperous economy with the balanced use of our land.	2015 - 2018
3.5 - Development of light industrial land in towns.	Investigate feasibility of industrial land in towns linking to the transport route.	Director of Environment and Planning	Sustainable strategic planning of the Shire's future.	2015 - 2018
3.6 - Promote tourism opportunities and community events.	Marketing and promotion is timely, professional, informative and responsive to user needs.	Director of Finance and Administration	A prosperous economy with the balanced use of our land.	2015 - 2018
3.7 - Greater efficiency and increased customer service standards. Greater focus on work health and safety and risk management methods at Council worksites.	Improve customer response times, utilise new technologies, and implement safe work method statements (SWMS).	Director of Finance and Administration	Responsible and efficient use of resources. People attaining health and wellbeing.	Reviewed continuously 2015 - 2018

CSP STRATEGIC OBJECTIVE NO. 4 – INFRASTRUCTURE, ACCESS AND TRANSPORT

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspirations	Timeframe
4.1 - Improve local road and transport networks.	Manage road assets to ensure public safety. Road Hierarchy reviewed and reported to Council.	Director of Works and Operations	Asset Management - To continually upgrade infrastructure and services.	2015 - 2018
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 Works and Operations	To plan for infrastructure and service provision. Responsible and efficient use of resources.	2015/2016
4.3 - Bitumen seal all classified roads and urban roads and streets.	Prepare 4 year road capital works program budget and review works priorities annually.	Director of Works and Operations	To provide infrastructure and services required by the community.	2015 - 2018
4.4 - Develop town main street and CBD beautification programs.	Prepare town main street plans and progressively implement improvement programs.	Director of Works and Operations	Community liaison to preserve and enhance community facilities.	2015 - 2018
4.5 - Investigate provision of new recreational facilities; i.e. Heated Swimming Pool in Crookwell, Skate Park in Gunning and Crookwell, and Swimming Pool in Taralga.	Funding to be obtained from external sources to Council for capital funding to build an asset, for each project before commencement is to begin.	Director of Works and Operations	A built environment enhancing the lifestyle of a diverse community.	2015 - 2018
4.6 - Improve water supply and sewerage facilities to towns.	Council, in conjunction with government grant funding, implement town water supply improvement program and source external funding to proceed with the Crookwell water treatment plant project.	Director of Works and Operations	To provide infrastructure and services required by the community. Responsible and efficient use of resources.	2015 - 2017

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspirations	Timeframe
4.7 - Provide increased waste pickup and clean up service at existing town and village rubbish tips.	Council is to adopt a Strategic Waste Management Plan for the Shire.	Director of Works Operations	Responsible and efficient use of resources.	2015/2016
4.8 - Investigate feasibility of the Goulburn - Crookwell Rail and Bike Trail concepts.	Joint Councils Committee formed. Feasibility Study to be completed. Project estimates to be completed. Council to pursue grant and other funding options.	Director of Works Operations	To plan for infrastructure and service provision.	2015/2016
4.9 - Develop new and upgrade existing footpaths and cycleway networks.	Review and implement the Pedestrian Access and Mobility Plan (PAMP) to create links to community services.	Director of Works Operations	A built environment enhancing the lifestyle of a diverse community.	2015 - 2018
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 Works Operations	To provide infrastructure and services required by the community.	2015 - 2018
4.11 - Progressively replace timber bridges on local and regional roads.	Prepare a 10 year bridge replacement program and budget.	Director of Works Operations	Asset Management - to continually upgrade infrastructure and services.	2015 - 2018
4.12 - Regional transport link upgrade of Taralga Road MR248E is the highest infrastructure priority of the Council.	Reconstruct and bitumen seal the remaining unsealed section of MR248E. Utilise RMS Repair Program funding and State Government special grant.	Director of Works Operations	Asset Management - to continually upgrade infrastructure and services.	2014 - 2015
4.13 - Flood Management Plans created for all towns.	Preparation of Flood Management Plans for towns; Crookwell, Gunning, Collector and Taralga.	Director of Environment and Planning	A prosperous economy with the balanced use of our land.	2015/2016

CSP STRATEGIC OBJECTIVE NO. 5 - GOVERNANCE

Delivery Program Actions	Performance Measures	Responsibility	CSP Strategy and Aspirations	Timeframe
5.1 - Participate in resource sharing initiatives.	Report projects to Council every year. Achieve annualised \$ savings through participation in CENTROC and CANBERRA REGION JO projects.	General Manager	To become a Council of excellence. Responsible and efficient use of resources.	2015 - 2018
5.2 - Lobby other levels of Government for increased share of funding, changes to taxation distribution and changes to Financial Assistance Grants methodology and distribution.	To present the case for a Referendum to allow Recognition of Local Government. Review the Intergovernmental Agreement.	General Manager	To provide civic leadership and guidance for the community.	2015 - 2018
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.	General Manager	To have genuine open communication with the community.	2015 - 2018
5.4 - Ensure the retention and attraction of quality staff.	Staff turnover of less than 10% every year.	General Manager	Transparent and accountable governance. Responsible and efficient use of resources.	2015 - 2018
5.5 - Mobilise volunteers through increased level of retirees.	To utilise volunteers to assist in providing services to the community.	General Manager	Resilient and adaptable communities.	2015 - 2018

22. FIT FOR THE FUTURE – COUNCIL STRATEGIES AND ACTION PLAN

The NSW State Government Fit for the Future program lays the foundations for a stronger system of local government and stronger local communities. The Fit for the Future program requires councils to actively assess their scale and capacity in achieving long term sustainability and for councils to submit proposals to the Government indicating how they will achieve these objectives.

The Local Government Independent Review Panel made the following recommendation for Upper Lachlan Shire Council:-

“Council in Tablelands Joint Organisation or merger with Goulburn-Mulwaree”

The Local Government Review Panel did not specify a preference between these options. Upper Lachlan Shire Council has scale and capacity under either option. Upper Lachlan Shire Council has also assessed and presents its track record of strategic capacity against the elements proposed by the Review Panel.

In addition to having scale and capacity as recommended by the Independent Local Government Review Panel, Upper Lachlan Shire Council meets the Fit for the Future criteria that have been set by the NSW State Government for its financial sustainability over the next ten years in respect of sustainability, infrastructure and service management and efficiency.

As a Fit for the Future Council, Upper Lachlan will continue to operate efficiently. The key focuses of Council’s Improvement Proposal within this context are:-

1. Sustainability - build greater financial scale and capacity to continue to service the needs of its community into the future, particularly after 2020 when Council’s operating performance ratio declines (but never falls below the benchmark);
2. Infrastructure and Service Management – continue the commitment to best practice asset management to ensure Council manages its assets effectively, and delivers quality assets to its community;
3. Efficiency – Council is demonstrating increasing efficiency through its declining operating expenditure per capita. In order to ensure the organisation delivers quality services in the most cost-effective way over time, Council will:-
 - a. Continue its commitment to regional collaboration and resource-sharing to reduce costs of services where possible;
 - b. Implement a rolling program of service reviews to ensure that over the course of each 4 year Delivery Program, it considers each service it delivers as to its ongoing alignment with community priorities, its effectiveness, and whether it is being delivered in the most efficient way possible.

Within the context that it is already Fit for the Future, Council believes that these key strategies will ensure its remains on track to not only continue to meet the Fit for the Future benchmarks, but more importantly to deliver quality and cost-effective services to meet the needs of the Upper Lachlan community over time.

SUSTAINABILITY ACTION PLAN

Objective	Strategies	Actions	Key milestones	Outcome	Impact on other measures
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	1. Notify community of intention to apply for SRV 2. Community consultation and engagement 3. Notify IPART of intention to apply 4. Submit application to IPART 5. Fund infrastructure renewal of its road network assets	Commencement in July 2019 Community Engagement Strategy reviewed	Targeted local roads hierarchy established Effective asset management Further reducing the infrastructure backlog ratio	All three Sustainability Benchmarks will be enhanced
2. Drive cost savings through procurement	Implementation of a Best Practice in Procurement Program	1. Procurement Roadmap - Arc Blue 2. Review Procurement Action Plan and policies	Commenced November 2014 Development of \$ spend analysis completed June 2015 Utilisation of LGP Tender Panel and TenderLink	Realisation of actual \$189,000 savings to date. Achievement of 5% cost savings through amended procurement practices Internal efficiencies in a comprehensive contract management framework Training needs analysis and up-skilling staff. 212 staff trained in specific courses in 2014/2015 Stores operation development strategy	Operating Performance Ratio maintained above Benchmark

3. Maintain diverse income streams through state roads contract	Retention and provision of Roads and Maritime Services (RMS) Routine Maintenance Council Contract (RMCC)	1. Maintain existing high standard rating for road works in Contractor Performance Report 2. RMCC Benchmarking	RMCC Commenced in 2008 Contracted project completion date of 2018 for \$10 million scope of road works	Service delivery to work schedule timeframes of RMS Project and risk management ensuring high standard of work deliverables Profit margin delivered within project plan Existing workforce utilised and ensures staff retention	Operating Performance Ratio maintained above Benchmark
4. Maximise diverse income streams through private works	Provision of road reconstruction contracted private works for renewable energy developments	1. Review pricing structures for private works which are in demand at profitable rates 2. Cost of service is transparent and in accordance with the National Competition Policy Guidelines	Remain competitive with the private sector and to secure contract works for road reconstruction	Ensure profitability of the business unit Sustainable business practices and best practice project management Annual review of workforce capacity to maintain the appropriate skill levels and meet contract conditions	Operating Performance Ratio and Own Source Revenue Ratio maintained above Benchmark

INFRASTRUCTURE AND SERVICE MANAGEMENT ACTION PLAN

Objective	Strategies	Actions	Key milestones	Outcome	Impact on other measures
1. Implement best practice asset management practices	JRA Asset Management Improvement Program Review	1. Review Asset Management and Risk Plan, strategies and policies 2. Review of Council Infrastructure Plan – define community service level for asset maintenance	Commenced November 2014 Asset Management Plans identify asset service standards Road and Transport asset classes valuation at fair value Asset Register created – JRA DataShare	The determination of satisfactory target service levels Special Schedule 7 - flows directly from the Delivery Program which defines performance indicators for service levels Annual maintenance program expense is increased at 5% per annum to ensure road condition standards are maintained	The Infrastructure Backlog Ratio and Asset Maintenance Ratio - Infrastructure and Service Management Benchmarks will be achieved
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 August 2016 Loan financing arrangements with Financial Institutions Application for State Government Local Infrastructure Renewal Scheme	Capital investment in asset renewal programme in accordance with JRA Asset Management Improvement Program \$ savings on interest proportion of new borrowings	Debt Service Ratio is within benchmark level of 0 to 20%. The Infrastructure Backlog Ratio Benchmark will be reduced

			(LIRS) funding	3 loans programmed to 2022/2023 totalling \$3.9 million to replace 7 timber bridges	
3. Minimise potential public liability incidents	Utilise StateCover Best Practice Guidelines and achieve industry benchmarks for risk management practices	1. Review Risk Management Plan and Policy 2. Review Safe Work Method Statements for high risk priorities	Risk Management Action Plan (RAMP) approved and adopted by Council annually by June Safe Work Method Statements reported to WH&S Committee every 6 months	Mitigation of public liability incidents and claims Safe work environment for staff and the public	Asset Maintenance Ratio - Infrastructure and Service Management Benchmarks will be achieved
4. Maintain assets in satisfactory condition to meet community expectations	Evaluation of asset utilisation and rationalisation	1. Review of Council Infrastructure Plan	Report to Council on strategies for Council owned buildings rationalisation by June 2016	Inform decision making on annual \$ spending on asset maintenance programs	The Infrastructure Backlog Ratio and Asset Maintenance Ratio - Infrastructure and Service Management Benchmarks will be achieved

EFFICIENCY ACTION PLAN					
Objective	Strategies	Actions	Key milestones	Outcome	Impact on other measures
1. Understand how the organisation is performing	Benchmark Upper Lachlan with other Councils Local Government Professionals Australia (LGPA) - Operational and Management Effectiveness Report	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	Completed 2012/2013 and 2013/2014 Continue annual benchmarking for entire period to 2019/2020	Survey statistics to be utilised to drive cost savings and efficiencies within the organisation Effective tool for meaningful comparisons of Councils that focus on operational and management excellence	The Efficiency Benchmark will be achieved and enhanced through regional collaboration
2. Continue to collaborate regionally	Be an active partner in the Canberra Region Joint Organisation of Councils (CBRJO)	1. Development and implementation of a JO Management Plan 2. JO Strategic Plan aligned with Quadruple Bottom Line principles 3. Intergovernmental collaboration; i.e. ACT Government and State Government	Implementation after JO Pilots in 2016 Formulation of an effective and efficient governance structure to oversee implementation, review and evaluation in CBR Region CBR branding to support tourism and economic development throughout the region	Operational support to member Councils Regional Leadership and Advocacy Regional Strategic Planning Resource sharing and economies of scale to deliver operational efficiencies, avoid duplication of services and realisation of \$ saving annually	The Efficiency Benchmark will be achieved and enhanced through regional collaboration

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	1. Develop four year program of service reviews, with a focus on those services of greatest cost to the organisation 2. Update the Four Year Delivery Program to incorporate the service review program 3. Implement program annually 4. Report outcomes through the 6 Month Delivery Program report and update Long Term Financial Plan annually to reflect any savings or changes	Program established and Delivery Program updated 6 Monthly Delivery Program Report to include service review progress and outcomes Annual update of Council's Long Term Financial Plan Annual Review of Strategic Internal Audit Plan by Grant Thornton Australia	Regular review of services to ensure: • Ongoing alignment with community priorities • The services are delivering the outcomes, such as customer satisfaction, service levels • Whether it is being delivered in the most efficient way possible • Opportunities for improvements, alternate service delivery methods , or changes to service levels	The Efficiency Benchmark will be achieved and enhanced through this program, with the potential for improving the Operating Performance Ratio over time
4. Improve efficiency through technological advancement	Provide innovative and leading technology interface	1. Enhanced use of technology particularly in the area of staff remote and on-line customer access 2. Implement a Unified Telecommunications solution	CBRJO Implement DA systems by December 2016 CENTROC Request for Tender, tender specifications prepared June 2015 Implementation of Integrated Unified Telecommunications System March 2016	Online DA Tracking system operational and utilised Integrated Unified Telecommunications System - reduction in costs and ability to streamline internal and external communications with the latest technology	The Efficiency Benchmark will be achieved and enhanced through this program

Expected Improvement in Performance

Measure/ Benchmark	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	Achieves FFTF benchmark?
Operating Performance Ratio (Greater than or equal to break-even average over 3 years)	0.005	0.051	0.010	0.010	0.021	0.020	Yes
Own Source Revenue Ratio (Greater than 60% average over 3 years)	62.2%	57.8%	64.0%	63.9%	63.6%	63.6%	Yes
Building and Infrastructure Asset Renewal Ratio (Greater than 100% average over 3 years)	121.5%	159.3%	125.6%	128.4%	125.3%	134.7%	Yes
Infrastructure Backlog Ratio (Less than 2%)	1.87%	1.60%	1.71%	1.83%	1.94%	1.98%	Yes
Asset Maintenance Ratio (Greater than 100% average over 3 years)	113.5%	108.5%	111.3%	102.4%	104.9%	107.5%	Yes
Debt Service Ratio (Greater than 0% and less than or equal to 20% average over 3 years)	1.48%	1.41%	1.70%	1.87%	1.82%	1.99%	Yes
Real Operating Expenditure per capita A decrease in Real Operating Expenditure per capita over time	2.25%	2.24%	2.22%	2.20%	2.17%	2.15%	Yes

UPPER LACHLAN SHIRE COUNCIL

DELIVERY PROGRAM

CAPITAL EXPENDITURE BUDGET - 2015/2016 to 2018/2019

Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
<u>GENERAL FUND</u>					
1. SOCIAL					
<i>Emergency Services and Fire Protection</i>					
Crookwell RFS Building - RFS & SES Sec. - Alterations & Additions (Sec. 94 Funded)	\$ 20,000				\$ 20,000
<i>Animal Control</i>					
Crookwell Pound - Impounding Yard Improvements (Sec. 94 Funded)	\$ 3,000		\$ 3,000		\$ 6,000
<i>Health Services, Medical Centres, Aged, Disabled and Community Services</i>					
Implementation of Ageing Strategy (Footpath Improvements)	\$ 10,000		\$ 10,000		\$ 20,000
Health Services, Medical Centres, etc. - Future Improvements	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 120,000
Implementation of Disability Action Plan (Disabled Access to Council Buildings)		\$ 100,000	\$ 100,000	\$ 100,000	\$ 300,000
<i>Public Libraries</i>					
Crookwell and Gunning Libraries - Office Equipment, Furniture & Fittings	\$ 5,000			\$ 5,000	\$ 10,000
Crookwell and Gunning Libraries - Computers and Printers	\$ 6,200	\$ 6,400	\$ 6,600	\$ 6,800	\$ 26,000
Crookwell Library - Replace Automatic Doors	\$ 5,800				\$ 5,800
<i>Public Halls, Cultural Services, Community Centres and Museums</i>					
Taralga War Memorial Hall - Roof Repairs & Drainage (\$15k Community Building Program Grant Received 14/15)	\$ 70,000				\$ 70,000
Crookwell Senior Citizens Centre - Pergola (\$10k Southern Phone Grant Received 14/15)	\$ 10,000				\$ 10,000
Binda Hall - Floor Replacement/Painting (\$15k Southern Phone Grant Received 14/15)	\$ 20,000				\$ 20,000
Gunning Hall - Internal Painting	\$ 15,000				\$ 15,000
Public Halls, Cultural Services, Community Centres, etc. - Future Improvements	\$ 60,000	\$ 65,000	\$ 70,000	\$ 75,000	\$ 270,000
Taralga Former Courthouse - Capital Improvements		\$ 10,000		\$ 10,000	\$ 20,000
Tony Foley Centre - Painting & Toilet Upgrade		\$ 15,000			\$ 15,000

UPPER LACHLAN SHIRE COUNCIL

DELIVERY PROGRAM

CAPITAL EXPENDITURE BUDGET - 2015/2016 to 2018/2019

Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
<i>Sporting Grounds and Parks and Gardens</i>					
Gunning Skate Park - (50% Veolia Grant)	\$ 160,000				\$ 160,000
Gunning Showground - Shade Sail Replacement (Sec. 94 Funded)	\$ 9,500				\$ 9,500
Replace Double Gates between Memorial Park and Oval (Section 94 Funded)	\$ 2,500				\$ 2,500
Sporting Grounds and Parks and Gardens - Future Improvements		\$ 40,000	\$ 45,000	\$ 50,000	\$ 135,000
Goodhew Park - Drainage Improvements			\$ 50,000		\$ 50,000
Memorial Oval - Building Replacement - Amenities, Gym & Function Centre (50% to be Funded from Clubs NSW, Veolia & Sport & Rec. Grants)				\$ 700,000	\$ 700,000
<i>Swimming Pools</i>					
Crookwell Swimming Pool Paint Pool Inside Surface	\$ 10,000		\$ 10,000		\$ 20,000
Crookwell Swimming Pool Pumps, Filtration, Electrics Upgrade	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 40,000
Gunning Swimming Pool Pumps, Filtration, Electrics Upgrade	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 40,000
Gunning Swimming Pool - Replace Shade Sail	\$ 5,500		\$ 6,000		\$ 11,500
Total Social Expenditure	\$ 462,500	\$ 286,400	\$ 350,600	\$ 996,800	\$ 2,096,300

UPPER LACHLAN SHIRE COUNCIL

DELIVERY PROGRAM

CAPITAL EXPENDITURE BUDGET - 2015/2016 to 2018/2019

Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
<u>GENERAL FUND</u>					
2. ENVIRONMENTAL					
<i>Town Planning and Development Control</i>					
<i>Housing</i>					
Staff Accommodation Improvements (3 Houses)	\$ 5,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 50,000
Parker Street - Painting & Fence		\$ 8,000			\$ 8,000
Parker Street - Carpet				\$ 8,000	\$ 8,000
<i>Environmental Systems and Protection</i>					
<i>Noxious Weeds Control</i>					
<i>Building Control</i>					
Administration Building - Awning Replacement - (Taralga CSC)		\$ 15,000			\$ 15,000
Administration Building - Improvements (All Offices)	\$ 40,000	\$ 45,000	\$ 55,000	\$ 65,000	\$ 205,000
Administration Building - Crookwell - Emergency Generator & Electrical Upgrade	\$ 30,000				\$ 30,000
Administration Building - Crookwell - Tree Removal	\$ 20,000				\$ 20,000
Total Environmental Expenditure	\$ 95,000	\$ 83,000	\$ 70,000	\$ 88,000	\$ 336,000

UPPER LACHLAN SHIRE COUNCIL

DELIVERY PROGRAM

CAPITAL EXPENDITURE BUDGET - 2015/2016 to 2018/2019

Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
GENERAL FUND					
3. ECONOMIC					
<i>Financial Services</i>					
Loans - Principal Reduction (Former Crookwell Loan 168 - Finalised 6/4/2021)	\$ 19,900	\$ 21,700	\$ 23,600	\$ 25,800	\$ 91,000
Loans - Principal Reduction (Bridges Loan 172 - Finalised 23/12/2024)	\$ 78,800	\$ 85,700	\$ 93,200	\$ 101,400	\$ 359,100
Loans - Principal Reduction (Regional & Local Bridge Replacement Program 16/17 to 18/19) (\$1.4 million over 10 years from 31/12/2016)	\$	\$ 58,800	\$ 120,700	\$ 125,100	\$ 304,600
<i>Administration and Corporate Support</i>					
<i>Information Technology</i>					
IT - Software - (Acrobat & Antivirus, etc.)	\$ 7,100	\$ 7,500	\$ 7,900	\$ 8,300	\$ 30,800
IT - Hardware (17 x PCs incl. MS Office) (+ see 1 x PC's for Civilcad)	\$ 34,000	\$ 35,700	\$ 37,500	\$ 39,400	\$ 146,600
IT - Design Engineer 1 x 64 bit Windows 7 PCs for Civilcad	\$ 3,500		\$ 4,000		\$ 7,500
IT - Hardware (Replacement iPads)	\$ 18,000			\$ 18,000	\$ 36,000
IT - Hardware Reflect Roads Management System		\$ 5,000		\$ 5,000	\$ 10,000
IT - Consultant Costs	\$ 7,900	\$ 8,300	\$ 8,700	\$ 9,100	\$ 34,000
IT - Replace (UPS) Equipment	\$ 2,500	\$ 5,500	\$ 3,000	\$ 5,800	\$ 16,800
IT - Replace Printers	\$ 4,000	\$ 4,500	\$ 5,000	\$ 5,500	\$ 19,000
IT - Network Improvements	\$ 6,300	\$ 6,600	\$ 6,900	\$ 7,200	\$ 27,000
IT - Smart Phones - iPhone (Senior Management)	\$ 1,000	\$ 4,300	\$ 4,500	\$ 4,500	\$ 14,300
IT - Authority Upgrade to 6.9	\$ 9,300				\$ 9,300
IT - TRIM Upgrade	\$ 20,200				\$ 20,200
IT - Web Conferencing Facilities	\$ 3,000				\$ 3,000
IT - Two Factor Authentication System	\$ 4,500				\$ 4,500
IT - New Servers Virtualisation Project (Transfer from Reserve)	\$ 70,000				\$ 70,000

UPPER LACHLAN SHIRE COUNCIL

DELIVERY PROGRAM

CAPITAL EXPENDITURE BUDGET - 2015/2016 to 2018/2019

Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
<i>Information Technology (cont.)</i>					
IT - Telstra Firewall & Redundancy Capabilities	\$ 5,000				\$ 5,000
IT - Intrusion/Detection System	\$ 10,000				\$ 10,000
IT - New Integrated Telephone/Communications System	\$ 75,000				\$ 75,000
IT - Noxious Weeds GPS Map Upgrades	\$ 1,000		\$ 1,000		\$ 2,000
IT - Noxious Weeds Local Land Services Mapping Software (Legislative Requirement)	\$ 15,000		\$ 1,000		\$ 16,000
<i>Caravan Parks</i>					
<i>Tourism Promotion and Business</i>					
Caravan Effluent Dump Points - Towns	\$ 7,000	\$ 14,000			\$ 21,000
Total Economic Expenditure	\$ 403,000	\$ 257,600	\$ 317,000	\$ 355,100	\$ 1,332,700

UPPER LACHLAN SHIRE COUNCIL

DELIVERY PROGRAM

CAPITAL EXPENDITURE BUDGET - 2015/2016 to 2018/2019

Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
<u>GENERAL FUND AND DWM FUND</u>					
4. INFRASTRUCTURE, ACCESS AND TRANSPORT					
<i>Roads, Bridges, Cycleways, Footpaths and Kerb and Guttering</i>					
<i>Urban Local Roads</i>					
Urban Unsealed Rd - Road Reconstruction and Sealing (15/16 - Gundaroo Street East - Gunning)	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 160,000
(16/17 - McIntosh Road West - Crookwell)					
(17/18 - Warrataw Street - Gunning)					
(18/19 - Church & Hill Streets - Taralga)					
Urban Sealed Rd - Bitumen Resealing	\$ 92,700	\$ 96,400	\$ 100,300	\$ 104,300	\$ 393,700
Urban Sealed Rd - Urban Roads Pavement Rehabilitation	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 160,000
Urban Sealed Rd - Rehabilitation of Goulburn Street Shoulders - Roberts Street to Laggan Road	\$ 250,000	\$ 200,000			\$ 250,000
Urban Sealed Rd - Rehabilitation of Bunnaby Street Taralga					\$ 200,000
Urban Sealed Rd - Rehabilitation of Roberts Street from Goulburn Street to Robertson Street					\$ 180,000
Urban Sealed Rd - Rehabilitation of Robertson Lane from Park Street to East Street				\$ 200,000	\$ 200,000
<i>Roads to Recovery</i>					
2015/2016 Roads to Recovery Program \$1,679,660;					
- Gravel Resheeting - \$829,600					
- Grabine Road - \$156,000					
- Rural Sealed Roads - Pavement Rehabilitation & Reseal - \$544,060					
- Green Creek (Kangaloolah Rd) Bridge Replacement - \$150,000					
(New 5 Year R2R Program \$839,830 p.a. from 14/15 to 18/19)					
(2015/2016 includes additional supplementary funding of \$839,830)					
(\$839,830 p.a. 16/17, 17/18 & 18/19)					

UPPER LACHLAN SHIRE COUNCIL

DELIVERY PROGRAM

CAPITAL EXPENDITURE BUDGET - 2015/2016 to 2018/2019

Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
<u>Roads to Recovery - Local Roads Gravel Resheeting Program</u>					
Armours Road	\$ 22,000	\$ 639,830	\$ 639,830	\$ 639,830	\$ 2,749,090
Bannister Lane	\$ 16,000				
Biala Road	\$ 22,000				
Broadway Road	\$ 22,000				
Carnells Lane	\$ 11,000				
Castle Hill Road	\$ 11,000				
Clancys Road	\$ 22,000				
Cuddyong Road	\$ 22,000				
Dawes Road	\$ 22,000				
Fish River Road	\$ 22,000				
Fullerton Road	\$ 22,000				
Golspie Road	\$ 44,000				
Jerrara Road	\$ 22,000				
Julong Road	\$ 22,000				
Kangaloolah Road	\$ 22,000				
Lerida Road South	\$ 22,000				
Lost River Road	\$ 44,000				
Maryvale Road	\$ 44,000				
Mt Rae Road	\$ 22,000				
Old Sydney Road	\$ 22,000				
Peachwood Road	\$ 66,000				
Pejar Road	\$ 39,000				
Putman Creek Road	\$ 22,000				
Redground Road	\$ 10,600				
Reids Flat Road	\$ 44,000				
Rugby Road	\$ 44,000				
Sapphire Road	\$ 44,000				
Shaws Road	\$ 11,000				

UPPER LACHLAN SHIRE COUNCIL

DELIVERY PROGRAM

CAPITAL EXPENDITURE BUDGET - 2015/2016 to 2018/2019

Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
Roads to Recovery - Local Roads Gravel Resheeting Program (cont.)					
Sylvia Vale Road	\$ 22,000				
Third Creek Road	\$ 15,000				
Towrang Rd	\$ 22,000				
Woodville Road	\$ 12,000				
Roads to Recovery - Grubine Road Construction - Total of \$3m over 8 Years (13/14 \$44k adjusted in 15/16)	\$ 156,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 756,000
<u>Roads to Recovery - Rural Sealed Roads Pavement Rehabilitation & Reseal</u>					
Roads to Recovery - Jerrawa Road	\$ 167,000				\$ 167,000
Roads to Recovery - Bigga Road	\$ 94,060				\$ 94,060
Roads to Recovery - Collector Road	\$ 45,000				\$ 45,000
Roads to Recovery - Woodhouselee Road	\$ 90,000				\$ 90,000
Roads to Recovery - Peelwood Road	\$ 90,000				\$ 90,000
Roads to Recovery - Roslyn Road	\$ 58,000				\$ 58,000
Rural Local Roads					
Grubine Road Construction - Total of \$1.4m over 4 Years (Tranche 1 Special Grant - 50% Funding \$700,000 2012/2013 to 2015/2016) (12/13 \$100k, 13/14 \$200k, 14/15 \$200k, 15/16 \$200k)	\$ 200,000				\$ 200,000
Grubine Road Construction - Total of \$1.6m over 4 Years (Tranche 2 Special Grant - 50% Funding \$800,000 2016/2017 to 2019/2020) (16/17 \$200k, 17/18 \$200k, 18/19 \$200k, 19/20 \$200k)		\$ 200,000	\$ 200,000	\$ 200,000	\$ 600,000

UPPER LACHLAN SHIRE COUNCIL

DELIVERY PROGRAM

CAPITAL EXPENDITURE BUDGET - 2015/2016 to 2018/2019

Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
<i>Rural Local Roads (cont.)</i>					
<u>Gravel Resheeting Local Roads (Transfer from Sec. 94 Reserve)</u>	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 800,000
Roads Scheduled for Gravel Resheeting in 2014/2015 (total of \$200,000 as shown above)					
Bannister Lane	\$ 17,000				
Brayton Road	\$ 44,000				
Carrabungla Road	\$ 22,000				
Greendale Road	\$ 22,000				
Iron Mines Road (Off Lade Vale Road)	\$ 11,000				
Kentgrove Road	\$ 6,600				
Pejar Road	\$ 5,000				
Redground Road	\$ 11,400				
Rock Lodge Road	\$ 22,000				
Third Creek Road	\$ 7,000				
Tyrl Tyrl Road	\$ 22,000				
Woodville Road	\$ 10,000				
Rural Local Sealed Road - Bitumen Resealing	\$ 433,000	\$ 450,000	\$ 468,000	\$ 487,000	\$ 1,838,000
Rural Local Sealed Road - Future Pavement Rehabilitation Sapphire Road		\$ 174,000			\$ 174,000
Rural Local Sealed Road - Future Pavement Rehabilitation Breadalbane Road (Sec. 94 Funded)		\$ 150,000		\$ 188,000	\$ 338,000
Rural Local Sealed Road - Future Pavement Rehabilitation Gurrundah Road			\$ 181,000		\$ 181,000
Rural Local Sealed Road - Future Pavement Rehabilitation Bevendale Road			\$ 65,000	\$ 188,000	\$ 188,000
Rural Local Road - Reids Flat Road - Causeway Rehabilitation					\$ 65,000
Rural Local Road - Cullerin Road Rehabilitation - (Transfer from Reserve)	\$ 35,000				\$ 35,000
Rural Local Road - Pejar Road - Replace Corrugated Steel Pipe	\$ 120,000				\$ 120,000
Rural Local Road - Bannaby Road - Crash Barrier		\$ 65,000			\$ 65,000
Rural Local Road - Currans Road - Causeway Replacement		\$ 150,000			\$ 150,000
Rural Local Road - Lade Vale Road Erosion Control - Causeway Replacement				\$ 110,000	\$ 110,000
Rural Local Road - Rugby Road - Causeway Replacement				\$ 30,000	\$ 30,000

**UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM**

CAPITAL EXPENDITURE BUDGET - 2015/2016 to 2018/2019
Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
Regional Roads					
Regional Road Resealing Program (RMS Block Grant Funded)	\$ 443,500	\$ 456,800	\$ 470,500	\$ 484,600	\$ 1,855,400
Regional Road Gundaroo Road MR52 (50% RMS REPAIR Grant Funded)	\$ 340,000	\$ 340,000	\$ 340,000	\$ 340,000	\$ 1,360,000
Regional Road Rehabilitation - Gundaroo Road MR52 - (RMS 3x3 Grant Funded)	\$ 123,000	\$ 123,000	\$ 123,000	\$ 123,000	\$ 492,000
Regional Roads Timber Bridge Replacement Program					
MR 256 - Timber Bridge Replacement - Abercrombie River (\$675k Building Stronger Nations Program + \$762k Repair of Country Bridges Program + \$88k Block Grant)	\$ 1,525,000				\$ 1,525,000
MR 248E - Timber Bridge Replacement - Kiamma Creek (50% RMS Grant & 50% Loan Funded)			\$ 400,000		\$ 400,000
Local Roads Bridge Program					
Kangaloolah Road - Bridge Replacement - Green Creek (R2R Funded)	\$ 150,000				\$ 150,000
Woodville Road - Timber Bridge Replacement - Crookwell River (100% Loan Funded)		\$ 270,000			\$ 270,000
Reids Flat Road - Timber Bridge Replacement - Coates Creek 1st Bridge (100% Loan Funded)		\$ 160,000			\$ 160,000
Kangaloolah Road - Diamond Creek Bridge (100% Loan Funded)			\$ 520,000		\$ 520,000
Julong Road - No. 1 Crookwell River Bridge (100% Loan Funded)				\$ 125,000	\$ 125,000
Peelwood Road - No. 2 Bridge - Kangaloolah Intersection (100% Loan Funded)				\$ 125,000	\$ 125,000
(Timber Bridge Replacement - Total Loan \$1.4 million (MR 248E Kiamma Ck \$200k & Local Road Bridges \$1.2 million))					
Footpaths and Cycleways					
Disabled Access Constructions - Ageing Strategy - PAMP (50% RMS funded)	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 40,000
Cycle Plan Review - PAMP (75% RMS funded)	\$ 20,000				\$ 20,000
Traffic & Transport Cycleway Program - Yass Street Gunning (Meadow Creek Bridge to Lions Aged Care Units) - (50% RMS funded)	\$ 45,000				\$ 45,000
Traffic & Transport Cycleway Program - Carrington Street Crookwell (Between Northcott Street & Stephenson St) - (100% RMS funded)		\$ 40,500			\$ 40,500
Traffic & Transport Cycleway Program - Lorn Street Collector (Collector Public School) - (50% RMS funded)				\$ 35,100	\$ 35,100
Kiamma Creek Footpath Link to Roberts Street & Toilet Block (100% Council Funded)	\$ 10,000				\$ 10,000
Kiamma Creek Boardwalk Replacement - Gravel - (100% Council Funded)		\$ 10,000			\$ 10,000

UPPER LACHLAN SHIRE COUNCIL

DELIVERY PROGRAM

CAPITAL EXPENDITURE BUDGET - 2015/2016 to 2018/2019

Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
<i>Kerb and Guttering</i>					
Kerb and Guttering - Laggan Road - Clifton Street (\$7.3k Developer Contribution)	\$ 42,500				\$ 42,500
Kerb and Guttering - Laggan Road - Oram Street	\$ 173,000	\$ 54,000			\$ 227,000
(15/16 - \$118k Transfer from Reserve & \$55k Transfer from Sec. 94 Reserve)					
Shire Wide Kerb and Guttering		\$ 20,000	\$ 20,000	\$ 20,000	\$ 60,000
<i>Other Infrastructure</i>					
School - Rural Bus Stops (50% Grant Funded)	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 30,000
Crookwell Office Carpark - Remediate Underground Fuel Tank & Seal Carpark	\$ 40,000				\$ 40,000
<i>Waste Centres, Rubbish Tips and Street Cleaning</i>					
Landfill Amenities' Improvements - Shire Wide (Transfer from Sec. 94 Reserve)					
Taralga - Purchase Hook Bins & Construct Ramps	\$ 100,000		\$ 30,000	\$ 30,000	\$ 60,000
Collector - Purchase Hook Bins & Construct Ramps		\$ 100,000			\$ 100,000
Gunning - Purchase Hook Bins & Construct Ramps			\$ 100,000		\$ 100,000
Crookwell Landfill Remediation (EPA Requirement) (50% Grant Funded)	\$ 200,000	\$ 200,000			\$ 400,000
(\$200k over 2 years - \$100k 15/16 & \$100k 16/17)					
<i>Public Cemeteries</i>					
Lawn Cemeteries Columbariums (Transfer from Sec. 94 Reserve)	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 40,000
15/16 Gunning & 16/17 Dalton					
<i>Stormwater and Drainage</i>					
Tait Street Crookwell - Stormwater Drainage (Transfer from Reserve)	\$ 15,000				\$ 15,000
Hillas Street Taralga - Stormwater Drainage	\$ 80,000				\$ 80,000
Church Street Collector - Stormwater Drainage		\$ 80,000			\$ 80,000
Robertson Lane Crookwell - Stormwater Drainage (Davey Motors) (Transfer from Reserve)		\$ 160,000			\$ 160,000
Goulburn Street Crookwell - Gross Pollutant Trap			\$ 180,000		\$ 180,000
Denison Street Crookwell - Detention Basin Works				\$ 200,000	\$ 200,000
Brooklands Street Crookwell - Detention Basin Works				\$ 200,000	\$ 200,000

UPPER LACHLAN SHIRE COUNCIL

DELIVERY PROGRAM

CAPITAL EXPENDITURE BUDGET - 2015/2016 to 2018/2019

Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
<i>Public Conveniences and Amenities</i>					
Goulburn Street Crookwell - Amenities Upgrade		\$ 10,000	\$ 10,000		\$ 20,000
Tuena - Amenities Replacement	\$ 30,000				\$ 30,000
(\$20k Grant Funds, \$5.7k Council Funded & \$4.3k Transfer from Sec. 94 Reserve)					
Goodhew Park - Amenities Upgrade (Transfer from Sec. 94 Reserve)		\$ 60,000			\$ 60,000
Memorial Park - Amenities Replacement (Transfer from Sec. 94 Reserve)				\$ 100,000	\$ 100,000
Amenities Upgrade- Shire Wide		\$ 10,000	\$ 10,000	\$ 10,000	\$ 20,000
<i>Engineering, Purchasing and Works Supervision</i>					
Radio Communications Improvements Peelwood/Tuena	\$ 50,000				\$ 50,000
Survey Equipment - GPS Base Station & Rover	\$ 50,000				\$ 50,000
<i>Plant and Equipment Operations</i>					
Motor Vehicle Net Replacement Cost - (see Motor Vehicle Schedule)	\$ 279,000	\$ 240,000	\$ 303,000	\$ 258,000	\$ 1,080,000
Heavy Plant Fleet Net Replacement Cost - (see Plant Schedule)	\$ 579,000	\$ 907,000	\$ 914,000	\$ 807,000	\$ 3,207,000
Workshop Plant and Tools	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 16,000
Crookwell Plant Workshop Improvements	\$ 125,000				\$ 125,000
<i>Domestic Waste Management (DWM)</i>					
Loan Principal Reduction - Garbage Truck/Bins (Loan 171 - Finalised 30/6/2017)	\$ 52,000	\$ 54,500	\$ 38,900		\$ 145,400
DWM - Truck Hook Mechanism - (see Plant Schedule)	\$ 70,000				\$ 70,000
DWM Plant Net Replacement Cost - (see Plant Schedule)		\$ 368,000		\$ 368,000	\$ 736,000
Total Infrastructure, Access and Transport Expenditure	\$ 7,413,860	\$ 6,330,530	\$ 5,865,030	\$ 5,884,330	\$ 25,493,750

UPPER LACHLAN SHIRE COUNCIL

DELIVERY PROGRAM

CAPITAL EXPENDITURE BUDGET - 2015/2016 to 2018/2019

Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
<u>WATER SUPPLY FUND</u>					
<i>Crookwell Water Supply Fund</i>					
Loan Principal Reduction (Former Crookwell Loan 163W - Finalised 24/4/2022)	\$ 45,400	\$ 49,100	\$ 52,500	\$ 56,300	\$ 203,300
Loan Principal Reduction (DAFF Water Treatment Plant)	\$ 42,000	\$ 86,200	\$ 89,300	\$ 92,600	\$ 310,100
Mains Replacement - General	\$ 50,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 500,000
Mains Replacement - Brooklands	\$ 100,000				\$ 100,000
Crookwell NEW DAFF Water Treatment Plant (NOW Grant \$3m, SBC Grant \$3m, ULSC \$1.0m)	\$ 3,500,000	\$ 3,500,000			\$ 7,000,000
Manager of Operations Motor Vehicle- Net Replacement Cost - (see Motor Vehicle Schedule)				\$ 22,000	\$ 22,000
Isuzu NPRZBB01 Tipper Truck - Net Replacement Cost - (see Plant Schedule)				\$ 54,000	\$ 54,000
Computer Replacement Water Treatment Plant (PC)	\$ 2,100			\$ 2,200	\$ 4,300
Computer Replacement Manager of Operations (Laptop)			\$ 2,200		\$ 2,200
<i>Gunning Water Supply Fund</i>					
Mains Replacement	\$ 20,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 200,000
<i>Dalton Water Supply Fund</i>					
Mains Replacements	\$ 5,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 95,000
<i>Taralga Water Supply Fund</i>					
Loan Principal Reduction (Loan 170 - Finalised 9/2/2037)	\$ 10,300	\$ 10,900	\$ 11,600	\$ 12,400	\$ 45,200
Mains Replacements	\$ 10,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 160,000
Total Water Supply Services Expenditure	\$ 3,784,800	\$ 3,936,200	\$ 445,600	\$ 529,500	\$ 8,696,100

UPPER LACHLAN SHIRE COUNCIL

DELIVERY PROGRAM

CAPITAL EXPENDITURE BUDGET - 2015/2016 to 2018/2019

Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
<u>SEWERAGE FUND</u>					
<i>Crookwell Sewerage Fund</i>					
Loan Principal Reduction (Former Crookwell Loan 163S - Finalised 24/4/2022)	\$ 28,900	\$ 31,200	\$ 33,400	\$ 35,800	\$ 129,300
Sewerage Pumping Station Upgrades	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 40,000
Sewer Main Rehabilitation / Renewal	\$ 100,000	\$ 200,000	\$ 50,000	\$ 50,000	\$ 400,000
(50% C.E.P. Grant Funded - 50% Council Contribution Sec. 64)					
Geo Tube for Sludge Drying	\$ 10,000	\$ 7,000		\$ 7,000	\$ 14,000
Sewerage Treatment Plant Mechanical and Electrical Replacements					\$ 10,000
Manager of Operations Motor Vehicle Net Replacement Cost - (see Motor Vehicle Schedule)		\$ 18,000			\$ 18,000
Computer Replacement Sewer Fund STP (Laptop)	\$ 2,100			\$ 2,200	\$ 4,300
<i>Gunning Sewerage Fund</i>					
Sewer Main Extensions Grosvenor Street (Transfer from Reserve)	\$ 100,000				\$ 100,000
Sewer Main Rehabilitation / Renewal		\$ 40,000	\$ 40,000	\$ 40,000	\$ 120,000
<i>Taralga Sewerage Fund</i>					
Loan Principal Reduction (Loan 170 - Finalised 9/2/2037)	\$ 2,400	\$ 2,500	\$ 2,700	\$ 2,900	\$ 10,500
Sewer Main Rehabilitation / Renewal	\$ 50,000			\$ 50,000	\$ 100,000
GENERAL FUND	\$ 303,400	\$ 308,700	\$ 136,100	\$ 197,900	\$ 946,100
Total Sewerage Services Expenditure					
5. GOVERNANCE					
<i>Real Estate Development</i>					
Total Governance Expenditure	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital Works Expenditure	\$ 12,462,560	\$ 11,202,430	\$ 7,184,330	\$ 8,051,630	\$ 38,900,950

UPPER LACHLAN SHIRE COUNCIL

DELIVERY PROGRAM

CAPITAL EXPENDITURE BUDGET - 2015/2016 to 2018/2019

Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
<u>Capital Works Funding by Fund:-</u>					
General Fund Expenditure	\$ 8,252,360	\$ 6,535,030	\$ 6,563,730	\$ 6,956,230	\$ 28,307,350
DWM Fund Expenditure	\$ 122,000	\$ 422,500	\$ 38,900	\$ 368,000	\$ 951,400
Water Supply Funds Expenditure	\$ 3,784,800	\$ 3,936,200	\$ 445,600	\$ 529,500	\$ 8,696,100
Sewerage Funds Expenditure	\$ 303,400	\$ 308,700	\$ 136,100	\$ 197,900	\$ 946,100
Total of All Funds Expenditure	\$ 12,462,560	\$ 11,202,430	\$ 7,184,330	\$ 8,051,630	\$ 38,900,950
<u>Capital Works Funding by Source:-</u>					
Transfer from Reserves	\$ 335,300	\$ 528,000	\$ -	\$ 368,000	\$ 1,231,300
Section 64/94	\$ 354,300	\$ 360,000	\$ 300,000	\$ 340,000	\$ 1,354,300
Grants and Contributions - Operating	\$ 2,246,160	\$ 1,419,630	\$ 1,433,330	\$ 1,447,430	\$ 6,546,550
Grants and Contributions - Capital	\$ 4,618,250	\$ 4,019,250	\$ 578,750	\$ 746,300	\$ 9,962,550
Loans and Borrowings	\$ 1,000,000	\$ 430,000	\$ 720,000	\$ 250,000	\$ 2,400,000
Recurrent Revenue	\$ 3,908,550	\$ 4,445,550	\$ 4,152,250	\$ 4,899,900	\$ 17,406,250
Total Capital Works Funding	\$ 12,462,560	\$ 11,202,430	\$ 7,184,330	\$ 8,051,630	\$ 38,900,950
<u>Capital Works Funding by Fund & Source:-</u>					
General Fund					
General Fund Transfer from Reserves	\$ 235,300	\$ 160,000	\$ -	\$ -	\$ 395,300
General Fund Section 94	\$ 304,300	\$ 360,000	\$ 300,000	\$ 340,000	\$ 1,304,300
General Fund Grants and Contributions - Operating	\$ 2,246,160	\$ 1,419,630	\$ 1,433,330	\$ 1,447,430	\$ 6,546,550
General Fund Grants and Contributions - Capital	\$ 2,068,250	\$ 519,250	\$ 578,750	\$ 746,300	\$ 3,912,550
Loans and Borrowings	\$ -	\$ 430,000	\$ 720,000	\$ 250,000	\$ 1,400,000
Recurrent Revenue	\$ 3,398,350	\$ 3,646,150	\$ 3,531,650	\$ 4,172,500	\$ 14,748,650
Total General Fund Capital Works Funding	\$ 8,252,360	\$ 6,535,030	\$ 6,563,730	\$ 6,956,230	\$ 28,307,350

**UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM**

CAPITAL EXPENDITURE BUDGET - 2015/2016 to 2018/2019
Capital Expenditure - Acquisition/Renewal of Assets

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
<u>Domestic Waste Management Fund</u>					
DWM Transfer from Reserves	\$ -	\$ 368,000	\$ -	\$ 368,000	\$ 736,000
DWM Section 94	\$ -	\$ -	\$ -	\$ -	\$ -
DWM Grants and Contributions - Capital	\$ -	\$ -	\$ -	\$ -	\$ -
Loans and Borrowings	\$ -	\$ -	\$ -	\$ -	\$ -
Recurrent Revenue	\$ 122,000	\$ 54,500	\$ 38,900	\$ -	\$ 215,400
Total Domestic Waste Management Fund Capital Works Funding	\$ 122,000	\$ 422,500	\$ 38,900	\$ 368,000	\$ 951,400
<u>Water Fund</u>					
Water Fund Transfer from Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Water Fund Section 64	\$ -	\$ -	\$ -	\$ -	\$ -
Water Fund Grants and Contributions - Capital	\$ 2,500,000	\$ 3,500,000	\$ -	\$ -	\$ 6,000,000
Loans and Borrowings	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,000,000
Recurrent Revenue	\$ 284,800	\$ 436,200	\$ 445,600	\$ 529,500	\$ 1,696,100
Total Water Fund Capital Works Funding	\$ 3,784,800	\$ 3,936,200	\$ 445,600	\$ 529,500	\$ 8,696,100
<u>Sewer Fund</u>					
Sewer Fund Transfer from Reserves	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
Sewer Fund Section 64	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000
Sewer Fund Grants and Contributions - Capital	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000
Loans and Borrowings	\$ -	\$ -	\$ -	\$ -	\$ -
Recurrent Revenue	\$ 103,400	\$ 308,700	\$ 136,100	\$ 197,900	\$ 746,100
Total Sewer Fund Capital Works Funding	\$ 303,400	\$ 308,700	\$ 136,100	\$ 197,900	\$ 946,100
Capital Works Expenditure Funding Source Total	\$ 12,462,560	\$ 11,202,430	\$ 7,184,330	\$ 8,051,630	\$ 38,900,950

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2015/2016 to 2018/2019
Grants and Contributions Provided for Capital Purposes

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
<u>GENERAL FUND</u>					
1. SOCIAL					
<i>Emergency Services and Fire Protection</i>					
Crookwell RFS Building - RFS & SES - Alterations & Additions (Transfer from Sec. 94 Reserve)	\$ 20,000				\$ 20,000
<i>Animal Control</i>					
Crookwell Pound - Impounding Yard Improvements (Transfer from Sec. 94 Reserve)	\$ 3,000				\$ 3,000
<i>Health Services, Medical Centres, Aged, Disabled and Community Services</i>					
<i>Public Libraries</i>					
<i>Swimming Pools</i>					
<i>Public Halls, Cultural Services, Community Centres and Museums</i>					
Taralga War Memorial Hall - Roof Repairs & Drainage - (Community Building Program Grant)	\$ 15,000				\$ 15,000
Crookwell Senior Citizens Centre - Pergola - (14/15 Southern Phone Grant - Transfer from Reserve)	\$ 10,000				\$ 10,000
Binda Hall - Floor Replacement/Painting - (14/15 Southern Phone Grant - Transfer from Reserve)	\$ 15,000				\$ 15,000
<i>Sporting Grounds and Parks and Gardens</i>					
Gunning Skate Park - (50% Veolia Grant)	\$ 80,000				\$ 80,000
Gunning Showground - Shade Sail Replacement (Transfer from Sec. 94 Reserve)	\$ 9,500				\$ 9,500
Replace Double Gates between Memorial Park and Oval (Transfer from Sec. 94 Reserve)	\$ 2,500				\$ 2,500
Memorial Oval - Building Replacement - Amenities, Gym & Function Centre (50% Funded from Clubs NSW, Veolia & Sport & Rec. Grants)				\$ 350,000	\$ 350,000
Total Social Income	\$ 155,000	\$ -	\$ -	\$ 350,000	\$ 505,000

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2015/2016 to 2018/2019
Grants and Contributions Provided for Capital Purposes

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
<u>GENERAL FUND</u>					
2. ENVIRONMENTAL					
<i>Town Planning and Development Control</i>					
<i>Section 94 - Development Contributions</i>					
Open Space	\$ 21,600	\$ 22,200	\$ 22,900	\$ 23,600	\$ 90,300
Bushfire	\$ 19,600	\$ 20,200	\$ 20,800	\$ 21,400	\$ 82,000
Community Facilities/Amenities	\$ 39,400	\$ 40,600	\$ 41,800	\$ 43,100	\$ 164,900
Roads/Traffic Construction	\$ 257,500	\$ 265,200	\$ 273,200	\$ 281,400	\$ 1,077,300
Extractive Industries	\$ 8,800	\$ 9,100	\$ 9,400	\$ 9,700	\$ 37,000
Plan Administration	\$ 4,100	\$ 4,200	\$ 4,300	\$ 4,400	\$ 17,000
<i>Environmental Systems and Protection</i>					
<i>Housing</i>					
<i>Noxious Weeds Control</i>					
<i>Building Control</i>					
Total Environmental Income	\$ 351,000	\$ 361,500	\$ 372,400	\$ 383,600	\$ 1,468,500

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2015/2016 to 2018/2019
Grants and Contributions Provided for Capital Purposes

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
<u>GENERAL FUND</u>					
3. ECONOMIC					
<i>Financial Services</i>					
<i>Administration and Corporate Support</i>					
<i>Information Technology</i>					
IT - New Servers Virtualisation Project (Transfer from Reserve)	\$ 70,000				\$ 70,000
<i>Caravan Parks</i>					
<i>Tourism Promotion and Business</i>					
Total Economic Income	\$ 70,000	\$ -	\$ -	\$ -	\$ 70,000

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2015/2016 to 2018/2019
Grants and Contributions Provided for Capital Purposes

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
<u>GENERAL FUND AND DWM FUND</u>					
4. INFRASTRUCTURE, ACCESS AND TRANSPORT					
<i>Roads, Bridges, Cycleways, Footpaths and Kerb and Guttering</i>					
<i>Rural Local Roads</i>					
Grabine Road Construction - Total of \$1.4m over 4 Years (Tranche 1 Special Grant - 50% Funding \$700,000 2012/2013 to 2015/2016) (12/13 \$100k, 13/14 \$200k, 14/15 \$200k, 15/16 \$200k)	\$ 200,000				\$ 200,000
Grabine Road Construction - Total of \$1.6m over 4 Years (Tranche 2 Special Grant - 50% Funding \$800,000 2016/2017 to 2019/2020) (16/17 \$200k, 17/18 \$200k, 18/19 \$200k, 19/20 \$200k)		\$ 200,000	\$ 200,000	\$ 200,000	\$ 600,000
Gravel Resheeting Roads (Transfer from Sec. 94 Reserve)	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 800,000
Rural Local Sealed Road - Future Pavement Rehabilitation Breadalbane Road (Transfer from Sec. 94 Reserve)		\$ 150,000			\$ 150,000
<i>Regional Roads</i>					
Regional Road Gundaroo Road MR52 (50% RMS REPAIR Grant Funded)	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 680,000
<i>Regional Roads Timber Bridge Replacement Program</i>					
MR 256 - Timber Bridge Replacement - Abercrombie River (\$675k Building Stronger Nations Program)	\$ 675,000				\$ 675,000
MR 256 - Timber Bridge Replacement - Abercrombie River (\$762k Repair of Country Bridges Program) (Total Replacement Cost \$1.525 million (\$675k Building Stronger Nations Program + \$762k Repair of Country Bridges Program))	\$ 762,000				\$ 762,000
\$762k Repair of Country Bridges Program + \$88k Block Grant					
MR 248E - Timber Bridge Replacement - Kiamma Creek (50% RMS Grant & 50% Loan Funded)			\$ 400,000		\$ 400,000

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2015/2016 to 2018/2019
Grants and Contributions Provided for Capital Purposes

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
Local Roads Bridge Program					
Local Roads Timber Bridge Replacement (100% Loan Funded)					
Woodville Road - Timber Bridge Replacement - Crookwell River (100% Loan Funded)		\$ 270,000			\$ 270,000
Reids Flat Road - Timber Bridge Replacement - Coates Creek 1st Bridge (100% Loan Funded)		\$ 160,000			\$ 160,000
Kangaloolah Road - Diamond Creek Bridge (100% Loan Funded)			\$ 520,000		\$ 520,000
Julong Road - No. 1 Crookwell River Bridge (100% Loan Funded)				\$ 125,000	\$ 125,000
Peelwood Road - No. 2 Bridge - Kangaloolah Intersection (100% Loan Funded)				\$ 125,000	\$ 125,000
(Timber Bridge Replacement - Total Loan \$1.4 million (MR 248E Kiamma Ck \$200k & Local Road Bridges \$1.2 million))					
Note: Green Creek (Kangaloolah Road) \$150,000 (R2R Operational Grant Funded)					
Footpaths and Cycleways					
Disabled Access Constructions - Ageing Strategy - PAMP (50% RMS funded)	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 20,000
Cycle Plan Review - PAMP (75% RMS Funded)	\$ 15,000				\$ 15,000
Traffic & Transport Cycleway Program - Yass Street Gunning	\$ 22,500				\$ 22,500
(Meadow Creek Bridge to Lions Aged Care Units) - (50% RMS Funded)					
Traffic & Transport Cycleway Program - Carrington Street Crookwell		\$ 40,500			\$ 40,500
(Between Northcott Street & Stephenson Street) - (100% RMS Funded)					
Traffic & Transport Cycleway Program - Lorn Street Collector					
(Collector Public School) - (50% RMS Funded)				\$ 17,550	\$ 17,550
Kerb and Guttering					
Kerb and Guttering - Laggan Road - Clifton Street (\$7.3k Developer Contribution)	\$ 7,300				\$ 7,300
Kerb and Guttering - Laggan Road - Oram Street	\$ 173,000				\$ 173,000
(15/16 - \$118k Transfer from Reserve & \$55k Transfer from Sec. 94 Reserve)					
Other Infrastructure					
School - Rural Bus Stops (50% RMS Contribution)	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 15,000

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2015/2016 to 2018/2019
Grants and Contributions Provided for Capital Purposes

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
<i>Waste Centres, Rubbish Tips and Street Cleaning</i>					
Landfill Amenities' Improvements - Shire Wide (Transfer from Sec. 94 Reserve)			\$ 30,000	\$ 30,000	\$ 60,000
Crookwell Landfill Remediation (EPA Requirement)	\$ 100,000	\$ 100,000			\$ 200,000
(50% Grant Funded 200,000 over 2 Years 15/16 & 16/17)					
<i>Public Cemeteries</i>					
Lawn Cemeteries Columbariums (Transfer from Sec. 94 Reserve)	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 40,000
<i>Stormwater and Drainage</i>					
Tait Street Stormwater Drainage (Transfer from Reserve)	\$ 15,000				\$ 15,000
Robertson Lane - Davey Motors (Transfer from Reserve)		\$ 160,000			\$ 160,000
<i>Public Conveniences and Amenities</i>					
Tuena Amenities (\$4.3k Transfer from Sec. 94 Reserve)	\$ 24,300				\$ 24,300
(\$20.0k Grant Funds, \$5.7k Council Funded & \$4.3k Transfer from Sec. 94 Reserve)					
Goodhew Park - Amenities Upgrade (Transfer from Sec. 94 Reserve)			\$ 60,000		\$ 60,000
Memorial Park Amenities Replacement (Transfer from Sec. 94 Reserve)				\$ 100,000	\$ 100,000
<i>Engineering, Purchasing and Works Supervision</i>					
<i>Plant and Equipment Operations</i>					
<i>Domestic Waste Management (DWM)</i>					
Section 94 Contribution - Garbage Disposal and Facilities	\$ 14,600	\$ 15,000	\$ 15,500	\$ 16,000	\$ 61,100
DWM Plant - Net Replacement Cost (Transfer from Reserve)		\$ 368,000		\$ 368,000	\$ 736,000
Total Infrastructure, Access and Transport Income	\$ 2,397,450	\$ 1,852,250	\$ 1,614,250	\$ 1,370,300	\$ 7,234,250

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2015/2016 to 2018/2019
Grants and Contributions Provided for Capital Purposes

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
<u>WATER SUPPLY FUND</u>					
<i>Crookwell Water Supply Fund</i>					
Water Section 64 Development Contributions	\$ 18,000	\$ 18,500	\$ 19,100	\$ 19,700	\$ 75,300
Crookwell NEW DAFF Water Treatment Plant (NOW Grant)	\$ 1,250,000	\$ 1,750,000			\$ 3,000,000
Crookwell NEW DAFF Water Treatment Plant (SBC Grant)	\$ 1,250,000	\$ 1,750,000			\$ 3,000,000
Crookwell NEW DAFF Water Treatment Plant - Loan	\$ 1,000,000				\$ 1,000,000
<i>Gunning Water Supply Fund</i>					
Water Section 64 Development Contributions	\$ 14,400	\$ 14,800	\$ 15,200	\$ 15,700	\$ 60,100
<i>Dalton Water Supply Fund</i>					
Water Section 64 Development Contributions	\$ 6,000	\$ 6,200	\$ 6,400	\$ 6,600	\$ 25,200
<i>Taralga Water Supply Fund</i>					
Water Section 64 Development Contributions	\$ 5,000	\$ 5,200	\$ 5,400	\$ 5,600	\$ 21,200
Total Water Supply Services Income	\$ 3,543,400	\$ 3,544,700	\$ 46,100	\$ 47,600	\$ 7,181,800

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2015/2016 to 2018/2019
Grants and Contributions Provided for Capital Purposes

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
SEWERAGE FUND					
<i>Crookwell Sewerage Fund</i>					
Sewerage Section 64 Development Contributions	\$ 5,000	\$ 5,200	\$ 5,400	\$ 5,600	\$ 21,200
Sewer Main Rehabilitation / Renewal	\$ 100,000				\$ 100,000
(50% C.E.P. Grant Funded - 50% Council Contribution Sec. 64)					
<i>Gunning Sewerage Fund</i>					
Sewerage Section 64 Development Contributions	\$ 14,000	\$ 14,400	\$ 14,800	\$ 15,200	\$ 58,400
Sewer Main Extensions Grosvenor Street (Transfer from Reserve)	\$ 100,000				\$ 100,000
<i>Taralga Sewerage Fund</i>					
Sewerage Section 64 Development Contributions	\$ 5,000	\$ 5,200	\$ 5,400	\$ 5,600	\$ 21,200
Total Sewerage Services Income	\$ 224,000	\$ 24,800	\$ 25,600	\$ 26,400	\$ 300,800
GENERAL FUND					
5. GOVERNANCE					
<i>Real Estate Development</i>					
Total Governance Income	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital Grants and Contributions Income, Transfers from Reserves & Loans	\$ 6,740,850	\$ 5,783,250	\$ 2,058,350	\$ 2,177,900	\$ 16,760,350

UPPER LACHLAN SHIRE COUNCIL

DELIVERY PROGRAM

CAPITAL INCOME BUDGET - 2015/2016 to 2018/2019
Grants and Contributions Provided for Capital Purposes

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
Total Transfers from Reserves	\$ 335,300	\$ 528,000	\$ -	\$ 368,000	\$ 1,231,300
Total Section 94/64 Contributions/Transfers	\$ 787,300	\$ 806,000	\$ 759,600	\$ 813,600	\$ 3,166,500
Total Loans	\$ 1,000,000	\$ 430,000	\$ 720,000	\$ 250,000	\$ 2,400,000
Total Capital Grants and Contributions Income	\$ 4,618,250	\$ 4,019,250	\$ 578,750	\$ 746,300	\$ 9,962,550
Total Capital Grants and Contributions Income, Transfers from Reserves & Loans	\$ 6,740,850	\$ 5,783,250	\$ 2,058,350	\$ 2,177,900	\$ 16,760,350
<u>Transfers from Reserve</u>					
Total General Fund Transfers from Reserves	\$ 235,300	\$ 160,000	\$ -	\$ -	\$ 395,300
Total DWM Fund Transfers from Reserves	\$ -	\$ 368,000	\$ -	\$ 368,000	\$ 736,000
Total Water Fund Transfers from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Total Sewer Fund Transfers from Reserve	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
Total Transfers from Reserves	\$ 335,300	\$ 528,000	\$ -	\$ 368,000	\$ 1,231,300
<u>Total Section 94/64 Contributions/Transfers</u>					
Total General Fund Section 94 Contributions/Transfers	\$ 655,300	\$ 721,500	\$ 672,400	\$ 723,600	\$ 2,772,800
Total DWM Fund Section 94 Contributions/Transfers	\$ 14,600	\$ 15,000	\$ 15,500	\$ 16,000	\$ 61,100
Total Water Fund Section 64 Contributions/Transfers	\$ 43,400	\$ 44,700	\$ 46,100	\$ 47,600	\$ 181,800
Total Sewer Fund Section 64 Contributions/Transfers	\$ 74,000	\$ 24,800	\$ 25,600	\$ 26,400	\$ 150,800
Total Transfers from Reserves	\$ 787,300	\$ 806,000	\$ 759,600	\$ 813,600	\$ 3,166,500

UPPER LACHLAN SHIRE COUNCIL
DELIVERY PROGRAM
CAPITAL INCOME BUDGET - 2015/2016 to 2018/2019
Grants and Contributions Provided for Capital Purposes

Job Description	Budget Estimate 2015/2016	Budget Estimate 2016/2017	Budget Estimate 2017/2018	Budget Estimate 2018/2019	Total 4 Year Delivery Program
<u>Borrowings/Loans</u>					
Total General Fund Loans	\$ -	\$ 430,000	\$ 720,000	\$ 250,000	\$ 1,400,000
Total DWM Fund Loans	\$ -	\$ -	\$ -	\$ -	\$ -
Total Water Fund Loans	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,000,000
Total Sewer Fund Loans	\$ -	\$ -	\$ -	\$ -	\$ -
Total Loans	\$ 1,000,000	\$ 430,000	\$ 720,000	\$ 250,000	\$ 2,400,000
<u>Capital Grants and Contributions Income</u>					
Total General Fund Income	\$ 2,068,250	\$ 519,250	\$ 578,750	\$ 746,300	\$ 3,912,550
Total DWM Fund Income	\$ -	\$ -	\$ -	\$ -	\$ -
Total Water Funds Income	\$ 2,500,000	\$ 3,500,000	\$ -	\$ -	\$ 6,000,000
Total Sewer Funds Income	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000
Total Capital Grants and Contributions Income	\$ 4,618,250	\$ 4,019,250	\$ 578,750	\$ 746,300	\$ 9,962,550

Loan Estimates 2015/2016

Interest		Interest pmts per loan repayment schedule			Accrual to 30/06/2016	Total Interest 2015/2016
Loan #	Accrual to 30/06/2015	Pmt. 1	Pmt. 2	Next Pmt.		
172	(1,807.07)	47,242.09	45,584.29	43,855.21	1,677.52	92,696.83
168A	(3,054.36)	6,617.78	6,187.32	5,769.37	2,702.91	12,453.65
	(4,861.43)	53,859.87	51,771.61	49,624.58	4,380.43	105,150.48
163	(5,968.47)	16,301.95	13,512.96	12,541.59	4,591.73	28,438.17
163	(3,793.91)	10,362.46	8,589.61	7,972.16	2,918.77	18,076.93
	(9,762.38)	26,664.41	22,102.57	20,513.75	7,510.50	46,515.10
171	0.00	3,271.97	2,353.16	1,401.32	-	5,625.13
	0.00	3,271.97	2,353.16	1,401.32	0.00	5,625.13
170	(2,854.56)	3,623.87	3,703.87	3,605.63	2,833.00	7,306.18
170	(12,222.47)	15,516.47	15,859.02	15,438.40	12,130.17	31,283.19
	(15,077.03)	19,140.34	19,562.89	19,044.03	14,963.17	38,589.37
	(29,700.84)	102,936.59	95,790.23	90,583.68	26,854.10	195,880.08

Principal		Principal pmts per loan repayment schedule			Balance 30/06/2016	Variance
Loan #	Bal 1/07/2015	Pmt. 1	Pmt. 2	Total Pmts.		
172	1,098,653.23	38,553.39	40,211.19	78,764.58	1,019,888.65	0.00
168A	149,796.00	9,743.62	10,174.07	19,917.69	129,878.31	0.00
	1,248,449.23	48,297.01	50,385.26	98,682.27	1,149,766.96	
163	398,111.74	22,211.31	23,166.18	45,377.49	352,734.25	0.00
163	253,063.14	14,118.79	14,725.76	28,844.55	224,218.59	0.00
	651,174.88	36,330.10	37,891.94	74,222.04	576,952.84	
171	90,942.81	25,537.34	26,456.15	51,993.49	38,949.32	-0.00
	90,942.81	25,537.34	26,456.15	51,993.49	38,949.32	
170	112,472.63	1,245.26	1,165.26	2,410.52	110,062.11	0.00
170	481,578.81	5,331.88	4,989.33	10,321.21	471,257.60	0.00
	594,051.44	6,577.14	6,154.59	12,731.73	581,319.71	
	2,584,618.36	116,741.59	120,887.94	237,629.53	2,346,988.83	-0.00

Proposed Loans

Interest		Interest pmts per loan repayment schedule			Accrual to 30/06/2016	Total Interest 2015/2016
Loan #	Accrual to 30/06/2015	Pmt. 1	Pmt. 2	Next Pmt.		
Crookwell Water			18,000.00	17,244.31	-	18,000.00
	0.00	0.00	18,000.00	17,244.31	-	18,000.00

Principal		Principal pmts per loan repayment schedule			Balance 30/06/2016	Variance
Loan #	Bal 1/07/2015	Pmt. 1	Pmt. 2	Total Pmts.		
Crookwell Water	1,000,000.00		41,982.73	41,982.73	958,017.27	0.00
	1,000,000.00	0.00	41,982.73	41,982.73	958,017.27	

Summary	Interest	Principal	Total
Total General Fund	105,150.48	98,682.27	203,832.75
Total Domestic Waste Fund	5,625.13	51,993.49	57,618.62
Total Crookwell Water	46,438.17	87,360.22	133,798.39
Total Taralga Water	31,283.19	10,321.21	41,604.40
Total Crookwell Sewer	18,076.93	28,844.55	46,921.48
Total Taralga Sewer	7,306.18	2,410.52	9,716.70
Total All Funds	213,880.08	279,612.26	493,492.34

Loan Estimates 2016/2017

Interest		Interest pmts per loan repayment schedule			Accrual to	
Loan #	30/06/2016	Pmt. 1	Pmt. 2	Next Pmt.	30/06/2017	Total Interest 2016/2017
172	(1,677.52)	43,855.21	42,051.78	40,170.80	1,536.59	85,766.06
168A	(2,702.91)	5,769.37	5,269.91	4,806.16	2,251.65	10,588.02
	(4,380.43)	49,624.58	47,321.69	44,976.96	3,788.24	96,354.08
163A	(4,591.73)	12,541.59	11,747.93	10,916.24	3,996.66	23,694.45
163A	(2,918.77)	7,972.16	7,467.65	6,938.99	2,540.50	15,061.55
	(7,510.50)	20,513.75	19,215.58	17,855.23	6,537.16	38,755.99
171	0.00	1,401.32	412.96	0.00	-	1,814.28
	0.00	1,401.32	412.96	0.00	0.00	1,814.28
170	(2,833.00)	3,605.63	3,583.83	3,522.14	2,767.40	7,123.86
170	(12,130.17)	15,438.40	15,345.02	15,080.88	11,849.26	30,502.51
	(14,963.17)	19,044.03	18,928.85	18,603.02	14,616.66	37,626.37
	(26,854.10)	90,583.68	85,879.08	81,435.21	24,942.06	174,550.73

Principal		Principal pmts per loan repayment schedule			Balance	
Loan #	1/07/2016	Pmt. 1	Pmt. 2	Total Pmts.	30/06/2017	Variance
172	1,019,888.65	41,940.27	43,743.70	85,683.97	934,204.69	0.00
168A	129,878.31	10,592.03	11,091.49	21,683.52	108,194.79	0.00
	1,149,766.96	52,532.30	54,835.19	107,367.49	1,042,399.48	
163A	352,734.25	24,137.55	24,931.22	49,068.77	303,665.48	0.00
163A	224,218.59	15,343.21	15,847.71	31,190.92	193,027.67	0.00
	576,952.84	39,480.76	40,778.93	80,259.69	496,693.15	
171	38,949.32	27,407.99	11,541.33	38,949.32	0.00	-0.00
	38,949.32	27,407.99	11,541.33	38,949.32	0.00	
170	110,062.11	1,263.49	1,285.30	2,548.79	107,513.32	0.00
170	471,257.60	5,409.96	5,503.33	10,913.29	460,344.31	0.00
	581,319.71	6,673.45	6,788.63	13,462.08	567,857.63	
	2,346,988.83	126,094.50	113,944.08	240,038.58	2,106,950.26	0.00

Proposed Loans

Interest		Interest pmts per loan repayment schedule			Accrual to	
Loan #	30/06/2016	Pmt. 1	Pmt. 2	Next Pmt.	30/06/2017	Total Interest 2016/2017
Crookwell Water Bridges	0.00	17,244.31	16,475.02	15,691.88	-	33,719.33
			25,200.00	24,142.04	-	25,200.00
	42,551.00	17,244.31	41,675.02	39,833.92	42,916.00	58,919.33

Principal		Principal pmts per loan repayment schedule			Balance	
Loan #	1/07/2016	Pmt. 1	Pmt. 2	Total Pmts.	30/06/2017	Variance
Crookwell Water	958,017.27	42,738.42	43,507.71	86,246.13	871,771.14	0.00
Bridges	1,400,000.00		58,775.82	58,775.82	1,341,224.18	0.00
	2,358,017.27	42,738.42	102,283.53	145,021.95	2,212,995.32	

Summary	Interest	Principal	Total
Total General Fund	121,554.08	166,143.31	287,697.39
Total Domestic Waste Fund	1,814.28	38,949.32	40,763.60
Total Crookwell Water	57,413.78	135,314.90	192,728.68
Total Taralga Water	30,502.51	10,913.29	41,415.80
Total Crookwell Sewer	15,061.55	31,190.92	46,252.47
Total Taralga Sewer	7,123.86	2,548.79	9,672.65
Total All Funds	233,470.06	385,060.53	618,530.58

Loan Estimates 2017/2018

Interest	Accrual to	Interest pmts per loan repayment schedule			Accrual to	Total Interest
Loan #	30/06/2017	Pmt. 1	Pmt. 2	Next Pmt.	30/06/2018	2017/2018
172	(1,536.59)	40,170.80	38,208.94	36,162.72	1,383.27	78,226.43
168A	(2,251.65)	4,806.16	4,269.40	3,755.72	1,759.53	8,583.44
	(3,788.24)	44,976.96	42,478.34	39,918.44	3,142.80	86,809.86
163A	(3,996.66)	10,916.24	9,935.52	9,028.72	3,305.60	20,160.70
163A	(2,540.50)	6,938.99	6,315.59	5,739.18	2,101.23	12,815.31
	(6,537.16)	17,855.23	16,251.11	14,767.90	5,406.83	32,976.01
171						
	0.00	0.00	0.00	0.00	0.00	0.00
170	(2,767.40)	3,522.14	3,497.12	3,414.20	2,697.41	6,949.27
170	(11,849.26)	15,080.88	14,973.76	14,618.72	11,549.60	29,754.97
	(14,616.66)	18,603.02	18,470.88	18,032.92	14,247.00	36,704.24
	(24,942.06)	81,435.21	77,200.33	72,719.26	22,796.63	156,490.11

Principal	Bal	Principal pmts per loan repayment schedule			Balance	Variance
Loan #	1/07/2017	Pmt. 1	Pmt. 2	Total Pmts.	30/06/2018	
172	934,204.69	45,624.68	47,586.54	93,211.22	840,993.47	0.00
168A	108,194.79	11,555.24	12,092.00	23,647.24	84,547.55	0.00
	1,042,399.48	57,179.92	59,678.54	116,858.46	925,541.02	
163A	303,665.48	25,762.90	26,743.62	52,506.52	251,158.96	0.00
163A	193,027.67	16,376.38	16,999.78	33,376.16	159,651.51	0.00
	496,693.15	42,139.28	43,743.40	85,882.68	410,810.47	
171						
	0.00	0.00	0.00	0.00	0.00	
170	107,513.32	1,346.99	1,372.01	2,719.00	104,794.32	0.00
170	460,344.31	5,767.47	5,874.59	11,642.06	448,702.25	0.00
	567,857.63	7,114.46	7,246.60	14,361.06	553,496.57	
	2,106,950.26	106,433.66	110,668.54	217,102.20	1,889,848.06	0.00

Proposed Loans

Interest	Accrual to	Interest pmts per loan repayment schedule			Accrual to	Total Interest
Loan #	30/06/2016	Pmt. 1	Pmt. 2	Next Pmt.	30/06/2017	2016/2017
Crookwell Water	0.00	15,691.88	14,894.65	14,083.06	-	30,586.53
Bridges	0.00	24,142.04	23,065.03	21,968.63	-	47,207.07
	42,551.00	39,833.92	37,959.68	36,051.69	42,916.00	77,793.60

Principal	Bal	Principal pmts per loan repayment schedule			Balance	Variance
Loan #	1/07/2017	Pmt. 1	Pmt. 2	Total Pmts.	30/06/2018	
Crookwell Water	871,771.14	44,290.85	45,088.08	89,378.93	782,392.21	0.00
Bridges	1,341,224.18	59,833.78	60,910.79	120,744.57	1,220,479.61	0.00
	2,212,995.32	104,124.63	105,998.87	210,123.50	2,002,871.82	

Summary	Interest	Principal	Total
Total General Fund	134,016.93	237,603.03	371,619.96
Total Domestic Waste Fund	0.00	0.00	0.00
Total Crookwell Water	50,747.23	141,885.45	192,632.68
Total Taralga Water	29,754.97	11,642.06	41,397.03
Total Crookwell Sewer	12,815.31	33,376.16	46,191.47
Total Taralga Sewer	6,949.27	2,719.00	9,668.27
Total All Funds	234,283.71	427,225.70	661,509.41

Loan Estimates 2018/2019

Interest	Accrual to	Interest pmts per loan repayment schedule			Accrual to	Total Interest
Loan #	30/06/2018	Pmt. 1	Pmt. 2	Next Pmt.	30/06/2019	2018/2019
172	(1,383.27)	36,162.72	34,028.51	31,802.53	1,216.49	70,024.45
168A	(1,759.53)	3,755.72	3,178.29	2,652.94	1,222.78	6,397.26
	(3,142.80)	39,918.44	37,206.80	34,455.47	2,439.27	76,421.71
163A	(3,305.60)	9,028.72	7,990.84	7,003.45	2,564.10	16,278.07
163A	(2,101.23)	5,739.18	5,079.43	4,451.80	1,629.89	10,347.27
	(5,406.83)	14,767.90	13,070.27	11,455.25	4,194.00	26,625.34
	0.00	0.00	0.00	0.00	0.00	0.00
170	(2,697.41)	3,414.20	3,422.60	3,319.67	2,622.72	6,762.12
170	(11,549.60)	14,618.72	14,654.69	14,213.97	11,229.82	28,953.64
	(14,247.00)	18,032.92	18,077.29	17,533.64	13,852.54	35,715.75
	(22,796.63)	72,719.26	68,354.36	63,444.36	20,485.82	138,762.80

Principal	Bal	Principal pmts per loan repayment schedule			Balance	
Loan #	1/07/2018	Pmt. 1	Pmt. 2	Total Pmts.	30/06/2019	Variance
172	840,993.47	49,632.76	51,766.97	101,399.73	739,593.74	0.00
168A	84,547.55	12,605.68	13,183.10	25,788.78	58,758.77	0.00
	925,541.02	62,238.44	64,950.07	127,188.51	798,352.51	
163A	251,158.96	27,650.42	28,688.31	56,338.73	194,820.23	0.00
163A	159,651.51	17,576.19	18,235.93	35,812.12	123,839.39	-0.00
	410,810.47	45,226.61	46,924.24	92,150.85	318,659.62	
	0.00	0.00	0.00	0.00	0.00	
170	104,794.32	1,454.93	1,446.53	2,901.46	101,892.86	0.00
170	448,702.25	6,229.63	6,193.66	12,423.29	436,278.96	0.00
	553,496.57	7,684.56	7,640.19	15,324.75	538,171.82	
	1,889,848.06	115,149.61	119,514.50	234,664.11	1,655,183.95	0.00

Proposed Loans

Interest	Accrual to	Interest pmts per loan repayment schedule			Accrual to	Total Interest
Loan #	30/06/2016	Pmt. 1	Pmt. 2	Next Pmt.	30/06/2017	2016/2017
Crookwell Water	0.00	14,083.06	13,256.87	12,415.80	-	27,339.93
Bridges	0.00	21,968.63	20,852.50	19,716.28	-	42,821.13
	42,551.00	36,051.69	34,109.37	32,132.08	42,916.00	70,161.06

Principal	Bal	Principal pmts per loan repayment schedule			Balance	
Loan #	1/07/2018	Pmt. 1	Pmt. 2	Total Pmts.	30/06/2019	Variance
Crookwell Water	782,392.21	45,899.67	46,725.86	92,625.53	689,766.68	0.00
Bridges	1,220,479.61	62,007.19	63,123.32	125,130.51	1,095,349.10	0.00
	2,002,871.82	107,906.86	109,849.18	217,756.04	1,785,115.78	

Summary	Interest	Principal	Total
Total General Fund	119,242.84	252,319.02	371,561.86
Total Domestic Waste Fund	0.00	0.00	0.00
Total Crookwell Water	43,618.00	148,964.26	192,582.26
Total Tarauga Water	28,953.64	12,423.29	41,376.93
Total Crookwell Sewer	10,347.27	35,812.12	46,159.39
Total Tarauga Sewer	6,762.12	2,901.46	9,663.58
Total All Funds	208,923.86	452,420.15	661,344.01

UPPER LACHLAN SHIRE COUNCIL

HEAVY PLANT REPLACEMENT SCHEDULE - 2015/2016

ALL COSTS ARE GST EXCLUSIVE

Fund	Plant No.	Rego Number	Plant Description	Hours/ kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G	564	15055C	Toro Z Master 60" Mower	1,400	2010	\$20,000	\$4,000	\$9,101	\$16,000	(5,101)
DWM	New		Garbage Hook Bin Lifter	N/A		\$70,000	\$0		\$70,000	0
G	509	AY90PY	Isuzu NLR200 Short Truck	190,000	2008	\$56,000	\$9,000	\$11,978	\$47,000	(2,978)
G	425 & 621	AG21ME	Isuzu NPR200 W/S Service Truck & Crane	126,000	2005	\$82,000	\$20,000	\$10,991	\$62,000	9,009
G	426	AH27ZY	Isuzu F3FVR900T Tipper Truck	240,000	2005	\$142,000	\$40,000	\$25,059	\$102,000	14,941
G	305	YVV802	Volvo BL71 Backhoe Loader	7,700	2003	\$185,000	\$30,000	\$18,681	\$155,000	11,319
G	471	AQ79QH	Bomag BW211D-4 Vibrating Roller	6,000	2007	\$175,000	\$38,000	\$30,607	\$137,000	7,393
G	318	F78862	Flat Top Machinery Carrier	N/A	1991	\$65,000	\$5,000	\$1,912	\$60,000	3,088
			TOTALS			\$795,000	\$146,000	\$108,330	\$649,000	37,670

MOTOR VEHICLE REPLACEMENT SCHEDULE - 2015/2016

Fund	Plant No.	Rego Number	Current Vehicle	kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G	685	BX19JW	Toyota Kluger (General Manager)	75,000	2014	\$55,000	\$21,000	\$29,925	\$34,000	(8,925)
G	676	CNU02P	Ford Ranger (T Trounce)	95,000	2013	\$41,000	\$21,000	\$21,054	\$20,000	(54)
G	674	BU21WK	Isuzu Dmax (C Francis)	100,000	2013	\$41,000	\$21,000	\$20,384	\$20,000	616
G	679	BV97LK	Toyota Kluger (T Dodson)	55,000	2013	\$46,000	\$20,000	\$24,375	\$26,000	(4,375)
G	549	BF19NZ	Isuzu Dmax (T Knight)	108,000	2010	\$45,000	\$12,000	\$3,676	\$33,000	8,324
G	660	BS46UU	Isuzu Dmax (T Alchin)	110,000	2012	\$41,000	\$20,000	\$15,735	\$21,000	4,265
G	540	BD69HU	Isuzu Dmax (J Impey)	140,000	2010	\$39,000	\$10,000	\$2,272	\$29,000	7,728
G	648	BR93MX	Nissan X Trail (R Wong)	100,000	2012	\$37,000	\$12,000	\$12,858	\$25,000	(858)
G	646	BQ59QY	Subaru Forester (C Smart)	96,000	2012	\$32,000	\$12,000	\$12,283	\$20,000	(283)
G	647	BR88MX	Toyota RAV 4 (Pool Car)	70,000	2012	\$32,000	\$12,000	\$11,759	\$20,000	241
G	578	BM35BX	Isuzu Dmax (D Dunley)	105,000	2011	\$46,000	\$15,000	\$8,848	\$31,000	6,152
			Total Motor Vehicles			\$455,000	\$176,000	\$163,168	\$279,000	12,832

UPPER LACHLAN SHIRE COUNCIL

FUND SUMMARY - 2015/2016

Fund			Fund				Purchase	Trade	Written Down Value	Change Over Cost	Profit/(Loss) on Sale
G			General Fund (Includes Plant Fleet Estimates)				\$1,180,000	\$322,000	\$271,498	\$858,000	50,502
W			Water Fund				\$0	\$0	\$0	\$0	0
S			Sewer Fund				\$0	\$0	\$0	\$0	0
DWM			Domestic Waste Fund				\$70,000	\$0	\$0	\$70,000	0
			Total All Funds				\$1,250,000	\$322,000	\$271,498	\$928,000	50,502

UPPER LACHLAN SHIRE COUNCIL

HEAVY PLANT REPLACEMENT SCHEDULE - 2016/2017

ALL COSTS ARE GST EXCLUSIVE

Fund	Plant No.	Rego Number	Plant Description	Hours/ kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
DWM	579	BN07BZ	Acco B5 Garbage Truck		2011	\$408,000	\$40,000		\$368,000	
G	432	AH58CH	Caterpillar 140H Motor Grader	8,000	2006	\$370,000	\$110,000		\$260,000	
G	542	BE62KZ	Caterpillar CS56 Vibrating Roller		2010	\$185,000	\$45,000		\$140,000	
G			Parks & Gardens Scarifier			\$35,000			\$35,000	
G	539	V83078	JOHNSTON Pig Tipper Truck		2009	\$87,000	\$10,000		\$77,000	
G	468	BB07VJ	Isuzu FRR500 Long Tipper Truck		2007	\$120,000	\$25,000		\$95,000	
G	472	AQ03HM	Volvo G940 Grader		2007	\$380,000	\$80,000		\$300,000	
			TOTALS			\$1,585,000	\$310,000	\$0	\$1,275,000	\$0

MOTOR VEHICLE REPLACEMENT SCHEDULE - 2016/2017

Fund	Plant No.	Rego Number	Current Vehicle	kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G	707	CA73XB	Holden Colorado (R Smith)		2014	\$42,000	\$20,000		\$22,000	
G	597	BP45FZ	Holden Utility (RMCC)	85,000	2012	\$31,000	\$0		\$31,000	
G	585	BM13LQ	Isuzu Dmax (R Gay)	95,000	2011	\$37,000	\$18,000		\$19,000	
G	444	AK09AL	Ford Falcon Utility	110,000	2006	\$0	\$5,000		-\$5,000	
G	698	BZ42PS	Nissan Pathfinder (MOW)		2014	\$38,000	\$18,000		\$20,000	
G	700	CA55BF	Subara Forester (P Brown)		2014	\$38,000	\$15,000		\$23,000	
G	529	BB62MF	Isuzu Dmax (K Broderick)		2009	\$36,000	\$13,000		\$23,000	
G	658	BS58QZ	Toyota Prado (DWO)		2012	\$46,000	\$25,000		\$21,000	
G	675	BU20WK	Isuzu Dmax 4WD (G Nicholson)		2013	\$33,000	\$19,000		\$14,000	
S	694	BZ95GU	Isuzu MU-X (L Moloney)		2014	\$38,000	\$20,000		\$18,000	
G	699	CA06BF	Subara Forester (RMCC Officer)		2014	\$33,000	\$17,000		\$16,000	
G	577	BK72SC	Nissan Navara (M Jones)		2011	\$38,000	\$10,000		\$28,000	
G	562	BH04NU	Isuzu Dmax (D Scott)		2010	\$43,000	\$15,000		\$28,000	
			Total Motor Vehicles			\$453,000	\$195,000	\$0	\$258,000	\$0

UPPER LACHLAN SHIRE COUNCIL

FUND SUMMARY - 2016/2017

Fund				Fund				Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G				General Fund (Includes Plant Fleet Estimates)				\$1,592,000	\$445,000	\$0	\$1,147,000	\$0
W				Water Fund				\$0	\$0	\$0	\$0	\$0
S				Sewer Fund				\$38,000	\$20,000	\$0	\$18,000	\$0
DWM				Domestic Waste Fund				\$408,000	\$40,000	\$0	\$368,000	\$0
				Total All Funds				\$2,038,000	\$505,000	\$0	\$1,533,000	\$0

UPPER LACHLAN SHIRE COUNCIL

HEAVY PLANT REPLACEMENT SCHEDULE - 2017/2018

ALL COSTS ARE GST EXCLUSIVE

Fund	Plant No.	Rego Number	Plant Description	Hours/ kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G	473	AQ33HK	Volvo BL71 Backhoe Loader		2007	\$195,000	\$40,000		\$155,000	
G	434	AG76ZY	Volvo L90E Loader		2006	\$290,000	\$65,000		\$225,000	
G	596	10995D	John Deere ride on mower		2012	\$27,000	\$5,000		\$22,000	
G	525	AZ70LU	Kubota L4310 Tractor S/H		2004	\$50,000	\$10,000		\$40,000	
G	599		Howard EHD150 Smasher		2012	\$13,000	\$2,000		\$11,000	
G	598		Superior LCT Smasher		2012	\$13,000	\$2,000		\$11,000	
G	489	AQ78UG	UD CW385 Water Cart		2007	\$325,000	\$70,000		\$255,000	
G	510	AY02PC	Isuzu NPR392A Truck		2008	\$70,000	\$15,000		\$55,000	
G	575	BL53DE	Bomag BW216D-4 Vibrating Roller		2011	\$185,000	\$45,000		\$140,000	
			TOTALS			\$1,168,000	\$254,000	\$0	\$914,000	\$0

MOTOR VEHICLE REPLACEMENT SCHEDULE - 2017/2018

Fund	Plant No.	Rego Number	Current Vehicle	kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G			Toyota Kluger (General Manager)		2015	\$58,000	\$25,000		\$33,000	
G	709		Nissan X Trail (HRC)		2015	\$34,000	\$9,000		\$25,000	
G			Ford Ranger (T Trounce)		2015	\$44,000	\$20,000		\$24,000	
G	698	CA03BF	Nissan Pathfinder (DFA)		2014	\$49,000	\$22,000		\$27,000	
G	690	BZ77GU	Isuzu MU-X (MFA)		2014	\$39,000	\$20,000		\$19,000	
G			Isuzu Dmax (C Francis)		2015	\$44,000	\$20,000		\$24,000	
G			Toyota Kluger (T Dodson)		2015	\$49,000	\$20,000		\$29,000	
G	689	BX07WD	Ford G6E Falcon (Mayor)		2014	\$37,000	\$14,000		\$23,000	
G			Isuzu Dmax (T Alchin)		2015	\$44,000	\$20,000		\$24,000	
G	710		Subaru Forester (B Smithers)		2015	\$34,000	\$17,000		\$17,000	
G	600	BQ74QY	Toyota Hilux Tipper (M Carr)		2012	\$33,000	\$10,000		\$23,000	
G	678	BW03TD	Isuzu Dmax (D Storrier)		2013	\$50,000	\$15,000		\$35,000	
			Total Motor Vehicles			\$515,000	\$212,000	\$0	\$303,000	\$0

UPPER LACHLAN SHIRE COUNCIL

FUND SUMMARY - 2017/2018

Fund			Fund			Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G			General Fund (Includes Plant Fleet Estimates)			\$1,683,000	\$466,000	\$0	\$1,217,000	\$0
W			Water Fund			\$0	\$0	\$0	\$0	\$0
S			Sewer Fund			\$0	\$0	\$0	\$0	\$0
DWM			Domestic Waste Fund			\$0	\$0	\$0	\$0	\$0
			Total All Funds			\$1,683,000	\$466,000	\$0	\$1,217,000	\$0

UPPER LACHLAN SHIRE COUNCIL

HEAVY PLANT REPLACEMENT SCHEDULE - 2018/2019

ALL COSTS ARE GST EXCLUSIVE

Fund	Plant No.	Rego Number	Plant Description	Hours/ kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G	519	AY73EX	Volvo BL71 Backhoe Loader		2008	\$200,000	\$30,000		\$170,000	
DWM		BN07BZ	Garbage Truck		2011	\$408,000	\$40,000		\$368,000	
G	538	BD09DF	Isuzu CXY450 Tipper Truck		2009	\$245,000	\$60,000		\$185,000	
G	521	BA14FN	Fuso FE84D Canter Tipper Truck		2008	\$66,000	\$20,000		\$46,000	
G	522	BA71FO	Fuso FM65F Fighter Tipper Truck		2008	\$155,000	\$45,000		\$110,000	
G	587	09448C	Toro 4300-D Mower		2012	\$80,000	\$30,000		\$50,000	
G	308	XYF090	New Holland TS110 4wd Tractor		2002	\$100,000	\$30,000		\$70,000	
G	500	AV07FD	Crown CD35C Forklift		2008	\$46,000	\$20,000		\$26,000	
G	575	BL53DE	Bomag BW216D-4 Vibrating Roller		2011	\$195,000	\$45,000		\$150,000	
W	508	AW75ZC	Isuzu NPRZB01 Tipper Truck		2008	\$79,000	\$25,000		\$54,000	
			TOTALS			\$1,574,000	\$345,000	\$0	\$1,229,000	\$0

MOTOR VEHICLE REPLACEMENT SCHEDULE - 2018/2019

Fund	Plant No.	Rego Number	Current Vehicle	kms	Year	Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G			Holden Colorado (R Smith)		2016	\$46,000	\$22,000		\$24,000	
G			Holden Utility (RMCC)		2015	\$36,000	\$12,000		\$24,000	
G			Isuzu Dmax (R Gay)		2015	\$36,000	\$19,000		\$17,000	
G			Nissan Pathfinder (MOW)		2016	\$42,000	\$22,000		\$20,000	
G			Subaru Forester (P Brown)		2016	\$42,000	\$15,000		\$27,000	
G			Toyota Kluger (DFA)		2016	\$52,000	\$22,000		\$30,000	
G			Isuzu Dmax 4WD (G Nicholson)		2016	\$36,000	\$19,000		\$17,000	
W			Isuzu MU-X (L Moloney)		2016	\$42,000	\$20,000		\$22,000	
G			Subaru Forester (R Wong)		2015	\$42,000	\$12,000		\$30,000	
G			Toyota RAV 4 (K Proudman)		2015	\$36,000	\$12,000		\$24,000	
G			Subaru Forester (Project Engineer)		2016	\$36,000	\$15,000		\$21,000	
G			Isuzu Dmax (T Aichin)		2015	\$46,000	\$22,000		\$24,000	
			Total Motor Vehicles			\$492,000	\$212,000	\$0	\$280,000	\$0

UPPER LACHLAN SHIRE COUNCIL

FUND SUMMARY - 2018/2019

Fund			Fund			Purchase	Trade	Written Down Value	Change Over Cost	Profit/ (Loss) on Sale
G			General Fund (Includes Plant Fleet Estimates)			\$1,537,000	\$472,000	\$0	\$1,065,000	\$0
W			Water Fund			\$121,000	\$45,000	\$0	\$76,000	\$0
S			Sewer Fund			\$0	\$0	\$0	\$0	\$0
DWM			Domestic Waste Fund			\$408,000	\$40,000	\$0	\$368,000	\$0
			Total All Funds			\$2,066,000	\$557,000	\$0	\$1,509,000	\$0