

For amendments to page 62 of the business papers - item 9.1 attachment 1.

Updated Cash Flow Forecast (Date 16 May 2023)	
Cash Movement Summary 2022-23	<u>Council Calc</u>
Opening balance of unrestricted cash 30/06/2022	854
Add: operating results up to April 2023	4,492
Cash position at 30 April prior to consideration of restrictions	5,346
Amounts recognized as revenue this year, but under external restrictions	- 2,338
Estimated closing balance of unrestricted cash as of April	3,008
Revenue expected in next 2 months	2,351
Payment anticipated in next 2 months	- 6,387
Net Operating results in next 2 months	- 4,036
Estimated unrestricted cash position prior to consideration of deferrals from 2023	- 1,028
Budget deferral + revoting (excluding the items already in restrictions)	1,292
Estimated unrestricted cash as at 30 June 2023	264
Cash Movement Summary 2023-24	<u>Amount</u>
Estimated unrestricted cash as at 30 June 2023	264
Net operating result of 2023-24	- 372
Cash position as at 30 June 2024 (prior to utilization of LY budget deferrals)	- 108
Payment for deferred budget from prior year	- 1,292
Estimated cash position as at 30 June 2024	- 1,400
Potential savings from roads contracts (capex) by using internal staff (not updated in budget)	656
Net cash position as at 30 June 2024	- 744
<p>The final cash position for the financial year 2022/23 is not yet known. The annualised estimate of unrestricted cash for 30 Jun 2023, as at 16 May 2023, is \$264,000. Cash flow estimate based on forecast revenue and expenditure for 2023/24 is currently \$-744,000. Cash flow will need to be monitored closely during 2023/24. Options to improve the cash position within the financial year include temporary use of some internal restrictions, reduced operational activities such as deferring maintenance and redirecting the workforce to capital works.</p>	

Draft Operational Plan 2023/2024

Table of amendments

Service Area	Action Item	Change/Update
Asset Mng	2.3.11.1	Updated Action description From: "Commence Service Review for Building inspections" To: "Progress electronic building assessment and inspection processes to improve efficiency and customer service standards"
	2.3.11.1	Updated performance measure From: "Service Reviews for building inspections undertaken" To "Electronic processes implemented"
	4.3.15.2	Updated performance measure From: "Appropriate asset modelling software sourced " To: "Review of asset modelling software progressed"
Service Area	Action Item	Change/Update
Development & Planning	2.2.5.2	Updated action description From: "Continue to review assessment processes and report on Development Application processing duration" To: "Progress electronic development assessment processes to improve efficiency and customer service standards"
	2.2.5.2	Updated performance measure From: "Median processing time equal to or better than State Average" To: "Electronic processes implemented"
	2.2.9.1	Updated performance measure From: "Exchanged contracts for sale" To: "Progress achieved"
	2.3.5.1	Updated performance measure From: "Planning contributions secured for SSD" To "Negotiations progressed"
	2.3.5.2	Updated performance measure From: "Heritage Service provided" To: "Grant application submitted"
Service Area	Action Item	Change/Update
Environmental Management	3.1.1.2	Action removed "Apply for eligible vegetation management grants"
	3.1.2.1	Action removed "Establish environmental indicators and update annual environmental trends"
	3.1.5.1	Action removed "Undertake regular training in Crown Land management"
	3.1.5.2	Action removed "Commence and maintain Crown Land Plans of Management"
	3.1.5.3	New Action: "Commence environmental conservation and ecological restoration activities at Racecourse Lagoon" New Performance measure: "Conservation works commenced by July 2023"

	3.1.5.4	New Action "Commence rehabilitation of Uralla Creek" New Performance measure "Erosion control commenced by June 2024"
	3.1.6.1	Action amended: From: "Compliance with Native Title Act" To: "Review and seek approval of Plans of Management for crown lands managed by Council"
	3.1.6.2	Action removed: "Compliance with the Biodiversity Conservation Act"
	3.1.7.1	Action removed "Underground Petroleum Storage Systems sites inspected on rolling schedule"
	3.1.8.1	Action amended: From: "Collaborate with community and interested stakeholders on strategic vegetation management" To: "Collaborate with community and interested stakeholders on environmental activities"
	3.1.8.2	New action: "Support the Southern New England Landcare (SNEL) initiatives on Koala conservation" Performance measure: "Collaboration with SNL"
	3.1.9.1	Action amended From: "Draft a street tree master plan for Uralla and Bundarra" To: "Prepare Street and Open Space Tree Management Plans" Amended Performance measure: From: "Uralla and Bundarra Draft Street Tree Master Plan progressed" To: "Uralla and Bundarra Street and open Space Management Plans progressed"
Service Area	Action Item	Change/Update
Waste	3.3.1.7	New Action: "Upgrade recycling waste collection bins and improve operations at Uralla Waste Management Facility" Performance measure: "Safety issues fixed and operations improved"
	3.3.1.8	New Action: "Complete connection of leachate overflow pipeline from Uralla Landfill to the sewage mains along Bridge street" Performance measure: "Leachate pipeline connected to Sewer line by June 2024"
	3.3.2.1	Action Amended From: "Progress the procurement of the Bundarra Transfer Station and decommissioning of the Bundarra Landfill" To: "Progress the procurement of the Bundarra Transfer Station"
	3.2.2.2	New Action: "Operate the temporary Bundarra waste transfer service"

	3.3.1.7	New Action: "Upgrade recycling waste collection bins and improve operations at Uralla Waste Management Facility" New Performance measure: "Safety issues fixed and operations improved"
	3.3.2.1	Performance measure updated: From: "Bundarra Transfer Station procurement progressed, decommissioning of the Bundarra Landfill completed" To: "Bundarra Transfer Station constructed by June 2024, subject to availability of grant funding"
	3.3.5.1	Action amended From: "Support anti-littering campaign and promote recycling" To: "Promote waste awareness and campaigns to reduce contamination of recycle waste and illegal dumping" Performance measure amended From: "Recycling promoted" To: "Reduction in illegal dumping and contamination of recycle waste"
	3.3.6.2	Action Removed "Review and identify preferred long term curbside collection arrangements"
Service Area	Action Item	Change/Update
Water Cycle	2.3.3.1	Amended Action From: "Operate the Uralla Water Treatment Plant in accordance with license conditions" To: "Operate the Uralla Water Treatment Plant to reliably produce safe drinking water." Performance Measure: "Drinking water compliant with Australian Drinking Water Guidelines"
	2.3.4.1	Amended Action: From: "Operate the Bundarra Water Treatment Plant in accordance with license conditions" To: "Operate the Bundarra Water Treatment Plant to reliably produce safe drinking water." Performance measure: "Drinking water compliant with Australian Drinking Water Guidelines"
	4.3.9.5	Amended Action description: From: "Review and update Wastewater Asset Management Plan renewals program" To: "Review and update Sewerage Asset Management Plan renewals program"



Service Area **Asset Management** Lead Officer **Asset Manager**

Community Strategic Plan Objectives

- 2. ECONOMY - We drive the economy to support prosperity.
- 4. LEADERSHIP - We are an independent shire and well-governed community.

Strategies

- 2.1 An attractive environment for the business sector
2.3 Communities that are well serviced with essential infrastructure
4.3 An efficient and effective independent local government

Delivery Program Activities

- 2.1.2 Operate the Uralla Caravan Park
2.3.11 Maintain and renew building infrastructure
4.3.1 Operated in a financially compliant manner
4.3.9 Review, update and maintain asset management plans and registers
4.3.15 Integrate Asset data with resource planning systems, data modelling, capital expenditure, Asset Management Plans preparation and financial management

Operational Plan Actions

Measure of Success Council Role

2.1.2.1	Operate the Uralla Caravan Park	Uralla Caravan Park Operated 365 days per year	Provider
2.1.2.2	Develop and commence a Business Plan for the Uralla Caravan Park	Business Plan for the Uralla Caravan Park commenced	Provider
2.1.2.3	Promote the Uralla Caravan Park	Increase in occupancy	Provider
2.3.11.1	Progress electronic building assessment and inspection processes to improve efficiency and customer service standards	Electronic processes implemented	Provider
2.3.11.2	Survey undertaken to ascertain customer expectations in relation to Council's buildings infrastructure	Survey undertaken	Provider
2.3.11.3	Routine maintenance and renewal of building infrastructure	Buildings maintained to adopted Level of Service to extent of resourcing capacity	Provider
2.3.11.4	Review and adopt acceptable Level of Services of infrastructure assets in consultation with community, update any changes and measure progress annually	Levels of Service adopted for Infrastructure assets	Provider
2.3.11.5	Develop building asset condition processes and procedure	Processes for building asset condition assessments developed	Provider
4.3.1.12	Determine asset maintenance backlog based on asset management plans and incorporate in the Long Term Financial Plan	Asset backlog identified	Provider
4.3.1.4	Undertake asset revaluations	Asset Revaluations commenced	Provider

4.3.15.1	Collect Asset annual data for Asset Management Plans	Data for Asset Management Plans collected	Provider
4.3.15.2	Review and assess appropriate asset modelling software system	Review of asset modelling software progressed	Provider
4.3.9.2	Commence Transport Asset Management Plan - improvement plan	Progress AMP improvement plan objectives	Provider
4.3.9.6	Commence Stormwater Asset Management Plan - improvement plan	Progress AMP improvement plan objectives	Provider

Operational Numbers			
FTE	Income	Expenses	Net Result
1.00	\$146,470	\$306,344	(\$159,874)
Capital Numbers			
	Income	Expenses	Net Result
	-	\$54,000	(\$54,000)



**Service Area Environmental Management
Lead Officer Manager Environment and Waste**

Community Strategic Plan Objectives

- 3. ENVIRONMENT - We are good custodians of our environment.

Strategies

- 3.1 To preserve, protect and renew our beautiful natural environment

Delivery Program Activities

- 3.1.1 Review and monitor vegetation and environmental protection measures for sensitive Council managed land
- 3.1.2 Prepare end-of-term state of the environment report (included in State of our Shire end-of-term report)
- 3.1.3 Manage and control weeds in Council's public reserves, open spaces, creek lands and public roads
- 3.1.4 Apply for grant funding to support environmental projects
- 3.1.5 Manage Crown Lands under Council care and control
- 3.1.6 Administer Native Title Act and Biodiversity Conservation Act in relation to Council activities.
- 3.1.7 Regulate and inspect Underground Petroleum Storage Systems (UPSSs) as per UPSS Regulation 2019
- 3.1.8 Promote community greening projects and involvement in environmental conservation efforts
- 3.1.9 Develop a street tree master plan for Uralla and Bundarra in consultation with the community
- 3.1.10 Commence development of a Climate Change Policy

Operational Plan Actions

Measure of Success

Council Role

Operational Plan Actions	Measure of Success	Council Role
3.1.1.1 Protect and enhance the natural environment to promote and support biodiversity in compliance with the Biodiversity Conservation Act	Improved vegetation Management	Asset owner
3.1.1.3 Commence the volunteer strategy for Environmental Services including the induction and support program	Volunteer strategy commenced	Enabler - Facilitator
3.1.10.1 Commence preparation of a draft Climate Change Policy	Consultation on a Draft Climate Change Policy	Provider
3.1.3.1 Review and commence the Environmental Sustainability Action Plan priorities	Environmental Sustainability Action Plan progressed	Provider
3.1.4.1 Pursue grant funding opportunities for environmental projects subject to associated ongoing operating costs being funded from operational revenue	Grant applications submitted	Provider
3.1.5.3 Commence environmental conservation and ecological restoration activities at Racecourse Lagoon	Conservation works commenced by July 2023	Asset owner
3.1.5.4 Commence rehabilitation of Uralla Creek	Erosion control commenced by June 2024	Asset owner
3.1.6.1 Review and seek approval of Plans of Management for crown lands managed by Council	No breaches of the <i>Native Title Act</i>	Regulator
3.1.8.1 Collaborate with community and interested stakeholders on	Engaged with community and stakeholders	Enabler

	environmental activities		
3.1.8.2	Support the Southern New England Landcare (SNEL) initiatives on Koala conservation	Collaboration with SNL	Enabler
3.1.9.1	Draft a Street and Open Space Tree Management plans for Uralla and Bundarra	Street and Open Space Tree Management plans progressed	Provider

Operational Numbers			
FTE	Income	Expenses	Net Result
1	\$283,620 -	\$687,053	\$403,433
Capital Numbers			
	Income	Expenses	Net Result
	-	-	-



SOCIETY ECONOMY
ENVIRONMENT

Service Area Development and Planning Lead Officer Manager Development and Planning

Community Strategic Plan Objectives

- 1. SOCIETY - We have an accessible, inclusive and sustainable community.
- 2. ECONOMY - We drive the economy to support prosperity.
- 3. ENVIRONMENT - We are good custodians of our environment

Strategies

- 1.3 A diverse and creative culture that celebrates our history
2.2 Grow & diversify employment through existing & new businesses
3.2 Maintain a healthy balance between development and the environment

Delivery Program Activities

- 1.3.6 Support sustainable population growth and develop infrastructure to meet the needs of this regional growth
2.2.9 Encourage quality commercial, industrial and residential development
2.3.5 Provide a development and planning service.
2.3.6 Review and update the Local Environmental Plan to provide desired land use zonings to encourage growth
3.2.1 Provide education and information to assist in providing effective, regulatory, and compliance services for the community
3.2.3 Promote Developer Contributions

Operational Plan Actions

Measure of Success

Council Role

2.2.5.1	Provide a development assessment and planning service	Development assessment and planning services provided	Provider
2.2.5.2	Progress electronic development assessment processes to improve efficiency and customer service standards	Electronic processes implemented	Provider - Regulator
2.2.6.1	Review and update the Local Environmental Plan to provide desired land use zonings to encourage growth	Local Environmental Plan review progressed	Provider
2.2.6.2	Progress Developer Contribution Plans	Developer Contributions Plans implemented	Provider
2.2.9.1	Progress the sale of the Council owned industrial land	Exchanged contracts for sale	Provider
2.2.9.2	Review State Significant Development (SSD) decisions and provide advice to Council	SSD monitored and advice provided	Leader
2.3.5.1	Negotiate State Significant Development Planning Agreements	Negotiations progressed	Provider
2.3.5.2	Provide a Heritage Advisor Service subject to available grant funding	Grant Applications submitted	Provider
3.2.1.1	Provide effective, regulatory, compliance and enforcement services for the community	Regulatory, compliance and enforcement services provided to extent of available resourcing	Provider
3.2.1.2	Carry out regulatory inspections	Regulatory inspections undertaken to extent of available resourcing	Provider - Regulator
3.2.1.3	Seek and apply for grant funding to	Grant funding applications	Provider

facilitate regulatory functions subject to associated operating costs being funded from operational revenue submitted

Operational Numbers			
FTE	Income	Expenses	Net Result
4.00	\$539,251	\$717,572	(\$178,321)
Capital Numbers			
	Income	Expenses	Net Result
	-	-	-

NB : 1 FTE is 60:40 cost share with Walcha Council



Service Area Waste Management
Lead Officer Manager Environment and Waste

Community Strategic Plan Objective

- 3. ENVIRONMENT - We are good custodians of our environment.

Strategies

3.3 Avoid, reduce, reuse (repair), and recycle (recover) wastage to minimise waste disposal

Delivery Program Activities

- 3.3.1 Operate Uralla landfill and recycling centre
- 3.3.2 Operate the Bundarra landfill until completion of life
- 3.3.4 Operate the Kingstown waste transfer service
- 3.3.5 Support anti-littering campaign and promote recycling
- 3.3.6 Provide kerbside waste collection services
- 3.3.8 Investigate opportunities for waste disposal from developers

Operational Plan Actions

Measure of Success

Council Role

Operational Plan Actions	Measure of Success	Council Role
3.3.1.2 Maintain compliance with Environmental Protection Licence requirements for the Uralla landfill	No breaches	Provider
3.3.1.3 Review procedures for waste and recycling services for workflow efficiency	Progress updated procedures for waste and recycling	Provider
3.3.1.4 Operate the Uralla Community Recycling Centre	Increase number of awareness programs	Provider - Asset owner
3.3.1.5 Collaborate in implementation of waste initiatives promoted by Northern Inland Regional Waste (NIRW)	Attend NIRW meetings and implement proposed waste initiatives	Enabler - Advocate
3.3.1.6 Investigate increased recycling opportunities in public spaces (e.g. Return and Earn)	Opportunities investigated to the extent of resource capacity	Enabler - Advocate
3.3.1.7 Upgrade recycling waste collection bins and improve operations at Uralla Waste Management Facility	Safety issues fixed and operations improved	Asset Owner
3.3.1.8 Complete connection of leachate overflow pipeline from Uralla Landfill to the sewage mains along Bridge street	Leachate pipeline connected to Sewerline by June 2024	Asset Owner
3.3.2.1 Progress the procurement of the Bundarra Transfer Station	Bundarra Transfer Station constructed by June 2024 subject to availability of Grant funding	Provider - Asset owner
3.2.2.2 Operate the temporary Bundarra waste transfer service	Bundarra waste transfer service managed	Provider - Asset owner
3.3.4.1 Operate the Kingstown waste transfer service	Kingstown waste transfer service managed	Provider - Asset owner
3.3.5.1 Promote waste awareness and campaigns to reduce contamination of recycle waste and illegal dumping	Reduction in illegal dumping and contamination of recycle waste	Leader - Educator

3.3.6.1	Provide kerbside waste collection services	Kerbside waste collection services provided	Provider
3.3.6.3	Review potential for extension of kerbside collection services to locations currently unserved.	Progress extension of kerbside collection services review	Provider
3.3.8.1	Develop a Uralla Master Plan including a Filling Plan and a Post Closure Plan	Master Plan, Filling Plan and Post Closure Plan commenced	Provider
3.3.8.2	Develop the waste management strategy	Draft Waste strategy progressed	Provider

Operational Numbers			
FTE	Income	Expenses	Net Result
12.50	\$2,475,551	\$2,825,548	(\$349,997)
Capital Numbers			
	Income	Expenses	Net Result
	\$ 350,000-	\$1,443,400	(\$1,093,400)



ENVIRONMENT
ECONOMY

Service Area Water Cycle

Lead Officer Manager Water and Sewer Services

Community Strategic Plan Objectives

- 2. ECONOMY - We drive the economy to support prosperity.
- 3. ENVIRONMENT - We are good custodians of our environment.

Strategies

- 2.3 Communities that are well serviced with essential infrastructure
- 3.4 Secure, sustainable and environmentally sound water-cycle infrastructure and services
- 4.3 An efficient and effective independent local government

Delivery Program Activities

- 2.3.3 Operate Uralla Water Treatment Plant
- 2.3.4 Operate Bundarra Water Treatment Plant
- 2.3.5 Operate Uralla Sewage Treatment Plant
- 2.3.6 Operate Bundarra Sewage Treatment Plant
- 3.4.1 Provide water cycle infrastructure services and encourage efficient water use practices
- 4.3.9 Review, update and maintain asset management plans and registers

Operational Plan Actions

Measure of Success

Council Role

2.3.3.1	Operate the Uralla Water Treatment Plant in accordance with licence conditions	No breach of licence conditions	Provider - Asset owner
2.3.4.1	Operate the Bundarra Water Treatment Plant in accordance with licence conditions	No breach of licence conditions	Provider - Asset owner
2.3.5.1	Operate the Uralla Sewage Treatment Plant in accordance with licence conditions	No breach of licence conditions	Provider - Asset owner
2.3.6.1	Operate the Bundarra Sewage Treatment Plant in accordance with best practice	No breach of licence conditions	Provider - Asset owner
3.4.1.1	Promote efficient water use practices	Published promotion material	Leader - Educator
3.4.1.2	PROJECT: Progress the Integrated Water Cycle Management (IWCM) Plan for bulk water, water security, demand projections, demand management and delivery capacity	Draft IWCM Plan	Leader - Strategic Planning
3.4.1.3	PROJECT: Compile Groundwater drilling business case (subject to feasibility investigation outcome) or alternative options as approved by the NSW Government.	Complete business case or progress alternative options	Provider
3.4.1.4	PROJECT: Roll out new integrated water and sewer telemetry system for Uralla and Bundarra	Telemetry System commissioned	Provider
4.3.9.4	Review and update Water Asset Management Plan (WAMP) renewals program	WAMP renewals program progressed	Provider
4.3.9.5	Review and update Sewerage Asset	WAMP renewals	Provider

Management Plan renewals program

program progressed

Operational Numbers

FTE	Income	Expenses	Net Result
6.5	\$3,065,281	\$2,966,601	\$98,681

Capital Numbers

Income	Expenses	Net Result
\$180,000	\$1,165,160	(\$985,160)