



URALLA SHIRE COUNCIL BUSINESS PAPER

Notice is hereby given, in accordance with the provision of the Local Government Act 1993 that a Meeting of Uralla Shire Council will be held in the Council Chambers, 32 Salisbury Street, Uralla.

BUDGET REVIEW & FINANCE

COMMITTEE MEETING

4 May 2021

Commencing at 10:30am

Kate Jessep
GENERAL MANAGER

UINT/21/5061

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- 1 OPENING & WELCOME
- 2 PRAYER
- 3 ACKNOWLEDGEMENT OF COUNTRY
- 4 WEBCAST INFORMATION
- 5 APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS
- 6 DISCLOSURES & DECLARATIONS OF INTEREST
To be tabled at the Meeting.
- 7 CONFIRMATION OF MINUTES
Minutes to be confirmed at the 4 May 2021 Meeting of Committee:
 - 7.1 BUDGET REVIEW & FINANCE COMMITTEE MEETING OF COUNCIL HELD 13 APRIL 2021



MINUTES

Budget, Review and Finance Committee Meeting

13 April 2021 - 10:30AM, Council Chambers

Attendee's:

Cr M Pearce (Mayor)

Cr I Strutt (Deputy Mayor)

Cr M Dusting

Cr R Crouch

Cr N Ledger

Cr L Sampson

Cr T Toomey

Cr R Bell

General Manager – Kate Jessep

Chief Financial Officer – Simon Paul

Interim Executive Manager, Corporate Services – Christine Valencius

Director, Infrastructure & Development – Terry Seymour

Communications & Engagement Officer – Heidi McElnea

Minute Clerk – Wendy Westbrook

Apologies:

Cr O'Connor – on leave

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UNCONFIRMED

1 MEETING OPEN

The Chair declared the meeting open at 10:30am.

2 WELCOME

The Chair welcomed attendees to the meeting.

3 PRAYER

The Chair read the prayer.

4 ACKNOWLEDGEMENT OF COUNTRY

The Chair acknowledged Country and Elders past and present.

5 WEBCAST INFORMATION

The Chair advised that the meeting is audio recorded and the recording is made available on Council's website after the meeting.

6 APOLOGIES, REQUESTS FOR LEAVE OF ABSENCE AND OBSERVERS

MOTION MOVED: Cr Dusting / SECONDED: Cr Strutt

6.1 The chair advised there were no apologies.

6.2 The Chair noted that Cr O'Connor is on a leave of absence.

BRFC01.04/21 CARRIED UNANIMOUSLY

7 DISCLOSURE AND DECLARATIONS OF INTEREST

There were no disclosure or declarations made.

8 CONFIRMATION OF MINUTES

8.1 Minutes from the 9 February 2021 Budget Review & Finance Committee Meeting.

Minutes of, Budget, Review and Finance Committee Meeting held 9 February 2021 presented and the chair called for any amendments. There were no amendments requested by Councillors

MOTION Moved: Cr Strutt / Seconded: Cr Crouch

That Council adopt the minutes of the Budget, Review and Finance Committee meeting held 9 February 2021, as a true and correct record.

BRFC02.04/21 CARRIED UNANIMOUSLY

9 LATE ITEM

Nil

10 PRESENTATIONS

Nil

11 REPORTS

11.1 Review of Draft Budget 2021-2022 Version 0.1

Chair called an adjournment at 11:30am.

Meeting resumed 11:55am.

MOTION Moved: Cr Ledger / Seconded: Cr Bell

The Budget Review & Finance Committee recommend to Council that:

1. Council note the budget preparation stages outlined in the report and resolve to schedule an additional Budget Review and Finance Committee meeting on Tuesday 4 May 2021 commencing at 10:30am to finalise the draft budget.
2. Access charges and usage charges for the Water Fund be increased by 10%.
3. Review current contracts and consultancies at the next Budget Review & Finance Committee Meeting.
4. Investigate:
 - a. employment of a full time Health & Building inspector,
 - b. upskilling a current employee, and
 - c. a shared service.
5. Develop Section 7.11 & 7.12 developer charges policy to enable inclusion and associated revenue forecasts;
6. Investigate shared service opportunities with New England Joint Organisation (NEJO) and neighbouring councils.
7. Investigate commercial income streams.
8. Investigate options to diversify investments.

BRFC03.04/21 CARRIED UNANIMOUSLY

12 CONFIDENTIAL BUSINESS

Nil

13 NEXT MEETING

Date of next Budget Review & Finance Committee meeting is 4 May 2021 commencing at 10:30am.

14 MEETING CLOSED

Meeting closed at 1:32pm.

COUNCIL MINUTES CONFIRMED BY:	
RESOLUTION NUMBER:	
DATE:	
CHAIR:	Mayor, Cr Michael Pearce
Presented to Council	Ordinary Meeting <date>

8 URGENT, SUPPLEMENTARY AND LATE ITEMS OF BUSINESS

Nil

9 REPORTS

9.1 HORIZONTAL SERVICE REVIEW PROGRESS



Department: Finance
Prepared by: Chief Financial Officer
TRIM Reference: UINT/21/5119
Attachments: Nil

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal: 4.2 An effective and efficient organisation
Strategy: 4.2.2 Operate in a financially responsible and sustainable manner
Activity: 4.2.2.1 Maintain and control financial system and improve long term financial sustainability
Action: 4.2.2.1.1 Review and revise the 10-year Long Term Financial Plan

SUMMARY:

This report provides Councillors with an update on the progress of Horizontal Service Review recommendations made at the Committee meeting of 9 February 2021.

RECOMMENDATION:

That the Committee note the progress on Horizontal Service Review recommendations from the Committee meeting of 9 February 2021 as detailed in table 1 of this report.

BACKGROUND:

At the Budget Review and Finance Committee Meeting of 9 February 2021, the Committee made a series of recommendations to Council in relation to items from the Morrison & Low Horizontal Service Review.

REPORT:

This report provides an update on the progress of the recommendations from the Budget Review and Finance Committee meeting of 9 February 2021. The recommendations were endorsed by Council at the 23 February 2021 meeting.

Table 1: Progress on Recommendations

Recommendation	Progress
<p>Review and reduce the customer service hours at the Council Office, Library and Visitors Information Centre including consolidation of activities within the Library building.</p>	<p>Investigation deferred until the completion of works at the VIC as per Council resolution.</p>
<p>Rent out the café space at the Visitors Information Centre. Suggest \$250 per day fee hire</p>	<p>Investigation deferred until the completion of works at the VIC as per Council resolution.</p> <p>A proposed fee of \$700 per week has been included in the draft Fees and Charges (page 22) as presented to the 23 March 2021 Ordinary Council Meeting.</p>
<p>Review/Remove the Community Grants Program and other sponsorships</p>	<p>At the Ordinary Council Meeting held on 27 April 2021, a Report of Committee was tabled (Budget Review and Finance Committee) that outlined a series of service standard reductions at recommendation C (a) to (t). The total value of changes proposed was \$1.416 million. Item C (a) specifically dealt with a reduction in all community donations.</p> <p>Council resolved to give further consideration to service levels at this Committee meeting – see agenda item 9.9 which includes a copy of the 27 April 2021 report to Council.</p>
<p>Joint Organisation – shared services across all back-end administration services</p>	<p>At the 28 September 2020 NEJO meeting the following shared services were considered:</p> <ul style="list-style-type: none"> • Adopting a regional procurement model through the JO • Establishing a project management office for the Councils • Providing central strategic planning services for the Councils • Establishing a legal services group

	<ul style="list-style-type: none"> • Providing a central records repository for the Councils <p>No decision was made on any of these items at that meeting and the NEJO Executive Officer resigned shortly thereafter (recruitment currently in progress).</p> <p>Included as an Action in the 2021/22 Operational Plan.</p>
Reduce opening days of swimming pool	No assessment of impact yet made.
Review of water and sewer reticulation condition	Underway
Review Transport Asset Management Plan for reduction of proposed service levels	<p>At the Ordinary Council Meeting held on 27 April 2021, a Report of Committee was tabled (Budget Review and Finance Committee) that outlined a series of service standard reductions at recommendation C (a) to (t). The total value of changes proposed was \$1.416 million. Items C (f) to (m) specifically dealt with reductions in service levels associated with the Transport Asset Management Plan.</p> <p>Council resolved to give further consideration to service levels at this Committee meeting – see agenda item 9.9 which includes a copy of the 27 April 2021 report to Council.</p>
Better fleet management (of vehicles)/cost benefit of staff leaseback arrangements	Work has commenced on increasing charges for staff leaseback arrangements.

KEY ISSUES:

- Financial sustainability is one of the key risks that needs to be managed by Council.
- Without financial sustainability Council may not be able to remain independent.
- The recommendations within this report relate to opportunities to reduce operating costs or increase operating revenue.

COUNCIL IMPLICATIONS:

1. Community Engagement/ Communication (per engagement strategy)

Reports have been presented to the Finance Committee, ARIC and Council in relation to financial sustainability.

Community feedback on the draft budget has been sought via the Council website and includes a community survey.

2. Policy and Regulation

Local Government Act 1993 (NSW) s 8A Guiding principles for councils; *s 8B* Principles of sound financial management

3. Financial (LTFP)

Potential savings and revenue raising opportunities as noted in the table above.

4. Asset Management (AMS)

Possible increase in commercial property holdings as an investment.

5. Workforce (WMS)

Possible employment of a full-time Health and Building inspector

6. Legal and Risk Management

Continued review of costs and revenue raising opportunities is necessary to confidently assess the risk of financial sustainability.

7. Performance Measures

Completion of all items outlined in table 1 above.

8. Project Management

Chief Financial Officer.

9.2 PROGRESS ON RECOMMENDATIONS FROM BR&FC MEETING 13 APRIL 2021

Department: Finance
Prepared by: *Chief Financial Officer*
TRIM Reference: UINT/21/5003
Attachments: UINT/21/5032 Listing of contractors and consultants

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal: 4.2 An effective and efficient organisation
Strategy: 4.2.2 Operate in a financially responsible and sustainable manner
Activity: 4.2.2.1 Maintain and control financial system and improve long term financial sustainability
Action: 4.2.2.1.1 Review and revise the 10-year Long Term Financial Plan

SUMMARY:

This report provides Councillors with an update on the progress of recommendations made at the Committee meeting of 13 April 2021.

RECOMMENDATION:

That the Committee note the progress on recommendations from the Committee meeting of 13 April 2021 as detailed in table 1 of this report.

BACKGROUND:

At the Budget Review and Finance Committee Meeting of 13 April 2021, the Committee made a series of recommendations to Council.

REPORT:

This report provides an update on the progress of the recommendations from the Budget Review and Finance Committee meeting of 13 April 2021. The recommendations were endorsed by Council at the 27 April 2021 meeting.

Table 1: Progress on Recommendations

Recommendation	Progress
<p>1. Access charges and usage charges for the Water Fund be increased by 10%.</p>	<p>Access charges and usage charges for the Water Fund have been increased by 10%. This has resulted in the following changes to the financial performance of this fund:</p> <p>Profit per draft budget version 0.1 \$63,595</p> <p><i>Less:</i> Amend access and usage charges from proposal based on tiered pricing to 10% increase as recommended by the committee \$(382,670)</p> <p>Loss per draft budget version 0.2 \$(319,075)</p> <p>Draft budget 2021/22 adjusted accordingly as reported to 26 April 2021 Council meeting.</p>
<p>2. Review current contracts and consultancies at the next Budget Review & Finance Committee Meeting.</p>	<p>See attachment 1 for the Committee to action at the 4 May 2021 meeting.</p>
<p>3. Investigate:</p> <p>a. employment of a full time Health & Building inspector,</p> <p>b. upskilling a current employee, and</p> <p>c. a shared service.</p>	<p>The GM has commenced preliminary discussions with GM's at Walcha, Armidale Regional Council and Tamworth Regional Council on shared service options.</p> <p>This will include a review of the take-up of current service provision to two days per week.</p> <p>Included as an Action in the 2021/22 Operational Plan.</p> <p>There have been three (3) previous recruitment attempts for the position of health and building</p>

	<p>inspector, all of which were unsuccessful in appointing a suitable applicant.</p>
<p>4. Develop Section 7.11 & 7.12 developer charges policy to enable inclusion and associated revenue forecasts</p>	<p>See separate report in this Business Paper.</p> <p>Included as an Action in the 2021/22 Operational Plan.</p>
<p>5. Investigate shared service opportunities with New England Joint Organisation (NEJO) and neighbouring councils</p>	<p>At the 28 September 2020 NEJO meeting the following shared services were considered:</p> <ul style="list-style-type: none"> • Adopting a regional procurement model through the JO • Establishing a project management office for the Councils • Providing central strategic planning services for the Councils • Establishing a legal services group • Providing a central records repository for the Councils <p>No decision was made on any of these items at that meeting and the NEJO Executive Officer resigned shortly thereafter (recruitment currently in progress).</p> <p>Included as an Action in the 2021/22 Operational Plan.</p>
<p>6. Investigate commercial income streams</p>	<p>No action at this time</p> <p>Include as an Action in the 2021/22 Operational Plan.</p>
<p>7. Investigate options to diversify investments</p>	<p>A series of proposals from councillors have been made including the following:</p> <ol style="list-style-type: none"> 1. Establish a medical centre Equipped for professionals to rent, i.e. chiropractor, doctor, physio, or perhaps a counselling clinic

	<p>2. strata title units, catering to NDIS and extending services to the broader community</p> <p>No progress has been made on these proposals to date.</p> <p>Included as an Action in the 2021/22 Operational Plan.</p>
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KEY ISSUES:

- Financial sustainability is one of the key risks that needs to be managed by Council.
- Without financial sustainability Council may not be able to remain independent.
- The recommendations within this report relate to opportunities to reduce operating costs or increase operating revenue.

COUNCIL IMPLICATIONS:

- 1. Community Engagement/ Communication (per engagement strategy)**
Reports have been presented to the Finance Committee, ARIC and Council in relation to financial sustainability.

Community feedback on the draft budget has been sought via the Council website and includes a community survey.
- 2. Policy and Regulation**
Local Government Act 1993 (NSW) s 8A Guiding principles for councils; s 8B Principles of sound financial management
- 3. Financial (LTFP)**
Potential savings and revenue raising opportunities as noted in the table above.
- 4. Asset Management (AMS)**
Possible increase in commercial property holdings as an investment.
- 5. Workforce (WMS)**
Possible employment of a full-time Health and Building inspector
- 6. Legal and Risk Management**
Continued review of costs and revenue raising opportunities is necessary to confidently assess the risk of financial sustainability.
- 7. Performance Measures**
Completion of all items outlined in table 1 above.
- 8. Project Management**
Chief Financial Officer.

Uralla Shire Council

Listing of contractors and consultants utilised from 1 July 2019 to 30 April 2021

Creditor Number	Creditor Name
1004.01	National Clinical Services
1005.01	Evans Printing
101.01	Momar Australia Pty Ltd
1015.01	Lockman Doors & Glass
102.01	Bizclean Workplace Solutions
103.01	Howards Electrical Service Pty Ltd
104.01	New England Locksmiths
1040.01	Peel Valley Group Pty Ltd
105.01	Nifty's Courier Service
1052.01	Genesis Accounting Pty Ltd
1059.01	Rusden Street Medical Practice
1062.01	Kings Pharmacy
1063.01	All-Ways Rigging Gear
1066.01	RK Media Pty Ltd(Leonard's Advertising)
107.01	Phantom Freight & Courier Service
1096.01	Coates Hospitality Services Pty Ltd (T/AATAC)
1100.01	James Sharpe Electrical
1101.01	Roberts Air Conditioning andRefrigeration
1106.01	Bundarra Automotive Repairs
111.01	Reece Pty Ltd
113.01	Jaybro Group Pty Ltd
114.01	Tamex Transport Pty Ltd
1144.01	Wideland Truck & Machinery
1151.01	Vega Australia Pty Ltd
1157.01	Kensell Sales Pty Ltd
1167.01	Local Government Procurement
1178.01	Peter & Julie Lee
1179.01	Buildwise Certification
118.01	Viadux Pty Ltd (Reece Group) USE 111REECE
119.01	Uralla Metal
1192.01	Inverell Plumbing & Supply Company
1199.01	Watson Marlow Pty Ltd
1217.01	Stephen Goode Electrical Pty Ltd
122.01	Chubb Fire & Security Pty Ltd -Vitalcall
123.01	Walcha Council
1230.01	The Trader Store
1239.01	TNR Financial Services Pty Ltd
124.01	Westrac Pty Ltd
1248.01	Local Government Engineering ServicesPty Ltd
1249.01	Carroll & Richardson Flagworld Pty Ltd
1259.01	Local Government Appointments
1262.01	McNeil's Equipment Hire Pty Ltd
1263.01	Hyroll Hire Pty Ltd
127.01	BOC Limited
1285.01	New England Instrument Co
1291.01	Logicus Environmental Management

1307.01	Bundarra Lions Club
1319.01	Port Macquarie Hastings Heritage
1334.01	CJ & SL Lute
1339.01	Laser Plumbing Tamworth
1342.01	John Layton
1363.01	Coastal Line Marking Pty Ltd
1371.01	Simplot Partners
1389.01	Garage Doors and More
140.01	Tamworth Radio Cabs Co-Operative Ltd
1414.01	New England Pest Management Pty Ltd
1415.01	Michael's Cafe, Deli & Catering Pty Limited
1436.01	Labtek Pty Ltd
144.01	McFarlane A C & L M
1442.01	Move Better For Life Armidale
1450.01	Farm Moto
146.01	Cleanaway Equipment Services
1468.01	Jennifer Hanlan Remedial Massage
1470.01	MHE-Demag Australia Pty Ltd
1481.01	Nucleo Pty Ltd
1486.01	LG Solutions Pty Ltd
149.01	Mr G Mulligan
150.01	Acetek Systems Pty Ltd
1501.01	Tunstall Australasia Pty Ltd
1506.01	New England Building Consultants Pty Ltd
1511.01	Safety Link
1515.01	Department of Human Services (Medicare)
1528.01	Premium Aged & Community Services
1529.01	East West Enviroag Pty Ltd
1531.01	Seek Limited
1540.01	Forpark Australia
1541.01	Tyrecycle Pty Ltd
1556.01	University of New England
1571.01	West Armidale Medical Centre
1580.01	K & K Directional Drilling
1588.01	Joshua Hull
1599.01	Mr B J Wallace
1603.01	National Disability Service
162.01	WL & PG Poss
1624.01	Jason Faulkner Electrical Contractor
1632.01	Waterlogic Australia Pty Ltd
164.01	Acacia Medical Equipment
165.01	Alloy & Stainless Products Pty Ltd
1657.01	GHD Pty Ltd
166.01	Armidale Building Supplies
167.01	Armidale Windscreen Supplies
168.01	Boral Construction Materials Group Ltd
1686.01	Mills Oakley Lawyers
1698.01	Mr M C O'Connor
171.01	Codyhart Consulting Pty Ltd
1722.01	Valvoline (Australia) Pty Ltd

1726.01	Rose Valley Steel Works Pty Ltd
173.01	Conplant Pty Ltd
174.01	Country Locks & Doors
1741.01	Stabilcorp Pty Limited
1768.01	Cleanaway Pty Ltd
1772.01	Tamworth Armidale Parcel Express
1777.01	Hunter H2O Holdings Pty Ltd
178.01	New England Freighters Pty Ltd
1784.01	Westlawns New England
1795.01	Mr S J Melville
1798.01	Laser Plumbing Inverell
1799.01	DM Building & Maintenance Pty Ltd
180.01	J T Fossey (Sales) Pty Ltd
1808.01	BMR Quarries Pty Ltd T/As RoadworkIndustries
1809.01	Uralla United Football Club
1810.01	Mrs R M Clay
1821.01	Amberoak Pty Ltd/Rebecca WolfgangConsulting
1828.01	Armidale Computers
1836.01	New England Foot Clinic
1837.01	Moores Westend Electrical
184.01	Lanfax Laboratories
1841.01	TenderLink.com
1850.01	LG Assist ANZ Pty Ltd
1865.01	GK Denney Tyres
187.01	New England Hydraulics Pty Ltd
1878.01	Waste Initiatives Pty Ltd
1886.01	Harris Technology Pty Ltd
1888.01	Armidale Dental Centre
1890.01	Smitty's Tyres Pty Ltd
191.01	Origin Energy - Gas Supplies ONLY
192.01	Paperware Distributors
1933.01	Roadrunner Rubber Supplies Pty Ltd
1938.01	Vision Australia
1952.01	Harvey Norman Furniture - Electarm PtyLtd
196.01	RapidClean New England
1974.01	Australis Advisory Group Pty Ltd
1984.01	Walk Easy Pedorthics Australia Pty Ltd
1995.01	Sullivan Pest Management Pty Ltd
200.01	Coates Hire Operations Pty Ltd
201.01	Aidacare Pty Ltd
2011.01	Laser Electrical Tamworth
2013.01	Peter Gregory
2018.01	Laverty Pathology
203.01	InfraBuild
2034.01	Audit Office Of New South Wales
2047.01	Heidi Burchell The Massage Escape
2048.01	Davmach Pty Ltd
205.01	Mr M Petrov
2054.01	JR & EG Richards (NSW) Pty Ltd
2061.01	Shed Boss (Ponz Armidale Pty Ltd)

2069.01	Marsdens Law Group
2071.01	Tamworth Skip Eze
2073.01	Owens Earthmoving New England
2079.01	McGregor Gourlay
2080.01	Poss Bobcat
2081.01	Pacesetter Services
2086.01	Mark Hayes Pest Management Pty Ltd
209.01	Armidale Fire & Safety
2099.01	North West Farm Machinery
2111.01	Brooke Dalzell Podiatry
2126.01	LGHM
2129.01	The Benevolent Society
213.01	Sewer Equipment Company (Aust)(SECA)
2130.01	Snell's Transport
2132.01	APJ Law Trust Account
2143.01	Vital Medical
2149.01	The Wandering Ukeman (Paul Clark)
215.01	Signet Pty Ltd
2151.01	Vanguard Consulting Group
2155.01	Paradigm Digital Pty Ltd T/As AtomConsulting
2157.01	Pete Stanley
2163.01	Inverell Radio Cabs Co-Operative Ltd
2166.01	Tamworth Landscape Supplies
2171.01	Gaye Johnson (Strawberry Jam)
2173.01	Mark's Concreting & Earthworks
2174.01	Dillon's Contracting (NSW) Pty Ltd
2187.01	F L Costello & Co (Sydney) Pty Ltd
2189.01	Ivan Flood Sales & Service
2199.01	NES Plumbing Services Pty Ltd (CuttlePlumbing)
2213.01	Ian Bird Electrical
2214.01	Paul Packham
222.01	Cleanaway Daniels NSW Pty Ltd
2223.01	Regional Enviroscience P/L
2236.01	Stewartbrown
2238.01	Magiq Software Ltd
224.01	J Blackwoods & Son Ltd
2244.01	Deborah Creed
2245.01	Wastewater New England P/L
225.01	Sulo MGB Australia Pty Ltd
2250.01	Lite n Easy (NSW) Pty Ltd
2251.01	NQ Foot and Ankle Centre
2254.01	Bundaleer Care Services Ltd
2258.01	Doyles Plumbing and Gas
2264.01	Advanced Carpet Care
2272.01	Kell Moore Pty Ltd
2274.01	Unisite Group Pty Ltd
2279.01	All Diesel Equipment Sales & Service
2288.01	Wayne Elphic
229.01	Vinidex Pty Ltd
2296.01	Mr A G Swilks

2303.01	Fifty Rivers Pty Ltd
231.01	Wurth Australia Pty Ltd
2317.01	Maddocks
2318.01	Mr C Green OAM
232.01	Zokal Safety Services Pty Ltd
233.01	North West Chemicals
2331.01	Parkequip Pty Ltd
2332.01	Rollex Group Australia (2009) Pty Ltd
2336.01	Worthavit Pty Ltd
2340.01	Jason Townsend
2343.01	Donegal Whippet Cleaning
2361.01	Central Signs Roads & Safety (Aust) PtyLtd
2364.01	Constructive Solutions Pty Ltd
2377.01	Mara Mara Community Inc
2382.01	Moin Morris Schaefer
2387.01	Tonkin Consulting Pty Ltd
2392.01	Blackbutt Projects Pty Ltd
240.01	Harvey Norman (ARMIAVIT P/L)
2404.01	Statewide Pest Solutions & Bird NettingPty Ltd
2407.01	Backtrack Works Pty Ltd
241.01	Australian Unity Home Care Service PtyLtd
2410.01	Jeffery Enks
2412.01	Mica Installations Pty Ltd
2417.01	RDO Equipment Pty Ltd
2418.01	Totally Workwear Port Stephens & Newcastle Corkaycha Pty Ltd
2421.01	Powdersafe Pty Ltd
2423.01	Hire A Hubby Armidale
2425.01	Rocky River Odd Jobs - David Magill
2426.01	Wrench King Pty Ltd
2427.01	Strategy Security Group Pty Ltd
2437.01	MJ Pool Repairs
2443.01	Green Thumb Tree Care
2447.01	RMA Sport and Leisure Pty Ltd
2448.01	Valuation Services (Department of Planning Industry & Environment)
2449.01	Rural Press Pty Ltd T/A AustralianCommunity Media
2450.01	Anthony Green
2451.01	Kristian Sternbeck
2453.01	Davidson Bros Electrical Service Pty Ltd
2455.01	Willplay Pty Ltd
2457.01	CSS Retail Pty Ltd T/As Combined SafetyServices
2458.01	Felton International Group Pty Ltd
2462.01	Todd Gallagher
2463.01	Ingham Disability Support Services
2464.01	John Roissetter Painting
2465.01	Sew What by KB
2466.01	Department of Planning Industry & Environment (Public Works Advisory)
2468.01	Coast Distributors P/L T/A Coast Ice & Cold Solutions
247.01	Neverfail Springwater
2470.01	Luke James Porter T/A Blacksheep Carpets
2473.01	Proterra Group Pty Ltd

2477.01	JNC Group Australia
2478.01	Informotion Pty Ltd
2481.01	Council Direct (Aus Assist Pty Ltd)
2483.01	Gordon Fuller
2488.01	McHattan Developments
2490.01	Tradie Dave's Handyman Services
2493.01	L & J Vanry Concrete
2495.01	Bro International P/L T/As BrowncoEngineering
2496.01	FT & T Security Locksmiths P/L T/AsMeter Keys
2497.01	North Coast Enterprises NSW
2499.01	Ashdown-Ingram
250.01	Activated Carbon Technologies
2500.01	Vince Murray T/As AMPPS Engineering
2503.01	Stephen Creagan
2504.01	Swim Now Enterprises Pty Ltd T/As PoolPro Tamworth
2505.01	Dr V G Armanno
2506.01	Hanks Renovations
2509.01	Katherine Buchan T/As Enhance OT
251.01	Advanced Inland Security
2511.01	Chris Seagrott Electrical
2513.01	Wear Parts Australia (Mason CorporationPty Ltd)
2514.01	Alice Cairns T/As d-clutterbug NewEngland
2515.01	Power Court Pty Ltd
2516.01	AFS Security 24/7 Pty Ltd
2519.01	Ryan Glass & Aluminium
2524.01	AC Testing Services
2531.01	Pro Cert Group Pty Ltd
2533.01	Chris Blanch
2534.01	Steinhardts Kitchens & Joinery
2536.01	Ken Jones
254.01	Oxley Community Transport Services Inc
2543.01	Just Better Care (Unlimited Options P/L)
2546.01	Greenway Turf Solutions Pty Ltd
2549.01	Shepherd Services Pty Ltd
2552.01	Med X Pty Ltd
2560.01	Parkquip
2562.01	Jenalad Pty Ltd T/A Whiteline RoadServices
2564.01	Research Laboratory Services Pty Ltd
2567.01	Waldo's Wives Electrical
2568.01	Kenway and Clark Inverell
2569.01	Philp's Pipes and Power
2571.01	Janice McLeay Consulting
2572.01	Outdoorable Living Australia Pty Ltd
2573.01	Locale Consulting Pty Ltd
2579.01	Select Water Tanks
258.01	Bucher Municipal Pty Ltd
2583.01	Nathan Cordery
2585.01	Ecosure Pty Ltd
2586.01	Iwatta Aboriginal Corporation
2587.01	Marshall Drafting Services

2589.01	Tamworth Fencing
2592.01	Mr A S Macqueen
2597.01	Sapphire Glass & Aluminium
2598.01	Land Transport
2603.01	SECA (Sewer Equipment Company Aust)
2605.01	Southland Supply Group
2606.01	Run Smart
2607.01	Envirolab Services Pty Ltd
2608.01	Hach Pacific Pty Ltd
2614.01	Safety Xpress
262.01	Dino Vannucci's Express Delivery
2621.01	BAL Lawyers
2623.01	Mediflex Industries Pty Ltd
2628.01	Aus Skips Pty Ltd
2629.01	Lift n Shift Australia Pty Ltd
2630.01	Smithcrete
2631.01	Mr W L Poss
2632.01	DOB Enterprises Pty Ltd T/A Watch Out Training and Traffic Control
2634.01	Schramm Group Pty Ltd
2637.01	The Electric Company Armidale
2644.01	Aurecon Australasia Pty Ltd
2646.01	Rightpeople Pty Ltd
2648.01	Mrs C L Clark
265.01	Universal Fire & Safety Solutions Pty Ltd
2650.01	Bell's Tree Service
2651.01	Cleantech Energy Solutions Pty Ltd t/a Green Guys Solar
2653.01	Just Waste Consulting
2655.01	Wrench King Tyre Service Pty Ltd
2656.01	Noel Graham & Sons
2660.01	Edcon Steel Pty Ltd
2665.01	D & N Geotechnical Pty Ltd
267.01	Hamo's Sand Gravel & Concrete
2672.01	Apollo Blinds Tamworth
2673.01	Thunderbolt Sheds Pty Ltd
2675.01	Bronson Safety Pty Ltd
2677.01	Bollard Shop
2679.01	Mr R Meagher
2680.01	Mr J Meagher
2683.01	Armidale Insulation and Skylights
2685.01	Cullen Grasscutters
2687.01	Kelso Services Pty Ltd
2689.01	New England Hydraulics & Diesel Pty Ltd
269.01	Uralla Golf Club
2691.01	MRI PSO PTY LTD
2697.01	Dynamic Fire
2702.01	Natural Resources Access Regulator
2706.01	Steve Low Pty Ltd
2707.01	Maspro Wire Products Pty Ltd
2709.01	Mr F W Hargrave
271.01	RD & DML Wallace

2715.01	Stabilised Pavements of Australia
2720.01	Mannion Groundwater Exploration
2721.01	Department of Regional NSW
2722.01	Mr B Carlon
2725.01	Ontime Guardrail
2727.01	Moir Landscape Architecture Pty Ltd
2728.01	Ms Q Knox
273.01	Armidale Pumps & Irrigation
2735.01	Brians Lawn Mowing and Maintenance
2736.01	FB Water Drilling Pty Ltd
2737.01	Hill PDA Consulting
2739.01	D & C Projects Pty Ltd
2742.01	Mr S Gollan
2743.01	Spinal Cord Injuries Australia
2748.01	Wixim Pty Ltd
2753.01	Mrs W M Thomson
2754.01	Mr E S Thomson
2758.01	Civille Pty Ltd
2759.01	MLCOA
2760.01	Direct Lifts Australia
2762.01	Ms M A Hogan
2764.01	Ledonne Constructions Pty Ltd
2767.01	UNE Partnerships Pty Ltd
2769.01	A Space Australia Pty Ltd
2771.01	Mrs J Bradbery
2772.01	Suzie Wicks
2774.01	Roadwork Industries Pty Ltd
2775.01	Mr P G Bishop
2777.01	Cutting Edge Tree and Lawn Services
2781.01	Mrs K K Rice
2785.01	Rice Construction Group Pty Ltd
2788.01	O'Brien Electrical Armidale
2793.01	Modus Australia
2801.01	Waeger Constructions Pty Ltd
2804.01	Mrs T M Reddon
282.01	Mr R Shugg
284.01	Gramarc (Aust) Pty Ltd
286.01	Rollers Australia Pty Ltd
292.01	Holcim (Australia) Pty Ltd (Humes)
299.01	Prominent Fluid Controls Pty Ltd
304.01	Brian L Eveleigh & Cheryl D Masterson
316.01	Cliff Wright Motors
317.01	Department of Planning Industry and Environment (OLG Operating Account)
348.01	Independence Australia
350.01	Wards Auto Supplies
363.01	Cutting Edges Pty Ltd
364.01	JR & JG Dezius Pty Ltd
367.01	Terry Rhodes Bobcat Service
369.01	D & M Lowell Bundarra General Store
380.01	Graham Betts Holden

383.01	M & T McFarlane Motor Trimming
390.01	Blendee Partnership
397.01	Jobs Australia
400.01	Bob Greenes Auto Repairs
401.01	Aquatec Maxcon Pty Ltd
404.01	Armidale Mower & Chainsaw Centre
416.01	Ducats Earthmoving Pty Ltd
417.01	Omega Chemicals
434.01	Ozimex Pty Ltd T/As Warwick Australia
441.01	Thermo Fisher Scientific Australia Pty Limited
442.01	DataBank Escrow Services Pty Ltd
449.01	Uralla Medical Centre
450.01	Country Hygiene Systems
456.01	Happy Housekeepers
47.01	Telstra
483.01	Allcom Networks Pty Ltd
484.01	Carlec Auto Electrical Service
486.01	C J Wallis Pty Ltd
491.01	WF Jessep
499.01	Uralla Motor Mates
50.01	TNT Australia Pty Ltd
502.01	Johnson & Kennedy Pty Ltd
527.01	Merck Pty Ltd
53.01	Tamworth Meals On Wheels Inc
534.01	The Ascent Group Australia Ltd
536.01	Armidale City Signs
537.01	The Personnel Risk Management Group Pty Ltd
54.01	Uralla Taxi Service
557.01	Sawcare Pty Ltd
563.01	Barrier Signs Pty Ltd
577.01	Norco Co-Op Ltd/Rural Stores
598.01	Wal Schalk Earthmoving Pty Ltd
6.01	National Australia Bank
600.01	ABB Australia Pty Ltd
612.01	Fountain Linemarker Co.
623.01	Infotrack Pty Ltd
632.01	Gilbarco Australia Pty Ltd
640.01	New England Towing
641.01	Faulkner Street Medical Practice
652.01	Castrol Australia Pty Ltd
653.01	John Stuart Crane Hire & Engineering
654.01	Ridley Mini Skips
655.01	Sapphire City Steel & Pipe
661.01	Ingal Civil Products
668.01	Uralla Clinic
67.01	Pierce Pool Supplies
679.01	Bryboard Pty Ltd T/As Laser Plumbing Armidale
68.01	AOK Signs
680.01	Romteck Grid Pty Ltd
704.01	Schneider Electric (Australia) Pty Ltd

709.01	Local Government NSW
72.01	Armidale Regional Council
74.01	Armidale Locksmiths
746.01	Bearfast Pty Ltd
75.01	Armidale Radio Taxis (NSW) Pty Ltd
751.01	Air Liquide Healthcare Pty Ltd
753.01	Bunnings Group Limited
76.01	Armidale Tree Group Inc
762.01	Geofabrics Australasia Pty Ltd
763.01	Ace Embroidery
777.01	DM Building & Maintenance Pty Ltd
785.01	Mid Coast Council
791.01	Swan Plumbing and Hardware
793.01	APJ Law
799.01	Heritage Concrete Pty Ltd
80.01	Cadia Plumbing Equipment
808.01	Hones Plumbing & Refrigeration
81.01	Civica Pty Limited
813.01	Truck & Auto Parts
820.01	Moduplay Group Pty Ltd
83.01	Cummins South Pacific Pty Ltd
830.01	Sapphire City Solar & Electrical
835.01	Elgas Limited
850.01	Crystal Clear
866.01	J C Spares
87.01	Forsyths Business Services Pty Ltd
882.01	Innovative Water Care International PtyLtd
885.01	Armidale Colour Copy Centre
886.01	Macsound Electronics
89.01	GCM Agencies Pty Ltd
893.01	Hiand Pty Ltd
914.01	Leo's Tree & Tower Pty Ltd
921.01	Armidale Air Conditioning Pty Ltd
924.01	Digital Colour Australia Pty Ltd
928.01	Regional Plant Hire
936.01	Hunter New England Local Health Network
937.01	Chubb Fire & Security Pty Ltd
938.01	Essential Energy
947.01	Delnorth Pty Ltd
95.01	Hubbard Hire
954.01	Inverell Aggregate Supplies
963.01	Croft Surveying & Mapping
964.01	Mooney & Wilkes Auto Electrics
967.01	New England Veterinary Centres (URALLA)
969.01	McMillan's Lawns & Gardens
974.01	Jaye Walton Electrical Contractor
976.01	EPPS Engineering
977.01	Simons Ravden Pty Ltd
98.01	J A Burton Pest Control
988.01	Sports Power Armidale
993.01	The Marsh Street Medical Practice P/L

9.3 Review of Councillor proposals to help balance budget for 2021-22

Department: Finance
Prepared by: Chief Financial Officer
TRIM Reference: UINT/21/5017
Attachments: nil

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal: 4.2 An effective and efficient organisation
Strategy: 4.2.2 Operate in a financially responsible and sustainable manner
Activity: 4.2.2.1 Maintain and control financial system and improve long term financial sustainability
Action: 4.2.2.1.1 Review and revise the 10-year Long Term Financial Plan

SUMMARY:

This report provides Councillors with a summary of proposals raised by a Councillor seeking feedback on options to help bring the budget for 2021-22 into surplus.

RECOMMENDATION:

That the Committee advise Council they have reviewed the proposals raised by the Councillor and recommends to Council that the proposed items marked B be included in Draft Budget 2021-22 v0.3 as follows:
< insert table from report at the meeting >

BACKGROUND:

This report provides a review of various options raised by a Councillor on 11 March 2021 to help “bring the budget into surplus”.

REPORT:

The table below outlines various proposals raised by a Councillor that “we need to look closely at” to “bring the budget into surplus”. Executive comments have been provided against each item.

Table 1: Proposals to bring the budget into surplus

Proposal	Comment/Analysis	Mark
1. The impact on our community, long term costs, and council staff of reducing service levels itemised across the board	To undertake a review of the forty-eight (48) services noted in Attachment D to the ‘Review of Draft Budget 2021-2022 version 0.1’ as presented to the Budget Review and Finance Committee meeting of 13 April 2021, and the impact on <ul style="list-style-type: none"> a) Uralla Shire community; b) Long term costs; and c) Council staff of a reduction of service levels across the board, would require: <ol style="list-style-type: none"> 1. Completion of a service review of all forty-eight (48) specified services; 2. The engagement of a consultant to undertake appropriate surveys of the community (using data analytics to support conclusions drawn); 	

	<p>3. Consultation with staff and unions that would be impacted by the proposed service level reductions; and</p> <p>4. Significant staff time to collate the information into a report on the long term costs associated with the reduction in service levels.</p> <p>To undertake the work outlined in 1 to 4 above, Council would firstly need to agree to the work, agree to seek quotes, and then allocate \$X to fund the work.</p> <p>Council decision including \$ funding for works identified.</p> <p>Note: At the Ordinary Council Meeting held on 27 April 2021, a Report of Committee was tabled (Budget Review and Finance Committee) that outlined a series of service standard reductions at recommendation C (a) to (t).</p> <p>Council resolved to give further consideration to service levels at this Committee meeting – see agenda item 9.9 which includes a copy of the 27 April 2021 report to Council.</p>	
<p>2. A 10% reduction in the employee costs budget of non-front line office staff. It is my experience that in government (Local, State and Commonwealth) these areas tend to grow to meet government demands at the expense of the areas that meet our community requirements. They periodically need a prune.</p>	<p>As ‘front line office staff’ was not defined in the proposal, a definition has been taken from the internet: “Frontline employees are employees who directly interact with customers”¹ A further definition on ‘customer’ has been taken from the internet: “a person of a specified kind with whom one has to deal”²</p> <p>Based on these definitions, no staff could be identified that did not interact with customers, either externally or internally.</p> <p>To assist in determining what savings could be made in this area, Council needs to specify the positions that are being referred to as non-frontline office staff.</p> <p>Council to specify positions</p>	
<p>3. Streamlining DA assessment process so once the completed form is received through the planning portal no additional requests for information are made that are not critical to the assessment process, that are already addressed on the form to the level the Department of Planning considers necessary, or Council already holds the information</p>	<p>This item does not seem to relate to a reduction in any cost or an increase in any revenue item(s).</p> <p>To assist in determining what savings could be made in this area, Council needs to specify what savings or revenue increases they propose be assessed.</p> <p>Council to specify savings or revenue increase</p>	

¹ <https://simplicable.com/new/frontline-employees#:~:text=Frontline%20employees%20are%20employees%20who,examples%20of%20a%20frontline%20employee.>

² <https://www.bing.com/search?q=customers+definition&qs=n&form=QBRE&sp=1&ghc=1&pq=customers+definition&sc=8-20&sk=&cvid=5AFDEFE49F5C40969198ED888B453F37>

<p>4. Review and Reduction in road maintenance budget to account for savings made in future maintenance by sealing gravel roads and upgrading sealed roads, particularly Barraba, Mt Mitchell, and Bingara Roads along with the recent upgrade of Gwydir River Road as per the transport Asset Management Plan</p>	<p>It was noted in the ‘<i>Review of Draft Budget 2021-2022 version 0.1</i>’ report presented to the Budget Review and Finance Committee meeting of 13 April 2021, that “the sealing of Bingara Rd, Mount Mitchell Rd and part of Retreat Rd will save on average \$16,697 p.a. (the difference between grading & re-sheeting an unsealed rural road and maintaining, resealing and rehabilitating a sealed rural road)”.</p> <p>This saving has now been integrated into the draft budget 2021-22 v0.2 by reducing unsealed road maintenance.</p> <p>No further action required by Council.</p>	
<p>5. Reasons for the increase in Water fund budget since 2015 and what can be done to minimise these costs</p>	<p>See separate reports in this Business Paper.</p> <p>No further action required by Council.</p>	
<p>6. Reduction in building maintenance funding to account for the impact of grant funds on our backlog in this area</p>	<p>The work undertaken on buildings from recent capital grants (e.g. Stronger Country Communities or Drought Extension) have addressed some of the backlog (“an accumulation of uncompleted work or matters needing to be dealt with”³) in building works i.e. it completed work from prior years that should have been undertaken. Such works do not address future maintenance work and therefore cannot reduce the building maintenance costs included in the 2021-22 draft budget.</p> <p>Note: The update of the building asset register is ongoing and there may in fact be additional costs that need to be included in the budget for forward years that have not yet been specified. This will increase future operating costs.</p> <p>No further action required by Council.</p>	
<p>7. Examine the relative costs and community impact of contracting out roadworks</p>	<p>To undertake a review of the ten (10) services noted in Attachment D to the ‘<i>Review of Draft Budget 2021-2022 version 0.1</i>’ as presented to the Budget Review and Finance Committee meeting of 13 April 2021, and the:</p> <ul style="list-style-type: none"> a) Impact upon the Uralla Shire community; b) Relative costs; and c) Council staff <p>of contracting out roadworks, would require:</p> <ol style="list-style-type: none"> 1. Completion of a service review of each of the ten (10) specified services; 2. The engagement of a consultant to undertake appropriate surveys of the community (using data analytics to support conclusions drawn); 3. Consultation with staff and unions that would be impacted by the proposed contracting out of roadworks; and 4. Significant staff time to collate the information into a report on the relative costs associated with this proposal. 	

³

<https://www.bing.com/search?q=backlog&qsn=&form=QBRE&sp=-1&pq=backlog&sc=8-7&sk=&cvid=B4A5848131AF44DE8B86E94D00CBDC9>

	<p>To undertake the work outlined in 1 to 4 above, Council would firstly need to agree to the work, agree to seek quotes, and then allocate \$X to fund the work.</p> <p>Council decision including \$ funding for works identified.</p>	
8. Confine roadworks and capital development implemented to the Councillor and Community Approved Program	<p>Council has already resolved at 40.03/21: “2 (a) All aspects of the capital works programmes should be determined and finalised so the information can be provided to Council prior to adopting the annual operational plan and financial budget;” and “2(d) Management should identify budget variations and have them approved by Council in advance of commencing works. Protocols should be developed to ensure that the Management Team and Council are clear and content on the process of advising and approving budget variation;”</p> <p>Based on these resolutions, Council alone will be responsible for confining roadworks and capital development to the Councillor and Community Approved Program.</p> <p>No further action required by Council.</p>	
9. Limit grant funding applications to Council approved priority projects	<p>Council has already resolved at 35.03/21: “That Council does not submit applications for grants for capital work without Council approval”.</p> <p>No further action required by Council.</p>	
10. Add the past (say 5 years) cost of road maintenance as a criteria to the road prioritisation process to ensure our most costly roads are addressed first to reduce maintenance costs	<p>Asset management data-systems within Council are poor. There is currently no system to capture costs associated with the ‘cost of road maintenance’ for each individual segment of road. The only costs that are captured are:</p> <ul style="list-style-type: none"> Work Order Bundarra local rural unsealed - maintenance Work Order Uralla local rural unsealed - maintenance Work Order Invergowrie local rural unsealed - maintenance Work Order Other Areas local rural unsealed - maintenance Work Order Bundarra local rural sealed - maintenance Work Order Uralla local rural sealed - maintenance Work Order Invergowrie local rural sealed - maintenance Work Order Other Areas local rural sealed - maintenance <p>The asset manager is currently reviewing options for data systems that would capture the road maintenance costs but this forms part of a broader review of all IT systems. A recommendation on which system to endorse and the costs associated with this would probably be provided to Council in 2021-22. We have received a quote from a consultant to implement the current software (Authority) utilised by USC as follows:</p> <ul style="list-style-type: none"> o Reviewing the current status + recommendations- \$7,040 o Setting up the system for just one asset class say Water- \$20,000 	

	Council to confirm that staff should proceed with current assessment of systems and are aware of some of the likely costs of implementing such a system.	
11. We could follow the process the State Government used to go through. A 5% across the board cut for consolidated expenditure and anything above that had to be justified to Treasury as if it was new expenditure	<p>The draft budget discloses operating expenditure of approximately \$17.9 million, excluding depreciation. A '5% across the board cut' would reduce operating expenditure by \$895,000. The draft budget v.02 has been prepared on the basis of delivering what is outlined within the Integrated Planning and Reporting documents. Accordingly, any broad reduction will result in the need to consult with staff and unions affected by this decision, a reduction in service delivery, and a reduction in income associated with internal plant hire.</p> <p>Council confirmation that costs to be reduced by 5% across the board i.e. wages, plant hire, other operating expenditure, and that this will result in a reduction in service standards.</p> <p>Note: At the Ordinary Council Meeting held on 27 April 2021, a Report of Committee was tabled (Budget Review and Finance Committee) that outlined a series of service standard reductions at recommendation C (a) to (t). The total value of changes proposed was \$1.416 million.</p> <p>Council resolved to give further consideration to service levels at this Committee meeting – see agenda item 9.9 which includes a copy of the 27 April 2021 report to Council.</p>	
12. Relative impact of road reseals vs road rehabilitation on depreciation	<p>The relative impact of road reseals vs road rehabilitation was considered when developing the Transport Asset Management Plan⁴. If there is to be a change in the approach taken within that plan, as a possible means of reducing depreciation costs, then council needs to state what changes it proposes should be made so that an assessment of the impact upon depreciation can be made.</p> <p>Council to confirm changes in approach to road reseals v road rehabilitation.</p>	

KEY ISSUES:

- Any proposal to cut expenditure will result in a reduction in service standards.
- Agenda item 9.9 provides an opportunity for the Committee to consider all of the information provided in this agenda a make recommendations to Council to reduce service levels and/or increase revenue.

COUNCIL IMPLICATIONS:

1. Community Engagement/ Communication (per engagement strategy)

Reports have been presented to the Finance Committee, ARIC and Council in relation to financial sustainability.

⁴ Transport Asset Management Plan can be found at <https://www.uralla.nsw.gov.au/files/assets/public/council/ipampr-amp-governance/asset-management-plan-transport.pdf>

Community feedback on the draft budget has been sought via the Council website and includes a community survey.

2. Policy and Regulation

Local Government Act 1993 (NSW) s 8A Guiding principles for councils; s 8B Principles of sound financial management

3. Financial (LTFP)

Potential savings as noted in the table above.

4. Asset Management (AMS)

Possible deterioration in asset condition as a consequence of cutting maintenance expenditure.

5. Workforce (WMS)

Possible reduction in employment expenditure and other employment arrangements.

6. Legal and Risk Management

Continued review of costs and revenue raising opportunities is necessary to confidently assess the risk of financial sustainability.

7. Performance Measures

Completion of all items outlined in table 1 above marked 'B'.

8. Project Management

Chief Financial Officer.

9.4 COMMUNITY ENGAGEMENT PROGRESS REPORT



Department: Corporate Services
Prepared by: *Communications Officer*
TRIM Reference: UINT/21/5065
Attachments: UINT/21/5109 Listening Post – Feedback Themes

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal: 4.2 An effective and efficient organisation
Strategy: 4.2.2 Operate in a financially responsible and sustainable manner
Activity: 4.2.2.1 Maintain and control financial system and improve long term financial sustainability
Action: 4.2.2.1.1 Review and revise the 10-year Long Term Financial Plan

SUMMARY:

As at 29 April 2021, Listening Post trials have been conducted at:

- Uralla (x2)
- Bundarra (x2)
- Invergowrie
- Kentucky
- Kingstown

All responses have been recorded, and common themes have been identified and collated in the attached report.

Customer Service Requests that were recorded during these Posts have been processed and actioned wherever possible.

To date, five submissions have been received on the Draft Budget 2021/2022 v0.1. Submissions for Stage 1 of the consultation will be received up to 5pm on Friday 7 May 2021.

RECOMMENDATION:

That the contents of this report and attachment be noted by the Committee.

BACKGROUND:

Listening Posts were introduced as a trial engagement activity in February this year. A number of Councillors and Council Staff participated in discussions with local residents at these events. Feedback about the Listening Post events themselves from residents who participated was very positive.

REPORT

Engagement at Listening Posts

Uralla: 83 respondents
Bundarra: 20 respondents
Kingstown: 10
Kentucky: 11
Invergowrie: 8

Draft Budget Consultation

To promote information about the budget, Council has undertaken the following consultation:

- Created information webpages
 - o <https://www.uralla.nsw.gov.au/Council/Budget>
 - o <https://www.uralla.nsw.gov.au/Council/Budget/Budget-development-process-and-timeline>
 - o <https://www.uralla.nsw.gov.au/Council/Budget/Frequently-Asked-Questions>
- Created survey for easy submission online (<https://www.surveymonkey.com/r/USCbudget1>)
- Public Notice on Council website
- Shared to Uralla Shire Council Facebook page
- Designed a poster (with QR Code link to survey) which is on display at:
 - o Bundarra General Store
 - o Kingstown General Store
 - o Invergowrie General Store
 - o Kentucky General Store
- Advertisement in the Armidale Express
- Printed copies of the survey for residents to pick up from the Customer Service Centre and Library drop-in session
- Promoted the engagement via the Mayor's regular radio interviews

At the time of writing 5 submissions have been received. A brief breakdown of these responses is noted below.

KEY ISSUES:

Survey respondents:

- 80% (4) respondents support an investment in the expansion of McMaugh Gardens
- Water, Sewer, Waste and Ageing/Disability Care are the four services deemed most important
- In regards to tiered water pricing, 40% (2) respondents selected Option 4, 20% (1) respondent selected Option 1, 20% (1) didn't vote because it didn't concern them as a rural resident and 20% (1) said the options were too expensive (see table below for tiered options).

Options	Access Charge per annum	Consumption charge per kL per annum		Total Yield	Change in yield	Average annual charge per Assessment (not connection)	
		0-250 kL	>250 kL			\$	% increase
Option One	\$359.00	\$3.70	\$6.15	\$1,572,290	\$420,511	\$1,094	42%
Option Two	\$400.00	\$3.55	\$5.40	\$1,572,312	\$420,532	\$1,086	41%
Option Three	\$420.00	\$3.40	\$5.40	\$1,572,874	\$421,094	\$1,086	41%
Option Four <i>(proposed option)</i>	\$380.00	\$3.20	\$6.80	\$1,571,456	\$419,677	\$1,072	39%

Table 1: Tiered water pricing options

Listening Posts:

A sample of themes raised (see attachment) is provided by location.

Bundarra:

- New multipurpose courts will be great
- Important that store stays
- Transport difficult if you don't drive
- Love visiting library in the CWA building

Uralla:

- Comprehensive and high quality range of businesses, great main street
- Need signage on main street for car parks and public toilets
- Vital we remain independent
- Need a youth committee
- The Street Stall - wonderful idea by Council

Kingstown:

- Increase in volume of vehicles using road, particularly B-doubles
- Additional signs at some intersections could assist with safety
- Mobile phone coverage poor
- Play equipment much appreciated

Kentucky:

- Recycling area at Kentucky - great facility but often becomes messy
- Co-ordination of renewable energy projects essential
- Shire road network is very important
- Small villages an important part of the Shire

Invergowrie:

- Appreciate cycle ways and walkways, could expand
- Waste service good
- Store is highly valued
- Could be safer around Store, slower speed, more planting

COUNCIL IMPLICATIONS:

1. Community Engagement/ Communication (per engagement strategy)

The community engagement on budget preparation meets the resolution of Council

2. Policy and Regulation

Local Government Act 1993 (NSW) s 8A Guiding principles for councils; s 8B Principles of sound financial management

3. Financial (LTFP)

Potential savings or revenue raising options identified through community engagement

4. Asset Management (AMS)

N/A

5. Workforce (WMS)

N/A

6. Legal and Risk Management

Continued review of costs and revenue raising opportunities is necessary to confidently assess the risk of financial sustainability

7. Performance Measures

Completion of survey and collation of all responses

8. Project Management

Communications Officer

Listening Posts Feedback Themes

By locality

Uralla

Businesses

- Vibrant businesses
- Shop owners, open weekends
- Convenience of all the small business
- Like to buy local and support local
- Business hours - diversity of shops
- Love the main street
- Sustainability of local business
- Encouraging and supporting local business to stay in this area
- Size of the town is right but is close to bigger centre for extras
- Great cafes, attract not only locals, but tourists alike
- At the moment we are pretty well set up
- Uralla is really buzzing at the moment

Small town/community/lifestyle

- People - friendly
- Really love our town
- Like village atmosphere
- Community spirit - sense of belonging
- New residents say they feel really welcome
- Friendly positive town
- Community, very friendly, supportive
- Open, honest
- Peace / quiet, talk to people on the street
- Uralla it's more than a town, it's like a bush town
- Closeknit, friendly – open
- Opportunity for New England region centres to act together
- McMaugh's
- Great place to live, through water crisis and COVID there's been community support within the community
- Communication between age groups
- Can do attitude
- Things are just easy here - no waiting lists
- Community involved - Friends of McMaughs, Can Assist
- Built the Jobs Australia + Flow Shed

- Raise children relaxed atmosphere
- Life style - walk up the street
- Say good day, welcome visitors
- People in our little town are treasures!

Council

- Very lucky to have a Shire like we have
- Vital we remain independent
- Great front desk staff
- Listen more and improve your communication skills
- This listening post is a great start
- Council is approachable
- Listening post is a good way to connect and communicate with Council
- Graffiti - is it graffiti proof paint
- Community care - housekeeping
- Concern about staff departures
- Culture at Council - needs improvement
- Council newsletter on glossy paper, needs to be recycled paper
- Need to maintain relationships
- The Street Stall - wonderful idea by Council
- Maintain the relationship between Council and all groups/volunteers within the whole community
- Council doing a fantastic job

Activities

- More for the kids to do - eg basketball in hall
- Upgrade skate park
- Children walk to school - not too big
- BMX
- Has huge variety of activities
- Social groups - for seniors
- Street stall
- Children's play equipment in Alma Park
- Social networks - community gatherings
- Need a youth committee
- Going to the gym
- Dog park – new location

Environment

- More inviting entrances to the town
- Concerned about the creek - experience flooding because after creek when heavy rain
- Want to see a healthy creek in Alma Park
- Able to go for walks - Mt Mutton
- Kept clean by Council
- Need signage on main street for car parks and public toilets
- Climate - four seasons
- More work at cemetery
- Garden blisters need work
- Beauty of this area
- More walking tracks
- Lovely trees in the street. Fairy lights should adorn these trees. Lights would show this town off in winter especially.

Safety

- Feel safe in Uralla
- Need cycling lines on the street
- 40km main street
- Guide pavers for vision impaired
- Trucks off the main road - logging trucks in Duke Street

Development

- Waste to recycle - manufacture a product for jobs
- You can make a living in Uralla
- Not have empty shops
- More units designed for older residents
- More work to be done in industrial estate
- Slow in development
- Heritage is important, but should not hold back
- Return & Earn – if council staff could separate bottles and put in return and earn would make some more money
- Further development of tourism strategy

Bundarra

Small town/community/lifestyle

- People, peace and quiet

- Very friendly
- Close to Inverell and Armidale
- Good value for money
- Just love it – my home
- Great place to bring children up
- People care for each other
- Love the community, great spot to live and raise a family
- Want the store to stay
- No lights at night, country life
- COVID 19 impact on morale
- Community news could be circulated in school newsletter

Sport

- New multipurpose courts will be great
- Small gym
- Bike path in the nature park – keep kids riding their bikes off the roads

Opportunities

- Need good mobile reception
- Footpaths, kerb/guttering, trees
- Community transport
- Small business grants
- Water system is problematic
- Not enough rentals available for workers on the sewerage
- Main street needs tidying up, but not sure how
- Footpaths - half cement and half tar
- Flags like Uralla on the main street (banners)

Transport and roads

- Kingstown Road in excellent condition
- Transport a problem for those who can't drive
- Completion of Bingara Road is a great asset.

Sewer

- Getting the sewerage connected encouraged us to move into town rather than move elsewhere
- Hope the sewer will attract more businesses to town

Council

- Listening posts are a good idea
- Important that Council communicates well with the smaller communities - sometimes feel isolated.
- Workers are great at Council
- Loves visiting library in the CWA building

Kingstown

Flooding

- Twice in last 12 months in village centre
- Neighbours pitch in to help with sandbags and cleanup
- Levee would really help

Roads

- Things have progressed wonderfully with Kingstown Road now tarred (when first moved to Kingstown 50 years ago it was dirt)
- Increase in volume of vehicles using road, particularly B-doubles
- Increase in traffic travelling through from Inverell to Tamworth now that bridge has been upgraded
- Additional signs at some intersections could assist with safety

School/youth

- Fantastic school, hub of the community
- Play equipment much appreciated, wooden picnic tables replaced
- Sporting grants are helpful
- Older kids can catch buses to Armidale or Uralla for high school

Phone and data

- Mobile phone coverage poor
- New tower not for public use
- Poor internet, expensive for not much service
- Landlines can go out (eg in floods) and take weeks to be fixed

Waste & Recycling

- Kingstown tip is great, works well

Kentucky

Village lifestyle

- Small villages an important part of the Shire
- School is an attraction, a hub
- Some improvements needed outside hall, eg water pooling
- Paradise!

Roads

- Shire road network is very important
- Roads are good, better than other places

Renewable energy projects

- Co-ordination of renewable energy projects essential, work with other councils

Waste & recycling

- Recycling area at Kentucky - great facility but often becomes messy
- Vouchers for tip

Council

- Approachable
- Listening Posts are fantastic
- Keep providing services
- Keep villages in mind

Invergowrie

Invergowrie township

- Store is highly valued
- Could be safer around store, slower speed (50?), more planting of trees between road and Store

Council

- Council newsletter is a good thing, good to see what money is spent on
- Waste service good
- Go-ahead council, responsive
- Listening Posts good way for people to chat – accessible and less formal

Children/Youth

- More activities for kids would be great eg courts, skate park

Transport

- Appreciate cycle ways and walkways, could expand
- Good back roads
- Maintenance/upgrades very important

Opportunities

- B&Bs
- Monitor fire safety
- Could link up to rail trail when developed
- Fairer internet access throughout Invergowrie

9.5 SECTION 7.12 PLANS – DEVELOPMENT CONSENT LEVIES

Department: Development and Infrastructure
Prepared by: *Director Infrastructure and Development*
TRIM Reference: UINT/21/5084
Attachments: N/A

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal: 2.3 A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycleways that are adequate, interconnected and maintained

Strategy: 2.3.7 Implement and maintain developer contribution plans

Activity: 2.3.7.1 Develop section 94 and section 64 contribution framework

Action: 2.3.7.1.1 Develop Section 64 and Section 7.11 and Section 7.12 contribution plans for consideration

SUMMARY:

This report provides the Committee with some background on Section 7.12 Development Consent levies and a recommendation to apply a levy to applicable developments based upon a percentage of the development cost.

RECOMMENDATION:

That the Committee recommend to Council that consideration be given to the application of 7.12 Development Consent levies at;

- 0.0% for all development valued at \$100,000 or less;
- 0.5% for all development valued at \$100,001 up to \$200,000; and
- 1.0% for all development valued in excess of \$200,000;

subject to the development:

- a) not otherwise being covered by an existing development contribution plan; or
- b) not otherwise being exempt from contributions.

BACKGROUND:

Council is looking to develop section 7.11 and 7.12 Plans for adoption and implementation.

Development contributions are made by those undertaking any development approved under the Environmental Planning and Assessment Act 1979 (the Act).

Contributions may be in the form of money, the dedication of land or some other material public benefit (or a combination of these).

The mechanisms available for development contributions are limited to:

- a) In the case of contributions made under Sections 7.11 or 7.12 of the Act - toward the provision or improvement of amenities or services (or the recouping of the cost of provision or improvement of amenities or services); or
- b) In the case of contributions made under a planning agreement prepared in accordance with sections 7.4 to 7.10 of the Act toward public purposes.

A 7.12 Plan provides for fixed development consent levies.

A consent authority may impose, as a condition of development consent, a requirement that the applicant pay a levy, authorised by a contributions plan, of the percentage of the proposed cost of carrying out the development.

A consent authority cannot impose as a condition of the same development consent a condition under this section as well as a condition under section 7.11 i.e. no double-dipping.

Levies payable will assist Council to provide the appropriate public facilities to maintain and enhance amenity and service delivery within the Uralla Shire local government area (LGA). The plan should identify the works for which the levies are required.

REPORT:

This report provides detail on the Section 7.12 Plan currently under development.

It is proposed that the Section 7.12 Plan applies to all forms of development not otherwise covered by an existing development contribution plan, or otherwise exempt from development contributions. It applies to all development consents or complying development certificates to which this Plan applies, irrespective of whether the application was pending at the time this Plan commenced.

This plan does not apply to development identified in any applicable Ministerial directions issued under Section 7.17 of the EP&A Act as exempt from levies under Section 7.12 of EP&A Act. This includes:

- Development for the purposes of any form of seniors housing as defined in State environmental Planning Policy (Housing for seniors or People with a Disability) 2004 that is provided by a social housing provider as defined in that Policy.
- Development for the sole purpose of disabled access.
- Development for the sole purpose of reducing the consumption of mains-supplied potable water, or reducing the energy consumption of a building.
- Development for the sole purpose of the adaptive re-use of an item of environmental heritage.
- Development other than the subdivision of land, where a condition under Section 7.11 (previously Section 94) of the EP&A Act has been imposed under a previous development consent relating to the subdivision of the land on which the development is proposed to be carried out.

The Plan also does not apply to:

- Development where the proposed cost of carrying out development is \$100,000 or less
- Development of facilities by or on behalf of a public authority
- Development for the purpose of a single dwelling on a single allotment where a contribution under Section 7.11 of the Act was paid at subdivision stage
- Demolition only where there is no replacement of a building or other development
- Development for or on behalf of Council for community infrastructure, such as but not limited to, libraries, community facilities, recreation areas, recreation facilities, carparks and emergency services facilities
- Development of places of public worship or childcare centres or other development by or on behalf of a charity or a charity or not-for-profit organisation (proof of registration with the Australian Charities and Not-for-profits Commission required)
- Affordable housing or social housing by a social housing provider
- Government schools (As established under the Education Act 1990 by the Minister for Education)

Over the last 3 years development consents have been approved for the following range of projects.

Year	17/18	18/19	19/20	Average	Levy	Revenue
All development valued at \$100,000	\$ 1,097,601	\$ 1,320,949	\$ 1,029,021	\$ 1,149,190	0%	\$ -
All development valued at \$100,001 up to \$200,000	\$ 1,211,911	\$ 741,638	\$ 1,515,202	\$ 1,156,250	0.50%	\$ 5,781
All development valued in excess of \$200,000	\$ 4,609,069	\$ 3,454,181	\$ 5,139,911	\$ 4,401,054	1.00%	\$ 44,011
Total	\$ 6,918,581	\$ 5,516,768	\$ 7,684,134	\$ 6,706,494		\$ 49,792

The application of the Section 7.12 charges on the developments would have realised on average \$49,792 per annum.

These calculations do not include the contributions from the 2 solar farms which are classified as State Significant (SSD) and Regionally Significant Developments (RSD). The State Government collects these contributions to fund state and regional infrastructure i.e. there would be no improvement in the budget position of Council - see Section 7.23 of the Act.

KEY ISSUES:

- The application of Section 7.12 charges will assist Council in improving financial sustainability, which is one of the key risks that needs to be managed by Council.

COUNCIL IMPLICATIONS:

- 1. Community Engagement/ Communication (per engagement strategy)**
The Section 7.11 and 7.12 Plans will need to be placed on public exhibition.
- 2. Policy and Regulation**
Environmental Planning and Assessment Act 1979 (the Act)
- 3. Financial (LTFP)**
Potential increase in revenue as noted in the table above.
- 4. Asset Management (AMS)**
N/A.

5. **Workforce (WMS)**
N/A
6. **Legal and Risk Management**
N/A
7. **Performance Measures**
N/A
8. **Project Management**
Manager Development and Planning

9.6 DRAFT OPERATIONAL PLAN 2021/22



Prepared by: Coordinator Governance and Risk
Department: Corporate Services
TRIM Reference: UINT/21/4964
Attachments: 1 UINT/21/3100 – Draft Operational Plan 2021/22 part 1
2 UINT/21/4512 - Draft Operational Plan 2021/22 part 2

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal: 4.1 A strong, accountable and representative Council
Strategy: 4.1.1 Provide clear direction for the community through the development of the Community strategic Plan, Delivery Program and Operational Plan

SUMMARY

Council's Operational Plan 2021-2022 outlines the projects and programs that Council will deliver throughout the Financial Year. This Plan is part of the Integrated Planning and Reporting Framework – a legislated requirement that includes a ten-year Community Strategic Plan, an interrelated four-year Delivery Program and a subsequent annual Operational Plan.

The Operational Plan is supported by the Resourcing Strategy (incorporating the Budget), a Revenue Policy 2021-2022 and a Fees and Charges 2021-2022 schedule. These documents outline and determine available resources, the revenue Council will collect, and the fees and charges customers will pay for the services Council provides.

The suite of Integrated Planning and Reporting documents must be adopted by 30 June 2021.

RECOMMENDATION

That the Committee receive the Draft Operational Plan 2022/22 version 0.1 and recommend that draft version 0.2 be presented to Council at its Ordinary Council meeting in May 2021 including the following amendments:

1. *To be inserted at the meeting*

BACKGROUND

In compliance with legislation, the following suite of documents must be placed on public exhibition for no less than 28 days before being adopted by Council before 30 June 2021.

- 2021/22 Draft Operational Plan
- 2021/22 Draft Budget
- Resourcing Strategy including a reviewed Long-Term Financial Plan (LTFP)
- 2021/22 Draft Revenue Policy and 2021/22 Fees and Charges schedule.

The 2021/22 Draft Operational Plan details the works and services that Council will undertake during the coming year. The actions contained in the Plan have been balanced against the principal activities of the Delivery Program 2017 - 2022 and the goals and strategies of the Community Strategic Plan 2017-2027, as well as the resources, requirements and functions of the organisation.

The format has been amended in Part 2 of the Draft Operational Plan with the addition of budgetary information within each service area. A further noticeable change has been a shift from reporting under the four pillars; economy, society, environment and leadership to Council's service areas. The pillars will be represented by icons as many service areas deliver outcomes under more than one pillar.

Resourcing Strategy supporting the Operational Plan

The 2021/22 Budget is incorporated into the Resourcing Strategy and details the proposed revenue and resourcing allocations to support Council's operational and capital activities. It will be accompanied by an updated Long-Term Financial Plan (LTFP). The Draft 2021/22 Revenue Policy and Draft 2021/22 Fees and Charges will also be presented to Council for adoption as stipulated by the legislation.

This suite of documents give an overall picture of Council's projected activities, expenditure and revenue for the 2021/22 Financial Year, and their impact on the longer-term viability and development of the organisation.

If Council considers a special rate variation consultation process may be needed in 2021/22, it should include this as an action in the Operational Plan.

REPORT

The purpose of this report is to present version 0.1 of the draft Operational Plan 2021/22 to facilitate Committee input. This will facilitate preparation of the various draft plans required to be prepared under the Integrated Planning and Reporting (IP&R) Framework .

The documents must be placed on public exhibition for a period of 28 days.

All submissions received will be presented to Council and considered as part of the final documents which must be adopted by 30 June 2021.

The proposed timetable for submissions and adoption of the documents is:

25 May 2021:	Draft documents considered by Council for public exhibition
26 May 2021:	Commencement of public exhibition period
22 June 2021:	Closing date for public exhibition period
29 June 2021:	Consideration of public exhibition submissions and adoption of documents

KEY ISSUES

Under the provisions of the Act, the IP&R suite of documents must be exhibited for public comment for a period of 28 days. The public exhibition period will be Wednesday, 26 May 2021 to Tuesday 22 June 2021.

All submissions received during the exhibition period will be reported to Council.

COUNCIL IMPLICATIONS

1. Community Engagement/ Communication (per engagement strategy)

Under the provisions of the Act, the IP&R suite of documents must be exhibited for public comment for a period of 28 days. The public exhibition period will be from Wednesday, 26 May 2021 to Tuesday 22 June 2021

Public consultation will comprise of widespread promotion through advertisements, media releases, bulletins and the Council's website.

Hard copies of the documents will be distributed to the villages' stores, Council libraries and Council's customer service.

All submissions received during the exhibition period will be reported to Council.

In addition, Council's engagement with the community has commenced and includes:

- An line survey for the budget
- Listening posts in Uralla, Kingstown, Bundarra, Kentucky and Invergowrie.
- Social media engagement.

Council undertakes its budget preparation in a transparent manner through the following open to the public meetings:

- Budget Review and Finance Committee (BR&FC) meetings
- Council meetings considering BR&FC recommendations and any other matters relevant to the budget.

2. Policy and Regulation

NSW Local Government Act 1993.

3. Financial (LTFP)

The Operational Plan outlines a range of projects, programs and activities to be completed over the 2021/22 Financial Year. The Plan outlines specific activities budgeted for in the draft 2021/22 budget, and is underpinned by the Resourcing Strategy, which endeavours to support Council to achieve the objectives Council has set.

4. Asset Management (AMS)

The Asset Management Plans will be reviewed in the next 12 months and will inform the resourcing strategy. The operational plan includes estimated capital expenditure for the year.

5. Workforce (WMS)

The Workforce Plan will be reviewed in the next 12 months - it forms part of the resourcing strategy. This plan also informs the budget.

6. Legal and Risk Management

Council's failure to meet its statutory timeframe obligations to endorse the 2021/22 Operational Plan will impact on its financial position, its reputation and its service delivery. The risk is considered to be high.

7. Performance Measures

The Integrated Planning and Reporting Framework documents are adopted by Council before 30 June 2021.

8. Project Management

General Manager.



**Operational Plan 2021 – 2022
Delivery Program 2017 - 2022**



Date Placed on Public Exhibition		Resolution No.	
		Resolution No.	

About this document

Document History

Doc No.	Date Amended	Details/Comments eg Resolution No.
Version 1		

Further Document Information and Relationships

Related Legislation	<i>NSW Local Government Act 1993</i> <i>NSW Local Government (General) Regulations 2005</i>
Related Policies	Nil
Related Procedures/ Protocols, Statements, documents	NSW Office of Local Government Integrated Planning and Reporting Guidelines Uralla Shire Council Community Strategic Plan Uralla Shire Council Resourcing Strategy



Contents

TO BE INSERTED

DRAFT

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Acknowledgement of Country

We acknowledge the Traditional Custodians of this land and recognise their sacred connection to Country. We pay our respect to Elders past, present and emerging.

Mayor's Message

Welcome to the Uralla Shire 2021-2022 Operational Plan.

Our Operational Plan is developed in consultation with the people of the Uralla Shire, and outlines the steps council will take over the next 12 months to implement ideas and practices for responsible stewardship of our Shire.

Our first round of Listening Posts, held across towns and villages in our Shire, highlighted some of the reasons why our residents love this area.

We have a safe living environment, a cheaper cost of living, a very low crime rate and a relaxed rural lifestyle with country honesty.

The sense of connection, of friendliness and community, stands out as some of our biggest assets.

We have facilities and infrastructure that surpass city and metropolitan areas, we're just as big and bold as our city cousins.

But it's those unique things that people remember, and Uralla Shire has them in spades – the history, spectacular landscapes, the industry, the experiences and the climate of four seasons.

Through this Operational Plan we map the paths that support those living in our Shire and welcome visitors to enjoy this wonderful place.

Mayor Michael Pearce

A message from the General Manager

Uralla Shire encompasses of a number of villages and towns, each with a distinctive environment and character.

It is home to diverse industries ranging from farming, tourism, manufacture, hospitality, education and research, creative industries, mining and renewable energy.

We've developed this Operational Plan to guide our delivery of services throughout the Shire, to support our residents, our farmers, our businesses and industry. Through this we can support our collective vision for a thriving and innovative Shire that retains a great respect for our history and natural environment.

As the Office of Local Government explains, *Councils are responsible for making significant decisions that have a far-reaching impact on their community.*

In order for Council to make the best decisions it can, it's imperative that our local communities have a say in what their council does and how it does it.

All Council meetings are open to the public, and last year we also opened our monthly General Manager Strategic Workshops and Briefings for Councillors to the community.

Transparent, inclusive and effective communication and engagement to inform and involve those who live and work in Uralla Shire, and who make it the one of the top 5 places to live and work in regional NSW*.

General Manager Kate Jessep

*Reference: <http://www.regionalaustralia.org.au/home/the-big-movers-understanding-population-mobility-in-regional-australia/>

About Uralla Shire <graphic>

< Population / Area km² / identify different villages, towns and localities >

Connecting with our Communities

Our community engagement strategy aims for broad consultation across our diverse populations, drawing on the different perspectives of our residents to guide us in the implementation of our programs.

Common themes raised by the community included the value of the Uralla Shire community and the friendliness of its people, and the importance of maintaining the historical and small town charm.

Ideas for the future included infrastructure upgrades, economic development, improved accessibility, and renewables.

Listening Posts

In 2021 we introduced community Listening Posts, during which members of the community were invited to stop and have a chat with Councillors and senior staff, to give Council feedback on any topic and to assist Council with its future planning and decision making.

Councillors and senior staff asked community members to describe what they valued most about the Uralla Shire and opportunities for improvement over the next 10 years.

Listening Posts have been held in Invergowrie, Kingstown, Kentucky, Bundarra and Uralla.

Council's role

To deliver the requirement of the *Local Government Act*, Council has many overlapping and varying roles depending on the nature of the service or activity. The roles of Council are summarised as follows:

ENABLER	Information Channel
	Advocate
	Facilitator
PROVIDER	Agent
	Part Funder
	Asset Owner
	Regulator
	Service Provider
LEADER	Strategic Planning
	Policy Setter
	Educator

Our Vision

Uralla Shire Council is focused on shaping our future by being connected, sustainable and creative. Through this vision, Council is committed to the provision of timely, efficient and consistent quality services provided by experienced, knowledgeable and helpful officers that meet our customer's expectations.

Our Mission

Uralla Shire Council is committed to creating a unique environment which offers an excellent quality of life and economic opportunities for its people

Background

Integrated Planning and Reporting

In October 2009, the NSW Government's new framework for strategic planning and reporting for local councils came into effect through the introduction of the *Local Government Amendment (Planning & Reporting) Act 2009*. This Act amended the *NSW Local Government Act 1993* with regard to councils' strategic planning and reporting requirements.

The Integrated Planning & Reporting framework requires councils to better integrate their various plans and to plan holistically for the future. It requires councils and their communities to have informed discussions about funding priorities, acceptable service levels and to plan in partnership for a more sustainable future.

The framework is an improved way of doing business and ensures that all of Council's plans and policies work together to achieve the goals of the Uralla Shire community. Under the Act, Council must prepare a number of plans, which provide details on how Council intends to deliver services and infrastructure across both the short and long term, based on the priorities that have been identified through community engagement programs.

The Integrated Planning and Reporting Framework is illustrated in the diagram below:



Our Planning Framework

Uralla Shire Council's Delivery Program 2017-2022 and Operational Plan 2019-2021 are two parts of the suite of Integrated Planning and Reporting documents. These documents are linked together by a matrix of actions that details how the community's long term aspirations and outcomes will be achieved.

Long Term (10-Years) - Community Strategic Plan 2017-2027

The Community Strategic Plan 2017-2027 was developed in consultation with the Uralla Shire community. The long term community aspirations for the future direction of Uralla Shire have been captured as Community Goals within the Community Strategic Plan. Long Term Strategies have been included and they outline how the Community Goals will be achieved.

Medium Term (4-Years) Delivery Program 2017-2022

The four year program details the Principal Activities which Council will undertake in order to work towards achieving the Community Goals of the Community Strategic Plan. Due to the Novel Coronavirus (COVID-19) pandemic, the Office of Local Government postponed NSW local elections from September 2020 to September 2021. In line with this announcement, the four year Delivery Program 2017-2021 has been extended to cover a five year period to 2022.

Short Term (1-Year) Operational Plan 2021-2022

The annual Operational Plan lists activities Council will undertake in the coming 12 month period. The Operational Plan also includes the Statement of Revenue Policy, which contains the annual budget, rates and charges, borrowings, and fees and charges.

This suite of documents is underpinned by Council's Resourcing Strategy which consists of a Long Term Financial Plan, Asset Management Plans and Workforce Plan. These documents outline how Council has considered, in the medium to long term, the Shire's finances, assets and workforce to achieve the Community Strategic Plan goals.

Addressing the Quadruple Bottom Line

The Integrated Planning & Reporting framework is designed to help improve the sustainability of the community, the local government area, and the Council using the 'quadruple bottom line' (QBL) approach. This is made up of four themes – Society, Economy, Environment and Leadership.

Society, also commonly referred to as community, is the physical and emotional health of the community and how they interact with each other within the community and with others who use and support the local services and facilities.

Economy is not financial management, rather it is about where Council spends the community's money and how it provides connectivity and support for the local economy and encourages investment and employment opportunities for the local government area.

Environment refers to ecological pressures and the state of natural resources.

Leadership, also commonly known as governance, relates not only to the way Council interacts and works with the community but also the way the community and other agencies might become involved with delivering the Operational Plan's objectives. It also relates to democracy and the operations of the elected Council.

Our Community Goals

1. Our Society

- 1.1 A proud, unique and inviting community.
- 1.2 A safe, active and healthy shire.
- 1.3 A diverse and creative culture.
- 1.4 Access to and equity of services.

2. Our Economy

- 2.1 An attractive environment for business, tourism and industry.
- 2.2 Growing and diversified employment, education and tourism opportunities.
- 2.3 A safe and efficient network of arterial roads and supporting infrastructure, town streets, footpaths and cycleways that are adequate, interconnected and maintained.
- 2.4 Communities that are well serviced with essential infrastructure.

3. Our Environment

- 3.1 To preserve, protect and renew our beautiful natural environment.
- 3.2 Maintain a healthy balance between development and the environment.
- 3.3 Reuse, recycle and reduce wastage.
- 3.4 Secure, sustainable and environmentally sound water-cycle infrastructure and services.

4. Our Leadership

- 4.1 A strong, accountable and representative Council.
- 4.2 An effective and efficient organisation.
- 4.3 Deliver the goals and strategies of the Community Strategic Plan.

<ICONS TO BE INTRODUCED HERE>

Understanding this Delivery Program and Operational Plan

The Delivery Program and Operational Plan is presented in this document in four key parts:

- Delivery Program and Operational Plan;
- Budget; and
- Statement of Revenue Policy.

Part 2: Combined Delivery Program 2017-2022 and Operational Plan 2021-2022

The Delivery Program provides the Principal Activities Council will undertake over the years of this Council term to achieve the objectives and strategies of the Community Strategic Plan's four major themes.

The Operational Plan sets out Council's proposed Actions which will be undertaken to meet the five year Actions of the Delivery Program. The Operational Plan also outlines whom is responsible for each Action; Council's primary role in each Action either as a provider, a facilitator or as an advocate; and a measure and target to determine when the Action is achieved.

Part 3: Budget 2021-2022

This part of the document is laid out by fund. It sets out our budget for the year ahead and includes the financial plans and budgets for capital works and where funds and resources come from, and go to, in terms of carrying out day-to-day Council operations and to helping fund capital expenditure items.

Part 4: Statement of Revenue Policy 2021-2021

This part of the document includes Council rates, charges and levies to be applied.

Our Elected members

Roles and responsibilities

Uralla Shire Council consists of nine councillors (one of whom is the Mayor), elected by the community during local government elections every four years. The local government elections were held in September 2016 at which time eight councillors were elected, four from each of two wards. The Mayor was, for the first time, popularly elected by the community. Due to COVID-19 the next local government election has been postponed for one year and will be held in September 2021.

The Mayor's role includes chairing meetings of the Council, presiding at civic functions, representing the council to other local governments and other levels of government and, when necessary, exercising Council's policy-making functions in-between those meetings.

Each councillor has the responsibility of representing the broader needs of the whole community when making decisions. Councillors are responsible for making decisions on all areas of policy and strategic priorities which have a direct impact on the projects and services Council carries out.

Decisions are adopted through a majority voting system, with each councillor allocated one vote. In the case of a tied vote, the chairperson (usually the Mayor) must make the casting vote.

Council must appoint a General Manager, who is responsible for Council's day-to-day operations and ensures Council policies and decisions are implemented. Council operates within a legislative framework of the *NSW Local Government Act 1993* and other NSW and Commonwealth legislation.

The councillors, as the elected body of Council, are responsible for the delivery of programs and services identified in the Delivery Program.

At the end of the current term of Council, an End-of-Term Report (September 2016 - August 2022) will be provided to the community detailing Council's overall achievements in implementing the Community Strategic Plan.

Part 2:

Delivery Program 2017-2022 & Operational Plan 2021-2022

DRAFT

Part 2:

Delivery Program 2017-2022 & Operational Plan 2021-2022

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ICONS: ECONOMY /LEADERSHIP

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

- Community Strategic Plan Objectives**
- Communities that are well serviced with essential infrastructure
 - An effective and efficient organisation

Strategies

- 2.4.1 Develop a strategically located network of quality, accessible and safe public amenities that are adequately maintained and renewed
- 2.4.2 Implement Council’s strategic asset management plans and continue to develop asset systems, plans and practices for infrastructure assets to minimise whole of life costs
- 4.2.3 Develop and consistently apply an asset management framework that ensures existing and future infrastructure is affordable, funded and maintained to ensure inter-generational equity and sustainability

Delivery Program

Activities

- 2.4.1.1 Provide public amenities for residents and visitors
- 2.4.2.1 Develop and implement Asset Management Plans
- 4.2.3.1 Provide asset revaluation and long term funding scenarios for asset maintenance and renewal

Operational Plan

Actions

		Measure of Success	Timeframe	Council Role
2.4.1.1.1	Maintain and renew public amenities as per the Building Asset Management Plan	Maintained as per Building Asset Management Plan	June 2022	Provider
2.4.1.1.2	Seek grant funding for refurbishment and renewal of Council Buildings including Uralla Courthouse, Chambers and other buildings.	Grant funding programs sourced and applications lodged as appropriate	June 2022	Provider
2.4.2.1.1	Develop schedule for reviewing Asset Management Plans	Asset Management Plans reviewed	June 2022	Provider
4.2.3.1.1	Deliver the asset revaluation program	Program delivered	June 2022	Provider

Operational Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$
	\$	\$	\$

Capital Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

ICONS LEADERSHIP

Service Area	Customer Service	Lead Officer:	Manager Human Resources
Community Strategic Plan Objective Strategy	<ul style="list-style-type: none"> • An effective and efficient organisation 		

4.2.5 Provide customer service excellence

Delivery Program Activity
4.2.5.1

Enhance customer service effectiveness

Operational Plan Actions

		Measure of Success	Timeframe	Council Role
4.2.5.1.1	Review the Customer Service Charter and its standards	Customer Service Charter reviewed	June 2022	Provider
4.2.5.1.2	Develop and implement Frequently Asked Question Register	Increased customer satisfaction at first point of contact	June 2022	Provider
4.2.5.1.3	Further develop the Customer Request Module process	CRM processes implemented	June 2022	Provider

Operational Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$
	\$	\$	\$

Capital Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

ICONS LEADERSHIP

Service Area Human Resources **Lead Officer:** Human Resources Manager
Community • An effective and efficient organisation
Strategic Plan
Objective
Strategy

4.2.4 Establish Uralla Council as an employer of choice that trains, recruits and retains talented staff and facilitates a diverse workforce

Delivery Program
Activity
 4.2.4.1 Enhance Council’s reputation as an innovative and inclusive workplace

Operational Plan Actions	Measure of Success	Timeframe	Council Role
4.2.4.1.1 Review and implement the Workforce Management Plan	Annual turnover between 10-20%	June 2022	Provider
4.2.4.1.2 Proactively manage the return to work and workers compensation process	Return to work lost time <15 hours / FTE per year a on a rolling three year average	June 2022	Provider
4.2.4.1.3 Implement Mental Health First Aid Training	Training undertaken	June 2022	Provider
4.2.4.1.4 Bullying Prevention Management Program implemented	Program developed and implemented	June 2022	Provider
4.2.4.1.5 Review HR protocols	HR Protocols reviewed	June 2022	Provider
4.2.4.1.6 Align position codes (Authority) with new structure	Position codes aligned	June 2022	Provider

Operational Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$
	\$	\$	\$

Capital Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

ICONS SOCIETY ECONOMY ENVIRONMENT

**Service Area
Community
Strategic Plan
Objectives**

Development and Planning

Lead Officer: Manager Development and Planning

- A safe, active and healthy shire
- An attractive environment for business, tourism and industry
- A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycle ways that are adequate, interconnected and maintained
- Growing diversified employment education and tourism opportunities
- To preserve, protect and renew our beautiful natural environment

Strategies

- 1.1.2 Embellish our community with parks, paths, cycle ways, facilities and meeting places
- 1.2.5 Provide effective regulatory, compliance and enforcement services for the community
- 2.1.4 Implement tools to simplify development processes and encourage quality commercial, industrial and residential development
- 2.2.1 Provide land use planning that facilitates employment creation
- 2.3.7 Implement and maintain Developer Contribution Plans
- 3.1.1 Record and promote the region’s heritage in partnership with the community
- 3.1.2 Protect the Shire’s historic buildings and sites, recognising their value to the community

**Delivery
Program
Activities**

- 1.1.2.1 Prepare open space strategy
- 2.1.4.1 Process building and development applications
- 2.2.1.1 Optimise land use planning instruments to support employment creating businesses and industries
- 2.3.7.1 Develop section 7.11, section 7.12 and section 64 contribution frameworks
- 3.1.1.1 Preserve Uralla Shire’s heritage
- 3.1.2.1 Provide heritage services and support

**Operational
Plan Actions**

		Measure of Success	Timeframe	Council Role
1.1.2.1.1	Finalise the development of the Open Spaces Strategy	Strategy adopted	June 2022	Provider

1.1.2.1.2	Seek and apply for grant funding for infrastructure projects	Grant funding applications are successful and relevant projects are delivered in accordance with the funding deed	June 2022	Provider
1.2.5.1.2	Commence trade waste inspection scheduling	Trade waste inspection drafted and implemented	June 2022	Provider
1.2.5.1.3	Carry out regulatory inspections	Regulatory inspections carried out	June 2022	Provider
1.2.5.1.4	Seek and apply for grant funding to facilitate regulatory functions	Grant funding applications are successful and relevant projects are delivered in accordance with the funding deed	June 2022	Provider
1.2.5.1.X	Investigate: a. employment of a full time Health & Building inspector; b. upskilling a current employee; and c. a shared service.	Service meets demand		Provider
1.2.5.1.X	Develop Section 7.11 & 7.12 developer charges policy to enable inclusion and associated revenue forecasts	Developer contributions		
2.1.4.1.1	Review processing of Development Applications to improve processing timeframes	60% of DAs completed under 20 Days 40% of CCs completed under 30 days	June 2022	Provider
2.2.1.1.1	Dashboard review of LSPS	Dashboard review undertaken	June 2022	Provider
2.2.1.1.2	Review the LEP	LEP reviewed	June 2022	Provider
2.3.7.1.1	Implement Developer Contribution Plans	Developer Contribution Plans implemented	June 2022	Provider
3.1.1.1.1	Adopt Management Plans for Crown Land	Plans of Management for Crown Land adopted	June 2022	Provider
3.1.2.1.1	Facilitate a Heritage Advisory Service and Local Heritage Assistance Fund	Services provided and Local Heritage Assistance Fund managed	June 2022	Provider

Operational Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

Capital Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

DRAFT

ICON: ENVIRONMENT

Service Area Environmental Management **Lead Officer:** Manager Development and Planning

- Community Strategic Plan Objectives**
- To preserve, protect and renew our beautiful natural environment
 - Maintain a healthy balance between development and the environment
 - Reuse, recycle and reduce waste

Strategies

- 3.1.4 Raise community awareness of environmental and biodiversity issues
- 3.2.1 Retain open space and greenbelts that are accessible to everyone
- 3.2.2 Educate the community about sustainable practices in the home, at work and in public places
- 3.3.5 Identify technologies used in Council facilities, infrastructure and service delivery to reduce our ecological footprint

Delivery Program

Activities

- 3.1.4.1 Provide bush regeneration activities and information
- 3.2.1.1 Preserve sensitive greenbelt lands
- 3.2.2.1 Raise community awareness of sustainability practices
- 3.3.5.1 Reduce Council’s environmental footprint

Operational Plan Actions

		Measure of Success	Timeframe	Council Role
3.1.4.1.1	Implement the Bush Regeneration Plan	Milestones within the Bush Regeneration Plan have been achieved	June 2022	Provider
3.1.4.1.2	Liaise with the New England County Council (New England Weeds Authority) to manage Council’s statutory obligations under the Biosecurity Act 2015	Statutory obligations are met	June 2022	Provider
3.2.1.1.1	Review and monitor vegetation and environmental protection measures for sensitive land	Statutory obligations met	June 2022	Provider
3.2.2.1.1	Collaborate and partner with the Uralla ZNET	Increase number of awareness programs	June 2022	Enabler
3.2.2.1.2	Review and implement the Environmental Sustainability Action Plan priorities	Implementation of Environmental Sustainability Action Plan priorities	June 2022	Provider

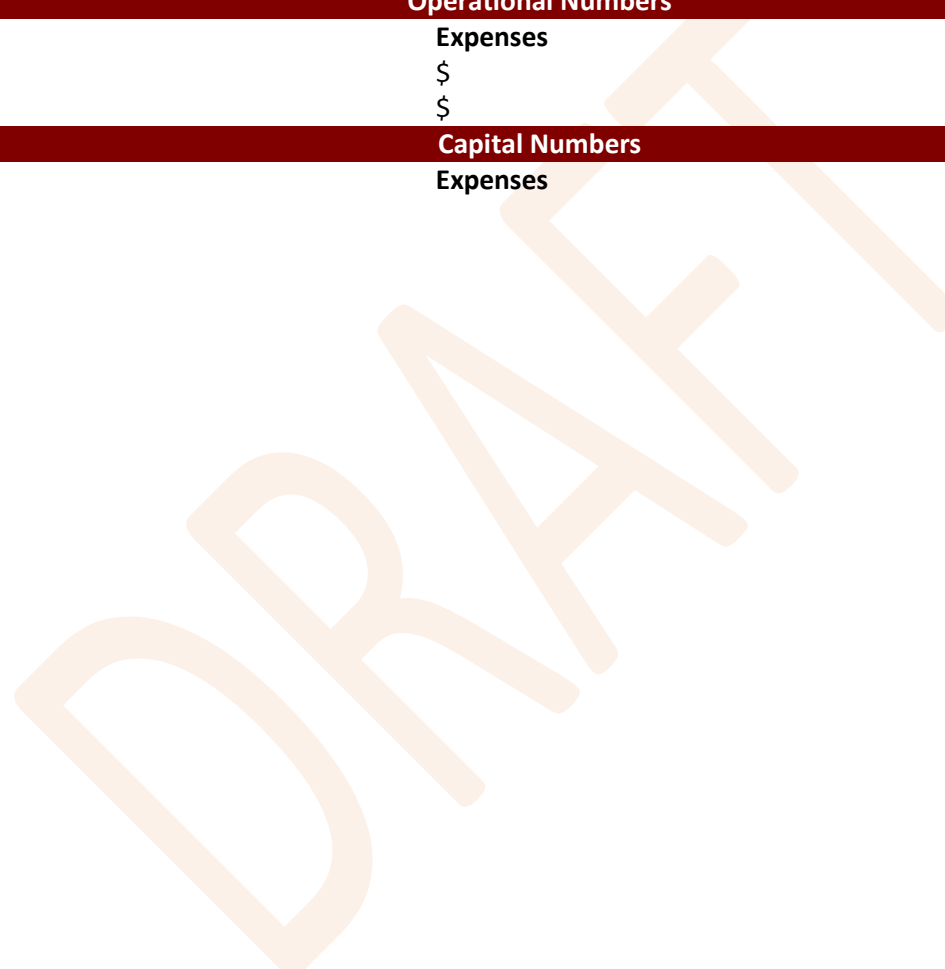
3.3.5.1.2	Update and implement criteria to assess environmental management and compliance in infrastructure and development projects	Implemented criteria	June 2022	Provider
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Operational Numbers			
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FTE	Income	Expenses	Net Result
	\$	\$	\$
	\$	\$	\$

Capital Numbers			
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FTE	Income	Expenses	Net Result
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ICON: SOCIETY ENVIRONMENT

Service Area Emergency Services **Lead Officer:** Director Infrastructure and Development

- Community Strategic Plan Objectives Strategies**
- Safe, active and healthy shire
 - Maintain a healthy balance between development and the environment

1.2.4 Partner with police, community organisations and the community to address crime, anti-social behaviour and maintain community safety

3.2.3 Ensure that Uralla Shire is sufficiently prepared to deal with natural disasters including bushfires, major storms and flood events

Delivery Program Activities

1.2.4.1 Preserve community safety

3.2.3.1 Collaborate with service providers to be emergency response ready

	Measure of Success	Timeframe	Council Role
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1.2.4.1.1	Provide support to the police, emergency services and community groups to preserve community safety	Support provided	As required	Provider
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3.2.3.1.1	Participate in natural disaster mitigation and provide local emergency management officer	Effective mitigation strategies	As required	Provider
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Operational Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

Capital Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

ICON ENVIRONMENT / LEADERSHIP

Service Area Water Cycle **Lead Officer:** Manager Waste, Water and Sewerage Services

- Community Strategic Plan Objectives**
- To preserve, protect and renew our beautiful natural environment
 - Reuse, recycle and reduce waste
 - Secure sustainable and environmentally sound water-cycle infrastructure and services
 - An effective and efficient organisation

Strategies

- 3.1.3 Protect and maintain a healthy catchment and waterways
- 3.3.4 Identify and implement water conservation and sustainable water usage practices in Council operations
- 3.4.1 Maintain and renew water network infrastructure to ensure the provision of secure, quality and reliable drinking water supplies
- 3.4.2 Maintain and renew the sewerage network infrastructure to ensure the provision of efficient and environmentally sound sewerage services
- 4.2.2 Operate in a financially responsible and sustainable manner

Delivery Program Activities

- 3.1.3.1 Maintain compliant catchment and waterways management
- 3.3.4.1 Minimise water wastage
- 3.4.1.1 Provide water supply
- 3.4.2.1 Provide sewerage services
- 4.2.2.3 Maximise grant and funding partnership opportunities

Operational Plan Actions

		Measure of Success	Timeframe	Council Role
3.1.3.1.1	Maintain compliance with Environmental Protection Licence requirements for the Uralla landfill, sewer and water treatment plants	Statutory obligations complied with	June 2022	Provider
3.3.4.1.1	Review Council water consumption for major Council facilities against historical records	Inspections completed	June 2022	Provider
3.4.1.1.1	Review and update Asset Management Plan for Water infrastructure	Asset Management Plan for Water infrastructure reviewed	June 2022	Provider

3.4.1.1.2	Deliver annual water main replacement program	Program delivered	June 2022	Provider
3.4.2.1.1	BPFW Implementation	Correct renewal and service levels	June 2022	Provider
3.4.2.1.2	Compliant STP discharge	EPA licence limits	June 2022	Provider
3.4.2.1.3	Service delivery	Service continuity & maintenance levels	June 2022	Provider
3.4.2.1.4	Review and update Asset Management Plan for sewerage	Asset Management Plan reviewed	June 2022	Provider
4.2.2.3.1	Identify and seek funding opportunities for water and sewer infrastructure projects subject to associated operating costs being funded from operational revenue	Grant funding applications are successful and relevant projects are delivered in accordance with the funding deed	June 2022	Provider

Continuous Improvement (if applicable)

3.4.1.1.3	Integrated Water Catchment Management Strategy (IWCMS) development
3.4.1.1.4	Explore smart system efficiencies

Operational Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

Capital Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

ICON ENVIROMENT

Service Area Waste Management **Lead Officer:** Manager Waste, Water and Sewerage Services

Community Strategic Plan Objective Strategies

- Reuse, recycle and reduce wastage

3.3.1

Promoting recycling, reusing and providing regular and efficient waste and recycling services

3.3.2

Providing education to the community on ways to minimise the waste produced by households

3.3.3

Implement initiatives to reduce illegal dumping and providing community education to prevent litter

Delivery Program Activities

3.3.1.1

Provide waste removal and recycling services within the Shire

3.3.2.1

Improve community awareness of recycling and waste minimisation

3.3.3.1

Promote litter reduction

Operational Plan Actions

Measure of Success

Timeframe

Council Role

3.3.1.1.1

Review procedures for waste and recycling services for workflow efficiency

Procedures for waste and recycling have been reviewed and efficiencies gained

June 2022

Provider

3.3.1.1.2

Review plant investment to extend the life of the landfill

Review of plant investment undertaken

June 2022

Provider

3.3.1.1.3

Progress the procurement of the Bundarra Transfer Station and decommissioning of the Bundarra Landfill.

Transfer station constructed.
Decommissioning plan developed.

June 2022

Provider

3.3.2.1.1	Operate the Uralla Community Recycling Centre	Increase number of awareness programs	June 2022	Provider
3.3.2.1.2	Support the Northern Inland Regional Waste Community Recycling Centre Regional Communication and Education Plan	Program supported	June 2022	Provider
3.3.3.1.1	Support anti-littering campaign	Implement anti-littering campaign through NIRW and website	June 2022	Provider

Operational Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

Capital Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

DRAFT

ICON SOCIETY / ECONOMY / ENVIRONMENT / LEADERSHIP

Service Area Facilities and Open Space **Lead Officer:** Manager Civil Infrastructure

- Community Strategic Plan Objectives**
- A proud, unique and inviting community
 - A safe, active and healthy shire
 - An attractive environment for business, tourism and industry
 - To preserve, protect and renew our beautiful natural environment
 - An effective and efficient organisation

Strategy

- 1.1.1 Provide vibrant and welcoming town centres, streets and meeting places
- 1.1.3 Respect the heritage of the region and highlight and enhance our unique characteristics
- 1.2.1 Provide accessible quality sport and recreation facilities that encourage participation
- 2.1.3 Lobby for government funded infrastructure and services to match business and industry development in the region (education, transport, health)
- 3.1.1 Record and promote the region’s heritage in partnership with the community
- 4.2.2 Operate in a financially responsible and sustainable manner

Delivery Program Activity

- 1.1.1.1 Maintain parks, gardens and open spaces
- 1.1.3.1 Provide cemetery services
- 1.2.1.1 Maintain community swimming complex, sports and recreation facilities
- 2.1.3.1 Enhance infrastructure to support regional education, transport and health development
- 3.1.1.1 Preserve Uralla Shire’s heritage
- 4.2.2.3 Maximise grant and funding partnership opportunities

Operational Plan Actions	Measure of Success	Timeframe	Council Role
1.1.1.1.1 Inspect playground equipment	Inspection program of playground equipment completed	June 2022	Provider

1.1.1.1.2	Annual inspection of trees on public land	Annual inspection of trees on public land completed	June 2022	Provider
1.1.3.1.1	Desktop review of cemetery fees	Review of fees undertaken and reported to Executive	December 2021	Provider
1.1.3.1.2	Develop Cemetery Business Plans	Business Plan for cemeteries developed	June 2022	Provider
1.1.3.1.3	Undertake annual maintenance program of all cemeteries	Service standards met	June 2022	Provider
1.2.1.1.1	To maintain the water quality to enable the operation of the swimming pool	Water quality in compliance with Department of Health guidelines	From Oct to March	Provider
1.2.1.1.2	Undertake the annual maintenance program at all sporting fields	Services undertaken	June 2022	Provider
3.1.1.1.1	Develop a Business Plan for the Caravan Park	Business Plan for the Caravan Park drafted	June 2022	Provider
4.2.2.3.2	Identify and seek funding opportunities for infrastructure projects in facilities and open spaces subject to associated operating costs being funded from operational revenue	Grant funding applications are successful and relevant projects are delivered in accordance with the funding deed?	June 2022	Provider

Operational Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

Capital Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

ICONS: ECONOMY/ ENVIRONMENT / LEADERSHIP

Service Area Works & Civil

Lead Officer: Manager Civil Infrastructure

Community Strategic Plan Objectives

- A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycle ways that are adequate, interconnected and maintained
- Communities that are well serviced with essential infrastructure
- An effective and efficient organisation

Strategies

- 2.3.1 Provide an effective road network that balances asset conditions with available resources and asset utilisation
- 2.3.2 Maintain, review and replace Council bridges and culverts
- 2.3.3 Ensure road network supporting assets are maintained adequately and renewed as scheduled
- 2.3.4 Provide a network of town and village streets that balances asset conditions with available resources and asset utilisation
- 2.3.5 Maintain existing walking and cycling networks across the region
- 2.3.6 Facilitate the enhancement and expansion of accessible walking and cycle networks where strategically identified and interconnect them with other transport and recreation facilities
- 2.4.3 Provide the infrastructure to embellish public spaces, recreation areas and parkland areas
- 2.4.4 Ensure adequate public car parking and kerb and guttering infrastructure is provided, maintained and renewed.
- 3.4.3 Ensure adequate stormwater and drainage infrastructure is provided, maintained and renewed.
- 4.2.2 Operate in a financially responsible and sustainable manner

Delivery Program Activities

- 2.3.1.1 Deliver road and drainage maintenance services and capital works programs
- 2.3.2.1 Deliver bridge and culvert maintenance services and capital works programs
- 2.3.3.1 Deliver roads, lighting, signs, guard rails and posts maintenance and renewal program
- 2.3.4.1 Deliver town and village streets maintenance services and capital works programs
- 2.3.5.1 Deliver walkways and cycle ways maintenance services and capital works program
- 2.3.6.1 Expand the Shire's integrated and accessible cycle ways and walkways network
- 2.4.3.1 Provide connectivity to public spaces
- 2.4.4.1 Maintain kerb and guttering to established service levels

3.4.3.1	Provide stormwater and drainage infrastructure	Measure of Success	Timeframe	Council Role
4.2.2.3	Maximise grant and funding partnership opportunities			
Operational Plan Actions				
2.1.3.1.1	Lobby government for funding to undertake necessary upgrades to provide HML capacity.	Grant funding applications are successful and relevant projects are delivered in accordance with the funding deed	June 2022	Provider
2.3.1.1.1	Review the Transportation Asset Management Plan	Transport Asset Management Plan reviewed	June 2022	Provider
2.3.1.1.2	Implement the Transportation Asset Management Plan	Percentage of program completed	June 2022	Provider
2.3.1.1.3	Seek funding for transport infrastructure expansion projects subject to approval from council and subject to associated operating costs being funded from operational revenue	Grant funding applications are successful and relevant projects are delivered in accordance with the funding deed	June 2022	Provider
2.3.2.1.1	Inspect all bridges and culverts	Annual inspections undertaken	June 2022	Provider
2.3.2.1.2	Review the work program for bridges and culverts	Work program reviewed quarterly	June 2022	Provider
2.3.2.1.3	Seek funding for replacement and realignment of the Bakers Creek causeway on Barraba Road with a bridge or box culvert structure	Grant application lodged subject to available funding program	June 2022	Provider
2.3.3.1.1	Deliver road network supporting infrastructure replacement program	Percentage of program completed	June 2022	Provider
2.3.3.1.2	Renew and maintain lighting, signs, posts and guard rail assets as necessary	Renewal and maintenance completed as necessary	June 2022	Provider
2.3.4.1.1	Deliver PAMP program	PAMP implemented – subject to funding	June 2022	Provider
2.3.5.1.1	Inspect footpaths and cycle ways	Annual inspections undertaken	June 2022	Provider
2.3.5.1.2	Implement the Pedestrian Access and Mobility Plan (PAMP)	PAMP implemented – subject to funding	June 2022	Provider
2.3.6.1.1	Seek funding to extend pedestrian and cycle ways subject to approval from council and subject to associated operating costs being funded from operational revenue. Particular	Grant funding applications are successful and relevant projects are delivered in accordance with the funding deed	June 2022	Provider

projects to include grant funding for the design and construction of upgrades to the CBD area for parking lane, footpath, amenity and accessibility improvements.

2.4.3.1.1	Seek grant funding to implement the Pedestrian Access and Mobility Plan	Pedestrian Access and Mobility Plan implemented	June 2022	Provider
2.4.4.1.1	Inspect kerb and guttering, undertake the required repair and replacement program	Program delivered	June 2022	Provider
3.4.3.1.1	Maintain and renew stormwater and drainage infrastructure	Assets maintained and renewed	June 2022	Provider
4.2.2.3.3	Identify and seek funding opportunities for works and civil projects subject to approval from council and subject to associated operating costs being funded from operational revenue	Grant funding applications are successful and relevant projects are delivered in accordance with the funding deed	June 2022	Provider

Operational Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$
	\$	\$	\$

Capital Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

ICON: SOCIETY

Service Area Community Care **Lead Officer:** Director Community Services

- Community Strategic Plan Objectives**
- A proud, unique and inviting community
 - A safe, active and healthy shire
 - Access to and equity of services

Strategy

- 1.2.2 Work with key partners and the community to lobby for adequate health services in our region
- 1.1.4 Support, encourage and celebrate community participating and volunteerism
- 1.4.2 Provide quality Community Care, Ageing and Disability services
- 1.4.6 Work toward achieving the status of a disability friendly community through the provision of accessible and inclusive facilities

Delivery Program

Activity

- 1.2.2.1 Improve access to regional health services
- 1.1.4.1 Encourage volunteer participation
- 1.4.2.1 Provide aged and disability services
- 1.4.2.2 Provide community transport services
- 1.4.6.1 Develop and implement a range of strategies to improve access and inclusion to Council facilities and services

Operational Plan Action

		Measure of Success	Timeframe	Council Role
1.2.2.1.1	Assist with work placements for medical students under the Bush Bursary / CWA Scholarship program	Placements arranged	June 2022	Provider
1.2.2.1.2	Promote and allocate community donations	Donations allocated	June 2022	Provider
1.2.2.1.3	Promote and allocate community grants	Grants allocated and acquitted	June 2022	Provider
1.1.4.1.3	Develop a volunteer strategy for the Tablelands Community Support and Tablelands Community Transport including an	Strategy developed	December 2021	Provider

	induction and support program to promote participation			
1.4.2.1.1	Manage consumer directed aged and disability services in a financially sustainable manner	Net operating surplus from delivery of services	June 2022	Provider
1.4.2.1.2	Manage State and Federal funding agreements and acquittals thereof for compliance	Funding agreements acquitted	June 2022	Provider
1.4.2.1.3	Maintain accreditation and satisfactory quality audit outcomes	Accreditation maintained	June 2022	Provider
1.4.2.2.1	Manage community transport services in a financially sustainable manner	Net operating surplus from delivery of services	June 2022	Provider
1.4.2.2.2	Manage NSW State Government funding agreements and grant acquittals for compliance	Funding agreements acquitted	June 2022	Provider
1.4.2.2.3	Maintain satisfactory service reviews and audit outcomes	Accreditation maintained	June 2022	Provider
1.4.6.1.1	Review and amend the Disability Inclusion Action Plan	DIAP reviewed and amended	June 2022	Provider
1.4.6.1.2	Train and educate staff to increase awareness of terminology around people with a disability	Increased awareness of use of inclusive terminology	June 2022	Provider
1.4.6.1.3	Identify inclusive places to visit within the Shire	Inclusive places uploaded to website	June 2022	Provider
1.4.6.1.4	Investigate cost of developing a map to indicate inclusive accessible public spaces, parks, cafes, restaurants, pubs, shops	Cost of map identified	June 2022	Provider

Operational Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

Capital Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

ICON: SOCIETY

Service Area Library Services **Lead Officer:** Director Community Services

- Community Strategic Plan Objectives**
- A proud, unique and inviting community
 - A diverse and creative culture

Strategies

- 1.1.4 Support, encourage and celebrate community participating and volunteerism
 1.3.1 Provide enhanced and innovative library services that support and encourage lifelong learning

Delivery Program

Activities

- 1.1.4.1 Encourage volunteer participation
 1.3.1.1 Provide library services and program

Operational Plan Actions

		Measure of Success	Timeframe	Council Role
1.1.4.1.1	Develop a volunteer strategy for the library including an induction and support program to promote participation	Strategy developed	December 2021	Provider
1.3.1.1.1	Library programs, activities and workshops offered to all demographics	Increase in number of activities and attendance	June 2022	Provider
1.3.1.1.2	Manage the Service Level Agreement with Central Northern Regional Library	service level agreement managed	June 2022	Provider
1.3.1.1.3	Attend Central Northern Regional Library Committee Meetings	Attended meetings	June 2022	Provider
1.3.1.1.4	Operate the Bundarra Library Service	Library Service in Bundarra operational	June 2022	Provider
Continuous Improvement (if applicable)				
1.3.1.1.5	Survey library users to review service levels	Survey undertaken	June 2022	Provider
1.3.1.1.6	Increase volunteer participation	Increase in number of volunteers	June 2022	Provider

Operational Numbers				
FTE	Income	Expenses	Net Result	
	\$	\$	\$	

Capital Numbers

FTE

Income
\$

Expenses
\$

Net Result
\$

DRAFT

ICON SOCIETY

Service Area Community Development **Lead Officer:** Director Community Services

- Community Strategic Plan Objectives Strategies**
- A diverse and creative culture
 - Access to and equity of services

1.3.2 Work with the community and other partners to develop major cultural and community events and festivals
 1.4.4 Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities

Delivery Program Activities

1.3.2.1 Facilitate the development of a range of community and cultural activities

1.4.4.1 Increase community participation in community and cultural events

Operational Plan Actions

		Measure of Success	Timeframe	Council Role
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1.3.2.1.1	Attend Arts North West regional meetings	Meetings attended	June 2022	Provider
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1.3.2.1.2	Coordinate events such as Youth Week, NAIDOC Week, Seniors Week and Volunteers Week	Events undertaken	June 2022	Provider
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1.4.4.1.1	Promote and support community events within the Shire	Events promoted and supported	June 2022	Provider
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1.4.4.1.2	Apply for Youth Week and coordinate program of activities	Funding application lodged and relevant activities are delivered in accordance with the funding agreement	June 2022	Provider
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1.4.4.1.3	Apply for National Aboriginal and Islander Day Observance Committee (NAIDOC) funding and coordinate activities in consultation with Elders	Funding application lodged and relevant activities are delivered in accordance with the funding agreement	June 2022	Provider
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Operational Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

Capital Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

DRAFT

ICON SOCIETY

Service Area McMaugh Garden Aged Care Facility **Lead Officer:** Director Community Services

Community Strategic Plan Objective Strategy

- Access to and equity of services

1.4.1 Operate and maintain the McMaugh Gardens Aged Care Facility

Delivery Program

Activity

1.4.1.1 Operate a residential aged care facility

Operational Plan Action		Measure of Success	Timeframe	Council Role
1.4.1.1.1	Manage McMaugh Gardens to accreditation standards	Aged Care Quality Standards are met	June 2022	Provider
1.4.1.1.2	Successfully complete Aged Care Quality and Safety Commission Audits	Aged Care Quality and Safety Commission Audits completed successfully	June 2022	Provider
1.4.1.1.3	Consider expansion of services for Aged Care Facility	Expansion of facility and growth of services	June 2022	Provider
1.4.1.1.4	Manage McMaugh Gardens Aged Care Facility in a financially sustainable manner	Operating result per plan Annual average occupancy at benchmark	June 2022	Provider

Operational Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

Capital Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

ICONS ECONOMY SOCIETY

Service Area Economic Development (includes Tourism) **Lead Officer:** Director Community Services

- Community Strategic Plan Objectives**
- A proud, unique and inviting community
 - An attractive environment for business, tourism and industry
 - Growing diversified employment, education and tourism opportunities

Strategies

- 1.1.4 Support, encourage and celebrate community participation and volunteerism
- 2.1.1 Promote Uralla Shire and the region as a place to live, work, visit and invest
- 2.1.2 Promote the Uralla Shire to business and industry and increase recognition of the areas’ strategic advantages
- 2.2.2 Support and encourage existing business and industry to develop and grow
- 2.2.3 Support the attraction of new businesses, including sustainable employment generating projects
- 2.2.4 Partner with neighbouring Councils to effectively market the unique natural characteristics and diverse tourism opportunities available within the New England region.

Delivery Program Activities

- 1.1.4.1 Encourage volunteer participation
- 2.1.1.1 Promote Uralla Shire through the Visitor Information Centre
- 2.1.2.1 Improve recognition of Uralla Shire and the region’s strategic economic advantages
- 2.2.2.1 Encourage business and industry development
- 2.2.3.1 Provide information to support new and existing business operators
- 2.2.4.1 Promote Uralla Shire and the region as a tourism destination

Operational Plan Actions

		Measure of Success	Timeframe	Council Role
1.1.4.1.2	Develop a volunteer strategy for the Visitor Information Centre including an induction and support program to promote participation	Strategy developed	December 2021	Provider
2.1.1.1.1	Operate the Visitor Information Centre	VIC operational	June 2022	Provider
2.1.1.1.2	Publish trails and maps	Trails and maps published	June 2022	Provider

2.1.1.1.3	Update the Uralla Shire Directory interactive map	Content checked and updated	June 2022	Provider
2.1.2.1.1	Partner with neighbouring Councils to coordinate delivery of the Southern New England High Country REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2018–2022	Strategy implemented	June 2022	Enabler
2.2.2.1.1	Liaise with the Uralla Business Chamber	Regular liaison	June 2022	Provider
2.2.2.1.2	Provide links to business development information and resources	Maintain links on Council web page	As required	Enabler
2.2.3.1.1	Developer Forums facilitated	2 forums arranged	June 2022	Provider
2.2.4.1.1	Collaborate with other Councils and tourism bodies to promote the region	Uralla and region promoted	June 2022	Provider
Projects (if applicable)				
2.2.2.1.3	Investigate establishment of a Smart Region (internet of things) and apply for suitable funding programs *subject to external funding	1-2 IOT Gateways funded and installed	June 2022	Provider
2.2.2.1.4	Investigate a digital economic development prospectus) and apply for suitable funding programs *subject to external funding	Digital ED Prospectus funded and produced	June 2022	Provider
2.2.2.1.5	Commence construction of Stage 1 (or 1A) for the Rowan Avenue, Uralla, light industrial subdivision, subject to funding, community consultation, approvals and resolution of Council.	Funding received and construction commenced	June 2022	Provider

Operational Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

Capital Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

DRAFT

ICON: Economy, society, LEADERSHIP

Service Area Civic Leadership

Lead Officer: General Manager

Community Strategic Plan Objectives

- A proud, unique and inviting community
- An attractive environment for business, tourism and industry
- A safe and efficient network of arterial roads and supporting infrastructure, town streets, footpaths and cycleways that are adequate, interconnected and maintained
- A strong accountable and representative Council

Strategies

- 1.1.4 Support, encourage and celebrate community participation and volunteerism
- 1.3.3 Lobby government, companies and other individuals to secure funding for cultural and creative expression fields
- 1.4.5 Lobby government to maintain and improve community and public transport service and infrastructure
- 2.1.3 Lobby for government-funded infrastructure and services to keep pace with business and industry development in the region (education, transport, health)
- 2.3.8 Provide the required public transport infrastructure and work with key partners to expand the provision of cost effective public transport
- 4.1.1 Provide clear direction for the community through the development of the Community Strategic Plan, Delivery Program and Operational Plan
- 4.1.2 Engage with the community effectively and use community input to inform decision making
- 4.1.3 Create a better understanding within the community of the services and facilities Council provides
- 4.1.4 Provide strong representation for the community at the regional, state and federal levels

Delivery Program Activities

- 2.1.3.1 Enhance infrastructure to support regional education, transport and health development
- 2.3.8.1 Enhance Council’s public transport infrastructure
- 4.1.2.1 Incorporate inclusive community consultation and stakeholder engagement in Council decision making
- 4.1.3.1 Implement and maintain a transparent and accountable decision making framework
- 4.1.4.1 Maintain effective partnership and advocacy activities

Operational Plan Actions

Measure of Success

Timeframe

Council Role

2.1.3.1.2	Develop a list of priority transport infrastructure projects to capitalise on grant funding opportunities	Priority list completed	June 2022	Provider
4.1.2.1.1	Council meetings held as scheduled	Councillor attendance >50% per annum and meeting achieves quorum	June 2022	Provider
4.1.2.1.2	Council meetings open to the public	Open business items >95%	June 2022	Provider
4.1.2.1.3	Council make decisions	Fewer than 2% of business items deferred	June 2022	Leader
4.1.2.1.4	Community engagement and consultation undertaken prior to Council decisions to change strategy, services and as required by legislation	Community engagement and consultation exceed minimum public notification requirements	June 2022	Enabler
4.1.2.1.5	Mayor or Deputy Mayor represent Council at civic events and performs role of Council official spokesperson	Mayor or Deputy Mayor at all civic events and undertakes media engagements	June 2022	Leader
4.1.4.1.1	Advocate the needs of the Shire to State and Federal Governments	Meet and converse with State and Federal departments regularly	Quarterly	Enabler
4.1.4.1.2	Advocate the needs of the community of interest through the New England Joint Organisation (NEJO)	Raise issues in alignment with the NEJO Strategic Plan	Quarterly	Enabler
4.1.4.1.3	Undertake lobbying through Local Government NSW, New England Joint Organisation and directly with government agencies and Members.	Key issues raised through Local and Federal Member.	Quarterly	Enabler
4.1.4.1.4	Participate in the New England Joint Organisation, Country Mayor's Association, Local Government NSW and Australian Local Government Association.	Collective lobbying	All year	Enabler
Continuous Improvement (if applicable)				
4.1.2.1.6	Reduce printing	Reduced use of paper; reduced costs	All year	Agent

Projects (if applicable)

4.1.4.1.5	Procure Mayoral robes and chain	Visual representation of democratic / representative role of Council	June 2022	Leader
4.1.3.1.1	New IT devices for new term of Council	Reduction in printing and more timely reporting	June 2022	Provider

Operational Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

Capital Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

DRAFT

ICON: LEADERSHIP

Service Area Organisational Leadership **Lead Officer:** General Manager

- Community Strategic Plan Objectives**
- An effective and efficient organisation
 - Deliver the goals and strategies of the Community Strategic Plan

Strategies

- 4.2.1 Provide a range of services that meets benchmarks determined with the community, having regard to quality and cost
- 4.2.2 Operate in a financially responsible and sustainable manner
- 4.3.1 Resource the organisation of Council adequately to provide the services and support functions required to deliver the goals and strategies detailed in this plan

Delivery Program

Activities

- 4.2.1.1 Improve the cost effectiveness and efficiency of community service provision
- 4.2.2.3 Maximise grant and funding partnership opportunities
- 4.2.2.4 Achieve efficiency gains for internal services through a program of continuous improvement
- 4.3.1.1 Enhance the effectiveness of Council resourcing strategies and practices

Operational Plan Actions

		Measure of Success	Timeframe	Council Role
4.2.1.1.1	Direct Financial Strategy	Develop and report to Council	Quarterly	Provider
4.2.1.1.2	Direct Strategic Risk Management	Develop and report to ARIC	Quarterly	Provider
4.2.1.1.3	Prioritise resource allocation	Determine and report to Council	Quarterly	Provider
4.2.1.1.4	Implement the Workforce Management Plan	Workforce Management Plan implemented	June 2022	Provider
4.2.2.3.4	Identify and seek additional funding opportunities for Council projects subject to Council resolution and subject to associated operating costs being funded from operational revenue	Funding applications are successful and relevant projects are delivered in accordance with the funding deed	June 2022	Provider

4.3.1.1.1	Approved services are delivered	>75% of annual Operational Plan actions are achieved (or substantially achieved)	June 2022	Provider
4.3.1.1.2	Staff leave managed efficiently	Leave liabilities remain within min/max	All year	Provider
4.3.1.1.3	Staff turnover within target range	Annual turnover is maintained between 10 - 20%	All year	Provider
4.3.1.1.4	Annual legislative obligations are met	No adverse reports from any levels of government	All year	Provider
4.3.1.1.5	Investigate shared service opportunities with New England Joint Organisation (NEJO) and neighbouring councils	Shared service opportunities identified and considered	All year	Collaborator
Continuous Improvement (if applicable)				
4.2.2.4.1	Complete service review for the Landfill	Service review completed	June 2022	Provider
4.2.2.4.2	Complete service review for Building Inspection	Service review completed	June 2022	Provider
4.2.2.4.3	Complete service review for Procurement	Service review completed	June 2022	Provider
4.2.2.4.4	Complete service review for Cemeteries	Service review completed	June 2022	Provider
4.2.2.4.5	Complete service review for IT	Service review completed	June 2022	Provider
4.3.1.1.5	Implement Service Register	Service Register implemented	June 2022	Provider
4.3.1.1.6	Inculcate and maintain a safety culture	Loss time injuries and return to work rates are monitored	June 2022	Provider
Projects (if applicable)				
4.3.1.1.8	Annual workplace clean up conducted	Clean up takes place	June 2022	Provider
4.3.1.1.7	Produce a working at Council promotional video (**not yet resourced)	Video completed	June 2022	Provider

Operational Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

Capital Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

ICON: LEADERSHIP

Service Area Governance **Lead Officer:** Manager Governance and Risk

Community Strategic Plan Objectives Strategies

- A strong, accountable and representative Council
- An effective and efficient organisation

- 4.1.1 Provide clear direction for the community through the development of the Community Strategic Plan, Delivery Program and Operational Plan
- 4.1.5 Undertake the civic duties of Council with the highest degree of professionalism and ethics
- 4.2.6 Identify and manage risk associated with all Council activities and implement a safe and healthy work environment
- 4.2.7 Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate governance

Delivery Program Activities

- 4.1.1.1 Deliver Integrated Strategic Planning and Reporting requirements
- 4.1.5.1 Implement and manage Council’s integrity system
- 4.2.6.1 Develop and incorporate a risk management framework which is effective and accessible
- 4.2.7.1 Improve the corporate governance framework

Operational Plan Actions

		Measure of Success	Timeframe	Council Role
4.1.1.1.1	Develop a Community Strategic Plan 2022-2032	Community Strategic Plan drafted and adopted	June 2022	Provider
4.1.1.1.2	Develop a three year Delivery Program 2022-2025	Delivery Program drafted and adopted	June 2022	Provider
4.1.1.1.3	Develop a one year Operational Plan 2022-2023	Operational Plan drafted and adopted	June 2022	Provider
4.1.5.1.1	Maintain Public Interest Disclosures, Conflict of Interest, Related Party Disclosures in accordance with legislative requirements	Maintain registers	June 2022	Provider

4.1.5.1.2	Publish the Pecuniary Interests Disclosures to Council's website	Register uploaded to website	June 2022	Provider
4.1.5.1.3	Implement the Fraud and Corruption Control Strategy	Strategy milestones met	June 2022	Provider
4.2.6.1.1	Improve Safety culture within the organisation	Decrease number of incidents/insurance claims/Lost Time Injury Frequency Rates (LTIFR)	June 2022	Provider
4.2.6.1.2	Develop Business Continuity Plan	Business Continuity Plan drafted / endorsed	December 2021	Provider
4.2.7.1.4	Implement the Corporate Governance Improvement Action Plan	Action Plan implemented	June 2022	Provider
4.2.7.1.5	Administer Audit, Risk and Improvement Committee	Audit, Risk and Improvement Committee meetings supported	June 2022	Provider
4.2.7.1.6	Administer Internal Audit Program	Internal Audit Program delivered	June 2022	Provider
Continuous Improvement (if applicable)				
4.1.1.1.3	Draft Communication Engagement Strategy for the Community Strategic Plan	Communication Engagement Strategy drafted	November 2022	Provider
4.1.5.1.4	Implement training for Councillors at the start of each term	Training program implemented	June 2022	Provider
4.2.6.1.3	Draft and implement safety system	Safety system drafted / endorsed	September 2021	Provider
4.2.6.1.4	Implement Vault Application /Software	Vault implemented	June 2022	Provider
Projects (if applicable)				
4.1.5.1.5	Support the NSW Electoral Commission - September 2021 Elections	Liaise with NSW EC and provide support	Yearly	Provider

Operational Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$
	\$	\$	\$

Capital Numbers

FTE	Income	Expenses	Net Result
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\$

\$

\$

ICON: LEADERSHIP

Service Area

Records & Information

Lead Officer: Manager Governance and Risk

Community Strategic Plan Objective Strategy

- An effective and efficient organisation

4.2.7

Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate governance

Delivery Program Activity

4.2.7.1

Improve the corporate governance framework

Operational Plan Actions

Measure of Success

Timeframe

Council Role

4.2.7.1.1

Update Records Management Policies and Protocols

All Records Management Policies and Protocols reviewed

June 2022

Provider

4.2.7.1.2

Address backlog of disposal of records

Disposal schedule up to date

June 2022

Provider

Continuous Improvement (if applicable)

4.2.7.1.3

Implement TRIM upgrade

TRIM upgrade implemented

June 2022

Provider

Operational Numbers

FTE

Income

Expenses

Net Result

\$

\$

\$

Capital Numbers

FTE

Income

Expenses

Net Result

\$

\$

\$

ICON SOCIETY LEADERSHIP

Service Area Communications **Lead Officer:** Communications Officer

- Community Strategic Plan Objectives**
- Access to and equity of services
 - A strong, accountable and representative Council

Strategies

1.4.3 Create a better understanding within the community of the services and facilities Council provides

4.1.2 Engage with the community effectively and use community input to inform decision making

Delivery Program

Activities

1.4.3.1 Promote Council's services and facilities

4.1.2.1 Incorporate inclusive community consultation and stakeholder engagement in Council decision making

Operational Plan Actions

		Measure of Success	Timeframe	Council Role
1.4.3.1.1	Coordinate a local government week program to raise awareness of the services provided by Council	Program delivered	June 2022	Provider
1.4.3.1.2	Oversee the preparation and distribution of a regular Council newsletter to residents	Monthly newsletters published and delivered	Monthly	Provider
4.1.2.1.9	Draft a Media and Social Media Policy	Media and Social Media Policies adopted by Council	December 2021	Provider
4.1.2.1.10	Increase webpage utilisation	Webpage utilisation increased	June 2022	Provider
4.1.2.1.11	Review Communication policies and protocols	Policies and protocols reviewed	June 2022	Provider
Continuous Improvement (if applicable)				
4.1.2.1.12	Review style guide	Style guide reviewed	December 2021	Provider
Projects (if applicable)				
4.1.2.1.13	Implement a Council Intranet (Budget Bid) (**not yet resourced)	Intranet implemented	June 2022	Provider

Operational Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

Capital Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

DRAFT

ICON LEADERSHIP

Service Area Information Technology **Lead Officer:** IT Manager

Community Strategic Plan Objective Strategy

- A strong, accountable and representative Council

4.1.3

Provide open, accountable and transparent decision making for the community

Delivery Program Activity

4.1.3.1

Implement and maintain a transparent and accountable decision making framework

Operational Plan Actions

Measure of Success

Timeframe

Council Role

4.1.3.1.1

Provide Help Desk service

Tickets closed within three days

June 2022

Provider

4.1.3.1.2

Prepare a Business Continuity Plan for IT

Business Continuity Plan for IT completed and adopted

December 2021

Provider

Continuous Improvement (if applicable)

4.1.3.1.3

Develop and implement an Information Technology Strategic Plan

Information Technology Strategic Plan drafted and milestones reached

June 2022

Provider

4.1.3.1.4

Maintain up time of IT Services during operating hours

>98% uptime

June 2022

Provider

Projects (if applicable)

4.1.3.1.5

Review IT Platform

Report provided to Executive with clear recommendations

June 2022

Provider

4.1.3.1.6

Implement automation of business papers

Business papers automation software is operational

December 2021

Provider

Operational Numbers

FTE

Income

Expenses

Net Result

\$

\$

\$

Capital Numbers

FTE

Income

Expenses

Net Result

DRAFT

\$

\$

\$

ICON LEADERSHIP

Service Area Financial Management **Lead Officer:** Chief Financial Officer

Community Strategic Plan Objective Strategies

- An effective and efficient organisation

4.2.2 Operate in a financially responsible and sustainable manner
 4.2.3 Develop and consistently apply an asset management framework that ensures existing and future infrastructure is affordable, funded and maintained to ensure inter-generational equity and sustainability

Delivery Program Activities

4.2.2.1 Maintain and control financial system and improve long term financial sustainability
 4.2.3.1 Provide asset revaluation and long term funding scenarios for asset maintenance and renewal

Operational Plan Actions

		Measure of Success	Timeframe	Council Role
4.2.2.1.1	Model and adopt rate structures on an annual basis and attend to the issue of accurate rate notices as required	Rate structures adopted and accurate rate notices issued	June 2022	Provider
4.2.2.1.2	Collect all rates and charges in line with payment requirements and undertake debt recovery action for outstanding accounts in accordance with Council’s Debt Recovery Policy	Lower % outstanding rate and charges	June 2022	Provider
4.2.2.1.3	Update and maintain procedures that align with adopted procurement policy to achieve best value for money for all goods and services	Procurement procedures aligned with Policy	June 2022	Provider
4.2.2.1.4	Provide up to date financial information to relevant stakeholders to assist with timely and accurate decision making	Financial information is up to date through easily accessible portals	June 2022	Provider

4.2.2.1.5	Review all fees and charges on an annual basis for full cost recovery	Accurate numbers for each fee and charge	June 2022	Provider
4.2.2.1.6	Review and revise the 10 year Long Term Financial Plan	LTFP reviewed	June 2022	Provider
4.2.2.1.7	Subject to Council resolution, make an application for increase in rate revenue (Special Rate Variation) in accordance with the Independent Pricing and Regulatory Tribunal criteria (FFTF)	Subject to Council resolution, SRV application lodged	June 2022	Provider
4.2.2.1.8	Complete and report quarterly budget review statements	Quarterly budget reports presented to Council in a timely manner	June 2022	Provider
4.2.2.1.9	Adequate and effective controls in place for all financial management functions and implement procurement and financial control recommendations adopted by the Audit Risk and Improvement Committee	Internal audit actions for financial controls implemented	June 2022	Provider
4.2.2.1.10	Maximise return on investment within the risk parameters provided by the USC Investments Policy 2019	Investment returns appropriate for risk	June 2022	Provider
4.2.2.1.11	Investigate options to diversify investments	Options identified, assessed and considered by Council		
4.2.2.1.12	Investigate commercial income streams	Options identified, assessed and considered by Council		
4.2.2.1.13	Identify strategies to achieve a consolidated surplus before capital grants (balanced budget for all funds) over the full term of the LTFP	Strategies identified	June 2022	Provider
4.2.2.1.14	Review asset valuations and depreciation methodology for all asset classes	Asset valuations reviewed	June 2022	Provider
4.2.2.1.15	Determine asset maintenance backlog based on asset management plans and incorporate into Long Term Financial Plan	Asset maintenance backlog determined	June 2022	Provider

4.2.3.1.1	Develop the long term funding scenarios that explore options to fund asset maintenance and renewal	Long term funding options developed	June 2022	Provider
Continuous Improvement (if applicable)				
4.2.2.1.13	Review and update financial system procedures and instructions as required	Cross training of team members to minimise impact of staff absences	June 2022	Provider
4.2.2.1.14	Develop a finance schedule outlining key dates for provision of data - to include statutory returns as well as acquittals for other departments	Compliance calendar deadlines met	June 2022	Provider
4.2.2.1.15	Develop rolling workshops and/or FAQ's for non-finance staff on common issues to improve workflow, communication and general financial literacy.	Workshops undertaken	June 2022	Provider

Operational Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$
	\$	\$	\$

Capital Numbers

FTE	Income	Expenses	Net Result
	\$	\$	\$

- END -

9.7 EXPLANATION OF INCREASE IN WATER FUND DEPRECIATION EXPENDITURE



Department: Finance
Prepared by: Corporate Accountant and Chief Financial Officer
TRIM Reference: UINT/21/5083
Attachments: UINT/21/5128 2017 Water asset revaluation componentisation effects

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal: 4.2 An effective and efficient organisation
Strategy: 4.2.2 Operate in a financially responsible and sustainable manner
Activity: 4.2.2.1 Maintain and control financial system and improve long term financial sustainability
Action: 4.2.2.1.1 Review and revise the 10-year Long Term Financial Plan

SUMMARY:

This report provides Councillors with a synopsis of the circumstances which have led to the increase in depreciation expenditure in the Water Fund from 2018 onwards, relative to prior financial years.

RECOMMENDATION:

That the Committee note the report.

BACKGROUND:

Council has requested an explanation for the increase in depreciation in the Water Fund since 2015.

Council has its assets revalued on a five-yearly revaluation schedule with desk-top revaluations in the interim years.

The method of depreciation applied to asset valuation is in accordance with the Australian Accounting Standards.

Australian Accounting Standards often change and Council is required to update its accounting practices to comply with relevant changes.

The annual audit process assesses Council's compliance with the Australian Accounting Standards.

Non-compliance with the Australian Accounting Standards may result in a qualified Audit opinion that is then reported to the Minister.

REPORT:

This report provides an outline of issues that contributed to the rise in depreciation expenditure in the Water Fund since 2015.

Increases in overall depreciation expenditure

Depreciation increased significantly from the 2018 financial year onwards – see table 1 below.

This increase can be attributed to depreciation increases on water infrastructure assets as a consequence of the 2017 Water Fund asset revaluation.

Table 1 - Depreciation Expense

	2016	2017	2018	2019	2020
	'000	'000	'000	'000	'000
Buildings	33	31	31	25	25
Plant & Equipment	0	0	0	1	8
Water Infrastructure	159	162	453	439	424
TOTAL	(192)	(193)	(484)	(464)	(457)

An explanation for the increase in Water Fund infrastructure assets follows.

Council undertakes a rolling 5 year revaluation schedule, with a different asset class revalued each financial year so that that reported asset values represent the current replacement cost of these assets as required by Australian Accounting Standards.

In the 2017 financial year, a complete revaluation was undertaken of the water supply assets.

An external valuation company (Australis Asset Advisory Group) was engaged to undertake the valuation of water infrastructure assets, in accordance with Australian Accounting Standards and the Local Government Code of Accounting Practice and Financial Reporting Update number 24 regarding Measurement of Fair Value.

An audit of the revaluation was undertaken by the NSW Audit Office as part of the audit of the Annual Financial Statements.

In undertaking the revaluation, the following changes were made:

- Assets were componentised – assets were broken down into significant parts which have a different useful life or pattern of consumption from other significant parts. This results in one asset being split into a number of assets, each with a potentially different useful life.
- Residual values on assets were removed. The inclusion of residual values are no longer compliant under current accounting standards. Prior to changes in the accounting standards around 2012, entities could record a residual value, which represented the amount the entity expected to receive on disposal of the asset. The inclusion of residual values prevents the asset from being depreciated once the written down value has reached the deemed residual value and consequently will decrease depreciation expenses.
- Re-evaluation of asset useful life – the shorter an asset life, the larger the depreciation expense relative to an asset of the same value with a longer asset life. Conversely, the longer an asset life, the smaller the depreciation expense will be relative to an asset of the same value with a shorter asset life.

Three (3) factors contributed significantly to the increase in depreciation expense:

1. Average asset residual life reduced subsequent to the revaluation - see attachment 1;
2. Asset fair values also increased; and
3. Residual values were removed.

A revaluation of Water Fund assets should have been undertaken in 2012 per the five year rolling revaluation schedule but was not undertaken.

This resulted in the issue of a qualified audit opinion in that year's financial statements.

Had the revaluation been undertaken in 2012, with regard to the appropriate accounting standards, the depreciation expense would have increased significantly from 2013 onwards instead of 2018 i.e. the changes that have occurred in 2017 should have been made in 2012, thereby addressing the correct depreciation issue five years earlier.

A revaluation in 2012 per the rolling schedule would have enabled Council to adjust fees and charges at the time with a smaller effect on cost increases for consumers each year thereafter.

KEY ISSUES:

- Council is required to apply depreciation based upon the revised asset valuation and the Australian Accounting Standards.
- Council's depreciation of the water fund assets since 2015 have been audited with no adverse findings.

COUNCIL IMPLICATIONS:

1. Community Engagement/ Communication (per engagement strategy)

Reports have been presented to the Budget Review and Finance Committee, ARIC and Council in relation to:

- a) financial sustainability; and
- b) adoption of annual financial statements.

2. Policy and Regulation

Local Government Act 1993 (NSW) s 8A Guiding principles for councils; s 8B Principles of sound financial management
Australian Accounting Standards

3. Financial (LTFP)

Depreciation should be calculated in accordance with applicable approved accounting standards

4. Asset Management (AMS)

Asset revaluation should be undertaken on a timely basis and at least in accordance with a rolling revaluation schedule and in accordance with the applicable approved accounting standards

5. Workforce (WMS)

N/A

6. Legal and Risk Management

Continued review of costs and revenue raising opportunities is necessary to confidently assess the risk of financial sustainability.

7. Performance Measures

Adoption of the recommendations in this report

8. Project Management

Chief Financial Officer

DEPRECIATION EXPENSE COMPARISON

source: Authority per asset # inquiry

Water Infrastructure assets only

Explanation

Revalued Assets Up as at 30.06.2017
 Componentised some assets as at 30.06.2017

Results

Depreciation exp increase dramatically between 2017 & 2018 due to :

- A. WDV increased on several large asset classes between YE 30.06.16 & 30.06.17 (refer blue below for examples)
- B. Residual life on AVG reduced, so higher depreciation expense, especially impactful on some large asset classes for following year ie 2018 (refer pink below for examples)

	2016
	WDV YE
Grand Total	14,306,256

2017			
Dep exp	AVG Useful Life	AVG Resid life	WDV
	Est AVG	Est AVG	
245,519	70	49	13,906,988

2018			
Dep exp	AVG Useful Life	AVG Resid life	WDV
	Est AVG	Est AVG	
455,595	67	39	13,759,522

Selected Examples for illustration

Kentucky Creek Weir <i>(componentised from 1 asset to 6)</i>	1,062,976	11,944	100	89	2,537,892	44,985	80	35	2,545,258
Uralla WTP <i>(componentised from 1 asset to 43)</i>	657,001	25,269	30	26	2,547,924	138,618	36	18	2,464,546
Uralla Summer Hill <i>(componentised from 1 asset to 6)</i>	1,194,603	12,067	100	99	990,197	22,025	53	39	988,515
Uralla Mt Mutton <i>(componentised from 1 asset to 3)</i>	794,543	8,927	100	89	723,748	18,465	60	42	720,096

9.8 EXPLANATION OF INCREASE IN WATER FUND OPERATING EXPENDITURE

Department: Finance
Prepared by: Management Accountant and *Chief Financial Officer*
TRIM Reference: UINT/21/5064
Attachments: Nil

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal: 4.2 An effective and efficient organisation
Strategy: 4.2.2 Operate in a financially responsible and sustainable manner
Activity: 4.2.2.1 Maintain and control financial system and improve long term financial sustainability
Action: 4.2.2.1.1 Review and revise the 10-year Long Term Financial Plan

SUMMARY:

This report provides Councillors with an overview of the matters that have contributed to increased expenditure in the Water fund, in particular Water Supply Operations and Maintenance expenditure.

RECOMMENDATION:

That the Committee note the report.

BACKGROUND:

Since 2011, operational expenditure in the Water fund has increased year on year, except for 2015.

REPORT:

This report provides high-level information to help understand the reasons why operational expenditure (excluding depreciation) in the Water Fund has increased in all years except for 2015.

A desk-top service review of the water fund was provided to the February 2021 Committee meeting as part of the tiered-water pricing modelling. This broadly demonstrated that the Water Fund is operating with low operating costs and low fees and charges against benchmarks.

Further requests for information from Councillors indicated a need for a full service review and Executive recommended to Council that an independent consultant be engaged to undertake that assessment.

This was deferred with Council resolving the following at the February 2021 Council meeting:

- b) that the service review information be developed in conjunction with the Integrated Water Cycle Management Strategy (9 February 2021 meeting).

The table below details specific expenditure matters that have contributed to the increases in the water fund over the last 10 years.

Note: A separate report on water fund depreciation is provided elsewhere in this business paper.

Table 1

Area of increased expenditure	Reasons for increase
Water Treatment – wages	<ul style="list-style-type: none"> • Award increases • No salaries for management of water attributed to ledgers until 2015, accounts had outdoor staff wages only recorded. • Employment of full-time manager Water Sewer and Waste – between 40% and 50% allocation • Increased levels of testing as part of the Drinking Water Quality Management Plan driven by the Department of Health as well as increased expectations for water quality through best practice management for water • Changes to benchmarks for testing, in particular levels of acceptable turbidity
Water Treatment - Materials	<ul style="list-style-type: none"> • Increased usage and cost of goods • Managing impacts of drought • Additional products utilised (Ferric Chloride) • Increased water quality testing • Under-dosing in prior years
Administration costs	<ul style="list-style-type: none"> • Preparation of demand management plan, drought management plan, and draft Water Fund AMP. • From 2017 to 2019 wages for manager Waste Water & Sewer. • No reduction in these costs have been included in forward budgets because it is expected that there will be implementation of recommendations from these reports.
Insurance	Costs only included from 2015
Mains maintenance	Increased wages and materials in 2019 but otherwise varies from year to year. Increases may indicate deterioration in asset condition.

KEY ISSUES:

Costs will vary from year to year but there is an upward trend in operating costs that is associated with meeting best-practice standards at both Uralla and Bundarra water treatment plants.

COUNCIL IMPLICATIONS:

1. Community Engagement/ Communication (per engagement strategy)

N/A

2. Policy and Regulation

N/A

3. Financial (LTFP)

N/A

4. Asset Management (AMS)

N/A

5. Workforce (WMS)
N/A
6. Legal and Risk Management
N/A
7. Performance Measures
N/A
8. Project Management
N/A

9.9 PREPARATION OF VERSION 0.3 OF DRAFT 2021/22 BUDGET

Department: Finance
Prepared by: Chief Financial Officer
TRIM Reference: UINT/21/5121
Attachments: Nil

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal: 4.2 An effective and efficient organisation
Strategy: 4.2.2 Operate in a financially responsible and sustainable manner
Activity: 4.2.2.1 Maintain and control financial system and improve long term financial sustainability
Action: 4.2.2.1.1 Review and revise the 10-year Long Term Financial Plan

SUMMARY:

This report provides Councillors with an opportunity to propose additional actions that will move USC towards financial sustainability.

RECOMMENDATION:

That the Committee recommends to Council that version 0.3 of the Draft Budget 2021-22 be prepared for public consultation with the following inclusions/exclusions:

- *To be inserted at the meeting*

REPORT:

At the Ordinary Council Meeting of 27 April 2021, report 14.1 made a series of additional recommendations to Council aimed at achieving a balanced operating budget (i.e. before capital budgets).

- B. That Council implement the tiered water pricing recommendations as proposed in the Budget Review and Finance Committee report of 13 October 2020 to:
- a. Commence actions that will achieve the resolution of Council (12.02/20) to “Set a strategic objective for both the Water and Sewer Funds to operate during the next ten years at a balanced operating position including the full funding of depreciation, amortisation and impairment of intangible assets and infrastructure, property, plant, equipment and the modelling of tiered water pricing”; and
 - b. Continue to generate sufficient cash reserves to fund future capital expenditure, and not push this cost out to future generations by not increasing operating revenue to align with operating expenditure.
- C. That at the 4 May 2021 Budget Review and Finance Committee meeting the Committee consider reducing the following service standards to assist in achieving a balanced operating budget (i.e. before capital grants):
- a. Reduce all community donations (including reduced rent on council buildings) by 20% -saving \$17,500;
 - b. Reduce operating hours for customer service by a minimum of one hour per day – saving \$12,900;
 - c. Reduce elected member costs, including allowances – saving \$29,000;
 - d. Reduce staff training costs – saving \$32,500;

- e. Discontinue all COVID related costs – saving \$13,000;
 - f. Reduce sealed road maintenance to achieve savings of \$200,000;
 - g. Reduce regional road maintenance to achieve savings of \$100,000;
 - h. Reduce urban street maintenance to achieve savings of \$40,000;
 - i. Reduce unsealed road maintenance to achieve savings of \$250,000;
 - j. Reduce bridges maintenance to achieve savings of \$30,000;
 - k. Cease provision for restoration of quarries and pits by \$20,000;
 - l. Reduce footpath maintenance to achieve savings of \$10,000;
 - m. Reduce kerb and gutter maintenance to achieve savings of \$10,000;
 - n. Reduce parks and gardens maintenance to achieve savings of \$20,000;
 - o. Reduce public facilities maintenance to achieve savings of \$10,000;
 - p. Reduce sporting grounds maintenance to achieve savings of \$20,000;
 - q. Reduce availability of building control contractor to one day per week until a staff member is appointed or a cheaper service provider is found – potential saving up to \$65,000;
 - r. Discontinue lease of street stall – saving \$7,000;
 - s. Do not commence any upgrade / new capital works projects unless fully funded by capital grants and associated operating costs are assessed as affordable within the Council's Long Term Financial Plan.
 - t. Associated corporate services cost reductions, conditional on above service reductions – saving \$146,000.
- D. That Council align all fees and charges to those of Armidale Regional Council for equivalent services e.g. sports ground hire or building inspections;
- E. That Council include in the 2021/22 Operational Plan an action to undertake consultation for a Special Rate Variation.

At the Ordinary Meeting on 27 April 2021 Council resolved part A of the recommendations being the initial recommendations of the Committee.

The Council also resolved at the Ordinary Meeting on 27 April 2021:

- B. That the Budget Review & Finance Committee undertake consideration of further service level reductions and/or revenue raising opportunities and internal savings at the 4 May 2021 meeting.

This agenda item provides the opportunity for the Committee to address part B of the Council resolution and any other actions required for preparation of draft version 0.3 of the 2021/22 budget.

KEY ISSUES:

- Financial sustainability is one of the key risks that needs to be managed by Council.
- Without financial sustainability Council may not be able to remain independent.
- The recommendations within this report relate to opportunities to reduce operating costs or increase operating revenue.

COUNCIL IMPLICATIONS:

1. Community Engagement/ Communication (per engagement strategy)

Reports have been presented to the Finance Committee, ARIC and Council in relation to financial sustainability.

Community feedback on the draft budget has been sought via the Council website and includes a community survey.

2. Policy and Regulation

Local Government Act 1993 (NSW) s 8A Guiding principles for councils; s 8B Principles of sound financial management

3. Financial (LTFF)

Potential savings and revenue raising opportunities as noted in the table above.

4. Asset Management (AMS)

Possible increase in commercial property holdings as an investment.

5. Workforce (WMS)

Possible employment of a full-time Health and Building inspector

6. Legal and Risk Management

Continued review of costs and revenue raising opportunities is necessary to confidently assess the risk of financial sustainability.

7. Performance Measures

Completion of all items outlined in table 1 above.

8. Project Management

Chief Financial Officer.

10 CONFIDENTIAL MATTERS

There are no confidential Matters

11 CONCLUSION OF THE MEETING

END OF

Budget, Review & Finance Committee
BUSINESS PAPER