



Delivery Program 2017-2022

Operational Plan 2020/2021

Q2 Progress Report

About this report

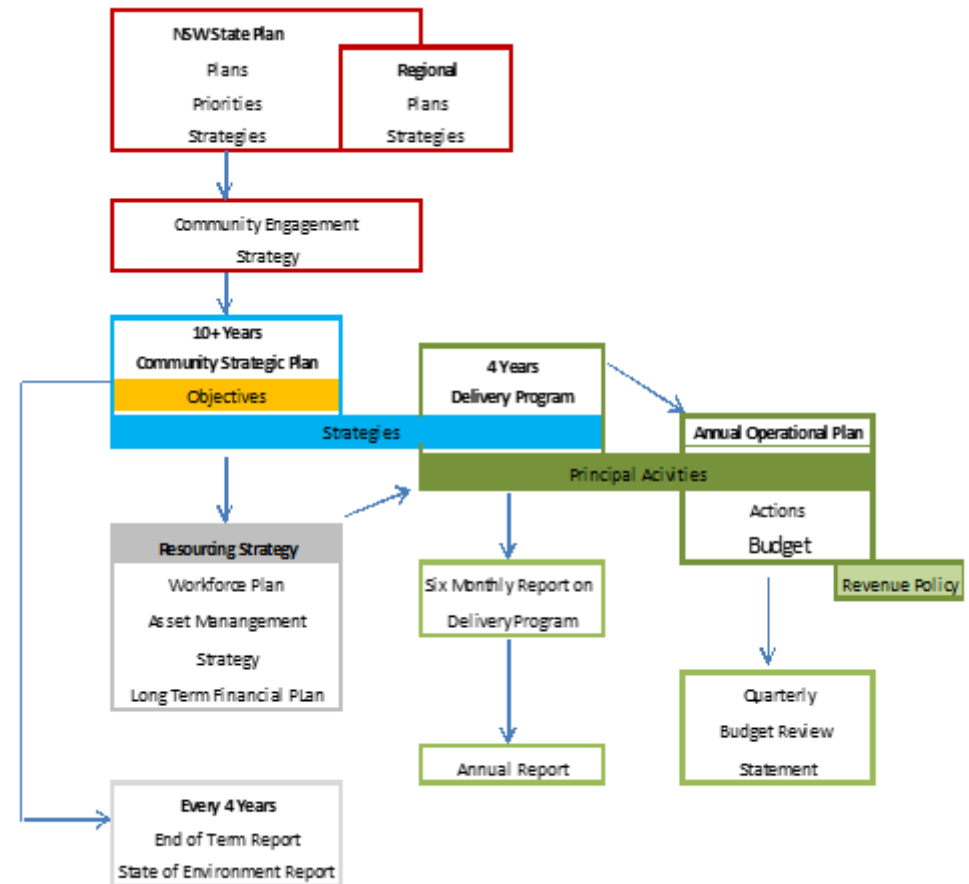
In 2009, the NSW Government introduced a new framework guiding local government in a new approach to planning for and reporting on their activities. This new framework is known as Integrated Planning and Reporting.

Uralla Shire Council adopted its first ever suite of documents within the Integrated Planning framework in 2012. Overarching this suite of interrelated plans is the Community Strategic Plan which identifies the aspirations of the community. This Plan was reviewed and updated in 2015 and 2017.

The Delivery Program is informed by the Community Strategic Plan and prioritises the programs and activities Council will commit to providing during the four year term of the Council. At the beginning of each year, Council prepares an Operational Plan which outlines the actions Council will undertake to work towards achieving the outcomes in the four year Delivery Program.

Council is required to report progress on the Delivery Plan to the community at least every six months. Council intends to report on progress throughout the year on a quarterly basis.

The attached report is a summary of our achievements during the Q2 of the combined Delivery Program 2017-2022 and Operational Plan 2020/2021 and covers the financial year ending June 2021.



Contents

Measuring our progress.....	4
Organisational Performance.....	4
Detailed Performance Report.....	6

Measuring our progress

Uralla Council's 2017-2027 Community Strategic Plan centres around four major themes: Our Society, Our Economy, Our Environment, and Our Leadership.

In 2020/2021 Council committed to 198 actions focused on achieving the community's vision within these four themes. Those actions are detailed in the combined Delivery Program 2017-2022 and Operational Plan 2020/2021. In this report, our progress in meeting the community's vision within Council's Delivery Program 2017-2022 and Operational Plan 2020/2021 is illustrated by the following coloured symbols:

- Achieved or on target
- Not on target, being closely managed
- Action cancelled or not able to be achieved
- Action not yet commenced in this quarter

Each of the 198 actions are assigned to a responsible local government officer, who provides quarterly progress report on each action using the coloured symbols above. The responsibility legend is set out below.

• GM	General Manager	General Manager's Office
• EA	Executive Assistant to the General Manager and Mayor	General Manager's Office
• CFO	Chief Financial Officer	General Manager's Office
• MHR	Manager Human Resources	General Manager's Office
• DID	Director Infrastructure and Development	Infrastructure and Development
• EMC	Environmental Management Coordinator	Infrastructure and Development
• MWWSS	Manager Waste, Water and Sewerage Services	Infrastructure and Development
• MDP	Manager Development and Planning	Infrastructure and Development
• MCI	Manager Civil Infrastructure	Infrastructure and Development
• EMCS	Executive Manager Corporate Services	Corporate Services
• CCE	Coordinator Communications and Engagement	Corporate Services
• LIB	Librarian	Corporate Services
• CTI	Coordinator Technology and Information	Corporate Services
• TPOO	Tourism Promotion and Operations Officer	Corporate Services
• RMSO	Risk Management and Safety Officer	Corporate Services
• MMG	Manager McMaugh Gardens Aged Care	Aged and Community Care
• MCC	Manager Community Care	Aged and Community Care

Organisational Performance




Delivery Program – 2020/2021 Annual Action

Detailed Performance Report


1: Our Society

1.1: A proud, unique and inviting community

1.1.1: Provide vibrant and welcoming town centre, streets and meeting places




Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.1.1.1	Maintain parks, gardens and open spaces	Liaise with volunteers and other community groups to assist in the maintenance of parks, gardens, and open spaces.	Manager Development and Planning	Volunteer maintenance activities	Increased		Actions being undertaken by BRT.
		Liaise with volunteers and other community groups to assist in the maintenance of parks, gardens, and open spaces.	Manager Civil Infrastructure	Volunteer maintenance activities	Increased		Undertake routine maintenance and plantings.
		Undertake annual maintenance program of parks.	Manager Civil Infrastructure	Service levels	Maintained		Undertake routine maintenance, weeding, mowing and planting. Maintain Covid-safe cleaning at public toilets.

1.1.2: Embellish our community with parks, paths, cycleways, facilities and meeting places


Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.1.2.1	Prepare open space strategy	Engage with the community and key stakeholders in developing the Open Spaces Strategy.	Manager Development and Planning	Engagement program	Implemented		Initial consultation undertaken 2019. Further consultation prior to finalising the strategy early 2021.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Develop an overarching Open Spaces Strategy with an Action Plan guided by community consultation, and including disability inclusion and access provisions (DIAP 2.5) (2.6) (2.7).	Manager Development and Planning	Strategy and Action Plan	Adopted		Site visit and progress meeting with MDP 22.1.2021

1.1.3: Respect the heritage of the region and highlight and enhance our unique characteristics





Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.1.3.1	Provide cemetery services	Undertake annual maintenance program of all cemeteries.	Manager Civil Infrastructure	Service levels	Met		Undertake mowing, weeding and hedge trimming.
		Seek heritage funding to carry out restoration work at Uralla's Old Cemetery.	Manager Civil Infrastructure	Heritage funding application	Lodged		No funding identified.
		Provide family history information and interment services.	Manager Civil Infrastructure	Services	Provided		Update record ongoing.


1.1.4: Support, encourage and celebrate community participation and volunteerism

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.1.4.1	Encourage volunteer participation	Develop a volunteer strategy including an induction and support program to promote participation that encourages involvement by people with a disability (DIAP 3.2).	Manager McMaugh Garden Aged Care	Strategy	Developed		McMaugh Gardens volunteer induction and support program reviewed. Broader USC strategy being developed


1.2: A safe, active and healthy shire

1.2.1: Provide accessible quality sport and recreation facilities that encourage participation


Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.2.1.1	Maintain community swimming complex, sports and recreation facilities	Undertake the necessary maintenance to enable the operation of the Uralla swimming pool.	Manager Civil Infrastructure	Service levels	maintained		Maintain Covid safe registration, and social distancing. Serviced pumps, undertake water quality testing per Health guidelines. Install new kitchen cabinet.
		Maintain and test pool water quality in compliance with Department of Health guidelines.	Manager Civil Infrastructure	Water quality	Compliant		Undertake water quality testing per Health guidelines.
		Implement upgrades to the Uralla Sporting Complex through the Stronger Country Communities Fund.	Manager Development and Planning	Upgrades	Completed		Complete.
		Undertake the annual maintenance program at sporting fields (DIAP 2.7).	Manager Civil Infrastructure	Service levels	Maintained		Undertake routine maintenance, mowing and cleaning.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.2.1.2	Provide shared footpaths and cycleways	Implement the priority projects set out in the shared footpath and cycleway plan including disability access provisions in conjunction with the Pedestrian Access and Mobility Plan, subject to RMS funding approval (DIAP 2.6).	Manager Civil Infrastructure	Identified works	Completed		Continue the shared path construction from Maitland Street to Sport Complex at Plane Avenue. Approved funding from Active Transport Program to construct 185m of shared path at Plane Av. To commence construction in 4th Quarter.


1.2.2: Work with key partners and the community to lobby for adequate health services in our region

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.2.2.1	Improve access to regional health services	Liaise with medical practitioners to prepare for participation in the 2020-2021 Bush Bursary/CWA Scholarship program.	Manager McMaugh Garden Aged Care	Liaison with medical practices	Completed		2020-2021 Bush Bursary/CWA Scholarship Program student placements completed






1.2.3: Provide, maintain and develop children's play and recreational facilities that encourage active participation


Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.2.3.1	Enhance recreational facilities for children	Deliver upgrades to children's recreation facilities throughout the shire through grant funding.	Director Infrastructure & Development	Grant funding	Milestones met		Ongoing via Stronger Country Communities and Drought Communities Extension funding programs

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

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.2.4.1	Preserve community safety	Give support, within Council's area of functional responsibility, to the police, emergency services, and community groups to preserve community safety.	Director Infrastructure & Development	Support	Provided		Participate on the LEMC Covid response Committee





1.2.5: Provide effective, regulatory, compliance and enforcement services for the community

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.2.5.1	Provide effective regulatory, compliance and enforcement services	Carry out food premises inspections to ensure compliance with the Food Act.	Manager Development and Planning	Food premises inspected annually	100%		Further inspections required.
		Submit annual food premises compliance report.	Manager Development and Planning	Food premises returns submitted	Annually		Some further inspections required.
		Issue and serve Orders where necessary under relevant legislation.	Manager Development and Planning	Issued orders are compliant with legislation	100%		Up to date.
		Register, licence and inspect onsite sewerage treatment systems.	Manager Development and Planning	Number of inspections undertaken as scheduled	90%		Up to date.
		Administer companion animal registrations, respond to companion animal noise complaints, and impound animals and stray stock as required.	Manager Development and Planning	Respond to companion animal complaints	100%		Ongoing

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Finalise and implement a trade waste policy.	Manager Development and Planning	Policy	Implemented		Draft policy prepared. Implementation program to be designed and approved.

1.3: A diverse and creative culture


1.3.1: Provide enhanced and innovative library services that support and encourage lifelong learning

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.3.1.1	Provide library services and programs	Manage the service level agreement with Central Northern Regional Library.	Manager McMaugh Garden Aged Care	Service level agreement	Compliant		Broad range of library services provided as per service level agreement
		Attend Central Northern Regional Library committee meetings.	Manager McMaugh Garden Aged Care	Committee meetings	attended		IEMCS attended Central Northern Regional Library AGM/General Meeting with Councillor delegate. Registered for notifications for future meetings
		Operate the Uralla library service and programs.	Manager McMaugh Garden Aged Care	Uralla library open	7 days a week		Library open 30 hours per week as per service level agreement
		Operate the Bundarra library service.	Manager McMaugh Garden Aged Care	Bundarra library operating and resources renewed	Quarterly		Bundarra library services operating and resources renewed

1.3.2: Work with the community and other partners to develop major cultural and community events and festivals



Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.3.2.1	Facilitate the development of a range of community and cultural activities	Coordinate the development of a Uralla Shire event toolkit.	Tourism Promotion and Operations Officer	Toolkit	Completed		Direction from EMCS to put this aside until further notice. Documents have been developed and branded. Next step: arrange small workshop or consultation with stakeholders to clarify needs and expectations from this kit.
		Attend Arts North West regional meetings.	Manager McMaugh Garden Aged Care	Meetings	Attended		Prepared to attend next meetings

1.3.3: Lobby government, companies and other individuals to secure funding for cultural and creative expression fields


Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.3.3.1	Enhance opportunities for community cultural and creative expression	Coordinate and deliver Council's annual community grants and financial assistance programs.	Manager McMaugh Garden Aged Care	Grants program round delivered	=2		Round 1 completed. Round 2 process commenced




1.4: Access to and equity of services

1.4.1: Operate and maintain the McMaugh Gardens Aged Care Facility



Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.4.1.1	Operate a residential aged care facility	Manage McMaugh Gardens Aged Care facility in a financially sustainable manner, including identifying and planning for impacts of bathroom renovations upon revenues.	Manager McMaugh Garden Aged Care	Operating result	Per plan		Bathroom renovations have achieved significantly refurbished increased revenue
				Annual average occupancy at benchmark	Per plan		
		Maintain aged care facility accreditation and satisfactory aged care quality audit outcomes.	Manager McMaugh Garden Aged Care	Accreditation	Maintained		
				Quality audit outcomes	Satisfactory		

1.4.2: Provide quality Community Care, Ageing and Disability services


Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.4.2.1	Provide aged and disability services	Manage consumer directed aged and disability services in a financially sustainable manner.	Manager Community Care - TCSO	Net operating surplus	Achieved		Consumer directed services at TCS are being managed in a financially sustainable manner. Additional Commonwealth Home Support Programme funding has been negotiated and approved to transfer from another provider commencing 1/1/21.


Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Manage state and federal funding agreements and grant acquittals for compliance.	Manager Community Care - TCSO	Funding agreements reporting and acquittals	Compliant		Acquittals were reported on time.
		Maintain accreditation and satisfactory quality audit outcomes.	Manager Community Care - TCSO	Accreditation	Maintained		A new registration was received from NDIA in line with new compliance and safeguarding requirements for all NDIS providers.
				Quality audit outcomes	Satisfactory		
1.4.2.2	Provide community transport services	Manage community transport services in a financially sustainable manner.	Manager Community Care - TCSO	Net operating surplus	Achieved		Consumer directed services at TCT are being managed in a financially sustainable manner.
		Manage NSW State Government funding agreements and grant acquittals for compliance.	Manager Community Care - TCSO	Funding agreements reporting and acquittals	Compliant		New funding Agreements completed with Transport for NSW during this quarter. Funding acquitted in a timely manner.
		Maintain satisfactory service reviews and audit outcomes.	Manager Community Care - TCSO	Audit outcomes	Satisfactory		Reporting continues to TfNSW. A new Funding Agreement was completed from 1/1/21 to 30/6/22. All data is being transmitted as required and no specific audits have taken place during this quarter.

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


Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.4.3.1	Promote Council's services and facilities	Coordinate a local government week program to raise awareness of the services provided by Council.	Manager McMaugh Garden Aged Care	Program	Delivered		Dates for 2021 identified - 02/08/2021 to 08/08/2021
		Oversee the preparation and distribution of a regular Council newsletter to residents.	Manager McMaugh Garden Aged Care	Newsletter published	Monthly		Monthly newsletter compiled, printed, distributed and available online

1.4.4: Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.4.4.1	Increase community participation in community and cultural events	Promote Uralla Shire community events through Council's website.	Tourism Promotion and Operations Officer	Events promoted	As requested		Done and ongoing, however under COVID19 events have been widely cancelled. We communicate with event holders to source information about any upcoming events.
		Seek Youth Week funding and facilitate the coordination of the Youth Week program of activities.	Manager McMaugh Garden Aged Care	Funding application	Lodged		Youth Week Program provided in partnership with Uralla Neighbourhood Centre
		Facilitate youth program of activities.	Manager McMaugh Garden Aged Care	Youth activities	Delivered		Youth Week activities provided

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Seek National Aboriginal and Islander Day Observance Committee (NAIDOC) funding and coordinate Council's NAIDOC activities in consultation with the Elders.	Manager McMaugh Garden Aged Care	NAIDOC activities	Delivered		NAIDOC Day activities completed

1.4.5: Lobby government to maintain and improve community and public transport services and infrastructure

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.4.5.1	Enhance transport services	Advocate, when necessary, for continuing access to Mascot airport at peak times.	General Manager	Advocate	As necessary		Air transport industry currently operating reduced capacity re pandemic. Regional flight access to Mascot currently no issue. Remains an important strategy and issue raised with NE Regional NSW, local and Federal Members Jan 2021.


1.4.6: Work towards achieving the status of a Disability Friendly community through the provision of accessible and inclusive facilities and services

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.4.6.1	Develop and implement a range of strategies to improve access and inclusion to council facilities and services	Incorporate principles of inclusion into Council's asset planning and renewal programs (DIAP).	Director Infrastructure & Development	Principles	Implemented		Ongoing. Access for people with disability provided for in new works and renewals including ramp at Central School entrance and Bundarra Sports and Rec amenities building.
		Develop and implement a Disability Inclusion Action Plan (DIAP).	Manager Community Care - TCSO	Plan developed	Implemented		Performance against DIAP reviewed.
		Operate the Visitor Information Centre.	Tourism Promotion and Operations Officer	Visitor Information Centre	Operational		No advice or progress on access and inclusion - may sit within Infrastructure & Development / Planning areas. VIC removed to Library during site redevelopment and operating at normal hours. Stock and furnishings securely stored.



2: Our Economy

2.1: An attractive environment for business, tourism and industry



2.1.1: Promote Uralla Shire and the region as a place to live, work, visit and invest

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.1.1.1	Promote Uralla Shire through the Visitor Information Centre	Deliver the goals of the Uralla Shire Promotional Campaign project through the NSW Bushfire Community Resilience & Economic Recovery Fund - Phase 1 grant funding.	Tourism Promotion and Operations Officer	Project milestones	Met		Delay due to staff changes. Key support from General Manager, including templates. RFQs for Uralla Shire Business Map and the Travel Writer and Videography / Photography. Despite late advice about this Activity all project RFQs sent.



2.1.2: Promote the Uralla Shire to business and industry and increase recognition of the areas strategic advantages

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.1.2.1	Improve recognition of Uralla Shire and the region's strategic economic advantages	Commence implementation of the Visitor Information Centre improvement project.	Director Infrastructure & Development	Project implementation	Commenced		Contract awarded. Construction to commence in January.
		Partner with neighbouring councils to coordinate delivery of the Regional Economic Development Strategy.	Manager McMaugh Garden Aged Care	Sub-regional working group meetings	Attended		General Manager meetings with Armidale and Walcha General Managers. REDS discussed with Armidale Council Economic Development Officer

2.1.3: Lobby for government funded infrastructure and services to match business and industry development in the region (education, transport, health)

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.1.3.1	Enhance infrastructure to support regional education, transport and health development	Lobby government for funding to undertake necessary upgrades to provide HML capacity.	Director Infrastructure & Development	Number of lobbying activities	Maintained		Liaising with Transport for NSW for HML arrangements for Lone Pine Bridge over the Gwydir River. Issue raised with NE Regional NSW, Local and Federal members Jan 2021.
		Develop a list of priority transport infrastructure projects to capitalise on grant funding opportunities.	Director Infrastructure & Development	Priority list	Compiled		Under development. Includes Bakers Creek Crossing on Barraba Road.


2.1.4: Implement tools to simplify development processes and encourage quality commercial, industrial and residential development

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.1.4.1	Process building and development applications	Assess and determine development, construction, and other regulatory applications.	Manager Development and Planning	Applications determined	=Statutory timeframes		Up to date.
		Construction certificates provided in accordance with legislation.	Manager Development and Planning	Certificates provided	=Statutory timeframes		Up to date.



2.1.5: Develop the skills of businesses to maximise utilisation of new technologies and the emerging broadband and telecommunication networks

2.2: Growing and diversified employment, education and tourism opportunities



2.2.1: Provide land use planning that facilitates employment creation

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.2.1.1	Optimise land use planning instruments to support employment creating business and industries	Monitor and review Council's Local Environment Plan and other strategic and supporting planning documents.	Manager Development and Planning	LEP and DCP	Maintained		Up to date. Currently no amendments proposed.


2.2.2: Support and encourage existing business and industry to develop and grow

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.2.2.1	Encourage business and industry development	Assess and maintain a sufficient supply of residential, lifestyle, agricultural commercial and industrial zoned land.	Manager Development and Planning	Supply and demand review	Completed		Adequate land stock available in all zones.
		Commence construction of Stage 1 for the Rowan Avenue, Uralla, subdivision, subject to funding and resolution of Council.	Director Infrastructure & Development	Construction of Stage 1	Commenced		Currently not funded. Alternative staging to be assessed along with further grant funding applications.

2.2.3: Support the attraction of new businesses, including sustainable employment generating projects





Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.2.3.1	Provide information to support new and existing business operators	Provide consultation with potential new business operators and pre-development application assistance.	Manager Development and Planning	Consultation and assistance activities	Documented		Up to date.
		Facilitate disaster preparedness and resilience training and resources to local businesses through the NSW Bushfire Community Resilience & Economic Recovery Fund - Phase 1 grant funding.	General Manager	Project milestones	Met		Sourcing quotes/options from RTO providers. Liaison with Uralla Shire Business Chamber in progress. Workshops/online webinars (TBD) scheduled Feb/Mar 2021.


2.2.4: Partner with neighbouring Councils to effectively market the unique natural characteristics and diverse tourism opportunities available within Uralla Shire and New England region

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.2.4.1	Promote Uralla Shire and the region as a tourism destination	Collaborate with other councils and tourism bodies to promote the region with a Uralla Shire focus.	Tourism Promotion and Operations Officer	Promotional activity	=2		Our partnership with New England High Country LGAs is fruitful and productive. Some difficulties remain with the NEHC website which has not been launched and we plan to go to market for another developer.



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

2.3.1: Provide an effective road network that balances asset conditions with available resources and asset utilisation



Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.3.1.1	Deliver road and drainage maintenance services and capital works programs	Deliver sealed roads capital renewal program - per Transportation Asset Management Plan.	Manager Civil Infrastructure	Percentage of program completed	90%		Complete Bingara Rd upgrade construction. Undertake urban, rural and regional sealed road resealing and rehabilitation per work program 20-21.
		Seek funding for transport infrastructure expansion projects.	Manager Civil Infrastructure	Number of funding applications	Maintained		Fixing Local Roads grant application submitted to rehab and widen Hawthorne Drive (another 3.2km).
		Deliver unsealed roads grading program in line with established service levels and intervention points - per Transportation Asset Management Plan.	Manager Civil Infrastructure	Percentage of program completed	90%		Undertake routine maintenance grading per TAMP.
		Deliver unsealed roads re-sheeting program in line with established service levels - per Transportation Asset Management Plan.	Manager Civil Infrastructure	Percentage of program completed	90%		Ongoing.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Inspect all bridges and carry out the required maintenance programs.	Manager Civil Infrastructure	Percentage of program completed	90%		Undertake bridges inspection after recent storm event. No structural damages. Ongoing routine maintenance to patch minor surface defects.


2.3.2: Maintain, review and replace Council bridges and culverts as required

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.3.2.1	Deliver bridge and culvert maintenance services and capital works programs	Deliver sealed roads capital renewal program - per Transportation Asset Management Plan.	Manager Civil Infrastructure	Percentage of program completed/	90%		Undertake vegetation control at bridges. Replace pipe culvert damaged by storm. Remove debris trapped under bridges
		Deliver bridge and culvert capital works program - per Transportation Asset Management Plan.	Manager Civil Infrastructure	Percentage of program completed	90%		Tolley Gully Bridge replacement tender has been awarded to successful contractor. To receive 80% design in February and commence bridge construction in March 2021.


2.3.3: Ensure road network supporting assets (signs, posts, lighting, guardrails, etc.) are maintained adequately and renewed as scheduled

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.3.3.1	Deliver roads, lighting, signs, guard rail, and posts maintenance and renewal program	Deliver unsealed road network supporting infrastructure replacement program.	Manager Civil Infrastructure	Percentage of program completed	90%		Ongoing.
		Renew and maintain lighting, signs, posts, and guard rail assets as necessary.	Manager Civil Infrastructure	As necessary	Completed		Ongoing.


2.3.4: Provide a network of town and village streets that balances asset conditions with available resources and asset utilisation

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.3.4.1	Deliver town and village streets maintenance services and capital works programs	Deliver town streets maintenance and resealing programs - per Transportation Asset Management Plan.	Manager Civil Infrastructure	Percentage of program completed	90%		Complete urban town streets resealing. 75% complete of Uralla town streets rehabilitation works. Undertake routine maintenance.


2.3.5: Maintain existing and cycling networks across the region

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.3.5.1	Deliver walkways and cycle ways maintenance services and capital works programs	Inspect footpaths and deliver maintenance and repair program.	Manager Civil Infrastructure	Percentage of program completed	90%		Undertake inspection. To complete construction in Quarter 3 and 4.

2.3.6: Facilitate the enhancement and expansions of accessible walking and cycle networks where strategically identified and interconnect them with other transport and recreation facilities

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.3.6.1	Expand the Shire's integrated and accessible cycle ways and walkways network	Seek funding from Roads and Maritime Services to extend shared pedestrian/cycleway along Plane Avenue to from East Street for 185m towards Rowan Avenue.	Manager Civil Infrastructure	Funding applications	Submitted		Grant funding application pending opening for applications.

2.3.7: Implement and maintain developer contribution plans


Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.3.7.1	Develop section 94 and section 64 contribution framework	Develop Section 64 and Section 7.11 and Section 7.12 contribution plans for consideration	Manager Development and Planning	Plan	Completed		No progress on Section 64 plans as yet. 7.11 and 7.12 drafts prepared, waiting on accompanying works schedule.

2.3.8: Provide the required public infrastructure and work with key partners to expand the provision of cost effective public transport





Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.3.8.1	Enhance Council's public transport infrastructure	Develop a renewal and maintenance program for Council bus stops.	Manager Civil Infrastructure	Service levels	Developed		Assets reviewed. No renewals identified at this time.



2.4: Communities that are well serviced with essential infrastructure

2.4.1: Develop a strategically located network of quality, accessible and safe public amenities that are adequately maintained and renewed


Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.4.1.1	Provide public amenities for residents and visitors	Deliver maintenance and renewal programs for public amenities - per Buildings Asset Management Plan.	Director Infrastructure & Development	Service levels	Maintained		Buildings Asset management Plan under review to reflect current condition and renewal works and upgrades undertaken as part of the grant funding programs.

2.4.2: Implement Council's strategic asset management plan and continue to develop asset systems, plans and practices for infrastructure assets to minimise whole of life costs


Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.4.2.1	Develop and implement asset management plans	Prepare an overarching asset management policy and strategy.	Director Infrastructure & Development	Draft	Completed		Under preparation.
		Review and update the Plant Asset Management Plan.	Director Infrastructure & Development	Plan update	Completed		Renewal program under review.
		Review and update the Buildings Asset Management Plan, including service levels.	Director Infrastructure & Development	Plan update	Finalised		Review underway.
		Review and update the Transport Asset Management Plan.	Director Infrastructure & Development	Review	Completed		Review underway.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Incorporate Council cemeteries into the Parks and Open Spaces Asset Management Plan.	Director Infrastructure & Development	Plan	Completed		Draft plan to be reviewed.
		Review and update the Sewer Asset Management Plan.	Manager Waste, Water & Sewerage Services	Plan update	Completed		Under review.
		Review and update the Water Supply Asset Management Plan.	Manager Waste, Water & Sewerage Services	Plan update	Completed		Under review.
		Implement the Stormwater Drainage Asset Management Plan.	Director Infrastructure & Development	Plan update	Completed		Requires further development.

2.4.3: Provide the infrastructure to embellish public spaces, recreation areas and parkland areas

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.4.3.1	Provide connectivity to public spaces	Continue with footpath and cycleway program as per the Pedestrian Access and Mobility Plan.	Manager Civil Infrastructure	Connectivity	Improved		Funding to construct shared path / cycleway at Plane Avenue approved. Construction to commence in Quarter 4.

2.4.4: Ensure adequate public car parking and kerb and gutter infrastructure is provided, maintained and renewed

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.4.4.1	Maintain kerb and guttering to established service levels	Inspect all kerb and gutter and undertake the required repair and replacement program.	Manager Civil Infrastructure	Program delivered	>90%		Scoping complete. To commence design in Quarter 3 and construction in Quarter 4.


3: Our Environment

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


3.1.1: Record and promote the region's heritage in partnership with the community



Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
3.1.1.1	Preserve Uralla Shire's heritage	Progressively implement the recommended actions from the Heritage Strategy.	Manager Development and Planning	Strategy actions	Implemented		Amendment of LEP not warranted and not funded. Heritage strategy out of date and requires review and updating.
		Continue management of Council's Crown Reserves.	Manager Development and Planning	Management activities	Maintained		Draft POMs prepared.

3.1.2: Protect the Shire's historic buildings and sites, recognising their value to the community



Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
3.1.2.1	Provide heritage services and support	Facilitate a Heritage Advisory Service and Local Heritage Assistance Fund.	Manager Development and Planning	Number of service activities	Maintained		Cancelled during COVID.

3.1.3: Protect and maintain a healthy catchment and waterways

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
3.1.3.1	Maintain compliant catchment and waterways management	Undertake annual maintenance program for Council's gross pollutant traps.	Manager Civil Infrastructure	As necessary	Maintained		Undertake routine maintenance. Undertake inspection and maintenance after storm event.


Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Develop Operation and Maintenance Plan and Emergency Management Plan for the Kentucky Creek Dam.	Manager Waste, Water & Sewerage Services	Plan	Reviewed		Documents reviewed for finalising.
		Maintain compliance with Environmental Protection Licence requirements for the Uralla landfill, sewer and water treatment plants.	Manager Waste, Water & Sewerage Services	Testing regime	Compliant		Ongoing.

3.1.4: Raise community awareness of environmental and biodiversity issues



Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
3.1.4.1	Provide bush generation activities and information	Continue to implement the actions for the Bush Regeneration Work plan.	Manager Development and Planning	Implementation	Commenced		Ongoing. Priority focus on urban areas for 2021.
		Liaise with the New England Weeds Authority to manage Council's statutory obligations under the Biosecurity Act.	Manager Development and Planning	Statutory obligations	Met		Ongoing

3.2: Maintain a healthy balance between development and the environment


3.2.1: Retain open space and greenbelts that are accessible to everyone

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
3.2.1.1	Preserve sensitive greenbelt lands	Review and monitor vegetation and environmental protection measures for sensitive land.	Manager Development and Planning	LEP and DCP	Maintained		Up to date.

3.2.2: Educate the community about sustainable practices in the home, at work and in public places



Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
3.2.2.1	Raise community awareness of sustainability practices	Collaborate and partner with the Uralla ZNET.	Manager Development and Planning	Number of awareness programs	Maintained		Partnering with ZNet on the Lets talk About Water project.
		Continue to review and Implement the Environmental Sustainability Action Plan priorities.	Manager Development and Planning	Implementation of priorities	Commenced		Ongoing



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

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
3.2.3.1	Collaborate with service providers to be emergency response ready	Participate in natural disaster mitigation and provide local emergency management officer.	Director Infrastructure & Development	Seasonal mitigation activities	Maintained		Ongoing participation on the LEMC.

3.3: Reuse, recycle and reduce wastage

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

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
3.3.1.1	Provide waste removal and recycling services within the Shire	Provide general waste collection services to the defined service areas.	Manager Waste, Water & Sewerage Services	Service levels	Maintained		Ongoing.
		Provide recycling waste collection services to the defined service areas.	Manager Waste, Water & Sewerage Services	Service levels	Maintained		Ongoing.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Continue operations evaluation and begin community consultation regarding future operation of the Bundarra Landfill site.	Manager Waste, Water & Sewerage Services	Evaluation	Progressing		Operations evaluation continuing.
		Develop and implement a Waste Services Asset Management Plan.	Manager Waste, Water & Sewerage Services	Plan	Complete		Draft plan developed. Under review in coordination with the Site Development Plans.

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

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
3.3.2.1	Improve community awareness of recycling and waste minimisation	Support the Northern Inland Regional Waste Community Recycling Centre Regional Communication and Education Plan.	Manager Waste, Water & Sewerage Services	Program	Delivered		Ongoing.
		Offer schools access to Council-supported participation in waste education programs.	Manager Waste, Water & Sewerage Services	School participants	3		Programs are on offer in coordination with NIRW.
		Operate the Uralla Community Recycling Centre.	Manager Waste, Water & Sewerage Services	Service levels	Maintained		Ongoing.



3.3.3: Implementing initiatives to reduce illegal dumping and providing community education to prevent litter

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
3.3.3.1	Promote litter reduction	Continue to participate in the Northern Inland Regional Waste Litter Implementation Plan.	Manager Waste, Water & Sewerage Services	Program	Delivered		Ongoing.
		Review the NSW Illegal Dumping Strategy for participation and implementation opportunities.	Manager Waste, Water & Sewerage Services	Strategy	Reviewed		Currently reviewing for funding opportunities.

3.3.4: Identifying and implementing water conservation and sustainable water usage practices in Council operations

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
3.3.4.1	Minimise water wastage	Review council water consumption for major council facilities against historical records.	Manager Waste, Water & Sewerage Services	Inspections	Completed		Not yet commenced.



3.3.5: Identifying technologies in Council facilities, infrastructure and service delivery to reduce our ecological footprint

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
3.3.5.1	Reduce Council's environmental footprint	Partner with ZNET to deliver the Elephants in the Woodlands project.	Manager Development and Planning	Participation at meetings	=4		Ongoing.
		Update and implement criteria to assess environmental management and compliance in infrastructure and development projects.	Manager Development and Planning	Criteria implementation	Commenced		Solar installations complete at six sites. LED lights installed on several Council buildings. LED streetlight program underway.



3.4: Secure sustainable and environmentally sound water-cycle infrastructure and services




3.4.1: Maintain and renew water network infrastructure to ensure the provision of secure, quality and reliable drinking water supplies

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
3.4.1.1	Provide water supply	Deliver Uralla and Bundarra water supply in compliance with the Drinking Water Quality Management Plan.	Manager Waste, Water & Sewerage Services	Compliance	Achieved		Ongoing.
		Work with landholders to improve protection of Kentucky Creek and Taylors Pond drinking water storages.	Manager Waste, Water & Sewerage Services	Improvement initiatives	Implemented		Further discussions to be held for improved stock control around Kentucky Creek dam.
		Develop the Integrated Water Cycle Management consultancy brief and progress the investigations for the augmentations of the Bundarra and Uralla water supplies to increase yield via alternative water sources.	Manager Waste, Water & Sewerage Services	Brief	Completed		IWCM progressing to deed funding letter, awaiting "Department of Planning Infrastructure and Environment - Water" feedback.
				Investigations	Commenced		
		Conduct investigations to identify origins of arsenic in the Uralla Water supply and progress other initiatives identified in the Integrated Water Cycle Management Plan to mitigate the risk.	Manager Waste, Water & Sewerage Services	Investigations	Conducted		Approval given by "Department of Planning Infrastructure and Environment - Water" to fund investigations under IWCM.
		Develop and deliver annual water main replacement program.	Manager Waste, Water & Sewerage Services	Program	Delivered		Assets being reviewed. Assessing any additional replacement requirements.



Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Implement recommended work place health and safety improvements to Uralla and Bundarra water supply schemes.	Manager Waste, Water & Sewerage Services	Improvements	Completed		Tender documents to be released in the next financial quarter for identified works including reservoirs, treatment plants and pumping stations.
		Implement recommended work place health and safety improvements to Uralla and Bundarra water supply schemes.	Risk Management & Safety Officer	Improvements	Completed		Liaising with the Water, Waste and Sewage Manager and supervisors on future requirements around the water alert. Supervisors attended contractor management workshops.

3.4.2: Maintain and renew the sewerage network infrastructure to ensure the provision of efficient and environmentally-sound sewerage services

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
3.4.2.1	Provide sewerage services	Operate the Uralla sewer treatment plant in an efficient and effective manner.	Manager Waste, Water & Sewerage Services	Licence compliant	Met		Ongoing.
		Maintain and renew the sewer infrastructure network in line with established programs.	Manager Waste, Water & Sewerage Services	Service levels	Met		Maintenance program continuing.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Undertake the project management of the construction phase of the Bundarra Sewerage Scheme through the engagement of project management staff or consultant.	Manager Waste, Water & Sewerage Services	Additional funding	Secured		Project Manager to commence early 2021.
		Implement the recommended work place health and safety improvements to the Uralla sewerage scheme.	Manager Waste, Water & Sewerage Services	Improvements	Completed		Tender documents to be released in the next financial quarter Q3 for identified works.
		Implement the recommended work place health and safety improvements to the Uralla sewerage scheme.	Risk Management & Safety Officer	Improvements	Completed		Water alert has been the priority. Supervisors attended contractor management workshops. not related to WHS Safety Program



3.4.3: Ensure adequate stormwater and drainage infrastructure is provided, maintained and renewed




Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
3.4.3.1	Provide stormwater and drainage infrastructure	Maintain and renew stormwater and drainage infrastructure.	Manager Civil Infrastructure	Maintenance program	Met		Routine maintenance ongoing. To commence urban street drainage improvement in Quarter 4.
		Develop a stormwater asset management plan for the urban stormwater network.	Director Infrastructure & Development	Plan	Complete		Draft under review

4: Our Leadership

4.1: A strong, accountable and representative Council

4.1.1: Provide clear direction for the community through the development of the Community Strategic Plan, Delivery Program and Operational Plan


Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.1.1.1	Deliver integrated strategic planning and reporting requirements	Continue to develop and adjust the Resourcing Strategy in support of the 4-year Delivery Program. The resourcing strategy consists of the: Asset Management Strategy Workforce Management Plan Long Term Financial Plan	Director Infrastructure & Development	Resourcing strategy	Monitored and updated		Development and adjustment ongoing.
		Continue to develop and adjust the Resourcing Strategy in support of the 4-year Delivery Program. The resourcing strategy consists of the: Asset Management Strategy Workforce Management Plan Long Term Financial Plan	Manager Human Resources	Resourcing Strategy	Monitored and updated		Workforce Management Plan under review

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Continue to develop and adjust the Resourcing Strategy in support of the 4-year Delivery Program. The resourcing strategy consists of the: Asset Management Strategy Workforce Management Plan Long Term Financial Plan	Chief Financial Officer	Resourcing Strategy	Monitored and updated		A further presentation on the sustainability of the Water Fund was made to the Budget Review and Finance Committee in December 2020. Budget setting for 2021-22 has also commenced.
		Develop and monitor the annual Operational Plan, including Budget.	Coordinator Governance and Risk	Plan adopted	30 June		First quarter report presented to Council. Staff strategic planning workshops took place in January 2021 to review the next year's Operational Plan.
		Monitor the annual Operational Plan by way of regular progress reporting to Council.	Coordinator Governance and Risk	Progress reported	Quarterly		The first quarter review of the Operational Plan was presented to Council at its Ordinary Council Meeting held in November 2020. It is anticipated that the second quarter review will be presented to Council at its Ordinary Meeting in February 2021.




Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Coordinate and produce the Annual Report.	Coordinator Governance and Risk	Report adopted and provided to the Office of Local Government	30 December		The Annual Report was presented to Council at its Ordinary Council Meeting 24 November 2020. The Annual Report was forwarded to the Minister and Office of Local Government on 18 December 2020.




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

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.1.2.1	Incorporate inclusive community consultation and stakeholder engagement in Council decision making	Facilitate the delivery of community presentations to Council.	Executive Assistant to GM and Mayor	Eligible community presentations to Council	Facilitated		Community requests to participate in a Council Public Forum have all been facilitated during the second quarter of 2020/21.
		Conduct Councillors community engagement events.	Manager McMaugh Garden Aged Care	Number of councillor community engagement activities	=3		Dates set for Listening Posts

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Deliver the community survey and engagement goals of the Local Business Community Engagement project through NSW Bushfire Community Resilience & Economic Recovery Fund - Phase 1 grant funding.	General Manager	Project milestones	Met		RFQ process completed. Community engagement work scheduled Jan-Mar 2021.


4.1.3: Provide open, accountable and transparent decision making for the community

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.1.3.1	Implement and maintain a transparent and accountable decision making framework	Review and update the agency information guide.	Coordinator Governance and Risk	Update	Completed		The Agency Information Guide was adopted by the Council at its Ordinary Meeting held in February 2020. Council has commenced work in an organisational restructure, once completed the document will be reviewed for Council's consideration.
		Develop an IT Strategic Plan.	Manager McMaugh Garden Aged Care	Plan	Developed		Planning discussions with current IT Coordinator.
		Undertake the actions of the IT Strategic Plan.	Manager McMaugh Garden Aged Care	Implementation milestones	Met		Service review underway

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Maintain the register of government contracts over \$20,000 and publish to the website.	Coordinator Governance and Risk	Register of government contracts updated	Every 20 days		The Contracts Register was last updated in October 2020. Staff with delegations off \$20,000 expenditure have been reminded that the Contracts Register requires to be updated.
		Priority statutory and corporate policies and codes reviewed and updated as part of a broader policy register review program.	Coordinator Governance and Risk	Implementation milestones	Progressing		A report on the policies that lapsed under S165(4) of the LG Act is due to be presented to ARIC in February. The Gifts and Benefits Policy, the Procurement Policy and the Enterprise Risk Management Policy were adopted by Council in the last quarter.
		Council and Council Committee business papers and minutes are distributed to Councillors and Committee members, and published to the community within agreed service levels.	Executive Assistant to GM and Mayor	Code of Meeting Practice or relevant Committee Charter	Compliant		Service levels and statutory requirements met.



Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Council ordinary and extraordinary meetings are conducted and open to the public.	General Manager	Adopted schedule of meeting	Conducted		Meeting dates set for year 5 of Council term at the September 2020 Ordinary Council Meeting. July, Aug, Sep, Oct, Nov and Dec Council meetings open to the public. 5 closed items during the first half year.
		Oversee Council and Council Committee meetings.	Coordinator Governance and Risk	Meetings conducted	Compliant with policies and legislation		UTEK met on 10 November 2020 and 8 December 2020. The Committee is due to hold a workshop in January 2021. The Australia Day Committee and the Bundarra School of Arts Committee also met this quarter.

4.1.4: Provide strong representation for the community at the region, state and federal levels

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.1.4.1	Maintain effective partnerships and advocacy activities	Advocate the needs of the shire to State and Federal Governments through the New England Joint Organisation.	General Manager	As necessary advocacy activities	Maintained		Council delegate attended annual LGNSW AGM and conference. Regionally Council is a member of 12 groups with representatives on each. Regular communications with State and Federal member with excellent support from both levels.



4.1.5: Undertake the civic duties of Council with the highest degree of professionalism and ethics

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.1.5.1	Implement and manage Council's integrity system	Maintain Public Interest Disclosure, Conflict of Interest, Related Party Disclosures, and Code of Conduct Complaints Registers in accordance with legislative requirements.	Coordinator Governance and Risk	Registers	Maintained		No Public Interest Disclosures or Code of Conduct complaints have been submitted in this quarter. Council met its statutory reporting deadline, with information in relation to the Public Interest Disclosures reported before the due date.
		Coordinate Public Interest Disclosures and Code of Conduct complaints in accordance with legislation, policy, and procedures.	Coordinator Governance and Risk	Reporting	Compliant		No Public Interest Disclosures or Code of Conduct complaints have been submitted during this quarter.





Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Publish a register of pecuniary and non-pecuniary interests disclosures to council's website in accordance with Government Information (Public Access) Act guidelines.	Coordinator Governance and Risk	Interests disclosure log updated and published	every 45 days		Disclosure of Pecuniary Interests were circulated to Councillors and Designated Persons and was tabled at the Ordinary Council meeting held in October 2020.
		Implement the Fraud and Corruption Control Strategy.	Coordinator Governance and Risk	Implementation milestones	Progressing		Registers are being maintained. Improvements and process changes have been implemented.


4.2: An effective and efficient organisation


4.2.1: Provide a range of services that meet benchmarks determined with the community, having regard to quality and cost


Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.2.1.1	Improve the cost effectiveness and efficiency of community service provision	Complete 2 Infrastructure and Development 'service level' reviews.	Director Infrastructure & Development	2 service level reviews	Completed		Service reviews for the suite of Infrastructure and Development Services underway
		Complete 2 Corporate Services 'service level' reviews.	Manager McMaugh Garden Aged Care	2 service level reviews	Completed		Corporate Service 'service level' preliminary reviews completed as part of the Services Register development process. Service review of library and communications service areas.






4.2.2: Operate in a financially responsible and sustainable manner





Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.2.2.1	Maintain and control financial system and improve long term financial sustainability	Review and revise the 10-year Long Term Financial Plan.	Chief Financial Officer	Reviewed and adopted	Annually		Work has commenced on 2021-22 budgets and this will include a review of the LTFFP.
		Subject to resolution of Council, make an application for an increase in rate revenue in accordance with the Independent Pricing and Regulatory Tribunal criteria (FFTF).	Chief Financial Officer	Special rate variation application	Lodged		With the preparation of budgets for 2021-22 and the associated update of the LTFFP, further modelling of possible rate revenue increases will be considered. Council has still not resolved to make an application to IPART at this time.
		Complete and report quarterly budget review statements.	Chief Financial Officer	Budget review reported	Quarterly		The second quarterly budget review statement will be presented to Council in February 2021.
		Ensure adequate and effective internal controls are in place for all financial management functions and implement procurement and financial control recommendations adopted by the Audit, Risk and Improvement Committee.	Chief Financial Officer	Internal audit actions for financial controls	Implemented		Work continues on improving internal controls and includes implementing any recommendations from the Audit Office or Audit Risk and Improvement Committee as they arise, and on the update of policies such as the Disposal of Assets.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Maximise return on investment within the risk parameters provided by the USC Investments Policy 2019.	Chief Financial Officer	Investment returns	Appropriate for risk		In accordance with the USC Investments Policy 2019, council continues to make investments that maximise returns whilst maintaining capital stability.
		Model and adopt rate structures to maximise equity across the Council area and between categories.	Chief Financial Officer	Rate structure review	Completed		Rate structures will be reviewed as part of the budget update process and will continue to form an integral part in the development of each year's Revenue Policy.
		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.	Chief Financial Officer	Outstanding debts	=<6.5%		Rates and charges are now within the target set by Council for collections. This improvement is representative of our efforts to manage rates in accordance with the revised Debt Recovery Policy 2020.
		Implement changes to the current procurement process by moving it from a paper based one to an electronic one and using the new procurement policy and procedures as a guide.	Chief Financial Officer	Guidelines and toolkit	Implemented		Council has obtained quotes for the implementation of online requisitioning within our creditor software.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Identify strategies to achieve a consolidated profit before capital grants (balanced budget) over the full term of the LTFFP.	Chief Financial Officer	Expenditure reduction opportunities	Proposed		As part of the development of the revised LTFFP, options to achieve a consolidated profit before capital grants will be included in modelling. Recent audits of rating and waste and water have identified additional revenue.
		Review all fees and charges on an annual basis for full cost recovery.	Chief Financial Officer	Review	Completed		A review of all fees and charges will commence in February 2021 as part of the annual budget development process.
		Review asset valuations and depreciation methodology for all asset classes.	Chief Financial Officer	Roads	Completed		Asset valuations and depreciation methodology are reviewed each year as part of the annual audit process.
		Update Council's borrowing policy.	Chief Financial Officer	Review	Completed		The development of a new policy on borrowings has not yet commenced.
		Determine asset maintenance backlog based on asset management plans and incorporate into Long Term Financial Plan - (FFTF).	Director Infrastructure & Development	Asset maintenance backlog	Determined		Ongoing as part of the LTFFP development.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Determine asset maintenance backlog based on asset management plans and incorporate into Long Term Financial Plan - (FFTF).	Chief Financial Officer	Asset maintenance backlog	Determined		As part of the completion of the annual report on infrastructure assets, council was able to determine the infrastructure backlog ratio. This will now be incorporated into the draft LTFP.
4.2.2.2	Develop and implement business plans for all business areas	Finalise a draft business plan for Tablelands Community Transport.	Manager Community Care - TCSO	Plan	Developed		Business Plan components: 1. Service Area Report prepared for service register. 2. Service operating as required by funding deeds and legislation. 3. Service Review scheduled to commence March 2021.
		Finalise a draft waste management services business plan (FFTF).	Manager Waste, Water & Sewerage Services	Plan	Developed		Plan under review in conjunction with current waste development strategies.
		Finalise a draft water supply business plan (PBPR).	Manager Waste, Water & Sewerage Services	Plan	Developed		Scheduled for Q4.
		Finalise a draft sewer business plan.	Manager Waste, Water & Sewerage Services	Plan	Developed		Scheduled for Q4



Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Finalise a draft business plan for caravan parks.	Director Infrastructure & Development	Plan	Developed		Financial data for operating costs and revenues collected to inform the Business Plan
4.2.2.3	Maximise grant and funding partnership opportunities	Identify and seek grant funding opportunities for Infrastructure and Development projects or services.	Director Infrastructure & Development	Number of grant funding opportunities pursued	Maintained		Ongoing.
		Identify and seek grant funding and partnership opportunities for Aged Care projects or services.	Manager McMaugh Garden Aged Care	Number of grant funding opportunities pursued	Maintained		A number of grant funded improvements completed
		Identify and seek grant funding and partnership opportunities for Aged and Community Care projects or services.	Manager Community Care - TCSO	Number of grant funding opportunities pursued	Maintained		Collaboration with The Ascent Group resulted in additional funding and services under the Commonwealth Home Support Programme being transferred to USC from 1 Jan 2021.
4.2.2.4	Achieve efficiency gains for internal services with a program of continuous improvement	Undertake process reviews of identified Corporate Services priorities.	Manager McMaugh Garden Aged Care	Number of process reviews completed	=1		Detailed library service review completed; Review of Communications Service Area priorities completed; Review of records daily correspondence process completed; Review of action status reporting process completed.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Undertake process reviews of identified Infrastructure and Development priorities.	Director Infrastructure & Development	Number of process reviews completed	=1		Ongoing. Planning and Development services under review in association with engagement with developers.
		Undertake process reviews of identified Finance priorities.	Chief Financial Officer	Number of process reviews completed	=1		Some further work has been undertaken on the budget setting and Operational Plan processes including analysing workflows.
		Undertake process reviews of identified Aged Care priorities.	Manager McMaugh Garden Aged Care	Number of process reviews completed	=1		Reviews completed as per ongoing continuous improvement and aged care quality standards compliance audit schedule
		Undertake process reviews of identified Aged and Community Care priorities.	Manager Community Care - TCSO	Number of process reviews completed	=1		Continuous improvement processes ongoing, including: review and update: Medication Policy; Commonwealth Home Support Programme forms and manual; new manual for NDIS procedures.

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




Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.2.3.1	Provide asset revaluation and long term funding scenarios for asset maintenance and renewal	Develop long term funding scenarios that explore options to fund asset maintenance and renewal.	Chief Financial Officer	Long term financial plan scenarios	Developed		The update of the LTFP will include developing scenarios that fund all asset maintenance and renewal.
		Deliver the asset revaluation program.	Chief Financial Officer	Community land, other assets, other structures, land improvements	Completed		Work has commenced on the revaluation of open space, land and other assets.
		Deliver the asset revaluation program.	Director Infrastructure & Development	Community land, other assets, other structures, land improvements	Completed		Scoping commenced.

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

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.2.4.1	Enhance Council's reputation as an innovative and inclusive workplace	Continue to develop a succession planning program for key positions (WMP 2.1 & 5.2).	Manager Human Resources	Program	Complete		Management to identify key positions to be included in the succession planning program per the Staff Management Succession Planning procedure. Several traineeships & certificate level courses commenced by staff per succession plan requirements.
		Proactively manage the return to work and workers compensation processes (WMP 1.2).	Manager Human Resources	Number of absentee days	Maintained or reduced		Council continues to work closely with its workers compensation insurers and rehabilitation providers in managing recovery at work processes of injured workers wherever possible.





Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Formalise and implement a staff training and health and wellbeing program.	Manager Human Resources	Program	Operational		Staff training is an ongoing priority, the Corporate Training plan for 20/21 presented to the consultative committee on 4/11/2020. Council offers an EAP to all staff & direct family (inc Councillors) and an annual flu vaccination program.

4.2.5: Provide customer service excellence





Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.2.5.1	Enhance customer service excellence	Review and update Council's Customer Service Charter.	Manager McMaugh Garden Aged Care	Charter review	Draft		Council's Customer Service Charter reviewed
		Implement Council's customer satisfaction and community wellbeing surveys.	Manager McMaugh Garden Aged Care	Survey development	Commenced		Pilot Survey completed. BCRERF Project 1 Community Survey and gap analysis commencing February 2021
		Improve customer service skills and knowledge, including responding to people with a disability - including those with a language or literacy difficulty (DIAP).	Manager McMaugh Garden Aged Care	Staff training	Commenced		Staff Training scheduled



Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Manage customer complaints in accordance with the USC Complaints Management Policy 2019.	Manager McMaugh Garden Aged Care	Complaint management	Compliance with policy		Complaints managed as per USC Complaints Management Policy

4.2.6: Identify and manage risk associated with all Council activities and ensures a safe and healthy work environment

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.2.6.1	Develop and incorporate a risk management framework which is effective and accessible	Develop a workplace safety system.	Risk Management & Safety Officer	Workplace Health and Safety System	Progressing		Enterprise Risk management completed. Safety system building block are completed and being put forward to the executive each month
		Finalise development of an enterprise wide risk management framework.	Risk Management & Safety Officer	Risk management framework	Progressing		Enterprise Risk Management Framework and Policy have been adopted. Workshop and education are upcoming in Feb.
		Facilitate regular meetings of the Audit, Risk and Improvement Committee.	Manager McMaugh Garden Aged Care	Committee meetings held	=>4		Meetings held as per schedule
		Facilitate an annual internal audit program.	Manager McMaugh Garden Aged Care	Audit program completed	=>1		Audits completed as per internal audit program


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

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.2.7.1	Improve the corporate governance framework	Implement the Corporate Governance Improvement Action Plan.	Coordinator Governance and Risk	Action Implementation milestones	Progressing		Policies are currently under review. The Risk Register has been developed. A workshop will be held in January with key stakeholders to complete the Register. A Governance Gap Analysis report is due for the next ARIC meeting.
		Coordinate compliance and reporting requirements to meet statutory obligations, and provide regular status reporting to the executive.	Coordinator Governance and Risk	Compliance status reports	Quarterly		Statutory deadlines have been met; the Annual Report and Pecuniary Interest Disclosures biannual report, GIPA annual report and Code of Conduct statistical report have been submitted within timeframes.
		Maintain the Gifts and Benefits Register.	Coordinator Governance and Risk	Register	Maintained		The Gifts and Benefits Register is maintained.
		Complete and lodge annual Financial Statements in accordance with statutory requirements.	Chief Financial Officer	Statutory requirements	Met		Financial Statements have been lodged with the Office of Local Government as required.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Complete all taxation returns and grant acquittals as required by external bodies	Chief Financial Officer	Returns and acquittals	Provided		All taxation returns and grant acquittals continue to be completed in a timely manner.
		Organise and manage the external audit of Council and address any management letter recommendations.	Chief Financial Officer	External audit	Completed		Work has commenced on the scheduling of the interim audit and work continues on implementing management letter recommendations.
				Management letter actions	Addressed		

4.3: Deliver the goals and strategies of the Community Strategic Plan

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

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.3.1.1	Enhance the effectiveness of Council resourcing strategies	Review organisation structure to enable delivery of agreed services levels and projects.	General Manager	Structure	Reviewed		Department level structure & functional reporting lines of services reviewed within existing resources. Consultation processes nearing completion. Transition plan under development. ID of resourcing gaps/service review priorities in progress