



Delivery Program 2017-2021

Operational Plan 2019-2020

First Quarter Progress Report

About this report

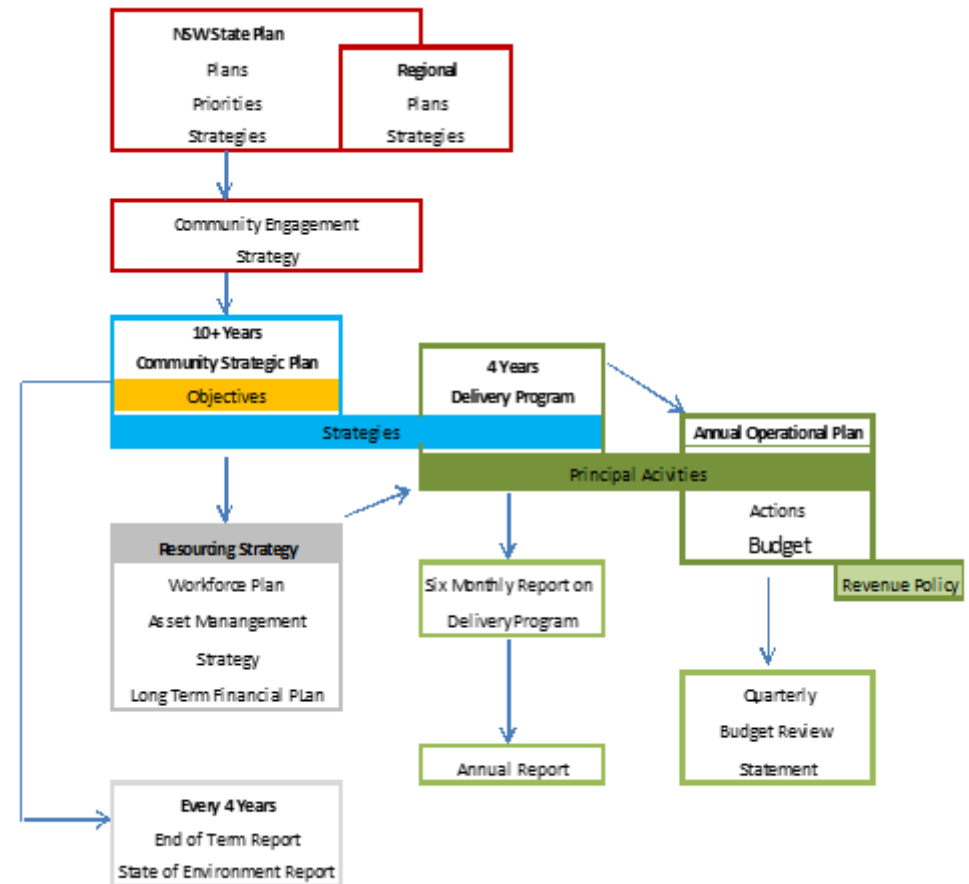
In 2009, the NSW Government introduced a new framework guiding local government in a new approach to planning for and reporting on their activities. This new framework is known as Integrated Planning and Reporting.

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 first quarter of the combined Delivery Program 2017-2021 and Operational Plan 2019-2020 and covers the financial year ending June 2020.



Contents

Measuring our progress.....	4
Organisational Performance.....	5
Detailed Performance Report.....	8

Measuring our progress

Uralla Council's 2017-2027 Community Strategic Plan centres around four major themes:

- Our Society
- Our Economy
- Our Environment
- Our Leadership

In 2019-2020 Council committed to 205 actions focused on achieving the community's vision within these four themes. Those actions are detailed in the combined Delivery Program 2017-2021 and Operational Plan 2019-2020. In this report, our progress in meeting the community's vision within Council's Delivery Program 2017-2021 and Operational Plan 2019-2020 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

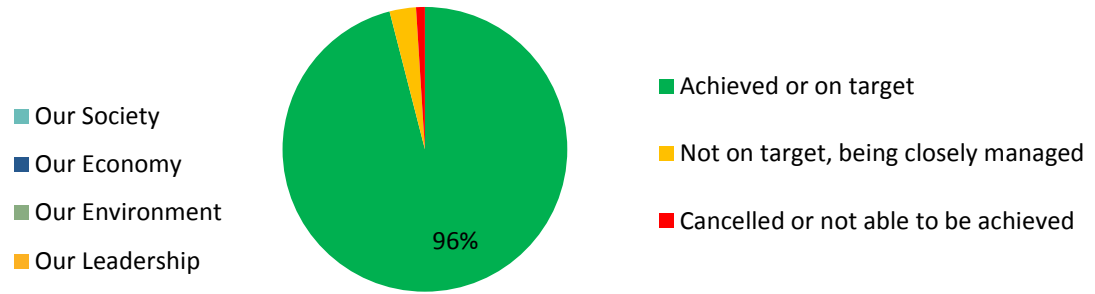
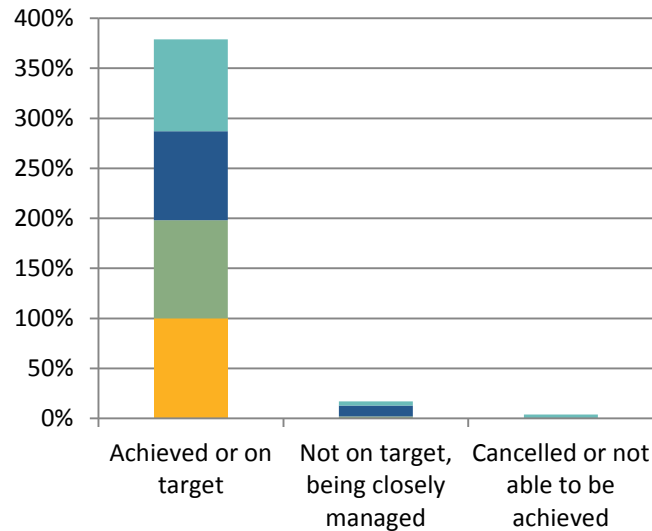
Each of the 205 actions are assigned to a responsible local government officer, who provides quarterly progress report on each action using the coloured symbols above. The responsibility legend is set out below.

• GM	General Manager	General Manager's Office
• SEO	Senior Executive Officer	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 Manager	Infrastructure and Development
• MDP	Development and Planning	Infrastructure and Development
• MCI	Manager Civil Infrastructure	Infrastructure and Development
• EMCS	Executive Manager Corporate Services	Corporate Services
• CCDE	Coordinator Community Development and Engagement	Corporate Services
• CTI	Coordinator Technology and Information Tourism	Corporate Services
• TPOO	Promotion and Operations Officer	Corporate Services
• RMSO	Risk Management and Safety Officer	Corporate Services
• EMACC	Executive Manager Aged and Community Care Manager	Aged and Community Care
• MMG	McMaugh Gardens Aged Care	Aged and Community Care
• MCC	Manager Community Care	Aged and Community Care

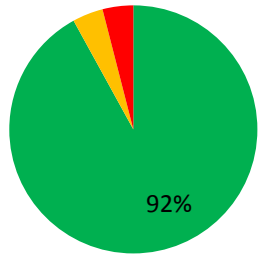
Organisational Performance

Delivery Program – 2019-2020 Annual Action

Strategic Themes	Achieved or on target		Not on target, being closely managed		Cancelled or not able to be achieved	
	No.	%	No.	%	No.	%
Our Society	48	92%	2	4%	2	4%
Our Economy	34	89%	4	11%	0	0%
Our Environment	38	98%	1	2%	0	0%
Our Leadership	76	100%	0	0%	0	0%
Total	196	96%	7	3%	2	1%



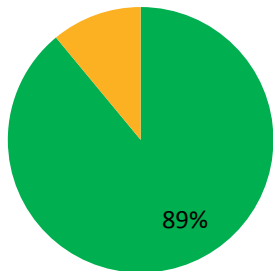
Our Society



- Achieved or on target
- Not on target, being closely managed
- Cancelled or not able to be achieved

The Operational Plan 2019-20 contains 52 actions geared towards reaching the Community Strategic Plan goals for ***Our Society***. In the three months to September 2019, 92 per cent of these actions are achieved or on target.

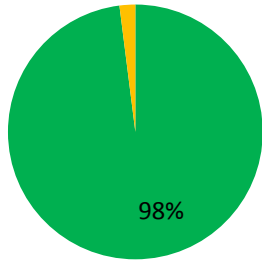
Our Economy



- Achieved or on target
- Not on target, being closely managed
- Cancelled or not able to be achieved

The Operational Plan 2019-20 contains 38 actions geared towards reaching the Community Strategic Plan goals for ***Our Economy***. In the three months to September 2019, 89 per cent of these actions are achieved or on target.

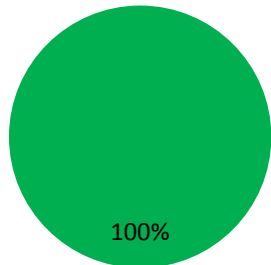
Our Environment



- Achieved or on target
- Not on target, being closely managed
- Cancelled or not able to be achieved

The Operational Plan 2019-20 contains 39 actions geared towards reaching the Community Strategic Plan goals for ***Our Environment***. In the three months to September 2019, 98 per cent of these actions are achieved or on target.

Our Leadership



- Achieved or on target
- Not on target, being closely managed
- Cancelled or not able to be achieved



The Operational Plan 2019-20 contains 76 actions geared towards reaching the Community Strategic Plan goals for ***Our Leadership***. In the three months to September 2019, 100 per cent of these actions are achieved or on target.

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.	EMC	Volunteer maintenance activities	Increased		Ongoing.
		Undertake annual maintenance program of parks.	MCI	Service levels	Maintained		Ongoing.


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.	MDP	Engagement program	Implemented		Not funded
		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).	MDP	Strategy and Action Plan	Adopted		Not funded.

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.	MCI	Service levels	Met		New beam constructed for lawn section.
		Seek heritage funding to carry out restoration work at Uralla's Old Cemetery.	MCI	Heritage funding application	Lodged		No funding identified for this project.
		Provide family history information and interment services.	MCI	Services	Provided		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).	CCDE	Strategy	Developed		Yet to commence due to limited resources, on target for Q2.


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.	MCI	Service levels	Maintained		Maintenance and upgrades completed as part of grant funding through Stronger Country Communities Program.
		Upgrade lining to Uralla swimming pool and provide additional shade – through the NSW Stronger Country Communities Fund.	MDP	Upgrades	Completed		Complete
		Maintain and test pool water quality in compliance with Department of Health guidelines.	MCI	Water quality	Compliant		Pending season commencing.
		Implement upgrades to the Uralla Sporting Complex through the Stronger Country Communities Fund.	MDP	Upgrades	Completed		In progress.
		Undertake the annual maintenance program at sporting fields (DIAP 2.7).	MCI	Service levels	Maintained		Ongoing.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.2.1.2	Provide shared footpaths and cycleways	Develop a 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).	DID	Plan	Completed		PAMP completed. Includes provision for combined footpath cycleway.

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 2019-2020 Bush Bursary/CWA Scholarship program.	CCDE	Liaison with medical practices	Completed		Uralla Clinic, Bridge Street, Uralla have agreed to take on a Medical Student in January 2020.

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 the Stronger Country Communities Fund.	DID	Grant funding	Milestones met		Alma Park playground opening in first quarter.

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.	DID	Support	Provided	●	Ongoing





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.	MDP	Food premises inspected annually	100%	●	Complete
		Submit annual food premises compliance report.	MDP	Food premises returns submitted	Annually	●	Complete
		Issue and serve Orders where necessary under relevant legislation.	MDP	Issued orders are compliant with legislation	100%	●	None required for Q1.
		Register, licence and inspect onsite sewerage treatment systems.	MDP	Number of inspections undertaken as scheduled	90%	●	In progress.



Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Administer companion animal registrations, respond to companion animal noise complaints, and impound animals and stray stock as required.	MDP	Respond to companion animal complaints	100%		Ongoing
		Finalise and implement a trade waste policy.	MDP	Policy	Implemented		Liquid Trade Waste policy complete.

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.	CCDE	Service level agreement	Compliant		Service level agreement managed.
		Attend Central Northern Regional Library committee meetings.	CCDE	Committee meetings	Attended		CNRL meetings attended by Librarian and Councillor Strutt.
		Operate the Uralla library service and programs.	CCDE	Uralla library open	7 days a week		Providing library services and programs and reporting monthly stats/activities to council.
		Operate the Bundarra library service.	CCDE	Bundarra library operating and resources renewed	Quarterly		Bundarra Library operating.

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.	TPOO	Toolkit	Completed		The toolkit will be collaboratively developed and draft structure is being completed, to be complemented by relevant forms and timeframes where needed.
		Attend Arts North West regional meetings.	CCDE	Meetings	Attended		Yet to commence due to limited resources, on target for Q2.

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.	CCDE	Grants program round delivered	=2		Round One of 2019-20 Community Grants program delivered.

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. Identify and plan for impacts of bathroom renovations upon revenues.	MMG	Operating result	Per plan		Ongoing monitoring
		Manage McMaugh Gardens Aged Care facility in a financially sustainable manner. Identify and plan for impacts of bathroom renovations upon revenues.	MMG	Annual average occupancy at benchmark	Per plan		Ongoing monitoring
		Maintain aged care facility accreditation and satisfactory aged care quality audit outcomes.	MMG	Accreditation	Maintained		Full accreditation maintained
		Maintain aged care facility accreditation and satisfactory aged care quality audit outcomes.	MMG	Quality audit outcomes	Satisfactory		Full accreditation maintained
		Undertake ensuite upgrades in accordance with federal government grant.	MMG	Upgrades	Complete		Process for ensuite upgrades on target



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.	MCC	Net operating surplus	Achieved		Achieved for Q1.
		Manage state and federal funding agreements and grant acquittals for compliance.	MCC	Funding agreements reporting and acquittals	Compliant		Achieved for Q1.
		Maintain accreditation and satisfactory quality audit outcomes.	MCC	Accreditation	Maintained		NDIS Audit programmed for Oct 2019. All staff completed Aged care quality standards training in Sept 2019.
		Maintain accreditation and satisfactory quality audit outcomes.	MCC	Quality audit outcomes	Satisfactory		Achieved for Q1.
1.4.2.2	Provide community transport services	Manage community transport services in a financially sustainable manner.	MCC	Net operating surplus	Achieved		Achieved for Q1.
		Manage NSW State Government funding agreements and grant acquittals for compliance.	MCC	Funding agreements reporting and acquittals	Compliant		KPI reporting submitted.
		Maintain satisfactory service reviews and audit outcomes.	MCC	Audit outcomes	Satisfactory		Achieved for Q1.

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.	CCDE	Program	Delivered		Local Government Week held August 2019. Program held in conjunction with Z-Net.
		Prepare and distribute a regular Council newsletter to residents.	CCDE	Newsletter published	Monthly		Council newsletter prepared and distributed monthly.

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.	TPOO	Events promoted	As requested		Done and ongoing. The events calendar for community events is available via the Uralla.com website and is updated regularly, with reminders sent out in October or November each year seeking the following year's event listings.
		Seek Youth Week funding and facilitate the coordination of the Youth Week program of activities.	CCDE	Youth Week activities	Delivered		Yet to commence - Youth Week to occur in Q4.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Seek Youth Week funding and facilitate the coordination of the Youth Week program of activities.	CCDE	Youth Week activities	Delivered		Yet to commence - Youth Week to occur in Q4.
		Seek National Aboriginal and Islander Day Observance Committee (NAIDOC) funding and coordinate Council's NAIDOC activities in consultation with the Elders.	CCDE	NAIDOC activities	Delivered		NAIDOC activities held July 2019.

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.	GM	Advocate	As necessary		No representations have been made yet. Flights continue to be scheduled into Mascot.


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).	DID	Principles	Implemented		Ongoing.
		Assess and audit disability parking locations, including ramps and kerb access, as part of the Pedestrian Access and Mobility Plan development, subject to RMS funding (DIAP).	DID	Review	Progressing		PAMP completed.
		Operate the Visitor Information Centre.	TPOO	Visitor Information Centre open	7 days a week		The Visitor Information Centre is operating according to AVIC standards for a level 2 Centre.



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	Finalise costs and timeframes for the Visitor Information Centre improvement project.	TPOO	Estimated project costs and timeframe	Established		The designs have been approved by Council. Construction design and costing estimates are now being finalised.



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 subject to Council resolution.	TPOO	Project implementation	Commenced		Await the next direction from Council after finalising the construction design and construction estimate.
		Partner with neighbouring councils to coordinate delivery of the Regional Economic Development Strategy.	EMCS	Sub-regional working group meetings	Attended		EMCS commenced 9 September 2019 and will manage this going forward.

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.	DID	Number of lobbying activities	Maintained		Ongoing. NEJO New England Network Strategy consultant commissioned.
		Develop a list of priority transport infrastructure projects to capitalise on grant funding opportunities.	DID	Priority list	Compiled		Under development.

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.	MDP	Applications determined	=Statutory timeframes		Complete to date
		Construction certificates provided in accordance with legislation.	MDP	Certificates provided	=Statutory timeframes		Complete to date.

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.	MDP	LEP and DCP	Maintained		LEP amendments finalised.


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.	MDP	Supply and demand review	Completed		Sufficient land stock available in all zones.
		Determine cost for construction of Stage 1 of the industrial subdivision project in Rowan Avenue, Uralla.	DID	Cost Estimate	Complete		Costings being finalised.
		Commence construction of Stage 1 for the Rowan Avenue, Uralla, subdivision, subject to resolution of Council.	DID	Construction of Stage 1	Commenced		Pending Council approval to progress.

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.	MDP	Consultation and assistance activities	Documented		Complete for Q1.

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.	TPOO	Promotional activity	=2		New England High Country now includes Tenterfield and Inverell, as well as the existing councils: Glen Innes Severn, Armidale Regional, Walcha and Uralla Shire. The new website is live. A NEHC group brochure will be developed this year.

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 bitumen maintenance program in line with established service levels and intervention points	MCI	Percentage of program completed	90%		Reseal program developed.
		Seek funding for transport infrastructure expansion projects.	MCI	Number of funding applications	Maintained		Fixing Country Roads application under preparation for December Round.
		Deliver unsealed roads grading program in line with established service levels and intervention points – per Transportation Asset Management Plan.	MCI	Percentage of program completed	90%		Ongoing. Impacted by poor water availability.
		Deliver unsealed roads re-sheeting program in line with established service levels – per Transportation Asset Management Plan.	MCI	Percentage of program completed	90%		Program developed.
		Inspect all bridges and carry out the required maintenance programs.	MCI	Percentage of program completed	90%		Ongoing.


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.	MCI	Percentage of program completed/	90%		Ongoing
		Deliver bridge and culvert capital works program – per Transportation Asset Management Plan.	MCI	Percentage of program completed	90%		Ongoing


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.	MCI	Percentage of program completed	90%		Ongoing.
		Renew and maintain lighting, signs, posts, and guard rail assets as necessary.	MCI	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.	MCI	Percentage of program completed	90%		Ongoing


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.	MCI	Percentage of program completed	90%		Ongoing


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 Maitland Ave shared pedestrian/cycleway.	MCI	Funding applications	Submitted		Pending.

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 contribution plans for consideration.	MDP	Plan	Completed		Yet to be scheduled.

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.	MCI	Service levels	Developed		Assets inspected and Bus Stop inventory developed.







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.	DID	Service levels	Maintained		Grant funding has assisted in reducing the backlog.

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.	DID	Draft	Completed		Pending.
		Review and update the Plant Asset Management Plan.	DID	Plan update	Completed		Review and update well progressed.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Review and update the Buildings Asset Management Plan, including service levels.	DID	Plan update	Finalised		Pending
		Review and update the Transport Asset Management Plan.	DID	Review	Completed		Under review
		Incorporate Council cemeteries into the Parks and Open Spaces Asset Management Plan.	DID	Plan	Completed		Pending
		Review and update the Sewer Asset Management Plan.	MWWSS	Plan update	Completed		To be scheduled.
		Review and update the Water Supply Asset Management Plan.	MWWSS	Plan update	Completed		To be scheduled.
		Implement the Stormwater Drainage Asset Management Plan.	DID	Plan update	Completed		Pending

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	Connect footpaths and cycle ways.	MCI	Connectivity	Improved		Ongoing in Uralla and Bundarra. Pedestrian Access Mobility Plan completed for Uralla.


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.	MCI	Program delivered	>90%		Ongoing.


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	Target	Performance Measure	Status	Comments
3.1.1.1	Preserve Uralla Shire's heritage	Progressively implement the recommended actions from the Heritage Strategy.	MDP	Implemented	Strategy actions		Progressing subject to resource availability.

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

Code	Principal Activities	Annual Action	Responsible Officer	Target	Performance Measure	Status	Comments
3.1.2.1	Provide heritage services and support	Facilitate a Heritage Advisory Service and Local Heritage Assistance Fund.	MDP	Maintained	Number of service activities		Heritage Advisory Service provided. No current funding for Local Heritage Assistance Fund.

3.1.3: Protect and maintain a healthy catchment and waterways

Code	Principal Activities	Annual Action	Responsible Officer	Target	Performance Measure	Status	Comments
3.1.3.1	Maintain compliant catchment and waterways management	Undertake annual maintenance program for Council's gross pollutant traps.	MCI	Maintained	As necessary		Ongoing.
		Continue to Implement the actions for the Wooldridge fossicking area management plan.	EMC	Commenced	Implementaion		Ongoing. Plan and operations to be reviewed.


Code	Principal Activities	Annual Action	Responsible Officer	Target	Performance Measure	Status	Comments
		Review Kentucky Creek Dam Safety Plan.	MWWSS	Reviewed	Plan	●	Pending
		Maintain compliance with Environmental Protection Licence requirements for the Uralla landfill, sewer and water treatment plants.	MWWSS	Compliant	Testing regime	●	Ongoing

3.1.4: Raise community awareness of environmental and biodiversity issues


Code	Principal Activities	Annual Action	Responsible Officer	Target	Performance Measure	Status	Comments
3.1.4.1	Provide bush generation activities and information	Continue to review and implement the Bush Regeneration Strategy and Action Plan.	EMC	Commenced	Implementation	●	Ongoing
		Continue to review and Implement the Environmental Sustainability Action Plan priorities.	EMC	Commenced	Implementation of priorities	●	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	Target	Performance Measure	Status	Comments
3.2.1.1	Preserve sensitive greenbelt lands	Review and monitor vegetation and environmental protection measures for sensitive land.	MDP	Maintained	LEP and DCP		Complete for Q1

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	Target	Performance Measure	Status	Comments
3.2.2.1	Raise community awareness of sustainability practices	Collaborate and partner with the Uralla ZNET.	EMC	Maintained	Number of awareness programs		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	Target	Performance Measure	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.	DID	Maintained	Number of mitigation activities		Ongoing participation on the Local Emergency Management Committee.

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	Target	Performance Measure	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.	MWWSS	Maintained	Service levels	●	Ongoing.
		Provide recycling waste collection services to the defined service areas.	MWWSS	Maintained	Service levels	●	Ongoing
		Continue operations evaluation and begin community consultation regarding future operation of the Bundarra Landfill site.	MWWSS	Progressing	Evaluation	●	Consultant engaged.
		Develop a Waste Services Asset Management Plan	MWWSS	Complete	Plan	●	Pending
		Undertake a review of Council's waste management operating and service delivery environment.	MWWSS	Complete	Review	●	Ongoing


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

Code	Principal Activities	Annual Action	Responsible Officer	Target	Performance Measure	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	MWWSS	Delivered	Program		Ongoing
		Offer schools access to Council-supported participation in waste education programs	MWWSS	3	School participants		Via Northern Inland Regional Waste Authority.
		Operate the Uralla Community Recycling Centre	MWWSS	Maintained	Service levels		Ongoing.



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

Code	Principal Activities	Annual Action	Responsible Officer	Target	Performance Measure	Status	Comments
3.3.3.1	Promote litter reduction	Continue to participate in the Northern Inland Regional Waste Litter Implementation Plan.	MWWSS	Delivered	Program		Ongoing
		Review the NSW Illegal Dumping Strategy for participation and implementation opportunities.	MWWSS	Reviewed	Strategy		Pending.

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

Code	Principal Activities	Annual Action	Responsible Officer	Target	Performance Measure	Status	Comments
3.3.4.1	Minimise water wastage	Review council water consumption for major council facilities against historical records.	DID	Completed	Inspections		Pending

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

Code	Principal Activities	Annual Action	Responsible Officer	Target	Performance Measure	Status	Comments
3.3.5.1	Reduce Council's environmental footprint	Partner with ZNET to deliver the Elephants in the Woodlands project.	EMC	=4	Participation at meetings		Ongoing
		Update and implement criteria to assess environmental management in infrastructure projects.	EMC	Commenced	Criteria implementation		REFs completed for construction projects.






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	Target	Performance Measure	Status	Comments
3.4.1.1	Provide water supply	Deliver Uralla and Bundarra water supply in compliance with the Drinking Water Quality Management Plan.	MWWSS	Achieved	Compliance		Ongoing

Code	Principal Activities	Annual Action	Responsible Officer	Target	Performance Measure	Status	Comments
		Work with landholders to improve protection of Kentucky Creek and Taylors Pond drinking water storages.	MWWSS	Implemented	Improvement initiatives	●	Ongoing.
		Progress the investigations for the augmentations of the Bundarra and Uralla water supplies to increase yield, as identified in the Yield Study.	MWWSS	Completed	Review	●	Pending
		Continue annual water main replacement program.	MWWSS	Continued	Program	●	Pending.
		Renew filter media at the Uralla water treatment plant.	MWWSS	Completed	Renewal	●	Pending
		Implement recommended work place health and safety improvements to Uralla and Bundarra water supply schemes.	MWWSS	Completed	Improvements	●	Scoping document under preparation.
		Implement recommended work place health and safety improvements to Uralla and Bundarra water supply schemes.	EMCS	Completed	Improvements	●	This task will be undertaken by the new Risk Management and Safety Officer. Recruitment for this position is underway.

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	Target	Performance Measure	Status	Comments
3.4.2.1	Provide sewerage services	Operate the Uralla sewer treatment plant in an efficient and effective manner.	MWWSS	Met	Licence compliant		Ongoing
		Maintain and renew the sewer infrastructure network in-line with established programs.	MWWSS	Met	Service levels		Ongoing.
		Seek additional government funding to progress Bundarra sewerage scheme.	MWWSS	Secured	Additional funding		Additional funding approved. Deed under review.
		Implement the recommended work place health and safety improvements to the Uralla sewerage scheme.	MWWSS	Completed	Improvements		Scoping document under preparation.
		Implement the recommended work place health and safety improvements to the Uralla sewerage scheme.	EMCS	Completed	Improvements		This task will be undertaken by the new Risk Management and Safety Officer. Recruitment for this position is underway.

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




Code	Principal Activities	Annual Action	Responsible Officer	Target	Performance Measure	Status	Comments
3.4.3.1	Provide stormwater and drainage infrastructure	Maintain and renew stormwater and drainage infrastructure.	MCI	Met	Maintenance program		Ongoing.

Code	Principal Activities	Annual Action	Responsible Officer	Target	Performance Measure	Status	Comments
		Develop a stormwater asset management plan for the urban stormwater network.	DID	Complete	Plan	●	Pending
		Undertake stormwater augmentation works to Rowan Ave, near Plane Ave, Uralla.	MCI	Completed	Works	●	Design completed

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	DID	Resourcing strategy	Monitored and updated		Ongoing
		Strategy in support of the 4-year Delivery Program. The resourcing strategy consists of the:	CFO	Resourcing strategy	Monitored and updated		Budget and Long Term Financial Plan developed, refined and presented to Council for adoption or noting.
		<ul style="list-style-type: none"> Asset Management Strategy Workforce Management Plan Long Term Financial Plan 	MHR	Resourcing strategy	Monitored and updated		The current Workforce management plan is to be reviewed by the General Manager and Executive in January 2020.
		Develop and monitor the annual Operational Plan, including Budget.	EMCS	Plan adopted	30 June		On target.
		Develop and monitor the annual Operational Plan, including Budget.	EMCS	Progress reported	=>6 monthly		On target.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Coordinate and produce the Annual Report.	EMCS	Report adopted and provided to the Office of Local Government	30 November		Draft Annual Report 2018-19 underway - due for completion by November.

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.	SEO	Eligible community presentations to Council	Facilitated		All community presentations to council facilitated.
		Conduct Councillors community engagement events.	CCDE	Number of councillor community engagement activities	=3		Yet to commence due to limited resources, on target for Q2.

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.	EMCS	Update	Completed		On target.
		Coordinate the publication of identified open access information to the website.	CTI	Identified open access information published	=>50%		GIPA log file established and available for publication on Council's web site when relevant requests are received

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Publish the formal Access to Information disclosure log to the new website.	CTI	Information disclosure log updated and published	every 45 days	●	As at September 30 no GIPA compliant requests had been notified for publication to the Council web site.
		Maintain the register of government contracts over \$20,000 and publish to the website.	EMCS	Register of government contracts published to the website	Every 20 days	●	Current contracts on website.
		Priority statutory and corporate policies and codes reviewed and updated as part of a broader policy register review program.	EMCS	Implementation milestones	Progressing	●	Full review of policies and codes underway.
		Business papers and minutes are distributed to Councillors and published to the community within agreed service levels.	SEO	Three days prior to meeting	Met	●	Service levels and statutory requirements met.
		Council ordinary and extraordinary meetings are conducted and open to the public.	GM	Adopted schedule of meeting	Conducted	●	Meetings have been held in accordance with the schedule and are advertised to the public prior to the meeting in order that they can attend if they wish.

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 regional joint organisations of council.	GM	As necessary advocacy activities	Maintained		Attended Country Mayors meeting in Sydney on the 2nd August. New England Joint Organisation on the 26th September, Mayor has met with Adam Marshall and Barnaby Joyce to discuss local issues and problems.

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.	EMCS	Registers	Maintained		On target.
		Coordinate Public Interest Disclosures and Code of Conduct complaints in accordance with legislation, policy, and procedures.	EMCS	Reporting	Compliant		On target.

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.	EMCS	Interests disclosure log updated and published	every 45 days	●	On target.
		Implement the Office of Local Government's Local Government Act reform program.	EMCS	New legislation implementation	Progressing	●	On target.
		Implement the Fraud and Corruption Control Strategy.	EMCS	Implementation milestones	Progressing	●	On target.




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.	DID	2 service level reviews	Completed	●	Pending
		Complete 2 Aged and Community Care 'service level' reviews.	GM	2 service level reviews	Completed	●	No progress during Q1.




Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Complete 2 Corporate Services 'service level' reviews.	EMCS	2 service level reviews	Completed		One review commenced. StewartBrown conducted a review of McMaugh Gardens and TCS.



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.	CFO	Reviewed and adopted	Annually		LTFP revised using new system software.
		Subject to resolution of Council, make an application for a special rate variation (SRV) in accordance with the Independent Pricing and Regulatory Tribunal criteria (FFTF).	CFO	Special rate variation application	Lodged		Council is continuing the development of the LTFP to outline what benefits may be obtained from implementing an SRV.
		Complete and report quarterly budget review statements.	CFO	Budget review reported	Quarterly		Quarterly budget review statements continue to be completed on a timely basis.



Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		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.	CFO	Internal audit actions for financial controls	Implemented		Adequate and effective internal controls maintained or implemented as required.
		Maximise return on investment within the risk parameters provided by the USC Investments Policy 2019.	CFO	Investment returns	Appropriate for risk		Council continues to maximise returns on investment through investing options available under the Investment Policy.
		Model and adopt rate structures to maximize equity across the Council area and between categories.	CFO	Rate structure review	Completed		Rate structures adopted at June 2019 meeting.
		Collect all rates and charges in-line with payment requirements and undertake debt recovery action for outstanding accounts.	CFO	Outstanding debts	=<6.5%		Council continues to implement collection procedures consistently and fairly in accordance with payment requirements.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Develop a Procurement Policy.	CFO	Policy	Developed		The Executive Committee has reviewed options for improving the draft procurement policy and expects to present a draft policy to Council in the near future.
		Implement a procurement guideline and toolkit.	CFO	Guidelines and toolkit	Implemented		The procurement guidelines have been developed and upon adoption of the procurement policy, a toolkit will be implemented.
		Identify strategies to achieve annual expenditure reduction - (FFTF).	CFO	Expenditure reduction opportunities	Proposed		Council continually reviews options for achieving expenditure reduction wherever possible.
		Review all fees and charges for full cost recovery where appropriate - (FFTF).	CFO	Review	Completed		All fees and charges were reviewed as part of the implementation of the new Fees and Charges software system.




Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Review asset valuations and depreciation methodology for all asset classes.	CFO	Roads	Completed		Asset valuations and depreciation rates are reviewed annually as part of the completion of financial statements. Council has commenced work on the road and bridge revaluation to be undertaken by March 2020.
		Update Council's borrowing policy and capital expenditure guidelines.	CFO	Review	Completed		A new capital expenditure procedure is being developed by the Finance team. No work has yet commenced on developing a borrowing policy.
		Determine asset maintenance backlog based on asset management plans and incorporate into Long Term Financial Plan - (FFTF).	CFO	Asset maintenance backlog	Determined		A review of asset maintenance backlog was undertaken as part of the completion of special schedule 7. Council will attempt to integrate asset maintenance information from the roads revaluation into the Civica asset module in the coming months.

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).	DID	Asset maintenance backlog	Determined		Pending
4.2.2.2	Develop and implement business plans for all business areas	Finalise a draft business plan for McMaugh Gardens (PBPR).	GM	Plan	Developed		Stewart Brown report has been presented and reviewed. Discussions are ongoing with the Centre staff regarding the implementation of the plan.
		Finalise a draft business plan for Tablelands Community Support.	GM	Plan	Developed		Stewart Brown report has been presented and reviewed. Discussions are ongoing with the Centre staff regarding the implementation of the plan.
		Finalise a draft business plan for Tablelands Community Transport.	GM	Plan	Developed		Stewart Brown report has been presented and reviewed. Discussions are ongoing with the Centre staff regarding the implementation of the plan.
		Finalise a draft waste management services business plan (FFTF).	MWWSS	Plan	Developed		Under development.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Finalise a draft water supply business plan (PBPR).	MWWSS	Plan	Developed	●	Under development
		Finalise a draft sewer business plan.	MWWSS	Plan	Developed	●	Under development
		Finalise a draft business plan for caravan parks.	DID	Plan	Developed	●	Pending.
4.2.2.3	Maximise grant and funding partnership opportunities	Identify and seek grant funding opportunities for Infrastructure and Development projects or services.	DID	Number of grant funding opportunities pursued	Maintained	●	Ongoing. SCCF round 3 under preparation.
		Identify and seek grant funding and partnership opportunities for Aged and Community Care projects or services.	GM	Number of grant funding opportunities pursued	Maintained	●	Ongoing grant funding received.
4.2.2.4	Achieve efficiency gains for internal services with a program of continuous improvement	Complete implementation of the Virtuous Circle Project to improve organisational capacity and effectiveness.	EMCS	Project milestones	Complete	●	On target.
		Undertake process reviews of identified Corporate Services priorities.	EMCS	Number of process reviews completed	=1	●	EMCS commenced 9 September 2019 and will manage this going forward.
		Undertake process reviews of identified Infrastructure and Development priorities.	DID	Number of process reviews completed	=1	●	Pending



Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Undertake process reviews of identified Finance priorities.	CFO	Number of process reviews completed	=1		A debt collection process review is currently being finalised by the Finance Team.
		Undertake process reviews of identified Aged and Community Care priorities.	GM	Number of process reviews completed	=1		No progress during Q1.

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.	CFO	Long term financial plan scenarios	Developed		Asset renewal and maintenance funding options are developed as part of the updating of asset management plans and the development of the LTFP.
		Deliver the asset revaluation program.	DID	Roads	Completed		Roads revaluation scheduled for 2019/20.
		Deliver the asset revaluation program.	CFO	Roads	Completed		The roads and bridges revaluation for 2019-2020 has been 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).	MHR	Program	Complete		Executives and managers are to identify key positions to be included in the succession planning program and in accordance with the Staff Management Succession Planning procedure.
		Implement new staff performance review process.	MHR	New process	Implemented		The Pulse Employee Performance Management system implemented. Staff recruitment and training continues to be a key priority area. Training budgeted is allocated; training needs are identified through Council's performance management system annually.



Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Proactively manage the return to work and workers compensation processes (WMP 1.2).	MHR	Number of absentee days	Maintained or reducing		Council continues to work closely with its workers compensation insurers and rehabilitation providers in managing recovery at work processes of injured workers wherever possible.
		Formalise and implement a staff training and health and wellbeing program.	MHR	Program	Operational		Staff training is an ongoing priority. Council offers an employee assistance program to all staff members and direct family members as well as an annual flu vax 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.	CCDE	Charter review	Draft		Yet to commence due to limited resources, on target for Q2.
		Implement Council's customer satisfaction and community wellbeing surveys.	CCDE	Survey development	Commenced		Yet to commence due to limited resources, on target for Q2.




Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Improve customer service skills and knowledge, including responding to people with a disability – including those with a language or literacy difficulty (DIAP).	CCDE	Staff training	Commenced		Yet to commence due to limited resources, on target for Q2.
		Manage customer complaints in accordance with the USC Complaints Management Policy 2019.	CCDE	Complaint management	Compliance with policy		Yet to commence due to limited resources, on target for Q2.

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.	EMCS	Workplace Health and Safety System	Progressing		This task will be undertaken by the new Risk Management and Safety Officer. Recruitment for this position is underway.
		Finalise development of an enterprise wide risk management framework.	EMCS	Risk management framework	Progressing		This task will be undertaken by the new Risk Management and Safety Officer. Recruitment for this position is underway.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Facilitate regular meetings of the Audit, Risk and Improvement Committee.	EMCS	Committee meetings held	=>3		Meeting held 6 August 2019. Next meeting 15 October 2019.
		Facilitate an annual internal audit program.	EMCS	Audit program completed	=>1		Internal Audit is being investigated via a shared service arrangement with Armidale and Glen Innes.


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	Establish and implement the Corporate Governance Improvement Action Plan.	EMCS	Action Implementation milestones	Progressing		The EMCS commenced 9 September 2019 and will manage this going forward.
		Coordinate compliance and reporting requirements to meet statutory obligations, and provide regular status reporting to the executive.	EMCS	Compliance status reports	Quarterly		On target.
		Maintain the Gifts and Benefits Register.	EMCS	Register	Maintained		On target.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Complete and lodge annual Financial Statements in accordance with statutory requirements.	CFO	Statutory requirements	Met	●	The annual Financial Statements were drafted one month earlier than in previous years and are expected to be lodged within statutory deadlines.
		Complete all taxation returns and grant acquittals as required by external bodies	CFO	Returns and acquittals	Provided	●	All taxation and current grant acquittals are lodged on a timely basis.
		Organise and manage the external audit of Council and address any management letter recommendations.	CFO	External audit	Completed	●	The external audit has commenced and no significant matters have been reported to date.
		Organise and manage the external audit of Council and address any management letter recommendations.	CFO			●	Management letter issues are addressed on a timely basis.

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.	GM	Structure	Reviewed		Deferred to the new General Manager for review and implementation.