



Delivery Program 2017-2021

Operational Plan 2019/2020

Third Quarter Progress Report

About this report

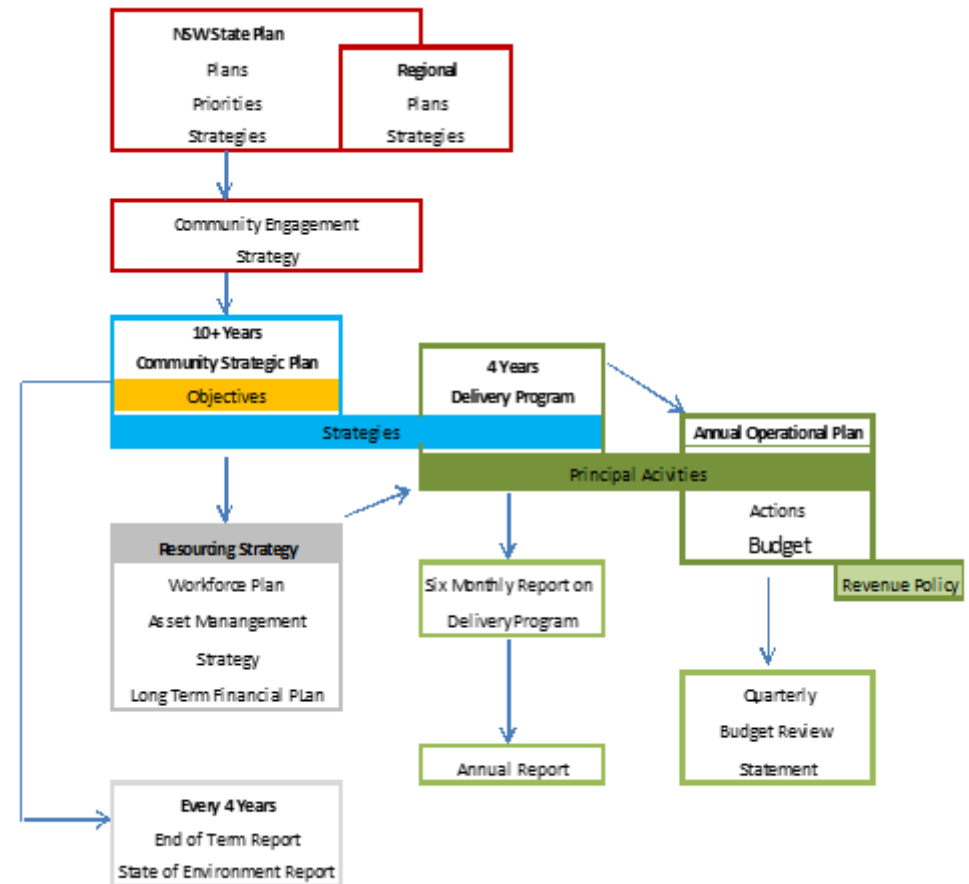
In 2009, the NSW Government introduced a new framework guiding local government in a new approach to planning for and reporting on their activities. This new framework is known as Integrated Planning and Reporting.

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 third 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.....	4
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, and 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
- Action not yet commenced in this quarter

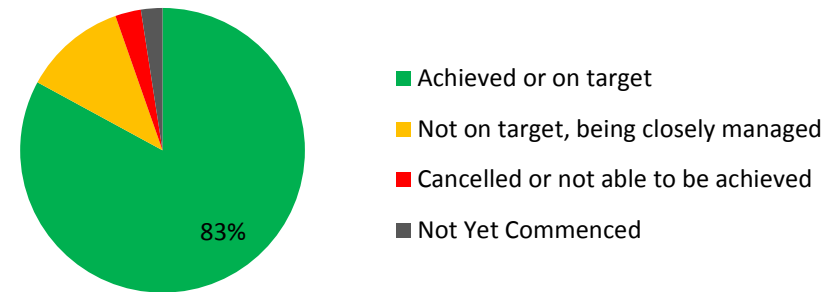
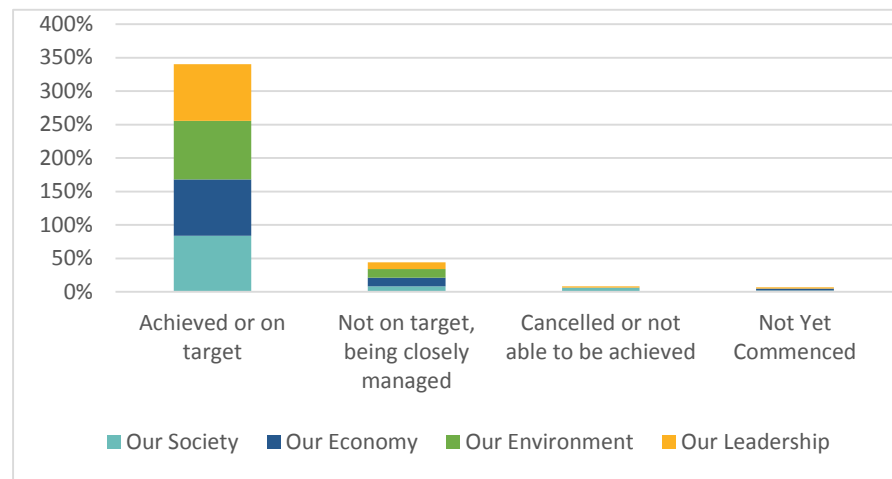
Each of the 205 actions are assigned to a responsible local government officer, who provides quarterly progress report on each action using the coloured symbols above. The responsibility legend is set out below.

• 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	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	McMaugh Gardens Aged Care Services
• MCC	Manager Community Care	Community Care Services

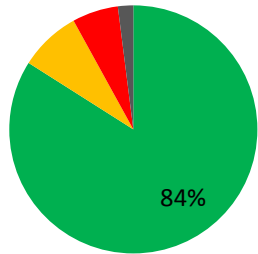
Organisational Performance

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		Not Yet Commenced	
	No.	%	No.	%	No.	%	No.	%
Our Society	42	84%	4	8%	3	6%	1	2%
Our Economy	29	76%	6	16%	2	5%	1	3%
Our Environment	34	87%	5	13%	0	0%	0	0%
Our Leadership	65	83%	9	12%	1	1%	3	4%
Total	171	83%	23	11.5%	6	3%	5	2.5%



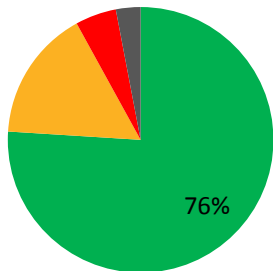
Our Society



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

The Operational Plan 2019-20 contains 50 actions geared towards reaching the Community Strategic Plan goals for ***Our Society***. In the three months to 31 March 2020, 84 per cent of these actions are achieved or on target.

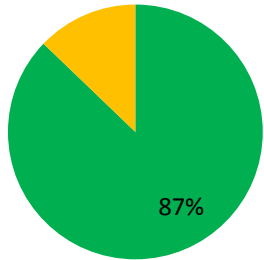
Our Economy



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

The Operational Plan 2019-20 contains 38 actions geared towards reaching the Community Strategic Plan goals for ***Our Economy***. In the three months to 31 March 2020, 76 per cent of these actions are achieved or on target.

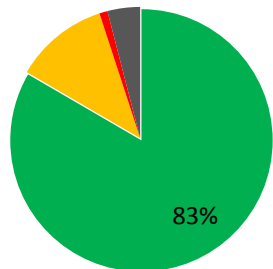
Our Environment



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

The Operational Plan 2019-20 contains 39 actions geared towards reaching the Community Strategic Plan goals for ***Our Environment***. In the three months to 31 March 2020, 87 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
- Not Yet Commenced

The Operational Plan 2019-20 contains 78 actions geared towards reaching the Community Strategic Plan goals for ***Our Leadership***. In the three months to 31 March 2020, 83 per cent of these actions are achieved or on target.

Detailed Performance Report

OUR
10 year
PLAN



OUR SOCIETY

Goal 1.1

A proud, unique and inviting community

Strategy 1.1.1

Provide vibrant and welcoming town centre, streets and meeting places



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		Community group continues to meet once a month to assist with Mount Mutton Bushcare program.
	Undertake annual maintenance program of parks.	MCI	Service levels	Maintained		Routine maintenance on going, including mowing. Hand wash dispensers installed at public toilets March 2020.

Goal 1.1

A proud, unique and inviting community

Strategy 1.1.2

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




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		Cancelled for 2019/20. Included in the 2020/21 budget.
	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		Cancelled for 2019/20. Included in the 2020/21 budget.

Goal 1.1

A proud, unique and inviting community

Strategy 1.1.3

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

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		Routine maintenance ongoing.
	Seek heritage funding to carry out restoration work at Uralla's Old Cemetery.	MCI	Heritage funding application	Lodged		Request to receive notification if next round of 2020/21 funding is available.
	Provide family history information and interment services.	MCI	Services	Provided		Update information/records ongoing.

Goal 1.1

A proud, unique and inviting community

Strategy 1.1.4

Support, encourage and celebrate community participation and volunteerism

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).	CCE	Strategy	Developed		Not yet commenced. To be undertaken by Coordinator Communications & Engagement once position is filled.

OUR 10 year PLAN


OUR SOCIETY

Goal 1.2

A safe, active and healthy shire

Strategy 1.2.1

Provide accessible quality sport and recreation facilities that encourage participation

Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.2.1.1 Maintain community swimming complex,	Undertake the necessary maintenance to enable the operation of the Uralla swimming pool.	MCI	Service levels	Maintained		Completed and pumps were serviced. Pool is now closed for the season.

Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
sports and recreation facilities	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	●	Completed. Pool is now closed for the season.
	Implement upgrades to the Uralla Sporting Complex through the Stronger Country Communities Fund.	MDP	Upgrades	Completed	●	Projects nearly completed.
	Undertake the annual maintenance program at sporting fields (DIAP 2.7).	MCI	Service levels	Maintained	●	Ongoing.
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	●	Pedestrian Access and Mobility Plan (PAMP) completed.

Goal 1.2

A safe, active and healthy shire


Strategy 1.2.2

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

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.	EMCS	Liaison with medical practices	Completed	●	Achieved. Medical student attended in January 2020.


**Goal 1.2
Strategy 1.2.3**

**A safe, active and healthy shire
Provide, maintain and develop children's play and recreational facilities that encourage active participation**

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		Upgrades across Council's parks and playground facilities through SCCF progressing inc dinky track at BMX track and tennis court upgrades.



**Goal 1.2
Strategy 1.2.4**

**A safe, active and healthy shire
Partner with police, community organisations and the community to address crime, anti-social behaviour and maintain community safety**

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.

**Goal 1.2
Strategy 1.2.5**

**A safe, active and healthy shire
Provide effective, regulatory, compliance and enforcement services for the community**

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%		Consultant engaged.
	Submit annual food premises compliance report.	MDP	Food premises returns submitted	Annually		On target.

Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
	Issue and serve Orders where necessary under relevant legislation.	MDP	Issued orders are compliant with legislation	100%	●	Ongoing.
	Register, licence and inspect onsite sewerage treatment systems.	MDP	Number of inspections undertaken as scheduled	90%	●	Ongoing.
	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	●	Fee structure to be developed and finalised.



OUR 10 year PLAN **OUR SOCIETY**
Goal 1.3
Strategy 1.3.1

A diverse and creative culture


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

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.	LIB	Service level agreement	Compliant	●	Service levels continue to be delivered.
	Attend Central Northern Regional Library committee meetings.	LIB	Committee meetings	Attended	●	No meeting held in Q3.
	Operate the Uralla library service and programs.	LIB	Uralla library open	7 days a week	●	Library services and programs provided.
	Operate the Bundarra library service.	LIB	Bundarra library operating and resources renewed	Quarterly	●	Bundarra library service continued in Q3. Ceased due to Covid-19 restrictions.

Goal 1.3**A diverse and creative culture****Strategy 1.3.2****Work with the community and other partners to develop major cultural and community events and festivals**

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		Progress has been made with documentation being drafted. This project impacted by to the demands of a RCF grant project: Aniwan Cultural Collection, which has now been completed, so the Events Toolkit will again be the major focus.
	Attend Arts North West regional meetings.	EMCS	Meetings	Attended		No meeting held in Q3.

Goal 1.3**A diverse and creative culture****Strategy 1.3.3****Lobby government, companies and other individuals to secure funding for cultural and creative expression fields**

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.	CCE	Grants program round delivered	=2		Round Two of the 2019-20 Community Grants Program delivered.

**OUR
10 year
PLAN** **OUR SOCIETY
Goal 1.4
Strategy 1.4.1**

**Access to and equity of services
Operate and maintain the McMaugh Gardens Aged Care Facility**

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. On target.
			Annual average occupancy at benchmark	Per plan		
	Maintain aged care facility accreditation and satisfactory aged care quality audit outcomes.	MMG	Accreditation	Maintained		Full accreditation maintained
			Quality audit outcomes	Satisfactory		
Undertake ensuite upgrades in accordance with federal government grant.	MMG	Upgrades	Complete		Progress for ensuite upgrades on target	

**Goal 1.4
Strategy 1.4.2**

**Access to and equity of services
Provide quality Community Care, Ageing and Disability services**

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		This is largely going well. CHSP and TCT are unable to fully function due to the restrictions in place with Covid-19, so are under budget.
	Manage state and federal funding agreements and grant acquittals for compliance.	MCC	Funding agreements reporting and acquittals	Compliant		Compliance is occurring with all funding streams and inclusive of new actions required under Commonwealth regulations due to Covid-19.

Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
	Maintain accreditation and satisfactory quality audit outcomes.	MCC	Accreditation	Maintained	●	Third Party Verification meeting NDIS requirements was confirmed during this quarter. Contact has been initiated by the Aged Care Quality and Safety Commission regarding a Quality Review of our Aged Care services, with date yet confirmed.
	Maintain accreditation and satisfactory quality audit outcomes.	MCC	Quality audit outcomes	Satisfactory	●	No date has been set for the Quality Review but the team is working towards collating evidence on how the Aged Care Quality Standards are being met at TCS and TCT and reviewing relevant documentation.
1.4.2.2 Provide community transport services	Manage community transport services in a financially sustainable manner.	MCC	Net operating surplus	Achieved	●	Transport services are being well managed despite the restrictions imposed with social distancing. Essential transport is still being done and social transport has not been allowed for most of the quarter.
	Manage NSW State Government funding agreements and grant acquittals for compliance.	MCC	Funding agreements reporting and acquittals	Compliant	●	Transport for NSW funding is under budget due to current restrictions. The changeover from AUSkey to myGovID has gone relatively smoothly and consumer reviews are currently being undertaken by phone and post.
	Maintain satisfactory service reviews and audit outcomes.	MCC	Audit outcomes	Satisfactory	●	Service reviews are currently being undertaken and the collated results should be available in the next quarter.

Goal 1.4

Access to and equity of services

Strategy 1.4.3

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

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.	CCE	Program	Delivered	●	Completed in Q1.
	Prepare and distribute a regular Council newsletter to residents.	CCE	Newsletter published	Monthly	●	Council newsletter prepared and distributed.

Goal 1.4

Access to and equity of services

Strategy 1.4.4

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


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	●	We continue to expand and update the website. Changes to local business operations due to COVID19 directives are being updated continuously, noting cancellation of events, trading hours, retail operations etc.
	Seek Youth Week funding and facilitate the coordination of the Youth Week program of activities.	LIB	Funding application	Lodged	●	Funding received. Youth Week Q4 activities deferred at this time, subject to Covid-19 restrictions.
	Seek Youth Week funding and facilitate the coordination of the Youth Week program of activities.	LIB	Youth Week activities	Delivered	●	Funding received. Youth Week Q4 activities deferred at this time, subject to Covid-19 restrictions.
	Seek National Aboriginal and Islander Day Observance Committee (NAIDOC) funding and coordinate Council's NAIDOC activities in consultation with the Elders.	TPOO	NAIDOC activities	Delivered	●	Planning for NAIDOC week had commenced however was cancelled due to COVID-19.

Goal 1.4

Strategy 1.4.5

Access to and equity of services

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

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		As a consequence of COVID-19, regular flights have been cancelled until further notice. Action is not appropriate at this time.

Goal 1.4

Strategy 1.4.6

Access to and equity of services

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

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		VIC closed at end of Q3 under COVID19 directives. AVIC accreditation passed in February 2020. AVIC reporting requirements are on hold until post COVID19. Work continues on NEHC & DNSW marketing and other priorities.


OUR ECONOMY

Goal 2.1

An attractive environment for business, tourism and industry

Strategy 2.1.1

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



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 project and one successful tender were resolved at the March 2020 Council Meeting.

Goal 2.1

An attractive environment for business, tourism and industry

Strategy 2.1.2

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


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		The project and one successful tender were resolved at the March 2020 Council Meeting - Resolution 21.03/20
	Partner with neighbouring councils to coordinate delivery of the Regional Economic Development Strategy.	EMCS	Sub-regional working group meetings	Attended		Not yet commenced due to limited resources.


Goal 2.1

An attractive environment for business, tourism and industry

Strategy 2.1.3



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

Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.1.3.1 Enhance infrastructure to support regional	Lobby government for funding to undertake necessary upgrades to provide HML capacity.	DID	Number of lobbying activities	Maintained		Tolleys Gully Bridge funding received via the Growing Local Economies program.

Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
education, transport and health development	Develop a list of priority transport infrastructure projects to capitalise on grant funding opportunities.	DID	Priority list	Compiled		Transport AMP under review.

Goal 2.1 An attractive environment for business, tourism and industry

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


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		Ongoing.
	Construction certificates provided in accordance with legislation.	MDP	Certificates provided	=Statutory timeframes		Ongoing.

OUR 10 year PLAN

OUR ECONOMY

Goal 2.2 Growing and diversified employment, education and tourism opportunities


Strategy 2.2.1 Provide land use planning that facilitates employment creation

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		Ongoing.

Goal 2.2 Growing and diversified employment, education and tourism opportunities
Strategy 2.2.2 Support and encourage existing business and industry to develop and grow

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		Building Better Regions Fund grant application BBRFIV000192 has been assessed and forward to the Minister for consideration for partial funding of the subdivision.
	Commence construction of Stage 1 for the Rowan Avenue, Uralla, subdivision, subject to resolution of Council.	DID	Construction of Stage 1	Commenced		Pending successful Building Better Regions Fund grant application.

Goal 2.2 Growing and diversified employment, education and tourism opportunities
Strategy 2.2.3 Support the attraction of new businesses, including sustainable employment generating projects


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		Ongoing.

Goal 2.2

Growing and diversified employment, education and tourism opportunities

Strategy 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

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		The NEHC and Emprise Group partnership is delivering outcomes via Emprise's considerable assets in tourism publications and Hema Maps. The past quarter's challenges with drought, bushfires, water quality & COVID 19 have had real impacts.

OUR 10 year PLAN



OUR ECONOMY

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

Goal 2.3

Strategy 2.3.1

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

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%		Complete urban, rural and regional roads resealing. Routine maintenance including patching ongoing.
	Seek funding for transport infrastructure expansion projects.	MCI	Number of funding applications	Maintained		On target. Successful application for road realignment at Thunderbolts Way South under the Safer Road program.

Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
	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%	●	On target. Resumed grading in drought affected areas.
	Deliver unsealed roads re-sheeting program in line with established service levels – per Transportation Asset Management Plan.	MCI	Percentage of program completed	90%	●	On target.
	Inspect all bridges and carry out the required maintenance programs.	MCI	Percentage of program completed	90%	●	Rehabilitation of Teatree Creek bridge embankment completed. Routine maintenance on going.

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

Goal 2.3

Strategy 2.3.2

Maintain, review and replace Council bridges and culverts as required



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%	●	On going.
	Deliver bridge and culvert capital works program – per Transportation Asset Management Plan.	MCI	Percentage of program completed	90%	●	Myall Swamp bridge widening on Bingara Road upgrade progressed.

Goal 2.3

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

Strategy 2.3.3

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


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%		Signs maintenance on going.
	Renew and maintain lighting, signs, posts, and guard rail assets as necessary.	MCI	As necessary	Completed		On going.

Goal 2.3

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

Strategy 2.3.4

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


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%		Resealing complete. Routine maintenance on going.

Goal 2.3

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

Strategy 2.3.5

Maintain existing and cycling networks across the region


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%		Inspection for any trip hazards and rehabilitation works - on going.

Goal 2.3

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

Strategy 2.3.5

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


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		Funding application submitted under Active Transport program.

Goal 2.3

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

Strategy 2.3.7

Implement and maintain developer contribution plans


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		Budget required.

Goal 2.3

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

Strategy 2.3.8

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

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		On going.


OUR ECONOMY

Goal 2.4

Communities that are well serviced with essential infrastructure

Strategy 2.4.1

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

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		Ongoing.




Goal 2.4

Communities that are well serviced with essential infrastructure

Strategy 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

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		Asset management policy is being reviewed and an Asset Management Strategy is being developed.
	Review and update the Plant Asset Management Plan.	DID	Plan update	Completed		Review ongoing.
	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 and due for a review in July 2020


Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
	Review and update the Sewer Asset Management Plan.	MWWSS	Plan update	Completed		AMP draft documents under review.
	Review and update the Water Supply Asset Management Plan.	MWWSS	Plan update	Completed		AMP draft documents under review.
	Implement the Stormwater Drainage Asset Management Plan.	DID	Plan update	Completed		Mapping of Stormwater assets has commenced.

Goal 2.4

Communities that are well serviced with essential infrastructure

Strategy 2.4.3

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


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		Maitland Street footpath construction complete. New application submitted to extension shared path in Plane Ave.

Goal 2.4

Communities that are well serviced with essential infrastructure

Strategy 2.4.4

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

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%		Completed kerb & gutter rehabilitation at John Street Uralla.


OUR ENVIRONMENT

Goal 3.1

To preserve, protect and renew our beautiful natural environment

Strategy 3.1.1

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

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.

Goal 3.1

To preserve, protect and renew our beautiful natural environment

Strategy 3.1.2

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




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 except for during COVID-19 restrictions. No current funding for Local Heritage Assistance Fund.

Goal 3.1

To preserve, protect and renew our beautiful natural environment

Strategy 3.1.3

Protect and maintain a healthy catchment and waterways

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		On target.
	Review Kentucky Creek Dam Safety Plan.	MWWSS	Reviewed	Plan		RFQ issued for completion of Kentucky Dam safety documents.

Principal Activities	Annual Action	Responsible Officer	Target	Performance Measure	Status	Comments
	Maintain compliance with Environmental Protection Licence requirements for the Uralla landfill, sewer and water treatment plants.	MWWSS	Compliant	Testing regime	●	Ongoing.

Goal 3.1

To preserve, protect and renew our beautiful natural environment

Strategy 3.1.4

Raise community awareness of environmental and biodiversity issues

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	●	On target as per 2019-20 Work plan.
	Continue to review and Implement the Environmental Sustainability Action Plan priorities.	EMC	Commenced	Implementation of priorities	●	On target as per 2017-2021 Work plan.

OUR 10 year PLAN **OUR ENVIRONMENT**

Goal 3.2

Maintain a healthy balance between development and the environment

Strategy 3.2.1

Retain open space and greenbelts that are accessible to everyone

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	●	Ongoing.

Goal 3.2

Maintain a healthy balance between development and the environment

Strategy 3.2.2

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

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

Goal 3.2

Maintain a healthy balance between development and the environment

Strategy 3.2.3

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

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

OUR 10 year PLAN

OUR ENVIRONMENT

Goal 3.3

Reuse, recycle and reduce wastage

Strategy 3.3.1

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

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		Reports are currently under review.

Principal Activities	Annual Action	Responsible Officer	Target	Performance Measure	Status	Comments
	Develop a Waste Services Asset Management Plan	MWWSS	Complete	Plan	●	Reports are currently under review.
	Undertake a review of Council's waste management operating and service delivery environment.	MWWSS	Complete	Review	●	Reports are currently under review.

Goal 3.3

Reuse, recycle and reduce wastage

Strategy 3.3.2

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

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.
	Operate the Uralla Community Recycling Centre	MWWSS	Maintained	Service levels	●	Ongoing.

Goal 3.3

Reuse, recycle and reduce wastage

Strategy 3.3.3

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

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.


Principal Activities	Annual Action	Responsible Officer	Target	Performance Measure	Status	Comments
	Review the NSW Illegal Dumping Strategy for participation and implementation opportunities.	MWWSS	Reviewed	Strategy		Contact made with DPIE for input in to this strategy.

Goal 3.3

Reuse, recycle and reduce wastage

Strategy 3.3.4

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



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		Data requested.

Goal 3.3

Reuse, recycle and reduce wastage

Strategy 3.3.5

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

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		Updated as per statutory requirements

OUR
10 year
PLAN

OUR ENVIRONMENT
Goal 3.4
Strategy 3.4.1

Secure sustainable and environmentally sound water-cycle infrastructure and services

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

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		Necessary upgrades to process systems and filters at Uralla WTP is progressing.
	Work with landholders to improve protection of Kentucky Creek and Taylors Pond drinking water storages.	MWWSS	Implemented	Improvement initiatives		Contact made with some of the local landholders to discuss water quality and security.
	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		To be included in IWCM if approved.
	Continue annual water main replacement program.	MWWSS	Continued	Program		No scheduled pipe replacement for 2019/20. Repairs continuing as required.
	Renew filter media at the Uralla water treatment plant.	MWWSS	Completed	Renewal		Repairs to be undertaken in the 4th Quarter.
	Implement recommended work place health and safety improvements to Uralla and Bundarra water supply schemes.	MWWSS	Completed	Improvements		Work progressing to implement recommendations.
	Implement recommended work place health and safety improvements to Uralla and Bundarra water supply schemes.	RMSO	Completed	Improvements		Vault software to be implemented to build the framework for a safety management system. Improvements to be continually addressed and implemented.

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

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

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	●	Funding approved.
	Implement the recommended work place health and safety improvements to the Uralla sewerage scheme.	MWWSS	Completed	Improvements	●	Progressing.
	Implement the recommended work place health and safety improvements to the Uralla sewerage scheme.	RMSO	Completed	Improvements	●	Vault software to be implemented to build the framework for a safety management system. Improvements to be continually addressed and implemented.

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

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





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	●	Routine maintenance ongoing. Replaced damaged pipes. Install new pipes to improve drainage during road renewals/construction.

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. Mapping of Council's Urban Stormwater network has commenced.
	Undertake stormwater augmentation works to Rowan Avenue, near Plane Ave, Uralla.	MCI	Completed	Works		Works have been scheduled in May 2020.

**OUR
10 year
PLAN** **OUR LEADERSHIP**
Goal 4.1
Strategy 4.1.1

A strong, accountable and representative Council

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

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: <ul style="list-style-type: none"> • Asset Management Strategy • Workforce Management Plan • Long Term Financial Plan 	DID CFO MHR	Resourcing strategy	Monitored and updated		Ongoing. Budget for 2020-21 now in draft form. Workforce Management Plan under review.
	Develop and monitor the annual Operational Plan, including Budget.	EMCS	Plan adopted	30 June		The Operational Plan and Budget likely to be adopted in July 2020, utilising extension of time provided by the OLG due to COVID-19.
			Progress reported	=>6 monthly		Third Quarter Progress Report presented to May 2020 Ordinary Meeting of Council.
Coordinate and produce the Annual Report.	EMCS	Report adopted and provided to the Office of Local Government	30 November		Completed and lodged with the Office of Local Government.	

Goal 4.1

A strong, accountable and representative Council

Strategy 4.1.2

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

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.	SEO	Number of councillor community engagement activities	=3	●	No engagement activities required in this quarter.




Goal 4.1

A strong, accountable and representative Council

Strategy 4.1.3

Provide open, accountable and transparent decision making for the community

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	●	Agency Information Guide 2020 adopted at February Ordinary Meeting.
	Coordinate the publication of identified open access information to the website.	CTI	Identified open access information published	=>50%	●	Published to the website.
	Publish the formal Access to Information disclosure log to the new website.	CTI	Information disclosure log updated and published	every 45 days	●	Published to the website.
	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	●	Contracts Register published to Council website.


Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
	Priority statutory and corporate policies and codes reviewed and updated as part of a broader policy register review program.	EMCS	Implementation milestones	Progressing		Priority review 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 until March 2020. Due to the COVID-19 Public Health Order, meetings from April 2020 and until further notice will be held remotely.

Goal 4.1

A strong, accountable and representative Council

Strategy 4.1.4

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

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		NEJO meeting attended 6 April 2020 (teleconference). Representations have been made to local MPs, OLG and LGNSW regarding COVID-19 impacts on Uralla Shire Council and community.

Goal 4.1

A strong, accountable and representative Council

Strategy 4.1.5

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

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	●	Registers being maintained.
	Coordinate Public Interest Disclosures and Code of Conduct complaints in accordance with legislation, policy, and procedures.	EMCS	Reporting	Compliant	●	Compliant with legislative requirements and Council policies.
	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	●	Completed and being maintained.
	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	●	Strategy being implemented.

OUR 10 year PLAN **OUR LEADERSHIP**

Goal 4.2

An effective and efficient organisation

Strategy 4.2.1

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

Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.2.1.1 Improve the cost effectiveness and efficiency of	Complete 2 Infrastructure and Development 'service level' reviews.	DID	2 service level reviews	Completed	●	Waste management studies under review

Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
community service provision	Complete 2 Aged and Community Care 'service level' reviews.	MMG	Aged Care service level review	Completed	●	First service review complete. No progress during Q3 on second service review.
	Complete 2 Aged and Community Care 'service level' reviews.	MCC	Community Care service level review	Completed	●	First service review complete. Second service review not yet commenced.
	Complete 2 Corporate Services 'service level' reviews.	EMCS	2 service level reviews	Completed	●	Records management audit and review commenced.

Goal 4.2






An effective and efficient organisation








Strategy 4.2.2







Operate in a financially responsible and sustainable manner



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	●	The now completed draft budget for 2020-21 will enable the LTFP to be updated.
	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	●	Based on the information to come out of the updated LTFP, Council will be able to assess whether to apply for an SRV in December 2020.
	Complete and report quarterly budget review statements.	CFO	Budget review reported	Quarterly	●	Quarterly budget review statements continue to be completed in a timely manner.

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	●	Effective internal controls are maintained and recommendations from ARIC are adopted in a timely manner.
	Maximise return on investment within the risk parameters provided by the USC Investments Policy 2019.	CFO	Investment returns	Appropriate for risk	●	Despite historically low interest rates, Council continues to maximize returns on investments within the parameters provided by Council's Investment Policy.
	Model and adopt rate structures to maximize equity across the Council area and between categories.	CFO	Rate structure review	Completed	●	The draft budget for 2020-21 has modeled a new rate structure that may later be adopted by Council.
	Collect all rates and charges in-line with payment requirements and undertake debt recovery action for outstanding accounts.	CFO	Outstanding debts	=<6.5%	●	New draft policies on Hardship and Debt Collection are currently on display. These policies allow Council to collect rates and charges in line with payment requirements.
	Develop a Procurement Policy.	CFO	Policy	Developed	●	The draft Procurement Policy is currently on public exhibition until 23 April 2020.
	Implement a procurement guideline and toolkit.	CFO	Guidelines and toolkit	Implemented	●	The procurement guideline and toolkit have been developed and will be implemented upon adoption of the Procurement Policy.
	Identify strategies to achieve annual expenditure reduction - (FFTF).	CFO	Expenditure reduction opportunities	Proposed	●	A review of expenditure was undertaken in developing the draft budget and any reduction opportunities were built into the proposed expenditure line items.

Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
	Review all fees and charges for full cost recovery where appropriate - (FFTF).	CFO	Review	Completed		Fees and charges for 2020-21 are being reviewed as part of the preparation for the 2021 Operational Plan.
	Review asset valuations and depreciation methodology for all asset classes.	CFO	Roads	Completed		Work continues on the revaluation of roads, footpaths, stormwater drainage and bridges with results to be integrated into the 2020 financial statements.
	Update Council's borrowing policy and capital expenditure guidelines.	CFO	Review	Completed		No work has yet commenced on a new borrowing policy but it is expected that the capital expenditure guidelines will be developed prior to 30 June 2020.
	Determine asset maintenance backlog based on asset management plans and incorporate into Long Term Financial Plan - (FFTF).	CFO	Asset maintenance backlog	Determined		Information from the current revaluation of assets will help determine any backlog applicable to that class of assets. Works undertaken through the Drought Relief and Stronger Country Communities Funds has informed the Building AMP.
	Determine asset maintenance backlog based on asset management plans and incorporate into Long Term Financial Plan - (FFTF).	DID	Asset maintenance backlog	Determined		Ongoing.

Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.2.2.2 Develop and implement business plans for all business areas	Finalise a draft business plan for McMaugh Gardens (PBPR).	MMG	Plan	Developed		Draft Business Plan reviews completed and Final Business Plan completed
	Finalise a draft business plan for Tablelands Community Support.	MCC	Plan	Developed		Provision for advertising as per the Stewart Brown Report has been added to the budget for 2020/21. The HCP fee structure was aligned to industry best practice in 2019/20 and few changes have been made for the 2020-21 draft Operational Plan.
	Finalise a draft business plan for Tablelands Community Transport.	MCC	Plan	Developed		Not completed as yet. Coordinator - Community Transport PD has been reviewed and will be advertised in the next quarter.
	Finalise a draft waste management services business plan (FFTF).	MWWSS	Plan	Developed		Draft documents under review.
	Finalise a draft water supply business plan (PBPR).	MWWSS	Plan	Developed		Documents under review.
	Finalise a draft sewer business plan.	MWWSS	Plan	Developed		Draft documents under review.
	Finalise a draft business plan for caravan parks.	DID	Plan	Developed		Not yet commenced.

Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
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		Drought Communities Program Extension 2019 application has been prepared. Drought Stimulus Package 2020 application is being prepared with discussions ongoing with NSW Government.
	Identify and seek grant funding and partnership opportunities for Aged and Community Care projects or services.	MMG	Number of grant funding opportunities pursued	Maintained		Ongoing grant funding for the bathroom refurbishment project. Funding opportunities identified and accessed through the Drought and the Stronger Communities Funding
	Identify and seek grant funding and partnership opportunities for Aged and Community Care projects or services.	MCC	Number of grant funding opportunities pursued	Maintained		Not yet commenced due to Covid-19 and the widespread restrictions in place.
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		Implementation completed.
	Undertake process reviews of identified Corporate Services priorities.	EMCS	Number of process reviews completed	=1		On target.
	Undertake process reviews of identified Infrastructure and Development priorities.	DID	Number of process reviews completed	=1		Ongoing.


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		Debt collection and hardship processes were reviewed as part of the preparation of these new policies.
	Undertake process reviews of identified Aged and Community Care priorities.	MMG MCC	Number of process reviews completed	=1		Discussions with Aged and Community Care Meeting regarding Business Plans and ongoing actions as a result of the recommendations. In Q4 we have focused on continuous improvement. The system, processes and forms were reviewed. A move towards more electronic processes has commenced and the consumer database, has been hosted in the cloud to improve out of office access.



Goal 4.2

An effective and efficient organisation

Strategy 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

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	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 LTFFP.

Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
maintenance and renewal	Deliver the asset revaluation program.	DID	Roads	Completed		Asset Management Plan - Transport - Revaluation of Council's transport assets is approaching completion.
	Deliver the asset revaluation program.	CFO	Roads	Completed		The roads, footpaths, stormwater drainage and bridges revaluation will be completed prior to 30 June 2020.

Goal 4.2





An effective and efficient organisation

Strategy 4.2.4



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

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		Continuing, on target.
	Implement new staff performance review process.	MHR	New process	Implemented		Implemented.
	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		Corporate Training plan drafted for 2020/21 - Will be finalised once budgets are confirmed.

Goal 4.2 An effective and efficient organisation
Strategy 4.2.5 Provide customer service excellence

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.	CCE	Charter review	Draft		Not yet commenced. To be undertaken by Coordinator Communications & Engagement once position is filled.
	Implement Council's customer satisfaction and community wellbeing surveys.	CCE	Survey development	Commenced		Not yet commenced. To be undertaken by Coordinator Communications & Engagement once position is filled.
	Improve customer service skills and knowledge, including responding to people with a disability – including those with a language or literacy difficulty (DIAP).	CCE	Staff training	Commenced		Not yet commenced. To be undertaken by Coordinator Communications & Engagement once position is filled.
	Manage customer complaints in accordance with the USC Complaints Management Policy 2019.	CCE	Complaint management	Compliance with policy		Complaints addressed as received. Reporting complaints to Council yet to commence due to limited resources.

Goal 4.2 An effective and efficient organisation
Strategy 4.2.6 Identify and manage risk associated with all Council activities and ensures a safe and healthy work environment

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.	RMSO	Workplace Health and Safety System	Progressing		Working with Vault to make the organisations structure to allow correct implementation.
	Finalise development of an enterprise wide risk management framework.	RMSO	Risk management framework	Progressing		Draft Framework has been completed. To be developed in conjunction with StateCover and Council Executive recommendations.

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	●	Audit, Risk and Improvement Committee continuing to meet per agreed Committee schedule.
	Facilitate an annual internal audit program.	RMSO	Audit program completed	=>1	●	Internal auditing for WHS will be done on a continual basis rather than annually. Self audits are completed annually. Has been effected by the current situation. Will comply with any action found by the Internal Auditor.

Goal 4.2

An effective and efficient organisation

Strategy 4.2.7

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

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	●	Action Plan targets are being addressed.
	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	●	Register established and maintained.
	Complete and lodge annual Financial Statements in accordance with statutory requirements.	CFO	Statutory requirements	Met	●	Financial statements completed and lodged on time.

Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
	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. Long outstanding road grant acquittals from 2009 to 2015 continue to be submitted as resources are available.
	Organise and manage the external audit of Council and address any management letter recommendations.	CFO	External audit	Completed	●	The external interim audit has been commenced and will be completed despite the difficulties associated with COVID-19 restrictions.
	Organise and manage the external audit of Council and address any management letter recommendations.	CFO	Management letter actions	Addressed	●	Management letter issues from the final audit have been addressed or have been allocated to appropriate staff as required.

**OUR
10 year
PLAN**

OUR LEADERSHIP
Goal 4.3
Strategy 4.3.1

Deliver the goals and strategies of the Community Strategic Plan

Resource the organisation of Council adequately to provide the services and support functions required to deliver the goals and strategies detailed in this plan

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	●	<p>Organisation being resourced to provide the services and support functions required to deliver the goals and strategies in this Plan.</p> <p>Review of structure deferred until July 2020.</p> <p>Culture development program to commence second half 2020.</p>