



Delivery Program 2017-2021

Operational Plan 2018/2019

Progress Report as at 31 March 2019

About this report

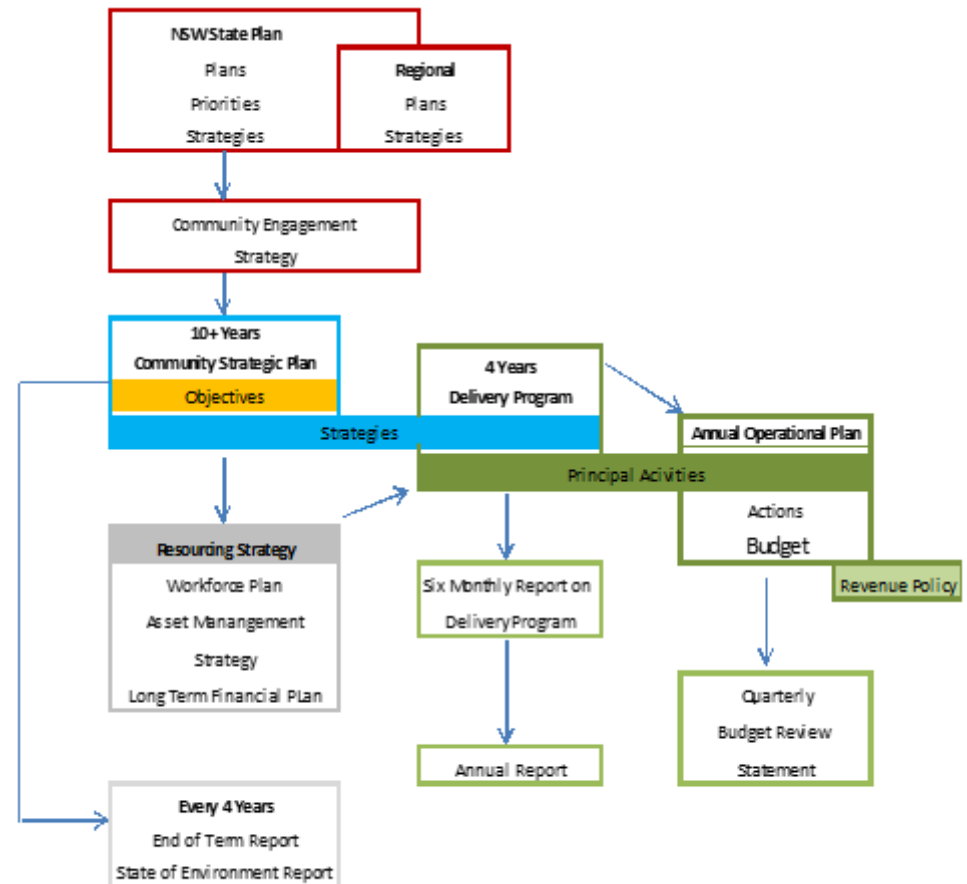
In 2009, the NSW Government introduced a new framework guiding local government in a new approach to planning for and reporting on their activities. This new framework is known as Integrated Planning and Reporting.

Uralla Shire Council adopted its first ever suite of documents within the Integrated Planning framework 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 Q3 of the combined Delivery Program 2017-2021 and Operational Plan 2018-2019 and covers the financial year ending June 2019.



Contents

Measuring our progress	4
Organisational Performance	5
Detailed Performance Report	8
1: Our Society	8
2: Our Economy	19
3: Our Environment	29
4: Our Leadership	38

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 2018-19 Council committed to 213 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 2018-2019. In this report, our progress in meeting the community's vision within Council's Delivery Program 2017-2021 and Operational Plan 2018-2019 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

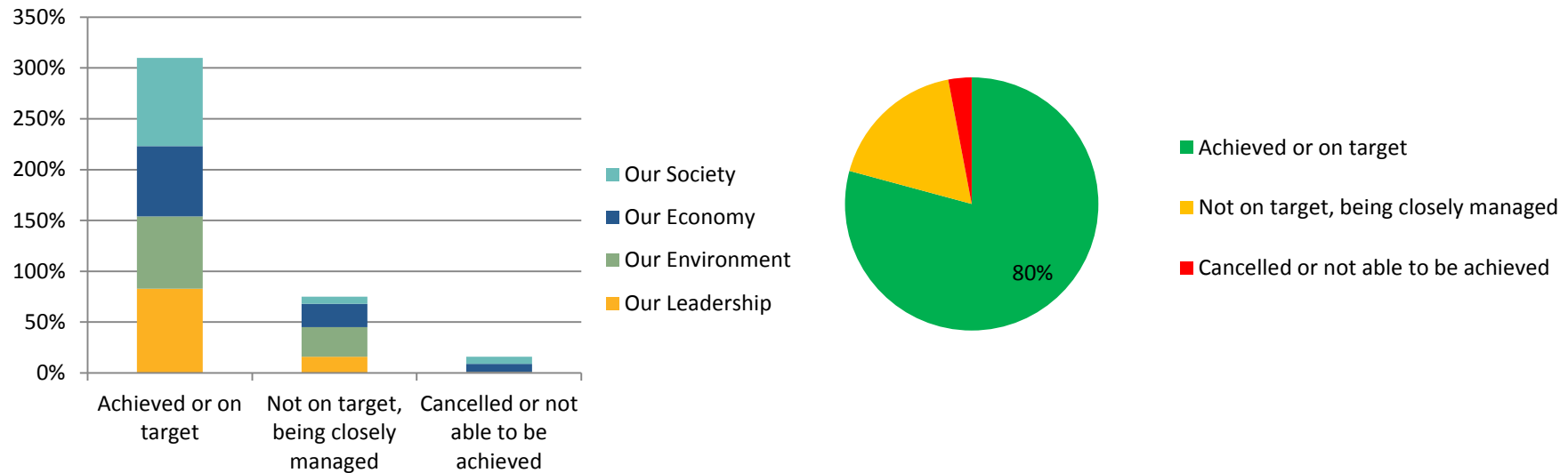
Each of the 213 actions are assigned to a responsible local government officer, who provides quarterly progress report on each action using the coloured symbols above. The responsibility legend is set out below.

- | | | |
|---------|--|--------------------------------|
| • GM | General Manager | General Manager's Office |
| • 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 Water, Waste and Sewerage Services | Infrastructure and Development |
| • MDP | Manager Development and Planning | Infrastructure and Development |
| • MIW | Manager Infrastructure and Works | Infrastructure and Development |
| • DCG | Director Community and Governance | Community and Governance |
| • CCDE | Coordinator Community Development and Engagement | Community and Governance |
| • CGR | Coordinator Governance and Risk | Community and Governance |
| • RMSO | Risk Management and Safety Officer | Community and Governance |
| • MMG | Manager McMaugh Gardens Aged Care | Community and Governance |
| • MCC | Manager Community Care | Community and Governance |
| • CTI | Coordinator Technology and Information | Community and Governance |
| • TPOO | Tourism Promotion and Operations Officer | Community and Governance |

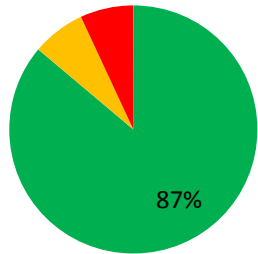
Organisational Performance

Delivery Program – 2018/19 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	39	87%	3	7%	3	7%
Our Economy	27	69%	9	23%	3	7%
Our Environment	24	71%	10	29%	0	0%
Our Leadership	79	83%	15	16%	1	1%
Total	169	80%	37	17%	7	3%



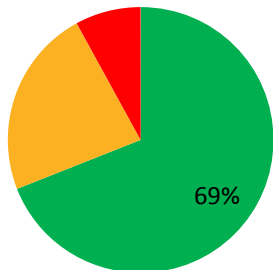
Our Society



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

The Operational Plan 2018-19 contains 45 actions geared towards reaching the Community Strategy Plan goals for ***Our Society***. In the nine months to March 2019, 87 per cent of these actions are achieved or on target.

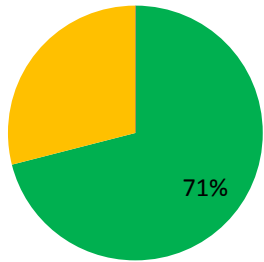
Our Economy



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

The Operational Plan 2018-19 contains 39 actions geared towards reaching the Community Strategy Plan goals for ***Our Economy***. In the nine months to March 2019, 69 per cent of these actions are achieved or on target.

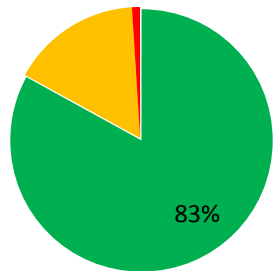
Our Environment



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

The Operational Plan 2018-19 contains 34 actions geared towards reaching the Community Strategy Plan goals for ***Our Environment***. In the six months to March 2019, 71 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 2018-19 contains 95 actions geared towards reaching the Community Strategy Plan goals for ***Our Leadership***. In the nine months to March 2019, 83 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	Environmental Management Coordinator	Volunteer maintenance activities	Increased		EMC and Senior Bush Regeneration Officer holding monthly working bees at Mt Mutton to control invasive weeds and promote native species regeneration. EMC has completed a program with the Town Gang to remove treated weeds from "The Glen".
		Undertake annual maintenance program of parks	Manager Infrastructure and Works	Annual Program	Completed		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	Director Infrastructure and Development	Engagement program	Implemented		Survey complete. Funding to be considered for 2019/20.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Develop an overarching Open Spaces Strategy with an Action Plan guided by community consultation, and including disability inclusion and access provisions (DIAP 2.5) (2.6) (2.7)	Director Infrastructure and Development	Strategy and Action Plan	Adopted		Funding to be considered in 2019/20 budget deliberations.

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	Seek heritage funding to carry out restoration work at Uralla's Old Cemetery	Manager Development and Planning	Heritage funding application	Lodged		Ineligible for current funding round.
		Provide family history information and interment services	Manager Infrastructure and Works	Services	Provided		Ongoing.
		Undertake annual maintenance program of all cemeteries	Manager Infrastructure and Works	Program	Completed		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)	General Manager	Strategy	Adopted		Yet to commence.

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	Maintain and test pool water quality in compliance with Department of Health guidelines	Manager Infrastructure and Works	Water quality	Compliant		Pool season completed.
		Undertake the necessary maintenance to be able to operate the pool	Manager Infrastructure and Works	Pool Open	20 October 2018 to 8 March 2019		Maintenance requirements for off season identified.
		Undertake the annual maintenance program at sporting fields (DIAP 2.7)	Manager Infrastructure and Works	Program	Undertaken		Ongoing.
1.2.1.2	Provide shared footpaths and cycleways	Seek annual funding to extend and integrate a cycleway network	Director Infrastructure and Development	Funding Application	Completed		Grant application submitted for the next stage.
		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)	Director Infrastructure and Development	Plan	Completed		RMS Funding application unsuccessful.


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 of the 2019 Bush Bursary/CWA Scholarship program	Coordinator Community Development and Engagement	Liaison with medical practices	Completed		2018-19 Bush Bursary/CWA Scholarship Program was completed in January 2019.

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 recreation facilities throughout the shire	Director Infrastructure and Development	Grant funding	Sourced		Stronger Countries Community Fund Rounds 1 and 2.
				Infrastructure upgrades	Delivered		

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	Provide support within Council's area of functional responsibility to the police, emergency services, and community groups to preserve community safety	Director Infrastructure and Development	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	Manager Development and Planning	Food premises inspected	Annually		Completed.
				Food premises returns submitted	Annually		
		Issue and serve Orders where necessary under relevant legislation	Manager Development and Planning	Issued orders compliant with legislation	100%		Ongoing.
		Register, licence and inspect onsite sewerage treatment systems	Manager Development and Planning	Number of inspections	Increased		Ongoing.
		Administer companion animal registrations, respond to companion animal noise complaints, and impound animals and stray stock as required	Manager Development and Planning	Responses to companion animal complaints	100%		Ongoing.
		Finalise and implement a trade waste policy	Manager Development and Planning	Policy	Implemented		Trade Waste Policy finalised to final draft.

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	Coordinator Community Development and Engagement	Service level agreement	Reviewed		On target.
		Attend Central Northern Regional Library committee meetings	Coordinator Community Development and Engagement	Meetings	Attended		On target. The next CNRL Committee meeting is on 1 May 2019.
		Operate the library services and programs to meet agreed service levels	Coordinator Community Development and Engagement	Uralla library open	7 days a week		On target.
				Bundarra library operating and resources renewed	Quarterly		

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



Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.3.2.1	Facilitate the development of a range of community and cultural activities	Coordinate the development of a Uralla Shire event toolkit	Tourism Promotion and Operations Officer	Toolkit	Commenced		Our major events - Seasons of New England and Thunderbolt Festival - continue to draw good crowds and are supported by USC inkind via town crew with set up / tear down of USC VIC stall. VIC has a presence at both events.
		Attend Arts North West regional meetings	Coordinator Community Development and Engagement	Meetings	Attended		On target.

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	Coordinator Community Development and Engagement	Grants program round delivered	=2		On target.





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	Manager McMaugh Gardens Aged Care	Net operating surplus	Achieved		Operating surplus maintained.
				Annual average occupancy at benchmark	=>95.2%		
		Maintain aged care facility accreditation and satisfactory aged care quality audit outcomes	Manager McMaugh Gardens Aged Care	Accreditation	Maintained		Full Accreditation maintained.
				Quality audit outcomes	Satisfactory		


1.4.2: Provide quality Community Care, Ageing and Disability services

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
1.4.2.1	Provide aged and disability services	Manage consumer directed aged, disability, and community services in a financially sustainable manner	Manager Community Care	Net Profit	Achieved		On target.
		Manage state and federal funding agreements and grant acquittals for compliance	Manager Community Care	Funding agreements reporting and acquittals	Compliant		




Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Maintain accreditation and satisfactory quality audit outcomes	Manager Community Care	Accreditation	Maintained		Updating the new aged care standards.
				Quality audit outcomes	Satisfactory		
1.4.2.2	Provide community transport services	Manage community transport services in a financially sustainable manner	Manager Community Care	Net profit	Achieved		Running sustainably.
		Manage NSW State Government funding agreements and grant acquittals for compliance	Manager Community Care	Funding agreements reporting and acquittals	Compliant		All reporting to date is complete.
		Maintain satisfactory service reviews and audit outcomes	Manager Community Care	Audit outcomes	Satisfactory		Updating Policy and Procedures for next accreditation.

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	Prepare and distribute a regular newsletter to residents	General Manager	Newsletter published	Monthly		Newsletter completed each month.
		Coordinate a local government week program to engage the community and showcase services provided by Council	Coordinator Community Development and Engagement	Program	Delivered		Achieved.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Implement a new Council website to improve access and engagement, with content compliant with Website Content Accessibility Guidelines (DIAP 4.2)	Coordinator Community Development and Engagement	New website implementation	Commenced		Achieved.



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	Seek Youth Week funding and facilitate the coordinate the Youth Week program of activities.	Coordinator Community Development and Engagement	Funding application	Lodged		Youth Week funding achieved and activities organised through Uralla Neighbourhood Centre and Uralla Library.
				Youth Week activities	Delivered		
		Seek National Aboriginal and Islander Day Observance Committee (NAIDOC) funding and coordinate Council's NAIDOC activities in consultation with the Elders.	Coordinator Community Development and Engagement	NAIDOC activities	Delivered		On target, funding applied for in February 2019.
		Advocate, when necessary, for continuing access to Mascot airport at peak times	General Manager	Advocate	As necessary		Action is being considered as a strategic action by the NEJO.

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	Lobby government for new or improved public transport infrastructure and services (DIAP)	Coordinator Community Development and Engagement	Number of lobbying activities	Maintained		Monitoring.
		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)	Director Infrastructure and Development	Review	Progressing		PAMP consultant engaged.



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 inspection, planning and renewal programs (DIAP)	Director Infrastructure and Development	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)	Director Infrastructure and Development	Review	Completed		PAMP consultant engaged.


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	Operate the Visitor Information Centre to meet agreed service levels	Tourism Promotion and Operations Officer	Visitor Information Centre open	7 days a week		AVIC audit held in March - we are fully compliant. The "Rock Hunters Rendezvous" (Harry Wooldridge collection) remains a popular and important draw card for the VIC and Uralla - international visitors & geologists come to see this rare collection.
		Finalise costs and timeframes for the Visitor Information Centre improvement project and commence implementation, in consultation with the community, subject to funding allocation by Council resolution	Tourism Promotion and Operations Officer	Estimated project costs and timeframe	Established		DID and MDP can more fully comment on the tender process.
Project implementation	Commenced						



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	Partner with neighbouring councils to coordinate the delivery of the Regional Economic Development Strategy, subject to grant funding opportunities.	General Manager	Sub-regional working group meetings	Attended		Opportunities discussed with Armidale and Walcha. Thunderbolt's Way joint submission considered but separate applications made as focus of funding was different. Successful outcome.

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 assessment and necessary upgrades to provide HML capacity	Director Infrastructure and Development	Number of lobbying activities	Maintained		Discussions with RMS regarding the Lone Pine Bridge at Bundarra in conjunction with the NHVR. Application lodged for Tolleys Gully Bridge replacement.
		Develop a list of priority transport infrastructure projects to capitalise on grant funding opportunities	Director Infrastructure and Development	Priority list	Completed		As per Transport Asset Management Plan.

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



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

2.2: Growing and diversified employment, education and tourism opportunities


2.2.1: Provide land use planning that facilitates employment creation

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.2.1.1	Optimise land use planning instruments to support employment creating business and industries	Monitor and review Council's Local Environment Plan and other strategic and supporting planning documents	Manager Development and Planning	LEP and DCP	Maintained		Ongoing.


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

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.2.2.1	Encourage business and industry development	Assess and maintain a sufficient supply of residential, lifestyle, agricultural commercial and industrial zoned land	Manager Development and Planning	LEP and DCP	Maintained		Ongoing.
		Progress the development of the light industrial project in Rowan Street	Director Infrastructure and Development	Detailed design	Completed		Development Application completed. Final design documentation pending. Probity plan completed to final draft.
				Construction	Stage 1 commenced		

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



Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.2.3.1	Provide information to support new and existing business operators	Provide consultation with potential new business operators and pre-development application assistance	Manager Development and Planning	Number of consultation and assistance activities	Maintained		Ongoing.





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

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.2.4.1	Promote Uralla Shire and the region as a tourism destination	Collaborate with other councils and tourism bodies to promote the region with a Uralla Shire focus	Tourism Promotion and Operations Officer	Promotional activity	=2		NEHC booklet redeveloped including Glen Innes and Tenterfield for later this year. Uralla, Armidale & Walcha jointly advertise during the Tamworth Country Music Festival each year. Heritage Walk brochure being readied for 4th print edition.



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	Manager Infrastructure and Works	Service levels	Met		Ongoing.
		Deliver sealed roads capital renewal program	Manager Infrastructure and Works	Works	Completed		Budget estimates to be reviewed.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Deliver sealed road network supporting infrastructure replacement program	Manager Infrastructure and Works	Works	Completed		Ongoing.
		Seek funding for transport infrastructure expansion projects	Director Infrastructure and Development	Number of funding applications	Maintained		Bingara Road upgrade application successful. Drought Access application successful. Tolleys Gully Bridge replacement application lodged with GLE.
		Deliver unsealed roads grading program in line with established service levels and intervention points	Manager Infrastructure and Works	Service levels	Met		Ongoing. Grading program impacted by lack of water availability.
		Deliver unsealed roads re-sheeting program in line with established service levels	Manager Infrastructure and Works	Service levels	Met		Some resheeting works undertaken. Budget amendment to resealing program.


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	Inspect all bridges and carry out the required maintenance programs	Manager Infrastructure and Works	Replacement program	Completed		Ongoing.
		Deliver bridge and culvert capital works program	Manager Infrastructure and Works	Service levels	Met		Munsie and Mihi Bridges completed.


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 unsealed roads, lighting, signs, guard rail, and posts maintenance and renewal program	Deliver unsealed road network supporting infrastructure replacement program	Manager Infrastructure and Works	Percentage of program completed	25%		Ongoing.
		Renew and maintain lighting, signs, posts, and guard rail assets in line with acceptable service levels.	Manager Infrastructure and Works	Percentage of program completed	25%		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	Manager Infrastructure and Works	Percentage of program completed	10%		Maintenance ongoing. Resealing likely to be deferred to next financial year.

2.3.5: Maintain existing and cycling networks across the region


Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
2.3.5.1	Deliver walkways and cycle ways maintenance services and capital works programs	Inspect footpaths and deliver maintenance and repair program	Manager Infrastructure and Works	Inspections	Completed		Ongoing.
				Service levels	Met		

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Upgrade the next stage Bundarra CBD footpath	Manager Infrastructure and Works	Works	Completed		No budget allocation.


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 & Maritime Services to extend cycleway network	Manager Infrastructure and Works	Number of funding applications	Maintained		Application submitted.

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 94 and section 64 development control and contribution plans	Manager Development and Planning	Plan	Completed		Budget required for completion in 2019/20.

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	Director Infrastructure and Development	Service levels	Met		No progress on this action.

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	Director Infrastructure and Development	Service levels	Met		Maintenance ongoing. No renewals proposed at this time.

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	Review and update the plant asset management plan	Director Infrastructure and Development	Plan update	Completed		Review commenced.
		Review and update the sewer asset management plan	Manager Waste, Water & Sewerage Services	Plan update	Completed		No further progress in the last quarter.
		Review and update the water supply asset management plan	Manager Waste, Water & Sewerage Services	Plan update	Completed		No further progress in the last quarter.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Review and finalise buildings asset management plan, including service levels	Director Infrastructure and Development	Plan	Finalised		Overtaken by Drought Communities Program with upgrades for selected community buildings. Further review and amendment of the Buildings AMP warranted.
		Review and update the transport asset management plan	Director Infrastructure and Development	Review	Completed		Update underway.
		Incorporate Council cemeteries plan into the Parks and Open Spaces asset management	Director Infrastructure and Development	Plan	Completed		Pending.
		Implement the stormwater drainage asset management plan	Director Infrastructure and Development	Plan update	Completed		Pending finalisation of Asset Management Plan.

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	Manager Infrastructure and Works	Connectivity	Improved		Grant application for 2018/19 was not successful.

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	Continue to implement the recommended actions from the Heritage Strategy within budget allocations	Manager Development and Planning	Implemented	Funded strategy actions		Ongoing.

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	Manager Development and Planning	Maintained	Number of service activities		Ongoing.
				Maintained	Value of funded assistance		



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	Review Kentucky Creek Dam safety plan	Manager Waste, Water & Sewerage Services	Reviewed	Plan		Review pending.
		Test treated effluent	Manager Waste, Water & Sewerage Services	Compliant	Testing regime		Ongoing.

Code	Principal Activities	Annual Action	Responsible Officer	Target	Performance Measure	Status	Comments
		Undertake annual maintenance program for Council's Gross Pollutant Traps	Manager Infrastructure and Works	Completed	Program		Ongoing.
		Implement actions for the Wooldridge fossicking area management plan	Environmental Management Coordinator	Commenced	Implementation		Progressive actions on schedule as per the WFR Plan of Management.
		Maintain compliance with Environmental Protection Licence requirements for the Uralla landfill, sewer and water treatment plants	Manager Waste, Water & Sewerage Services	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	Review the bush regeneration strategy and action plan	Environmental Management Coordinator	Completed	Plan		2018 review is complete and is guiding the 2018-19 Bush Regeneration annual works plan.

Code	Principal Activities	Annual Action	Responsible Officer	Target	Performance Measure	Status	Comments
		Implement the environmental sustainability action plan priorities	Environmental Management Coordinator	Commenced	Implementation of priorities		Slightly behind schedule but tracking OK due to the scope of works to initiate complex plans. A business case for LED streetlights has accounted for the majority of time invested in this area.
		Implement the bush regeneration strategy and action plan	Environmental Management Coordinator	Commenced	Implementation		Actions as per the 2018-19 Bush regeneration Annual Works Plan are on schedule.

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	Manager Development and Planning	Maintained	LEP and DCP		Ongoing.

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	Environmental Management Coordinator	Maintained	Number of awareness programs		Ongoing liaison with Z NET particularly for the progress against the milestones of the Sustainable Firewood project.




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	Director Infrastructure and Development	Maintained	Number of mitigation activities		Ongoing.

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 waste collection services to the current established service areas	Manager Waste, Water & Sewerage Services	Met	Kerbside general waste pickup weekly		Ongoing.
					Kerbside recycling pickup weekly		

Code	Principal Activities	Annual Action	Responsible Officer	Target	Performance Measure	Status	Comments
		Develop and implement Waste Services Asset Management Plan	Manager Waste, Water & Sewerage Services	Developed	Plan		AMP will be impacted by the Strategic Plan for Waste Services to be facilitated by consultants.
		Continue operations evaluation and begin community consultation regarding future operation of the Bundarra Landfill site	Manager Waste, Water & Sewerage Services	Progressing	Evaluation		Will be impacted by the Waste Services Strategic Plan being facilitated by consultants.
		Implement an appropriate cash management system at Council's waste facilities	Manager Waste, Water & Sewerage Services	Implemented	System		Cash management systems reviewed, modified and implemented.


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	Operate the Uralla Community Recycling Centre	Manager Waste, Water & Sewerage Services	Met	Service levels		Ongoing.
		Support the Northern Inland Regional Waste Community Recycling Centre Regional Communication and Education Plan	Manager Waste, Water & Sewerage Services	Delivered	Program		Ongoing.
		Offer schools access to Council-supported participation in waste education programs	Manager Waste, Water & Sewerage Services	3	School participant		Facilitated through Northern Inland Regional Waste.



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	Participate in Stage 3 of the Northern Inland Regional Waste Litter Implementation Plan	Manager Waste, Water & Sewerage Services	Delivered	Program		Ongoing.
		Review the NSW Illegal Dumping Strategy for participation and implementation opportunities	Manager Waste, Water & Sewerage Services	Reviewed	Strategy		Review underway.

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	Undertake a water usage review on major Council usage facilities and water leakage assessment program for Council facilities	Director Infrastructure and Development	Completed	Inspections		Not yet commenced.

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

Code	Principal Activities	Annual Action	Responsible Officer	Target	Performance Measure	Status	Comments
3.3.5.1	Reduce Council's environmental footprint	Update and implement criteria to assess environmental management in infrastructure projects	Environmental Management Coordinator	Implemented	Criteria		Nearing completion of Environmental Management Plan for Depot. Review of Environmental Factors and Environmental Management Plans have supported USC road construction projects where required. REFs updated to align with changes in legislation.
		Partner with ZNET to deliver the Elephants in the Woodlands project	Environmental Management Coordinator	=4	Participation at meetings		Project milestones and co-ordination with USC is on schedule.




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	Manager Waste, Water & Sewerage Services		Compliance		Ongoing.

Code	Principal Activities	Annual Action	Responsible Officer	Target	Performance Measure	Status	Comments
		Deliver annual water main replacement program	Manager Waste, Water & Sewerage Services	Completed	Program		Program not in place.
		Work with landholders to improve protection of Kentucky Creek and Taylors Pond drinking water storages	Manager Waste, Water & Sewerage Services	Implemented	Improvement		No progress made.
		Progress the investigations for the augmentations of the Bundarra and Uralla water supplies to increase yield, as identified in the Yield Study	Manager Waste, Water & Sewerage Services	Completed	Review		Delayed.

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	Manager Waste, Water & Sewerage Services	Met	Licence compliant		Ongoing.
		Maintain and renew the sewer infrastructure network in-line with established programs	Manager Waste, Water & Sewerage Services	Met	Service levels		OHS upgrades to be considered in 2019/20 budget deliberations.
		Progress Bundarra Sewerage Scheme	Manager Waste, Water & Sewerage Services	Milestones met	Scheme implementation progressing to project plan		Additional funding being sought through Safe and Secure Water Program.

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	Manager Infrastructure and Works	Met	Service levels		Pending Rowan Avenue design.
		Develop and implement Stormwater Asset Management Plan for the Urban stormwater network	Director Infrastructure and Development	Finalised	Asset management plan		Asset Management Plan pending.




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	Improve organisational capacity to deliver integrated strategic planning and reporting requirements	Increase staff awareness of the Integrated Planning and Reporting Framework	Coordinator Governance and Risk	IPRF included in staff induction program	Implemented		Pulse training sessions conducted including IPR overview.				
				Coordination group information sessions	Completed						
4.1.1.2	Deliver integrated strategic planning and reporting requirements	Develop the Resourcing Strategy in support of the four-year Delivery Program, integrating the: * Asset Management Plan * Workforce Management Plan * Long Term Financial Plan	Director Infrastructure and Development	Resourcing strategy	Commenced		Structural review completed, consultation undertaken and being implemented.				
				Develop and monitor the annual Operational Plan	Coordinator Governance and Risk			Plan	Adopted		Quarterly review reported to council; development of Operational Plan 2019-2020 underway.
				Coordinate and produce the Annual Report	Coordinator Governance and Risk			Return	Adopted and provided to the Office of Local Government		

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	General Manager	Number of community presentations to Council	Maintained		All presentations have been facilitated.
		Conduct Councillors community engagement events	General Manager	Number of councillor community engagement activities	=3		Compliance with resolution (Senior's Week, Youth Week and Volunteer's Week events held).
		Facilitate the delivery of International Association of Public Participation (IAP2) training to build staff capacity for community engagement	Coordinator Community Development and Engagement	Training program	Commenced		Monitoring.


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

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.1.3.1	Implement and maintain a transparent and accountable decision making framework	Review and update the agency information guide	Coordinator Governance and Risk	Guide review	Commenced		Agency Information Guide 2018 listed on council website and included in policy register.
		Coordinate the publication of identified open access information to the website	Coordinator Technology and Information	Identified open access information published	=>30%		On target


Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Publish the formal access to information disclosure log to the website	Coordinator Technology and Information	Information disclosure log updated and published	every 45 days		On target.
		Publish the register of government contracts over \$20,000 to the website	Coordinator Governance and Risk	Register of government contracts published to the website	Every 20 days		Register being prepared.
		Priority statutory and corporate policies and codes reviewed and updated as required	Coordinator Governance and Risk	Priority policy and codes updated	=>50%		Review and updates progressed, including Code of Meeting Practice 2019, Code of Conduct 2019, Procedures for Administration of Code of Conduct 2019, Internal Reporting Policy 2019.
		Business papers and minutes are distributed to Councillors and published to the community within agreed service levels	General Manager	Service levels	Met		Service levels and statutory requirements met.
		Council ordinary and extraordinary meetings are conducted and open to the public	General Manager	Adopted schedule of meeting	Conducted		All ordinary and extraordinary meetings have been conducted and are open to the public.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Maintain the register of government contracts over \$20,000	Coordinator Governance and Risk	Register of government contracts	Maintained		Underway.
		Progressively implement the Policy Register Review Program	Coordinator Governance and Risk	Implementation milestones	Progressing		Underway.

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	General Manager	Regular advocacy activities	Maintained		Advocacy is central to the strategic plan of the NEJO. USC have played a central role in the development of the NEJO strategic plan.





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	Publish a register of pecuniary and non-pecuniary interests disclosures to council's website in accordance with Government Information (Public Access) Act guidelines	Coordinator Governance and Risk	Interests disclosure log updated and published	every 45 days		On target.


Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Maintain Public Interest Disclosure, Conflict of Interest, Related Party Disclosures and Code of Conduct Complaint Registers in accordance with legislative requirements	Coordinator Governance and Risk	Registers	Maintained		On target.
		Coordinate Public Interest Disclosures and Code of Conduct complaints in accordance with legislation, policy, and procedures	General Manager	Reporting	Compliant		Compliance met.
		Implement the Office of Local Government's Local Government Act reform program	Coordinator Governance and Risk	New legislation implementation	Progressing		On target including staff training on legislative and statutory requirements.
		Implement the Fraud and Corruption Control Strategy, within the constraints of the budget allocation	Coordinator Governance and Risk	Implementation milestones	Progressing		Audit report completed with action being implemented.







4.2: An effective and efficient organisation







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








Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.2.1.1	Improve the cost effectiveness and efficiency of community service provision	Identify priority infrastructure and regulation areas for service level review	Director Infrastructure and Development	Priority areas	Identified		Service levels determined as part of AMP developments.
		Undertake service level reviews of identified infrastructure and regulation priorities	Director Infrastructure and Development	Number of service levels reviews completed	=3		Service levels reviewed as part of AMP development.
		Identify priority community and governance areas for service level review	General Manager	Priority areas	Identified		Ongoing.
		Undertake service level reviews of identified community and governance priorities	General Manager	Number of service levels reviews completed	=3		Sought and achieved \$500,000 grant fund for upgrading ensuite at McMaugh Gardens to improve the effectiveness of that facility.






4.2.2: Operate in a financially responsible and sustainable manner






Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.2.2.1	Maintain and control financial system and improve long term financial sustainability	Review and revise the 10-year Long Term Financial Plan	Chief Financial Officer	Reviewed and adopted	Annually		Draft budget for 2019/20 presented to Budget Review and Finance Committee on 9/4/19. The updated LTFP will evolve from this document.
		Complete and report quarterly budget review statements	Chief Financial Officer	Budget review reported	Quarterly		Second quarter report presented to February 2019 meeting with the third quarter review currently being prepared and expected to be presented to the May 2019 council meeting.
		Ensure adequate and effective internal controls are in place for all financial management and purchasing functions	Chief Financial Officer	Internal audit actions for financial controls	Implemented		Some internal controls improvements are being recommended to the 16 April 2019 ARIC meeting.
		Maintain cash flow and maximise return on investment within the risk parameters provided by the Office Local Government	Chief Financial Officer	Investment returns	Met		Continuing to monitor daily.
		Bank Bill Swap Rate	Met				

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Model and adopt rate structures to maximize equity across the Council area and between categories	Chief Financial Officer	Rate structure review	Completed		Draft budget included modelling for next year's rates.
		Collect all rates and charges in-line with payment requirements and undertake debt recovery action for outstanding accounts	Chief Financial Officer	Outstanding debts	=<6.5%		Staff continue to monitor and manage outstanding rates and charges.
		Develop and implement a Procurement Policy	Chief Financial Officer	Policy	Adopted		The update to the draft policy to include tendering is expected to be completed prior to 31 July 2019.
		Develop and implement a procurement guide and toolkit	Chief Financial Officer	Guidelines and toolkit	Implemented		This will form part of the development of the final procurement policy.
		Provide staff workshop session on the procurement guide and toolkit	Chief Financial Officer	Staff workshops	=>2		This will be completed once the policies, procedures and toolkit are finalised.
		Implement strategies to achieve annual expenditure reduction dividend (FFTF)	Chief Financial Officer	Expenditure reduction =>\$62,500 per annum	Achieved		Budget Review and Finance Committee has recommended to Council potential expenditure savings. Further investigation is progressing.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Review all fees and charges for full cost recovery where appropriate (FFTF)	Chief Financial Officer	Review	Completed		Progress is continuing with the implementation of the new fees and charges system which includes a review of all fees and charges.
		Review asset valuations and depreciation methodology for all asset classes (FFTF)	Chief Financial Officer	Reviews	Completed 50%		We will continue to monitor this annually.
		Review Council's borrowing policy and capital expenditure guidelines (FFTF)	Chief Financial Officer	Review	Completed		This review is undertaken as part of the annual budget setting process which is currently under way.
		Determine asset maintenance backlog based on asset management plans (FFTF)	Director Infrastructure and Development	Asset maintenance backlog	Determined		Reported in LTFP.
		Review building and land assets to identify surplus assets for disposal (FFTF)	Chief Financial Officer	Disposal program	Established		Review undertaken annually.
		Make an application for a special rate variation in accordance with the Independent Pricing and Regulatory Tribunal criteria (FFTF), subject to the approval and resolution of Council	Chief Financial Officer	Special rate variation application	Lodged and successful		Council has determined that it will not implement an SRV this financial year.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.2.2.2	Develop and implement business plans for all business areas	Develop and implement a water supply business plan (PBPR)	Director Infrastructure and Development	Plan	Completed		This project is well underway, but no progress in the last quarter.
				Implementation	Commenced		
		Develop and implement a business plan for caravan parks	Director Infrastructure and Development	Plan	Completed		Pending.
				Implementation	Commenced		
		Develop a business plan for McMaugh Gardens (PBPR)	General Manager	Plan	Developed		Draft business plan almost complete.
		Develop a business plan for Tablelands Community Support	General Manager	Plan	Developed		Draft business plan almost complete.
		Develop a business plan for Tablelands Community Transport	General Manager	Plan	Developed		Draft business plan almost complete.
		Finalise and implement a waste management services business plan (FFTF)	Manager Waste, Water & Sewerage Services	Plan	Developed		Pending the completion of the Strategic Plan for USC's waste management services.
		Finalise and implement a sewer business plan	Director Infrastructure and Development	Plan	Developed		This project is underway but no progress in the last quarter.
Implementation	Commenced						



Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Develop and implement a business plan for caravan parks after selection of preferred option for the Queens Street Uralla Caravan Park	Director Infrastructure and Development	Plan	Developed		Pending. Requires further review of financials after implementation of management contract for the Uralla Caravan Park.
				Implementation	Commenced		
4.2.2.3	Maximise grant and funding partnership opportunities	Identify and seek grant funding opportunities as resources provide for infrastructure and regulation projects or services	Director Infrastructure and Development	Number of grant funding opportunities pursued	Maintained		Ongoing.
4.2.2.4	Achieve efficiency gains for internal services with a program of continuous improvement	Identify priority community and governance processes for review	General Manager	Priority areas	Identified		Priority area is Council policies and governance frameworks.
		Undertake process reviews of identified community and governance priorities	General Manager	Number of process reviews completed	=3		Process reviews for risk assessment and policy updates are primary focus.
		Identify priority infrastructure and regulation processes for review	Director Infrastructure and Development	Priority areas	Identified		2 processes reviewed, Development Application process and Heritage colour palette information.
		Undertake process reviews of identified infrastructure and regulation priorities	Director Infrastructure and Development	Number of process reviews completed	=3		2 processes reviewed, Development Application process and Heritage colour palette information.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Implement the Virtuous Circle Project to improve organisational capacity and effectiveness	General Manager	Project milestones	Progressing		Progress tracking consistent with deed from government. Substantial human resource requirement for implementation.
		Identify priority finance processes for review	Chief Financial Officer	Priority areas	Identified		Processes for debt collection and invoice processing are being prepared.
		Undertake process reviews of identified finance priorities	Chief Financial Officer	Number of process reviews completed	=1		These reviews are currently in progress for debt collection and debtor invoicing.
		Identify priority human resource processes for review	Manager Human Resources	Priority areas	Identified		A review of annual performance core behaviour statements completed.
		Undertake process reviews of identified human resource priorities	Manager Human Resources	Number of process reviews completed	=1		A review of Scout Talent recruitment was conducted with Scout Talent in March 2019.

4.2.3: Develop and consistently apply an asset management framework that ensures existing and future infrastructure is affordable, funded and maintained to ensure inter-generational equity and sustainability




Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.2.3.1	Provide asset revaluation and long term funding scenarios for asset maintenance and renewal	Develop long term funding scenarios that explore options to fund asset maintenance and renewal	Chief Financial Officer	Long term financial plan scenarios	Developed		We continue to develop these scenarios as part of the annual review of the LTFP.
		Deliver the asset revaluation program	Director Infrastructure and Development	Scheduled revaluations	Completed		In conjunction with finance department.

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	Develop and implement a corporate staff induction program, including orientation information about what inclusion means (DIAP 1.1)	Manager Human Resources	Program	Implemented		Information addressing inclusion in the workplace has been added to the Council's Employee Guide.
		Develop a succession planning program for key positions (WMP 2.1 & 5.2)	Manager Human Resources	Program development	Commenced		Directors and Managers are to identify key positions in respect to succession planning.




Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Review annual staff performance processes to improve effectiveness and efficiencies	Manager Human Resources	Review	Completed		Pulse employee performance review behaviour statements located into EPM system. Training for staff to be conducted on 29 and 30 May in preparation for implementation of the system.
		Review and implement staff reward and recognition systems (WMP 3.1)	Manager Human Resources	Number of systems	=>2		Reward and recognition system operating as required.
		Proactively manage the return to work and workers compensation processes (WMP 1.2)	Manager Human Resources	Number of absentee days	Maintained for reducing		Proactive management of all workers compensation matters and recover at work strategies are in place and operating well.
		Develop and implement clear communication strategies for organisation leaders (WMP 5.3)	General Manager	Staff communication strategy	Developed		Communication strategies are developing.
		Audit selected operational facilities and plan improvements to enhance disability access to support employment of people with a disability (DIAP)	Director Infrastructure and Development	Site audits	=3		McMaugh Gardens access issues investigated as part of ensuite uprate project.
				Plan	Commenced		



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	Coordinator Community Development and Engagement	Charter review	Commenced		Monitoring.
		Implement Council's customer satisfaction and community wellbeing surveys	Coordinator Community Development and Engagement	Survey development	Commenced		Monitoring.
		Improve customer service skills and knowledge, including responding to people with a disability - including those with a language or literacy difficulty (DIAP)	Coordinator Community Development and Engagement	Staff training	Commenced		Monitoring.




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


Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.2.6.1	Develop and incorporate a risk management framework which is effective and accessible	Develop a workplace safety system	Risk Management & Safety Officer	Workplace Health and Safety System	Commenced		WHS Policy reviewed and presented to the Council Executive Team. SWMS Template and Waste Operations Skidsteer SWMS drafted and presented to the Council Executive Team.
		Develop an enterprise wide risk management framework	Risk Management & Safety Officer	Risk management framework	Commenced		Enterprise Risk Management Manual has been drafted. Quantitative Consequence Table relative to USC for risk matrix has started to be developed.
		Facilitate regular meetings of the Audit, Risk and Improvement Committee	General Manager	Committee meetings held	=>6		All required meetings held.



Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Coordinate and report on the status of internal audit action recommendations to the executive	Risk Management & Safety Officer	Report action status	Monthly		Both internal audits of 'Cash Collection' and 'Financial Controls' have been undertaken with the draft reports provided. Cash Collection final report provided. The Centium Group to present to the ARIC on 16 April 2019.
		Improve staff risk awareness, and risk management and reporting practices	Risk Management & Safety Officer	Risk training workshops	=>2		The RMSO is engaging with internal stakeholders to develop the Consequence Table for the Risk Matrix.
		Facilitate regular meetings of the Work Health and Safety Committee	Risk Management & Safety Officer	Workplace Health and Safety Committee Meetings held	=>6		Next Meeting 2 May 2019

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Coordinate and report the status of the Work Health and Safety system to the executive	Risk Management & Safety Officer	Status report provided	Monthly		Reports received in March and April.
		Facilitate an annual internal audit program, within constraints of the budget allocation		Audit program completed	=1		Audits completed for "Cash Collection and Petty Cash" and "Financial Controls".

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	Undertake a corporate governance gap analysis and develop an improvement action plan	General Manager	Gap analysis	Completed		Project progress is satisfactory.
				Improvement action plan	Completed		
		Coordinate compliance and reporting requirements to meet statutory obligations, and provide regular status reporting to the executive	Coordinator Governance and Risk	Compliance status reports	Monthly		On target.
		Report customer complaints status to the executive	Coordinator Community Development and Engagement	Status reports	Monthly		Monitoring.



Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Complete and lodge annual Financial Statements in accordance with statutory requirements	Chief Financial Officer	Statutory requirements	Met		Statements lodged on time.
		Complete all taxation returns and grant acquittals as required by external bodies	Chief Financial Officer	Returns and acquittals	Provided		Current year acquittals and taxation returns have been completed as required.
		Organise and manage the external audit of Council and address any management letter recommendations	Chief Financial Officer	External audit	Completed		The interim audit has just been completed and was managed effectively.
				Management letter actions	Addressed		
		Establish and implement the Corporate Governance Improvement Action Plan	Coordinator Governance and Risk	Action implementation milestones	Progressing		Corporate Governance Improvement Action Plan being progressively implemented including policy review and updates.
		Maintain the Gifts and Benefits Register	Coordinator Governance and Risk	Register	Maintained		On target.
		Maintain the secondary employment register	Coordinator Governance and Risk	Register	Maintained		On target.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Develop and maintain customer complaints management protocols and procedures	Coordinator Community Development and Engagement	Protocols and procedures	Commenced		Monitoring.
		Report outstanding inwards correspondence to the executive	Coordinator Technology and Information	Status reports	Quarterly		On target.

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

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

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
4.3.1.1	Enhance the effectiveness of Council resourcing strategies	Review organisation structure to enable delivery of agreed services levels and projects	General Manager	Structure	Developed		Organisation structure reviewed and presented to March ordinary council meeting.
		Offer profit making services for private works to help off-set council cost when plant and staffing capacity exists	Director Infrastructure and Development	Private works	Increasing		Ongoing.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Target	Status	Comments
		Develop and implement the Service Desk cloud based system and user rollout training, and maintain hardware and software asset register	Coordinator Technology and Information	Service desk system rollout	Progressing		All service desk calls are now being logged in the product.
				Asset Register	Maintained		
		Research corporate telecommunication/communications improvement options	Coordinator Technology and Information	Options	Established		Library now on NBN. Looking at options for Landfill, Water and Sewer sites next.