



LATE REPORTS AGENDA & BUSINESS PAPERS

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

ORDINARY COUNCIL MEETING

26 March 2024

Commencing at 4:00pm

Statement of Ethical Obligations

The Mayor and Councillors are bound by the Oath/ Affirmation of Office made at the start of the Council term to undertake their civic duties in the best interests of the people of Uralla Shire and to faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the *Local Government Act* or any other Act, to the best of their skill and judgement.

It is also a requirement that the Mayor and Councillors disclose conflicts of interest in relation to items listed for consideration on the Agenda or which are considered at this meeting in accordance with Council's Code of Conduct and Code of Meeting Practice.

Toni Averay

General Manager

AGENDA

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8 LATE REPORTS/SUPPLEMENTARY/URGENT ITEMS (INCLUDING PETITIONS)

8.1 Operational Plan 2023-24 Q2 Progress Report

Department:	Corporate & Community
Prepared By:	Executive Support Officer
Authorised By:	Interim Director Corporate & Community
Reference:	UINT/24/4358

Attachments: 1. Quarterly Progress Report - Q2 Delivery Program  

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	4. We are an independent shire and well-governed community
Strategy:	4.2. A strategic, accountable and representative Council

SUMMARY

This report provides Council a summary of the 2023/2024 Operational Plan actions delivered July – December 2023, and provides an update on progress made towards achieving the four-year Principal Activities contained in Council's 2022 -2026 Delivery Program.

RECOMMENDATION

That Council notes the 2023/24 Operational Plan Progress Report as at 31 December 2023.

REPORT

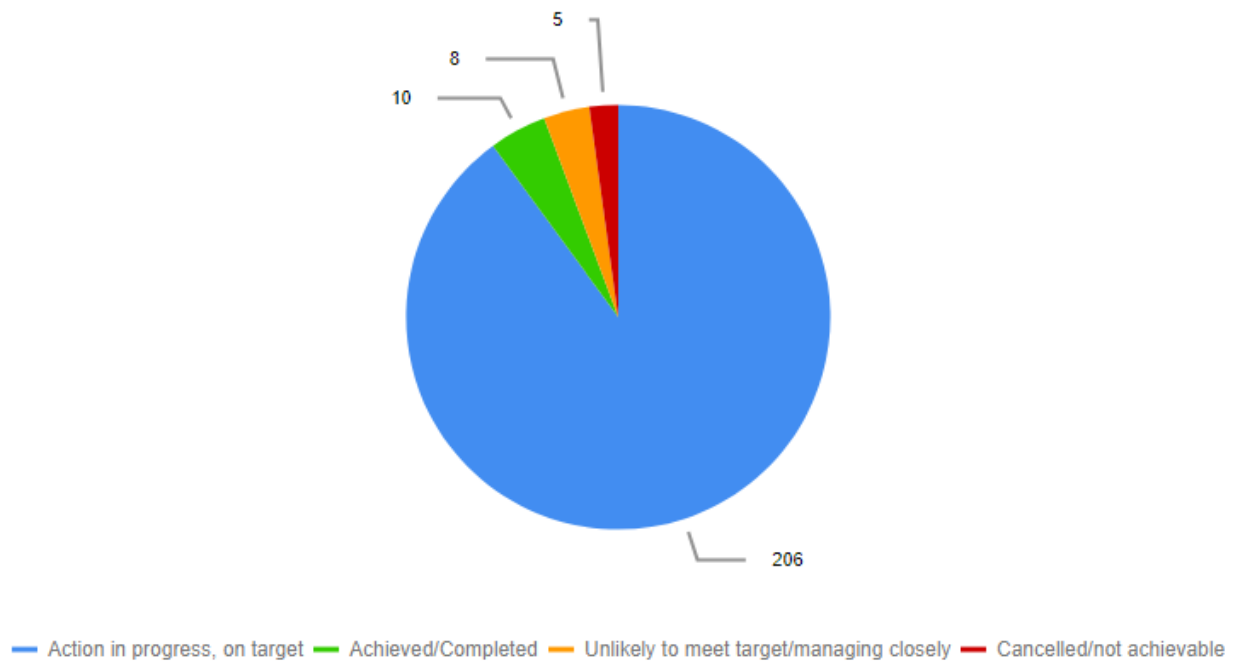
Section 404(5) of the *NSW Local Government Act 1993* requires that regular progress reports are provided to Council reporting its progress in respect to the principal activities detailed in its Delivery Program. Progress reports must be provided at least every 6 months.

The Delivery Program is Council's commitment to the delivery of services and implementation of Principal Activities over a four-year period to achieve the goals and strategies detailed in the Community Strategic Plan. It is the key accountability mechanism for Council in the delivery of the community's goals and aspirations.

An update on the Delivery Program progress is attached to this report .

The Operational Plan is a sub-set of the Delivery Program and provides details of the individual actions that will be undertaken during a financial year to achieve the Delivery Program's Principal Activities. Responsibility for the delivery of Operational Plan actions is allocated to responsible officers who provide progress information.

A summary of the key Operational Plan actions delivered and progress achieved for the six month period to 31 December 2023 is set out in the graph below:



Cancelled / Not achievable

5 actions listed in the Operational Plan have been cancelled. These include:

1. McMaugh Gardens (2 actions)

- Progress staged expansion designs for McMaugh Gardens
- Apply for funding for McMaugh Gardens Stage 1 Expansion (subject to Council approval)

Council has resolved to undertake a review of the business case supporting expansion given the significant industry changes over the last 12 months.

2. Trial local transport for Uralla residents

Research indicated demand levels insufficient to support a feasible service. There was also concern that such a service would adversely impact on local service providers (including Armidale). Tablelands Community Transport continues to provide transport services to eligible consumers.

3. Progress Developer Contribution Plans

Developer Contribution Plans will be reviewed following the LEP review planned for 2024/2025.

4. Commence Stormwater Asset Management Plan - Improvement Plan

Council has received a major grant to conduct studies on all aspects of the Uralla and Bundarra water supply such as performance, capacity, yield monitoring and water cycle analysis. The outcome of the studies will inform the integrated water cycle management strategy. The strategy is expected to be finalised in 2024/25 subject to the funding body approval of the project management plan.

Unlikely to meet target / managing closely.

There are ten actions which are unlikely at this stage to meet the desired outcome in the current financial year. A summary of each is provided below with details of when and how it is proposed to address the shortfall.

1. Manage McMaugh Gardens in a financially sustainable manner.

Recent changes to the minimum care requirements have resulted in greater operating costs over the period (particularly the cost of agency staff). Revenue opportunities are limited, with most revenue controlled through Government funding. A revised business model will be reported to Council following the Business review report due to Council in May 2024.

2. Review and adopt acceptable Level of Services for infrastructure assets in consultation with community, update any changes and measure progress annually.

Work on this review has been postponed due to resourcing constraints in the Infrastructure Directorate. This task has been scheduled for 24-25 financial year.

3. Progress the Governance Communication Plan

The Manager Governance role has been vacant for 9 months. Consequently, the Governance Communication plan has not progressed. The new Coordinator Grants and Communication will assist in developing this program at a future date.

4. Review of Long-Term Financial Plan – endorse update (2 actions)

Resourcing constraints in the Finance section will be overcome with the successful recruitment of a Corporate Accountant. This will allow the team to recommence work on producing an in-house Long Term Financial Plan modelling tool. The work is scheduled to commence in May 2024 with a workshop planned for Council in June/July 2024.

5. Undertake staff engagement survey to understand how staff are feeling about the organisation.

Understaffing in the Human Resource section has delayed the design a survey program. The General Manager has flagged the criticality of the engagement survey and work will recommence in May 2024.

6. Facilitate ongoing review of Council policies

The Manager Governance role has been vacant for 9 months and therefore, the policy review program has not progressed. A high-level review of the Policy register has been undertaken and a risk assessed priority list established to guide future reviews. Both the Audit Risk and Improvement Committee and Councillors will be updated on progress.

7. Collect Asset annual data for Asset Management Plans

Asset data collection has commenced for critical asset classes such as the Transport AMP.

CONCLUSION

Role vacancies and a challenging recruitment market presented significant challenges to service delivery during the reporting period.

Notwithstanding this good progress has been made to the Delivery Plan objectives and the Operational Plan activities.

COUNCIL IMPLICATIONS**Community Engagement/Communication**

Operational Plan and Delivery Program status reports are provided every six months.

Policy and Regulation

The *Local Government Act 1993*.

Integrated Planning and Reporting (IPR) Handbook for local government in NSW

Financial/Long Term Financial Plan

The Budget and Long Term Financial Plan form part of the suite of IPR documents.

Asset Management/Asset Management Strategy

Asset Management Plans form part of the IPR suite of documents

Workforce/Workforce Management Strategy

The Workforce Plan is aligned with the Delivery Program and Operational Plan and forms part of the IPR suite of documents.

Legal and Risk Management

Periodic reporting identifies whether strategies are working. This is an opportunity to assess any risks in relation to projects or activities.

Performance Measures

This report outlines the achievement of key actions from within the combined Delivery Program 2022-26 and Operational Plan 2023-24

Project Management

Operational Plan progress reports are compiled by the Manager Governance.



Delivery Program 2022-2026

Q2 Progress Report

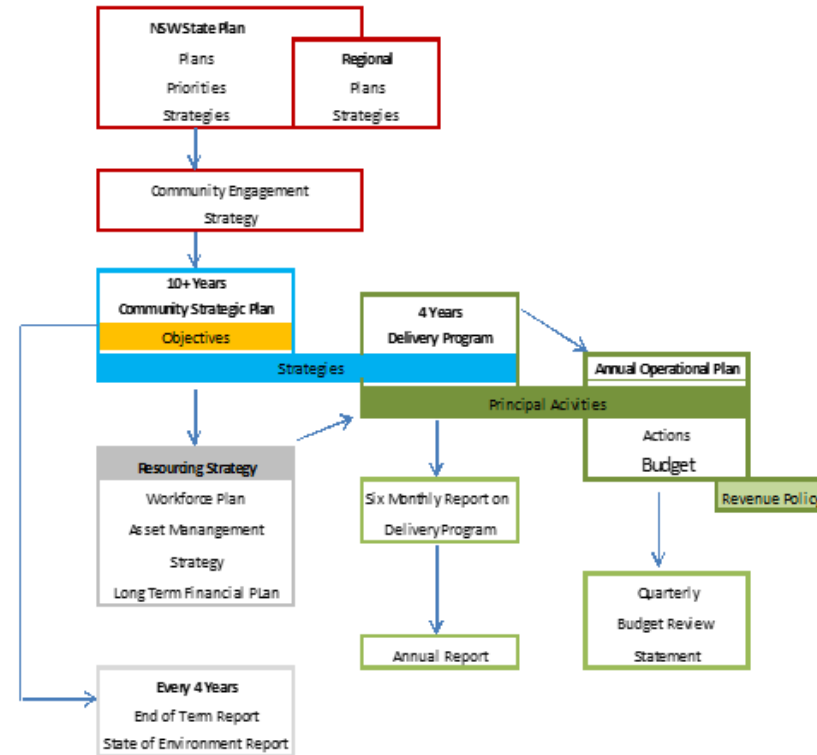
About this report

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

Uralla Shire Council adopted its first ever suite of documents within the Integrated Planning framework in 2012. Overarching this suite of interrelated plans is the Community Strategic Plan which identifies the aspirations of the community. This current plan was adopted in 2022. 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.

This report is a summary of our achievements up to December 2023 against the objectives in the Delivery Program 2022-2026.



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Measuring our progress

Uralla Council's 2022-2031 Community Strategic Plan centres around four major themes: Society, Economy, Environment and Leadership.

In 2023/2024 Council committed to 229 actions focused on achieving the community's vision within these four themes. Those actions are detailed in the Operational Plan 2023/2024. In this report, our progress in meeting the community's vision within Council's Delivery Program 2022-2026 is illustrated by the following coloured symbols:

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

Detailed Performance Report



3.1. Society

STRATEGIC OBJECTIVE: We have an accessible, inclusive and sustainable community.

SOCIETY: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
<p>1.1.</p> <p>A growing community with an active volunteer base & participation in community events</p>	1.1.1.	Coordinate and facilitate Council volunteer programs	Corporate and Community Services	Director Corporate and Community		<p>Council manages a range of Volunteers at TCT, TCS McMaugh Gardens and the Library.</p> <p>Council also supports community volunteer groups through the co-ordination and funding of the Street Stall</p>
	1.1.2.	Review volunteer strategy	Corporate and Community Services	Director Corporate and Community		<p>A Volunteer Policy and Strategy has been drafted for Council endorsement.</p> <p>Further work is now being focussed on recruitment, induction and safety processes to maximise Volunteer opportunities and engagement.</p>
	1.1.3.	Support Council approved community events with in-kind support and/or sponsorship	Corporate and Community Services	Director Corporate and Community		<p>Council continues its community capacity building investment through support of events such as Thunderbolts Festival, the Rotary Art Show, Australia Day and the Lantern Festival though direct sponsorship and in-kind support.</p>

