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

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:
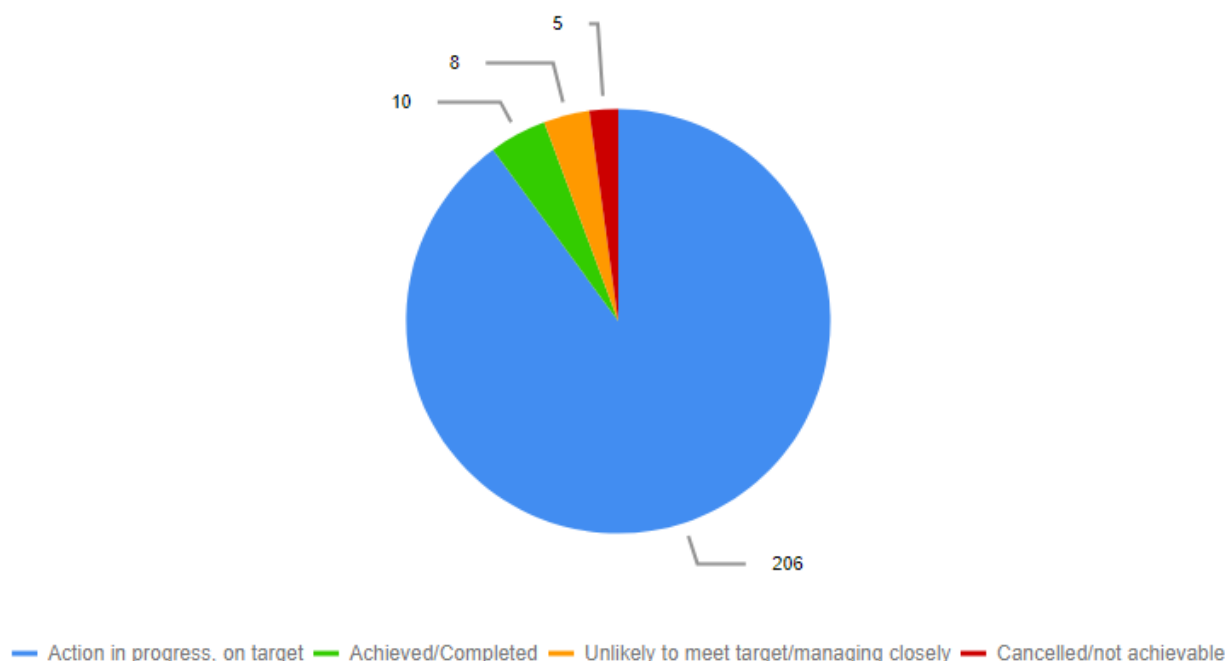
Cancelled / Not achievable

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.
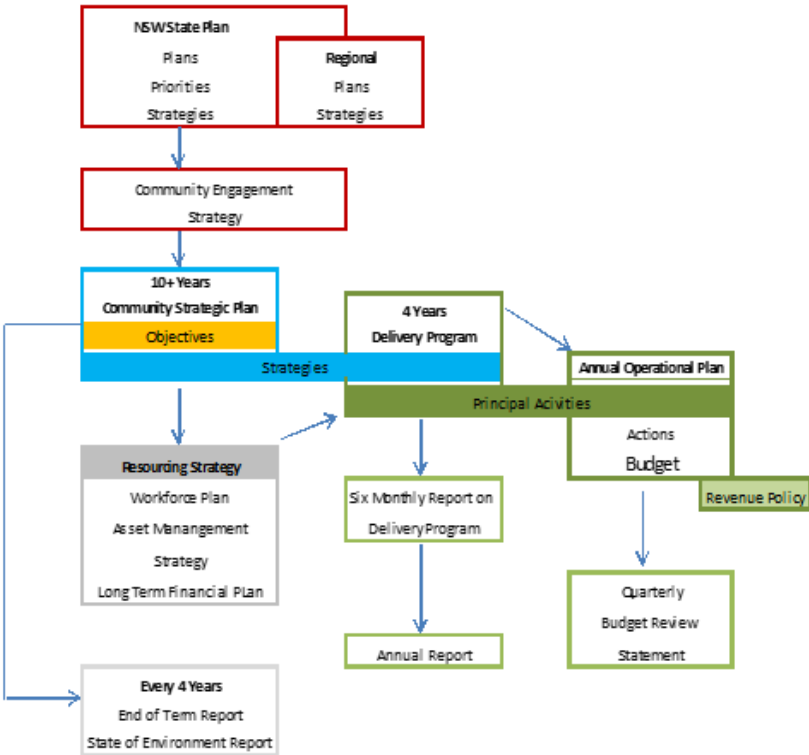
Contents

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
1.1. **A growing community with an active volunteer base & participation in community events**	1.1.1.	Coordinate and facilitate Council volunteer programs	Corporate and Community Services	Director Corporate and Community	●	Council manages a range of Volunteers at TCT, TCS McMaugh Gardens and the Library. Council also supports community volunteer groups through the co-ordination and funding of the Street Stall
	1.1.2.	Review volunteer strategy	Corporate and Community Services	Director Corporate and Community	●	A Volunteer Policy and Strategy has been drafted for Council endorsement. Further work is now being focussed on recruitment, induction and safety processes to maximise Volunteer opportunities and engagement.
	1.1.3.	Support Council approved community events with in-kind support and/or sponsorship	Corporate and Community Services	Director Corporate and Community	●	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.

SOCIETY: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
	1.1.4.	PROJECT: Seek grant funding and to enable a staged expansion of McMaugh Gardens	McMaugh Gardens Aged Care Facility	Director Corporate and Community	🔴	Funding for the staged expansion of McMaugh Gardens has been put on hold pending a business review to assess the impact of the recent changes to Quality Aged Care standards and the Federal Government initiatives to raise minimum wage. The intention of the review is to assist Council in determining how best to continue delivering residential aged care services to the community.
1.2. A safe, active and healthy shire	1.2.1.	Maintain Council's footpath network	Works and Civil	Manager Civil Infrastructure	🔵	Inspections of footpaths continues.
	1.2.2.	Upgrade/expand Council's footpath network (subject to grant funding)	Works and Civil	Manager Civil Infrastructure	🔵	Funding previously received is planned for delivery during the 24/25 FY. No other funding opportunities for further works have been identified at this time.

SOCIETY: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
	1.2.3.	Maintain Council's road network.	Works and Civil	Manager Civil Infrastructure	🔵	The maintenance and construction team are progressing the 23/24 program. The focus on grant funded recovery work has delayed the delivery of some planned maintenance. Pothole patching of sealed surfaces is continuing with attention also being given to the restoration of sealed road edges.
	1.2.4.	Support participation in sport	Corporate and Community Services	Director Corporate and Community	🟢	Council continues its membership of the Northern Inland Academy of Sports.
	1.2.5.	Own and resource the maintenance of Shire based regional fire service assets.	Emergency Services	Director Infrastructure and Development	🟠	Council continues to seek to finalise a service level agreement with RFS.
	1.2.6.	Participate in the Local Emergency Management Committee	Emergency Services	Director Infrastructure and Development	🟢	All LEMC Meetings during the period were appropriately attended and resultant actions executed.
	1.2.7.	Liaise with police, community organisations and the community to address crime, anti-social behaviour and maintain community safety	Emergency Services	Director Infrastructure and Development	🟢	Council maintains regular dialogue with NSWPOL Area Command to advocate for crime prevention and community safety initiatives.

SOCIETY: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
	1.2.8.	Plan for Uralla Shire Council response to natural disasters including bushfires, major storms and flood events	Emergency Services	Director Infrastructure and Development	🟢	A review of the USC Emergency Management Plan has been completed. A further review is scheduled for the 2024/2025 Financial year.
	1.2.9.	ADVOCACY: Lobby government, companies and other individuals to secure funding for cultural and creative expression fields	Civic Leadership	Mayor/ General Manager	🔵	Council continues to apply for grants to facilitate national celebration weeks for NAIDOC, Volunteers, Youth and Seniors.
	1.2.10.	Operate Uralla community swimming pool (seasonal).	Facilities and Opens Space	Manager Civil Infrastructure	🔵	The Uralla pool was prepared for operation for the 2023/2024 season with community events such as the Holiday Pool party were planned for the summer season. Pool safety standards have been maintained with all lifeguards holding current life saving qualifications.
	1.2.11.	Integration of the Safety System throughout the organisation	Human Resources	Manager Human Resources	🟠	A prolonged vacancy in the WHS role has delayed some program initiatives however the principal reporting tool "Vault" is now in use and providing increasingly improved data.

SOCIETY: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
	1.2.12.	ADVOCACY: Advocate for legislative change for Rural Fire Service assets to be removed from Council ownership.	Civic Leadership	Mayor/ General Manager	🟠	Council continues to advocate for the removal of the red fleet from council accounts. The State Government has not been sympathetic to Council's position.
1.3 A diverse and creative culture that celebrates our history	1.3.1.	Support a culture inclusive of the Arts.	Corporate and Community Services	Director Corporate and Community	🔵	Council continues to provide financial and in-kind support for cultural events and festivals such as the Lantern Festival and Thunderbolts Festival.
	1.3.2.	Provide library services and programs.	Library	Library Officer	🔵	The library operates 6 days per week and continues to provide additional programs such as book club, story time and holiday activities.
	1.3.3.	Liaise with Elders	Corporate and Community Services	Director Corporate and Community	🔵	Council coordinates the annual NAIDOC week ceremonies and celebrations in collaboration with local Elders.
	1.3.4.	PROJECT: Develop the Uralla Old Court House as a community venue (subject to grant funding)	Infrastructure and Development	Director Infrastructure and Development	🔵	The project is ongoing with completion expected in 2024.
	1.3.5.	Implement Council's Disability Inclusion Action Plan	Corporate and Community Services	Director Corporate and Community	🔵	

SOCIETY: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
	1.3.6.	Support sustainable population growth and the development of infrastructure to meet the needs of this regional growth	Corporate and Community Services	Director Corporate and Community	🔵	Efforts to complete a housing strategy continue noting the increasing demand for affordable and worker accommodation in the region.
	1.3.7.	PROJECT: Consider opportunities to strengthen the identity of townships and villages	Corporate and Community Services	Director Corporate and Community	🔴	
1.4 **Access to and equity of services.**	1.4.1.	Review Council's Disability Inclusion Action Plan	Corporate and Community Services	Director Corporate and Community	🔵	The next review of the Uralla Shire Council DIAP is scheduled for 2026.
	1.4.2.	Provide community support services	Tablelands Community Support	Manager Community Care	🔵	
	1.4.3.	Provide community transport services	Tablelands Community Transport	Manager Community Care	🔵	
	1.4.4.	Operate and maintain the McMaugh Gardens Aged Care Facility	McMaugh Gardens Aged Care Facility	Manager McMaugh Gardens	🔵	
	1.4.5.	Conduct citizenship ceremonies	Civic Leadership	Mayor/ General Manager	🔵	

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3.2. Economy

STRATEGIC OBJECTIVE: We drive the economy to support prosperity.

ECONOMY: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
2.1. **An attractive environment for the business sector.**	2.1.1.	Operate the Uralla Visitor Information Centre	Economic Development & Tourism	Director Corporate and Community	●	The Uralla VIC operates 363 days per year.
	2.1.2.	Operate the Uralla Caravan Park	Asset Management	Asset Manager	●	The Uralla Caravan Park contract has been renewed through a competitive RFQ process. A Strategic business plan is being compiled to guide future development and operation of the facility.
	2.1.3.	Maintain camping sites (Bundarra Caravan Park, Emu Crossing, Yarrowyck Crossing, Uralla Fossicking Area)	Facilities and Open Space	Manager Civil Infrastructure	●	Camping sites are maintained to enable use by locals and visitors.
	2.1.4.	ADVOCACY: Lobby for the transition to renewable energy vehicles to occur without increasing the cost to ratepayers	Civic Leadership	Mayor/ General Manager	●	Council continues to advocate for EV charging stations in the Uralla Shire.
	2.1.5.	ADVOCACY: Lobby for opportunities and benefits from the NEREZ optimising the benefits to the community	Civic Leadership	Mayor/ General Manager	●	Discussions with renewable energy groups/developers is progressing as opportunities/matters arise.

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ECONOMY: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
2.2. **Grow & diversify employment through existing & new businesses**	2.2.1.	Maintain business support resources on Council's website.	Economic Development & Tourism	Director Corporate and Community	🔵	
	2.2.2.	ADVOCACY: Lobby government to maintain and improve community housing and public transport service and infrastructure, and encourage business to provide a Taxi service	Civic Leadership	Mayor/ General Manager	🔵	Council consulted with Transport for NSW as part of the regional public transport review resulting in improved routes and timetables servicing Uralla from Armidale.
	2.2.3.	ADVOCACY: Lobby for government-funded infrastructure and services to keep pace with business and industry development in the region (education, transport, health)	Civic Leadership	Mayor/ General Manager	🔵	Significant discussions with Telco providers have been had on outage schedules. Local and Federal Members have been appraised of the situation and supported Council in its endeavours to reach a considered approach.
	2.2.4.	ADVOCACY: Lobby for government-funded telecommunications infrastructure and services	Civic Leadership	Mayor/ General Manager	🔴	
	2.2.5.	Provide a responsive development assessment and planning service.	Development and Planning	Manager Development and Planning	🔵	Planning and Development guidance and support is available from Council's website as well as through a pre DA meeting with the Manager Planning and Development.

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ECONOMY: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
	2.2.6.	Review and update the Local Environmental Plan to provide desired land use zonings to encourage growth	Development and Planning	Manager Development and Planning	🔵	Council continues to seek funding to compile a Housing Strategy. This work will inform the LEP review. Council continues to work with the Department of Planning in order to further existing Planning Proposals and investigate options for future Planning Proposals in order to encourage growth.
	2.2.7.	Review and update the Local Strategic Planning Statement	Development and Planning	Manager Development and Planning	⚫	Not due for review
	2.2.8.	Review and update the Development Control Plan	Development and Planning	Manager Development and Planning	⚫	Future review of LEP following the finalisation of the Housing Strategy.
	2.2.9.	Encourage quality commercial, industrial and residential development	Development and Planning	Manager Development and Planning	🔵	Options for land use are currently being reviewed with positive involvement of community, businesses and developers.

ECONOMY: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
2.3. **Communities that are well serviced with essential infrastructure**	2.3.1	Upgrade/expand Council's road network (subject to grant funding)	Works and Civil	Manager Civil Infrastructure	●	Council continues to implement the Transport AMP and address, as required, transport routes related to REZ development.
	2.3.2	Maintain and renew Council's road network	Works and Civil	Manager Civil Infrastructure	●	
	2.3.3	Operate Uralla Water Treatment Plant	Water Cycle	Manager Waste, Water and Sewerage services	●	
	2.3.4	Operate Bundarra Water Treatment Plant	Water Cycle	Manager Waste, Water and Sewerage services	●	
	2.3.5	Operate Uralla Sewage Treatment Plant	Water Cycle	Manager Waste, Water and Sewerage services	●	
	2.3.6	Operate Bundarra Sewage Treatment Plant	Water Cycle	Manager Waste, Water and Sewerage services	●	
	2.3.7	Maintain parks, gardens, recreation facilities and open spaces	Facilities and Opens Space	Manager Civil Infrastructure	●	

ECONOMY: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
	2.3.8	Provide cemetery services	Facilities and Opens Space	Manager Civil Infrastructure	●	
	2.3.9	Review and analyse plant and equipment requirements to fit current and future needs	Infrastructure and Development	Director Infrastructure and Development	●	
	2.3.10	Maintain built and natural stormwater drainage	Civil Infrastructure	Manager Civil Infrastructure	●	Maintenance is being undertaken to prevent excessive siltation in the drainage system. Renewal works program is being investigated with reference to the Asset Management Plan to confirm priorities for capital works.
	2.3.11	Maintain and renew building infrastructure	Asset Management	Asset Manager	●	

3.3. Environment

STRATEGIC OBJECTIVE: We are good custodians of our environment.

ENVIRONMENT: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
3.1 **To preserve, protect and renew our beautiful natural environment**	3.1.1	Review and monitor vegetation and environmental protection measures for sensitive Council managed land	Environmental Management	Manager Environment & Waste	🔵	
	3.1.2	Prepare end-of-term state of the environment report (included in State of our Region end-of-term report)	Environmental Management	Manager Environment & Waste	⚪	Work will commence in June 2024 for presentation to the August Ordinary Meeting.
	3.1.3	Manage and control weeds in Council's public reserves, open spaces, creek lands and public roads	Environmental Management	Manager Environment & Waste	🔵	
	3.1.4	Apply for grant funding to support environmental projects	Environmental Management	Manager Environment & Waste	🔵	

ENVIRONMENT: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
	3.1.5	Manage Crown Lands under Council care and control	Environmental Management	Manager Environment & Waste	● (navy)	Plans of Management for Crown Lands are being finalised. Acting Manager Planning and Development has obtained the credentials to act as Council Native Title Officer which will facilitate the finalisation of the PoM.
	3.1.6	Administer Native Title Act and Biodiversity Conservation Act in relation to Council activities.	Environmental Management	Manager Environment & Waste	● (navy)	Acting Manager Planning and Development has obtained the credentials to act as Council Native Title Officer.
	3.1.7	Regulate and inspect Underground Petroleum Storage Systems (UPSSs) as per UPSS Regulation 2019	Environmental Management	Manager Environment & Waste	● (amber)	Proposed inspection schedule will commence July 2024.
	3.1.8	Promote community greening projects and involvement in environmental conservation efforts	Environmental Management	Manager Environment & Waste	● (navy)	Council continues to provide support and collaboration to community groups on areas of sensitivity. e.g Mt Mutton.
	3.1.9	Develop a street tree master plan for Uralla and Bundarra in consultation with the community	Environmental Management	Manager Environment & Waste	● (green)	Tree Guidelines Management (Urban) Policy adopted by Council in February 2024. Rural Tree Management Policy and guidelines are now being developed.

ENVIRONMENT: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
	3.1.10	Develop a Climate Change Policy	Environmental Management	Manager Environment & Waste	⬤ (grey)	
3.2 **Maintain a healthy balance between development and the environment**	3.2.1	Provide education and information to assist in providing effective, regulatory, and compliance services for the community	Development and Planning	Manager Development and Planning	⬤	Council's ranger provides advice to residents and business owners on regulatory matters.
	3.2.2	Investigate opportunities to implement energy efficient technologies in council facilities, infrastructure and service delivery to reduce ecological footprint	Environmental Management	Manager Development and Planning	⬤	
	3.2.3	Promote Developer Contributions	Development and Planning	Manager Development and Planning	⬤	
3.3. **Avoid, reduce, reuse (repair), and recycle (recover) wastage to minimise waste disposal**	3.3.1.	Operate Uralla landfill and recycling centre	Waste Management	Manager Waste, Water and Sewerage Services	⬤	
	3.3.2.	Operate the Bundarra landfill until completion of life	Waste Management	Manager Waste, Water and Sewerage Services	⬤	Facility has now closed. Council operates a transfer station to service the Bundarra community.

ENVIRONMENT: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
	3.3.3.	PROJECT: Decommission the Bundarra landfill at completion of life	Waste Management	Manager Waste, Water and Sewerage Services	●	Council is currently completing capping of the site. Ongoing maintenance will continue.
	3.3.4.	Operate the Kingstown waste transfer service	Waste Management	Manager Waste, Water and Sewerage Services	●	
	3.3.5.	Support anti-littering campaign and promote recycling	Waste Management	Manager Waste, Water and Sewerage Services	●	Council continues to collaborate with New England Waste Management to support regional and local programs.
	3.3.6.	Provide kerbside waste collection services	Waste Management	Manager Waste, Water and Sewerage Services	●	
	3.3.7.	Establish and operate the Bundarra waste transfer service	Waste Management	Manager Waste, Water and Sewerage Services	●	
	3.3.8.	Investigate opportunities for waste disposal from developers	Waste Management	Manager Waste, Water and Sewerage Services	●	

ENVIRONMENT: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
3.4. **Secure, sustainable and environmentally sound water-cycle infrastructure and services**	3.4.1.	Provide water cycle infrastructure services and encourage efficient water use practice	Water Cycle	Manager Waste, Water and Sewerage Services	●	

3.4: Our Leadership

STRATEGIC OBJECTIVE: We are an independent Shire and well-governed community.

LEADERSHIP: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
4.1 **Informed and inspired leadership in our community**	4.1.1.	Deliver integrated strategic planning and reporting requirements	Civic Leadership	Mayor/General Manager	🟢	The Operational Plan and Delivery Program provide details of activities and initiatives that support the Community Strategic Plan.
	4.1.2.	Local Government Elections	Civic Leadership	Mayor/General Manager	⚪	Preparation for the 2024 Local Government election will commence in May 2024.
	4.1.3.	Collaborate with the New England Joint Organisation to achieve outcomes for the community of interest	Civic Leadership	Mayor/General Manager	🔴	
	4.1.4.	Collaborate with the New England Weeds Authority to manage declared noxious weeds	Civic Leadership	Mayor/General Manager	🟢	Council is represented at NEWA by a Councillor delegate who attends all Board meetings.
	4.1.5.	ADVOCACY: Advocate for the interests of the community through the NSW Country Mayors Association	Civic Leadership	Mayor/General Manager	🔵	
	4.1.6.	ADVOCACY: Advocate for the interests of the community through the LGNSW Association	Civic Leadership	Mayor/General Manager	🔵	Council continues to liaise with LGNSW on matters needing clarification.

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LEADERSHIP: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
	4.1.7.	Engage and collaborate with groups, businesses and potential developers	Civic Leadership	Mayor/General Manager	●	
4.2 A strategic, accountable and representative Council	4.2.1.	Local Government Integrated Planning and reporting documents prepared	Civic Leadership	General Manager	●	Reporting process is underway working towards target date of October 2024.
	4.2.2.	Annual operational plan, budget and resourcing strategy prepared	Organisational Leadership	General Manager	●	The Operational Plan 2024-2025 will be presented to Council in the fist half of 2024.
	4.2.3.	Prepare annual reports	Governance	Manager Governance	●	Information is being gathered each quarter to support the compilation of the Annual report for 2023-2024.
	4.2.4.	Develop and adopt annual reports	Civic Leadership	Mayor/ General Manager	●	Information is being gathered per quarter to support set up of Annual report for 2023-2024.
	4.2.5.	Prepare State of our Shire (end-of-term report)	Governance	Manager Governance	●	Work on the end of term report 2024 will commence in July 2024.
	4.2.6.	Adopt State of our Shire (end-of-term report)	Civic Leadership	Mayor/General Manager	●	The end of term report will be presented to the August 2024 ordinary meeting.

LEADERSHIP: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
	4.2.7.	Provide leadership and allocate resources to enable efficient operations in order to deliver the USC mission	Organisational Leadership	General Manager	●	
	4.2.8.	Provide an operational, risk managed, governance framework to support the achievement of Council's strategic objectives and legislative compliance.	Governance & Risk	Manager Governance	●	Insurance Renewal has been commenced - March 2024.
	4.2.9.	Undertake community engagement to inform Council decision making.	Organisational Leadership	General Manager	●	
4.3 **An efficient and effective independent local government**	4.3.1.	Operate in a financially compliant manner.	Financial Management	Manager Finance	●	2nd Quarter Budget Review has been completed on time.
	4.3.2.	Review Council's performance against the Long Term Financial Plan	Financial Management	Manager Finance	●	Further work on the development of the LTFP will commence in April 2024.
	4.3.3.	Effectively own and operate depots, workshop, plant and equipment to undertake asset management and related services	Infrastructure and Development	Team Leader Stores Fleet and Workshop	●	
	4.3.4.	Adopt the Asset Management Strategy, Policy and Plans	Civic Leadership	Mayor/General Manager	●	Further refinement of the AMP's and policies is an ongoing exercise.

LEADERSHIP: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
	4.3.5.	Endorse the Workforce Management Strategy	Civic Leadership	Mayor/General Manager	⚪	The workforce management strategy was adopted by Council in 2022 and will be reviewed after the 2024 Local Government elections.
	4.3.6.	Implement the Workforce Management Strategy	Civic Leadership	Mayor/General Manager	🔵	
	4.3.7.	Adopt the Delivery Plan	Civic Leadership	Mayor/General Manager	🟢	The 2022-2026 Delivery program was adopted in 2022.
	4.3.8.	Prepare the Community Strategic Plan	Organisational Leadership	General Manager	🟢	The 2022-2031 CSP was adopted in 2022.
	4.3.9.	Review, update and maintain asset management plans and registers.	Asset Management	Asset Manager	🔵	AMP's are continually refined in accordance with the Asset Management improvement plan.
	4.3.10.	Facilitate the community's access to Council services.	Customer Service	Manager Human Resources	🔵	This is business as usual. The customer service team are always on hand to serve the public.
	4.3.11.	Deliver an effective IT platform and support the organisation to be current, innovative and efficient	Information Technology	IT Coordinator	🔵	The IT improvement project will be finalised in 2024. The new platform will ensure that Council remains up to date with operating systems and support software.

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LEADERSHIP: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
	4.3.12.	Optimise information technology to support efficient service delivery	Information Technology	IT Coordinator	●	The IT improvement project will be finalised in 2024. The new platform will ensure that Council remains up to date with operating systems and support software.
	4.3.13.	Provide human resource services that support a high performing team culture that can deliver the USC mission	Human Resources	Manager Human Resources	●	Strong probity screening is conducted. Recruitment practices adhere to the Act, legislation and Award.
	4.3.14.	Provide record management services that meet Council's record keeping obligations.	Records and Information	Manager Governance	●	This is business as usual. A change from Civica to Altitude is programmed for August 2024 which will improve records management. Staff training is ongoing.
	4.3.15	Integrate asset data with resource planning systems, data modelling, capital expenditure, Asset Management Plans preparation and financial management	Asset Management	Asset Manager	●	Systems for Asset Management is currently being sourced.

LEADERSHIP: STRATEGY	CODE	ACTIVITY	SERVICE AREA	LEAD MANAGER	STATUS	COMMENTS
	4.3.16	Optimise grant funding to deliver Council's operations	Financial Management	Director Corporate and Community	🟢	A dedicated Grant Officer now oversees the Council Grant application process including proactive identification of grant opportunities.