

FIT FOR THE FUTURE – COUNCIL ACTION PLAN PROGRESS REPORT – 30 JUNE 2021

SUSTAINABILITY ACTION PLAN				
Objective	Strategies	Actions	Key milestones	Progress Report
1. Secure additional revenue to keep Council's operating performance ratio well above the benchmark and ensure funding for renewal of road network assets	Consideration of implementing a Special Rate Variation	<ol style="list-style-type: none"> 1. Notify community of intention to apply for SRV 2. Community consultation and engagement 3. Notify IPART of intention to apply 4. Submit application to IPART 5. Fund infrastructure renewal of its road network assets 	<p>Commencement in 2022</p> <p>Community engagement and support for the proposal is achieved</p>	<i>No action – a Council Resolution is necessary for a Special Rate Variation application.</i>
2. Drive cost savings through procurement	Implementation of a Best Practice in Procurement Program	<ol style="list-style-type: none"> 1. Procurement Roadmap - Arc Blue 2. Review Procurement Action Plan and policies 3. Implement internal audit recommendations for Procurement and Contract Management 	<p>Utilisation of LGP Vendor Panel and TenderLink</p> <p>Canberra Region Joint Organisation (CRJO) procurement working group committee reports to management</p>	<p><i>Arc Blue procurement improvement plan commenced. Contracts Register implemented.</i></p> <p><i>LGP vendor panel and TenderLink utilised by Council and CRJO procurement meetings held.</i></p> <p><i>Review of Procurement Policy and development of Procurement Plan is pending.</i></p>

Objective	Strategies	Actions	Key milestones	Progress Report
3. Maintain diverse income streams through state roads contract	Retention and provision of Roads and Maritime Services (RMS) Routine Maintenance Council Contract (RMCC)	<ol style="list-style-type: none"> 1. Maintain existing high standard rating for road works in Contractor Performance Report 2. RMCC Benchmarking 	<p>RMS rating maintained satisfactory or better</p> <p>RMCC contract renewed in 2020</p> <p>State Roads Work Orders projects comply with RMS compliance program</p>	<p><i>RMCC accreditation retained and Contractor Performance Reports are satisfactory.</i></p> <p><i>Council to action the RMCC 2019 audit findings. Actions include: Council System Management Plan (CSMP) with implementation by 30 June 2021. Project Specific Plans for maintenance and construction.</i></p>
4. Maximise diverse income streams through private works	Provision of road reconstruction contracted private works for renewable energy developments	<ol style="list-style-type: none"> 1. Review pricing structures for private works which are in demand at profitable rates 2. Cost of service is transparent and in accordance with the National Competition Policy Guidelines 	Remain competitive with the private sector and to secure contract works for road reconstruction	<p><i>Council is meeting all NCP Guidelines and private works rates incorporated into Council Revenue Policy.</i></p>

INFRASTRUCTURE AND SERVICE MANAGEMENT ACTION PLAN

Objective	Strategies	Actions	Key milestones	Progress Report
1. Implement best practice asset management reporting	Asset Management Improvement Program	<ol style="list-style-type: none"> Review Asset Management and Risk Plan, strategies and policies Review of Council Infrastructure Plan – define community service level set by Council for asset maintenance 	<p>Asset Management Plans identify asset service standards</p> <p>Infrastructure asset classes valuation at fair value</p> <p>Ensure asset condition standards are maintained above Condition 5</p>	<p><i>Infrastructure Plan reviewed and adopted by Council in June 2021.</i></p> <p><i>Asset Condition Rating System will be developed by Council Infrastructure Department in 2021/2022 to enable evidence based Asset Management Plans.</i></p> <p><i>Asset and Design team working with contractor (Assetic) to deliver Infrastructure transportation asset classes fair valuation for Financial Statements audit at 30 June 2021.</i></p>
2. Secure funding for asset renewals	Utilise borrowing capacity to invest in infrastructure renewal projects – Timber Bridge Replacement Program	<ol style="list-style-type: none"> Review Council Borrowings/Loans Policy Council Long Term Financial Plan priority bridge replacement schedule 	<p>Commencing loan financing arrangements with Financial Institutions</p> <p>Utilise NSW Government borrowings scheme funding</p>	<p><i>Council has approved loan borrowings in 2020/2021 Operational Plan. Council has drawn down a \$1 million loan for timber bridge replacements.</i></p> <p><i>Future borrowings program is incorporated into the Council Delivery Program.</i></p>

Objective	Strategies	Actions	Key milestones	Progress Report
3. Minimise potential public liability incidents	Utilise Statewide Mutual Best Practice Guidelines and achieve industry benchmarks for risk management practices	<ol style="list-style-type: none"> 1. Review Risk Management Plan and Policy 2. Review Safe Work Method Statements for high risk priorities 	<p>Risk Management Action Plan (RAMP) approved and adopted by Council annually by June</p> <p>Safe Work Method Statements (SWMS) reported to WH&S Committee every 6 months</p>	<p><i>Pending - Council Internal Audit and Risk Management Policy prepared and will be reported to July 2021 Council Meeting.</i></p> <p><i>RAMP approved by Council management and reviewed by Statewide Mutual.</i></p> <p><i>SWMS progressively reviewed and reported to the Council WH&S Committee.</i></p> <p><i>HSR representatives trained.</i></p>
4. Maintain assets in satisfactory condition to meet community expectations	Evaluation of asset utilisation and rationalisation	<ol style="list-style-type: none"> 1. Review of Council Infrastructure Plan 2. Recommendations from Grant Thornton Building and Asset internal audit. 	Condition Report prepared for Council owned building assets and maintenance action plan approved	<p><i>Asbestos Management Plan and Register completed and repairs made at Council buildings.</i></p> <p><i>Buildings condition register developed.</i></p> <p><i>Building improvements included in Council Delivery Program.</i></p> <p><i>Establishment of trade services contract.</i></p>

EFFICIENCY ACTION PLAN

Objective	Strategies	Actions	Key milestones	Progress Report
1. Continue to collaborate regionally	Be an active partner in the Canberra Region Joint Organisation of Councils (CRJO)	<ol style="list-style-type: none"> 1. Implementation of a CRJO Strategic Plan 2. CRJO Strategic Plan aligned with Quadruple Bottom Line principles 3. Intergovernmental collaboration; i.e. ACT Government and State Government 	<p>JO commence in July 2018</p> <p>Efficient governance structure to oversee implementation, review and evaluation in CRJO</p> <p>CBR branding to support tourism and economic development throughout the region</p>	<p><i>Upper Lachlan Shire Council is within the Canberra Region Joint Organisation (CRJO). CRJO Strategic Plan 2019-2021 launched.</i></p> <p><i>Intergovernmental collaboration is continuing with ACT Government.</i></p> <p><i>Canberra Region "The Tablelands" branding and website is continuing.</i></p>
2. Continuously improving the quality and efficiency of all of Council's services	Undertake four year rolling program of service reviews as part of Council's Delivery Program	<ol style="list-style-type: none"> 1. Develop four year program of service reviews, with a focus on those services of greatest cost to the organisation 2. Update Delivery Program to incorporate the service review program 3. Implement program annually 	<p>Program established and Delivery Program updated</p> <p>6 Monthly Delivery Program Report to include service review progress and outcomes</p> <p>Annual update of Council's Long Term Financial Plan</p>	<p><i>Delivery Program was approved by Council in June 2021.</i></p> <p><i>Delivery Program action report completed every six months.</i></p> <p><i>Long Term Financial Plan was approved by Council in June 2021.</i></p> <p><i>Internal audit projects undertaken in 2020 included:- the "Business Continuity</i></p>

		4. Report outcomes through the 6 month Delivery Program report and update Long Term Financial Plan annually to reflect any savings or changes	Implementation of Internal Audit Plan by Grant Thornton Australia over 4 year period to 2020/2021	<i>Management System” audit, “Risk Management Framework” and “Compliance Framework” audit reviews completed by Grant Thornton. Actions are being implemented in 2021.</i>
3. Improve efficiency through technological advancement	Provide innovative and leading technology interface	<p>1. Enhanced use of technology particularly in the area of staff remote and on-line customer access</p> <p>2. Implement a Unified Telecommunications solution</p>	<p>Establishment of Development Assessment (DA) Tool</p> <p>Implementation of Integrated Unified Telecommunications System</p>	<p><i>In progress - NSW Planning Portal functionality and on-line Development Application (DA) Lodgement will commence 1 July 2021.</i></p> <p><i>Microwave communication network link upgrades are completed for Crookwell and Gunning offices and water/sewer infrastructure sites.</i></p> <p><i>Pending - Further communication links to Taralga office and Taralga water/sewer infrastructure sites in 2021/2022.</i></p>