

Planning for our future

Uralla Shire Council

Resourcing Strategy 2025-2034



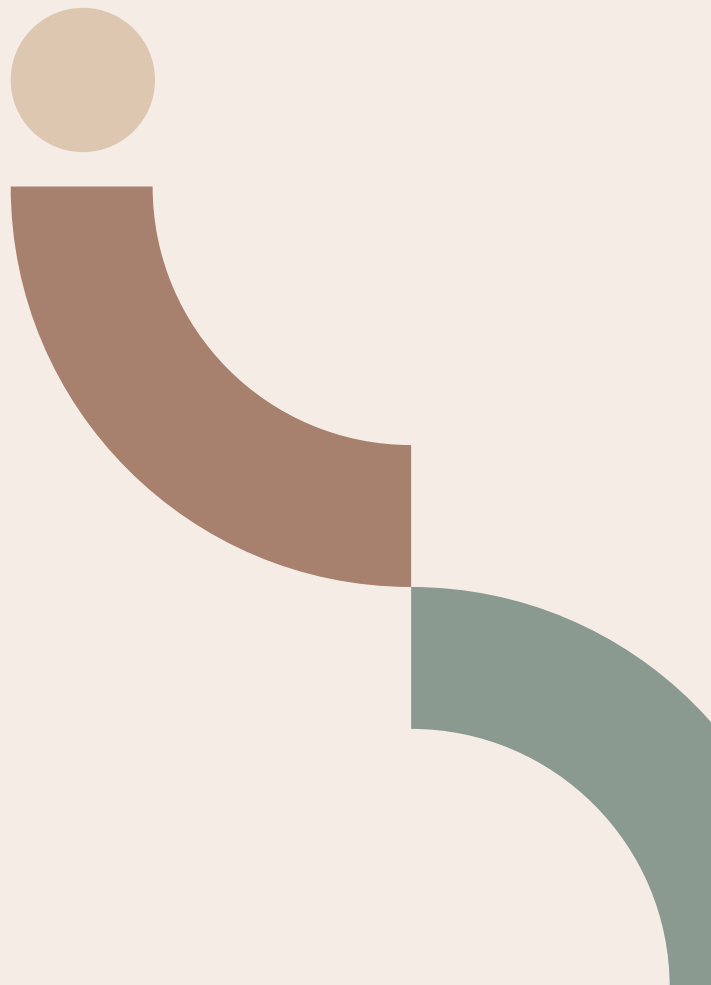


Acknowledgement of Country

We acknowledge the Traditional Custodians of the land on which we live and work.

We recognise and appreciate their deep connection to this land, waters, and our community.

We pay respect to Elders past, present and emerging and extend our respect to all Aboriginal and Torres Strait Islander people who call Uralla Shire home.





A message from the General Manager

I am pleased to present the Uralla Shire Council Resourcing Strategy, a key document that underpins our long-term planning and commitment to serving the community.

This strategy ensures we have the right people, infrastructure, and financial capacity in place to deliver on the goals outlined in the Community Strategic Plan 2025–2035. It connects our vision for the future with the practical steps required to get there, guiding our Delivery Program 2025–2029 and annual operational plans.

Importantly, the Resourcing Strategy reflects a whole-of-Council approach to sustainability, aligning our Long-Term Financial Plan, Asset Management Plans, and Workforce Management Strategy.

These components work together to ensure Council is financially sound, assets are responsibly managed, and our staff are supported and equipped to deliver quality services to our community.

Toni Averay
General Manager
Uralla Shire Council



About our Strategy

Uralla Shire Council's Resourcing Strategy supports the Community Strategic Plan 2025–2035, the Delivery Program 2026–2029, and Council's annual operational plans.

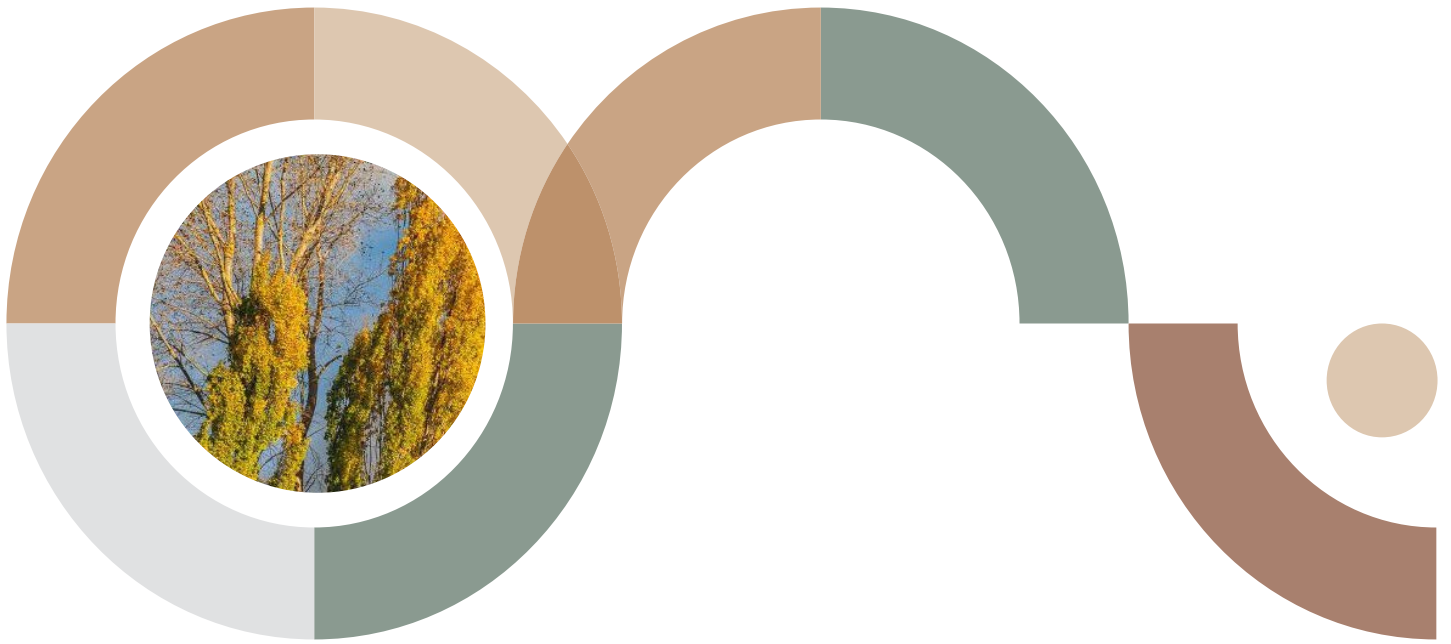
While the Community Strategic Plan outlines the long-term aspirations of our community, the Resourcing Strategy details how Council will allocate and manage its resources to achieve these goals. It brings together key operational strategies to ensure we have the workforce, infrastructure, and finances in place to deliver on the community's vision.

The Resourcing Strategy acts as a crucial link between the **Delivery Program** and the **Operational Plan**, providing a clear picture of the resources needed to implement our strategic objectives. Specific actions to support the objectives in the Delivery Program are reflected in Council's annual operational plans and budgets.

The strategy ensures that Council remains sustainable, well-resourced, and responsive to the evolving needs of the Uralla community.

As required by the Office of Local Government the resourcing strategy comprises three separate but interrelated strategic documents:

- **Long-Term Financial Plan (LTFP)**
A 10-year financial outlook that sets the framework for responsible fiscal management, forecasting revenue, expenditure, and funding strategies to maintain financial sustainability.
- **Asset Management Strategy**
Outlines Council's approach to the long-term management of community assets, including guiding principles for maintaining, renewing, and upgrading infrastructure.
- **Workforce Management Strategy**
A four-year plan aligned with the Delivery Program that identifies workforce capabilities, future staffing needs, and strategies to attract, retain, and develop skilled staff.



Workforce Management Strategy

The Uralla Shire Council Workforce Management Strategy (WMS) 2025–2029 outlines a comprehensive plan to align the Council’s human resources with its strategic goals and community service commitments. As the largest employer in the Shire, with 192 staff (136 FTE), the Council aims to ensure a capable, agile, and sustainable workforce that supports the delivery of its Community Strategic Plan.

The WMS is a key component of the Integrated Planning and Reporting (IP&R) framework, which is mandated for all NSW councils. It forms part of the Resourcing Strategy, alongside the Long-Term Financial Plan, Asset Management Plan, and Digital Strategy. The WMS ensures that Council has the right people, skills, and structures in place to deliver on the four-year Delivery Program and annual Operational Plans objectives. It links workforce planning directly to community priorities and available resources, ensuring that staffing decisions are strategic, sustainable, and aligned with our long-term goals.

To ensure our workforce is equipped to meet current and future demands, the Workforce Management Strategy focuses on five key strategic areas that support capability, sustainability, and staff wellbeing:

- 1. Capacity & Capability:** Maintain stable staffing levels while adapting roles to meet service needs. Address critical roles through succession planning and flexible staffing solutions.
- 2. Attraction & Retention:** Offer competitive benefits, flexible work arrangements, and career development to attract and retain skilled staff.
- 3. Ageing Workforce:** Implement mentorships, phased retirement, and training to retain knowledge and support older workers.

- 4. Training & Development:** Centralise training management, promote leadership development, and enhance access to learning tools.
- 5. Workplace Health & Safety (WHS):** Strengthen WHS systems, reduce injury rates, and promote mental health through regular surveys and proactive programs.

The Workforce Management Strategy responds to key challenges including high voluntary turnover (28%), an ageing workforce (63% over 40), a competitive regional job market, rising living costs, and competition from renewable energy projects. These issues impact Council’s ability to attract and retain skilled staff.

To address this, the Strategy includes a focused Action Plan with initiatives such as structural reviews, improved onboarding, succession planning, apprenticeships, enhanced WHS practices, staff engagement tools, and promotion of Uralla as a great place to work.

Click to Download

[Workforce Management Strategy](#)



Asset Management Framework

Asset management is a critical component of Uralla Shire Council's Resourcing Strategy, underpinning the sustainable delivery of infrastructure and services to the community.

Council's approach is guided by the continued evolution of two key documents: the Asset Management Policy 2025, and the Asset Management Strategy 2022-32. Together, these establish the principles, objectives, and practices that ensure Council's infrastructure assets are managed responsibly, efficiently, and in alignment with community expectations.

Council maintains a diverse portfolio of assets including transport (roads, bridges, footpaths, kerb and gutter), water and wastewater networks, stormwater systems, buildings, recreational facilities, plant and equipment, waste and aged care facilities, all of which support the social, economic, and environmental wellbeing of to our community.. The asset management framework serves to optimise lifecycle costs, maintain service quality, and minimise risks associated with these assets while ensuring alignment with the Community Strategic Plan and Long Term Financial Plan.

Supporting this framework is a suite of Asset Management Plans (AMPs), each tailored to a specific asset class. These plans provide detailed assessments of asset condition, service levels, renewal and maintenance strategies, and financial requirements. They are dynamic documents, regularly updated to reflect new data, community feedback, and evolving service demands.

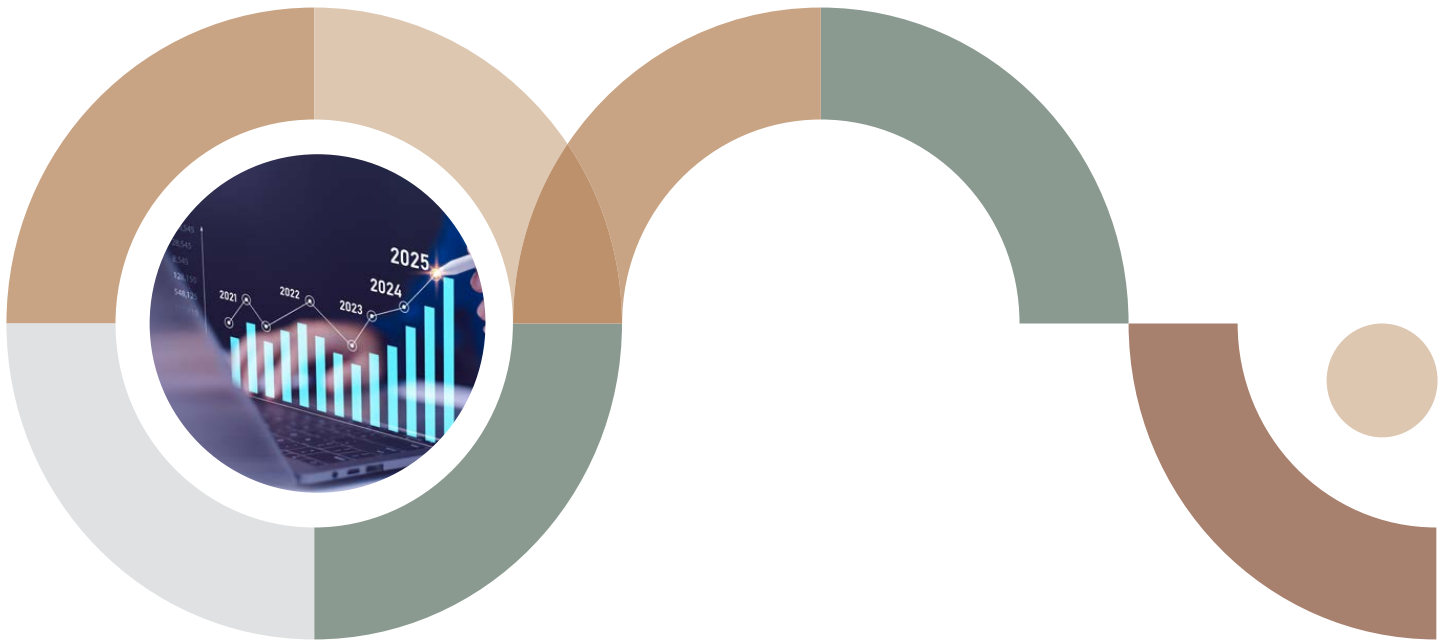
The integration of policy, strategy, and asset-specific plans ensures that Council's infrastructure is maintained

and developed in a way that is financially sustainable, strategically aligned, and responsive to the needs of current and future generations. This approach strengthens Council's capacity to deliver reliable, cost-effective services and supports long-term resilience across the organisation.

The full suite of asset management documents can be accessed through Council's website and by following the links below.

Click to Download

- [Asset Management Policy](#)
- [Building Asset Management Plan](#)
- [Asset Management Strategy](#)
- [Plant and Equipment Asset Management Plan](#)
- [Transport Asset Management Plan](#)
- [Open Space and Recreation Asset Management Plan](#)
- [Wastewater Asset Management Plan](#)
- [Stormwater Asset Management Plan](#)
- [Water Asset Management Plan](#)



Long Term Financial Plan

The Long Term Financial Plan (LTFP) was formally adopted by the Governing Body in May 2025 and is a key strategic document that outlines how Uralla Shire Council intends to manage its finances over the next ten years. It plays a vital role in ensuring that the Council can continue to deliver essential services and infrastructure to the community in a financially sustainable way.

The LTFP provides the a financial roadmap that supports long-term decision-making and helps the Council align its resources with its strategic goals. It is updated annually to reflect changes in the economy, community needs, and Council priorities.

The plan is built on a set of financial assumptions and projections, including expected income from rates, grants, and service charges, as well as anticipated costs such as wages, materials, and capital works. It also considers broader economic factors like inflation and interest rates. A base financial model has been developed to reflect the most likely scenario, and alternative scenarios have been tested to understand the impact of changes in revenue or expenses.

The LTFP covers all major areas of Council operations, including general services, water and sewer management, waste services, and aged care at McMaugh Gardens. It includes detailed forecasts of income, expenditure, cash flow, and balance sheets for each of these areas.

Ultimately, the LTFP is about ensuring that Uralla Shire Council remains financially capable of meeting the needs of its community—now and into the future.

Click to Download

[Long-Term Financial Plan \(LTFP\)](#)

[Long Term Financial Plan 2027-2036 Assumptions](#)

[Explanatory note on proposed SRV LTFP 2027-2036](#)

[LTFP Key Performance Indicators 2027-2036](#)



Uralla
URALLA SHIRE COUNCIL