



Operational Plan 2025/2026

Annual Progress Report

About this report

The Integrated Planning and Reporting (IP&R) framework provides a clear structure for how councils plan, deliver, and report on services and infrastructure for their communities. It ensures that Council's activities are directly linked to the community's long-term aspirations and that progress is transparently tracked and reported.

Uralla Shire Council provides regular progress updates to keep the community informed about how we are delivering on the vision within the Community Strategic Plan (CSP) and the priorities and targets adopted by Councillors in the Delivery Program. Each year, these commitments are translated into specific deliverables through the annual Operational Plan.

For the 2025/2026 financial year, Council committed to **187 actions**. These actions are detailed in the 2025/2026 Operational Plan, which is placed on public exhibition prior to adoption and published on Council's website. Each action is assigned to a responsible officer, who is required to provide progress updates every six months.

This reporting mechanism provides clear, transparent information on what has been achieved, what is underway, and how our work is contributing to the community's aspirations and the Delivery Program targets.

This Annual Progress Report presents the detailed update as of 30 June 2026, summarises Council's performance during the 25/26 financial year and demonstrates progress toward the actions of the Operational Plan.

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Measuring our progress

Uralla Council's 2025-2034 Community Strategic Plan centres around four major themes: Community Minded, Prosperous, Independent, and Good Custodians.

In 2025/2026 Council committed to 187 actions focused on achieving the community's vision within these four themes. Those actions are detailed in the combined Delivery Program 2026-2029 and Operational Plan 2025/2026.

Detailed Performance Report

Community Minded

A growing community with an active volunteer base & participation in community events

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
1.1.1	Coordinate and facilitate Council volunteer programs	Maintain and promote Volunteering to support McMaugh Gardens services	Group Manager - Community Services	Achieved/Completed	100%	Throughout the year, Council has maintained its volunteer base at McMaugh Gardens and continued to work closely with Friends of McMaugh Gardens.
		Promote Volunteering to support parks and gardens services	Manager Civil Infrastructure	Achieved/Completed	100%	The Civil Works team has supported volunteering with plant, mulch materials and equipment for the Big Lift team clean up and restoration of creek lands in Uralla.
		Maintain and promote Volunteers to support transport services	Manager Community Care - TCS	Achieved/Completed	100%	Throughout the year Council continued to support and recruit volunteer drivers for its community transport services.
		Maintain and promote Volunteers to support Uralla Shire library services	Librarian	Achieved/Completed	100%	The library continues to maintain and promote volunteers to support the Uralla Shire Library Service in Bundarra.
		Host an annual civic reception to acknowledge and thank volunteers in Uralla Shire	Corporate Lead - Communications and Grants	Achieved/Completed	100%	A very successful volunteer acknowledgement and celebration program was held.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
1.1.2	Review Uralla Shire Council's volunteer strategy	Maintain and promote Volunteering to support Visitor Information Centre services	Corporate Lead - Communications and Grants	Achieved/Completed	100%	This FY a team of 6 new volunteers have been onboarded, thus expanding Council's customer service capacity in the Visitor Information Centre (VIC) . The VIC has 100% retention rate, and positive feedback from volunteers. Each quarter, VIC volunteers and staff visited a local tourist attraction, for professional development, and also to thank the people who give up their time to promote Uralla Shire.
		Draft, Adopt & Implement the volunteer strategy to facilitate opportunities for volunteers at Uralla Shire Council	Manager People and Wellbeing	Achieved/Completed	100%	People and Wellbeing established a Volunteer Strategy Framework, with the onboarding framework completed, including volunteer connection correspondence and induction documentation. These initiatives have strengthened volunteer engagement, improved onboarding processes, and ensured a consistent and welcoming volunteer experience
1.1.3	Support Council approved community events with in-kind support and/or sponsorship	Actively support significant local community driven events	Corporate Lead - Communications and Grants	Achieved/Completed	100%	All relevant events have been successfully supported. Data in terms of costs, both direct and indirect is being collected. A full and quantifiable 12-month data set of the real costs of support will be available for review post the next Seasons of New England event which will complete the annual cycle. Most recently Council supported the Winter Solstice Event and Council has just renewed its commitment to the Thunderbolt's festival to be held later in 2026.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Coordinate Youth Week activities	Corporate Lead - Communications and Grants	Achieved/Completed	100%	Council partnered with the Uralla Youth Council, Uralla Neighbourhood Centre and Square One Events to host Uralla's first ever silent disco at the Uralla Memorial Hall. While technically challenging for our events team, the end result was a completely "sold out" event. Feedback from participants and parents praised council for striking the right balance between delivering a safe, controlled event and letting kids have fun.
		Coordinate Seniors Week events	Corporate Lead - Communications and Grants	Achieved/Completed	100%	Council delivered "In Conversation With" at the Uralla Court House. This series of free talk-show-style events featured local seniors with interesting stories: Anaiwan Elders, Kent Mayo, Cheryl Nolan and Stephen Dobson. The sessions were well attended, including local seniors, school students (Uralla & Bundarra) and McMaugh Gardens residents. Session included morning tea by Friends of McMaughs. The format was low cost, and very popular, with demand for it to return again next year.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Support Volunteers Week events	Manager Community Care - TCS	Achieved/Completed	100%	Council held a volunteer week event this year.
		Deliver at least one Major Community Event/Programs (subject to Grant funding) that brings our community together and supports the visitor economy.	Corporate Lead - Communications and Grants	Achieved/Completed	100%	Council's Christmas Street Fair featured 67 businesses / stall holders. Businesses reported on average +133% turnover / some up to +400% increase on the night. Community participation was a feature, with 33 community groups and 23 local performers. \$6,000 was invested in local artists to creating work, 13 charities benefitted with \$6,475 distributed to their respective causes. Postcode data of nearly 4000 people in attendance showed the majority (62.4%) visiting from outside Uralla Shire.

A safe, active and healthy shire

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
1.2.1	Maintain all of Council's relevant asset classes within available budgets to facilitate equity and ease of access across the Shire.	Inspect and Maintain Council's footpath network	Manager Civil Infrastructure	Achieved/Completed	100%	Footpaths have been inspected and maintained with sections of defective paths renewed in Hill Street between Maitland and Duke Streets.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
1.2.2	Upgrade/expand Council's relevant assets classes (subject to grant funding) in line with adopted levels of service	Expand or improve the footpath network (subject to grant funding)	Manager Civil Infrastructure	Achieved/Completed	100%	In Uralla new concrete footpaths were completed along Park Street and John Street (between Bridge and Maitland Streets). In Bundarra a new concrete footpath has been constructed along Bendemeer Street between Dawkins and Burnett Streets.
1.2.3	Support participation in sport through the maintenance and servicing of Councils sports facilities	Maintain sports field and facilities.	Manager Civil Infrastructure	Achieved/Completed	100%	Council has maintained its Sporting and recreational facilities. The Uralla Sporting Complex has damage to the building due to the snow fall in 2025 and part of the area was also used to store excess green waste from the snow damage in the urban area. The sports grounds have been available for use throughout the year with improvements undertaken to the tennis facilities.
		Support sport by providing access to sporting facilities and fields	Asset Manager	Action in progress, on target	90%	Four Memorandum of Understanding (MOU) have been completed. Council is currently considering its policy position surrounding support for community activities and once a position has been formally determined it will be appropriate to engage with the user groups on the terms of the MOUs.
1.2.4	Maintain the delivery of the Uralla Community Swimming Pool (Seasonal)	Promote and operate the Uralla Community Swimming Pool 2025/2026 swimming season	Manager Civil Infrastructure	Achieved/Completed	100%	The Uralla Swimming Pool was opened from 18 October 2025 and operated for the community and local school events through to 29 March 2026.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
1.2.5	Support the functioning of the RFS in accordance with legislative requirements	Maintain USC buildings in accordance with the USC Buildings AMP	Asset Manager	Achieved/Completed	100%	Council has reviewed and adopted the USC Buildings Asset Management Plan (AMP). Buildings are being maintained in accordance with Council's building AMP.
		Review Insurance and confirm insurance arrangements for RFS facilities and equipment	Group Manager - Corporate Services	Achieved/Completed	100%	Council has received clarification and confirmation on the insurance arrangements relating to the contents of RFS sheds. This will inform future insurance arrangements for Council.
1.2.6	Support the functioning of the Local Emergency Management Committee in accordance with legislative requirements	Participate as Local Emergency Management Officer on the New England Local Emergency Management Committee	Group Manager - Infrastructure Services	Achieved/Completed	100%	The Local Emergency Management Officer role was fulfilled throughout the year through active participation in the New England Local Emergency Management Committee, attendance at relevant meetings and training, and practical emergency response support during snow, storm and extended power outage events.
1.2.7	Engage with police, community organisations and the community to address crime, anti-social behaviour and maintain community safety	Engage and advocate with the police, emergency services and community groups to support community safety	General Manager	Achieved/Completed	100%	Council has continued to maintain a positive relationship with the local police, emergency services such as the RFS and Fire & Rescue, and all community and business groups to deliver for the Uralla community and help maintain public safety.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
1.2.8	Plan for Uralla Shire Council response to natural disasters including bushfires, major storms and flood events	Review Local Emergency Management Plan to ensure that it remains current	Group Manager - Infrastructure Services	Achieved/Completed	100%	The Local Emergency Management Plan was monitored and reviewed during the year to ensure it remained current, appropriate and available to support Council's emergency management responsibilities.
		Manage Council's Emergency Management functions including payment of the annual contributions to Rural Fire Services and State Emergency Services.	Group Manager - Infrastructure Services	Achieved/Completed	100%	Council's emergency management functions were managed throughout the year, including support for significant emergency events. Annual contributions to Rural Fire Services and State Emergency Services were paid as required.
1.2.9	Lobby government, companies and other individuals to secure funding for cultural fields	Apply for Youth Week funding	Corporate Lead - Communications and Grants	Achieved/Completed	100%	Council successfully applied for, and acquitted youth week funding in FY25/26.
		Apply for School Holiday activity funding	Corporate Lead - Communications and Grants	Achieved/Completed	100%	Council did not apply for specific holiday program funding this year, on account of the restrictive conditions of the NSW Government grant program that Council cannot confidently meet. The library continued to offer free activities for young people each school holidays.

A diverse and creative culture that celebrates our history

Delivery Plan Activity Code	Delivery Plan Activity	Action Name	Responsible Officer Position	Status	Progress	Annual Comment
1.3.1	Lobby government, companies and other individuals to secure funding for creative expression fields	Research funding opportunities and apply for grants across State and Federal Government in tourism and events.	Corporate Lead - Communications and Grants	Achieved/Completed	100%	Council continued to monitor funding rounds, though no specific grants for tourism were applied for in FY25/26. Council successfully applied for funding to deliver this year's youth week program. The Uralla Christmas Street Fair was successfully delivered with Transport for NSW funding (TFNSW). Council received very positive feedback from TFNSW based on its post-event / acquittal reporting.
		Develop a Public Art Asset Management Strategy	Group Manager - Corporate Services	Cancelled/not achievable	0%	This action has not been progressed due to resource constraints. Whilst a preliminary draft has been compiled there remains insufficient resource to progress this initiative at this stage.
1.3.3	Maintain the service delivery for library services and programs in line with the adopted levels of service	Deliver Library services and programs	Librarian	Achieved/Completed	100%	Council continues to deliver weekly and monthly programs and events as well as school holiday activities. Council continues to deliver library services including home delivery.
		Maintain the Service Level Agreement with Central Northern Regional Library and attend meetings	Librarian	Achieved/Completed	100%	Council signed a new agreement with Central Northern Regional Library (CNRL) in June 2026 and either Librarian or Delegate have attended all CNRL meetings and Librarian has attended all training sessions.

Delivery Plan Activity Code	Delivery Plan Activity	Action Name	Responsible Officer Position	Status	Progress	Annual Comment
		Maintain a Councillor delegate to proactively represent USC libraries at Central Northern Regional Library meetings	General Manager	Achieved/Completed	100%	This year, Council experienced the sad passing of Cr Petrov in February, which necessitated the appointment of a new Council delegate to the Central Northern Regional Library (CNRL). Cr Kath Arnold was subsequently appointed to the role. Council has also renewed its agreement with the CNRL through to 2027. Following the by-election held in April 2026, Council was pleased to welcome Cr Stephen Wright to the Council team.
		Promote library services and programs at community events during the year	Librarian	Achieved/Completed	100%	Council has promoted Library Services at the Thunderbolt Festival and the Uralla Street Christmas Party.
1.3.4	Facilitate inclusive engagement with our community (including our First Nations communities) to identify, promote and deliver community events that bring us together	Liaise with Elders as part of our events delivery to be inclusive of our First Nation Community	General Manager	Achieved/Completed	100%	Council continued to engage actively with local Elders throughout the year, particularly through TCS (weekly social group) and most recently, through displays at the Visitor Information Centre and Library, as well as in the planning and delivery of the Australia Day event. Which included indigenous performances, participation and recognition. Earlier engagement included such activities as NAIDOC, Seniors Week and Elders in conversations at the Court house.

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		Provide a space for the Elders to meet	Manager Community Care - TCS	Achieved/Completed	100%	Council continued to make the TCS building available to Uralla Shire Elders for meetings and events.
1.3.5	Manage the Uralla Old Court House as a community venue	Manage the Old Court House as a community and event space	Director Infrastructure and Development	Achieved/Completed	100%	The Courthouse continues to be regularly booked for community use, school holiday programs, as well as Council and external stakeholder consultation activities.
		Manage bookings of the Old Court House	Team Leader Customer Service	Achieved/Completed	100%	Council responds to all booking requests for the old Court House by the end of the following business day from date of request. All bookings for the financial year 2025-2026 have been finalised. Bonds have been refunded to all hirers.

Access to and equity of services

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
1.4.1	Facilitate access to care services throughout the Shire	Operate community services in a financially sustainable manner	Manager Community Care - TCS	Achieved/Completed	100%	Council continues to implement identified efficiency changes to operate community services in a financially sustainable manner.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Operate Community Services in line with industry standards, policies, procedures and practise to meet audit requirements.	Manager Community Care - TCS	Achieved/Completed	100%	Community services report was presented to Aged Care Compliance Assurance Committee (ACCA) and operates in line with industry standards, policies and procedures. Council is now preparing for its next audit under the new aged care legislation.
		Convene an annual Consumer Advisory forum	Manager Community Care - TCS	Achieved/Completed	100%	A consumer advisory meeting was advertised and held this financial year for Uralla Community Care. No Commonwealth Home Support Programme (CHSP) or Support at Home clients attended despite all clients being advised in writing of the time, date and purpose of the meeting.
		Convene a Compliance and Assurance Committee	Manager Community Care - TCS	Achieved/Completed	100%	The Aged Care Compliance and Assurance Committee (ACCA) convened 4 times in the 25/26 financial year.
1.4.2	Facilitate access to residential aged care service	Maintain McMaugh Gardens quality and compliance standards	Manager McMaugh Garden aged care DON	Achieved/Completed	100%	McMaugh Gardens continues to have a 5-star rating for its operations.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Manage McMaugh Gardens in a financially sustainable manner	Manager McMaugh Garden aged care DON	Achieved/Completed	100%	McMaugh Gardens services were delivered in accordance with the adopted budget.
		Successfully complete Aged Care Quality and Safety Commission Audits	Manager McMaugh Garden aged care DON	Achieved/Completed	100%	All mandatory reporting requirements were met in the financial year. No Audit was carried out by the Commission this year, however McMaugh Gardens is preparing for an audit in the next 12 months under the new aged care legislation. McMaugh Gardens continues to retain a 5-star standard.
		Convene a Compliance and Assurance Committee	Manager McMaugh Garden aged care DON	Achieved/Completed	100%	Council has set up its Aged Care Compliance and Assurance Committee (ACCA) which meets on a quarterly basis.
		Manage Lease agreement with Grace Munroe Aged Care Facility	Group Manager - Corporate Services	Unlikely to meet target/managing closely	85%	The Group Manager Communities has progressed this matter to the issue of formal lease agreements. The draft lease was sent 30/06/2025. To date the executed lease has not been returned to Council. This action has been rolled over into the 26/27 Operational Plan - Code: 1.4.2.5.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
1.4.3	Review and implement the USC Disability Inclusion Action Plan	Report on current DIAP and undertake a review of the DIAP		Achieved/Completed	100%	Report on performance on USC Disability Inclusion Action Plan (DIAP) was submitted to Department of Communities and Justice (DCJ) within time. Preparation of new DIAP is underway which will be submitted to Council for review in the new financial year.
		Undertake actions in accordance with the DIAP	Manager Community Care - TCS	Achieved/Completed	100%	100% completion of 2024/2025 Disability Inclusion Action Plan (DIAP) Actions were achieved. The report to Department of Communities and Justice (DJC) on the DIAP on performance will be submitted within time.
1.4.4	Facilitate ceremonies recognising and commemorating events important to our cultural identity	Liaise with Department of Home Affairs for the facilitation of citizenship ceremonies	Executive Assistant to GM and Mayor	Achieved/Completed	100%	Liaison with the Department of Home Affairs continued throughout the year. The next citizenship ceremony will be held in July 2026.
		Coordinate the Australia Day Activities	Executive Assistant to GM and Mayor	Achieved/Completed	100%	Australia Day 2026 was a great success, well attended by community and visitors. The awards were a great celebration of local achievers, and the Australia Day Ambassador, Ms Maeve O'Meara, was outstanding in her strong community engagement and her Australia Day address.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Coordinate National Aborigines and Islanders Day Observance Committee Week events	Executive Assistant to GM and Mayor	Achieved/Completed	100%	NAIDOC ceremony for 2026 is scheduled and organised for Elders and visitors to attend.
1.4.5	Progress the "Retain & Invest" strategy for residential aged care services in Uralla Shire	Implement council endorsed strategy for McMaugh Gardens (SUBJECT TO FUNDING)	Manager McMaugh Garden aged care DON	Achieved/Completed	100%	Preparation of the Concept Development Application (DA) for the staged expansion of McMaugh Gardens has commenced, and it will be submitted to Council in the 2026/27 FY.

Prosperous

An attractive environment for the business sector

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
2.1.1	Facilitate and support the maintenance of our Shire as a destination	Operate the Visitor Information Centre	Corporate Lead - Communications and Grants	Achieved/Completed	100%	Council continued to operate a 7-day visitor information centre (VIC). This year, many of our VIC systems and processes were reviewed and updated. The presentation of the VIC was a focus. We can be very proud of what we offer visitors. The VIC continued to meet all requirements of tier-1 accreditation, Customer service capacity was increased onboarding 6 volunteers. We continue to receive overwhelming positive visitor feedback, including consistent 5-star Google reviews.
		Collaborate with State agencies and tourism bodies to promote Uralla Shire within the region	Corporate Lead - Communications and Grants	Achieved/Completed	100%	This year saw Council enhance collaboration with Destination NSW, who have been providing significant advice and support to strengthen its tourism strategy and promotion. Council also developed a good relationship and new collaborative promotions with the tourism team at Tamworth, which has created new reciprocal opportunities. Council partnered with New England High Country to update regional maps and commission high-quality video and photos for future publications.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Showcase Local business through the Visitor Information Centre	Corporate Lead - Communications and Grants	Achieved/Completed	100%	VIC staff and volunteers created comprehensive "directories" on dining out in Uralla Shire, pubs & clubs, and local accommodation. The Uralla Council's VIC featured pop-up displays promoting Seasons of New England, NE Brewery, Uralla Wool Room, the 2nd hand & antiques stores (collectively), local artist galleries, farm gate experiences and Uralla High Country Markets. Wherever possible, Council prioritised procurement through local businesses and artists to create its collateral and Uralla-branded merchandise.
		Operate the Uralla Caravan Park	Asset Manager	Achieved/Completed	100%	100% of contracted management obligations were met and revenue has exceeded target for the year. Feedback from guests has been positive in the operation of the Uralla Caravan Park.
		Develop and implement the Uralla Caravan Park Business Plan	Asset Manager	Cancelled/not achievable	50%	The business plan for the Uralla Caravan Park is on hold until a current Plan of Management for the land has been prepared and adopted by Council which is required to address the Crown ownership of a portion of the site. This action has been rolled over to the 26/27 Operational Plan – Code: 3.1.3.1

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Promote Shire camping sites (Bundarra Caravan Park, Emu Crossing, Yarrowyck Crossing, Uralla Fossicking Area)	Corporate Lead - Communications and Grants	Achieved/Completed	100%	A dedicated guide to camping in Uralla Shire was created by VIC staff. This features full colour images, descriptions, listings of facilities and contact details for each camp site. New signage was also created for the Bundarra caravan park.
		Maintain Shire camping sites (Bundarra Caravan Park, Emu Crossing, Yarrowyck Crossing, Uralla Fossicking Area)	Manager Civil Infrastructure	Achieved/Completed	100%	Council has maintained its camping sites. Additional works have been undertaken by the Civil Team to install new seating and barbeque facilities at Yarrowyck Crossing and upgrade steps at Wooldridge Fossicking Area.
2.1.2	Provide strategic leadership to manage the impacts of the renewable energy development in the NEREZ and maximise community benefits for our Shire	Minimise the impact and maximise the benefits of renewable energy developments with reference to the Community Benefits Policy	General Manager	Achieved/Completed	100%	Council has actively supported residents throughout the renewable energy development process, meeting with community members and EnergyCo to address concerns regarding transmission lines. Council continues to advocate on behalf of residents and work towards securing meaningful community benefits from renewable energy developments within the Shire.
		Undertake ≥ 2 community forums to informed community on NEREZ developments and outcomes.	Manager - Planning and Development	Achieved/Completed	100%	Forums and community consultation have been successfully undertaken on New England Renewable Zone (NEREZ) developments - including forum facilitation with UNE.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
2.1.3	Maintain a strong strategic planning position and technical response to renewable energy development proposals	Submit robust technical submissions on all renewable energy development applications and proposals	Manager - Planning and Development	Achieved/Completed	100%	Submissions have been, made by council on State Significant Development (SSD), and at preliminary consultation phase Secretary Environmental Assessment Requirements (SEARs).
		Ensures that planning agreements negotiated with developers deliver sound outcomes in the best interests of the community	Manager - Planning and Development	Achieved/Completed	100%	Planning Agreements have been successfully concluded as opportunities availed.

Diverse and growing business opportunities

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
2.2.1	Review and Update our land use planning to encourage and support sustainable growth including commercial, industrial and residential development	Develop and leverage networks with business, community and tourism operators to support growth and development of the local visitor economy	Corporate Lead - Communications and Grants	Achieved/Completed	100%	The VIC staff and volunteers worked with local tourism and business partners to create collateral promoting all local accommodation, dining, services and experiences. Feedback has been overwhelmingly positive. The VIC now features an extensive range of displays promoting local businesses. The VIC welcomed over 6000 people in FY25/26, around 33% said they would extend their stay as a result of their visit to the VIC.
2.2.2	Support diversity in housing choice in our Shire	Explore opportunities to deliver affordable housing in the Shire utilising Council owned land	Manager - Planning and Development	Achieved/Completed	100%	The Hill St proposal has been progressed and is now subject to external actions to enable progression by other parties. Opportunities to are investigated as they arise to support other State and NFP agency opportunities to deliver affordable housing projects

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
2.2.3	Support business and industry development in the region	Pursue development opportunities to optimise potential for Rowan Avenue Industrial Land	General Manager	Achieved/Completed	100%	Council continues to engage with opportunities arising from Renewable Energy Zone (REZ) developments, particularly in areas such as temporary worker accommodation. Concurrently, Council is progressing its Growth Management Strategy to help inform future Local Environmental Plan (LEP) considerations, including the planning and development of industrial land within the Shire.
2.2.4	Advocate for improvements to telecommunication infrastructure and services	Advocate for services and infrastructure requirements for Uralla Shire	General Manager	Achieved/Completed	100%	Council officers continue to advocate Council's infrastructure priorities in discussions with EnergyCo and REZ developers, focusing on waste and water solutions, worker accommodation, and a bypass connection between Thunderbolts Way and the New England Highway. The General Manager and Mayor regularly attend Coalition of Renewable Energy Mayors (COREM) and Country Mayor Association (CMA) meetings to represent Council's interests.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
2.2.5	Investigate ways the Council can strategically support local businesses	Compile an LEP project plan including community participation plan	Manager - Planning and Development	Achieved/Completed	100%	The Growth Management Strategy is currently on public exhibition in accordance with consultation plan / council's Community Engagement Strategy and the Community Participation Plan. Council is on track for preparation of Participation Plan and Gateway submission by EOY (Q2 2026/27).
		Undertake community engagement in consultation with Bridge Street business owners and operators regarding timed parking	Manager - Planning and Development	Achieved/Completed	100%	As per Q2 update - no further action is required arising from the consultation undertaken with business operators in Bridge Street.
		Deliver a development assessment process which determine DAs in line with regional benchmarking expectations	Manager - Planning and Development	Achieved/Completed	100%	Development application determination times have been reduced over the past 2 quarter yet remain higher than the set timeframe of 55 days. Work is underway to reduce the DA lodgement phase statistics to comply more closely to the 7- day expectation.

Well serviced communities

Delivery Plan Activity Code	Delivery Plan Activity	Action Name	Responsible Officer Position	Status	Progress	Annual Comment
2.3.1	Define, adopt and implement levels of service for all relevant asset classes	Implement capital road asset renewal program in accordance with the AMP	Manager Civil Infrastructure	Action in progress, on target	40%	Council has completed a Capital upgrading of Thunderbolts Way at Laura Creek. Sections of Hawthorne Drive and Gostwyck Road were also completed. Drainage culvert renewals have been completed on the next stage of grant funded work on Gostwyck Road 8-10km, however roadworks have been deferred due to water availability and other grant funded priorities. Gostwyck Road 8-10km will continue in first part of 26/27 year. This action has been rolled over to the 26/27 Operational Plan Code: 2.3.1.1
		Undertake maintenance grading (unsealed roads) and road surface patching program.	Manager Civil Infrastructure	Unlikely to meet target/managing closely	95%	Council has undertaken unsealed road maintenance grading; however, the entire network has not been completed due to water availability from dry drought conditions. Additional attention is being placed upon long term cleaning of drainage culverts to ensure they are functional and to protect unsealed surfaces from damage. Sealed road patching has been completed across the network and continues to be an ongoing priority due to the surface pavement fatigue. This action has been rolled over to the 26/27 Operational Plan Code: 2.3.1.2

Delivery Plan Activity Code	Delivery Plan Activity	Action Name	Responsible Officer Position	Status	Progress	Annual Comment
		Undertake Park maintenance schedule	Manager Civil Infrastructure	Achieved/Completed	100%	Council has undertaken park maintenance of the passive parks and reserves in Uralla and Bundarra, including the parks in rural village areas of Kingstown and Invergowrie. Additional barbeque and seating facilities have been installed at Penelope Park in Invergowrie. New facilities have also been installed at Mt Mutton lookout, Racecourse Lagoon reserve and the Pioneer Cemetery.
		Provide Cemetery services	Manager Civil Infrastructure	Achieved/Completed	100%	Council has provided cemetery services to assist funeral agencies and the community with internments and services.
		Undertake annual maintenance program of all cemeteries	Manager Civil Infrastructure	Achieved/Completed	100%	Council has maintained cemeteries in Bundarra and Uralla with mowing and general grounds maintenance to provide respectful facilities to the community.

Delivery Plan Activity Code	Delivery Plan Activity	Action Name	Responsible Officer Position	Status	Progress	Annual Comment
		Verify stormwater drainage structures and pipe network in accordance with the Asset Management Plan for future revaluation and maintenance.	Manager Civil Infrastructure	Unlikely to meet target/managing closely	95%	The urban stormwater drainage network has been inspected by a CCTV camera. Drainage pit repairs were completed in Court Street and Duke Street. Stormwater across the network has not been fully inspected as a number of stormwater pits are buried at ground level. Ongoing work to uncover these structures will be done when equipment is available. Some drainage pipes were not inspected due to obstructions that need to be cleared under maintenance.
		Progress Asset Management Strategy improvement plan	Asset Manager	Achieved/Completed	100%	Asset Management Strategy Improvement Plan has progressed with 100% of FY26 targets completed, including data and register audits, information systems analysis, financial scenario development, community consultation development (Levels of Service) in relation to Council's transport assets.

Delivery Plan Activity Code	Delivery Plan Activity	Action Name	Responsible Officer Position	Status	Progress	Annual Comment
		Develop and adopt Asset Management Plans	Asset Manager	Cancelled/not achievable	20%	2 Asset Management Plans (AMPS) have been reviewed and adopted by Council along with the Asset Management Strategy. Resource constraints and other priorities necessitated by the snowstorm, a number of grant programs have meant that neither the waste nor Aged Care AMP could be finalised. Given priorities it will take a number of years to complete all of Council's AMPs. Progress has been made in Council's water and sewer assets, noting that significant work remains to gain a comprehensive knowledge of these assets. This action has been rolled over into the 26/27 Operational Plan Code: 2.3.1.8.
		Develop a Council facility security strategy	Asset Manager	Unlikely to meet target/managing closely	50%	The work to develop a facility Security Strategy is underway (and currently known critical elements have been actioned/installed - Court St Amenities - Uralla Water treatment Plant Security). The timeframe to complete will run into FY26/27 as a consequence of resource limitations.
		Undertake Asset revaluation for Land, Open Space and Other Structures.	Asset Manager	Achieved/Completed	100%	Asset revaluation has occurred, been externally audited and accepted for FY26/27 Asset classes.

Delivery Plan Activity Code	Delivery Plan Activity	Action Name	Responsible Officer Position	Status	Progress	Annual Comment
		Update yearly valuation class maintenance and renewal backlog	Asset Manager	Achieved/Completed	100%	Renewal backlog has been factored into current Long Term Financial Plan for FY26 revaluation Classes.
		Investigate feasibility of melding the current asset information systems into one application	Asset Manager	Achieved/Completed	100%	Asset information systems have been identified and are currently being integrated into Asset Vision.
2.3.2	Expand and upgrade relevant asset classes (subject to grant funding)	Implement capital road upgrading program in accordance with approved funding project schedules.	Manager Civil Infrastructure	Unlikely to meet target/managing closely	90%	Capital upgrading of Thunderbolts Way at Laura Creek has been completed. Sections of Hawthorne Drive and Gostwyck Road were also completed. Drainage culvert renewals have been completed on the next stage of grant funded work on Gostwyck Road 8-10km, however roadworks have been deferred due to water availability and other grant funded priorities. Gostwyck Road 8-10km will continue in first part of 26/27 financial year.

Delivery Plan Activity Code	Delivery Plan Activity	Action Name	Responsible Officer Position	Status	Progress	Annual Comment
		Undertake bitumen resealing program	Manager Civil Infrastructure	Achieved/Completed	100%	Bitumen resealing program has been completed on Urban Streets in sections of Bundarra, along a section of Thunderbolts Way just south of Emu Crossing along Oliver Street in Bundarra for Regional Roads, sections of Pinegrove Road and Kingstown Road in line with the rural road resealing program.
2.3.3	Provide safe and secure water and sewer services for our Shire	Operate the Uralla Water Treatment Plant to reliably produce safe drinking water	Manager Water & Sewerage	Achieved/Completed	100%	The Uralla Water Treatment Plant continued to reliably produce and supply safe drinking water throughout the reporting period. The plant remained compliant with the Australian Drinking Water Guidelines (ADWG), with all required water quality monitoring and testing completed. Routine operations, maintenance and monitoring ensured a safe, reliable and continuous water supply for the community.

Delivery Plan Activity Code	Delivery Plan Activity	Action Name	Responsible Officer Position	Status	Progress	Annual Comment
		Operate the Bundarra Water Treatment Plant to reliably produce safe drinking water	Manager Water & Sewerage	Achieved/Completed	100%	The Bundarra Water Treatment Plant continued to reliably produce and supply safe drinking water throughout the reporting period. The plant remained compliant with the Australian Drinking Water Guidelines (ADWG), with all required water quality monitoring and testing completed. Routine operations, maintenance and monitoring ensured a safe, reliable and continuous water supply for the Bundarra community.
		Operate the Uralla Sewage Treatment Plant in accordance with licence conditions	Manager Water & Sewerage	Achieved/Completed	100%	The Uralla Sewage Treatment Plant continued to provide safe and reliable wastewater services during the reporting period. All EPA notifications were completed in accordance with licence requirements.

Delivery Plan Activity Code	Delivery Plan Activity	Action Name	Responsible Officer Position	Status	Progress	Annual Comment
		Operate the Bundarra Sewage Treatment Plant in accordance with best practice	Manager Water & Sewerage	Achieved/Completed	100%	The Bundarra Sewage Treatment Plant continued to provide safe and reliable wastewater treatment services during the reporting period. The plant operated in accordance with best practice, with routine monitoring, maintenance and operational activities undertaken to support reliable performance and environmental compliance. Council continues to address odour concerns. There was no identified risk to public health.

Good Custodians

Preserve, protect and renew our beautiful natural environment

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
3.1.1	Preserve and enhance the Shires natural capital to protect biodiversity and to provide access to community land	Finalise Phase II tree planting for the Ecological restoration of the Racecourse lagoon	Manager Environment & Waste	Achieved/Completed	100%	Phase 2 tree planting of 3500 individual plants has been completed.
		Apply for grant funding to support environmental projects	Manager Environment & Waste	Achieved/Completed	100%	Council applied for 2 grants but was unsuccessful. The grants were 1. Strengthening Rural Communities program and 2. The Good Neighbourhood program. Council staff will continue to search for funding opportunities to support environmental projects.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Undertake the Uralla Creek Rehabilitation and Stormwater Masterplan (subject to approval from funding body) in partnership with UNE	Manager Environment & Waste	Unlikely to meet target/managing closely	50%	The proposed Uralla Creek Rehabilitation and Stormwater Masterplan did not proceed during 2025–26, as the required funding approval was not secured. Council instead continued to pursue practical opportunities to improve Uralla Creek, including engagement with the recently re-established Uralla Rivercare Group and the University of Technology Sydney. Planning was also undertaken with the University of Technology Sydney “The Big Lift” program to support future volunteer riparian clean-up activities. A separate package of works is progressing under an existing funding deed, including targeted clean-up of Uralla Creek and the removal of accumulated and stagnant debris to improve creek condition, amenity and water flow.
3.1.2	Protect the biosecurity of our Shire by controlling weeds	Manage weeds in accordance with WAP and carry out biodiversity operations in accordance with legislative requirements	Manager Environment & Waste	Achieved/Completed	100%	The WAP program is a 4-year program. All WAP targets for the management of weeds were met in the 25/26 FY. This action will continue in the FY.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Transition the former NEWA operations for Uralla Shire to Council	Manager Environment & Waste	Achieved/Completed	100%	Transition to Local Weeds Authority is complete and final assets distribution and resource sharing has also completed.
		Apply for the Biodiversity Conservation Grant	Manager Environment & Waste	Achieved/Completed	100%	Council applied but was unsuccessful with the Grant. Council will apply for the next stream of the Biodiversity Conservation Grant
3.1.3	Manage Crown Lands under Council care and control	Finalise and implement the Plan of Management for Racecourse lagoon	Manager Environment & Waste	Action in progress, on target	75%	A further review of the Plan of Management for Racecourse lagoon is underway by Council staff and will be resubmitted to Council for approval in October 2026.
3.1.4	Support community environmental conservation efforts	Support community garden volunteer groups	Manager Civil Infrastructure	Achieved/Completed	100%	Civil Works has supported the Community Garden group with the provision of mulch delivered to site and surplus timber material for edging borders.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
3.1.5	Prepare for the effects of Climate Change	Complete the major grant funded Projects: IWCM (Uralla Shire Council Strategic Water Plan) and the Groundwater Investigations	Manager Water & Sewerage	Action in progress, on target	60%	Progress continued on the grant-funded Integrated Water Cycle Management (IWCM) Strategy and Groundwater investigations. Technical studies, stakeholder engagement and option assessments were advanced during the reporting period, with long-term water security options developed. This is currently under review and will be presented to Council by Q2 26/27 FY. These projects will support future decision-making and improve the Shire's resilience to climate change.
		Initiate delivery of actions in the Drought Resilience Plan	Manager Water & Sewerage	Action in progress, on target	20%	A review of Council's existing Drought Resilience Plan commenced during the reporting period to ensure it remains current and aligned with future water security needs. The review is currently ongoing and will inform the prioritisation and delivery of actions that strengthen the Shire's resilience to drought and climate change. This action is set to be completed by end of 26/27 financial year.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Partner with Armidale and Walcha Councils to deliver community disaster recovery education (subject to grant funding)	Group Manager - Infrastructure Services	Cancelled/not achievable	0%	Cancelled/not achievable. Council partnered with Armidale and Walcha Councils to pursue grant funding for community disaster recovery education; however, the submission was unsuccessful and the project did not proceed.

Development that enriches our environment

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
3.2.1	Provide education and information to assist in providing effective, regulatory, and compliance services for the community	Provide duty planner and supportive pre DA services	Manager - Planning and Development	Achieved/Completed	100%	Counter enquires, written enquiries and pre lodgement DA meetings are facilitated by staff on an as needs basis with proponents, requirements.
3.2.2	Seek energy efficient technologies to reduce Council's ecological footprint	Investigate grant opportunities for solar and battery grants for our buildings to augment Council's power requirements	Asset Manager	Achieved/Completed	100%	Investigation into grant opportunities has occurred and 1 grant had been identified but Council could not meet the co-contribution required. Analysis on battery and solar requirements now lie within the retain and invest strategy.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
3.2.3	Ensure that Developers contribute to our community	Review Council's development contributions plans	Manager - Planning and Development	Action in progress, on target	25%	Council considered a background report from the GM in late 2025. This is a future project to review the two USC development contribution plans and is subject to a future budget allocation or grant funding to enable the project to be undertaken - noting that the State Government is currently considering the implementation of a standard s7.12 / s7.12 template plan. This action has been rolled over to 26/27 Operational Plan Code: 3.2.3.1.

A circular economy

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
3.3.1	Support and enhance the development of a circular economy within the Shire	Approach the market for recycling services	Manager Environment & Waste	Action in progress, on target	75%	Recycling collection and processing contract documents have been completed. Council is currently preparing tender documents to approach market for service. An approach to market will be made in Q2 26/27 FY.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Produce educational material to increase community awareness and capacity to reduce waste and optimise recycling	Manager Environment & Waste	Achieved/Completed	100%	A total of 9 community awareness and education materials/posts have been produced regarding waste reduction and recycling optimization.
		Investigate increased recycling opportunities in public spaces	Manager Environment & Waste	Achieved/Completed	100%	Investigation has been completed. Awaiting outcomes of future Recycling RFT which is due for completion in Q3 26/27 FY.
3.3.2	Provide safe and secure waste and recycling services for our Shire	Operate Uralla landfill and comply with relevant legislative requirements	Manager Environment & Waste	Achieved/Completed	100%	Uralla landfill was successfully operated to comply with relevant legislative requirements.
		Operate the Kingstown waste transfer service	Manager Environment & Waste	Achieved/Completed	100%	Kingstown waste transfer service was operated successfully to meet EPA's standards.
		Operate the Bundarra waste transfer service	Manager Environment & Waste	Achieved/Completed	100%	Bundarra waste transfer service was operated successfully to meet EPA's standards.
		Maintain kerbside waste collection services which optimises operational efficiencies	Manager Environment & Waste	Achieved/Completed	100%	Council successfully maintained kerbside waste collection services which optimise operational efficiencies.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Progress the Uralla Land Fill Master Plan	Manager Environment & Waste	Action in progress, on target	75%	Staff have obtained a feasibility study on waste services to Uralla which identifies 5 options. Further investigations into these options are underway with a view to bring a report back to Council in Q3 26/27 FY. In the meantime, existing landfill cells have been reconfigured to gain more space and increase lifespan.
3.3.3	Investigate and create industrial and demolition waste recycling opportunities	Explore market opportunities and funding for regional waste solution	Manager Environment & Waste	Achieved/Completed	100%	Council has participated in all Northern Inland Regional Waste joint procurement contracts which serves as main source for market opportunities for the Northern Inland Regional Waste Councils.

Secure sustainable water-cycle management that enhances ecosystems

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
3.4.1	Investigate and plan for Integrated Water Cycle Management for our Shire	Initiate the delivery of actions in the Integrated Water Cycle Management (IWCN) (Water security) Plan	Manager Water & Sewerage	Achieved/Completed	100%	The Integrated Water Cycle Management (IWCN) investigation has concluded and identified a number of options for consideration. Community consultation will commence in Q2 26/27 FY for the options presented.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Promote efficient water use practices	Manager Water & Sewerage	Achieved/Completed	100%	Council promoted efficient water use through community education, water conservation messaging, active leak detection, water meter testing and ongoing network monitoring. Water restrictions were implemented when required based on dam storage levels. Development of the Integrated Water Cycle Management (IWCM) Strategy continued, with long-term water security options identified and currently under review prior to consideration by Council.
		Commence the roll out new integrated water and sewer telemetry system for Uralla and Bundarra	Manager Water & Sewerage	Achieved/Completed	100%	The grant-funded SCADA and telemetry upgrade for the Uralla water supply system progressed during the reporting period. Detailed design and configuration has advanced, with the project entering its final design stage prior to implementation. The upgrade will improve operational monitoring, alarm management, remote control capabilities and the reliability of the water supply system.

Independent

Informed and collaborative community leaders

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
4.1.1	Deliver exemplary service and leadership in local government through open, honest and timely engagement with the community and a commitment to responsive and proactive council services	Manage the CRM to respond to community requests	Team Leader Customer Service	Achieved/Completed	100%	CRMs are logged immediately upon receipt. Council is currently undertaking a review of the CRM structure and response process to improve both the reporting capacity of the system as well the overall customer experience.
4.1.2	Elected members govern Council in accordance with legislative requirements	Workshops and briefings scheduled for Council to provide relevant information prior to preparing Council reports for decision.	General Manager	Achieved/Completed	100%	Monthly Councillor information sessions were convened on key issues. Note this does not include briefing Councillors on Council agenda items. Workshops and information sessions are designed to inform Councillors about key strategic matters and are not decision-making forums. Sessions are well-attended.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Ensure Councillors are kept informed of legislative changes, current issues and opportunities.	General Manager	Achieved/Completed	100%	Information shared with all Councillors via weekly Mayor & GM catch ups with all Councillors invited and discussion notes shared with all Councillors; weekly Bulletin; emails on arising matters, monthly Councillor information sessions; reports to Council on all key issues and changes; and copies of Mayoral correspondence shared with all Councillors. Additionally, Council's Communications Officer provides media updates and weekly media summaries to all Councillors and executive.
		Schedule and Council meetings as required by legislation and provide secretarial support	Executive Assistant to GM and Mayor	Achieved/Completed	100%	Council meetings schedule as per resolution and legislation. Support given to Council as required.
		Facilitate Council transparency by keeping to a minimum the number of closed Council meeting agenda items.	General Manager	Achieved/Completed	100%	Reports to Council are only made confidential if required under s10A of the Local Government Act. Sixteen (16) confidential reports were presented in meetings held throughout 2025-2026 year.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Facilitate ongoing Professional Development for Councillors	General Manager	Achieved/Completed	100%	Council has provided Councillors with a range of professional development opportunities throughout the year, with some Councillors participating in webinar sessions to support their ongoing development and governance capabilities.
4.1.3	The whole organisation will operate in accordance with legislative requirements	Undertake a Service Review on Fleet and Plant use and report improvement action plans to the governing body	Group Manager - Corporate Services	Achieved/Completed	100%	An Internal Audit of Fleet and Plant use has been finalized with agreed management actions arising from the audit are now being addressed by the relevant officers. Update reports will be provided to the governing body through the ARIC.
		Meet the Office of Local Government Compliance and Reporting requirements for 2025/2026	Group Manager - Corporate Services	Achieved/Completed	100%	All Office of Local Government (OLG) Compliance and Reporting requirements for 2025/2026 have been met
4.1.4	Advocate for the interests of the community through the NSW Country Mayors Association	Participate and attend Country Mayors Association meetings	General Manager	Achieved/Completed	100%	The Mayor and General Manager regularly attend Country Mayors Association (CMA) meetings, utilising the association as a key advocacy forum to represent Council's interests and raise regional issues.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
4.1.5	Advocate for the interests of the community through the LGNSW Association	Continue to engage with LGNSW and participate in forums and inquiries relevant to the interests of Uralla Shire.	General Manager	Achieved/Completed	100%	Council has continued to contribute to Local Government NSW (LGNSW) initiatives through submissions and feedback, while Councillors and staff have participated in training programs, webinars and professional development opportunities. This ongoing commitment to learning and development supports informed decision-making, strengthens governance capabilities, and ensures Council remains responsive to emerging local government issues and best practices.
4.1.6	Engage and collaborate with the community to progress CSP goals	Prepare and present the annual report in accordance with legislative compliance	Group Manager - Corporate Services	Achieved/Completed	100%	The annual report for 2024/2025 was prepared and presented to Council in November 2025 . The adopted report is published on Councils website

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Implement the Council's Communication Strategy	Corporate Lead - Communications and Grants	Achieved/Completed	100%	During FY25/26, Council re-launched a refreshed electronic newsletter, together with regular full-page updates in the Uralla Wordsworth. Our Facebook page continued to be an important platform for engaging our community. Council officers regularly hosted drop-in and community consultation sessions, for example at High Country Markets. The Have Your Say platform was implemented, and was a useful tool for consultation, particularly leading up to our Special Rate Variation (SRV) submission to IPART.

A strategic, accountable and representative Council

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
4.2.1	Operate in a financially sustainable manner	Prepare Budget for 2025-2026 in coordination with the budget officers	Chief Financial Officer	Achieved/Completed	100%	The budget for 2025-26 was adopted by the Council within the regulatory timeframe and plan for 2026-27 budget has been finalised.
		Undertake an annual review of the LTFP	Chief Financial Officer	Achieved/Completed	100%	The review of LTFP in 2026-27 has been done and adopted by the Council. Data in the LTFP be used for Special Rate Variation (SRV) application.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Review all fees and charges to compile fees and charges for 2026/2027	Chief Financial Officer	Achieved/Completed	100%	The updated schedule of fees and charges was adopted by the Council in line with operational plan for 2026-27.
		Model and adopt a rate structures for 2026/2027 and onwards to introduce a new Business sub-category for renewable enrgy developments	Chief Financial Officer	Achieved/Completed	100%	The new rating category "Energy Generation" has been successfully implemented in the rating structure.
		Quarterly Budget review prepared and reported to Council	Chief Financial Officer	Achieved/Completed	100%	All the QBRS for the financial year 2025-26 presented to the Council on time.
		Maximise Return on Investment in accordance with the USC Investments Policy 2019	Chief Financial Officer	Achieved/Completed	100%	Term deposit investments were managed efficiently to maximise investment returns, with reports going to Council monthly.
		Review and update Supplier panels	Procurement and Contracts Management Officer	Action in progress, on target	65%	Supplier panel review progressed through a staged EOI rollout, which was completed during 2025/26 with more than five suppliers onboarded. Broader contractor response was below expectations, limiting the number of panels able to be finalised. Work continues into 2026/27 with options being considered to strengthen contractor engagement.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Implement updates to the Procurement Policy & Procedures and deliver organisation wide training	Procurement and Contracts Management Officer	Achieved/Completed	100%	The Procurement Policy and Procedures were reviewed, updated and formally endorsed during the 25/26 financial year. Organisation wide training was delivered through one-on-one sessions, with all 63 employees trained by year end. Group training sessions will follow in 2026/27.
		Undertake debt recovery in accordance with the USC debt recovery policy	Chief Financial Officer	Achieved/Completed	100%	Through the Rates team's strong and sustained efforts, outstanding rates were significantly reduced from 14.65% in 2023-24 to 7.65% in 2025-26.
		Review asset valuations and depreciation methodology for all asset classes	Chief Financial Officer	Achieved/Completed	100%	Valuation of "Other Assets" was done in 2025-26
		Prepare the annual financial statements in accordance with the legislative requirements	Chief Financial Officer	Achieved/Completed	100%	The financial statements for 2024-25 have been finalised and lodged with OLG within the regulatory timeframe.
		Support the annual audit process in accordance with the legislative requirements	Chief Financial Officer	Achieved/Completed	100%	Audit for the financial year 2024-25 has been finalised successfully, and the plan for the 2025-26 FY audit has also been finalised with the Auditors.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Optimise Plant & Equipment procurement and Disposal to maximise ROI	Manager Fleet, Stores and Workshop	Achieved/Completed	100%	Current work is focused on assessing and using a range of auction houses to maximise competition and achieve the best possible returns on equipment disposals. Any emerging risks are being actively monitored and managed to minimise impacts on delivery timelines.
		Investigate shared services opportunities	General Manager	Achieved/Completed	100%	Council continued to partner with Walcha Council to deliver shared Ranger services during 25/26, but an agreement was reached to establish separate full-time Ranger services in each Council given increasing workload and risk assessment. Council continues shared weed management services with Walcha Council following the dissolution of NEWA. Council also continues to explore collaborative service opportunities with neighbouring councils, including in water and waste management.
		Undertake efficiency reviews for current services provided by Council.	Group Manager - Corporate Services	Achieved/Completed	100%	Council undertook an assessment of potential efficiencies and savings as part of the Special Rate Variation business case.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Implement the Special Rate Variation Communication Plan to educate and engage with the community on the proposed Special Rate Variation,	General Manager	Achieved/Completed	100%	A comprehensive community engagement program was undertaken between July and November 2025 to support Council's Special Rate Variation (SRV) application, with the outcomes reported to Council in December 2025. The successful implementation of the SRV reflects the significant commitment and effort of Council staff in planning, consultation, communication, and stakeholder engagement throughout the process.
		Make an application to the Independent Pricing and Regulatory Tribunal for a Special Rate Variation based on values endorsed by Council.	General Manager	Achieved/Completed	100%	Submission to IPART was executed on 2nd February 2026 and approved.
4.2.2	Provide an operational, risk managed, governance framework to support the achievement of Council's strategic objectives and legislative compliance	Coordinate and support the Audit Risk and Improvement Committee	Group Manager - Corporate Services	Achieved/Completed	100%	The Audit Risk and Improvement (ARIC) met 5 times in 2025/2026 meeting the Office of Local Government guideline requirements. A report was presented to Council after each meeting. An independent member resigned in 2025/2026. A recruitment process was initiated and will be concluded before the first meeting of ARIC in the 2026/2027FY

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Implement and report on the Internal Audit program	Group Manager - Corporate Services	Achieved/Completed	100%	Council has completed the 2025/2026 Internal Audit program with audits conducted on Plant and Fleet Utilisation, Environmental Management Framework and a Service Review on Waste Services.
		Review and renew USC's Insurance portfolio	Group Manager - Corporate Services	Achieved/Completed	100%	Council has undertaken a fulsome review of insurance arrangements and resolved to change providers from Statewide Mutual to Civic Risk Mutual. This change represents a significant cost saving to Council.
		Continue to develop customer service procedures and service standards	Team Leader Customer Service	Achieved/Completed	100%	A complete suite of procedures have now been developed for the customer service team. This now supports ongoing team refresher training and will be applied in the event new staff commence.
		Develop and deliver a finance training module for non-finance staff	Chief Financial Officer	Achieved/Completed	100%	Finance training is an ongoing process, and the target established for 2025-26 has been achieved.
		Undertake scheduled reviews of Council Policy & Procedures	Group Manager - Corporate Services	Achieved/Completed	100%	A comprehensive review of all Council Policies was undertaken in 2025/2026. Updated Policies were presented to Council for endorsement, publicly exhibited and then published to Council's website.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Implement the Uralla Shire Depot Improvement Plan	Manager Fleet, Stores and Workshop	Action in progress, on target	75%	Implementation of the Depot Improvement Plan is substantially complete. All planned 2025/26 actions finalised except for the asbestos remediation of the buildings. Council is awaiting final advice from the insurance company prior to asbestos removal and storm damage works being undertaken. The focus will now shift to the development of a five-year Depot Operations Strategic Plan to guide future infrastructure investment. The new fuel tanks are close to being fully operational.
		Undertake a desktop scenario test of Business Continuity Plan	Group Manager - Corporate Services	Unlikely to meet target/managing closely	25%	This action has not been completed due to resource constraints. It must be noted however that in 2025/2026 USC tested the Business Continuity Plan (BCP) on two occasions (the August Snowstorm and the November tornado) on both occasions the organizations responded effectively. Notwithstanding this a formal review of the BCP is still required and is programmed for the next FY. Improvements and lesson learned from the two events in 25/26 will be incorporated into the revised BCP. This action has been rolled over into the 26/27 Operational Plan Code: 4.2.2.9.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
4.2.3	Define the risk appetite of the governing body to inform strategic and operational decision making	Define and adopt a Corporate Risk Appetite Statement	Group Manager - Corporate Services	Unlikely to meet target/managing closely	25%	This action has not been completed due to resourcing constraints. The Operational Risk register was substantially reviewed in 2025/2026 together with the identification and management of Strategic Corporate risk. Against this background efforts have now commenced to finalise the risk appetite and tolerance statements. This will be completed by 31 October 2026.
4.2.4	Provide a safe environment in all aspects of Council operations	Implement the Workforce Management Strategies	Manager People and Wellbeing	Achieved/Completed	100%	The Workforce Management Strategy was actioned and finalised, providing a clear framework to support workforce planning, capability development and organisational sustainability. The completed strategy has been published on Council's website, ensuring accessibility and transparency for employees and the community.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Review the process for implementing exit interviews to maximise exiting employee feedback.	Manager People and Wellbeing	Achieved/Completed	100%	Council trialed in-person exit meetings to increase employee feedback; however, response rates were lower than those achieved through the exit form. In response, the exit form will be simplified and converted to an interactive fillable format to improve accessibility and participation. New employee check-ins at 4-8 weeks post-commencement were also introduced to support engagement and early feedback.
		Provide annual PID Training	Group Manager - Corporate Services	Unlikely to meet target/managing closely	40%	Programmed formal training was not delivered in 2025/2026 due to resource constraints. PID protections and obligations were raised in MANEX meetings, induction processes and ad hoc meetings to ensure general organisational awareness was maintained. Structured PD training for the agency head is programmed for July 2026. Structured PID training for people leaders is programmed for November 2026
		Undertake PAWS survey to understand the profile of Psychosocial risk to the organisation	Manager People and Wellbeing	Achieved/Completed	100%	People at Work (PAW) Survey was completed August 2025. Survey was conducted by an external provider.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Facilitate timely training for mandatory licences and skills	Manager People and Wellbeing	Achieved/Completed	100%	Compliance training was scheduled and completed in consultation with relevant department managers and supervisors to ensure training needs were identified and addressed. The WHS Management System was utilised to record and track mandatory licences, competencies and training, supporting compliance requirements and workforce capability management
		Recover at work strategies are implemented for workplace injuries where possible	Manager People and Wellbeing	Achieved/Completed	100%	Council maintained a strong Recover at Work program, providing meaningful and capacity-appropriate suitable duties to support injured workers in their safe and timely return to work. This approach promotes employee wellbeing, maintains workplace connection, and supports positive recovery and return-to-work outcomes.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Regularly review Work Health & Safety reports and statistics to identify opportunities to improve Work Health & Safety performance and drive down workers compensation premium	Manager People and Wellbeing	Achieved/Completed	100%	Council maintained strong Recover at Work programs and regularly reviewed WHS performance reports to identify trends and areas for improvement. Corrective actions were implemented to reduce the risk of injury recurrence, improve workplace safety outcomes, and support ongoing reductions in workers compensation claims costs and premiums.
		Maintain Plant & Equipment for optimum utility	Manager Fleet, Stores and Workshop	Achieved/Completed	100%	Asset performance and condition are regularly monitored to maximise reliability, minimise downtime, and extend asset life. The maintenance program remains on target and continues to support efficient service delivery across Council operations. To ensure ongoing compliance and safe operation of plant and equipment, appropriately qualified and trained operators are required, with training and competency requirements continuing to be monitored and maintained.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Finalise the asbestos remediation of the Uralla Depot facility	Manager Fleet, Stores and Workshop	Action in progress, on target	50%	The asbestos remediation project at the Uralla Depot is awaiting further advise from Council assessors. Remediation activities, compliance requirements, and site management measures continue to be undertaken to ensure a safe working environment. Once confirmation of Councils anticipated insurance payout is known asbestos remediation and storm repairs will be able to take place. This action has been rolled over into the 26/27 Operational Plan Code: 4.2.4.7.
		Operate an after hours emergency contact service	Manager Civil Infrastructure	Achieved/Completed	100%	An emergency after hours contact has been operated throughout the year for the community to report road and drainage issues outside of business hours. This service has also assisted other departments with animal complaints and water main leaks.

An efficient and effective independent local government

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
4.3.1	Facilitate open and transparent access to Council decision making and information	Publish Council minutes	Group Manager - Corporate Services	Achieved/Completed	100%	Council business papers and agenda have been issued to each monthly Ordinary Council meeting in accordance with the Code of Meeting Practice.
		Provide information under the GIPA Act	Team Leader Customer Service	Achieved/Completed	100%	All GIPAs were responded to within the legislated timeframes
		Progress the backlog of disposal of records	Team Leader Customer Service	Achieved/Completed	100%	The digitisation of historical records has continued with all Development Application files up to 1988 now recorded on the Enterprise Record Management System.
		Undertake organisational training for records management	Team Leader Customer Service	Achieved/Completed	100%	A training program to improve Content Manager (CM) usage and compliance has been rolled out to all CM23 users. The session occur quarterly and are now a fixture in the annual training calendar.
		Facilitate a monthly all staff briefing lead by the senior executive team to communicate current and future priorities and provide community feedback	General Manager	Achieved/Completed	100%	Monthly all staff meeting are held after Council meeting to brief staff on Council decisions.
		Undertake annual self-audit Record Act compliance report	Team Leader Customer Service	Achieved/Completed	100%	This item has been completed with the next submission due in 2028.

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		Implement a monthly manager briefing/update/feedback meeting to acknowledge corporate performance and to disseminate future direction and priorities.	General Manager	Achieved/Completed	100%	Managers and Executive meetings have been held regularly throughout the year, bringing together key staff and managers to discuss organisational priorities, operational matters, and strategic initiatives. To enhance the effectiveness of these meetings, attendees have also been encouraged to provide suggestions and ideas to improve communication, engagement, and information sharing across the organisation.
		Deliver organisation wide information session on the direction and deliverables in the adopted Operational plan	General Manager	Achieved/Completed	100%	All staff meetings are held after each Council meeting to brief staff on Council decisions including adoption of budget and Operational Plan. Reinforced at MANEX. The Governance officer follow up with action officers on updates on progress in delivering Operational Plan actions.

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4.3.2	Drive innovation and efficiency through the adoption and implementation of IT solutions	Undertake a desktop scenario test of Business Continuity Plan for information technology	Senior IT Support Officer	Action in progress, on target	75%	Following the planned schedule, the Cyber Incident Response tabletop exercise was completed. The findings from this exercise are now being used to develop the Disaster Recovery Plan (DRP), which will directly inform the update of the broader Business Continuity Plan (BCP). This action has been rolled over to the 2026/2027 financial year for continued progression.
		Provide a help desk service	Senior IT Support Officer	Achieved/Completed	100%	Help desk services continue to be delivered across all USC entities, and core system availability is being maintained. However, current staffing levels have been reduced to a single IT support resource. As a result, standard support requests are currently experiencing delayed response and resolution times until the vacancy is filled.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Establish a Council intranet platform	Senior IT Support Officer	Action in progress, on target	20%	While the broader rollout remains behind schedule, progress continues on the 2026/2027 implementation plan. SharePoint has been selected as the enterprise platform to leverage existing access. Template development is currently underway, with a draft version targeted for review between September and October 2026. This timeline is contingent on the successful recruitment of a vacant IT support resource. This action has been rolled over to the 2026/2027 financial year for continued progression.
		Prepare and implement a USC Disaster Recovery plan	Senior IT Support Officer	Action in progress, on target	50%	The cyber incident response drill is complete, and the findings are actively informing the draft Disaster Recovery Plan (DRP). Finalisation is pending technical redundancy details from Civica and RMT. Once incorporated, the executive team will define the Recovery Time and Recovery Point Objectives (RTO/RPO) for core systems. The revised completion date is the end of August 2026. This action has been rolled over to the 2026/2027 financial year for continued progression.

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		Provide ongoing Cyber Security Training to the organisation (including Councillors)	Senior IT Support Officer	Achieved/Completed	100%	Building on the initial course rollout, we continue to deliver ongoing cyber awareness training to all staff and Councillors. We have implemented regular simulated phishing campaigns to monitor click-through rates and track organisational security maturity. To address emerging threats, specialised training on AI-generated scams is scheduled for August.
4.3.3	Integration of the Safety System throughout organisation	Utilise the Safety system to extract management reports to identify improvement initiatives.	Manager People and Wellbeing	Achieved/Completed	100%	The WHS Advisor regularly reviewed incident and safety data within the WHS Management System and worked collaboratively with departments to identify and implement corrective actions and continuous improvement initiatives. WHS reports were provided to ARIC on time and updated as required, with representatives attending meetings to present information and respond to questions.

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		Implement actions as outlined in the Statecover annual action plan.	Manager People and Wellbeing	Achieved/Completed	100%	Council commenced the first year of a new three-year self-audit cycle, replacing the previous annual audit approach. Year one focuses on addressing a key claims driver, due by October 2026, with priority actions identified through the self-audit process scheduled for implementation in year two, due by October 2027.
		Report all incidents accidents to the relevant authority	Manager People and Wellbeing	Achieved/Completed	100%	Council continued to meet legislative and reporting obligations by reporting all workplace injuries to the workers compensation insurer. Any serious or notifiable incidents were reported promptly to SafeWork, ensuring compliance with regulatory requirements and supporting effective incident management and workplace safety oversight.

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Deliver training on identifying corrective actions and close out incidents.	Manager People and Wellbeing	Achieved/Completed	100%	The WHS Advisor reviewed incident and safety data within the WHS Management System and worked collaboratively with departments to identify, implement and monitor corrective actions and continuous improvement initiatives. This proactive approach supported risk reduction, enhanced safety performance, and strengthened workplace health and safety outcomes.
4.3.4	Provide People & Wellbeing services that support a high performing team culture.	Develop and Deliver WHS training	Manager People and Wellbeing	Achieved/Completed	100%	The WHS Advisor successfully delivered training on WHS Management System and provided ongoing support through both individual and group training sessions. Actively engaged with employees by attending toolbox meetings, promoting WHS awareness and compliance, provided valuable assistance with incident investigations to support continuous improvement in WHS practices.

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		Continue to implement an online staff performance management system	Manager People and Wellbeing	Achieved/Completed	100%	Annual performance reviews were conducted as part of the ongoing implementation of the online performance management system. This process supported regular performance discussions, goal setting, professional development planning, and the consistent management of employee performance.
		Review service critical position and develop a succession plan for these roles	Manager People and Wellbeing	Achieved/Completed	100%	Service-critical positions were reviewed to identify current and future workforce needs. Succession planning requirements were established, and development actions for key roles progressed to support capability building, knowledge retention, and business continuity.
		Review and update the Customer Service Charter	Team Leader Customer Service	Achieved/Completed	100%	The Customer Service Charter has been completed and training on the Charter was completed in multiple sessions over April & May.
		Convene a project team to develop a community communication plan regarding a potential Special rates Variation	General Manager	Achieved/Completed	100%	IPART application has been submitted. Council received approval from IPART to apply the SRV,

Delivery Plan Activity Code	Delivery Plan Activity	Operational Plan Action	Responsible Officer Position	Status	Progress	Annual Comment
		Review the metrics framework for Community Strategic Plan, Delivery Program and Operational Plan reporting	Group Manager - Corporate Services	Achieved/Completed	100%	The metrics framework for the Operational Plan was reviewed as part of the preparation of the 2026/2027 Operational plan (now endorsed and published to Councils website). Metrics for the Community Strategic Plan and Delivery program will be reviewed as part of those documents next scheduled review. this will incorporate the groundwork done in 2025/2026.
		Undertake and report on an annual review of the Workforce Management Strategy plan	Manager People and Wellbeing	Achieved/Completed	100%	The Workforce Management Strategy was actioned and finalised, providing a clear framework to support workforce planning, capability development and organisational sustainability. The completed strategy has been published on Council's website, ensuring accessibility and transparency for employees and the community.
		Implement a "shout out" program to facilitate organisations wide acknowledgement of exemplary performance which demonstrate our corporate values	General Manager	Achieved/Completed	100%	Staff achievements acknowledged and commended in weekly Bulletin. Culture Champion Awards inaugural program created for 1 st April session with Nominations sought from all staff on Uralla Shire Culture Champions of our values: Unity - Safety - Commitment to Service.

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		Acknowledge exemplary performance through annual staff recognition awards	General Manager	Achieved/Completed	100%	Council continued to recognise and celebrate exemplary staff performance through its Culture Champions awards and at the annual Christmas Party, providing an opportunity to celebrate individual and team contributions, reinforce Council's values, and recognise the dedication and commitment of staff in delivering positive outcomes for the organisation and community.
		Deliver one organisation wide "culture" morning to celebrate performance, promote team inclusivity across all section of council and set future direction	General Manager	Achieved/Completed	100%	A Culture Champion recognition event was held on 1 April 2026, providing an opportunity to celebrate staff who had been nominated by their peers for their outstanding contributions to team success, workplace culture, and organisational achievements. The event highlighted the value of collaboration, excellence, and the positive impact staff make across the organisation.