



# Operational Plan

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2026-2027



# Contents

|                                     |    |
|-------------------------------------|----|
| 01 How to read the operational plan | 3  |
| 02 About this document              | 4  |
| 03 Acknowledgement of Country       | 5  |
| 04 Message from the General Manager | 6  |
| 05 Organisational framework         | 7  |
| 06 Shire Snapshot                   | 8  |
| 07 Connecting with our communities  | 9  |
| 08 Our Role                         | 10 |
| 09 Background                       | 11 |
| 10 Our Planning Framework           | 12 |
| 11 CSP Objectives                   | 13 |
| 12 Our Elected Members              | 14 |

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## PART 1: Requirements of the Operational Plan 16

---

## PART 2: Operational Plan 2026- 2027 17

|                                    |    |
|------------------------------------|----|
| Asset Management                   | 18 |
| Development & Planning             | 20 |
| Environmental Management           | 21 |
| Waste Management                   | 22 |
| Emergency Management               | 23 |
| Water Cycle                        | 24 |
| Facilities & Open Spaces           | 25 |
| Works & Civil                      | 26 |
| Community Care                     | 28 |
| Library Services                   | 30 |
| Community Development              | 32 |
| McMaugh Gardens Aged Care Facility | 34 |
| Tourism, Communications & Events   | 36 |
| Civic Leadership                   | 38 |
| Organisational Leadership          | 40 |
| People and Wellbeing               | 41 |
| Communications                     | 43 |
| Service Centre                     | 45 |
| Governance                         | 47 |
| Records & Information              | 49 |
| Information Technology             | 50 |
| Financial Management               | 51 |
| Fleet, Stores & Workshops          | 52 |

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## PART 3: Budget

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## PART 4: Statement of Revenue

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## PART 5: Fees and Charges 2026 - 2027

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# 01 How To Read This Document

Our Operational Plan aligns Council's services directly to the themes, goals, objectives and outcomes of the Community Strategic Plan (CSP) and Delivery Program.

For each service we have identified:

- The service name and responsible officer
- A Business-as-Usual statement outlining the core purpose of the service provided
- The targeted activities proposed for this financial year which deliver or progress the Delivery Program activities
- A measure of how we will assess if our service has been successful.

The Service name and position responsible for the service

A brief description of what the Service is and what we deliver





The Community Strategic Plan Goal and Strategy that guide Council's activities.

The Delivery Program activities that drive our annual operations to progress the CSP

Operational Plan 2026-2027

## Asset Management

Responsibility: Asset Manager

**Why?**  
Asset Management focuses on optimising the whole-of-life costs of infrastructure assets, while meeting the present and future service delivery needs of the community while minimising exposure to risk.

**What?**  
Infrastructure assets are integral to meeting the community's social, economic and recreational needs. We are responsible for a large and diverse asset base and a significant portion of Council's resources is spent operating, maintaining, improving and growing these assets for the benefit of the Urala Shire community. Asset Management, through a set of overarching international standards, develops, implements, monitors, improves and reports on policy, procedures and resources (framework) for the sustainable lifecycle of the infrastructure assets owned, controlled and maintained by Council.

**How?**  
Through review and management of Council's Asset the Management Framework, which informs Council's Long Term Financial Plan, supports and informs Council on the projected costs and timelines to produce sustainable infrastructure asset bases while considering economic, environmental, social and cultural impacts.

**CSP Objectives**

1. **Community Minded** – an accessible, inclusive and empowered community
2. **Prosperous** – A sustainable economy that supports prosperity.
3. **Good Custodians** – Good custodians of our natural and built environment.
4. **Independent** – An independent shire and well-governed community.

**CSP Strategies**

- 1.2 A safe, active and healthy shire.
- 2.1 An attractive environment for the business sector.
- 2.3 Well serviced communities.
- 3.1 Preserve, protect and renew our beautiful natural environment.
- 4.3 An efficient and effective independent local government.

**Delivery Program Activities**

- 1.2.1 Maintain all of Council's relevant asset classes within available budgets to facilitate equity and ease of access across the Shire.
- 1.2.3 Support participation in sport through the maintenance and servicing of Councils sports facilities.
- 1.2.5 Support the functioning of the RFS in accordance with legislative requirements.
- 2.1.1 Facilitate and support the maintenance of our Shire as a destination.
- 2.3.1 Define, adopt and implement levels of service for all relevant asset classes.
- 3.1.3 Manage Crown Lands under Council care and control.
- 4.3.9 Review, update and maintain asset management plans and registers.
- 4.3.15 Integrate Asset data with resource planning systems, data modelling, capital expenditure, Asset Management Plans preparation and financial management.

|         | Operational Actions   | Performance Measure  |
|---------|---|--|
| 1.2.1.3 | Operate the Bundarra Caravan Park.  | Progress asset management improvement plan by 25% each year.                       |
| 1.2.3.2 | Support sport by providing access to sporting facilities.                 | Maintain the 4 user agreements with Soccer, Netball, Squash and Tennis facilities. |
| 1.2.5.1 | Maintain buildings in accordance with the Buildings Asset Management Plan | 100% allocation of target budget in accordance with scheduled AMP works.           |

The CSP Theme aligned to this service

Specific projects and activities we aim to deliver this financial year

Financial information is included at the end of Part 2 of this document.

## 02 About This Document

This document is prepared in accordance with:

1. Office of Local Government, [Integrated Planning & Reporting: Guidelines for Local Government in NSW](#), September 2021
2. Office of Local Government, [Integrated Planning & Reporting: Handbook for Local Councils in NSW](#), September 2021

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|                                  |               |            |
|----------------------------------|---------------|------------|
| Date Placed on Public Exhibition | 29 April 2026 | Resolution |
| Date Adopted by Council          | 23 June 2026  | Resolution |

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### Document History

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| Version     | Date Amended  | Comments  |
|-------------|---------------|---|
| Version 0.1 | 28 April 2026 | Draft to Ordinary Council Meeting   |
| Version 0.2 | 29 April 2026 | Updated Draft placed on Public Exhibition (subject to any changes required by the Governing Body) |
| Version 0.3 | 18 June 2026  | Updated draft to Council incorporating suggested changes prompted by Community Feedback           |
| Version 0.3 | 23 June 2026  | Final version adopted   |

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### Further Document Information and Relationships

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|                     |   |
|---------------------|---|
| Related Legislation | NSW Local Government Act 1993<br>NSW Local Government (General) Regulation 2021   |
| Related Documents   | NSW Office of Local Government Integrated Planning and Reporting Guidelines<br>Uralla Shire Council Community Strategic Plan<br>Uralla Shire Council Delivery Program<br>Uralla Shire Council Resourcing Strategy |

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## 03 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.



## 04 General Manager's Report

I am pleased to present Uralla Shire Council's Operational Plan for 2026–27 – our roadmap for delivering the services, infrastructure and community outcomes that matter most to the people of our Shire. This Plan reflects our community's aspirations, our organisation's commitment to service, and the many opportunities emerging across the region. While this year's Budget is necessarily a "no-frills" one, it has been carefully designed to safeguard essential services and ensure the ongoing maintenance of the assets our community relies on every day.

The 2026–27 Plan strengthens our focus on providing safe, reliable and high-quality services, while supporting initiatives that promote community wellbeing, sustainable growth and strong civic leadership.

Across every service area, Council will continue delivering programs that make a meaningful difference. Community care, aged care and library services will remain accessible, responsive and community focused, with continued support for First Nations Elders, expanded community programs, and renewed attention to volunteer engagement. Our commitment to inclusive participation, cultural celebration and lifelong learning remains central to our mission of building a connected and vibrant community.

Council will also progress key infrastructure and environmental priorities, including maintenance of roads, parks, sporting facilities, caravan parks, and cemeteries, along with essential upgrades to water, sewer and stormwater networks. Major environmental projects – such as creek rehabilitation, stormwater enhancements, strengthened biosecurity programs and circular-economy initiatives – will help protect the natural landscapes that define and enrich our Shire.

Supporting local economic prosperity continues to be a priority. Council will promote tourism through the Visitor Information Centre and targeted marketing campaigns, while advancing strategic planning, renewable energy engagement and advocacy to minimise impacts and maximise benefits, and opportunities for business and industrial development.

This Operational Plan also invests in cyber security and organisational capability, ensuring Council remains accountable, transparent and future-focused.

All Council meetings are now streamed live to provide greater public accessibility to Council decision making. Our e-newsletter will be delivered monthly to subscribers, and we encourage our residents and businesses to consider subscribing if you haven't already done so.

Although Council receives funding through rates, government grants and service fees, these revenue sources do not keep pace with rising costs, increasing service expectations and continued cost-shifting from the NSW Government. For this reason, Council considered a Special Rate Variation for general rates to ensure ongoing financial sustainability, addressing the financial pressures currently affecting regional councils across NSW. This was not an easy decision for Council but is essential to enable the continued delivery of the services, maintenance and infrastructure our community expects.

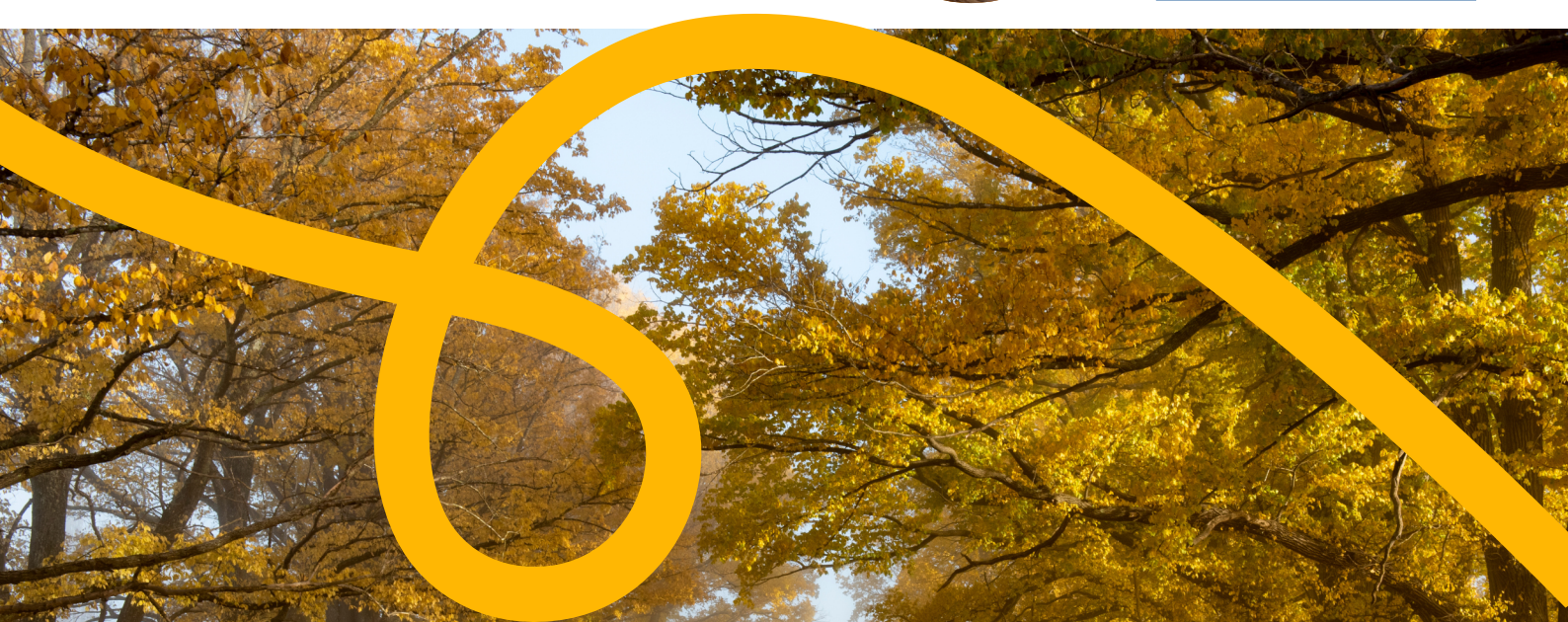
I extend my sincere thanks to our community members, partners, councillors and staff. Together, we can ensure that Uralla Shire remains a strong, well-served, inclusive and thriving community for many years to come.



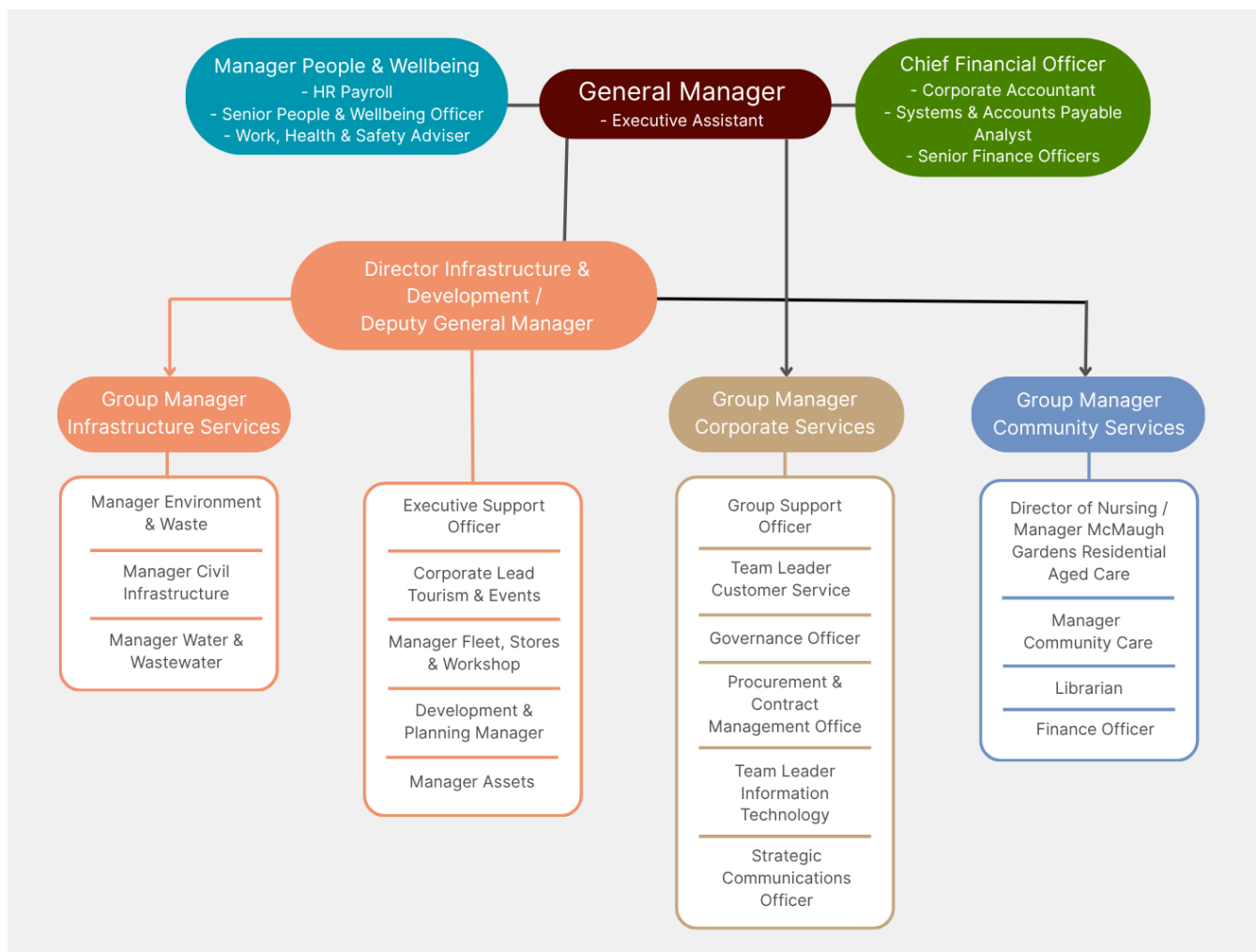
A handwritten signature in black ink, which appears to read 'Toni Averay'.

**Toni Averay**

General Manager  
Uralla Shire Council  
[taveray@uralla.nsw.gov.au](mailto:taveray@uralla.nsw.gov.au)



# 05 Organisational Framework



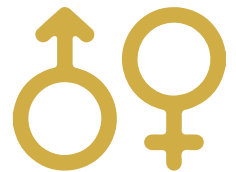
# 06 Snapshot Of Our Shire



**6,096** Residents  
(2024 Census)

**9.5%** Aboriginal and/or  
Torres Strait Islander

**2,889** Male  
**3,079** Female



**1,666**  
Families



**2.4**

Residents Per  
Household



**\$688.8 m**

Annual  
Economic  
Output



**1,144**  
Volunteers



**1,394**  
Workforce  
Participation

### Top Employment Industries

- Agriculture, Forestry and Fishing 352 jobs
- Construction 195 jobs
- Education and Training 149 jobs
- Health Care and Social Assistance 114 jobs

Demographic profile based on statistics supplied by Remplan 2025

# 07 Connecting with our Communities

Council's community engagement activities are guided by the Uralla Shire Council Community Engagement Strategy (2025–2034), which establishes a consistent, transparent, and inclusive framework for involving our community in planning, service delivery, and decision-making.

The Strategy outlines our commitment to informing, consulting, involving, and collaborating with the community using the IAP2 Public Participation Spectrum, and ensures our engagement is timely, accessible, and meaningful.

In preparing the Community Strategic Plan 2022–2031 and subsequent integrated planning and reporting documents, Council delivered a dedicated engagement program aligned with the Strategy's principles of openness, inclusiveness, and early engagement.

In 2024, we undertook a high-level check-in with the community to ensure the Community Strategic Plan continues to reflect local aspirations, needs, and priorities, leading to the updated Plan.

Ongoing engagement continues to occur through a wide range of methods identified in the Community Engagement Strategy, including councillor-led community information sessions across the Shire, Listening Posts, public forums at Ordinary Meetings, opportunities for public representation, and digital and in-person consultation channels.

Council also regularly places draft documents on public exhibition in accordance with both legislative requirements and our Community Engagement Strategy and Community Participation Plan, ensuring that all community members – including hard-to-reach groups – have opportunities to participate.

The draft Operational Plan will be placed on public exhibition for 28 days, during which time the community will be able to review the document and lodge submissions through multiple accessible channels, consistent with our engagement principles of transparency, clarity, and respect.

The preparation of this Operational Plan and Budget reflects the collective feedback received through recent engagement activities, including submissions, community conversations, targeted stakeholder engagement, and project-based consultation.

All submissions received during the public exhibition will be reviewed and considered, and Council will provide feedback on how community input influenced the final Operational Plan. This commitment to “closing the loop” ensures that our community understands how their views contribute to Council decisions, and it supports continued trust and participation in future engagement processes.

Promotion of consultation opportunities will follow the methods and communication principles set out in the Community Engagement Strategy, using a mix of digital, print, face-to-face, and targeted approaches to ensure broad reach across the Shire.



# 08 Our Role

## Our Vision

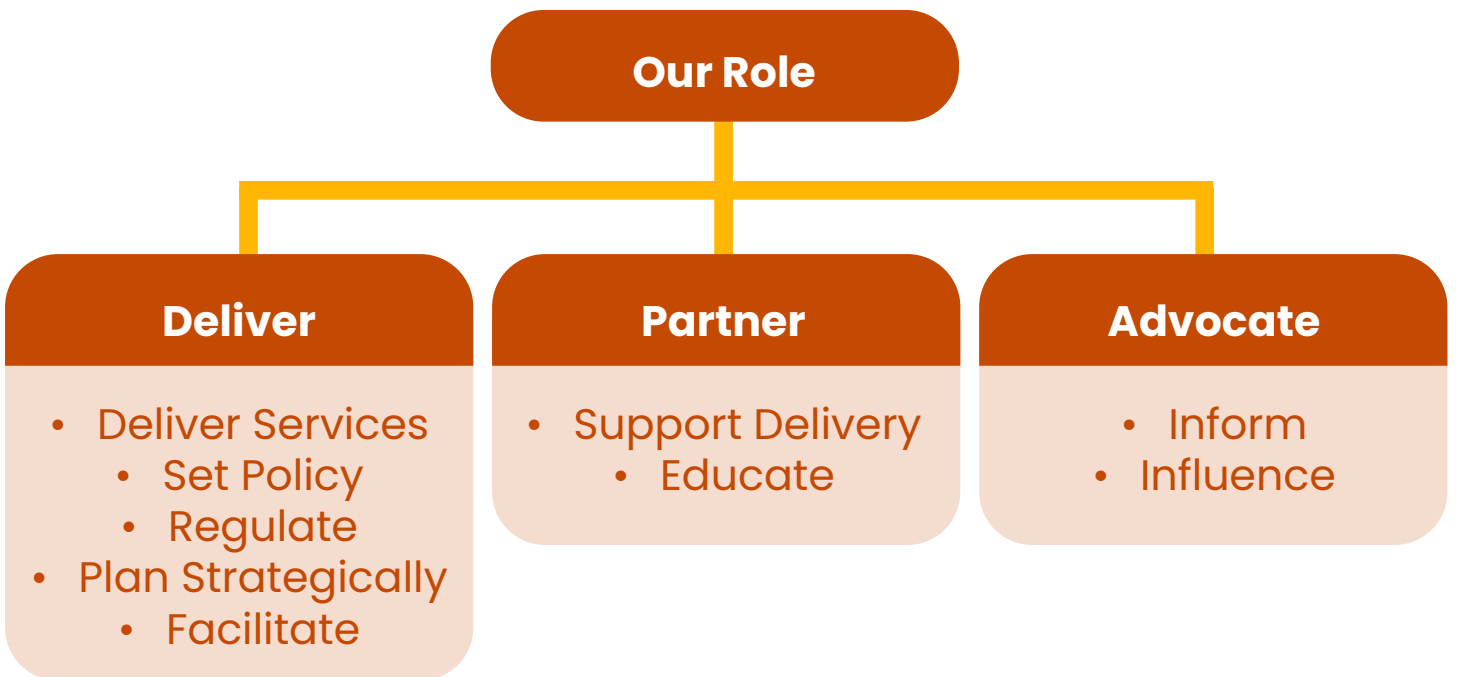
In 2031 the Uralla Shire community will be vibrant with a growing economy supporting a sustainable quality of life that values its heritage

## Our Mission

Uralla Shire Council listens to and facilitates the aspirations of the community

## Council's Role

To deliver the requirements of the Local Government Act, Council has many overlapping and varying roles depending on the nature of the service or activity. The roles of Council are summarised as follows:



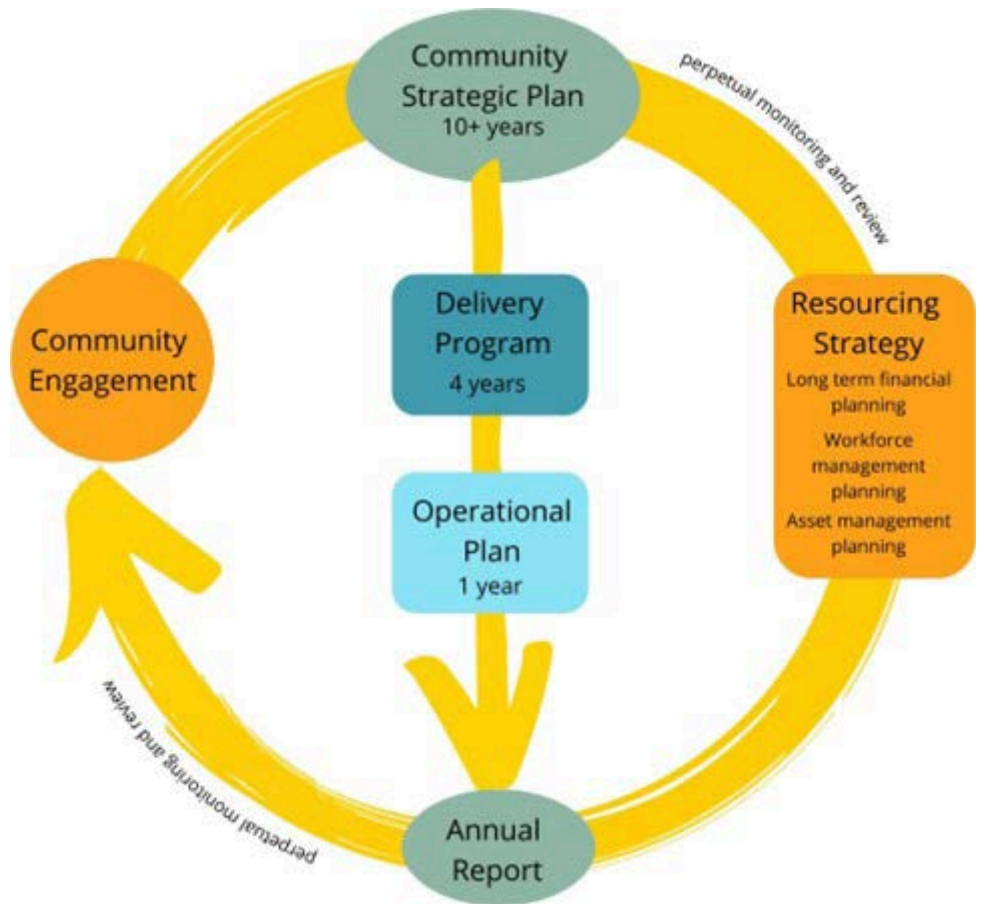
# 09 Background

## Integrated Planning and Reporting

In October 2009, the NSW Government's new framework for strategic planning and reporting for local Councils came into effect through the introduction of the Local Government Amendment (Planning & Reporting) Act 2009. This Act amended the NSW Local Government Act 1993 with regard to Council's strategic planning and reporting obligations.

The Integrated Planning & Reporting framework requires Councils to integrate their various plans and to plan holistically for the future. It requires Councils and their communities to have informed discussions about funding priorities, acceptable service levels and to plan in partnership for a more sustainable future. Under the Act, Council must prepare a number of integrated plans which provide details on how Council intends to deliver services and infrastructure across both the short and long term, based on the priorities that have been identified through community engagement programs.

The Integrated Planning and Reporting Framework is illustrated in the diagram on this page.



# 10 Our Planning Framework

Uralla Shire Council's Delivery Program 2026–2029 and Operational Plan 2026–2027 form key components of Council's Integrated Planning and Reporting (IP&R) framework. Together with the Community Strategic Plan and Resourcing Strategy, these documents establish a clear line of sight from long-term community aspirations through to Council's annual activities.

A matrix of linked actions connects each element of the framework, ensuring that the community's long-term objectives guide Council's medium and short-term planning and delivery.

## **Long Term (10-Year): Community Strategic Plan 2025–2034**

The Community Strategic Plan (CSP) 2025–2034 was developed through consultation with the Uralla Shire community. It outlines the community's vision for the future and identifies the Community Goals that reflect what residents value most about life in the Shire.

Supporting these goals are Long Term Strategies, which describe the broad directions and priorities that will guide decision-making and investment over the next decade.

## **Medium Term (4-Year): Delivery Program 2026–2029**

The Delivery Program translates the community's long-term goals into a structured set of commitments that Council will deliver over its elected term. It represents Council's response to the CSP and sets out the principal activities to be undertaken during the four-year cycle.

## **Short Term (1-Year): Operational Plan 2026–2027**

The Operational Plan details the specific actions and projects Council will undertake in the coming 12 months to progress the Delivery Program and advance the Community Strategic Plan.

It also includes the Statement of Revenue Policy, which outlines the annual budget, rates and charges, borrowings, and Council's fees and charges.

## **Resourcing Strategy**

The entire IP&R suite is supported by Council's Resourcing Strategy, comprising:

- Long Term Financial Plan
- Asset Management Plans
- Workforce Strategy

These documents set out how Council will manage and allocate the financial, physical, and human resources required to meet the community's goals over the medium to long term. They are available on Council's website.

## **Sustainability and Community Wellbeing Across the Framework**

To ensure responsible, balanced, and forward-looking planning, the IP&R framework considers social, economic, environmental, and governance factors that influence the long-term sustainability and wellbeing of the Shire:

- Social considerations focus on the physical and emotional wellbeing of the community, social connection, and access to services, facilities, and opportunities that support quality of life.
- Economic considerations relate to how Council's investment and service delivery strengthen the local economy, support employment and business activity, and build a resilient and connected regional community.
- Environmental considerations ensure that planning and service delivery account for ecological pressures, natural resource management, and the long-term protection of the Shire's natural environment.
- Governance considerations encompass transparency, effective leadership, strong community engagement, and responsible decision-making. This includes how Council works with the community, partners with agencies, and ensures democratic processes guide the delivery of Operational Plan objectives.



# 11 Community Strategic Plan Objectives



## Community Minded

An accessible, inclusive, and empowered community.

- A growing, community-minded shire
- A safe, active, and healthy shire
- A diverse and creative culture that celebrates our history
- Access to and equity of services



## Prosperous

A sustainable economy that supports prosperity.

- An attractive environment for the business sector
- Diverse and growing employment opportunities
- Well serviced communities



## Good Custodians

Good custodianship of our natural and built environment.

- Preserve, protect, and renew our beautiful natural environment.
- Development that respects and enriches our environment
- A circular economy
- Secure, sustainable water cycle management that enhances ecosystems



## Independent

An independent shire and well-governed community.

- Informed and collaborative community leaders
- A strategic, accountable, and representative Council
- An efficient and effective independent local government

## 12 Our Elected Members



### Roles and responsibilities

Local government elections were held in September 2024. In Uralla Shire, the number of candidates nominated was equal to the number to be elected and, as a result, the NSW Electoral Commission declared the candidates elected uncontested. The elected Mayor and Councillors were sworn in on Tuesday 17 September 2024.

At the beginning of 2026, Councillor Lone Petrov, one of the Ward A representatives, sadly passed away. In accordance with legislative requirements, a by-election for Ward A was held on 18 April 2026 to fill the vacancy. The successful candidate was Stephen Wright, who was sworn in to Council in May and will serve the remainder of the Council term.

The Mayor's role includes chairing meetings of Council, presiding at civic functions, representing Council to other local governments and levels of government, and, when necessary, exercising certain policymaking functions between Council meetings.

Each Councillor is responsible for representing the needs of the whole community when making decisions. Councillors determine policy positions, set strategic priorities, and make decisions that guide the projects, programs, and services delivered by Council.

Council decisions are made through a majority voting system, with each Councillor allocated one vote. In the case of a tied vote, the chairperson (normally the Mayor) has the casting vote.

Councillors appoint the General Manager, who is responsible for day-to-day operations, staff management, and implementing policies and decisions of Council. Council operates within the legislative framework of the Local Government Act 1993 (NSW) and other applicable NSW and Commonwealth legislation.

As the elected body, Councillors are accountable for ensuring the delivery of programs and services identified in the Delivery Program. At the conclusion of each Council term, an End-of-Term Report is provided to the community summarising progress and achievements in implementing the Community Strategic Plan.



# **Part 1**

# Requirements of the Operational Plan

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Operational Plan 2026-2027

# Part 1 Requirements of the Plan

The General Requirements of the Operational Plan are:

- Detail the work that will be done in support of the Delivery Program
- Allocate responsibilities for each project, program or action.
- Identify suitable measures to determine the effectiveness of the projects, programs and actions undertaken.
- Include a budget overview for the actions to be undertaken in that year.

The Operational Plan is presented in this document in five key parts:

1. Overview
2. Operational Plan
3. Budget,
4. Statement of Revenue Policy, and
5. Fees and Charges

## Public Exhibition Requirements For The Operational Plan

The draft Operational Plan must be publicly exhibited for at least 28 days, and submissions received by the Council in that period must be considered, before the final Operational Plan is adopted by the Council.

Council must publish a copy of its Operational Plan on the Council's website within 28 days after the plan is adopted.

A map showing those parts of the local government area to which the various rates will apply (including each category and subcategory of the ordinary rate and each special rate included in the Operational Plan) must be available on the Council's website and available for public inspection at its office (and any other places it determines) during the exhibition of the Operational Plan.





## **Part 2**

# Operational Plan

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Operational Plan 2026–2027

# Financial summary by operational areas

## URALLA SHIRE COUNCIL DRAFT OPERATIONAL PLAN FINANCIAL SUMMARY FOR THE FINANCIAL YEAR 2026-27

Note: All dollar amounts are shown in \$000s

| Major Operational Areas     | Operational Revenue | Capital Grants | Direct Expenses | Cash Surplus/(Deficit) | Depreciation | Overheads Allocation | Operational Surplus/(Deficits) | Capital Expenses |
|-----------------------------|---------------------|----------------|-----------------|------------------------|--------------|----------------------|--------------------------------|------------------|
| Asset Management            | 309                 | -              | 320             | (11)                   | 208          | 306                  | (524)                          | 10               |
| Development & Planning      | 861                 | -              | 1,047           | (186)                  | 0            | 235                  | (420)                          | -                |
| Environmental Management    | 133                 | -              | 473             | (341)                  | 2            | 69                   | (412)                          | -                |
| Waste Management            | 3,463               | -              | 2,354           | 1,109                  | 235          | 355                  | 519                            | 85               |
| Emergency Management        | -                   | -              | 292             | (292)                  | 25           | 67                   | (384)                          | -                |
| Water Cycle                 | 3,354               | -              | 2,165           | 1,189                  | 1,204        | 577                  | (592)                          | 809              |
| Facilities & Open Space     | 112                 | -              | 970             | (858)                  | 322          | 297                  | (1,478)                        | 29               |
| Works & Civil               | 4,946               | 1,090          | 4,868           | 1,168                  | 4,113        | 243                  | (3,189)                        | 5,336            |
| Community Care              | 3,190               | -              | 2,911           | 279                    | 2            | 422                  | (144)                          | 60               |
| Library                     | 82                  | -              | 280             | (198)                  | 37           | 87                   | (323)                          | -                |
| Community Development       | 73                  | -              | 67              | 6                      | -            | 51                   | (45)                           | -                |
| McMaugh Gardens             | 6,380               | -              | 5,269           | 1,112                  | 246          | 387                  | 478                            | 703              |
| Tourism, Communications & E | 26                  | -              | 340             | (314)                  | 14           | 75                   | (403)                          | -                |
| Civic Leadership            | -                   | -              | 214             | (214)                  | -            | 445                  | (659)                          | -                |
| Organisational Leadership   | -                   | -              | 803             | (803)                  | 38           | (498)                | (343)                          | -                |
| Service Centre              | -                   | -              | 235             | (235)                  | -            | 13                   | (248)                          | -                |
| Governance                  | 1                   | -              | 971             | (971)                  | -            | (875)                | (96)                           | -                |
| Records & Information       | -                   | -              | 141             | (141)                  | -            | (13)                 | (128)                          | -                |
| Information Technology      | -                   | -              | 1,398           | (1,398)                | 15           | (1,039)              | (373)                          | 200              |
| Finance                     | 9,164               | -              | 1,303           | 7,862                  | -            | (559)                | 8,421                          | -                |
| Fleet, Stores & Workshop    | 417                 | -              | 1,169           | 1,586                  | 780          | (122)                | 928                            | 2,100            |
| Human Resources             | 75                  | -              | 775             | (700)                  | -            | (522)                | (178)                          | -                |
| <b>Total</b>                | <b>32,588</b>       | <b>1,090</b>   | <b>26,028</b>   | <b>7,650</b>           | <b>7,241</b> | <b>-</b>             | <b>408</b>                     | <b>9,331</b>     |

# Asset Management



Responsibility: Asset Manager

## Why?

Asset Management focuses on optimising the whole-of-life costs of infrastructure assets, while meeting the present and future service delivery needs of the community while minimising exposure to risk.

## What?

Infrastructure assets are integral to meeting the community's social, economic and recreational needs. We are responsible for a large and diverse asset base and a significant portion of Council's resources is spent operating, maintaining, improving and growing these assets for the benefit of the Uralla Shire community. Asset Management, through a set of overarching international standards, develops, implements, monitors, improves and reports on policy, procedures and resources (framework) for the sustainable lifecycle of the infrastructure assets owned, controlled and maintained by Council.

## How?

Through review and management of Council's Asset Management Framework, which informs Council's Long Term Financial Plan, supports and informs Council on the projected costs and timelines to produce sustainable infrastructure asset bases while considering economic, environmental, social and cultural impacts.

### CSP Objectives

- 1. Community Minded** – an accessible, inclusive and empowered community
- 2. Prosperous** – A sustainable economy that supports prosperity.
- 3. Good Custodians** – Good custodians of our natural and built environment.
- 4. Independent** – An independent shire and well-governed community.

### CSP Strategies

- 1.2** A safe, active and healthy shire.
- 2.1** An attractive environment for the business sector.
- 2.3** Well serviced communities.
- 3.1** Preserve, protect and renew our beautiful natural environment.
- 4.3** An efficient and effective independent local government.

### Delivery Program Activities

- 1.2.1** Maintain all of Council's relevant asset classes within available budgets to facilitate equity and ease of access across the Shire.
- 1.2.3** Support participation in sport through the maintenance and servicing of Council's sports facilities.
- 1.2.5** Support the functioning of the RFS in accordance with legislative requirements.
- 2.1.1** Facilitate and support the maintenance of our Shire as a destination.
- 2.3.1** Define, adopt and implement levels of service for all relevant asset classes.
- 3.1.3** Manage Crown Lands under Council care and control.
- 4.3.15** Integrate Asset data with resource planning systems, data modelling, capital expenditure, Asset Management Plans preparation and financial management.

# Asset Management

Responsibility: Asset Manager



| Operational Actions |   | Performance Measure  |
|---------------------|---|--|
| 1.2.1.3             | Operate the Bundarra Caravan Park.  | Progress asset management improvement plan by 25% each year.   |
| 1.2.3.2             | Support sport by providing access to sporting facilities.                                     | Maintain the 4 user agreements with Soccer, Netball, Squash and Tennis facilities.                     |
| 1.2.5.1             | Maintain buildings in accordance with the Buildings Asset Management Plan                     | 100% allocation of target budget in accordance with scheduled AMP works.                               |
| 2.1.1.3             | Oversee the management contract for the Uralla Caravan Park.                                  | Target income threshold met<br>100% delivery of contracted obligations.                                |
| 2.3.1.7             | Progress Asset Management Strategy improvement plan   | 26/27 actions complete.  |
| 2.3.1.8             | Develop and adopt Asset Management Plans  | Deliver Aged Care AMP and Waste AMP.   |
| 2.3.1.9             | Develop a Council facility security strategy  | MANEX endorsed Council facility security strategy.   |
| 2.3.1.10            | Revalue water and waste water assets.   | Revalued assets included in annual financial statements.<br>Finalisation of updated condition reports. |
| 2.3.1.11            | Update yearly valuation class maintenance and renewal backlog                                 | Renewal backlog adjustments factored into LTFP.  |
| 2.3.1.12            | Investigate feasibility of melding the current asset information systems into one application | Report to MANEX recommending future asset management software system(s) application.                   |
| 2.3.1.16            | Deliver scheduled capital works in accordance with AMPS and funding.                          | Allocated Capital budget expended on identified projects.  |
| 3.1.3.1             | Complete a draft plan of management for Queen Street Caravan Park.                            | Council endorsement to refer the POM to Crown Lands.   |
| 4.3.15.1            | Develop Asset operational processes.  | Deliver capitalisation procedure 26/27.  |

# Development and Planning

Responsibility: Manager Development and Planning



## Why?

The community seek confidence that our Strategic statutory and regulatory planning and building related functions are transparent and take a balanced approach to development while meeting our legislative obligations.

## What?

The service incorporates providing planning and building advice to property owners relating to the development matters, as well as providing planning certificates, subdivision and building certificates, assessment of development applications and constructions certificates, assessment of Complying Development Certificates and planning proposals. Advice is provided to council and the community on matters relating to statutory and regulatory planning and building matters.

## How?

Provide high quality strategic planning, development and certification assessment and advice in accordance with the Local and State Planning requirements, taking into consideration the environmental, social and economic impacts.

Engage with NSW Government, agencies, development/building industry and the broader community to achieve optimum development outcomes.

### CSP Objectives

- 2. Prosperous** – A sustainable economy that supports prosperity.
- 3. Good Custodians** – Good custodianship of our natural and built environment

### CSP Strategies

- 2.1 An attractive environment for the business sector.
- 2.2 Diverse & Growing employment opportunities
- 3.2 Development that enriches our environment.

### Delivery Program Activities

- 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.
- 2.1.3 Maintain a strong strategic planning position and technical response to renewable energy development proposals
- 2.2.2 Support diversity in housing choice in our Shire
- 2.2.5 Investigate ways that Council can strategically support local business
- 3.2.3 Ensure that Developers contribute to our community.

| Operational Actions  | Performance Measure  |
|--|--|
| 2.1.2.2 Participation in the New England REZ regional forums to support regional collaboration in the interest of the Uralla Shire.  | Attending 75% of meetings.   |
| 2.1.3.1 Submit comprehensive technical submissions on all state significant renewable energy development applications and proposals. | Submit comprehensive response to SSD DAs.  |
| 2.1.3.2 Ensure that planning agreements negotiated with developers deliver sound outcomes in the best interests of the community     | All Planning agreements are consistent with the Governing Body's adopted thresholds.   |
| 2.2.2.1 Support opportunities to deliver affordable housing in the Shire utilising Council owned land.                               | 1. Convene the hill street project advisory committee (subject to the grant of project funding).<br>2. Convene a public information session to provide an update on the Hill Street Project (delivery prior to 31/12/2026) |
| 2.2.5.1 Prepare the planning proposal to revise the current LEP.   | Achieve gateway approval for the department of planning to publicly exhibit the revised plan.  |
| 2.2.5.2 Deliver a development assessment process which determine DAs in line with state benchmarking expectations.                   | Reflect state benchmarking.  |
| 3.2.3.1 Review of the Council's development contributions plans (subject to funding).  | Report to governing body when relevant.  |

# Environmental Management



Responsibility: Manager Environment and Waste

## Why?

To address the community’s desire for climate action and healthy natural environments, where government and the community work together to preserve, protect and renew our beautiful natural environment. Plan for Council and the community to maintain a healthy balance between development and the environment in order to transition to a net-zero emissions community.

## What?

This service involves Council working with the community in relation to local climate change mitigation, adaptation, monitoring and reporting, biodiversity planning, contaminated lands controls, development assessment for environmental impacts, volunteer management and partnerships, waste minimisation and environmental advocacy.

## How?

Coordinate Council’s volunteer, environmental and conservation programs, activities, and events aligned with the Uralla Public lands Tree Management Guidelines, climate action and waste diversion strategies.

Preparing, monitoring, implementing, reporting and reviewing environmental policies, strategies and plans.

Review of Environmental Factors and assessment of environmental issues associated with planning proposals and development applications, and management of the Tree Management Permit process for public lands. Undertake environmental monitoring programs, such as water, air quality, contaminated lands management, and pollution responses.

### CSP Objectives

**3. Good Custodians** – Good custodians of our natural and built environment.

### CSP Strategies

3.1 Preserve, protect and renew our beautiful natural environment

### Delivery Program Activities

- 3.1.1 Preserve and enhance the Shires natural capital to protect biodiversity and to provide access to community land
- 3.1.2 Protect the biosecurity of our Shire by controlling weeds
- 3.1.4 Support community environmental conservation efforts.

| Operational Actions |   | Performance Measure  |
|---------------------|---|--|
| 3.1.1.1             | Identify and develop environmental projects in readiness for future grant opportunities.                    | ≥ endorsed project plans ready for 1 grant applicant.            |
| 3.1.1.2             | Undertake the Uralla Creek Rehabilitation and Stormwater upgrades for Golf Course to Duke Street catchment. | 100% completion of 2026/2027 program activities.                 |
| 3.1.2.1             | Manage biosecurity in accordance with the Weeds Action Plan.  | Complete monthly inspections in accordance with the WAP.         |
| 3.1.4.1             | Undertake budgeted works identified in the PoM consolidated works program for 2026/2027                     | All programmed and funded works completed within adopted budget. |

# Waste Management

Responsibility: Manager Environment and Waste



## Why?

To work closely with community members and other relevant stakeholders within the shire to prevent, reduce, reuse (repair) and recycle (recover) wastage to minimise waste going to landfill through prevention, education and the use of innovative practises and technologies.

## What?

The Waste Management Service is responsible for the planning, delivery and continuous improvement of waste and recycling services that support environmental sustainability and regulatory compliance across the Shire. This includes operating Council's waste facilities, maintaining kerbside collection services, advancing recycling and resource recovery opportunities, and approaching the market for recycling and waste services to ensure best-value, fit-for-purpose arrangements. The service also focuses on community education, market innovation, and long-term strategic planning to reduce landfill dependency and improve recovery outcomes.

## How?

Domestic and commercial kerbside waste collection, resource recovery, recycling and landfilling operations. Provide education activities for the community on Council's services and environmentally focused values. Public bin and litter collection and cleaning of illegal dumping of waste. Operation of the Uralla landfill and resource recovery facility, operation of the Uralla Community Recycling Centre, operation of both the Bundarra and Kingstown transfer stations.

### CSP Objectives

**2. Prosperous** – A sustainable economy that supports prosperity.

**3. Good Custodians** – Good custodians of our natural and built environment.

### CSP Strategies

2.3 Well-serviced communities.

3.2 Development that enriches our environment.

3.3 A circular economy

### Delivery Program Activities

- 3.2.1 Provide education and information to assist in providing effective, regulatory, and compliance services for the community.
- 3.3.1 Support and enhance the development of a circular economy within the Shire
- 3.3.2 Provide safe and secure waste and recycling services for our Shire

| Operational Actions   | Performance Measure   |
|---|---|
| 3.2.1.1 Prepare and deliver educational material to prepare the community for the introduction of FOGO.                   | Community education project plan endorsed by Group Manager.   |
| 3.3.1.1 Produce educational material to increase community awareness and capacity to reduce waste and optimise recycling. | ≥4 Community awareness productions/posts  |
| 3.3.1.2 Investigate increased recycling opportunities in public spaces.   | Report and recommendation to the governing body on feasibility and cost of yellow bins in public spaces |
| 3.3.2.1 Operate Uralla landfill and comply with relevant legislative requirements   | 100% compliance with EPA License conditions.  |
| 3.3.2.2 Operate the Kingstown waste transfer service  | 100% of collection services are delivered in accordance with contract.                                  |
| 3.3.2.3 Operate the Bundarra waste transfer service   | 100% compliance with EPA License conditions.  |
| 3.3.2.4 Maintain kerbside waste collection services which optimises operational efficiencies                              | 100% compliance with EPA License conditions.  |
| 3.3.2.5 Finalise the Uralla landfill future strategy.   | Report and recommendation to the governing body.  |
| 3.3.2.6 Proactively participate in the regional waste group to identify and implement Regional Waste Solutions.           | Attend 4 regional waste group meetings over the year.   |

# Emergency Management



Responsibility: Group Manager Infrastructure Services

## Why?

To maximise our preparedness, resilience and capacity to respond to a changing climate and the increasing rate and severity of natural disasters.

## What?

The Emergency Management function contributes to Council's and the community's planning and preparation for significant emergencies impacting on the community and private and public assets. A significant proportion of the Emergency Management Budget is spent on mandatory contribution to the RFS and SES to help fund these invaluable services to our community.

## How?

Oversee the production and accuracy of the Uralla Local Emergency Management Pla, Actively participate in and support the Local Emergency Management Committee AND Provide an officer to act as the Local Emergency Management Officer (LEMO).

### CSP Objectives

**1. Community Minded** – an accessible, inclusive and empowered community

### CSP Strategies

1.2 A safe, active and healthy shire

### Delivery Program Activities

- 1.2.6 Support the functioning of the Local Emergency Management Committee in accordance with legislative requirements
- 1.2.8 Plan for Uralla Shire Council response to natural disasters including bushfires, major storms and flood events

| Operational Actions |  | Performance Measure  |
|---------------------|--|--|
| 1.2.6.1             | Participate as Local Emergency Management Officer on the New England Local Emergency Management Committee  | 100% attendance at scheduled New England Local Emergency Management Committee meetings for 2026/2027 by USC Local Emergency Management Officer or delegate |
| 1.2.8.1             | Review Local Emergency Management Plan to ensure that it remains current   | Finalise and adopt the 2026/2027 scheduled formal review of the LEMP   |
| 1.2.8.2             | Manage Council's Emergency Management functions including payment of the annual contributions to Rural Fire Services and State Emergency Services. | Uralla Shire Emergency services contribution is paid in full and on time.  |

# Water Cycle

Responsibility: Manager Water and Wastewater Services



## Why?

To provide continuous and essential water and wastewater services, ensuring safe supply of drinking water to our community, ensuring compliance with public health regulations, safeguarding life, flora and fauna and continually maintaining and enhancing the quality and reliability of our town water.

## What?

Water and wastewater infrastructure assets are essential for delivering safe, reliable and sustainable services to the community. The Water and Wastewater Service plans, investigates and delivers improvements to water supply and sewer infrastructure, including treatment facilities, pipelines and associated systems.

These activities ensure the delivery of clean, high-quality drinking water while safely collecting, treating and disposing of wastewater in accordance with environmental and public health standards. The service also operates, maintains and upgrades water and sewer networks to ensure they function safely, efficiently and reliably for the community.

All operations and infrastructure improvements are undertaken in accordance with relevant regulatory requirements, including those set by DPIE and the EPA, focusing on safety, efficiency, environmental responsibility and long-term sustainability.

## How?

This is achieved through regular monitoring, testing and reporting to ensure compliance with regulatory requirements. The service implements actions aligned with Council's strategic plans and policies while continuously reviewing operational practices and infrastructure performance.

Investigations are conducted to identify improvement opportunities that enhance system reliability, reduce risks and support efficient delivery. Infrastructure performance and operational practices are routinely reviewed to ensure systems remain safe, reliable and sustainable for the community.

The service also promotes responsible water security and water-wise practices within the community, maintains transparent communication regarding operations and service delivery and responds to concerns raised by the public and Councillors.

### CSP Objectives

- 2. Prosperous** – A sustainable economy that supports prosperity.
- 3. Good Custodians** – Good custodians of our natural and built environment.

### CSP Strategies

- 2.3 Well-serviced communities
- 3.1 Preserve, protect and renew our beautiful natural environment
- 3.4 Secure sustainable water-cycle management that enhances ecosystems.

### Delivery Program Activities

- 2.3.3 Provide safe and secure water and sewer services for our Shire
- 3.1.5 Prepare for the effects of Climate Change
- 3.4.1 Investigate and plan for Integrated Water Cycle Management for our Shire

|         | Operational Actions   | Performance Measure  |
|---------|---|--|
| 2.3.3.1 | Operate the Uralla Water Treatment Plant to reliably produce safe drinking water  | Zero departures from Australian drinking water guidelines during the reporting period                          |
| 2.3.3.2 | Operate the Bundarra Water Treatment Plant to reliably produce safe drinking water  | Zero departures from Australian drinking water guidelines during the reporting period                          |
| 2.3.3.3 | Operate the Uralla Wastewater Treatment Plant in accordance with license conditions regulations                               | Proactively report breaches within the first 24hrs. 100% of responses to EPA direction within time constraint. |
| 2.3.3.4 | Operate the Bundarra Wastewater Treatment Systems in accordance with license conditions and regulations.                      | Proactively report breaches within the first 24hrs. 100% of responses to EPA direction within time constraint. |
| 2.3.3.5 | Commence the roll out new integrated water and sewer telemetry system for Bundarra.   | Complete the scopes of works. Endorsed project plan.   |
| 2.3.3.6 | Review, adopt and implement the trade waste policy.   | Complete the scopes of works. Endorsed project plan.   |
| 3.1.5.1 | Complete the major grant funded Projects: IWCM (Uralla Shire Council Strategic Water Plan) and the Groundwater Investigations | Provision of final reports to Council in December 2026.  |
| 3.4.1.1 | Prepare and implement a water security community education program.   | Community education project plan endorsed by Group Manager.  |
| 3.4.1.2 | Complete the Project Plan for the installation of the integrated water SCADA and telemetry Uralla water treatment system.     | Project Plan endorsed by Group Manager Infrastructure.   |

# Facilities and Open Space

Responsibility: Manager Civil Infrastructure



## Why?

Our community places a high value on quality and accessible public places and opportunities for sport, play, leisure, recreation, learning with cultural activities in the community.

## What?

The Facilities and Open Space section delivers a works program which ensures that our communities are well serviced with essential recreational infrastructure. The works program implements the operational and capital aspects of the relevant asset management plans to meet the agreed Levels of Service detailed in those plans as allowed under relevant budgets.

## How?

The Facilities and Open Space Team undertake the delivery and maintenance of Council's public amenities, sporting facilities, park structures and play-ground equipment, cemetery, parks and gardens.

### CSP Objectives

1. **Community Minded** – an accessible, inclusive and empowered community
2. **Prosperous** – A sustainable economy that supports prosperity.

### CSP Strategies

- 1.2 A safe, active and healthy shire
- 2.1 An attractive environment for the business sector.
- 2.3 Well serviced communities.

### Delivery Program Activities

- 1.2.1 Maintain all of Council's relevant asset classes within available budgets to facilitate equity and ease of access across the Shire
- 1.2.3 Support participation in sport through the maintenance and servicing of Councils sports facilities
- 1.2.4 Maintain the delivery of the Uralla Community Swimming Pool ( Seasonal)
- 2.1.1 Facilitate and support the maintenance of our Shire as a destination
- 2.3.1 Define, adopt and implement levels of service for all relevant asset classes.

| Operational Actions |  | Performance Measure   |
|---------------------|--|---|
| 1.2.1.4             | Maintain the Bundarra caravan park.  | Maintain the Bundarra caravan park.   |
| 1.2.3.1             | Maintain sports field and facilities.  | Council sports fields and facilities are prepared and maintained in readiness for community and sport group usage |
| 1.2.4.1             | Promote and operate the Uralla Community Swimming Pool 2026/2027 swimming season                   | Pool is opened to public every scheduled day of season.   |
| 2.1.1.4             | Maintain Shire primitive camping sites (Emu Crossing, Yarrowyck Crossing, Uralla Fossicking Area). | Maintain the primitive camping sites.   |
| 2.3.1.3             | Undertake Park maintenance schedule  | 95% completion of Parks & Garden work schedule for 2026/2027  |
| 2.3.1.4             | Provide Cemetery services  | 100% of requested burials/internments are serviced  |
| 2.3.1.5             | Undertake annual maintenance program of all cemeteries   | 100% completion of Cemeteries work schedule for 2026/2027   |

# Works and Civil

Responsibility: Manager Civil Infrastructure



## Why?

Quality infrastructure is the backbone of our community and our lifestyle. From well-maintained roads and bridges to safe footpaths and effective stormwater drainage, these essential assets ensure our community remains accessible, connected and safe for everyone.

## What?

The Works and Civil team delivers a targeted works program that turns asset management plans into real-world outcomes, maintaining essential infrastructure and meeting agreed service levels within budget.

## How?

The Works and Civil Section undertakes maintenance grading of unsealed roads, bitumen resealing of sealed roads, stormwater maintenance and cleaning, footpath inspection and maintenance on a routine basis. Major transport upgrades are undertaken by the Civil and Works team where grant funding programs enable asset renewals.

### CSP Objectives

- 1. Community Minded** – an accessible, inclusive and empowered community
- 2. Prosperous** – A sustainable economy that supports prosperity.
- 4. Independent** – an independent shire and well-governed community.

### CSP Strategies

- 1.1 A growing community Shire.
- 1.2 A safe, active and healthy shire
- 1.4 Access to and equity of services
- 2.3 Well serviced community
- 4.2 A strategic, accountable and representative Council

### Delivery Program Activities

- 1.1.3 Support Council approved community events with in-kind support and/or sponsorship.
- 1.2.1 Maintain all of Council’s relevant asset classes within available budgets to facilitate equity and ease of access across the Shire.
- 1.2.4 Maintain the delivery of the Uralla Community Swimming Pool (Seasonal).
- 1.4.3 Review and implement the USC Disability Inclusion Action Plan.
- 2.3.1 Define, adopt and implement levels of service for all relevant asset classes
- 2.3.2 Expand and upgrade relevant asset classes (subject to grant funding)
- 4.2.4 Provide a safe environment in all aspects of Council operations

| Operational Actions |  | Performance Measure   |
|---------------------|--|---|
| 1.1.3.6             | Support significant local community driven events (Subject to funding)   | Deliver in-kind support in line with adopted budget.              |
| 1.2.1.1             | Inspect and Maintain Council’s footpath network  | Complete annual inspections for 100% of footpaths.                |
| 1.2.1.2             | Draft and adopt swimming pool lane hire agreement and commercial user agreement  | Council adopts lane hire agreement and commercial user agreement. |
| 1.2.4.2             | Prepare an Operations Plan for the Uralla Memorial Swimming Pool   | Complete preparation of the Operations Plan.                      |
| 1.4.3.3             | Routinely paint the accessible parking symbols and maintain signs that identify accessible parking spaces.                                     | Update 100%.  |
| 2.3.1.1             | Implement capital road asset renewal program in accordance with the Transport Asset Management Plan forecast per the Long Term Financial Plan. | Completion of the annual transport asset renewal program.         |

# Works and Civil

Responsibility: Manager Civil Infrastructure



|          | <b>Operational Actions</b>  | <b>Performance Measure</b>                                      |
|----------|---|---|
| 2.3.1.2  | Undertake maintenance grading of the unsealed roads network in accordance with the TAMP.        | Undertaken 435 km of unsealed road maintenance grading per year |
| 2.3.1.6  | Complete the annual asset renewal program for storm water                                       | 100% of the renewal program as per the LTFP.                    |
| 2.3.1.13 | Review and adopt an updated Pedestrian Access Mobility Plan (PAMP).                             | Council adopts the updated PAMP.                                |
| 2.3.1.14 | Draft a rural roadside vegetation plan.   | Submit a draft to Council for consideration to adopt.           |
| 2.3.1.17 | Compile and consolidate an operational work schedule for adopted plans of management.           | Number of work schedule documents compiled.                     |
| 2.3.2.1  | Implement capital road upgrading program in accordance with approved funding project schedules. | In accordance with the funding agreement                        |
| 2.3.2.2  | Undertake bitumen resealing program   | In accordance with the LTFP                                     |
| 4.2.4.8  | Operate an after-hours emergency contact service  | 100% of after hours emergency calls are actioned                |

# Community Care

Responsibility: Manager Community Care



## Why?

Council is committed to helping older individuals and people with disabilities maintain their independence and live in their own homes for as long as possible. In-home care services play a crucial role in supporting this goal, allowing residents to age in place while enjoying greater autonomy.

## What?

Tablelands Community Support provides a range of services to help older people and those living with a disability maintain their independence. Our consumer-directed model allows individuals to make choices about the services they access, empowering them to live independently. We offer a comprehensive range of services across the New England region. We are funded through a mix of Commonwealth Department of Health and Aged Care funding, the National Disability Insurance Scheme, State community transport funding, and means-tested consumer contributions.

## How?

### Tablelands Community Support

Tablelands Community Support (TCS), is managed by Council, and delivers tailored care plans in collaboration with contractors, direct support services, and volunteers. This approach ensures that consumers receive the support they need while promoting independence. TCS also provide a strong governance framework, including policy development, audits, and continuous staff training, to ensure high service quality.

### Tablelands Community Transport

Tablelands Community Transport offers (TCT) safe and reliable transport services to eligible consumers. Funded by Transport for NSW, the Commonwealth Department of Health and means-tested contributions, TCT assists individuals to access medical appointments and maintain social connections. Services are available on a booking basis and are delivered using it's fleet of vehicles.

## CSP Objectives

**1. Community Minded** – an accessible, inclusive and empowered community

## CSP Strategies

- 1.3 A diverse and creative culture that celebrates our history
- 1.4 Access to and equity of services.

## Delivery Program Activities

- 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
- 1.4.1 Facilitate access to care services throughout the Shire

### Operational Actions

### Performance Measure

|         |   |   |
|---------|---|---|
| 1.3.4.2 | Provide a space and a dedicated program for the First Nations Elders.   | Documented provision of meeting space at the TCS facility for regular meetings of Uralla Shire Elders |
| 1.4.1.1 | Operate community services in a financially sustainable manner  | Improve financial position year on year.  |
| 1.4.1.2 | Operate Community Services in line with industry standards, policies, procedures and practise to meet audit requirements. | Report to ACCA on a quarterly basis and respond and submit reports within time frames.                |

# Community Care

Responsibility: Manager Community Care



|         | <b>Operational Actions</b>   | <b>Performance Measure</b>            |
|---------|--|---------------------------------------|
| 1.4.1.3 | Convene a Consumer Advisory forum.   | Two forums per calendar year.         |
| 1.4.1.4 | Report to Compliance and Assurance Committee.                                  | 4 ACCA meetings per year              |
| 1.4.1.5 | Promote council's community services.  | Increase in client base.              |
| 1.4.1.6 | Advocate for increased federal and state funding for local community services. | Attending at least one forum annually |

# Library Services

Responsibility: Librarian



## Why?

Our community values access to and equity of services. The Uralla Library is a contemporary shared space that enables our community to access information and to connect with each other through programs and activities. Uralla Library is a social hub that provides an inclusive environment for all generations.

## What?

Library services for Uralla Shire residents are provided through the Central Northern Regional Libraries partnership. Library members have access to a wide selection of information and leisure resources including books, e-books, magazines, DVDs, CDs, large-print books and audio books on CD.

If an item is not available at your local branch it can be reserved or obtained from other libraries (inter-library loan). An extensive range of databases and e-resources are also available online at [www.cnl.nsw.gov.au](http://www.cnl.nsw.gov.au).

Public access computers connect our community and visitors with ideas, technology and information. Use of the computers and access to Wi-Fi are provided free of charge.

## How?

The Uralla Library operates six days per week and provides: resource loans to members; free Wi-Fi and work/study spaces; programs and events for all members of the community (such as Book Club and Craft Workshops); story time for toddlers and parents (including craft session) ; home delivery service to the Uralla Area; artist of the month with themed monthly library displays; and a Youth Space with games and young adult books, movies and music.

The Bundarra Library is operated by volunteers from the CWA meeting rooms and is open to the public each Friday. The library collection is refreshed every eight weeks. Craft and books are prepared and supplied for the Bundarra preschool story time activities.

## CSP Objectives

**1. Community Minded** – an accessible, inclusive and empowered community

## CSP Strategies

- 1.1 A growing community Shire
- 1.3 A diverse and creative culture that celebrates our history

## Delivery Program Activities

- 1.1.1 Coordinate and facilitate Council volunteer programs.
- 1.3.3 Maintain the service delivery for library services and programs in line with the adopted levels of service

# Library Services

Responsibility: Librarian



|         | <b>Operational Actions</b>  | <b>Performance Measure</b>  |
|---------|---|---|
| 1.1.1.2 | Maintain and promote Volunteers to support Bundarra library services  | Maintain volunteers sufficient to meet the Bundarra library services under the MOU.   |
| 1.3.3.1 | Deliver Library services and programs   | <ul style="list-style-type: none"> <li>• Monthly book club 12 per year</li> <li>• Host activities during school holiday periods at a minimum of 1</li> <li>• Operate library services 6 days a week</li> <li>• Weekly story time during school term.</li> </ul> |
| 1.3.3.2 | Maintain the Service Level Agreement with Central Northern Regional Library and attend meetings                           | Attend all Central Northern Regional Library meetings and training sessions.  |
| 1.3.3.3 | Provide a dedicated youth space in the Uralla Library in consultation with youth in local community (Subject to funding). | Identify and delineate a space in the Uralla Library dedicated to youth. Have at least 5 informal conversations with youth in the library to identify any opportunities or recommendations.   |
| 1.3.3.4 | Promote library services and programs.  | Facebook promotion issued for every Library event undertaken.   |
| 1.3.3.5 | Deliver the services detailed in the Bundarra library MOU.  | <ul style="list-style-type: none"> <li>• Facilitate the selection of a new collection of books for the Bundarra Library every 8 weeks.</li> <li>• Provide IT support to Bundarra Library.</li> <li>• Provide Wi-Fi access to Bundarra Library.</li> </ul>       |

# Community Development



Responsibility: Group Manager Corporate and Community

## Why?

We know that creating more opportunities for visitors and residents to come together from across the Shire, including our remote townships and rural properties helps strengthen our shared culture, promotes economic activity, and supports creativity, physical and mental wellbeing.

## What?

Council initiates, facilitates, and invests in a wide range of activities and events for, with and by our community, helping to promote civic engagement, participation and a strong and cohesive community.

## How?

Council provides financial and in-kind support for community-led events such as Uralla's annual Fairy Festival, Rotary Art Show, Thunderbolts Festival and Bundarra Pony Club and Bundarra District Campdraft Association events.

We also partner with our community to deliver an annual calendar of activities and events aligned with social awareness and commemoration events including Australia Day, NAIDOC Week, Youth Week and National Volunteers Week.

Council seeks additional funding to create new experiences that bring our community together and contribute to the social, cultural and economic vibrancy of our shire.

### CSP Objectives

**1. Community Minded** – an accessible, inclusive and empowered community

### CSP Strategies

- 1.1 A growing community minded Shire
- 1.3 A diverse and creative culture that celebrates our history
- 1.4 Access to and equity of services.

### Delivery Program Activities

- 1.1.3 Coordinate and facilitate Council volunteer programs
- 1.3.5 Manage the Uralla Old Court House as a community venue
- 1.4.3 Review and implement the USC Disability Inclusion Action Plan

| Operational Actions |   | Performance Measure  |
|---------------------|---|--|
| 1.1.3.4             | Host a Volunteers Week events                             | Council representation and promotion at Volunteer expo's               |
| 1.3.5.1             | Manage the Old Court House as a community and event space | Income from of bookings per annum covers operational costs of facility |
| 1.4.3.1             | Report on current DIAP and undertake a review of the DIAP | Report on current DIAP performance and adopt new DIAP for 2026-2029    |
| 1.4.3.2             | Undertake actions in accordance with the DIAP             | 100% completion of 2026/2027 DIAP actions                              |

## Community Capacity Building

### Section 355 Committees

Uralla Shire Council is committed to supporting community wellbeing by providing facilities, programs, and resources that meet the diverse needs of our region. To help guide this work, Council has established a number of Section 355 Committees made up of dedicated local volunteers. These committees offer valuable insight and advice on community priorities, local events, and initiatives that contribute to the goals of the Community Strategic Plan – including tourism, cultural celebration, and township activation.

### Current Committees

- 1. Australia Day committee –**  
This committee leads the planning, coordination, and delivery of the annual Australia Day celebrations. Members work closely with Council to ensure the event reflects the values, achievements, and spirit of our community.
- 2. Bundarra Community Committee –**  
This committee has recently been revitalised through collaboration between Council and the Bundarra community. It oversees the management of the Bundarra School of Arts Hall and provides advice on local issues, priorities, and projects. The committee plays an important role in supporting the social, cultural, and economic wellbeing of Bundarra and surrounding areas.

### Supporting Community Groups

In addition to the work of Section 355 Committees, Uralla Shire Council provides direct support to community groups, events, and local initiatives through donations and inkind assistance. This support helps strengthen community connections, build local capacity, and encourage participation across the Shire.



# McMaugh Gardens Aged Care Facility



Responsibility: Director of Nursing / Facility Manager

## Why?

Council supports older people in the community who are unable to live at home. It includes accommodation and offers personal care 24 hours per day.

## What?

McMaugh Gardens Aged care is fully accredited by The Aged Care Quality and Safety Commission. This ensures compliance with the Aged Care Standards.

Our experienced team including administration, clinical care, hospitality, lifestyle and maintenance staff, supports residents to live their very best life.

Councils' strong governance frameworks ensure we consistently meet and exceed required standards and any potential risks are identified and managed.

## How?

Council offers a range of services that cater to the needs of our aged residents who require specialised care.

Registered Nurses manage clinical care, Personal Care Assistants aid with activities of daily living and Lifestyle Coordinators plan activities to enhance the residents' quality of life.

Our Hospitality team manage the cleaning, laundry and kitchen, our while our Chefs provide nutritious food that is cooked fresh daily based on the residents' preferences. The Maintenance officer ensure the grounds and equipment are safe and well maintained.

### CSP Objectives

1. **Community Minded** – an accessible, inclusive and empowered community.

### CSP Strategies

- 1.1 A growing community minded Shire
- 1.4 Access to and equity of services

### Delivery Program Activities

- 1.1.1 Enhance opportunities for volunteering in the Uralla Shire
- 1.4.2 Facilitate access to residential aged care service
- 1.4.5 Progress the "Retain & Invest" strategy for residential aged care services in Uralla Shire

# McMaugh Gardens Aged Care Facility



Responsibility: Director of Nursing / Facility Manager

|         | <b>Operational Actions</b>  | <b>Performance Measure</b>  |
|---------|---|---|
| 1.1.1   | Maintain and promote Volunteering to support aged care and community services | Recruit and maintain sufficient volunteers to meet service delivery outcomes  |
| 1.4.2.1 | Maintain McMaugh Gardens quality and compliance standards                     | Achieve better than benchmark performance on all standards covered by Moving on Audits (MoA)<br>Maintain a minimum quality and compliance rating of Level 3 |
| 1.4.2.2 | Manage McMaugh Gardens in a financially sustainable manner                    | Meet or better the approved budget.   |
| 1.4.2.3 | Successfully complete Aged Care Quality and Safety Commission Audits          | Undertake audits within time constraints and maintaining accreditation  |
| 1.4.2.4 | Facilitate a Compliance and Assurance Committee                               | 4 Assurance & Compliance Committee per year.  |
| 1.4.5.1 | Implement council endorsed strategy for McMaugh Gardens (SUBJECT TO FUNDING)  | Apply for the Aged Care Capital Grant funding.  |

# Tourism & Events



Responsibility: Corporate Lead – Communication & Events

## Why?

Our community is justifiably proud of our Shire, its history, progressive businesses and industries, and our magnificent natural environment. We recognise the value of the visitor economy and are committed to strengthening it through targeted tourism development and promotion. Engaging events, inclusive community engagement, and a vibrant tourism sector are essential to showcasing Uralla Shire's unique offerings, enhancing community pride, and supporting economic development.

## What?

Council operates the Uralla Visitor Information Centre to provide high-quality visitor services and promote local attractions, businesses, and experiences. This centre also plays a central role in destination marketing and tourism partnerships. The Tourism and Events team promotes the Shire as a welcoming and distinctive destination, curates and supports events that reflect local identity, attract visitors and works with the community and industry to strengthen the visitor experience.

## How?

Council provides a fully staffed Visitor Information Centre that delivers up-to-date information about local and regional destinations and activities. The Centre collaborates with tourism operators, local businesses, and regional tourism bodies to enhance the visibility of Uralla Shire through coordinated marketing and destination branding. They plan and support community events that foster pride and connection and attract regional visitation.

### CSP Objectives

1. **Community Minded** – An accessible, inclusive and empowered community
2. **Prosperous** – A sustainable economy that supports prosperity.

### CSP Strategies

- 1.1 A growing community minded Shire
- 2.1 Attractive Environment for the business sector

### Delivery Program Activities

- 1.1.3 Support Council approved community events with in-kind support and/or sponsorship
- 1.2.9 Lobby government, companies and other individuals to secure funding for cultural fields.
- 2.1.1 Facilitate and support the maintenance of our Shire as a destination

# Tourism & Events



Responsibility: Corporate Lead – Communication & Events

|         | <b>Operational Actions</b>  | <b>Performance Measure</b>  |
|---------|---|---|
| 1.1.3.1 | Measure social, cultural, educational and economic impact of Council events (Subject to funding). | Complete 100% of the tasks.   |
| 1.1.3.2 | Coordinate Youth Week activities  | Complete all tasks (subject to grant funding).  |
| 1.1.3.3 | Coordinate Seniors Week events  | Delivery of 4 Seniors Week activities with at least one activity in Bundarra  |
| 1.1.3.5 | Coordinate the Uralla Christmas street fair.  | Major Community Event delivered in accordance with Event plan and to the satisfaction of grant funding provider as demonstrated by post-event report. |
| 1.2.9.2 | Plan and deliver School Holiday activities (subject to grant funding).                            | Submission of funding applications for school holiday activities  |
| 2.1.1.1 | Operate the Visitor Information Centre  | Tier-1 AVIC accreditation is maintained & tasks are completed.  |
| 2.1.1.2 | Develop and lead promotional campaigns and projects to support the local visitor economy.         | Promotion of Uralla tourism opportunities complies with accreditation requirements  |



## Uralla Street Store

The Uralla Street Store is located at 60 Bridge Street. Council rents and maintains the street store providing it free of charge to community groups to support their fundraising efforts.

# Civic Leadership

Responsibility: General Manager



## Why?

Our community places strong importance on the leadership demonstrated by all community groups within the Shire. These groups are expected to uphold good governance, act in the collective interest of the community, and advocate on its behalf. The Office of the General Manager ensures that Council operates as an effective, accountable, and independent local government authority, always acting in the best interests of the broader community.

## What?

The Office of the General Manager is a key business unit within Council that supports its strategic and governance functions. It serves as the primary conduit between the governing body (the Councillors) and Council staff, ensuring that organisational priorities are communicated, progressed, and reported. It also acts as a liaison with external stakeholders to support effective collaboration and community outcomes.

## How?

Council is structured to deliver its functions efficiently and responsibly, ensuring appropriate resources are aligned with organisational priorities. It operates within the powers and obligations of the Local Government Act and associated Regulations at all times. Council's conduct is guided by principles of openness, honesty, and integrity, ensuring that all actions are undertaken in the best interests of the community.

### CSP Objectives

- 1. Community Minded** – an accessible, inclusive and empowered community
- 2. Prosperous** – A sustainable economy that supports prosperity.
- 4. Independent** – an independent shire and well-governed community.

### CSP Strategies

- 1.1 A growing community shire.
- 1.2 A safe, active and healthy shire
- 1.3 A diverse and creative culture that celebrates our history
- 1.4 Access to and equity of services.
- 2.1 An attractive environment for the business sector
- 2.2 Diverse and growing business opportunities
- 4.1 Informed and collaborative leadership in our community

### Delivery Program Activities

- 1.1.3 Support Council approved community events with in-kind support and/or sponsorship.
- 1.2.7 Engage with police, community organisations and the community to address crime, anti-social behaviour and maintain community safety
- 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
- 1.4.4 Facilitate ceremonies recognising and commemorating events important to our cultural identity
- 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
- 2.2.3 Support business and industry development in the region
- 2.2.4 Advocate for improvements to telecommunication infrastructure and services.
- 4.1.2 Elected members govern Council in accordance with legislative requirements
- 4.1.4 Advocate for the interests of the community through the NSW Country Mayors Association
- 4.1.5 Advocate for the interests of the community through the LGNSW Association

# Civic Leadership

Responsibility: General Manager



| Operational Actions  | Performance Measure  |
|--|--|
| 1.1.3.7 Provide support to Council's s355 committees in accordance with the relevant committee Terms of Reference.   | Administration support provided in accordance with Terms of Reference.   |
| 1.2.7.1 Engage and advocate with the police, emergency services and community groups to support community safety   | Documented engagements with the local Police service on Uralla Shire Community safety matters.   |
| 1.3.4.1 Liaise with Elders as part of our events delivery to be inclusive of our First Nations Community   | ≥2 documented formal engagement with Uralla Shire leaders regarding event delivery in 2026/2027  |
| 1.4.4.1 Liaise with Department of Home Affairs for the facilitation of citizenship ceremonies  | Undertake 100% of Citizenship Ceremonies as required by Department of Home Affairs   |
| 1.4.4.2 Coordinate the Australia Day Activities  | Deliver Australia Day and citizenship ceremony   |
| 1.4.4.3 Coordinate National Aboriginal and Islanders Day Observance Committee(NAIDOC) Week events  | Deliver 2027 NAIDOC week observance  |
| 2.1.2.1 Continue to advocate to minimise the impact and maximise the benefits of renewable energy developments with reference to the Community Benefits Policy.  | Quarterly updates to Governing Body on engagements with industry and state agencies  |
| 2.1.2.3 Coordinate and deliver Council's engagement in New England Renewable Energy Zone (NEREZ) activities through active participation in key forums and provide timely input and representation on matters affecting the Shire with update to the Governing Body. | Minimum of 3 formal inputs (submissions, feedback or representations) on NEREZ matters per year  |
| 2.2.3.1 Pursue development opportunities to optimise potential for Rowan Avenue Industrial Land  | Report to Council on development options ( including NEREZ development activities)   |
| 2.2.4.1 Advocate for services and infrastructure requirements for Uralla Shire.  | ≥ 3 Documented formal engagement with State agencies, Commonwealth departments, Ministers and the local members and in partnership with other Councils as appropriate. |
| 4.1.2.1 Deliver workshops and information sessions for Councillors to inform the strategic direction of Council  | Deliver a minimum of 1 workshop per month (excl January).  |
| 4.1.2.3 Schedule Council meetings as required by legislation and provide secretarial support   | Council holds a minimum of 10 Ordinary meetings  |
| 4.1.2.4 Facilitate ongoing Professional Development for Councillors  | Provide updates to Councillors on professional development opportunities for Councillors.  |
| 4.1.4.1 Participate and attend Country Mayors Association meetings and advocate for the interests of the Uralla Shire.   | ≥75% of Country Mayors Association meetings attended by Mayor or delegate  |
| 4.1.5.1 Continue to engage with LGNSW and participate in forums and inquiries relevant to the interests of Uralla Shire.   | ≥ 4 documented representations made to LGNSW on matters furthering the interests of the Uralla Shire   |



## Country Mayors Association

The Country Mayors Association represents 97 rural and coastal Councils across NSW, advocating for local government and issues that affect our communities. The Country Mayors Association provides an opportunity for Council to meet to discuss specific issues that relate to areas outside the major metropolitan centres, in addition to looking at the bigger picture of the whole local government sector within the State. Some of the key priorities for the Country Mayors Association is converting waste to energy, improving roads and investing in new technologies.

# Organisational Leadership



Responsibility: General Manager

## Why?

Effective organisational leadership is essential for driving performance, strengthening capability, and fostering growth. Leaders provide direction, set strategic objectives, and ensure teams remain aligned with these goals. Through clarity, motivation, and support, they enable individuals and teams to excel, contributing to strong organisational performance.

## What?

Organisational leadership shapes decision-making, drives team motivation, and guides the achievement of objectives. It plays a central role in developing workplace culture, improving productivity, and building the organisational capacity needed to achieve longterm success.

## How?

Leaders influence and shape organisational culture by consistently reinforcing the behaviors and values that matter. By aligning actions, expectations, and consequences, they communicate priorities and embed shared assumptions across the organisation. A strong organisational culture enhances efficiency, communication, and collaboration—ultimately improving the services and outcomes delivered to our community.

### CSP Objectives

**4. Independent** – an independent shire and well-governed community.

### CSP Strategies

- 4.1 Informed and collaborative community leaders.
- 4.3 An efficient and effective local government

### Delivery Program Activities

- 4.1.2 Elected members govern Council in accordance with legislative requirements
- 4.3.1 Facilitate open and transparent access to Council decision making and information
- 4.3.4 Provide People & Wellbeing services that support a high performing team culture.

| Operational Actions   | Performance Measure   |
|---|---|
| 4.1.2.2 Ensure Councillors are kept informed of legislative changes, current issues and opportunities.                  | Weekly Councillor information Bulletin issued (except January).                           |
| 4.3.1.5 Facilitate a monthly all staff briefing to communicate Council decisions and current and future priorities      | ≥ 1 all staff briefing after each Ordinary Council meeting                                |
| 4.3.1.6 Maintain a monthly manager meeting to discuss strategic and operational direction and priorities                | ≥10 monthly managers meeting per year   |
| 4.3.1.7 Deliver organisation wide information session on the direction and deliverables in the adopted Operational plan | ≥1 Operational Plan briefing session following the adoption of the Operational Plan       |
| 4.3.4.4 Deliver an organisation wide 'culture' morning to celebrate and promote exemplary performance.                  | Delivery of a facilitated "organisational culture" conference for all staff once annually |

# People and Wellbeing



Responsibility: Manager, People & Wellbeing

## Why?

Drive a high-performing organisational culture by delivering proactive people services, workforce support, and well-being initiatives that empower our people to succeed.

## What?

Deliver People and Wellbeing services aligned with Council's Values and Customer Service Principles with workforce practices compliant with relevant legislative and statutory requirements and industrial instruments.

## How?

Provide support, advice, and information across the full scope of employee services, including but not limited to: leading talent acquisition, attraction, and retention activities, including succession planning; managing performance and remuneration; coordinating learning and development programs; administering workers compensation and overseeing Recover at Work programs; implementing and monitoring work health and safety systems; and delivering advice on industrial relations matters.

### CSP Objectives

**4. Independent** – an independent shire and well-governed community.

### CSP Strategies

- 4.2 A strategic, accountable and representative Council
- 4.3 An efficient and effective local government

### Delivery Program Activities

- 4.2.4 Provide a safe environment in all aspects of Council operations.
- 4.3.3 Integration of the Safety System throughout organisation.
- 4.3.4 Provide People & Wellbeing services that support a high performing team culture.

| Operational Actions  | Performance Measure  |
|--|--|
| 4.2.4.1 Implement the Workforce Management Strategies.   | Compile and report to the ARIC the progress status of implementation of the 2026/2027 actions. |
| 4.2.4.3 Facilitate timely training for mandatory licenses and skills.  | 100% of staff hold current operating certification   |
| 4.2.4.4 Recover at work strategies are implemented for workplace injuries where possible.  | ≥5% reduction on leave taken for workplace injuries.   |
| 4.2.4.5 Regularly review Work Health & Safety reports and statistics to identify opportunities to improve Work Health & Safety performance and drive down workers compensation premium | WHS quarterly report to ARIC.  |
| 4.3.3.1 Utilise the Safety system to extract management reports to identify improvement initiatives  | 100% completion of quarterly reports to ARIC.  |

# People and Wellbeing

Responsibility: Manager, People & Wellbeing



|         | <b>Operational Actions</b>  | <b>Performance Measure</b>  |
|---------|---|---|
| 4.3.3.2 | Implement actions as outlined in the State cover annual action plan.            | 100% of agreed management action completed                                      |
| 4.3.3.3 | Report all incidents accidents to the relevant authority.                       | 100% of reportable incidents and accidents reports to authority within 48 hours |
| 4.3.3.4 | Deliver training on identifying corrective actions and close out incidents.     | 1 targeted training session delivered.  |
| 4.3.4.1 | Develop and Deliver WHS training.   | ≥ 4 WHS training initiatives delivered to organisation.                         |
| 4.3.4.2 | Continue to implement an online staff performance management system.            | 85% of staff performance reviews completed on schedule.                         |
| 4.3.4.3 | Review service critical position and develop a succession plan for these roles. | ≥ 2 critical positions reviewed and succession plans formalised.                |

# Communications



Responsibility: Strategic Communications Officer

## Why?

Uralla Shire Council delivers strategic communications and community engagement to ensure the community is informed, connected, and confident in Council’s decisions and activities. This service supports transparency, builds and maintains public trust, and protects and enhances Council’s reputation. It ensures community perspectives are understood and considered in Council’s work, and that information about Council’s services, projects and decisions is communicated in clear, accessible and meaningful ways. The service also underpins Council’s commitment to professionalism, customer service and organisational values, and plays a critical role in issues and crisis communication.

## What?

The service provides Council’s corporate communications, media, marketing and community engagement functions across print, digital, social and in-person channels. It includes the planning, development and delivery of high-quality communications such as media releases, corporate publications, campaigns, strategic documents and engagement activities. The service establishes and maintains Council’s communications framework, brand and policies, ensuring a consistent, coordinated and strategic approach across the organisation. It also provides specialist advice and support to the Mayor, General Manager, Executive and staff in areas including media relations, community engagement, speech writing, digital content and issues management.

## How?

The service is delivered through proactive planning and responsive communication across Council’s channels and operations. This includes monitoring media and community sentiment, developing and publishing content, managing media enquiries, advising staff, and coordinating community engagement activities. Work is undertaken collaboratively across Council and with external stakeholders to ensure communications are accurate, timely, relevant and accessible.

The service applies Council policies, engagement frameworks and industry best practice, using professional judgement to respond to emerging issues, risks and opportunities. It operates with a high degree of autonomy while maintaining strong alignment with senior leadership and Council’s strategic and operational priorities.

### CSP Objectives

**4. Independent** – an independent shire and well-governed community.

### CSP Strategies

- 4.1 Informed and collaborative leadership in our community
- 4.3 An efficient and effective local government

### Delivery Program Activities

- 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.
- 4.3.10 Facilitate the community’s access to Council services

# Communications

Responsibility: Strategic Communications Officer



| Operational Actions |  | Performance Measure  |
|---------------------|--|--|
| 4.1.1.3             | Undertake a community satisfaction survey.   | Undertake Community Satisfaction Survey in Q2 26/27 Financial Year. Final report presented to Council in Q3 26/27 Financial Year   |
| 4.3.10.1            | Review the community engagement strategy.  | Produce an updated Community Engagement Strategy   |
| 4.3.10.2            | Review and update the content on Council webpage   | Complete departmental review of web page content.  |
| 4.3.10.3            | Prepare and deliver a monthly e-newsletter (Excluding January).  | Prepare and deliver a regular e-newsletter. Deliver a minimum of 10 e-newsletters per annum.   |
| 4.3.10.4            | Promote council activities and achievements through Facebook posts and other community engagement mediums. | 100% of major council events /achievements are promoted on at least two platforms. Minimum 3 posts per week across official channels (excluding Christmas Shutdown period) |
| 4.3.10.6            | Prepare a Social Media Policy.   | Adopted by March 2027  |
| 4.3.10.7            | Prepare and deliver training to staff and councillors on the application of the social media policy.       | Delivered by end of financial year   |

# Service Centre

Responsibility: Manager Governance and Service Centre



## Why?

Excellent customer service provides our community with equitable access to information in all council business areas and provides opportunities to share feedback and provide suggestions to inform decision making.

## What?

The service centre team provides a professional and efficient customer service experience with Council through a variety of methods including service desk, phone and message service and website communications. The Service Centre team aims to respond to 70% of customer enquiries on the first contact.

## How?

The Service Centre team delivers services through: providing a service counter function for payment receipt; enquiries and feedback; provides a telephone answering service for the organisation; and managing Councils email inbox, responding immediately where possible, or redirecting enquiries to the appropriate staff member to action.

### CSP Objectives

- 1. Community Minded** – an accessible, inclusive and empowered community
- 4. Independent** – an independent shire and well-governed community.

### CSP Strategies

- 1.3 A diverse and creative culture that celebrates our history
- 4.1 Informed and inspired leadership in our community
- 4.2 A strategic, accountable and representative Council
- 4.3 An efficient and effective independent local government

### Delivery Program Activities

- 1.3.5 Manage the Uralla Old Court House as a community venue
- 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
- 4.2.2 Provide an operational, risk managed, governance framework to support the achievement of Council's strategic objectives and legislative compliance
- 4.3.10 Facilitate the community's access to Council services

| Operational Actions |  | Performance Measure   |
|---------------------|--|---|
| 1.3.5.2             | Manage bookings of the Old Court House                     | 100% of booking requests responded to within seven days                                     |
| 4.1.1.1             | Oversee and report on the Customer request module.         | ≥95% of initial CRM response within 7 days<br>≤10% of CRMS are open for longer than 60 days |
| 4.2.2.4             | Review and update the USC Privacy Management Plan 2018.    | Final draft presented to Council for adoption prior to March 2027.                          |
| 4.3.10.5            | Coordinate and manage bookings for the Uralla Street Stall | Maintain occupancy greater than 80% of available dates.                                     |

# Service Centre

Responsibility: Manager Governance and Service Centre



## Our Customer Service Commitment

We will...

- Greet you with a smile
- Communicate clearly and listen carefully
- Make things as simple as possible for you
- Provide accurate, prompt, friendly, courteous and professional service
- Keep records including audio recordings of interviews and meetings
- Acknowledge all written correspondence providing a detailed response within 10 working days, and where further investigation is required you will be notified of a completion date
- Provide after-hours services and response for emergency incidents
- Seek feedback from you on our service
- Respond to telephone enquiries within three business day

## How To Contact Us

Council Administration is located at:

32 Salisbury Street, Uralla  
Our customer service desk is available:  
Monday to Friday 8.30am –4.30pm

Call us (02) 6778 6300  
Email us council@uralla.nsw.gov.au

Send us mail PO Box 106 Uralla NSW 2358

In an emergency or after-hours call: 0427 784 982  
Water / Sewer 0427 784 304  
Report all fires 000  
SES (Flood / Storm) 132 500

# Governance

Responsibility: Manager Governance and Service Centre



## Why?

As custodians of community funds and assets it is paramount that all Council operations are undertaken with transparency and integrity and that risk and opportunity are factored into decision making.

## What?

The Governance function facilitates a control framework to achieve legislative compliance, transparency and integrity of operation. Governance periodically appraises organisational compliance, understanding and effectiveness and reports status and progress to the Governing body and the Audit Risk and Improvement Committee. As a facilitation service, Governance also assists the organisation with the application of governance controls through training, workshops and specialist advice.

## How?

Governance services include: oversight and coordination of Integrated Performance and Planning; policy framework and maintenance; statutory reporting; risk management and continuous reporting; administration of the Audit Risk and Improvement Committee; insurance portfolio and claims management; Public Officer; Council meeting administration and support; and implementation of the Internal Audit program.

### CSP Objectives

- 1. Community Minded** – an accessible, inclusive and empowered community
- 4. Independent** – an independent shire and well-governed community.

### CSP Strategies

- 1.4 Access to and equity of services.
- 4.1 Informed collaborative community leaders
- 4.2 A strategic, accountable and representative Council

### Delivery Program Activities

- 1.4.2 Facilitate access to residential aged care service
- 4.1.3 The whole organisation will operate in accordance with legislative requirements
- 4.1.6 Engage and collaborate with the community to progress CSP goals
- 4.2.1 Operate in a financially sustainable manner
- 4.2.2 Provide an operational, risk managed, governance framework to support the achievement of Council's strategic objectives and legislative compliance

|         | Operational Actions  | Performance Measure   |
|---------|--|---|
| 1.4.2.5 | Manage lease agreement with Grace Munroe Aged Care Facility  | 100% compliance with lease provisions   |
| 4.1.1.2 | Develop and implement a staff operated complaints management system that enables council employees to record, track, monitor, and report all community and customer complaints consistently and efficiently. | Complaints management system implemented and fully operational, with $\geq 90\%$ of complaints accurately recorded, tracked, and a capacity to generate reports within the system on a six monthly basis. |
| 4.1.3.1 | Meet the Office of Local Government Compliance and Reporting requirements for 2026/2027.   | 100% of compliance and reporting requirements delivered on time.  |

# Governance

Responsibility: Manager Governance and Service Centre



|          | <b>Operational Actions</b>   | <b>Performance Measure</b>  |
|----------|--|---|
| 4.1.3.2  | Implement the 26/27 actions in the Governance improvement plan (when adopted by EXEC).                           | 26/27 programmed improvement action fully delivered   |
| 4.1.6.1  | Prepare and present the annual report in accordance with legislative compliance                                  | 2025/2026 Annual report submitted to Council in November 2027   |
| 4.2.1.7  | Review and update Supplier panels  | More than 75% of supply panels are reviewed and current.  |
| 4.2.1.8  | Implement updates to the Procurement Policy & Procedures and deliver organisation-wide training                  | Reduce noncompliance with procurement procedures  |
| 4.2.2.1  | Coordinate and support the Audit Risk and Improvement Committee  | Quarterly Audit risk and Improvement Committee activity report provided to Council<br>Delivery of Business agenda premised on 4-year ARIC work plan |
| 4.2.2.2  | Implement and report on the Internal Audit program   | Quarterly progress report provided to ARIC  |
| 4.2.2.3  | Review and renew USC's Insurance portfolio   | Insurance reviewed and renewed prior to 01/07/2027.   |
| 4.2.2.6  | Undertake scheduled reviews of Council Policy & Procedures   | >90% of Council Policies are current  |
| 4.2.2.7  | Develop and implement a service review program.  | Service Review program reported to Council in Q1 26/27 FY.  |
| 4.2.2.8  | Investigate and implement a review of the enterprise record management system in line with the state record act. | Project outline document submitted to Executive for approval Report on review outcome submitted to ARIC Q326/27 FY.                                 |
| 4.2.2.9  | Undertake a desktop scenario test of Business Continuity Plan  | Report the outcome of the BCP scenario drill to ARIC  |
| 4.2.3.1  | Adopt a Corporate Risk Appetite Statement and incorporate the tolerances into the USC risk framework.            | Risk Appetite statement adopted by Council < December 2026  |
| 4.2.4.2  | Provide annual PID Training  | Delivery of 2 x PID training sessions (1 organisation-wide, 1 target staff)   |
| 4.3.1.1  | Publish Council minutes  | 100% of Council minutes published to website within 5 days of meeting   |
| 4.3.10.8 | Prepare a Community Support Policy and Process   | Draft policy to Council Nov 2026  |

# Records and Information



Responsibility: Manager Governance and Risk

## Why?

Council has a legislated obligation to ensure that it keeps a record of all of its activities to maintain transparency of operation. Our record keeping function provides the framework for documenting Council's activities and serves to fully inform future strategy and decision making.

## What?

Our records and information function provides leadership and guidance to the organisation on individual responsibility of officers to maintain corporate records and oversees the control framework for the safe storage, retention and disposal of records in accordance with the Records Management Act. Our record function also responds to information requests from the community.

## How?

Record and information management is undertaken by: providing a framework for the creation, storage, retention, and disposal of corporate records; training the organisation on the correct procedures; auditing record management processes to ensure organisational understanding and compliance; responding to GIPA applications; and Reporting to State Records.

### CSP Objectives

**4. Independent** – an independent shire and well-governed community.

### CSP Strategies

4.3 An efficient and effective independent local government

### Delivery Program Activities

4.3.1 Facilitate open and transparent access to Council decision making and information

| Operational Actions |  | Performance Measure  |
|---------------------|--|--|
| 4.3.1.2             | Provide information under the GIPA Act                   | 100% Compliance with GIPA Act  |
| 4.3.1.3             | Progress the backlog of disposal of records              | ≥ 70% of historical DA files up to 1975 digitised                                      |
| 4.3.1.4             | Undertake organisational training for records management | > 1 records management training session for all corporate and admin staff              |
| 4.3.1.8             | Undertake annual self-audit Record Act compliance report | Completed audit uploaded to state records authority portal prior to end of March 2027. |

# Information Technology

Responsibility: IT Team Leader



## Why?

Uralla Shire Council uses a variety of IT technology and services to assist in securing information while providing comprehensive and efficient management systems for both our staff members and the Community.

## What?

The technology provides digital information in a secure and organised form, enabling information driven decisions and projections for the needs of our community.

## How?

Support and build on Council's current Information Technology Strategy Roadmap; implement effective and powerful tools for supporting Council's Core Information systems; ensure Council's information systems maintain operational relevancy and are fit for purpose; monitor and continue to engage in strong cyber security practices; support and provide high-quality customer-facing services.

### CSP Objectives

**4. Independent** – an independent shire and well-governed community.

### CSP Strategies

4.3 An efficient and effective independent local government

### Delivery Program Activities

4.3.2 Drive innovation and efficiency through the adoption and implementation of IT solutions

|         | Operational Actions   | Performance Measure   |
|---------|---|---|
| 4.3.2.1 | Upgrade the DECT phone system (subject to funding).                                 | DECT phone system upgrade and operational.  |
| 4.3.2.2 | Provide a help desk service   | >98% uptime during core business hours  |
| 4.3.2.3 | Implement the USC Intranet Project.   | Established intranet staff portal through share point   |
| 4.3.2.4 | Prepare and implement a USC Disaster Recovery plan                                  | MANEX endorsed DR plan and cyber security action plan by December 2026  |
| 4.3.2.5 | Provide ongoing Cyber Security Training to the organisation (including Councillors) | Deliver monthly organisation wide cyber security refresher training   |
| 4.3.2.6 | Implement the wireless access point upgrade project (subject to funding).           | Single sign-on internet access for all users.   |
| 4.3.2.7 | Undertake penetration testing of USC IT security systems (subject to funding).      | Undertake external penetration testing in Q2 26/27 FY Report outcome and improvement plan recommendation to ICT in Q3 26/27 FY. |

# Financial Management

Responsibility: Chief Financial Officer



## Why?

The Uralla Shire community expects representation and service by an efficient and effective independent local government which operates in a financially compliant and sustainable manner.

## What?

While Uralla Shire Council is a relatively small local government operation, it is still a complex and diverse business. Financial services oversee the strategic and operational financial management of Council through the Long Term Financial Plan, preparation of annual budgets and the processing of debtor and creditor accounts. Our financial services team ensures that we optimise our investment returns whilst managing investment risk as well as meeting audit and taxation requirements. The team compiles both internal and external reports to provide information for effective decision making and assurance of the adequacy of financial controls.

## How?

The financial services team provides the following financial services: raising and collection of rates and sundry debtor; management accounting and support; statutory accounting and reporting; tax management; compliance with financial legislative requirements; investment management; internal and external financial reporting; organisational training in financial matters.

### CSP Objectives

**4. Independent** – an independent shire and well-governed community.

### CSP Strategies

4.2 A strategic, accountable and representative Council

### Delivery Program Activities

- 4.2.1 Operate in a financially sustainable manner
- 4.2.2 Provide an operational, risk managed, governance framework to support the achievement of Council's strategic objectives and legislative compliance

| Operational Actions |   | Performance Measure  |
|---------------------|---|--|
| 4.2.1.1             | Prepare Budget for 2027-2028 in coordination with the budget officers                   | Draft Budget reported to Council in by May 2027  |
| 4.2.1.2             | Undertake an annual review of the LTFP  | Reviewed LTFP reported to Council by May 2027  |
| 4.2.1.3             | Review all fees and charges to compile fees and charges for 2027/2028                   | Reviewed Fees & Charges reported to Council by May 2027  |
| 4.2.1.4             | Review and adopt a rate of structures for the 2027/2028 financial year.                 | Revenue Statement adopted by Council by May 2027   |
| 4.2.1.5             | Quarterly Budget review prepared and reported to Council                                | Budget review reported to Council within 2 months of the end of each quarter                   |
| 4.2.1.6             | Maximise Return on Investment in accordance with the USC Investments Policy.            | Council's ability to achieve investment returns above the RBA cash rate.                       |
| 4.2.1.9             | Carry out asset valuations in accordance with the valuation cycle.                      | Reviewed methodology incorporated into annual financial statements                             |
| 4.2.1.10            | Support the annual audit process in accordance with the legislative requirements.       | 100% of annual external Audit Engagement Plan deadlines met.                                   |
| 4.2.1.11            | Maintain debt recovery practices to meet or better the local government ratio.          | Rates and annual charges outstanding $\leq 10\%$ .   |
| 4.2.1.12            | Prepare the annual financial statements in accordance with the legislative requirements | Submission of annual financial statement made to OLG by 31 October 2026                        |
| 4.2.2.5             | Develop and deliver finance training for the new items introduced in the finance budget | Delivery of targeted training session for budget and procurement officers prior to March 2027. |

# Fleet, Stores and Workshop



Responsibility: Manager, Fleet, Stores and Workshops

## Why?

Council values safety, transparency and value for money in all of its operations. The coordinated approach to overseeing Fleet, Stores and Workshop provides assurance to Council and the community of safe, cost effective and efficient operations.

## What?

The Fleet function coordinates the acquisition and maintenance of all of council plant and vehicle requirements, including asset acquisition and disposal. The Fleet function also oversees fleet asset valuations and insurance claims processing. The Stores function works towards centralising procurement services across the organisation to achieve economies of scale, value for money and cost/inventory control. The workshop function provides the operational response to fleet and plant maintenance across the organisation for timely delivery of services.

## How?

Provides expertise in the management and analysis of fleet usage to optimise turnover and maintenance regimes; delivers a procurement control framework though up to date policies and procedures and provides the broader organisation with procurement support services and training; oversees stock control through requisitioning and inventory stock take; and delivers timely maintenance services to all aspects of Council fleet, plant, and infrastructure.

### CSP Objectives

- 2 Prosperous** – A sustainable economy that supports prosperity.
- 4. Independent** – an independent shire and well-governed community.

### CSP Strategies

- 2.3 Well serviced communities.
- 4.2 A strategic, accountable and representative Council

### Delivery Program Activities

- 2.3.1 Define, adopt and implement levels of service for all relevant asset classes.
- 4.2.1 Operate in a financially sustainable manner
- 4.2.4 Provide a safe environment in all aspects of Council operations

| Operational Actions |  | Performance Measure   |
|---------------------|--|---|
| 2.3.1.15            | Draft Depot Operations Strategic Plans for the Uralla and Bundarra depot.        | The Executive team receives Depot Operations Strategic Plan.                              |
| 4.2.1.13            | Optimise Plant & Equipment procurement and Disposal to maximise ROI              | 100% of Plant and equipment turned over in accordance with the Plant replacement schedule |
| 4.2.1.14            | Manage Inventory through the effective requisitioning and stock control process. | Achieve 50% progress toward fully effective inventory management process.                 |
| 4.2.1.15            | Complete a feasibility study on the viability of an electrical white fleet       | Complete and submit the study to the Exec team.   |
| 4.2.4.6             | Maintain Plant & Equipment for optimum utilisation.                              | Replacing 90% of plant in accordance with annual requirements.                            |
| 4.2.4.7             | Finalise the asbestos remediation of the Uralla Depot facility.                  | Completion of remediation with final compliance documents received.                       |