



USC Four-year Delivery Program 2022 – 2026



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Document Control

Doc No.	Date Amended	Details / comments e.g. resolution number
0.1	2 December 2021	First draft re: revised CSP – see UINT/21/14057, UINT/21/13278 and UINT?21/
0.2	27 April 2022	Draft to new Councillors for workshop/review (Activities only)
0.3	10 May 2022	Draft to Finance Advisory Committee
0.4	11 May 2022	Amended following Finance Advisory Committee Draft to Council meeting for public exhibition
0.5	25 May 2022	Draft for public exhibition
0.6	28 June 2022	Final draft for council adoption
1.0		Adopted – Resolution No: Note: by 30 June 2022

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

Acknowledgement of Country

We acknowledge the Traditional Custodians of this land and recognise their sacred connection to Country. We pay our respect to Elders past, present and emerging

PART 1. DELIVERY PROGRAM SUMMARY

- 1.1. Council is required by the *Local Government Act 1993 (NSW)* to establish a Delivery Program after each ordinary election of Councillors for a 4-year period commencing on 1 July following the election.¹
- 1.2. The Office of Local Government NSW summarises the requirements of the delivery program as follows:

The Delivery Program identifies the principal activities to be undertaken by the council to perform all its functions - including implementing the strategies established by the Community Strategic Plan – using the resources identified in the Resourcing Strategy.

The Delivery Program is a statement of commitment to the community from each newly elected council. In preparing the Delivery Program, the council is accounting for its stewardship of the community’s long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be.

The Delivery Program is designed as the single point of reference for all principal activities undertaken by the council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program.

Supporting the Delivery Program are annual Operational Plans. These spell out the details of the Delivery Program – the individual projects and actions that will be undertaken in that year to achieve the commitments made in the Delivery Program.²

¹ *Local Government Act 1993 (NSW)* s 404.

² Office of Local Government, *Integrated Planning & Reporting Guidelines*, September 2021, p 19.

PART 2. REQUIREMENTS OF THE DELIVERY PROGRAM

2.1. The general requirements of the Delivery Program are as follows:

- Each council must prepare and adopt its Delivery Program by 30 June in the year following a local government ordinary election.
- To encourage continuous improvement across the council's operations, the Delivery Program must identify areas of service that the council will review during its term, and how the council will engage with the community and other stakeholders to determine service level expectations and appropriate measures.
- The Delivery Program must address ongoing improvements to the efficiency, productivity, financial management and governance of the council.
- When preparing its Delivery Program, the council must consider the priorities and expected levels of service, expressed by the community during the engagement process.

The Delivery Program is supported by a Resourcing Strategy which includes the following:

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

Community engagement

A wide ranging and comprehensive community engagement program has been developed to gain community and stakeholder input so that the strategic planning aligns with the future vision and aspirations of the community. The engagement program commenced with listening posts in early 2021, through to the listening post at Thunderbolts Festival in October 2021, along with postcards, social media posts and posters distributed throughout the Shire in December 2021 – January 2022. A separate engagement process was undertaken in relation to the Long Term Financial Plan.

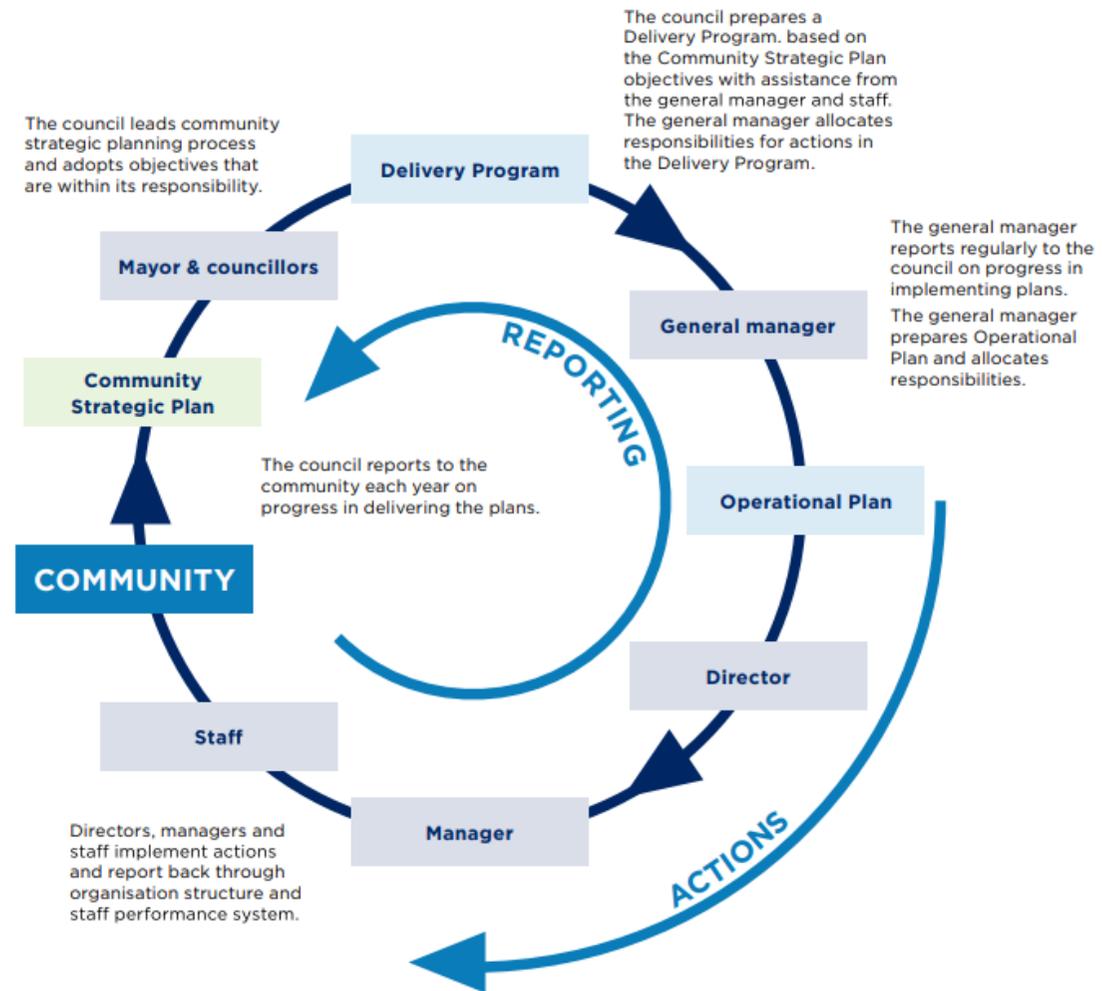
An assessment of all feedback received through community consultations relating to budget or land use planning was also incorporated into the Community Strategic Plan.

Measures

Performance measures can be found in the Community Strategic Plan 2023-3032 appendix and each year's Operational Plan.

Integration of documents is a key element of the Integrated Planning and Reporting Framework. The following diagrams demonstrate how the documents fit together.





Delivery Program (DP)	Operational Plan (OP)	Annual Report (AR)	State of our City Report
<ul style="list-style-type: none"> • Describes elected council's commitment to deliver against the CSP over 4-year term. • Describes what can be delivered with the available resources as outlined in RS (below). • Aligned with strategic directions and outcomes of the CSP. 	<ul style="list-style-type: none"> • Identifies annual projects and activities to deliver against DP outcomes. • Includes council's annual budget and Statement of Revenue Policy. 	<ul style="list-style-type: none"> • Reports back to the community on the work undertaken by a council each year to deliver on the commitments of the DP through that year's OP. • AR must contain a copy of the audited financial statements. 	<ul style="list-style-type: none"> • Prepared by each outgoing council and noted by incoming council. • Reports to the community on effectiveness of implementation of the CSP.
<hr/> <p>Duration: 4 years</p> <p>Review: Annual review with 6-monthly reporting</p>	<hr/> <p>Duration: 12 months</p> <p>Review: One plan each year for the 4 years of the council term, in line with DP</p>	<hr/> <p>Duration: 12 months</p> <p>Review: Annually</p>	<hr/> <p>Duration: 4-yearly</p> <p>Review: In line with election cycle, generally every 4 years</p>

PART 3. COUNCIL'S PRINCIPAL ACTIVITIES



3.1. Society

STRATEGIC OBJECTIVE: We have an accessible, inclusive and sustainable community.

SOCIETY: STRATEGY	ACTIVITY	SERVICE AREA	LEAD MANAGER	2022-2023 Yr 1	2023-2024 Yr 2	2024-2025 Yr 3	2025-2026 Yr 4
1.1. A growing community with an active volunteer base & participation in community events	1.1.1. Coordinate and facilitate Council volunteer programs	Community Development	Director Community Services	✓	✓	✓	✓
	1.1.2. Review volunteer strategy	Community Development	Director Community Services				✓
	1.1.3. Support Council approved community events with in-kind support and/or sponsorship	Community Development	Director Community Services	✓	✓	✓	✓
	1.1.4. PROJECT: Seek grant funding and to enable a staged expansion of McMaugh Gardens	McMaugh Gardens Aged Care Facility	Director Community Services	✓	✓	✓	✓
1.2. A safe, active and healthy shire	1.2.1. Maintain Council's footpath network	Works and Civil	Manager Civil Infrastructure	✓	✓	✓	✓
	1.2.2. Upgrade/expand Council's footpath network (subject to grant funding)	Works and Civil	Manager Civil Infrastructure	✓	✓	✓	✓
	1.2.3. Maintain Council's road network	Works and Civil	Manager Civil Infrastructure	✓	✓	✓	✓
	1.2.4. Support participation in sport	Community Development	Director Community Services	✓	✓	✓	✓
	1.2.5. Own and resource the maintenance of Shire based regional fire service assets.	Emergency Services	Director Infrastructure	✓	✓	✓	✓

SOCIETY: STRATEGY	ACTIVITY	SERVICE AREA	LEAD MANAGER	2022-2023 Yr 1	2023-2024 Yr 2	2024-2025 Yr 3	2025-2026 Yr 4
			and Development				
	1.2.6. Participate in the Local Emergency Management Committee	Emergency Services	Director Infrastructure and Development	✓	✓	✓	✓
	1.2.7. Liaise with police, community organisations and the community to address crime, anti-social behaviour and maintain community safety	Emergency Services	Director Infrastructure and Development	✓	✓	✓	✓
	1.2.8. Plan for Uralla Shire Council response to natural disasters including bushfires, major storms and flood events	Emergency Services	Director Infrastructure and Development	✓	✓	✓	✓
	1.2.9. ADVOCACY: Lobby government, companies and other individuals to secure funding for cultural and creative expression fields	Civic Leadership	Mayor/ General Manager	✓	✓	✓	✓
	1.2.10. Operate Uralla community swimming pool (seasonal).	Facilities and Opens Space	Manager Civil Infrastructure	✓	✓	✓	✓
	1.2.11. Integration of the Safety System throughout the organisation	Governance	Manager Governance	✓	✓	✓	✓
1.3. A diverse and creative culture that celebrates our history	1.3.1. Support the Arts.	Community Development	Director Community Services				
	1.3.2. Provide library services and programs.	Library	Library Officer	✓	✓	✓	✓
	1.3.3. Liaise with Elders	Community Development	Director Community Services	✓	✓	✓	✓
	1.3.4. PROJECT: Develop the Uralla Old Court House as a community venue (subject to grant funding)	Infrastructure and Development	Director Infrastructure and Development	✓	✓	✓	✓

SOCIETY: STRATEGY		ACTIVITY	SERVICE AREA	LEAD MANAGER	2022-2023 Yr 1	2023-2024 Yr 2	2024-2025 Yr 3	2025-2026 Yr 4
	1.3.5. Implement Council's Disability Inclusion Action Plan	Community Development	Director Community Services	✓	✓	✓	✓	
	1.3.6. Support sustainable population growth and the development of infrastructure to meet the needs of this regional growth	Community Development	Director Community Services	✓	✓	✓	✓	
	1.3.7. PROJECT: Consider opportunities to strengthen the identity of townships and villages	Community Development	Director Community Services	✓	✓	✓	✓	
1.4. Access to and equity of services.								
	1.4.1. Review Council's Disability Inclusion Action Plan	Community Development	Director Community Services				✓	
	1.4.2. Provide community support services	Tablelands Community Support	Manager Community Care	✓	✓	✓	✓	
	1.4.3. Provide community transport services	Tablelands Community Transport	Manager Community Care	✓	✓	✓	✓	
	1.4.4. Operate and maintain the McMaugh Gardens Aged Care Facility	McMaugh Gardens Aged Care Facility	Manager McMaugh Gardens	✓	✓	✓	✓	
	1.4.5. Conduct citizenship ceremonies	Civic Leadership	Mayor/ General Manager	✓	✓	✓	✓	



3.2. Economy

STRATEGIC OBJECTIVE: We drive the economy to support prosperity.

ECONOMY: STRATEGY		ACTIVITY	SERVICE AREA	LEAD MANAGER	2022-2023 Yr 1	2023-2024 Yr 2	2024-2025 Yr 3	2025-2026 Yr 4
2.1. An attractive environment for the business sector.	2.1.1. Operate the Uralla Visitor Information Centre	Economic Development & Tourism	Director Community Services	✓	✓	✓	✓	
	2.1.2. Operate the Uralla Caravan Park	Asset Management	Asset Manager	✓	✓	✓	✓	
	2.1.3. Maintain camping sites (Bundarra Caravan Park, Emu Crossing, Yarrowyck Crossing, Uralla Fossicking Area)	Facilities and Open Space	Manager Civil Infrastructure	✓	✓	✓	✓	
	2.1.4. ADVOCACY: Lobby for the transition to renewable energy vehicles to occur without increasing the cost to ratepayers	Civic Leadership	Mayor/ General Manager	✓	✓	✓	✓	
	2.1.5. ADVOCACY: Lobby for opportunities and benefits from the NEREZ without increasing the cost to ratepayers	Civic Leadership	Mayor/ General Manager	✓	✓	✓	✓	
2.2. Grow & diversify employment through existing & new businesses	2.2.1. Maintain business support resources on Council's website.	Economic Development & Tourism	Director Community Services	✓	✓	✓	✓	
	2.2.2. ADVOCACY: Lobby government to maintain and improve community and public transport service and infrastructure	Civic Leadership	Mayor/ General Manager	✓	✓	✓	✓	
	2.2.3. ADVOCACY: Lobby for government-funded infrastructure and services to keep pace with business and industry development in the region (education, transport, health)	Civic Leadership	Mayor/ General Manager	✓	✓	✓	✓	

ECONOMY: STRATEGY	ACTIVITY	SERVICE AREA	LEAD MANAGER	2022-2023 Yr 1	2023-2024 Yr 2	2024-2025 Yr 3	2025-2026 Yr 4
	2.2.4. ADVOCACY: Lobby for government-funded telecommunications infrastructure and services	Civic Leadership	Mayor/ General Manager	✓	✓	✓	✓
	2.2.5. Provide a development assessment and planning service.	Development and Planning	Manager Development and Planning	✓	✓	✓	✓
	2.2.6. Review and update the Local Environmental Plan to provide desired land use zonings to encourage growth	Development and Planning	Manager Development and Planning	✓			✓
	2.2.7. Review and update the Local Strategic Planning Statement	Development and Planning	Manager Development and Planning		✓		
	2.2.8. Review and update the Development Control Plan	Development and Planning	Manager Development and Planning			✓	
	2.2.9. Encourage quality commercial, industrial and residential development	Development and Planning	Manager Development and Planning	✓	✓	✓	✓
2.3. Communities that are well serviced with essential infrastructure	2.3.1 Upgrade/expand Council's road network (subject to grant funding)	Works and Civil	Manager Civil Infrastructure	✓	✓	✓	✓
	2.3.2 Maintain and renew Council's road network	Works and Civil	Manager Civil Infrastructure	✓	✓	✓	✓
	2.3.3 Operate Uralla Water Treatment Plant	Water Cycle	Manager Waste, Water and Sewerage services	✓	✓	✓	✓
	2.3.4 Operate Bundarra Water Treatment Plant	Water Cycle	Manager Waste, Water and Sewerage services	✓	✓	✓	✓

ECONOMY: STRATEGY	ACTIVITY	SERVICE AREA	LEAD MANAGER	2022-2023 Yr 1	2023-2024 Yr 2	2024-2025 Yr 3	2025-2026 Yr 4
	2.3.5 Operate Uralla Sewage Treatment Plant	Water Cycle	Manager Waste, Water and Sewerage services	✓	✓	✓	✓
	2.3.6 Operate Bundarra Sewage Treatment Plant	Water Cycle	Manager Waste, Water and Sewerage services	✓	✓	✓	✓
	2.3.7 Community consultation on water and sewer assets' service levels and costs of providing the service for updating asset management plans	Water Cycle	Manager Waste, Water and Sewerage services	✓			
	2.3.8 Maintain parks, gardens , recreation facilities and open spaces	Facilities and Opens Space	Manager Civil Infrastructure	✓	✓	✓	✓
	2.3.9 Provide cemetery services	Facilities and Opens Space	Manager Civil Infrastructure	✓	✓	✓	✓
	2.3.10 Review and analyse plant and equipment requirements to fit current and future needs	Infrastructure and Development	Director Infrastructure and Development	✓	✓	✓	✓
	2.3.11 Maintain built and natural stormwater drainage	Civil Infrastructure	Manager Civil Infrastructure	✓	✓	✓	✓
	2.3.12 Maintain and renew building infrastructure	Asset Management	Asset Manager			✓	✓



3.3. Environment

STRATEGIC OBJECTIVE: We are good custodians of our environment.

ENVIRONMENT: STRATEGY	ACTIVITY	SERVICE AREA	LEAD MANAGER	2022- 2023 Yr 1	2023- 2024 Yr 2	2024- 2025 Yr 3	2025- 2026 Yr 4
3.1. To preserve, protect and renew our beautiful natural environment	3.1.1 Review and monitor vegetation and environmental protection measures for sensitive Council managed land	Environmental Management	Manager Development and Planning	✓	✓	✓	✓
	3.1.2 Prepare end-of-term state of the environment report (included in State of our Region end-of-term report)	Environmental Management	Manager Development and Planning	✓	✓	✓	✓
	3.1.3 Manage and control weeds in Council’s public reserves, open spaces, creek lands and public roads	Environmental Management	Manager Development and Planning	✓	✓	✓	✓
	3.1.4 Apply for grant funding to support environmental projects	Environmental Management	Manager Development and Planning	✓	✓	✓	✓
	3.1.5 Manage Crown Lands under Council care and control	Environmental Management	Manager Development and Planning	✓	✓	✓	✓
	3.1.6 Administer Native Title Act and Biodiversity Conservation Act in relation to Council activities.	Environmental Management	Manager Development and Planning	✓	✓	✓	✓
	3.1.7 Regulate and inspect Underground Petroleum Storage Systems (UPSSs) as per UPSS Regulation 2019	Environmental Management	Manager Development and Planning	✓	✓	✓	✓
	3.1.8 Promote community greening projects and involvement in environmental conservation efforts	Environmental Management	Manager Development and Planning	✓	✓	✓	✓
	3.1.9 Develop a street tree master plan for Uralla and Bundarra	Environmental Management	Manager Development and Planning	✓	✓		

ENVIRONMENT: STRATEGY	ACTIVITY	SERVICE AREA	LEAD MANAGER	2022- 2023 Yr 1	2023- 2024 Yr 2	2024- 2025 Yr 3	2025- 2026 Yr 4
	3.1.10 Develop a Climate Change Policy	Environmental Management	Manager Development and Planning	✓	✓		
3.2. Maintain a healthy balance between development and the environment	3.2.1 Provide effective, regulatory, compliance and enforcement services for the community	Development and Planning	Manager Development and Planning	✓	✓	✓	✓
	3.2.2 Investigate opportunities to implement energy efficient technologies in council facilities, infrastructure and service delivery to reduce ecological footprint	Environmental Management	Manager Development and Planning	✓	✓	✓	✓
	3.2.3 Promote Developer Contributions	Development and Planning	Manager Development and Planning	✓	✓	✓	✓
3.3. Avoid, reduce, reuse (repair), and recycle (recover) wastage to minimise waste disposal	3.3.1. Operate Uralla landfill and recycling centre	Waste Management	Manager Waste, Water and Sewerage Services	✓	✓	✓	✓
	3.3.2. Operate the Bundarra landfill until completion of life	Waste Management	Manager Waste, Water and Sewerage Services	✓	✓		
	3.3.3. PROJECT: Decommission the Bundarra landfill at completion of life	Waste Management	Manager Waste, Water and Sewerage Services			✓	
	3.3.4. Operate the Kingstown waste transfer service	Waste Management	Manager Waste, Water and Sewerage Services	✓	✓	✓	✓
	3.3.5. Support anti-littering campaign and promote recycling	Waste Management	Manager Waste, Water and Sewerage Services	✓	✓	✓	✓

ENVIRONMENT: STRATEGY	ACTIVITY	SERVICE AREA	LEAD MANAGER	2022- 2023 Yr 1	2023- 2024 Yr 2	2024- 2025 Yr 3	2025- 2026 Yr 4
	3.3.6. Provide kerbside waste collection services	Waste Management	Manager Waste, Water and Sewerage Services	✓	✓	✓	✓
	3.3.7. Establish and Operate the Bundarra waste transfer service	Waste Management	Manager Waste, Water and Sewerage Services			✓	✓
	3.3.8. Investigate opportunities for waste disposal from developers	Waste Management	Manager Waste, Water and Sewerage Services	✓	✓	✓	✓
3.4. Secure, sustainable and environmentally sound water-cycle infrastructure and services	3.4.1. Provide water cycle infrastructure services and encourage efficient water use practice	Water Cycle	Manager Waste, Water and Sewerage Services	✓	✓	✓	✓



3.4. Leadership

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

LEADERSHIP: STRATEGY	ACTIVITY	SERVICE AREA	LEAD MANAGER	2022-2023 Yr 1	2023-2024 Yr 2	2024-2025 Yr 3	2025-2026 Yr 4
4.1 Informed and inspired leadership in our community	4.1.1. Elected members govern Council in accordance with the <i>Local Government Act 1993 (NSW)</i>	Civic Leadership	Mayor/General Manager	✓	✓	✓	✓
	4.1.2. Local Government Elections	Civic Leadership	Mayor/General Manager			✓	
	4.1.3. Collaborate with the New England Joint Organisation to achieve outcomes for the community of interest	Civic Leadership	Mayor/General Manager	✓	✓	✓	✓
	4.1.4. Collaborate with the New England Weeds Authority to manage declared noxious weeds	Civic Leadership	Mayor/General Manager	✓	✓	✓	✓
	4.1.5. ADVOCACY: Advocate for the interests of the community through the NSW Country Mayors Association	Civic Leadership	Mayor/General Manager	✓	✓	✓	✓
	4.1.6. ADVOCACY: Advocate for the interests of the community through the LGNSW Association	Civic Leadership	Mayor/General Manager	✓	✓	✓	✓
	4.1.7. Engage and collaborate with groups, businesses and potential developers	Civic Leadership	Mayor/General Manager	✓	✓	✓	✓

LEADERSHIP: STRATEGY		ACTIVITY	SERVICE AREA	LEAD MANAGER	2022-2023 Yr 1	2023-2024 Yr 2	2024-2025 Yr 3	2025-2026 Yr 4
4.2 A strategic, accountable and representative Council	4.2.1. Local Government Integrated Planning and reporting documents prepared	Civic Leadership	General Manager	✓	✓	✓	✓	
	4.2.2. Annual operational plan, budget and resourcing strategy prepared	Organisation Leadership	General Manager	✓	✓	✓	✓	
	4.2.3. Prepare annual reports	Governance	Manager Governance	✓	✓	✓	✓	
	4.2.4. Develop and adopt annual reports	Civic Leadership	Mayor/General Manager	✓	✓	✓	✓	
	4.2.5. Prepare State of our Shire (end-of-term report)	Governance	Manager Governance	✓	✓	✓	✓	
	4.2.6. Adopt State of our Shire (end-of-term report)	Civic Leadership	Mayor/General Manager			✓		
	4.2.7. Provide leadership and allocate resources to enable efficient operations in order to deliver the USC mission	Organisational Leadership	General Manager	✓	✓	✓	✓	
	4.2.8. Provide an operational, risk managed, governance framework to support the achievement of Council's strategic objectives and legislative compliance.	Governance & Risk	Manager Governance	✓	✓	✓	✓	
	4.2.9. Undertake community engagement to inform Council decision making.	Organisational Leadership	General Manager	✓	✓	✓	✓	
4.3 An efficient and effective independent local government	4.3.1. Operate in a financially compliant manner.	Financial Management	Manager Finance	✓	✓	✓	✓	
	4.3.2. Review Council's performance against the Long Term Financial Plan	Financial Management	Manager Finance	✓	✓	✓	✓	
	4.3.3. Own and operate depots, workshop, plant and equipment to undertake asset management and related services	Infrastructure and Development	Team Leader Stores Fleet and Workshop	✓	✓	✓	✓	
	4.3.4. Adopt the Asset Management Strategy, Policy and Plans	Civic Leadership	Mayor/General Manager	✓			✓	
	4.3.5. Endorse the Workforce Management Strategy	Civic Leadership	Mayor/General Manager	✓			✓	

LEADERSHIP: STRATEGY		ACTIVITY	SERVICE AREA	LEAD MANAGER	2022-2023 Yr 1	2023-2024 Yr 2	2024-2025 Yr 3	2025-2026 Yr 4
	4.3.6.	Implement the Workforce Management Strategy	Civic Leadership	Mayor/General Manager	✓			✓
	4.3.7.	Adopt the Delivery Plan	Civic Leadership	Mayor/General Manager	✓			✓
	4.3.8.	Prepare the Community Strategic Plan	Organisational Leadership	General Manager			✓	✓
	4.3.9.	Review, update and maintain asset management plans and registers.	Asset Management	Asset Manager	✓	✓	✓	✓
	4.3.10.	Facilitate the community's access to Council services.	Customer Service	Manager Human Resources	✓	✓	✓	✓
	4.3.11.	Deliver an effective IT platform and support the organisation to be current, innovative and efficient	Information Technology	IT Coordinator	✓	✓	✓	✓
	4.3.12.	Optimise information technology to support efficient service delivery	Information Technology	IT Coordinator	✓	✓	✓	✓
	4.3.13.	Provide human resource services that support a high performing team culture that can deliver the USC mission	Human Resources	Manager Human Resources	✓	✓	✓	✓
	4.3.14.	Provide record management services that meet Council's record keeping obligations.	Records and Information	Manager Governance	✓	✓	✓	✓
	4.3.15.	Integrate asset data with resource planning systems, data modelling, capital expenditure, Asset Management Plans preparation and financial management	Asset Management	Asset Manager	✓	✓	✓	✓
	4.3.16.	Optimise grant funding to deliver Council's operations	Financial Management	Director Corporate Services	✓	✓	✓	✓

