
URALLA SHIRE
**COMMUNITY
STRATEGIC PLAN**

2022-
2031



Acknowledgment 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.





COMMUNITY STRATEGIC PLAN

TABLE OF CONTENTS

MESSAGE FROM THE MAYOR	4
AT A GLANCE	5
PART 1: REGIONAL AND STATE CONTEXT	
1.1 Summary	6
1.2 Social Justice Principles	6
1.3 Alignment with State and Regional Plans	6
1.3.1 NSW Premier's Priorities	6
1.3.2 Regional NSW Priorities	7
1.3.3 New South Wales Aboriginal Land Council Strategic Plan	8
1.3.4 New England North West Regional Plan 2041	10
1.2.5 New England Joint Organisation	10
1.3.6 Southern New England High Country Regional Economic Development Strategy	11
PART 2: BUILDING THE STRATEGIC PLAN	
2.1. Shire Snapshot	12
2.2. Review of the Community Strategic Plan 2017 - 2021	12
2.3. End of Term Report and State of the Environment Report	13
2.4 Annual Reports and Reviews	13
2.5. Community input	13
2.6. Opportunities and Key drivers	14
2.7. Role of Council	16
2.8. Role of Community Groups	17
PART 3: URALLA SHIRE COMMUNITY STRATEGIC PLAN 2022 - 2031	
3.1 Community Vision & Council's Mission	19
3.2 Strategic Objectives	19
3.3 Strategies, measures of success, community's contribution and Council's role	20
3.3.1 Society	20
3.3.2 Economy	21
3.3.3 Environment	22
3.3.4 Leadership	23
3.4 Overview of Integrated Planning and Reporting Framework	24
3.5 Community Strategic Plan Community Engagement Strategy	26
END NOTES	33

MESSAGE FROM THE MAYOR

Mayor Robert Bell

I bring to you the 2022 – 2031 Uralla Shire Community Strategic Plan. It is the people's plan, and offers a combined vision for the Shire's progression over the next 10 years.

This plan reflects the feedback – from around 1700 individual conversations and submissions – that Council has received since the beginning of 2021. I'd like to thank all those who have put forward their ideas.

The creation of the document is coordinated by Uralla Shire Council, in its role as caretaker of the Shire, and seeks to capture both the State and Regional context as relevant to our Shire and the aspirations of the community.

As we strive forward, may we always hold dear and protect the values that make this part of the world so wonderful.

The heritage, the environment, and the community spirit...along with the potential.



The Community Strategic Plan has a 10 year outlook, and it is refreshed with each new term of Council, to help guide us in our strategic decision making.

From this, too, Council develops its four year Delivery Plan and the annual Operational Plan and Budget.

Every project undertaken is also cross-checked against the Community Strategic Plan, to keep our operations aligned with this bigger picture. You will see these strategies referenced at the top of every report to a Council meeting.

As we strive forward, may we always hold dear and protect the values that make this part of the world so wonderful.

The heritage, the environment, and the community spirit...along with the potential.

Mayor Robert Bell

COMMUNITY STRATEGIC PLAN 2022 - 2031

AT A GLANCE

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



Strategic Objective: We have an accessible, inclusive and sustainable community

Strategies:

- 1.1 A growing community with an active volunteer base and participation in community events
- 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



Strategic Objective: We drive the economy to support prosperity.

Strategies:

- 2.1 An attractive environment for the business sector
- 2.2 Growing and diversified employment, through growth in existing, sunrise and new businesses
- 2.3 Communities that are well serviced with essential infrastructure



Strategic Objective: We are good custodians of our natural environment.

Strategies:

- 3.1 To preserve, protect and renew our beautiful natural environment
- 3.2 Maintain a healthy balance between development and the environment
- 3.3 Avoid, reduce, reuse (repair), and recycle (recover) wastage to minimise waste disposal
- 3.4 Secure, sustainable and environmentally sound water-cycle infrastructure and services



Strategic Objective: We are a prosperous and well-governed community

Strategies:

- 4.1 Informed and inspired leadership in our community
- 4.2 A strategic, accountable and representative Council
- 4.3 A local government area that is not subject to amalgamation because it is efficiently and effectively run.

COUNCIL'S MISSION: Uralla Shire Council listens to and facilitates the aspirations of the community.

PART 1: REGIONAL AND STATE CONTEXT

1.1 SUMMARY

The Community Strategic Plan (CSP) is the highest-level plan that a council will prepare. The purpose of the Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the planning process will consider the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve the community's aims and aspirations.

While a council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation¹.

Other partners, such as state agencies, non-government organisations, business and industry, joint organisations and community groups may also be engaged in delivering the strategies of the Plan².

1.2 SOCIAL JUSTICE PRINCIPLES

The CSP must be based on the social justice principles³. The concept of social justice involves finding the optimum balance between our joint responsibilities as a society and our responsibilities as individuals to contribute to a just society⁴. There are four interrelated principles of social justice; access, equity, rights and participation.

- **Access** (*greater equality of access to goods and services*)
- **Equity** (*overcoming unfairness caused by unequal access to economic resources and power*)
- **Rights** (*equal effective legal, industrial and political rights*)
- **Participation** (*expanded opportunities for real participation in the decisions which govern their lives*)⁵

1.3 ALIGNMENT WITH STATE AND REGIONAL PLANS

The Community Strategic Plan is required to align with state and regional plans⁶.

1.3.1 NSW PREMIER'S PRIORITIES

These priorities represent the government's commitment to making a significant difference to enhance the quality of life of the people of NSW⁷.

They aim to tackle many of the issues that have been put in the too hard basket, for too long⁸. Each priority has an ambitious target⁹. They have been set with the purpose of delivering on the government's key policy priorities, being:

- *a strong economy,*
- *highest quality education,*
- *well-connected communities with quality local environments,*
- *putting the customer at the centre of everything we do, and*
- *breaking the cycle of disadvantage*¹⁰

1.3.2 REGIONAL NSW PRIORITIES

The State Government has set the following vision:

Regional NSW is an economic powerhouse and the backbone of the state's economic success¹¹.

A 20-year Economic vision for Regional New South Wales (February 2021) identifies the following relevant to Uralla Shire:

EMERGING SECTORS

Renewable energy and gas

The NSW Government is working toward a reliable, affordable and sustainable energy future that supports a growing economy, giving energy-intensive industries such as manufacturing the certainty to set up in regional locations.

Technology-enabled primary industries

Boosting internet capacity and extending access to mobile services that will improve connectivity and lift productivity and growth in regional businesses.

FUTURE INDUSTRIES

Critical minerals

Technological change is driving global demand for critical minerals and, as demand grows, there are significant economic opportunities for NSW.

Ecotourism

Regional NSW's offering spans outback, country, coastal, island and subtropical regions and is home to sites of unique Aboriginal cultural and historical significance.

Recycling and waste management

The NSW Government is investigating opportunities to grow regional NSW's circular economy, leveraging the availability of lower cost land and a rapidly changing global waste management system.

High quality food products

Regional NSW's highly productive farmland and diverse growing conditions provide opportunities to maximise the potential of the state's agricultural production by driving value-add in the food technology sector.

NEW INVESTMENT AREAS

Visitor economy infrastructure

To support regional economies to leverage their existing endowments to attract additional visitors, focusing on eco-tourism and place-based investments.

1.3.2 REGIONAL NSW PRIORITIES (CONTINUED)

Affordable and accessible energy

To induce investment in manufacturing and other energy intensive industry, including support for domestic gas as well as continued support for Renewable Energy Zones.

50 new priorities

To accelerate economic potential through investments in common user infrastructure, digital connectivity, tourism, education and skills, and major place-based investments such as Special Activation Precincts and Renewable Energy Zones.

The most relevant to USC include:

Infrastructure: freight linkages

- **NSW Transport** – via NEJO: North West pilot project: Customer Journey Resilience

The Regional Digital Connectivity

- **Mobile Coverage** – to eliminate mobile black spots where people live and work through investment in resilient mobile phone infrastructure and emerging technologies to deliver future-proof regional mobile coverage
- **Gig State** – to bring metro-level internet speeds to regional NSW through investment in network infrastructure including data hubs; and
- **Farms of the Future** – to enable farmers and agribusinesses to use agricultural technologies (ag tech) for increased productivity and resource management such as water monitoring

Renewable energy zones

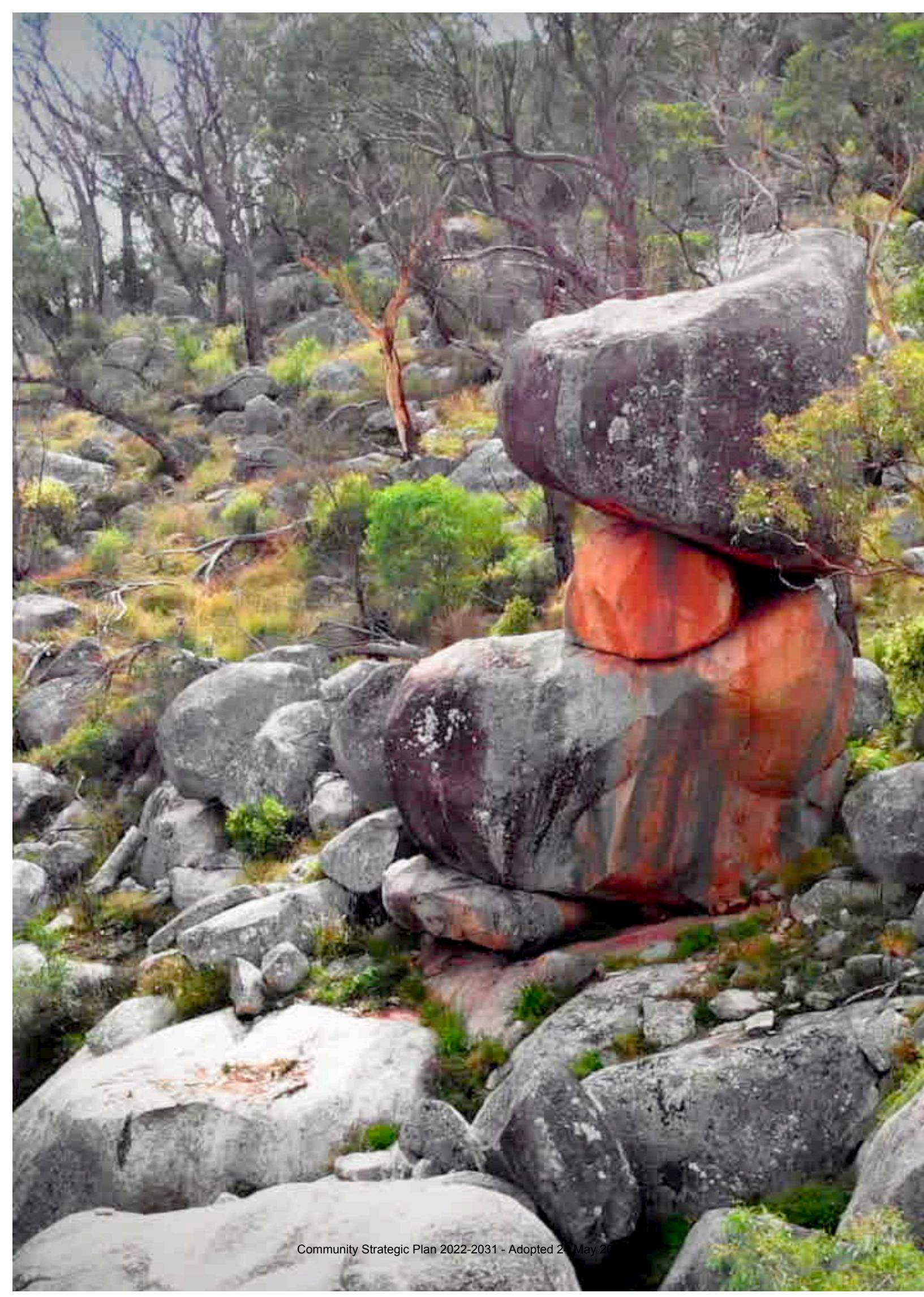
\$120 million for Renewable Energy Zones (REZ) in the Central West, New England and South West regions to unlock a significant pipeline of large-scale renewable energy and storage projects, which will support up to \$23 billion of private sector investment and up to 2,000 construction jobs each year.

To date, \$40 million has been committed to the Central-West Orana region pilot and a further **\$79 million has been committed for the New England REZ¹²**.

1.3.3 NEW SOUTH WALES ABORIGINAL LAND COUNCIL STRATEGIC PLAN

The New South Wales Aboriginal Land Council (NSWLAC) has a statutory objective to improve, protect and foster the best interests of Aboriginal people in NSW¹³. The NSWLAC has set five goals to achieve this in its Strategic Plan 2018-2022¹⁴:

- *Secure our land and water rights*
- *Protect our culture and heritage*
- *Pursue economic independence and prosperity for our people*
- *Support our people*
- *Secure our future¹⁵*



1.3.4 NEW ENGLAND NORTH WEST REGIONAL PLAN 2041

The New England North West Regional Plan 2036¹⁶ is the NSW Government's strategy for guiding land-use planning decisions for the New England North West. The first New England North West Regional Plan 2036 had four goals:

- *A strong and dynamic regional economy*
- *A healthy environment with pristine waterways*
- *Strong infrastructure and transport networks for a connected future*
- *Attractive and thriving communities¹⁷*

The State Government reported good progress against the plan in its Regional Planning Monitoring Report 2019¹⁸.

Consistent with the State Government's directions, Uralla Shire Council developed its first Local Strategic Planning Statement¹⁹ (LSPS) in 2020-2021 and this Community Strategic Plan aligns with the LSPS.

The draft New England North West Regional Plan 2041 was on public exhibition at the time of preparing this Uralla Shire Community Strategic Plan. It contains 22 objectives, many of which translate into the LSPS. The Community Strategic Plan goals and objectives are consistent with the new Regional Plan.

1.3.5 NEW ENGLAND JOINT ORGANISATION

Uralla Shire is a member of the New England Joint Organisation (NEJO)²⁰ which has set the following strategic priorities²¹:

- *Sustainable economic growth*
- *Educated, healthy and connected communities*
- *Investment in critical infrastructure*

Strategy	Recent outcomes²²
Drive Economic Sustainability	Marketing campaigns for Uralla Shire through High Country Tourism and the Great Artesian Drive. Successful application from the Bushfire Communities Recovery & Resilience Fund for a targeted economic development strategy and communication process.
Educated, Healthy and Safe Communities that are Well Connected	Regional liaison with NSW Government Board. General Managers Advisory Committee liaison. Board meeting with Hunter New England Health service and Commonwealth Primary Health Network – advocacy re rural GPs and Allied health skills and services.
Attract investment in Critical Infrastructure	Roads Network Strategy was completed and adopted. Successful application for additional Capacity Building Funding to secure business case development for seven (7) key roads identified by each LGA.

1.3.6 SOUTHERN NEW ENGLAND HIGH COUNTRY REGIONAL ECONOMIC DEVELOPMENT STRATEGY (REDS) 2018 - 2022

This REDS²³ is for the Uralla Shire Council, Armidale Regional Council and Walcha Council local government area community of interest. The REDS identifies the following opportunities:

- *Improving the productivity of the livestock industry*
- *Expanding the horticultural sector*
- *Growing Ag Tech industries*
- *Growing specialised industry and manufacturing*
- *Maintaining and expanding opportunities for micro-businesses and lifestyle/tree change professionals*
- *Growing tourism (the Visitor Economy)*
- *Maintaining and growing education and training*
- *Leveraging local advantages for renewable energy*

RED Strategy	Uralla Shire - snapshot of progress
1. Strengthen the region's connectivity	<ul style="list-style-type: none"> • Proactive involvement in the New England Joint Organisation • Member of the New England Regional Energy Zone. • General Manager's Monthly Meetings – Uralla Shire Council, Walcha Council and Armidale Regional Council
2. Secure the inputs for growth	<ul style="list-style-type: none"> • Ongoing sustainability education and promotion of Zero Net Energy goal • Establishment of the Uralla Shire Business Chamber • Implementation of the Planning Portal. • Facilitation of Developer Information Sessions • Increased Council's Building Certifier service to two days per week
3. Strengthen, consolidate and grow key sectors	<ul style="list-style-type: none"> • Protection of productive agricultural land and water resources addressed in the State of the Environment Report 2017-2021 showcasing successful progression towards achievement of the environmental goals and actions toward improving environmental outcomes.
4. Enhance an attractive, desirable lifestyle	<ul style="list-style-type: none"> • Uralla Shire promotion of New England High Country tourism across the member councils footprint, promotion of nature trails and sound trails, tourist drives, Clubs & Cars and Caravan & RV – motorcycle events, additional free/primitive camping options, additional farm-stay / BNB style accommodation options. • Further development of food, wine, accommodation options. • Support of ageing population through Uralla Shire Council's Tablelands Community Support, Tablelands Community Transport and McMaugh Gardens Aged Care services and facility upgrades. • Support services to vulnerable community members
5. Effective marketing and promotion	<ul style="list-style-type: none"> • Improved support for use of telecommunications through Tech Savvy Seniors Programs facilitated by Uralla Shire Council Library. • Destination marketing of Uralla Shire through New England High Country promotional campaigns. • Online Uralla Shire interactive map and directory. • Uralla Shire promotional videos and travel writer promotional articles

PART 2: BUILDING THE STRATEGIC PLAN

SHIRE SNAPSHOT²⁶

POPULATION

6,150

AVERAGE HOUSEHOLD SIZE

2.4

LAND

**ANIWAN
(&KAMILAROI
ON WESTERN BORDER)**

AREA

3260 km²

POPULATION
MALE

51.6%

POPULATION
FEMALE

48.4%

LARGEST EMPLOYMENT SECTORS

1. Agriculture, forestry and fishing
2. Education and training
3. Construction

FEDERAL ELECTORATE

NEW ENGLAND

STATE ELECTORATE

NORTHERN TABLELANDS

ROAD NETWORK

923 km

MADE UP OF

1. 456 km sealed roads
2. 467 km unsealed roads

OF WHICH

3. 779 km are local roads
4. 144 km are regional roads

2.2 REVIEW OF THE COMMUNITY STRATEGIC PLAN 2017 - 2021

Council adopted the Uralla Shire Community Strategic Plan 2017 – 2021 at its Ordinary Council meeting 27 June 2017²⁴.

This document is available on the website at uralla.nsw.gov.au

2.3 END OF TERM REPORT AND STATE OF THE ENVIRONMENT REPORT

Council reviewed its contribution to the delivery of the Community Strategic Plan 2017 – 2021 in its [Uralla Shire Council End of Term Report](#) and [Uralla Shire State of the Environment Report](#) as presented to the Ordinary Council meeting 23 November 2021²⁵.

These documents are available on the website uralla.nsw.gov.au.

2.4 ANNUAL REPORTS AND REVIEWS

Each year Council reviewed its progress, on a quarterly basis, against actions to deliver the Annual Operational Plan. Council then reported to the community each financial year on its progress against the Delivery Program and Annual Operational Plans in its Annual reports:

- [2016 - 2017 Annual Report](#)
- [2017 - 2018 Annual Report](#)
- [2018 - 2019 Annual Report](#)
- [2019 - 2020 Annual Report](#)
- [2020 – 2021 Annual Report](#)

2.5 COMMUNITY INPUT

Over the past 12 months, Council has been gathering and documenting community input through a combination of different consultation activities, designed to be accessible to a cross-section of the Uralla Shire community.

Consultations have included:

- Listening posts held in Bundarra, Invergowrie, Kentucky, Kingstown, Uralla
- Drop-in sessions at Bundarra and Uralla
- Postcards located at general stores throughout the Shire
- Written submissions to strategic documents such as the Local Strategic Planning Statement, Long Term Financial Plan, Proposed Project list, Development Control Plan, road priorities

Approximately 1700 individual responses were recorded and analysed for consideration in the drafting of this Community Strategic Plan.

Key themes and drivers to develop the community vision, goals and strategies have emerged.

2.5 COMMUNITY INPUT (CONTINUED)

Creating unity across the Shire

- Building connections between villages
- Expand NBN and mobile coverage
- Developing Shire-wide signage
- Strengthen 'Uralla Shire' identity for townships
- Opportunities for community transport

Managing extremes of weather and water

- Effects of droughts
- Impact of floods, erosion
- Damage to road infrastructure: road surfaces, causeways
- Need for proactive management of waterways

Harness emerging industries, support existing industries

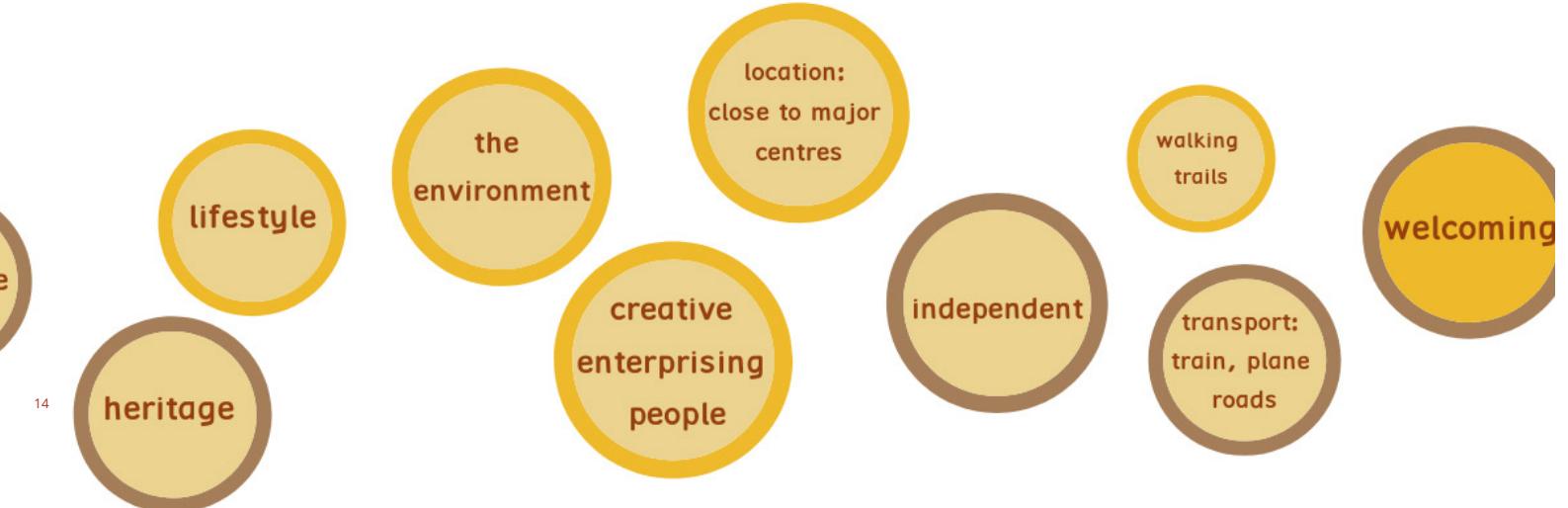
- Seasonal workers, remote work
- Farming, paddock to plate
- Retaining skills and training
- Supporting small businesses
- Supporting affordability, cost of living

Outdoor lifestyles

- Value parks, gardens and open spaces throughout the Shire, worth investing in their upkeep
- More bike tracks, footpaths to encourage walking and riding
- Activities for young people
- Celebrating, enhancing and protecting natural environment

Representative community views are shown under each goal at section [3.3](#).

A summary of community engagement activities is at [3.5](#).



2.6 OPPORTUNITIES AND KEY DRIVERS

In 2020-2021 Council developed, in consultation with the community, the Local Strategic Planning Statement (LSPS)²⁷ which identified:

- *The heritage and character of our towns and villages is part of our identity*
- *A sunny and windy location - good for renewables*
- *Accessible centres*
- *Growth in things that grow*
- *Affordable alternative*

Uralla Shire is proudly 'rural'. The community values the area as it is, but also wants to create more opportunities for the future. Growth in agriculture, tourism and industry are most likely to bring these opportunities over time, with key opportunities over the next 20 years including the following.

The key drivers relevant to the Community Strategic Plan are likely to include:

- Climate (great weather and seasons)
- Breadth of business innovation
- Regenerative Farming
- "Tree-change" opportunities
- Lower land values enable business innovation
- Artisan business culture
- New England Regional Energy Zone
- Legacy effects of the pandemic
- Interest rates
- International markets, trade agreements and taxation policies



2.6 OPPORTUNITIES AND KEY DRIVERS (CONTINUED)

- Labour markets / employment levels
- Technology developments
- Freight routes
- Primary production practices
- Transition to electric/alternate fuel vehicles
- Wealth gap
- Housing affordability and availability
- Climate change – La Nina / El Nino, drought, flood, bushfires,– requirement to adapt business and lifestyle practices; changes to public infrastructure to build resilience (water security, power security)
- Consumer Price Index (CPI) greater than wage increases; and, specifically for local government, cost shifting by State and Federal Government such as:
 - o Extra capital grants with no new money for increased operating costs
 - o Underground petroleum tank inspection responsibility with no funding
 - o Rate-capping below actual fixed cost increases

2.7 ROLE OF COUNCIL

Council has many overlapping and varying roles depending on the nature of the service or activity. The roles of Council are summarised as follows:

ENABLER	Information channel
	Advocate
	Facilitator
PROVIDER	Agent
	Part Funder
	Regulator
LEADER	Strategic Planning
	Policy Setter
	Educator

BUILDING THE STRATEGIC PLAN

2.8 ROLE OF COMMUNITY GROUPS

The community has a range of diverse groups with overlapping roles. Community members are part of many different community groups and also live within a community of interest that is not defined by local government boundaries but their individual lifestyle and choices. A broad summary of the types of groups and roles of the groups within our community include:

Residents	citizens, parents, children, brothers and sisters, business owners, workers, voters, leaders
Business owners	employers, drivers of the economy, providers
Workers	generators of economic output, enablers
Not-for profits	service providers, community wellbeing promoter, advocates
Service groups	service providers, community wellbeing promoter, advocates
Sporting clubs	community health and wellbeing facilitator; contributor to vibrancy
Arts groups	community wellbeing promoter; contributor to vibrancy
Tourists/visitors	contributor to the economy and vibrancy
Interest groups	advocates of a specific cause or outcome; culture influencer
Federal Government	The federal government raises money to run the country by collecting taxes on incomes, goods and services, and company profits, and spends it on national matters ²⁸ . Includes: post, telecommunications; trade and commerce; international trade; immigration; defence
State Government	State and territory governments also raise money from taxes but receive more than half their money from the federal government and spend it on state and territory matters. Includes: public transport, roads, schools, hospitals, public housing
Council	Local councils collect taxes - rates - from all local property owners and receive grants from federal, state and territory governments, and spend this on local matters. Includes: asset management, rubbish collection and recycling, parks, sports fields and swimming pools, pet control, parking, libraries, development regulation, transport infrastructure



PART 3: URALLA SHIRE COMMUNITY STRATEGIC PLAN 2022 - 2031

3.1 COMMUNITY VISION & COUNCIL'S MISSION

COMMUNITY VISION

In 2032 the Uralla Shire community will be vibrant with a growing economy supporting a sustainable quality of life that values its heritage.

COUNCIL'S MISSION

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

3.2 STRATEGIC OBJECTIVES

The strategic objectives for the community must address social, environmental, economic and civic leadership issues identified by the community (commonly referred to as “the quadruple bottom line” (QBL)²⁹). The strategic objectives set out the high-level aspirations of the community for each pillar which collectively contribute to the vision.



SOCIETY

Strategic objective :

We have an accessible, inclusive and sustainable community



ECONOMY

Strategic objective :

We drive the economy to support prosperity and growth



ENVIRONMENT

Strategic objective :

We are good custodians of our natural environment



LEADERSHIP

Strategic objective :

We are an independent Shire and well-governed community

3.3 STRATEGIES, ROLES AND MEASURES OF SUCCESS

3.3.1 SOCIETY

Strategic Objective: We have an accessible, inclusive and sustainable community

WHAT'S IMPORTANT TO THE COMMUNITY?

Uralla Shire is a highly liveable place with an agreeable climate, beautiful landscape and a strong sense of community. This creates an environment that attracts highly skilled and creative people who drive innovation and economic growth.



WHAT THE COMMUNITY SAID

“Knowing your neighbours, you’re part of a community”

“Peaceful lifestyle, country values”

“Shopkeepers and small businesses who go above and beyond”

“Attracting younger families, more activities for children and youth”

“Ageing in place”

HOW DOES THE COMMUNITY CONTRIBUTE?

- Be open to change
- Attend and participate in festivals and events
- Use local facilities and services
- Participate in local healthy lifestyle activities
- Participate in a community or sporting group
- Be aware of your safety and look out for the safety of others
- Report crimes and anti-social behaviour to the police
- Obey load limits on roads and bridges
- Drive to the conditions of the road

Strategies	What success looks like	Council role
1.1 A growing community with an active volunteer base and participation in community events	Population growth Good volunteerism levels Community events	Provider, partner, advocate
1.2 A safe, active and healthy shire	More people participating in sport and recreation activities (formal and informal). Crime rates steady or reduced.	Provider, partner, advocate
1.3 A diverse and creative culture that celebrates our history.	More people participating in art and cultural activities. Indigenous history is shared and celebrated. Heritage listed built form is protected.	Partner, advocate, regulator
1.4 Access to and equity of services	Increase in the number of households and businesses with reliable broadband access. Advocate for and support better medical services (medical, dental, community transport, disadvantaged and disability support services other).	Provider, partner, advocate

3.3.2 ECONOMY

Strategic Objective: We drive the economy to support prosperity

WHAT'S IMPORTANT TO THE COMMUNITY?

The Uralla Shire's role as a live-work destination is underpinned by its strong and growing agricultural economy, enhanced road links, and its growing visitor economy.



WHAT THE COMMUNITY SAID

“*Our transport networks keep us connected to the wider world – roads, trains, planes”*

“Diversifying local economies, vibrant businesses”

“Cheap, clean energy”

“Technological innovation in our primary industries”

HOW DOES THE COMMUNITY CONTRIBUTE?

- Shop locally to support the local economy
- Create opportunities for traineeships, work experience and apprenticeships
- Report safety and maintenance issues regarding infrastructure to appropriate bodies
- A proactive business chamber
- Personal investment in growing industries

Strategies	What success looks like	Council role
2.1 An attractive environment for the business sector	High business occupancy. Increased visitor numbers. Increase in the number of business.	Provider, partner, advocator
2.2 Growing and diversified employment, through growth in existing and new businesses	Employment is >95% (Unemployment <5%). Increase in number of local jobs (FTE). Increased training opportunities (trainees and apprentices).	Provider, advocator
2.3 Communities that are well serviced with essential infrastructure	Maintain current level of infrastructure	Provider, advocator

3.3.3 ENVIRONMENT

Strategic Objective: We are good custodians of our environment.

WHAT'S IMPORTANT TO THE COMMUNITY?

Our community places a very high cultural value on the natural environment and other outdoor environments, as these features underpin our lifestyle. An integrated community developing a vibrant and sustainable future that is built upon the foundations



WHAT THE COMMUNITY SAID

“Water is emerging as a force of change. Annual rainfalls vary greatly. We need to look at new ideas for managing our waterways and water supply.”

“Land of contrasts”

“Uniquely beautiful”

“Lots of places to explore, great to get outdoors”

HOW DOES THE COMMUNITY CONTRIBUTE?

- Reduce consumption of fossil fuels, water and consider alternate fit-for-purpose sources and renewable resources
- Install energy efficient fixtures and appliances at home
- Participate in recycling and minimise waste going to landfill
- Plant and or retain vegetation and trees on private property
- Consider alternative transport options, particularly for short distances
- Report environmental vandalism

Strategies	What success looks like	Council role
3.1 To preserve, protect and renew our beautiful natural environment	Maintenance of environmental protection zones, restoration of native biodiversity and effective control of priority weeds. Healthy wildlife	Provider, partner, advocate
3.2 Maintain a healthy balance between development and the environment	Increased development facilitated. Increased number of dwellings.	Provider, partner, advocate
3.3 Avoid, reduce, reuse (repair), and recycle (recover) wastage to minimise waste disposal	Reduced tonnage of waste to landfill.	Provider, educator
3.4 Secure, sustainable and environmentally sound water-cycle infrastructure and services	Water supply adequate Healthy waterways	Provider, advocate

3.3.4 LEADERSHIP

Strategic Objective: We are an independent Shire and well-governed community

WHAT'S IMPORTANT TO THE COMMUNITY?

Our community relies on the leadership of all of its community groups (see section 2.8 above) to apply good governance, act in the interests of the community as a whole and advocate on behalf of the community. Relationships, transparency, accountability and respect are all essential to sustainable community leadership.



WHAT THE COMMUNITY SAID

“Proud to be independent, to have our own identity as a Shire.”

“Strengthen the connection between villages.”

“Represent all our residents, support rural people, and farmers.”

HOW DOES THE COMMUNITY CONTRIBUTE?

- Volunteer and take part in community groups
- Stand for election to Council and represent your region
- Regularly visit Council's website and read/ listen to local media to keep up-to-date with Council's activities
- Contribute to community engagement programs
- Provide feedback to community groups and organisations regarding services and customer service

Strategies	What success looks like	Council role
4.1 Informed and collaborative leadership in our community	Service groups, sporting groups and not-for-profit associations continue to meet and undertake activities. Council shares achievements via media releases, newsletters and annual reports.	Provider, partner, advocate
4.2 A strategic, accountable and representative Council	Advocacy for the community at higher levels of government. Increased community participation in Council engagement activities. Transparent processes and governance.	Provider, partner, advocate
4.3 An efficient and effective independent local government.	A financially sustainable Council.	Partner, advocate

3.4 OVERVIEW OF INTEGRATED PLANNING & REPORTING FRAMEWORK

Council uses the Integrated Planning and Reporting (IPR) Framework to guide, plan, prioritise and report on Council activities. In September 2021, the Office of Local Government drafted new [guidelines](#) to support the Integrated Planning and Reporting Framework; the guidelines were updated to reflect legislative changes.

Councils operate in a complex environment, with responsibilities under 67 different Acts, and direct relationships with more than 20 state and commonwealth agencies. Local Government planning connects with the wider spheres of regional, state and federal planning and there is a natural flow between the planning systems, with each level ultimately informing the others.

Council has identified key strategic planning work that needs to be undertaken to support the Community Strategic Plan – for example the Disability Inclusion Action Plan. These plans sit below the Community Strategic Plan in the IPR hierarchy and reflect the principles, values and objectives of the Community Strategic Plan .The plans may, in turn, inform the Resourcing Strategy, Delivery Program and Operational Plan, as appropriate. Beyond the Community Strategic Plan, there are state and regional planning frameworks that may inform, and be informed by, the work undertaken by councils through IPR.The Framework allows Council to draw on various plans together so that they dovetail, inform and interact seamlessly. The outcome is to get the maximum benefit for Council's efforts by planning holistically for the future. The main components of the Framework are outlined below:

COMMUNITY STRATEGIC PLAN

This is the highest level of strategic planning undertaken by Council, with a ten-year plus timeframe. All other plans must support achievement of the Community Strategic Plan objectives.

RESOURCING STRATEGY

This Strategy shows how Council resources its strategic priorities, identified through IPR. The Resourcing Strategy includes 3 inter-related elements:

- ✓ Long-Term Financial Planning
- ✓ Workforce Management Planning
- ✓ Asset Management Planning

DELIVERY PROGRAM

The Delivery Program is generally a four year plan that aligns with Councillors' term. This document is Council's commitment to the community about what it will deliver during its term in office to achieve the Community Strategic Plan objectives.

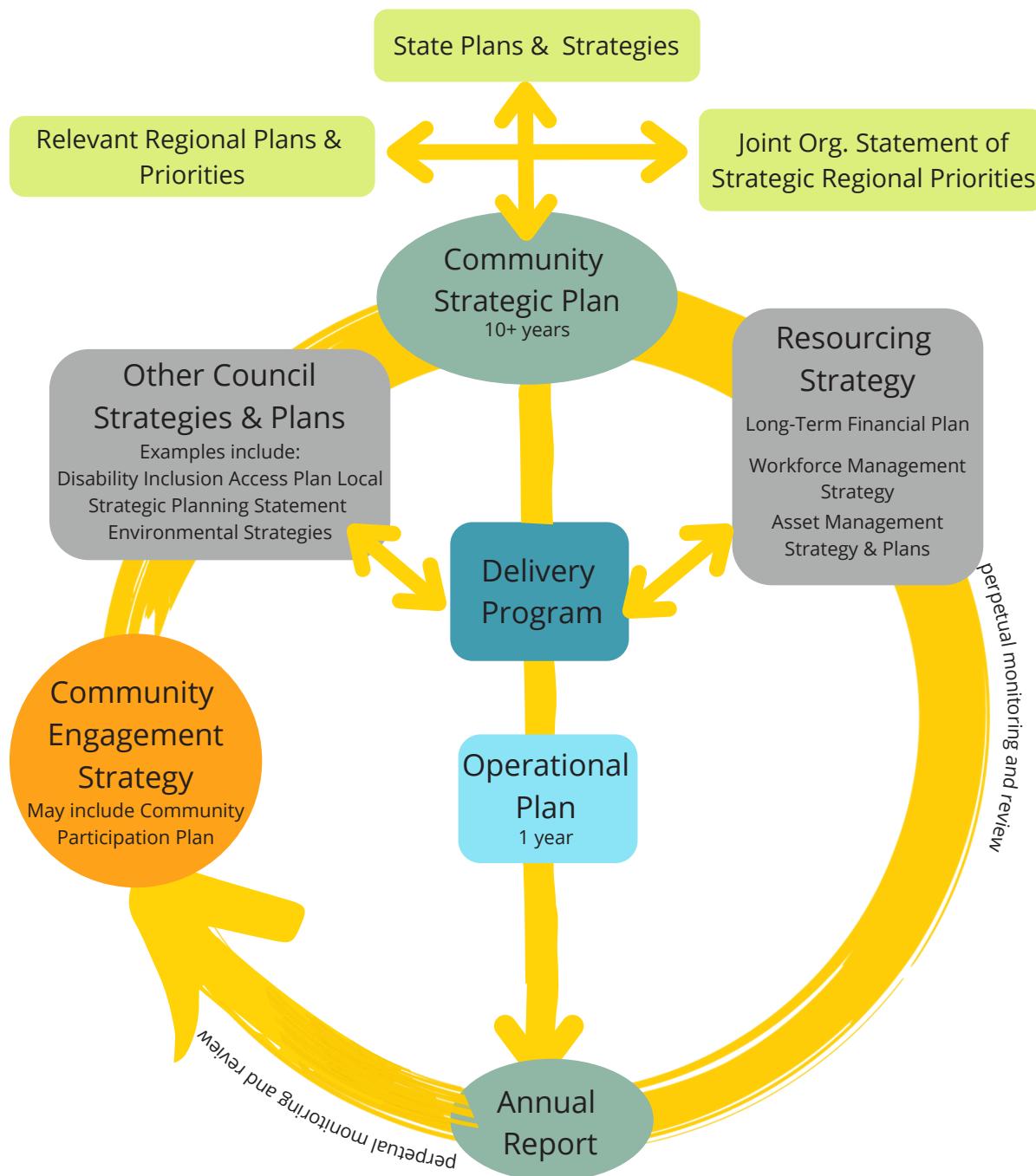
OPERATIONAL PLAN

The Operational Plan is a one year plan and shows the individual projects and activities a Council will undertake in a specific year. It includes Council's annual budget and Statement of Revenue Policy.

COMMUNITY STRATEGIC PLAN

ANNUAL REPORT

The Annual Report informs the community on the work undertaken by Council in a given year to deliver on the commitments of the Delivery Program via that year's Operational Plan. Council also reports on its financial and asset performance against the annual budget and longer-term plans.



3.5 COMMUNITY STRATEGIC PLAN ENGAGEMENT SUMMARY

Council noted the following communications and engagement plan for the review of the CSP and development of the next version of the CSP at its 23 November 2021 Ordinary Meeting.

COMMUNICATIONS & ENGAGEMENT PLAN OVERVIEW

INTRODUCTION

The Community Strategic Plan is the Community's document – a combined vision for the future from which the Development and Operational Plans can be developed. A robust engagement plan will enable it to effectively stimulate and capture ideas to contribute to the next reiteration of this plan.

AIM

1. Create a range of opportunities for community input
2. To generate and capture interest in future planning for Uralla Shire
3. To test, validate and re-create current goals for the contemporary setting
4. To meet requirements for public exhibition

SCOPE OF ENGAGEMENT

To harness the vision of Uralla Shire residents and ratepayer community for their Shire.

LEVEL OF ENGAGEMENT

For the majority of Stakeholders, the proposed level of engagement is centred on INVOLVE (incorporating inform and consult).

For Councillors, the proposed level of engagement is COLLABORATE (incorporating inform, consult and involve).



Inform	Consult	Involve	Collaborate
To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	To obtain public feedback on analysis, alternatives and/or decisions	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered	To partner with the public in each aspect of the decision-making including the development of alternatives and identification of the preferred solution

STAKEHOLDER MATRIX

Stakeholder	Involvement
All Uralla Shire LGA residents and ratepayers	Phases 1 – 2
Councillors	Phases 1 - 2
355 Committees	Phase 2 with specific notification
Community groups, eg <ul style="list-style-type: none"> • Business Chamber • Wider business community • Service Organisations • Schools and preschools • Churches • Sporting clubs 	Phases 1 – 2 with specific notification in phase 2
Owners of General Store	Phase 1 – 2
Uralla Council Staff	Phase 1 – 2

COMMUNICATION AND ENGAGEMENT TIMELINE

Consultation for the Community Strategic Plan will be held over two phases. Phase one includes drawing on the extensive community input over multiple and wide ranging community engagements over the last year.

The key engagement actions for each phase are listed below.

Phase	Date (*approx.)	Action	Communication
Phase 1 – Developing the Vision	February – October 2021	<i>Community input from all of this year including:</i> <ul style="list-style-type: none"> - Feb-April Listening posts - LSPS - Operational plan & budget - DCP - LTFP - Road priorities - Proposed projects list 	<i>Listening posts; Community engagement on range of topics – surveys; submissions; drop-in sessions</i>
	12 October 2021	<i>Mention at GM workshop seeking input on structure of November workshop session</i>	- Face-to-face
	30 October 2021	<i>Listening Post at Thunderbolts Festival</i>	- Media release - Social media - Advertisement in Armidale Express (whole of Shire) - Webpage
	9 November 2021	<i>Councillor planning session</i>	
	23 November 2021	<i>Engagement and Communication Plan overview</i>	- Business Paper

		<i>submitted to Ordinary Meeting of Council</i>	
	Various during October/November	<i>Team-based vision workshops</i>	- Internal
	1 December 2021 – mid-January	<i>'Postcards: View from out of town' project Infographic posters throughout the Shire, visually depicting vision Postcards provided for residents and ratepayers to submit feedback</i>	- Media release - Promote in November & December newsletters - Web page - Social media - Postcards delivered to all General Stores and around towns (eg cafes)
	February 2022	<i>Draft Strategic Plan to February meeting of Council for endorsement to proceed place on public exhibition</i>	- Uploaded to website - Social media
Phase 2 - Draft Community Strategic Plan on public exhibition	1 – 31 March	<i>Draft document on 28 day public exhibition</i> <ul style="list-style-type: none">• 'Pick-up' copies: Customer service centre, Bundarra and Uralla libraries and Visitor Information Centre, Bundarra, Kingstown, Kentucky, and Invergowrie General Stores• Email copies to stakeholder groups	- Public notice - Media release - Social media - Web page - Advertisement - Short video message

SUMMARY OF ENGAGEMENT OUTCOMES

All phase 1 activities were completed by 15 January 2022, with approximately 1700 individual responses received via written submission or face-to-face conversation.

Feedback was summarised and grouped into themes.

Themes are reflected in section 2.6 of the Draft Community Strategic Plan, and inform the strategies listed in Part 3.

Phase 2 is currently underway, with the public exhibition of this draft and associated communications.

Appendix 1

A key part of setting any goal is to also to commit to measuring when and how well those goals have been met. Baseline measures and performance indicators are set out below for the strategies listed in section 3.7 of this plan. These measures provide a qualitative and/or quantitative baseline information so that progress can be reported in Council's End of Term Report as to the success of each strategy.

Strategic Objective 1: We have an accessible, inclusive and sustainable community

Strategies:	Performance Indicators	Baseline Measure	Data Source
1.1 A growing community with an active volunteer base and participation in community events	1.1.1 Population growth	6,048 - Uralla Shire population ¹	<i>Australian Bureau of Statistics</i>
	1.1.2 Good volunteerism levels	29.6% - Voluntary work through organisation or group ²	<i>Australian Bureau of Statistics</i>
	1.1.3 Community events	10 - Community events held/year	<i>Uralla Shire Directory</i>
		9 - Monthly programs delivered at Uralla Library	<i>Uralla Shire Council website</i>
		\$15,017 - Council funded community grants and donations	<i>Uralla Shire Council website</i>
		6 - Council supported community events and activities	<i>Uralla Shire Council Annual Report</i>
1.2 A safe, active and healthy shire	1.2.1 More people participating in sport and recreation activities (formal and informal).	3 - Sport and recreation facilities	<i>Uralla Shire Council website</i>
		21 - Parks/Community Reserves	<i>Uralla Shire Council website</i>
		8 - Sport and recreation clubs	<i>Uralla Shire Directory</i>
	1.2.1 Crime rates steady or reduced.	Crime rate by Offense Group – Major offenses (per 100,000 population) ³ <ul style="list-style-type: none"> a. 0 - Murder b. 316.0 - Domestic violence related assault c. 166.3 - Non-domestic violence related assault d. 49.9 - Sexual assault e. 66.5 - Indecent assault, act of indecency or other sexual offense f. 0 - Robbery (any type) g. 199.6 - Break and enter dwelling h. 99.8 - Break and enter non-dwelling i. 66.5 - Motor vehicle theft j. 99.8 - Steal from motor vehicle k. 33.3 - Steal from retail store l. 183.0 - Steal from dwelling m. 0 - Steal from person n. 332.7 - Fraud o. 598.8 - Malicious damage to property 	<i>NSW Bureau of Crime Statistics</i>
1.3 A diverse and creative culture that celebrates our history.	1.3.1 More people participating in art and cultural activities.	12 - Artist of the Month programs delivered at Uralla Library per year	<i>Uralla Shire Council website</i>
		3500 - Library members	<i>USC operational data</i>
		6 - Youth week activities delivered	<i>Uralla Shire Council website</i>
	1.3.2 Indigenous history is shared and celebrated.	1 - Annual NAIDOC celebration	<i>Annual report</i>
		Indigenous representation and inclusion – Australia Day event	
		14 - Acknowledgement of Country and Traditional Owners at Council meetings	<i>Uralla Shire Council meeting minutes</i>

¹ 2016 data. 2021 census data estimated date of release – June 2022

² 2016 data. 2021 census data estimated date of release – June 2022

³ Data per calendar year - as at December 2020

		1 - Permanent indigenous heritage and artefact display at Uralla Visitor Information Centre	<i>USC operational data</i>
	1.3.3 Heritage listed built form is protected.	55 - Heritage listed items of State/Local Significance	<i>Uralla Local Environmental Plan 2012</i>
		<1 - Number of years since last review of Heritage Guidelines - Uralla Development Control Plan	<i>Uralla Shire Council website Development Control Plan March 2021</i>
1.4 Access to and equity of services	1.4.1 Increase in the number of households and businesses with reliable broadband access.	75.7% - Internet accessed from private dwelling ⁴ NOTE: ABS has removed question from census	<i>Australian Bureau of Statistics</i>
		100% - Private dwellings in NBN service availability area	<i>NBN Co website</i>
	1.4.2 Advocate for and support better medical services (medical, dental, community transport, disadvantaged and disability support services other).	4 - Medical services/clinics/pharmacies	<i>Uralla Shire Directory</i>
		2 - Aged care facilities	
		3 - Community transport and disability support services	
		35 - Permanent accommodation rooms at McMaugh Gardens Aged Care Facility	<i>Uralla Shire Council website</i>
		11 - Permanent accommodation rooms at Grace Munro Centre Aged Care Facility	<i>Grace Munro Centre website</i>

Strategic Objective 2: We drive the economy to support prosperity.

Strategies:	Performance Indicators	Baseline Measure	Data Source
2.1 An attractive environment for the business sector	2.1.1 High business occupancy.	95% - Occupancy/operating businesses in business zone	<i>USC operational data</i>
	2.1.2 Increased visitor numbers.	6,075 - Visitors recorded at Uralla Visitor Information Centre	<i>USC operational data</i>
	2.1.3 Increase in the number of business.	236 - Number of businesses operating in Shire	<i>Uralla Shire Directory</i>
2.2 Growing and diversified employment, through growth in existing and new businesses	2.2.1 Employment is >95%. (Unemployment <5%)	89.6% - Employment rate ⁵	<i>Australian Bureau of Statistics</i>
		5.2% - Unemployment rate ⁶	
	2.2.2 Increase in number of local jobs (FTE).	16.1km - Average commuting distance to place of work ⁷	<i>Australian Bureau of Statistics</i>
2.3 Communities that are well serviced with essential infrastructure	2.3.1 Maintain current level of infrastructure.	4.7 - Median commuting distance to place of work ⁸	
		2.4 - Trainees (FTE) employed by Uralla Shire Council	<i>USC operational data</i>
		2.4 - Uralla Shire Council staff enrolled in traineeship program (FTE)	
		2 - Training organisations in Uralla Shire	<i>Uralla Shire Directory</i>
		70% - Transport assets maintained to condition standards (1-3)	<i>USC operational data</i>
		83% - Building infrastructure assets maintained to condition standards (1-3)	
		66% - Water infrastructure assets maintained to condition standards (1-3)	
		51% - Sewer infrastructure assets maintained to condition standards (1-3)	

⁴ 2016 census data. Question not included in 2021 census.

⁵ 2016 data. 2021 census data estimated date of release – October 2022

⁶ 2016 data. 2021 census data estimated date of release – October 2022

⁷ 2016 data for New England North West Region (Uralla LGA data unavailable). 2021 census data estimated date of release – Early to mid-2023

⁸ 2016 data for New England North West Region (Uralla LGA data unavailable). 2021 census data estimated date of release – Early to mid-2023

		87% - Stormwater drainage assets maintained to condition standards (1-3)	
Strategic Objective 3: We are good custodians of our environment.			
Strategies	Performance Indicators	Baseline Measure	Data Source
3.1 To preserve, protect and renew our beautiful natural environment	3.1.1 Maintenance of environmental protection zones, restoration of native biodiversity and effective control of priority weeds.	5 - Annual bush regeneration activities undertaken	<i>USC operational data</i>
		3 - Community awareness campaigns	
		5 - Annual weed control programs undertaken	
3.2 Maintain a healthy balance between development and the environment	3.2.1 Increased development facilitated.	2 - Active wildlife rescue organisations	<i>Uralla Shire Directory</i>
		25 - Reportable dog attacks	<i>USC Annual Report</i>
3.2.2 Increased number of dwellings.		2,734 - Private dwellings in the Shire ⁹	<i>Australian Bureau of Statistics</i>
3.3 Avoid, reduce, reuse (repair), and recycle (recover) wastage to minimise waste disposal	3.3.1 Reduced tonnage of waste to landfill.	684 tonnes - Mixed recycling and green waste collected through kerbside services, diverted from landfill	<i>USC operational data</i>
		4038 tonnes - Mixed recycling and green waste received at waste management facilities collection and drop off, diverted from landfill	
		38.7% - Recycling rate of kerbside collection services	
		80.0% - Recycling rate at waste management facilities collection and drop off	
3.4 Secure, sustainable and environmentally sound water-cycle infrastructure and services	3.4.1 Water supply adequate	Taylors Pond (Bundarra) water supply: a. 112kL/day - Average daily water usage b. >365 days - Average days to empty based on current demand	<i>Uralla Shire Council website</i> <i>Uralla/Bundarra drinking water operational data</i>
		Kentucky Creek Dam (Uralla) water supply: a. 635kL/day - Average daily water usage b. >365 days - Average days to empty based on current demand	
	3.4.2 Healthy waterways	0 - NSW EPA issued penalty notices	<i>NSW EPA website</i>

⁹ 2016 data. 2021 census data estimated date of release – June 2022

Strategic Objective 4: We are an independent Shire and well-governed community.

Strategies:	Performance Indicators	Baseline Measure	Data Source
4.1 Informed and collaborative leadership in our community	Service groups, sporting groups and not-for-profit associations continue to meet and undertake activities.	48 - Community groups, organisations and not-for-profit associations	<i>Uralla Shire Directory</i>
	Council shares achievements via media releases, newsletters and annual reports.	54 - Number of Council media releases per year	<i>Uralla Shire Council website</i>
		12 - Number of Council newsletters per year	<i>Uralla Shire Council website</i>
4.2 A strategic, accountable and representative Council	Advocacy for the community at higher levels of government.	Annual report - published and compliant with legislation	<i>Uralla Shire Council Annual Report 2020-21</i>
		12 - Council membership/participation in external boards, committees, and organisations	<i>Uralla Shire Council Annual Report 2020-21</i>
		12 - Community representations at Council meetings	<i>Uralla Shire Council meeting minutes</i>
	Increased community participation in Council engagement activities.	6 - Community Listening Posts	<i>Uralla Shire Council website</i>
		5 - Localities in Shire at which Community Listening Posts held	<i>Uralla Shire Council website</i>
		11/11 (100%) - ordinary Council meetings held per annum and open to the public	<i>Uralla Shire Council website</i>
4.3 An efficient and effective independent local government.	Transparent processes and governance.	3/3 (100%) - extraordinary Council meetings held per annum and open to the public	<i>Uralla Shire Council Annual Report 2020-21</i>
		(8.92)% - Operating performance ratio	<i>Uralla Shire Council Annual Report 2020-21</i>
		55.42% - Own source operating revenue ratio	<i>Uralla Shire Council Annual Report 2020-21</i>
	A financially sustainable Council.	2.22x - Unrestricted current ratio	<i>Uralla Shire Council Annual Report 2020-21</i>
		11.26x - Debt service cover ratio	<i>Uralla Shire Council Annual Report 2020-21</i>
		9.00% - Rates and annual charges outstanding percentage	<i>Uralla Shire Council Annual Report 2020-21</i>
		11.88 mths - Cash expense cover ratio	<i>Uralla Shire Council Annual Report 2020-21</i>

END NOTES

- ¹Office of Local Government, Integrated Planning & Reporting Guidelines, September 2021, p 12.
- ²Ibid p 13.
- ³Ibid.
- ⁴National Pro Bono Resource Centre, Occasional Paper: What is Social Justice? p 2. [accessed 1 December 2021: https://probonocentre.org.au/wp-content/uploads/2015/09/Occ_1_What-is-Social-Justice_FINAL.pdf]
- ⁵Australian Government Department of Health, 'Basic principles of social justice', *Working with Young People: Facilitators Guide*, 7.1 [accessed 1 December 2021: <https://www1.health.gov.au/internet/publications/publishing.nsf/Content/drugtreat-pubs-front4-fa-toc~drugtreat-pubs-front4-fa-secb~drugtreat-pubs-front4-fa-secb-7~drugtreat-pubs-front4-fa-secb-7-1>]
- ⁶Loc cit 1 p13.
- ⁷NSW Government, Premier's Priorities [accessed 30 November 2021: <https://www.nsw.gov.au/premiers-priorities>]
- ⁸Ibid
- ⁹Ibid
- ¹⁰Ibid
- ¹¹A 20-year Economic vision for Regional New South Wales (February 2021) [accessed 30 November 2021: <https://www.nsw.gov.au/a-20-year-economic-vision-for-regional-nsw-refresh>]
- ¹²Ibid p 17.
- ¹³Aboriginal Land Rights Act 1983 No 42 (NSW) pt 7 s 105.
- ¹⁴NSW Aboriginal Land Council Strategic Plan 2018-2022 [accessed 30 November 2021 https://alc.org.au/wp-content/uploads/2019/12/strat-plan-2018_2022-.pdf]
- ¹⁵Loc cit, n9, pp 5-6.
- ¹⁶New South Wales Government, Draft New England North West Regional Plan 2041, [accessed 7 February 2022: https://s3-ap-southeast-2.amazonaws.com/mysppau/uploads/redactor_assets/documents/5fc85029db39b-50be6e747bfff0ba69d8f38f28c63e203e95ecc21b484c4943/10379/Draft_New_England_North_West_Regional_Plan_2041.pdf]
- ¹⁷New South Wales Government, New England North West Regional Plan 2036, [accessed 7 February 2022: <https://www.planning.nsw.gov.au/Plans-for-your-area/Regional-Plans/New-England-North-West/New-England-North-West-Regional-Plan>]
- ¹⁸New South Wales Government, Regional Planning Monitoring Report 2019, [accessed 7 February 2022: <https://www.planning.nsw.gov.au/-/media/Files/DPE/Reports/Plans-for-your-area/Regional-plans/New-England-North-West/new-england-north-west-regional-planning-monitoring-report-2019-12-17.pdf>]
- ¹⁹Uralla Shire Council, Local Strategic Planning Statement (revision2.0), [accessed 7 February 2022: <https://www.uralla.nsw.gov.au/files/assets/public/council-services/building-development/uralla-shire-local-strategic-planning-statement-lsps-june-2021.pdf>]
- ²⁰ <https://nejo.nsw.gov.au/>
- ²¹New England Joint Organisation, Strategic Plan for 2018-2021 [accessed 1 December 2021: <https://nejo.nsw.gov.au/wp-content/uploads/2020/12/NEJO-Strategic-Plan-2018-21.pdf>]
- ²²NEJO Annual Performance Statement 2020-2021 [accessed 31 January 2022: <https://nejo.nsw.gov.au/wp-content/uploads/2021/11/NEJOAnnualPerformanceStatement2020-2021.pdf>]
- ²³NSW Government Southern New England High Country Regional Economic Development Strategy (REDS) 2018-2022 [accessed 30 November 2021: <https://www.nsw.gov.au/sites/default/files/2020-05/Southern%20New%20England%20High%20Country%20REDS%C2%A0.pdf>]
- ²⁴ <https://www.uralla.nsw.gov.au/files/assets/public/council/ipampr-amp-governance/community-strategic-plan-2017-2027.pdf> | UNT/19/407
- ²⁵ UNT/21/13236
- ²⁶ Note: The Australian Bureau of Statistics (ABS) advises: 2021 Census Data will be released in a staged approach from June 2022. [accessed: 3 December 2021: <https://www.abs.gov.au/census/2021-census-data-release-plans/2021-census-data-release-timeline>]
- ²⁷Uralla Shire Council Local Strategic Planning Statement (2021) [accessed 30 November 2021: <https://www.uralla.nsw.gov.au/files/assets/public/hptrim/land-use-and-planning-planning-key-records-including-leps-and-masterplans-local-area-land-use-uralla-local-strategic-planning-statement-lsps-records-of-lsps-development-public-consultation-adoption/uralla-shire-local-strategic-planning-statement-lsps-adopted-29-september-2020-resolution-x04.0920-currentstrategies.pdf>]
- ²⁸Parliamentary Education Office The roles and responsibilities of the three levels of government [accessed 3 December 2021: <https://peo.gov.au/understand-our-parliament/how-parliament-works/three-levels-of-government/the-roles-and-responsibilities-of-the-three-levels-of-government/>]
- ²⁹Loc cit n1 p 14.
- ³⁰Noted by Council at its Ordinary Meeting 23 November 2021 OM 05.11/21 UNT/21/12293



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2022 - 2031**

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