



Our
Vision

Draft

Community Strategic Plan

2025 - 2034

Uralla
URALLA SHIRE COUNCIL

Uralla Shire Draft Community Strategic Plan 2025 – 2034
DRAFT V0.2

Document Control

| Doc No. | Date Amended | Details / comments e.g. resolution number |
|--------------------|--------------|--|
| UINT/25/12114 | 29/04/2025 | Resolved to exhibit for community feedback |
| UINT/25/12114 (V2) | 24/06/2025 | Adopted by resolution 59.06/2025 |
| | | |

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 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.



IMAGE Uralla Christmas Street Fair

Contents

| | |
|----|--|
| 04 | Mayor's Message |
| 05 | About the Uralla Shire Community Strategy Plan 2025 – 2034 |
| 07 | Integrated Planning and Reporting (IPR) |
| 08 | Community Engagement Strategy |
| 08 | Delivery |
| 08 | Resourcing |
| 08 | Reporting |
| 09 | Where are we now? |
| 10 | Federal, State and Regional Context, Strategies and Plans |
| 11 | Community Engagement |
| 12 | Survey Results |
| 14 | Opportunities and Challenges |
| 15 | Strategic Direction |
| 17 | Stakeholders, partners and agencies |
| 18 | 1.1.1. Community-minded |
| 19 | 1.1.2. Prosperous |
| 20 | 1.1.3. Good Custodians |
| 21 | 1.1.4. Independent |
| 22 | Alignment with other plans and strategies |
| 23 | Appendix 1 |

Mayor's Message

It is with great pride that I present the Uralla Shire Community Strategic Plan 2025–2034—a shared vision for our future, shaped by the people who call our remarkable Shire home.

As a community, we are united by our love of place: the enviable climate and remarkable autumnal colours, our resilient towns and villages, the rich heritage, and the strong sense of belonging that defines the Uralla Shire. This Plan builds on the foundations laid in previous years and reflects the collective ideas and priorities gathered through meaningful community conversations.

The Community Strategic Plan sets out our vision for the Shire over the next 10 years, guided by four key pillars that emerged clearly from community engagement:

- **Community Minded** – fostering a connected, inclusive, and empowered community.
- **Prosperous** – supporting a sustainable economy that strengthens opportunities for all.
- **Good Custodians** – protecting and enhancing our natural and built environment for future generations.
- **Independent** – maintaining a well-governed, resourceful, and locally-led Shire.

Water security, housing affordability, and adapting to climate impacts are challenges we will need to face. In tackling these issues we can draw strength from our shared resilience, collaborative spirit, deep local knowledge, and a growing network of innovators, volunteers, and community leaders committed to shaping our future.

The emergence of the New England Renewable Energy Zone also brings significant change to our region. It presents us with both opportunities and pressures. We will need to approach these impacts together, ensuring that growth and development is well-managed, community benefits are shared having regard to both current and future generations, and our local values are upheld through inclusive planning and open dialogue.

This plan represents more than words on a page—it is a call to action. It defines how we as Council will deliver, partner, and advocate, and how we will work alongside our community, agencies, and stakeholders to bring our shared goals to life. Together, we'll focus on practical steps, strong partnerships, and honest communication to ensure that this strategy delivers meaningful outcomes.

On behalf of Uralla Shire Council, I thank every individual, business, and group who contributed to this Plan. Your feedback has helped us create a clear, purposeful direction that reflects the values and hopes of our community.

Let's move forward together—with pride in where we've come from, and a strong vision for where we're headed.



Mayor Robert Bell
Uralla Shire Council
mayor@uralla.nsw.gov.au



Our Vision

A vibrant community with
a growing economy and
sustainable lifestyle that
values its heritage

Council's Mission

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



Our Plan On A Page



Community Minded

An accessible, inclusive, and empowered community.

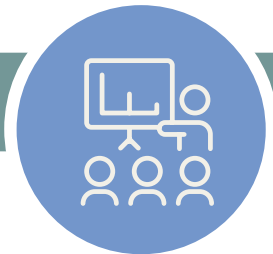
- A growing, community-minded shire
- A safe, active, and healthy shire
- A diverse and creative culture that celebrates our history
- Access to and equity of services



Prosperous

A sustainable economy that supports prosperity.

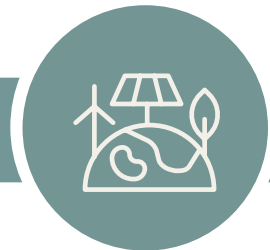
- An attractive environment for the business sector
- Diverse and growing employment opportunities
- Well serviced communities



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



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

About the Uralla Shire Community Strategy Plan 2025–2035

The **Community Strategic Plan (CSP)** is the highest-level plan guiding a local council's direction. It reflects the aspirations, priorities, and needs of the community over a minimum of 10 years.

Its purpose is to identify the top-level objectives and aspirations for the future and develop strategies for achieving those objectives. The CSP guides all other Uralla Shire strategies and plans and is developed with and on behalf of the community.

The Uralla Shire Council adopted the Community Strategic Plan 2022–2031 at its ordinary Council meeting on 24 May 2022. The Community Strategic Plan is reviewed every four years, within 6 months of the election of a new Council.

Integrated Planning and Reporting (IPR)

At the commencement of each new council term, we check-in with our community to make sure our CSP is still on track. The 2025–2034 plan represents the latest feedback.

The **Local Government Act 1993** requires the development of the CSP as part of the IPR framework. The IPR framework is a series of interrelated plans and strategies that provide a consistent, integrated approach to community planning across all councils in NSW.

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.

The IPR framework ensures that Council plans:

- Reflect the community's values and priorities.
- Align with regional and state priorities.
- Articulate the community's vision for the future.
- Allocate resourcing to deliver the vision and priorities, while balancing what the community can afford.
- Are accountable and transparent through regular monitoring and reporting.

Our
Vision

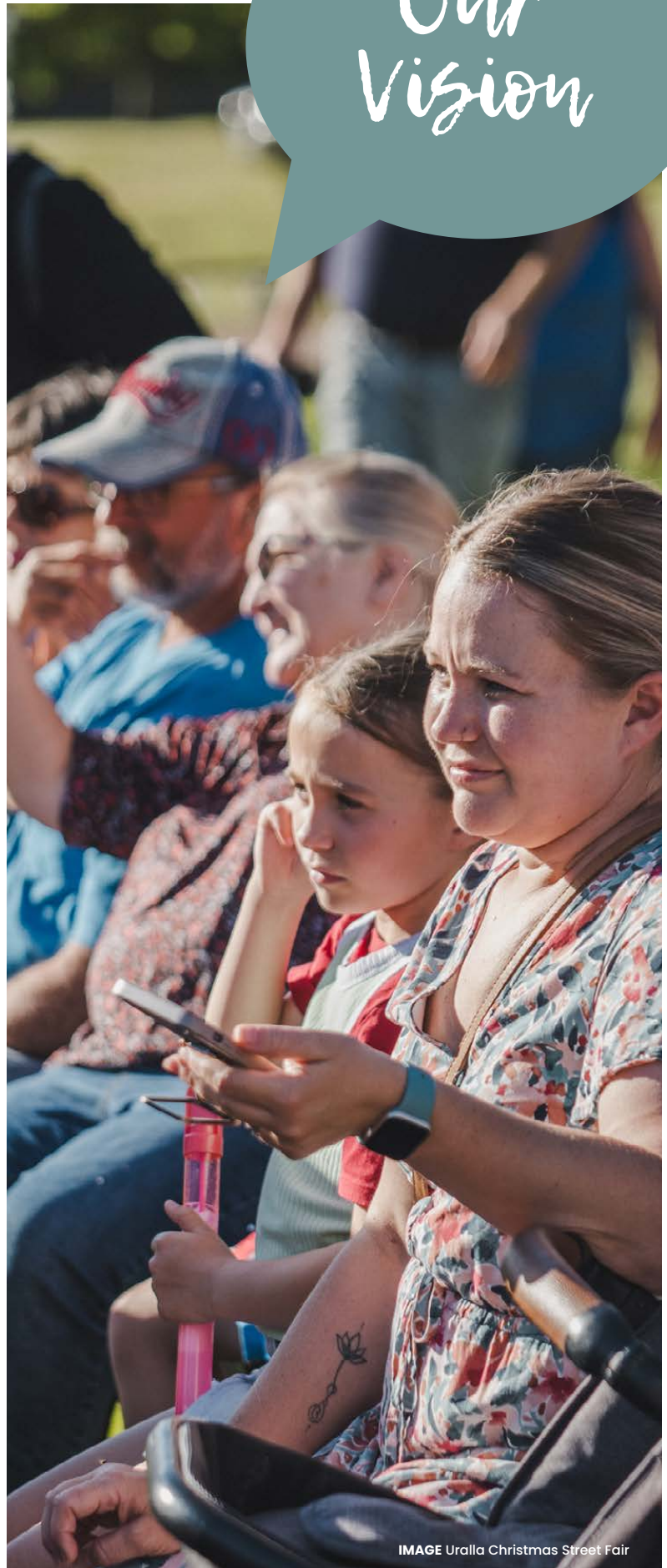
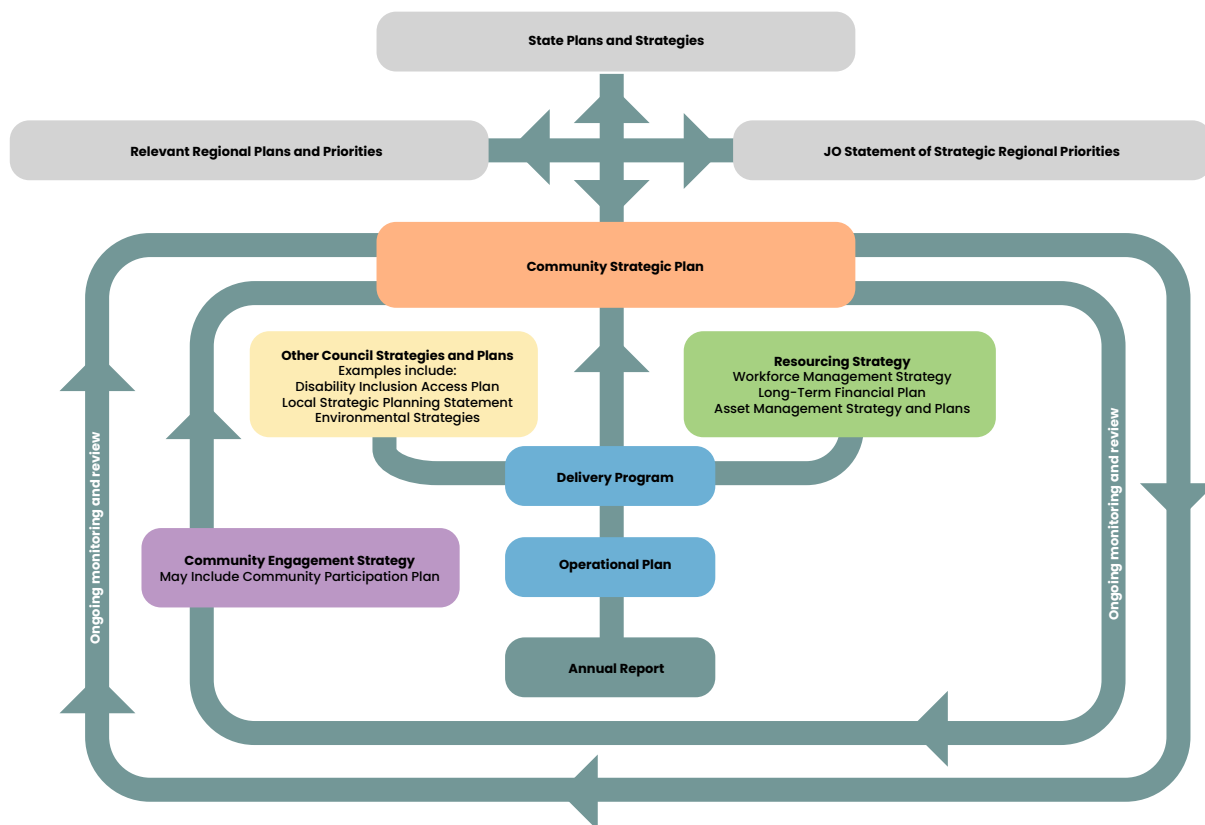


IMAGE Uralla Christmas Street Fair



Community Engagement Strategy

The Community Engagement Strategy and Community Participation Plan is the framework for how we will engage with the community to support the development of plans, policies, programs and activities. Uralla Shire Council reviewed and updated its Community Engagement Strategy in December 2024.

Delivery

Delivering the CSP involves two key documents:

Delivery Program 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 CSP objectives.

Operational Plan a one-year plan which 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.

Resourcing

How Uralla Shire will implement and resources its strategic priorities is clearly identified through the IPR framework. The Resourcing Strategy includes 3 inter-related elements:

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

Reporting

To ensure Councillors and our community can easily follow Council's progress, we provide the following regular updates:

Quarterly Budget Review Statements:

Updates on Council's financial position and budget management.

Six-monthly Delivery Program Reports:

Summaries of Council's progress toward achieving our Delivery Program commitments.

Annual Report: An overview of Council's achievements and activities over the past financial year, demonstrating how we have delivered on the Operational Plan and Delivery Program.

[2023-24 Annual Report](#)

State of the Shire Report (End of Term):

A detailed review of Council's progress and achievements over the Council term, summarising how effectively we've delivered on our strategic objectives.

[2024 State of the Shire Report](#)

Where are we now?

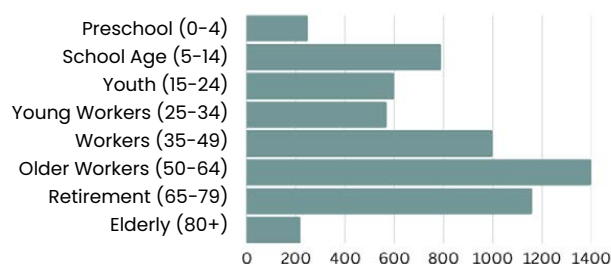
Uralla Shire, located on the Northern Tablelands of New South Wales, encompasses approximately 3,260 square kilometres of picturesque, rural landscapes. The Shire includes the township of Uralla as its administrative centre, along with the villages and rural localities of Bundarra, Invergowrie, Kentucky, Kingstown, and Rocky River. Home to around 6000 residents, Uralla Shire offers a balance of rural tranquillity and regional convenience with the nearby centres of Armidale and Inverell. The Shire's economy is underpinned by agriculture, notably super-fine Merino wool production, premium beef cattle farming, and regenerative farming practices. Emerging innovations such as agrivoltaics—combining sheep grazing alongside solar energy production—are also gaining traction.

Uralla has a rich history linked to European settlement, pastoralists and graziers, and the gold rush era. The Shire's heritage is celebrated and preserved by active community groups, including the Uralla Historical Society and the Anaiwan Traditional Owners, who manage the Bulagaranda (Mount Yarrowyck) Aboriginal Area. The community's proactive involvement in sustainability is exemplified by the Zero Net Energy Town (ZNET) initiative, which promotes energy efficiency and community resilience.

The Uralla community is strengthened by a range of active local groups, including the Uralla Co-op, sporting clubs, arts and cultural associations, and various service organisations. The region also enjoys growing recognition for its artisanal food and beverage sector, showcased annually at the popular Seasons of New England Festival.

Uralla Shire sits on the traditional lands of the Anaiwan and Kamilaroi peoples and remains committed to preserving and celebrating its Aboriginal and European heritage, fostering an inclusive, connected, and sustainable community.

Population By Life Stage (2021 SA1)



Population

| | |
|--|-------|
| Population 2021 | 5,992 |
| Population by 2046 | 6,309 |
| Uralla township population 2021 | 2,688 |
| Bundarra township population 2021 | 511 |
| Invergowrie-Saumarez Ponds population 2021 | 1,213 |
| Estimated annual population growth rate | 0.3% |

People

| | Uralla | NSW |
|----------------------------|--------|-------|
| Median Age | 47 | 38.4 |
| First Nations Population | 9.5% | 3.4% |
| Born Overseas | 7.2% | 29.3% |
| English as second language | 2.4% | 26.6% |

Housing

| | |
|--------------------------------|-----------|
| Median house price: | \$475,000 |
| Average household size (2023): | 2.37 |

Employment

| Income (personal) | Percentage |
|--------------------------|------------|
| less than \$500 per week | 30% |
| \$500 – \$1000 per week | 21% |
| \$1000 – \$1500 per week | 13% |
| \$1500 – \$3000 per week | 11% |
| more than \$3000 | 2% |
| not applicable | 24% |

Top Industry Employment Sectors

| | |
|-----------------------------------|-------|
| Agriculture, Forestry and Fishing | 6.85% |
| Education and Training | 6.5% |
| Health Care and Social Assistance | 6.13% |
| Construction | 4.27% |

| | |
|---------------------------|-------|
| Unemployment rate (2021) | 4.1% |
| Participation rate (2021) | 57.1% |

Relevant Policies and Plans



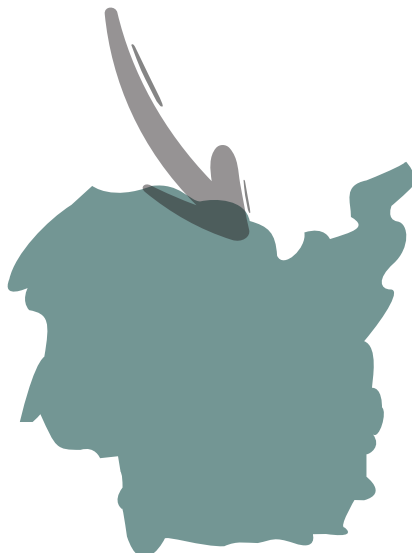
Federal

- Australian Government's National Waste Policy
- Australia's National Climate Resilience and Adaptation Strategy (2021–2025); Powering Australia Plan (2022)



State

- NSW State Infrastructure Strategy
- NSW Net Zero Plan
- NSW Future Transport Strategy 2056
- Housing 2041 – NSW Housing Strategy
- NSW Electricity Infrastructure Roadmap



Regional

- New England North West Regional Plan 2041
- Southern New England High Country Regional Economic Development Strategy 2023 Update
- Northern Inland Regional Waste Strategy
- Armidale Regional Council and Uralla Shire Council Regional Drought Resilience Plan 2024 (Draft)

Community Engagement

The Uralla Shire Community Strategic Plan 2022–2031 incorporated approximately 1,700 items of feedback that were recorded and analysed for consideration between 2021–2022. At that time, the key themes and drivers that emerged included:

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

At the start of each new Council term, we reach out to our community to make sure our CSP remains relevant. This regular review occurs every four years.

For the 2025 CSP review, we conducted community surveys during March and April, visiting locations across the Shire, including:

- Invergowrie Store
- Bundarra Store
- Bridge Street commercial precinct, Uralla
- Rotary Art Show

We also held a stall and spoke with community members at the monthly **High Country Markets** at Uralla Showgrounds.

In addition, an online survey was made available and promoted via Council's Facebook page and by **direct email to over 40 community groups**.

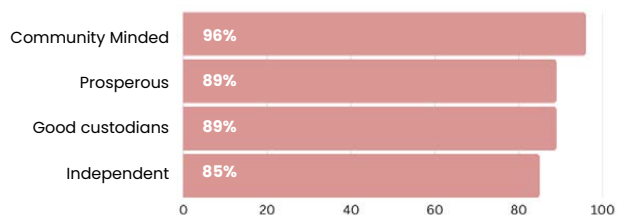
141 community members responded. Our survey questions quickly tested whether the key pillars of the current CSP still resonated with residents. We also invited detailed comments and feedback, which we have reviewed and summarised on the following page.



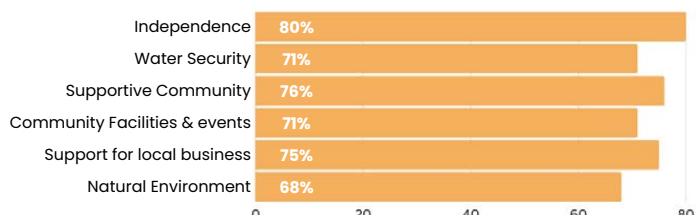
IMAGE Uralla Christmas Street Fair

Face to Face Survey

Do the pillars and vision still resonate with you?

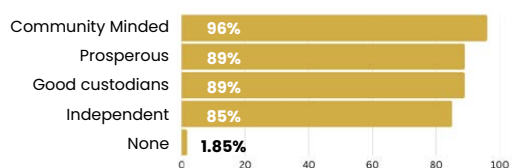


Responders were most supportive of a focus on:



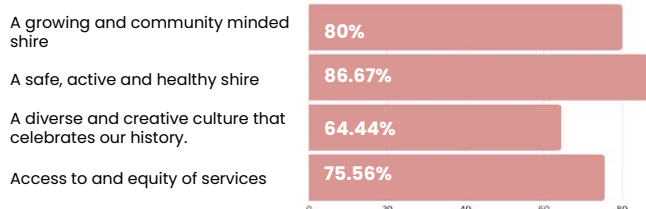
Online Survey

Do the pillars and vision still resonate with you?



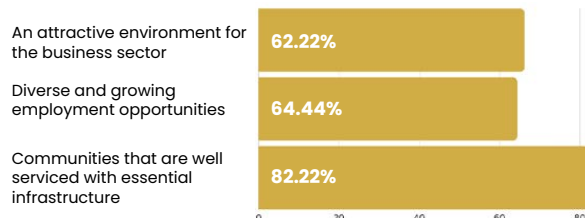
Community Minded

which of the strategies under this pillar are most important to you? (Agree)



Prosperous

which of the strategies under this pillar are most important to you? (Agree)



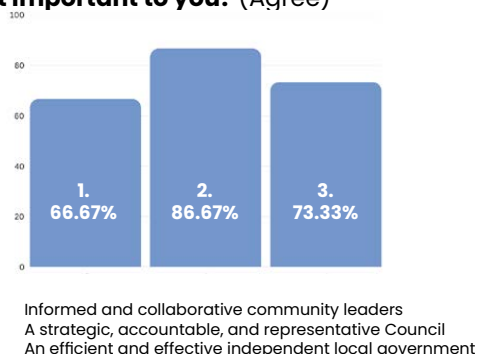
Good Custodians

which of the strategies under this pillar are most important to you? (Agree)



Independent

which of the strategies under this pillar are most important to you? (Agree)



Community Feedback



Community Minded

Community Comments:

- **Youth inclusion:** Strong calls for more training, activities, and leadership opportunities.
- **Caring for all ages:** Concerns for isolated seniors, particularly older women; calls for aged care awareness and inclusive public spaces.
- **Community connection:** Widespread support for more community events (e.g. Christmas party, Parkrun).
- **Public safety:** Antisocial behaviour is a concern, especially for vulnerable residents.
- **Equity & inclusion:** Requests for more representation (e.g. young people, Traditional Custodians).



Prosperous

Community Comments:

- **Business support:** Calls to reduce red tape, offer startup help, and support compliance efforts.
- **Jobs & training:** Need for local employment opportunities, especially for young people and families.
- **Housing:** Demand for diverse and affordable housing options (tiny homes, high-density, small acreages).
- **Tourism & events:** Promote Uralla's identity through events, local attractions, and seasonal strengths.
- **Transport:** Public transport links to Armidale/Tamworth and better road infrastructure seen as economic enablers.



Good Custodians

Community Comments:

- **Water security & quality:** Repeated concerns about poor water quality, failing infrastructure, and need for long-term planning.
- **Protecting the environment:** Support for wildlife corridors, native habitat conservation, and management of pests (foxes, feral cats).
- **Recycling & waste:** Desire for better recycling systems, e-waste services, and sustainability education.
- **Heritage & town character:** Strong support for protecting Uralla's historic buildings and unique identity.
- **Infrastructure upkeep:** Calls for better road maintenance, especially in rural areas.



Independent

Community Comments:

- **Desire for local control:** Pushback on state-led decisions (e.g. REZ) and support for Council advocacy on behalf of the Shire.
- **Clear Council role:** Need for clarity around Council's influence in broader strategies.
- **Focus on core responsibilities:** Some feedback urged prioritising water, roads, and planning over expanded community roles.
- **Better communication:** Strong community appetite for timely updates and transparent engagement.
- **Measurable goals:** Requests to define clear targets under each strategic pillar.

Opportunities & Challenges

Acknowledging the challenges and opportunities facing our Shire is an essential step in delivering on the vision and strategic priorities set out in this CSP. By actively leveraging our local strengths and emerging opportunities—and thoughtfully planning to mitigate the risks—we can ensure that our community remains resilient, inclusive, and well-positioned for the future. These insights will help guide Council, stakeholders, and the broader community in making informed decisions that support the long-term goals and key pillars of the plan.

The current CSP identifies a range of opportunities and challenges that were shaped through extensive community consultation and aligned with the 40-year Local Strategic Planning Statement (LSPS), developed in 2020–2021.

As part of the current review, the following key drivers of opportunity and risk have been identified:

Drivers of Opportunity

- **Climate (great weather and seasons)**
A temperate climate with defined seasons offers an attractive lifestyle and supports tourism and diverse agricultural production.
- **Breadth of business innovation**
A creative and adaptable business community contributes to local resilience and economic diversity.
- **Regenerative farming**
Sustainable land management practices are being embraced locally, creating long-term environmental and economic benefits.
- **“Tree-change” opportunities**
Lifestyle migration to regional areas brings new residents, ideas, and investment to the Shire.
- **Lower relative start-up costs for new and innovative businesses**
Affordable land and infrastructure make Uralla an attractive location for entrepreneurs and small-scale producers.
- **Artisan business culture**
The Shire supports a growing network of local makers and producers, adding value to tourism and the visitor economy.
- **New England Renewable Energy Zone (REZ)**
The REZ presents significant economic opportunities in construction, supply chain development, and long-term energy transition.
- **Rapid technological change**
Emerging technologies create new possibilities for rural productivity, business development, and service delivery.

Drivers of Risk

- **Cost shifting by State and Federal Government**
Increasing responsibilities without matching funding place pressure on Council’s resources and long-term service delivery.
- **Labour market conditions, especially shortages**
A limited local workforce and competition for skilled labour can restrict business and service delivery capacity.
- **Impacts of renewable energy development**
Large-scale infrastructure projects can place pressure on housing, roads, local services, and community cohesion if not managed carefully.
- **Primary production practices**
Traditional agricultural methods may be under pressure to adapt to environmental, market, and regulatory change.
- **Ageing population**
An older population increases demand for health, transport, and aged care services.
- **Water security**
Variable rainfall and ageing water infrastructure challenge the long-term reliability of supply.
- **Wealth inequality**
Rising living costs and income gaps affect community cohesion and access to services.
- **Housing affordability and availability**
Limited housing stock and rising prices make it harder for residents—particularly younger people and key workers—to remain in the Shire.
- **Climate change impacts: fire and drought**
Extreme weather events are becoming more frequent, affecting land use, infrastructure, and community wellbeing.
- **Inflation and cost-of-living pressures**
Broader economic conditions can reduce disposable income and increase financial stress, particularly for vulnerable households.
- **Financial sustainability of Council**
Rising costs, rate capping, and limited revenue sources challenge Council’s ability to maintain infrastructure and services to the standard desired by the community.

Strategic Direction

Where will we be in 10 years?

Community Vision

A vibrant community with a growing economy and sustainable lifestyle that values its heritage

Council's Mission

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

Role of Council

Council plays different roles depending on the issue or activity. In some areas, Council leads the work directly; in others, it works in partnership or supports outcomes through advocacy. These roles reflect the limits of Council's control, responsibility, and influence. Understanding them helps clarify what Council can do—and what we can achieve together as a community.

Council's roles are grouped into three key categories:

- **Deliver**
Where Council has direct control and responsibility
- **Partner**
Where Council shares responsibility or supports others to act
- **Advocate**
Where Council seeks to influence outcomes on behalf of the community



The table below summarises the key functions and activities associated with each role of Council.

Deliver

| | |
|--------------------|--|
| Deliver Services | Provide core local government services that support daily life and community wellbeing. |
| Set Policy | Develop local policies that reflect community priorities and guide decision-making. |
| Regulate | Ensure compliance with relevant laws, policies, and planning controls to protect public interest (where Council is the regulator). |
| Plan Strategically | Set long-term directions through integrated and responsive planning. |
| Facilitate | Bring people together to support local initiatives and help make projects and partnerships happen. |

Partner

| | |
|------------------|--|
| Support Delivery | Contribute funding, resources or in-kind support to help enable programs and projects. |
| Educate | Build community understanding and capability through information, training, and awareness-raising. |

Advocate

| | |
|-----------|--|
| Inform | Share relevant and timely information to support community awareness and participation. |
| Influence | Represent and promote the interests of the community to other levels of government and key stakeholders. |

Our
Vision



IMAGE New England Peony Farm, Arding

Stakeholders, Partners & Agencies

Uralla Shire is supported by a wide range of people and organisations who each play a unique role in shaping our community. From residents, workers and local businesses to service groups, arts organisations and different levels of government, each contributes to the social, cultural, environmental, and economic life of the Shire.

The list below outlines the key groups and their contributions to community wellbeing, development, and governance.

Residents

Active citizens contributing as family members, voters, community leaders, and local business participants.

Business owners

Employers and key drivers of local economic activity, job creation, and innovation.

Workers

Essential contributors to productivity, service delivery, and the functioning of local industries.

Not-for profits

Deliver services and support community wellbeing, often advocating for vulnerable or underrepresented groups.

Service groups

Facilitate local support networks and promote social connection, wellbeing, and access to services.

Sporting clubs

Promote health, fitness, and community spirit through inclusive sporting and recreational activities.

Arts groups

Enrich local culture, identity, and social cohesion through creative expression and events.

Tourists/visitors

Support the local economy and bring energy and visibility to the Shire through spending and participation.

Interest groups

Advocate for specific causes and influence community values, awareness, and public debate.

Federal Government

Responsible for national matters including defence, immigration, communications, and international trade. Funded by federal taxation.

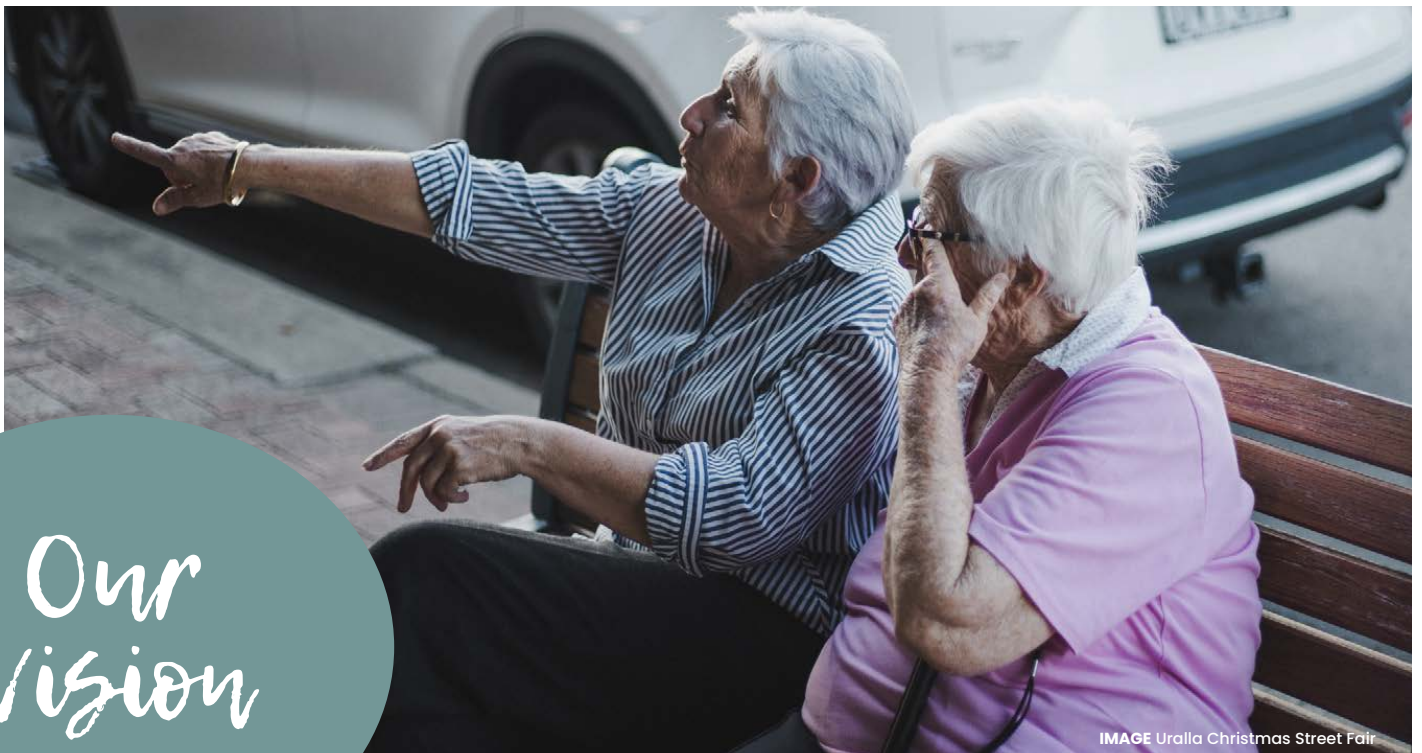
State Government

Manage state services including education, health, transport, and housing. Funded through taxes and federal transfers.

Council

Deliver local services such as waste, infrastructure, planning, and recreation. Funded by property rates and government grants.

Our
Vision

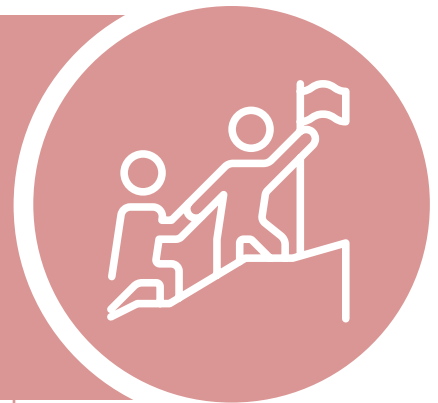


1.1.1 Community Minded – How will we measure success?

Community Minded

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.



How the Community Contributes to Achieving the Strategies and Vision

- 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

What the community said

“Increase activity option for over 55’s to enhance ageing in place”

“let’s create youth activities, opportunities, engagement and mentorship”

“consider investing in a community gym or recreation space that’s affordable, inclusive, and suitable for all ages and abilities”

“we need to define Council’s specific role in delivering the broader strategies ”

| Strategies | What success looks like | Council Role |
|---|--|----------------------------|
| 1.1 A growing, community-minded shire | <ul style="list-style-type: none"> • Population growth. • Good volunteerism levels. • Community events. | Deliver, Partner, Advocate |
| 1.2 A safe, active and healthy shire | <ul style="list-style-type: none"> • More people participating in sport and recreation activities (formal and informal). • Crime rates steady or reduced. | Deliver, Partner, Advocate |
| 1.3 A diverse and creative culture that celebrates our history. | <ul style="list-style-type: none"> • More people participating in art and cultural activities. • Indigenous history is shared and celebrated. • Heritage listed built form is protected. | Deliver, Partner, Advocate |
| 1.4 Access to and equity of services | <ul style="list-style-type: none"> • 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). | Deliver, Partner, Advocate |

1.1.2 Prosperous- How will we measure success?

Prosperous

What's important to the community?

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



How the Community Contributes to Achieving the Strategies and Vision

- 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 | <ul style="list-style-type: none"> • High business occupancy. • Increased visitor numbers. • Increase in the number of business. | Deliver, Partner, Advocate |
| 2.2 Diverse and growing employment opportunities | <ul style="list-style-type: none"> • Employment is >95%. (Unemployment <5%) • Increase in number of local jobs (FTE). • Increased training opportunities (trainees and apprentices). | Partner, Advocate |
| 2.3 Well serviced communities | <ul style="list-style-type: none"> • Maintain current level of infrastructure. | Deliver, Advocate |

“Growing our residential base is essential to increasing our rate revenue”

“grow sustainable businesses”

“important to clearly identify the communities view of essential infrastructure”

“streamline processes for local businesses so they’re not held back by unnecessary red tape”

What the community said

1.1.3 Good Custodians – How will we measure success?

Good Custodians

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 of our past.



How the Community Contributes to Achieving the Strategies and Vision

- Reduce consumption of fossil fuels, water and consider alternate fit-for-purpose sources and renewable resources
- Install energy efficient fixtures and appliances at your home
- Participate in recycling and minimise your 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 | <ul style="list-style-type: none"> • Maintenance of environmental protection zones, restoration of native biodiversity and effective control of priority weeds. • Healthy wildlife | Deliver, Partner, Advocate |
| 3.2 Development that enriches our environment | <ul style="list-style-type: none"> • Increased development facilitated. • Increased number of dwellings. | Deliver, Partner, Advocate |
| 3.3 A circular economy | <ul style="list-style-type: none"> • Reduced tonnage of waste to landfill. | Deliver, Partner, Advocate |
| 3.4 Secure, sustainable water-cycle management | <ul style="list-style-type: none"> • Water supply adequate • Healthy waterways | Deliver, Partner, Advocate |

“We must focus on water security and safety of town water.”

“Ensure future development compliments the build heritage of the Uralla Shire”

“Waste and recycling could be enhanced; possible further education for households should be explored”

“Future development should be required to work alongside koala management plans and similar environmental protections”

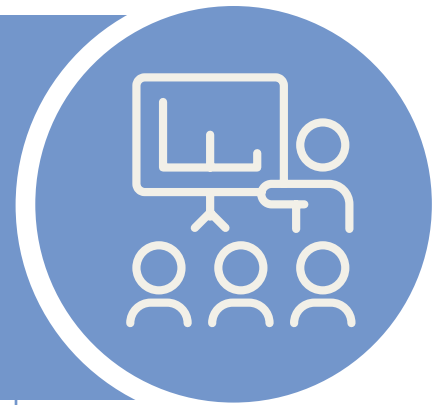
What the community said

1.1.4 Independent – How will we measure success?

Independent

What's important to the community?

Our community relies on the leadership of all of its community groups 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.



How the Community Contributes to Achieving the Strategies and Vision

- 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 |
|--|---|----------------------------|
| 4.1 Informed and collaborative community leaders | <ul style="list-style-type: none"> • 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. | Deliver, Partner, Advocate |
| 4.2 A strategic, accountable and representative Council | <ul style="list-style-type: none"> • Advocacy for the community at higher levels of government. • Increased community participation in Council engagement activities. • Transparent processes and governance. | Deliver, Partner, Advocate |
| 4.3 An efficient and effective independent local government. | <ul style="list-style-type: none"> • A financially sustainable Council. | Deliver, Advocate |

“We should be supporting youth leadership and diverse community voices to help ensure representation across generations.”

“Continues regular timely communication of activities of council.”

“It is lovely to have a smaller independent shire.”

What the community said

Alignment with other plans and strategies

The strategic directions in this Community Strategic Plan are informed by and aligned with a selection of key state and regional strategies. The table below maps each of Uralla's strategic goals to relevant policies, showing how our local aspirations complement broader government directions.

| Uralla Strategic Goal | Aligned Broader Policies and Plans |
|--|--|
| A growing, community-minded shire | Housing 2041 – NSW Housing Strategy; New England North West Regional Plan 2041; Armidale Regional Council and Uralla Shire Council Regional Drought Resilience Plan 2024 (Draft) |
| A safe, active, and healthy shire | NSW State Infrastructure Strategy |
| A diverse and creative culture that celebrates our history | NSW State Infrastructure Strategy; New England North West Regional Plan 2041 |
| Access to and equity of services | Housing 2041; NSW State Infrastructure Strategy; New England North West Regional Plan 2041 |
| An attractive environment for the business sector | Southern New England High Country REDS |
| Diverse and growing employment opportunities | Southern New England High Country REDS; NSW Electricity Infrastructure Roadmap; |
| Well-serviced communities | NSW State Infrastructure Strategy; New England North West Regional Plan 2041 |
| Preserve, protect, and renew our natural environment | NSW Net Zero Plan; New England North West Regional Plan 2041 |
| Development that respects and enriches our environment | NSW Electricity Infrastructure Roadmap; New England North West Regional Plan 2041 |
| A circular economy | National Waste Policy; Northern Inland Regional Waste Strategy; New England North West Regional Plan 2041 |
| Secure, sustainable water cycle management | NSW State Infrastructure Strategy; New England North West Regional Plan 2041; Armidale Regional Council and Uralla Shire Council Regional Drought Resilience Plan 2024 (Draft) |

Appendix 1 – Measures Baseline Date

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 | |
| | | 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 | <i>NSW Bureau of Crime Statistics</i> |
| | | 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 | |
| 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> |
| | | 4.7 - Median commuting distance to place of work ⁸ | |
| | 2.2.3 Increased training opportunities (trainees and apprentices). | 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> |
| 2.3 Communities that are well serviced with essential infrastructure | 2.3.1 Maintain current level of infrastructure. | 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 2022⁶ 2016 data. 2021 census data estimated date of release – October 2022⁷ 2016 data for New England North West Region (Uralla LGA data unavailable). 2021 census data estimated date of release – Early to mid-2023⁸ 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 | |
| | 3.1.2 Healthy wildlife | 2 - Active wildlife rescue organisations | <i>Uralla Shire Directory</i> |
| | | 25 - Reportable dog attacks | <i>USC Annual Report</i> |
| 3.2 Maintain a healthy balance between development and the environment | 3.2.1 Increased development facilitated. | 23 - Approved new dwellings in Uralla Shire (per calendar year) | <i>USC operational data</i> |
| | | \$40,015,740 - Total development value (per calendar year) | |
| | 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 | |
| | | Annual report - published and compliant with legislation | <i>Uralla Shire Council Annual Report 2020-21</i> |
| 4.2 A strategic, accountable and representative Council | Advocacy for the community at higher levels of government. | 12 - Council membership/participation in external boards, committees, and organisations | <i>Uralla Shire Council Annual Report 2020-21</i> |
| | Increased community participation in Council engagement activities. | 12 - Community representations at Council meetings | <i>Uralla Shire Council meeting minutes</i> |
| | | 6 - Community Listening Posts | <i>Uralla Shire Council website</i> |
| | | 5 - Localities in Shire at which Community Listening Posts held | |
| | Transparent processes and governance. | 11/11 (100%) - ordinary Council meetings held per annum and open to the public | <i>Uralla Shire Council website</i> |
| | | 3/3 (100%) - extraordinary Council meetings held per annum and open to the public | <i>Uralla Shire Council Annual Report 2020-21</i> |
| 4.3 An efficient and effective independent local government. | A financially sustainable Council. | (8.92)% - Operating performance ratio | <i>Uralla Shire Council Annual Report 2020-21</i> |
| | | 55.42% - Own source operating revenue ratio | |
| | | 2.22x - Unrestricted current ratio | |
| | | 11.26x - Debt service cover ratio | |
| | | 9.00% - Rates and annual charges outstanding percentage | |
| | | 11.88 mths - Cash expense cover ratio | |

Draft

Community
Strategic Plan

2025 – 2035

