



DRAFT **Operational Plan**

2025-2026



Contents

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

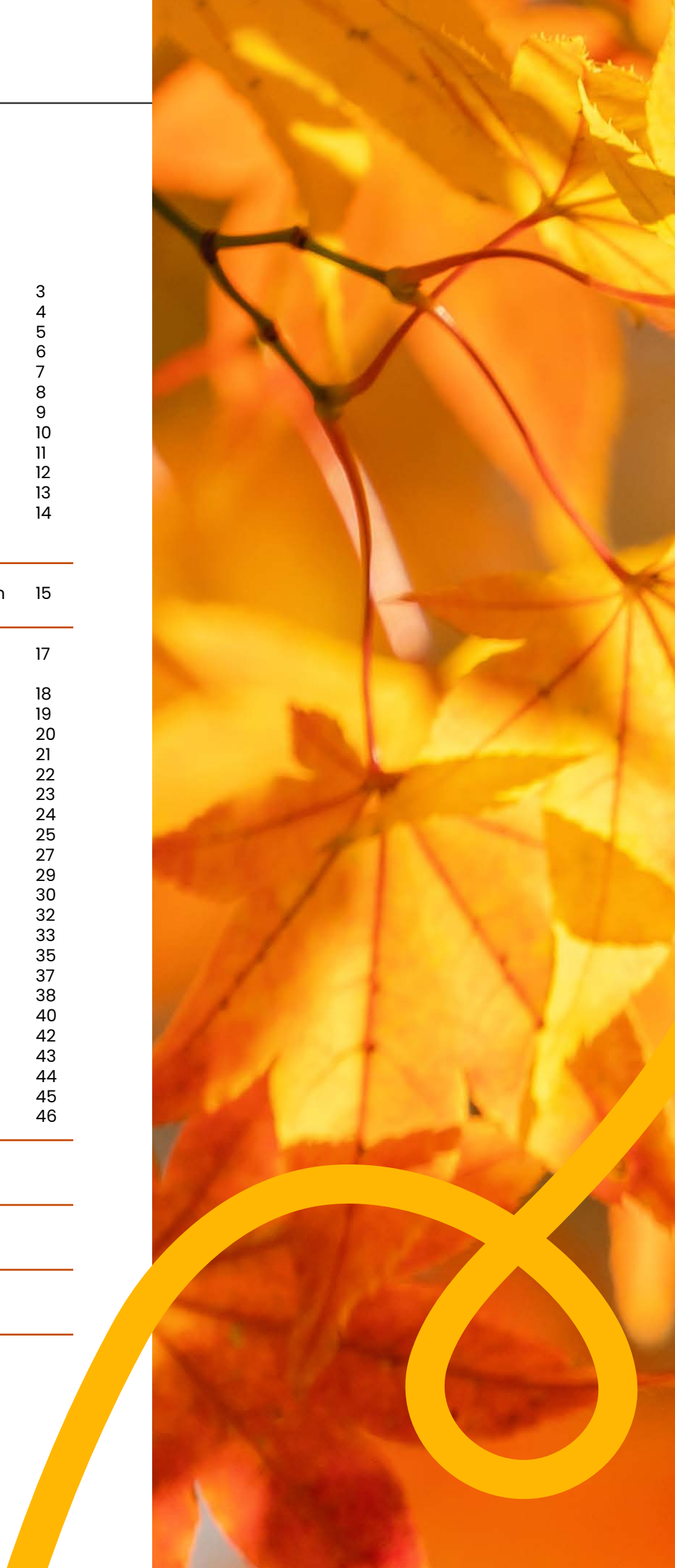
PART 1: Requirements of the Operational Plan	15
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PART 2: Operational Plan 2024– 2025	17
Asset Management	18
Development & Planning	19
Environmental Management	20
Waste Management	21
Emergency Management	22
Water Cycle	23
Facilities & Open Spaces	24
Works & Civil	25
Community Care	27
Library Services	29
Community Development	30
McMaugh Gardens Aged Care Facility	32
Tourism, Communications & Events	33
Civic Leadership	35
Organisational Leadership	37
Service Centre	38
Governance	40
Records & Information	42
Information Technology	43
Financial Management	44
Fleet, Stores & Workshops	45
Human Resources	46

PART 3: Budget	
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PART 4: Statement of Revenue	
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PART 5: Fees and Charges 2025 – 2026	
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01 How To Read This Document

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

For each service we have identified:

- The CSP Goal and strategies that are aligned to the Service Area
- The Delivery Program Activities set by the current Council
- A summary of each service our Council delivers relating to the CSP. The summaries include: the Service name and responsible Officer, a Business-as-Usual statement outlining the core purpose of the service provided, The targeted activities proposed for 2025 – 2026 which deliver or progress the Delivery Program activities, A measure of how we will assess if our service has been successful, and a description of Council's role in providing the service.
- The Operational and Capital Budget overview

The Service name and position responsible for the service

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

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

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

DRAFT Operational Plan 2025–2026

Asset Management

Responsibility: Asset Manager

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

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

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

Operational Numbers

FTE	Income	Expenses	Net Result
	\$30,000	\$757,000	(\$446,000)

Capital Numbers

FTE	Income	Expenses	Net Result
	-	\$25,000	(\$25,000)

CSP Objectives

1. **Community Minded** – an accessible, inclusive and empowered community
2. **Prosperity** – A sustainable economy that supports prosperity.
3. **Good Custodians** – Good custodians of our natural and built environment.

CSP Strategies

- 1.2 A safe, active and healthy shire
- 2.3 Communities that are well serviced with essential infrastructure
- 3.2 Maintain a healthy balance between development and the environment

Delivery Program Activities

- 1.2.3 Support participation in sport through the maintenance and servicing of Council's sports facilities
- 1.2.5 Support the functioning of the RFS in accordance with legislative requirements
- 2.3.1 Define, adopt and implement levels of service for all relevant asset classes
- 3.2.2 Seek energy efficient technologies to reduce Council's ecological footprint

Operational Plan Actions	Measure of Success	Council Role
1.2.3.2 Support sport by providing access to sporting facilities and fields	Formalise > 3 MOU with Soccer, Netball, Tennis facilities.	Deliver
1.2.5.1 Maintain USC buildings in accordance with the USC Buildings AMP	100% completion of 2025/2026 Asset Management plan scheduled works	Deliver
2.11.4 Operate the Urala Caravan Park	Target income threshold met 100% delivery of contracted obligations	Deliver
2.11.5 Develop and Implement the Urala Caravan Park Business Plan	Implement the 2025/2026 action in the adopted Urala Caravan Park Business Plan	Deliver
2.3.1.7 Progress Asset Management Strategy improvement plan	100% of AMP improvement plans updated 100% completion of 25/26 Improvement Plan actions	Deliver
2.3.1.8 Develop and adopt Asset Management Plans	Deliver Aged Care AMP and Waste AMP	Deliver
2.3.1.9 Develop a Council facility security strategy	MANEX endorsed Council facility security strategy	Deliver
2.3.1.10 Undertake Asset revaluation for Land, Open Space and Other Structures.	Revalued assets included in annual financial statements Finalisation of updated condition reports	Deliver
2.3.1.11 Update yearly valuation class maintenance and renewal backlog	Renewal backlog adjustments factored into LTFF	Deliver
2.3.1.12 Investigate feasibility of melding the current asset information systems into one application	Report to MANEX recommending future asset management software system(s) application	Deliver
3.2.2.1 Investigate grant opportunities for solar and battery grants for our buildings to augment Council's power requirements	> 1 grant application submitted	Deliver

The CSP Theme aligned to this service

The Operational and Capital budget overview relative to this service

Specific projects and activities we aim to deliver in 2025 – 2026

02 About This Document

This document is prepared in accordance with:

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

Date Placed on Public Exhibition	14 May 2025	Resolution
Date Adopted by Council	24 June 2025	Resolution

Document History

Version	Date Amended	Comments
Version 0.1	13 May 2025	Draft to Councillor extraordinary meeting 13/05/2025
Version 0.2	14 May 2025	Updated Draft placed on Public Exhibition (subject to any changes required by the Governing Body)
Version 0.3	24 June 2025	Updated draft to Council incorporating suggested changes prompted by Community Feedback
Version 0.4	24 June 2025	Final version incorporating changes required by Governing Body presented for adoption

Further Document Information and Relationships

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

03 Acknowledgement of Country

We acknowledge the Traditional Custodians of the land on which we live and work.

We recognise and appreciate their deep connection to this land, waters, and our community.

We pay respect to Elders past, present and emerging and extend our respect to all Aboriginal and Torres Strait Islander people who call Uralla Shire home.



04 General Manager's Report

As we look to the year ahead, Uralla Shire Council remains focused on what matters most—delivering quality services, supporting our community, and planning for a sustainable future.

Our core services—local roads, waste and recycling, water and sewer, parks and recreation, libraries, and community support—are the backbone of everyday life. We are committed to ensuring they remain reliable, accessible, and responsive to the needs of our residents.

The development of the New England Renewable Energy Zone presents significant change for our region. Council is working to ensure this transition delivers local benefits, fair outcomes, and is managed thoughtfully in partnership with the community and stakeholders.

Financial sustainability continues to be a central challenge. Like many rural councils, we face rising costs, constrained revenue, and ageing infrastructure. Through careful budgeting, strong stewardship, and strategic investment, we aim to deliver essential services while securing long-term viability.

Our workforce is central to achieving these goals. In a competitive employment market, we are committed to attracting, supporting, and retaining skilled staff—and to fostering a workplace culture that values professionalism, collaboration, and regional pride, dedicated to service our community.

We will also continue to pursue external funding opportunities through State and Commonwealth grants to deliver priority projects and services that might otherwise be out of reach.

Collaboration with neighbouring councils and regional partners remains essential. We will continue to advocate strongly for equitable access to health care, rural investment, and fairer service delivery for our Shire. Looking ahead, strategic planning is a key focus for Council. In 2025–2026, we will commence a review of the Local Environmental Plan and related planning controls to ensure they support sustainable growth and meet the needs of our community. We will also invest in projects that build resilience and prepare for climate-related challenges.

Above all, we are here to serve and represent the people of Uralla Shire. In the year ahead, we will continue to improve how we engage—providing timely information, genuine opportunities for input, and stronger connections with our community.

Thank you to our staff, Councillors, community members, and partners. Together, we are working towards a stronger, more resilient, and sustainable future for Uralla Shire.

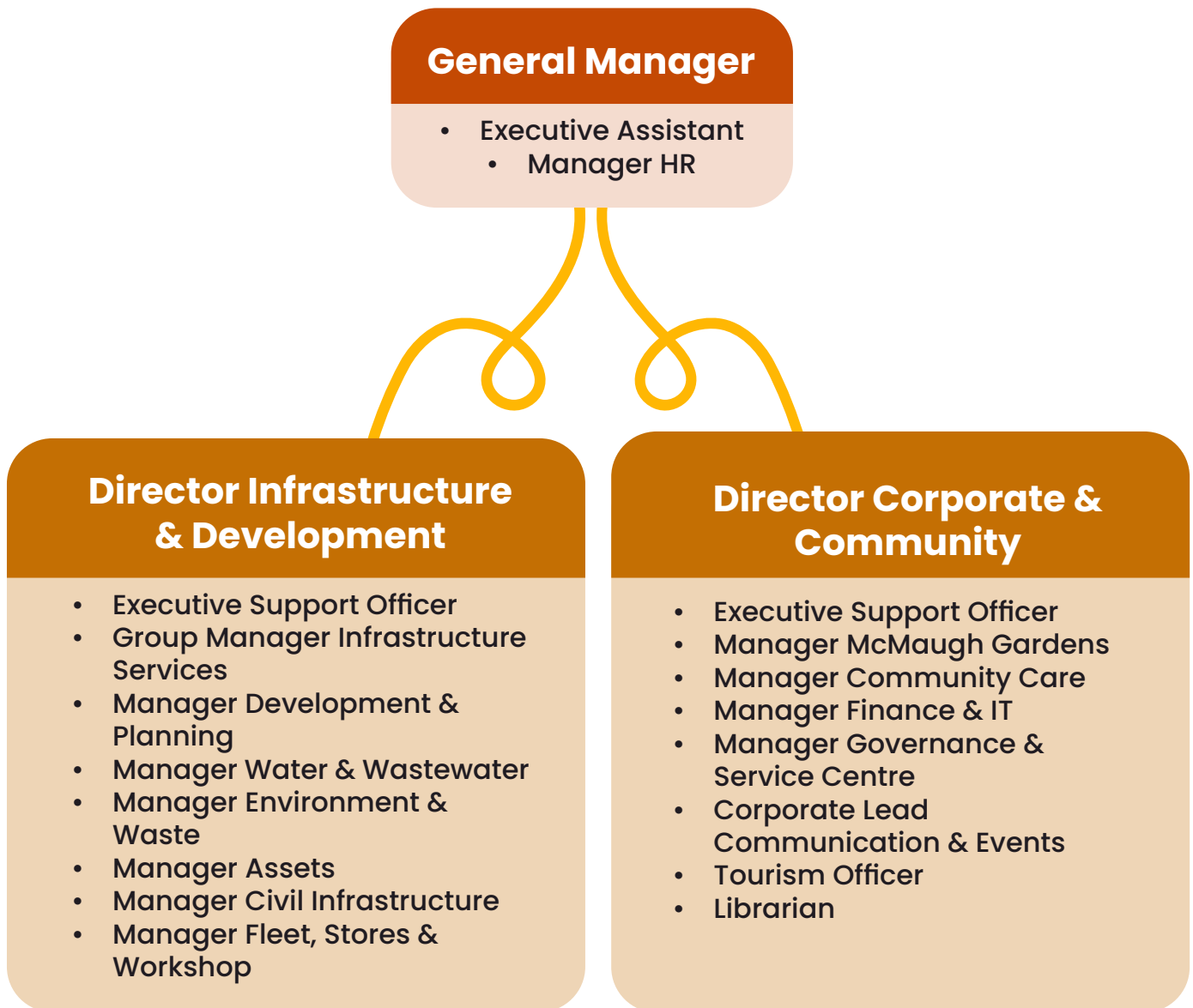


A handwritten signature in black ink, appearing to read 'Toni Averay'.

Toni Averay
General Manager
Uralla Shire Council
taveray@uralla.nsw.gov.au



05 Organisational Framework



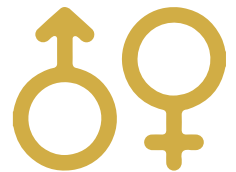
06 Snapshot Of Our Shire



5,971 Residents
(2021 Census)

9.5% Aboriginal and/or
Torres Strait Islander

48.3% Male
51.7% Female



1,666
Families



2.4

Residents Per
Household



1,144
Volunteers



46.99%
Workforce
Participation

Top Employment Industries

Agriculture (7%)
Education and Training (6%)
Health Care and Social Assistance (6%)
Construction (4%)

07 Connecting with our Communities

Our community engagement strategy aims for broad consultation across our diverse populations, drawing on the different perspectives of our residents to guide us in the implementation of our programs.

A specific community engagement plan was established for the preparation of the Community Strategic Plan 2022–2031 and related integrated planning and reporting documents. Since that time, Council has undertaken a high level check-in with our community to ensure that, at the commencement of the new term of the Governing Body, the Community Strategic Plan is still relevant to, and resonates with, our community.

Our councillors continue to undertake community information sessions across the Shire to provide an informal setting for members of the community to raise issues and concerns. Council has also placed many documents on public exhibition, held public meetings on specific topics and invited public representation at every Ordinary meeting of Council.

The preparation of the draft operational plan and budget has taken into consideration the collective feedback from these engagements. The draft operational plan will be displayed on Council's website for a 28 day public notification period inviting individual submissions.

The feedback from that process will be presented to Council for further consideration before the finalisation and adoption of the document.

To further assist the Community to consider and prepare a submission the following assistance will be offered:

- On-Going - [Contact a Councillor to discuss](#)
- 14–28th May 2025 - [Email questions to Council with subject headed "2025–2026 Operational Plan Questions"](#)

The consultation will be promoted in line with Council Community Engagement Strategy.



08 Our Role

Our Vision

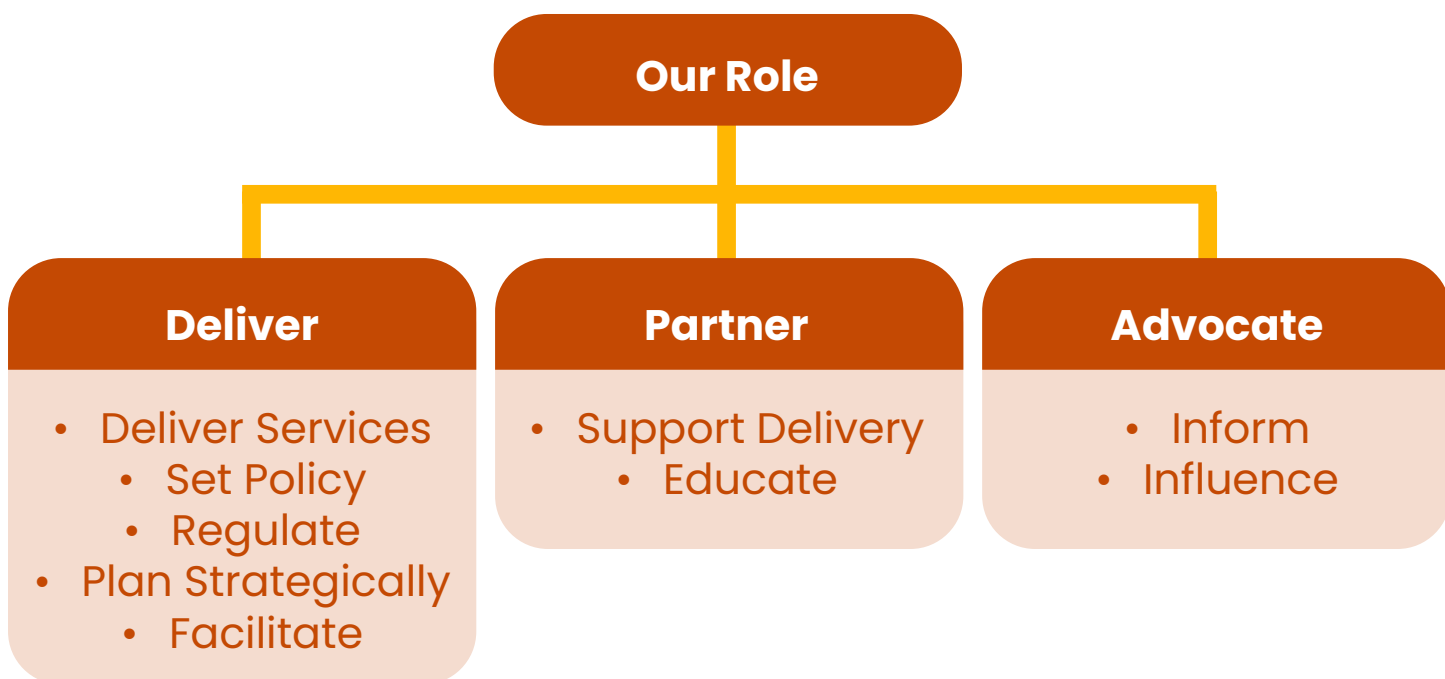
In 2031 the Uralla Shire community will be vibrant with a growing economy supporting a sustainable quality of life that values its heritage

Our Mission

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

Council's Role

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



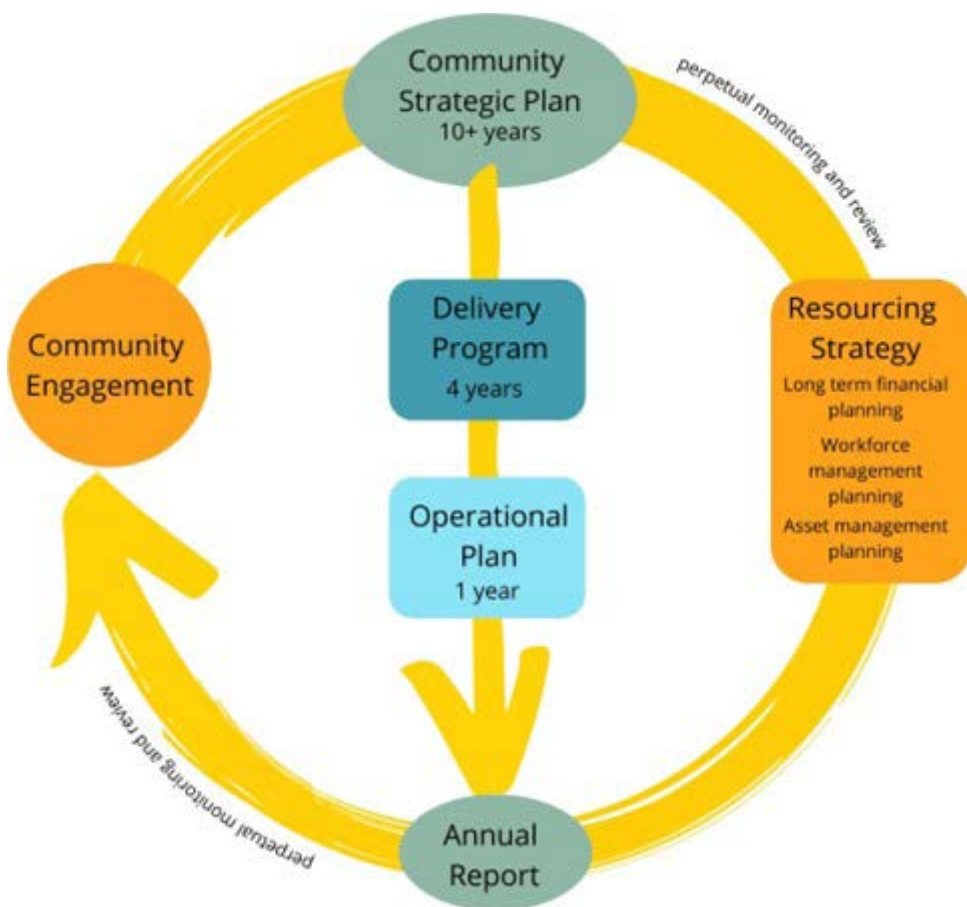
09 Background

Integrated Planning and Reporting

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

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

The Integrated Planning and Reporting Framework is illustrated in the diagram below:



10 Our Planning Framework

Uralla Shire Council's Delivery Program 2026 – 2029 and Operational Plan 2025–2026 are two parts of the suite of Integrated Planning and Reporting documents. These documents are linked together by a matrix of actions that details how the community's long-term aspirations and outcomes will be achieved.

Long Term (10–Years) – Community Strategic Plan 2025 –2034 (Draft)

The Community Strategic Plan 2025–2034 was developed in consultation with the Uralla Shire community. The long term community aspirations for the future direction of Uralla Shire have been captured as Community Goals within the Community Strategic Plan. Long Term Strategies have been included and they outline how the Community Goals will be achieved.

Short Term (1–Year) Operational Plan 2025–2026

The annual Operational Plan lists activities Council will undertake in the coming 12 month period. The Operational Plan also includes the Statement of Revenue Policy, which contains the annual budget, rates

and charges, borrowings, and fees and charges.

This suite of documents is underpinned by Council's Resourcing Strategy which consists of a Long Term Financial Plan, Asset Management Plans and Workforce Strategy. These documents outline how Council has considered, in the medium to long term, the Shire's finances, assets and workforce to achieve the Community Strategic Plan goals. These documents are available on [Councils website](#).

Addressing the Quadruple Bottom Line

The Integrated Planning & Reporting framework is designed to help improve the sustainability of the community, the local government area, and the Council using the 'quadruple bottom line' (QBL) approach. This is made up of four themes – Society, Economy, Environment and Leadership.

Society, also commonly referred to as community, is the physical and emotional health of the community and how they interact with each other within the

community and with others who use and support the local services and facilities.

Economy is not financial management, rather it is about where Council spends the community's money and how it provides connectivity and support for the local economy and encourages investment and employment opportunities for the local government area.

Environment refers to ecological pressures and the state of natural resources.

Leadership, also commonly known as governance, relates not only to the way Council interacts and works with the community but also the way the community and other agencies might become involved with delivering the Operational Plan's objectives. It also relates to democracy and the operations of the elected Council.



11 Community Strategic Plan Objectives



Community Minded

An accessible, inclusive, and empowered community.

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



Prosperous

A sustainable economy that supports prosperity.

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



Good Custodians

Good custodianship of our natural and built environment.

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



Independent

An independent shire and well-governed community.

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

12 Our Elected Members



Roles and responsibilities

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

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

Each Councillor has the responsibility of representing the needs of the whole community when making decisions. Councillors are responsible for making decisions on all areas of policy and strategic priorities which have a direct impact on the projects and services Council carries out. Decisions are adopted through a majority voting system, with each Councillor allocated one vote. In the case of a tied vote, the chairperson (usually the Mayor) must make the casting vote.

Councillors must appoint a General Manager, who is responsible for Council's day-to-day operations and the implementation of policies and decisions. Council operates

within a legislative framework of the Local Government Act 1993 (NSW) and other NSW and Commonwealth legislation.

The Councillors, as the elected body of Council, are responsible for delivery of programs and services identified in the Delivery Program. At the conclusion of a Council term, an End-of-Term Report is provided to the community detailing achievements in implementing the Community Strategic Plan.



Part 1

Requirements of the Operational Plan

DRAFT Operational Plan 2025–2026

Part 1 Requirements of the Plan

The General Requirements of the Operational Plan are as Follows:

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

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

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

Public Exhibition Requirements For The Operational Plan

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

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

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





Part 2 Operational Plan

DRAFT Operational Plan 2025–2026

Asset Management

Responsibility: Asset Manager



Why?

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

What?

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

How?

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

Operational Numbers

Income	Expenses	Net Result
\$311,000	\$757,000	(\$446,000)

Capital Numbers

Income	Expenses	Net Result
-	\$25,000	(\$25,000)

CSP Objectives

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

CSP Strategies

- 1.2 A safe, active and healthy shire.
- 2.3 Well serviced communities.
- 3.2 Development that enriches our environment.

Delivery Program Activities

- 1.2.3 Support participation in sport through the maintenance and servicing of Council's sports facilities
- 1.2.5 Support the functioning of the RFS in accordance with legislative requirements
- 2.3.1 Define, adopt and implement levels of service for all relevant asset classes
- 3.2.2 Seek energy efficient technologies to reduce Council's ecological footprint

	Operational Plan Actions	Measure of Success	Council Role
1.2.3.2	Support sport by providing access to sporting facilities and fields	Formalise ≥ 3 MOU with Soccer, Netball, Tennis facilities.	Deliver
1.2.5.1	Maintain USC buildings in accordance with the USC Buildings AMP	100% completion of 2025/2026 Asset Management plan scheduled works	Deliver
2.3.1.7	Progress Asset Management Strategy improvement plan	100% of AMP improvement plans updated 100% completion of 25/26 Improvement Plan actions	Deliver
2.3.1.8	Develop and adopt Asset Management Plans	Deliver Aged Care AMP and Waste AMP	Deliver
2.3.1.9	Develop a Council facility security strategy	MANEX endorsed Council facility security strategy	Deliver
2.3.1.10	Undertake Asset revaluation for Land, Open Space and Other Structures.	Revalued assets included in annual financial statements Finalisation of updated condition reports	Deliver
2.3.1.11	Update yearly valuation class maintenance and renewal backlog	Renewal backlog adjustments factored into LTFP	Deliver
2.3.1.12	Investigate feasibility of melding the current asset information systems into one application	Report to MANEX recommending future asset management software system(s) application	Deliver
3.2.2.1	Investigate grant opportunities for solar and battery grants for our buildings to augment Council's power requirements	≥ 1 grant application submitted	Deliver

Development and Planning

Responsibility: Manager Development and Planning



Why?

The community seek confidence that our Strategic Planning and Development Assessment processes are transparent and take a balanced approach to development while meeting our legislative obligations.

What?

The service undertakes assessment, determination and facilitation of planning matters including: Planning proposals, development applications, construction certificates, complying development, building and subdivision certificates, pre-lodgement advice, Fire Safety Statements and upgrades, building compliance inspections and advice to Council and public in all aspects of the development assessment and strategic planning process.

How?

Provide high quality strategic planning, development and certification assessment and advice in accordance with the Local and State Planning requirements taking into consideration the environmental, social and economic impacts. Engage with NSW Government, agencies, development/building industry and the broader community to achieve optimum development outcomes.

Operational Numbers

Income	Expenses	Net Result
\$684,000	\$977,000	(\$293,000)

Capital Numbers

Income	Expenses	Net Result
Nil	Nil	-

CSP Objectives

2. Prosperous – A sustainable economy that supports prosperity.

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

CSP Strategies

- 2.1 An attractive environment for the business sector.
- 2.2 Diverse & Growing employment opportunities
- 4.1 Informed and collaborative community leaders

Delivery Program Activities

- 2.1.3 Maintain a strong strategic planning position and technical response to renewable energy development proposals
- 2.2.2 Support diversity in housing choice in our Shire
- 2.2.5 Investigate ways that Council can strategically support local business
- 4.1.1 Delivery exemplary service and leadership in local government through open, honest and timely engagement with the community and a commitment to responsive and proactive council services.

Operational Plan Actions	Measure of Success	Council Role
2.1.2.2 Undertake ≥ 2 community forums to informed community on NEREZ developments and outcomes.	Report to Council on the outcome of each Community Forum session	Advocate
2.1.3.2 Ensures that planning agreements negotiated with developers deliver sound outcomes in the best interests of the community	All Planning agreements are consistent with the Governing Body's adopted thresholds	Deliver
2.2.2.1 Explore opportunities to deliver affordable housing in the Shire utilising Council owned land	Implement the 2025/2026 actions in the Housing Strategy	Deliver
2.2.4.1 Compile an LEP project plan including community participation plan	Implement 2025/2026 action of the LEP review project plan	Deliver
2.2.4.2 Undertake community engagement in consultation with Bridge Street business owners and operators regarding timed parking	Report recommending future Bridge street parking controls	Deliver
2.2.4.3 Deliver a development assessment process which determine DA's in line with regional benchmarking expectations	Meet or exceed Department of Planning Regional Benchmarks for DA processing time-frames	Deliver
4.1.1.2 Submit robust technical submissions on all renewable energy development applications and proposals	Submit one or more submission for each Development application	Deliver

Environmental Management

Responsibility: Manager Environment and Waste



Why?

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

What?

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

How?

Coordinate Council's volunteer, environmental and conservation programs, activities, and events aligned with the Uralla Public lands Tree Management Guidelines,

climate action and waste diversion strategies. Preparing, monitoring, implementing, reporting and reviewing environmental policies, strategies and plans.

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

Operational Numbers

Income	Expenses	Net Result
\$240,000	\$626,000	(\$386,000)

Capital Numbers

Income	Expenses	Net Result
Nil	Nil	-

CSP Objectives

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

CSP Strategies

3.1 To preserve, protect and renew our beautiful natural environment

Delivery Program Activities

- 3.1.1 Preserve and enhance the Shires natural capital to protect biodiversity and to provide access to community land
- 3.1.2 Protect the biosecurity of our Shire by controlling weeds
- 3.1.3 Manage Crown Lands under Council care and control

Operational Plan Actions		Measure of Success	Council Role
3.1.1.1	Finalise Phase II tree planting for the Ecological restoration of the Racecourse Lagoon	Report to Council on the completion of Ecological restoration of the Racecourse Lagoon Project	Deliver
3.1.1.2	Apply for grant funding to support environmental projects	≥ 2 grant applicant to progress environmental projects for 2025/2026	Deliver
3.1.1.3	Undertake the Uralla Creek Rehabilitation and Stormwater Masterplan (subject to approval from funding body) in partnership with UNE	100% completion of 2025/2026 program activities	Deliver
3.1.2.1	Manage weeds in accordance with WAP and carry out biodiversity operations in accordance with legislative requirements	80% of scheduled weed control programs undertaken	Deliver
3.1.2.2	Transition the former NEWA operations for Uralla Shire to Council	Finalise and commence MoU with neighbouring Council on resource sharing arrangement for weed control programs and onboard ex NEWA staff	Deliver
3.1.2.3	Apply for the Biodiversity Conservation Grant	Submit the Biodiversity Grant application within grant deadlines	Deliver
3.1.3.1	Finalise and implement the Plan of Management for Racecourse Lagoon	Implement the 2025/2026 action in the adopted PoM for Racecourse Lagoon	Deliver

Waste Management

Responsibility: Manager Environment and Waste



Why?

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

What?

Deliver high quality, value for money, customer focused Council Waste services to the Uralla community in the form of waste facilities and collection services. The service includes community waste education programs, kerbside waste collection services and recycling, operation of the Uralla landfill and resource recovery facility, operation of the Uralla CRC centre, operation of both the Bundarra and Kingstown transfer stations, public domain waste collection and cleaning of illegal dumping of waste.

How?

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

Operational Numbers

Income	Expenses	Net Result
\$3,089,000	\$2,914,000	\$175,000

Capital Numbers

Income	Expenses	Net Result
-	\$204,000	(\$204,000)

CSP Objectives

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

CSP Strategies

3.3 A circular economy

Delivery Program Activities

- 3.3.1 Support and enhance the development of a circular economy within the Shire
- 3.3.2 Provide safe and secure waste and recycling services for our Shire
- 3.3.3 Investigate and create industrial and demolition waste recycling opportunities

	Operational Plan Actions	Measure of Success	Council Role
3.3.1.1	Approach the market for recycling services	A report to Council in Q3 with recommendations on future recycling contract arrangement	Deliver
3.3.1.2	Produce educational material to increase community awareness and capacity to reduce waste and optimise recycling	≥4 Community awareness productions/posts	Partner
3.3.1.3	Investigate increased recycling opportunities in public spaces	A report to Council in Q4 with recommendations on recycling opportunities in public spaces	Deliver
3.3.2.1	Operate Uralla landfill and comply with relevant legislative requirements	100% compliance with EPA Licence conditions	Deliver
3.3.2.2	Operate the Kingstown waste transfer service	100% compliance with EPA Licence conditions	Deliver
3.3.2.3	Operate the Bundarra waste transfer service	100% compliance with EPA Licence conditions	Deliver
3.3.2.4	Maintain kerbside waste collection services which optimises operational efficiencies	100% of collection services are delivered on the scheduled day	Deliver
3.3.2.5	Progress the Uralla Land Fill Master Plan	A report on actions arising from the detailed concept design for the landfill closure plan to be submitted to Council in Q4	Deliver
3.3.3.1	Explore market opportunities and funding for regional waste solution	Updates on progress are to be reported to the governing body on occurrence	Deliver

Emergency Management

Responsibility: Group Manager Infrastructure Services



Why?

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

Operational Numbers

Income	Expenses	Net Result
Nil	\$491,000	(\$491,000)

What?

The Emergency Management function contributes to Council's and the community's planning and preparation for significant emergencies impacting on the community and private and public assets.

Capital Numbers

Income	Expenses	Net Result
Nil	Nil	-

How?

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

CSP Objectives

- 1. Community Minded** – an accessible, inclusive and empowered community
- 3. Good Custodians** – Good custodians of our natural and built environment.

CSP Strategies

- 1.2 A safe, active and healthy shire
- 3.1 Preserve and enhance the Shire's natural capital to protect biodiversity and to provide access to community land

Delivery Program Activities

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

	Operational Plan Actions	Measure of Success	Council Role
1.2.6.1	Participate as Local Emergency Management Officer on the New England Local Emergency Management Committee	100% attendance at scheduled New England Local Emergency Management Committee meetings for 2025/2026 by USC Local Emergency Management Officer or delegate	Partner
1.2.8.1	Review Local Emergency Management Plan to ensure that it remains current	Finalise and adopt the 2025/2026 scheduled formal review of the LEMP	Deliver
3.1.5.3	Partner with Armidale and Walcha Councils to deliver community disaster recovery education (subject to grant funding)	Undertake ≥2 community disaster recovery education sessions (subject to funding for a community recovery officer role)	Partner
1.2.8.2	Manage Council's Emergency Management functions including payment of the annual contributions to Rural Fire Services and State Emergency Services.	100% of Council emergency service contributions paid within agreed timeframes.	Deliver

Water Cycle

Responsibility: Manager Water and Wastewater Services



Why?

To provide continuous and essential water and wastewater services, guaranteeing safe supply of drinking water to our community, ensuring compliance with public health regulations, safeguarding and protecting life, flora and fauna and to manage and effectively improve the quality and taste of our town water.

What?

Infrastructure assets are integral to meeting the The water and wastewater management service strategically plans for, investigates, and delivers improvements to current infrastructure and operations of water and sewer related treatments and its piping systems, ensuring safe water management practices and delivering clean and high-quality town water while processing wastewater to environmental and health standards. This service further operates and improves current sewerage networks allowing for continuous and safe sewer processes meeting expectations of the community while ensuring guidelines and regulations set by DPIE and EPA are being implemented with the aim of being safe, efficient, effective, and sustainable.

How?

Ensuring regulations are being met through investigations, testing and reporting, Implementing water and wastewater related actions of Council's strategic plans and policies, Investigating current strategies and management practices ensuring safe water and wastewater strategies, Investigating current infrastructure and implement improvement where required to improve the current systems, Investigating funding opportunities on current practices and infrastructure to reduce the financial impact on Council and its residence, Facilitating community feedback and where possible address concerns and risks., Providing educational information on public water-wise management practices, Being responsive, reliable, and transparent on current practices, operations, and delivery, taking reasonable actions on concerns raised by the public and/or Councillors.

Operational Numbers

Income	Expenses	Net Result
\$3,151,000	\$3,450,000	(\$299,000)

Capital Numbers

Income	Expenses	Net Result
\$689,000	\$3,154,000	(\$2,465,000)

CSP Objectives

2. Prosperous – A sustainable economy that supports prosperity.

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

CSP Strategies

- 2.3 well serviced communities
- 3.1 Preserve and enhance the Shire's natural capital to protect biodiversity and to provide access to community land
- 3.4 Secure, sustainable and environmentally sound water-cycle management

Delivery Program Activities

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

	Operational Plan Actions	Measure of Success	Council Role
2.3.3.1	Operate the Uralla Water Treatment Plant to reliably produce safe drinking water	100% compliance with EPA Licence conditions	Deliver
2.3.3.2	Operate the Bundarra Water Treatment Plant to reliably produce safe drinking water	100% compliance with EPA Licence conditions 100% compliance with Drinking Water Guidelines	Deliver
2.3.3.3	Operate the Uralla Sewage Treatment Plant in accordance with licence conditions	100% compliance with EPA Licence conditions	Deliver
2.3.3.4	Operate the Bundarra Sewage Treatment Plant in accordance with best practice	100% compliance with EPA Licence conditions	Deliver
3.1.5.1	Complete the major grant funded Projects: IWCM (Uralla Shire Council Strategic Water Plan) and the Groundwater Investigations	Report to Council on the ICWM and Groundwater investigations in March 2026. Provision of final reports to the Department in December 2025	Deliver
3.1.5.2	Initiate delivery of actions in the Drought Resilience Plan	Report to Council on the Drought Resilience Plan in early 2026 following completion of the IWCM	Deliver
3.4.1.1	Initiate the delivery of actions in the Integrated Water Cycle Management (IWCM) (Water security) Plan	Report to the Council and Department on actions in progress and achievement in June 2026	Deliver
3.4.1.2	Promote efficient water use practices	Provide information to the community on efficient practices and water saving measures with ≥3 Community awareness productions/posts Upgrade 300m of water main	Deliver
3.4.1.3	Commence the roll out new integrated water and sewer telemetry system for Uralla and Bundarra	Report to the governing body on achievement in March 2026	Deliver

Facilities and Open Space

Responsibility: Manager Civil Infrastructure



Why?

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

What?

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

How?

The Facilities and Open Space Team oversee the delivery and maintenance of Council's public amenities, sporting facilities, park structures, cemeteries and parks and gardens.

Operational Numbers

Income	Expenses	Net Result
\$82,000	\$1,439,000	(\$1,357,000)

Capital Numbers

Income	Expenses	Net Result
Nil	\$950,000	(\$950,000)

CSP Objectives

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

CSP Strategies

- 1.1 A growing community minded Shire
- 1.2 A safe, active and healthy shire
- 2.1 An attractive environment for the business sector
- 2.3 Communities that are well serviced with essential infrastructure

Delivery Program Activities

- 1.1.1 Enhance opportunities for volunteering in the Uralla Shire
- 1.2.3 Support participation in sport through the maintenance and servicing of Council's sports facilities
- 1.2.4 Maintain the delivery of the Uralla Community Swimming Pool (Seasonal)
- 2.1.1 Facilitate and support the maintenance of our Shire as a destination
- 2.3.1 Define, adopt and implement levels of service for all relevant asset classes

	Operational Plan Actions	Measure of Success	Council Role
1.1.1.3	Promote Volunteering to support parks and gardens services	Complete a trial of volunteers	Deliver
1.2.3.1	Maintain sports field and facilities.	Council sports fields and facilities are prepared and maintained in readiness for community and sport group usage	Deliver
1.2.4.1	Promote and operate the Uralla Community Swimming Pool 2025/2026 swimming season	Pool opened to public every scheduled day of season	Deliver
2.1.1.7	Maintain Shire camping sites (Bundarra Caravan Park, Emu Crossing, Yarrowyck Crossing, Uralla Fossicking Area)	100% implementation of risk mitigation actions from ≥ 3 risk assessment per annum	Deliver
2.3.1.3	Undertake Park maintenance schedule	100% completion of Parks & Garden work schedule for 2025/2026	Deliver
2.3.1.4	Provide Cemetery services	100% of requested burials/internments are serviced	Deliver
2.3.1.5	Undertake annual maintenance program of all cemeteries	100% completion of Cemeteries work schedule for 2025/2026	Deliver

Works and Civil

Responsibility: Manager Civil Infrastructure



Why?

Our community places a very high value on the natural environment and other outdoor environments and community infrastructure, as these features underpin our lifestyle. It is paramount that the community has access to safe and affordable infrastructure including roads, stormwater management and our parks and reserves.

What?

The Works and Civil section delivers a works program which ensures that our communities are well serviced with essential infrastructure. The works program implements the operational and capital aspects of the relevant asset management plans to meet the agreed Levels of Service detailed in those plans.

How?

The Works and Civil Section undertakes maintenance grading of roads, bitumen resealing of sealed roads, reserve and cemetery mowing, playground equipment maintenance, stormwater maintenance and cleaning, Footpath inspection and maintenance on a routine basis, Major upgrades are undertaken by the Civil and Works team when required.

Operational Numbers

Income	Expenses	Net Result
\$4,139,000	\$7,967,000	(\$3,828,000)

Capital Numbers

Income	Expenses	Net Result
\$1,030,000	\$4,225,000	(\$3,195,000)

CSP Objectives

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

CSP Strategies

- 1.2 A safe, active and healthy shire
- 2.3 Well serviced community
- 3.1 To preserve, protect and renew our beautiful natural environment
- 4.2 A strategic, accountable and representative Council

Delivery Program Activities

- 1.2.1 Maintain all of Council's relevant asset classes within available budgets to facilitate equity and ease of access across the Shire.
- 1.2.2 Upgrade/expand Council's relevant assets classes (subject to grant funding) in line with adopted levels of service
- 2.3.1 Define, adopt and implement levels of service for all relevant asset classes
- 2.3.2 Expand and upgrade relevant asset classes (subject to grant funding)
- 3.1.4 Support community environmental conservation efforts
- 4.2.4 Provide a safe environment in all aspects of Council operations

	Operational Plan Actions	Measure of Success	Council Role
1.2.1.1	Inspect and Maintain Council's footpath network	Complete 100% of scheduled footpath inspection program	Deliver
1.2.2.1	Expand or improve the footpath network (subject to grant funding)	Grant funding applications are successful and relevant projects are delivered in accordance with the funding deed	Deliver
2.3.1.1	Implement capital road asset renewal program in accordance with the AMP	Maintain transport infrastructure asset to condition standards (1-3)	Deliver
2.3.1.2	Undertake maintenance grading (unsealed roads) and road surface patching program.	Maintain transport infrastructure asset to condition standards (1-3)	Deliver
2.3.1.6	Verify stormwater drainage structures and pipe network in accordance with the Asset Management Plan for future revaluation and maintenance.	100% of network verified and reported.	Deliver
2.3.2.1	Implement capital road upgrading program in accordance with approved funding project schedules.	100% completion of capital road upgrading program	Deliver
2.3.2.2	Undertake bitumen resealing program	100% completion of bitumen resealing program	Deliver

Works and Civil

Responsibility: Manager Civil Infrastructure



	Operational Plan Actions	Measure of Success	Council Role
3.1.4.2	Support community garden volunteer groups	100% of volunteer group requests are responded to	Deliver
4.2.4.10	Operate an after hours emergency contact service	100% of after hours emergency calls are actioned	Deliver

Community Care

Responsibility: Manager Community Care



Why?

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

What?

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

How?

Tablelands Community Support

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

Tablelands Community Transport

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

Operational Numbers

Income	Expenses	Net Result
\$3,509,000	\$3,523,000	(\$14,000)

Capital Numbers

Income	Expenses	Net Result
Nil	Nil	-

CSP Objectives

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

CSP Strategies

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

Delivery Program Activities

- 1.1.1 Enhance opportunities for volunteering in the Uralla Shire
- 1.3.4 Facilitate inclusive engagement with our community (including our First Nations communities) to identify, promote and deliver community events that bring us together
- 1.4.1 Facilitate access to care services throughout the Shire

Operational Plan Actions		Measure of Success	Council Role
1.1.1.4	Maintain and promote Volunteers to support transport services	Recruit and maintain sufficient volunteers to meet service delivery outcomes	Deliver
1.3.4.2	Provide a space for the Elders to meet	Documented provision of meeting space at the TCS facility for regular meetings of Uralla Shire Elders	Deliver
1.4.1.1	Operate community services in a financially sustainable manner	Delivery of TCS and TCT services in accordance with adopted budget	Deliver
1.4.1.2	Operate Community Services in line with industry standards, policies, procedures and practise to meet audit requirements.	Achieve > benchmark performance on all standards covered by Moving on Audits (Internal Audit System). Regular reporting to compliance and assurance committee	Deliver

Community Care

Responsibility: Manager Community Care



	Operational Plan Actions	Measure of Success	Council Role
1.4.1.3	Convene an annual Consumer Advisory forum	Documented Consumer Advisory meeting at least twice annually	Deliver
1.4.1.4	Convene a Compliance and Assurance Committee	Minute meeting of committee in accordance with ToR	Deliver

Library Services

Responsibility: Librarian



Why?

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

What?

Library services to Uralla Shire residents are provided through the Central Northern Regional Libraries partnership. Library members have access to a wide selection of information and leisure resources including books, magazines, DVDs, CDs, Large Print and Talking Books on CD. If an item is not available at your local branch it can be reserved or obtained from other libraries (interlibrary loan). An extensive range of databases and eResources can also be accessed online at www.cnl.nsw.gov.au. Public access computers connect our community and visitors with ideas, technology and information. Use of the computers and access to Wi-Fi is provided free of charge.

How?

The Uralla Library operates 6 days per week and provides: Resource loans to members, Free Wi-Fi and work/study spaces, Programs and events for all members of the community (e.g. Book Club, Craft Workshops), Story time for toddlers and parents (including craft session), Home delivery service to the Uralla Area, Artist of the month and themed monthly library displays, and Youth Space with games and young adult books, movies and music.

Operational Numbers

Income	Expenses	Net Result
\$79,000	\$384,000	(\$305,000)

Capital Numbers

Income	Expenses	Net Result
Nil	Nil	-

CSP Objectives

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

CSP Strategies

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

Delivery Program Activities

- 1.1.1 Enhance opportunities for volunteering in the Uralla Shire
- 1.3.3 Maintain the service delivery for library services and programs in line with the adopted levels of service

	Operational Plan Actions	Measure of Success	Council Role
1.1.1.5	Maintain and promote Volunteers to support Uralla Shire library services	Recruit and maintain sufficient volunteers to meet service delivery outcomes	Deliver
1.3.3.1	Deliver Library services and programs	Deliver ≥ 9 Monthly library programs at Uralla Library	Deliver
1.3.3.2	Maintain the Service Level Agreement with Central Northern Regional Library and attend meetings	Attendance of 100% of CNRL meetings and training session in 2025/2026 by Librarian or delegate	Deliver
1.3.3.4	Promote library services and programs at community events during the year	Attendance at ≥2 Community events or expos to promote library services	Deliver

Community Development

Responsibility: Director Corporate and Community



Why?

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

What?

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

How?

Council provides financial and in-kind support for community-led events such as Uralla's annual Fairy Festival, Thunderbolt Festival and Rotary Art Exhibition. We also partner with our community to deliver an annual calendar of activities and events aligned to social awareness and commemoration events including Australia Day, NAIDOC Week, Youth Week and National Volunteers Week. Council seeks additional funding to create additional experiences that bring our community together and contribute to the social, cultural and economic vibrancy of our shire.

Operational Numbers

Income	Expenses	Net Result
Nil	\$139,000	(\$139,000)

Capital Numbers

Income	Expenses	Net Result
Nil	Nil	-

CSP Objectives

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

CSP Strategies

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

Delivery Program Activities

- 1.1.3 Support Council approved community events with in-kind support and/or sponsorship
- 1.3.1 Support a culture inclusive of the Arts
- 1.3.5 Manage the Uralla Old Court House as a community venue
- 1.4.3 Review and implement the USC Disability Inclusion Action Plan

Operational Plan Actions		Measure of Success	Council Role
1.1.3.4	Support Volunteers Week events	Council representation and promotion at Volunteer expo's	Deliver
1.3.1.2	Develop a Public Art Asset Management Strategy	Begin preparation Public Art Asset Management Strategy in consultation with local community	Deliver
1.3.5.1	Manage the Old Court House as a community and event space	Income from bookings per annum covers operational costs of facility	Deliver
1.4.3.1	Report on current DIAP and undertake a review of the DIAP	Report on current DIAP performance and adopt new DIAP for 2026–2029	Deliver
1.4.3.2	Undertake actions in accordance with the DIAP	100% completion of 2025/2026 DIAP actions	Deliver

Community Capacity Building

Section 355 Committees

Uralla Shire Council has an ongoing commitment to provide community facilities and resources to meet the broad needs of the local community.

Uralla Shire Council committees have been established to advise Council on community needs in specific areas such as Australia Day celebrations. The committees are made up of dedicated community members who volunteer their time to provide insight and advice on initiatives that support the Community Strategic Plan in sectors such as arts and tourism and township activation.

Currently Council has the support of two Committees:

1. **Australia Day committee** – to facilitate the Community's planning, organising and implementation of the annual celebration of Australia Day.
2. **Bundarra School of Arts and community Consultative Committee** – recent efforts from the Council and the community has reinvigorated the operation of this committee to manage the Bundarra School of Arts Hall and to provide advice to, and work with, Council for the benefit of Bundarra and the surrounding community on various community issues and projects.

Council directly supports community groups and events through donations to:

- Arts North West
- Australia Day Activities
- Pre-school rent
- Rotary Art Show
- School Presentation Nights
- Street Stall (including overheads)
- Thunderbolts Festival
- Youth Services & NAIDOC
- And other Shire events



McMaugh Gardens Aged Care Facility



Responsibility: Director of Nursing / Facility Manager

Why?

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

are maintained. Additionally, the administration and support team ensure smooth operation of McMaugh Gardens.

What?

McMaugh Gardens Aged care is fully accredited by The Aged Care Quality and Safety Commission. This ensures we are meeting the Aged Care Standards. Our experienced team which includes administration, clinical care, hospitality, lifestyle and maintenance supports residents to live their very best life. Councils' strong governance frameworks ensures we consistently meet and exceed required standards and any potential risks are identified and managed.

Operational Numbers

Income	Expenses	Net Result
\$5,745,000	\$5,794,000	(\$49,000)

Capital Numbers

Income	Expenses	Net Result
Nil	\$615,000	(\$615,000)

How?

Council offers a range of jobs that cater to the needs of our residents. Registered Nurses manage clinical care. Personal Care Assistants aid with activities of daily living Lifestyle Coordinators plan activities to enhance the residents' quality of life. Hospitality includes cleaning laundry and kitchen. Our Chefs provide nutritious food, cooked fresh daily based on the resident preferences. Maintenance office ensures the grounds and equipment

CSP Objectives

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

CSP Strategies

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

Delivery Program Activities

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

Operational Plan Actions		Measure of Success	Council Role
1.1.1.1	Maintain and promote Volunteering to support McMaugh Gardens services	Recruit and maintain sufficient volunteers to meet service delivery outcomes	Deliver
1.4.2.1	Maintain McMaugh Gardens quality and compliance standards	Achieve > benchmark performance on all standards covered by Moving on Audits (MoA)	Deliver
1.4.2.2	Manage McMaugh Gardens in a financially sustainable manner	Delivery of McMaugh Gardens services in accordance with adopted budget	Deliver
1.4.2.3	Successfully complete Aged Care Quality and Safety Commission Audits	Retain 5 star standard following 2026 compliance Audit	Deliver
1.4.2.4	Convene a Compliance and Assurance Committee	Minute meeting of committee in accordance with ToR	Deliver
1.4.5.1	Implement council endorsed strategy for McMaugh Gardens (SUBJECT TO FUNDING)	Progress Mc Maugh Gardens retain and invest strategy actions for 2025/2026	Deliver

Tourism, Communications & Events



Responsibility: Corporate Lead Communications & Events

Why?

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

What?

Council operates the Uralla Visitor Information Centre to provide high-quality visitor services and promote local attractions, businesses, and experiences. This centre also plays a central role in destination marketing and tourism partnerships. The Tourism, Communications and Events team promotes the Shire across various channels, curates and supports events that reflect local identity and attract visitors, and engages with residents to ensure Council actions are informed by community needs and aspirations.

How?

Council provides a fully staffed Visitor Information Centre that delivers up-to-date information about local and regional destinations and activities. The Centre collaborates with tourism operators, local businesses, and regional tourism bodies to enhance the visibility of Uralla Shire through coordinated marketing and destination branding. The Tourism, Communications and Events team uses a range of tools—social media, newsletters, press releases, digital content, and face-to-face channels—to share information and generate awareness. They plan and support community events that foster pride and connection, and attract regional visitation. The Uralla Street Store, coordinated through the Visitor Information Centre, is one example of how Council supports community initiatives—offering local groups a platform to promote their work and raise funds in a central location.

Operational Numbers

Income	Expenses	Net Result
\$14,000	\$471,000	(\$457,000)

Capital Numbers

Income	Expenses	Net Result
Nil	Nil	–

CSP Objectives

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

CSP Strategies

- 1.1 A growing community minded Shire
- 1.2 A safe, active and healthy shire
- 1.3 A diverse and creative culture that celebrates our history
- 2.1 Attractive Environment for the business sector
- 2.2 Diverse & growing employment opportunities
- 4.1 Informed and inspired leadership in our community

Delivery Program Activities

- 1.1.1 Coordinate and facilitate Council volunteer programs
- 1.1.3 Support Council approved community events with in-kind support and/or sponsorship
- 1.2.9 Lobby government, companies and other individuals to secure funding for cultural fields
- 1.3.1 Support a culture inclusive of the Arts
- 1.3.2 Lobby government, companies and other individuals to secure funding for cultural/community events and programs
- 2.1.1 Facilitate and support the maintenance of our Shire as a destination
- 4.1.1 Delivery exemplary service and leadership in local government through open, honest and timely engagement with the community and a commitment to responsive and proactive council services.
- 4.1.6 Engage and collaborate with the community to progress CSP goals

Tourism, Communications & Events

Responsibility: Corporate Lead Communications & Events



	Operational Plan Actions	Measure of Success	Council Role
1.1.1.2	Maintain and promote Volunteering to support Visitor Information Centre services	Recruit and maintain sufficient volunteers to meet service delivery outcomes	Deliver
1.1.1.6	Host an annual civic reception to acknowledge and thank volunteers in Uralla Shire	Deliver a Council volunteer acknowledgment celebration once annually	Partner
1.1.3.1	Actively support significant local community driven events	Demonstrated support of significant events through in kind support Establish a mechanism to capture all Council costs incurred though in kind support	Deliver
1.1.3.2	Coordinate Youth Week activities	Delivery of Youth Week activities involving 85% of Uralla Shire schools.	Deliver
1.1.3.3	Coordinate Seniors Week events	Delivery of 4 Seniors Week activities with at least one activity in Bundarra	Deliver
1.1.3.5	Deliver at least one Major Community Event/ Programs (subject to Grant funding) that brings our community together and supports the visitor economy	Major Community Event delivered in accordance with Event plan and to the satisfaction of grant funding provider as demonstrated by post-event report.	Deliver
1.2.9.1	Apply for Youth Week funding	Submission of funding applications to facilitate Youth week activities in line with the NSW Government Youth Week theme for 2026	Deliver
1.2.9.2	Apply for School Holiday activity funding	Submission of funding applications for school holiday activities	Deliver
1.3.1.1	Research funding opportunities and apply for grants across State and Federal Government in tourism and events.	≥2 (where available) Submissions of funding applications for projects or events which promote cultural or creative expression	Deliver
2.1.1.1	Operate the Visitor Information Centre	Hold Uralla VIC to industry standards to maintain Accreditation.	Deliver
2.1.1.2	Collaborate with State agencies and tourism bodies to promote Uralla Shire within the region	Promotion of Uralla tourism opportunities complies with accreditation requirements	Partner
2.1.1.3	Showcase Local business through the Visitor Information Centre	≥ 5 local businesses showcased in the VIC	Deliver
2.1.1.6	Promote Shire camping sites (Bundarra Caravan Park, Emu Crossing, Yarrowyck Crossing, Uralla Fossicking Area)	Produce visitor information packages promoting shire camping sites	Deliver
4.1.1.3	Develop and leverage networks with business, community and tourism operators to support growth and development of the local visitor economy	Prepare for endorsement by the Governing Body in Q4 a Tourism and Visitor Economy strategy	Deliver
4.1.6.1	Implement the Council's Communication Strategy	Coordinate and administer Council's email address database for residents for electronic communications. Produce and publish Community Newsletters as follows: Monthly updates in Wordsworth; Quarterly paper publications included with Rates notices. Administer Council's 'YourSay' page to facilitate community feedback on Council's programs and projects.	Deliver



Uralla Street Store

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

Civic Leadership

Responsibility: General Manager



Why?

Our community places a high value 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.

The General Manager office is responsible to ensure that Council operates as an effective and independent local government in the interest of the broader community.

What?

The Office of the General Manager is a business unit within Council that directly supports the strategic functions of the Council. It acts as a conduit between the board (Councillors) and staff to inform the achievement of organisational priorities as well as act as a liaison between external stakeholders.

How?

Council is structured to provide, with maximum efficiency, the resources to execute its functions, Council acts within its capacity under the Local Government Act and applicable Regulations at all times, Council operates with openness, honesty and integrity and in the best interests of the community.

Operational Numbers

Income	Expenses	Net Result
-	\$941,000	(\$941,000)

Capital Numbers

Income	Expenses	Net Result
-	\$24,000	(\$24,000)

CSP Objectives

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

CSP Strategies

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

Delivery Program Activities

- 1.2.7 Engage with police, community organisations and the community to address crime, anti-social behaviour and maintain community safety
- 1.3.4 Facilitate inclusive engagement with our community (including our First Nations communities) to identify, promote and deliver community events that bring us together
- 1.4.4 Facilitate ceremonies recognising and commemorating events important to our cultural identity
- 2.1.2 Provide strategic leadership to manage the impacts of the renewable energy development in the NERZ and maximise community benefits for our Shire
- 2.1.4 Advocate for improvements to telecommunication infrastructure and services
- 2.2.3 Support business and industry development in the region
- 4.1.2 Elected members govern Council in accordance with legislative requirements
- 4.1.4 Advocate for the interests of the community through the NSW Country Mayors Association
- 4.1.5 Advocate for the interests of the community through the LGNSW Association
- 4.3.4 Provide People & Wellbeing services that support a high performing team culture.

	Operational Plan Actions	Measure of Success	Council Role
1.2.7.1	Engage and advocate with the police, emergency services and community groups to support community safety	≥ 3 documented engagements with the local Police service on Uralla Shire Community safety matters	Advocate
1.3.4.1	Liaise with Elders as part of our events delivery to be inclusive of our First Nations Community	≥2 documented formal engagement with Uralla Shire leaders regarding event delivery in 2025/2026	Partner
1.4.4.1	Liaise with Department of Home Affairs for the facilitation of citizenship ceremonies	Undertake 100% of Citizenship Ceremonies as required by Department of Home Affairs	Deliver
1.4.4.2	Coordinate the Australia Day Activities	Deliver 2026 Australia Day and citizenship ceremony	Deliver
1.4.4.3	Coordinate National Aborigines and Islanders Day Observance Committee Week events	Deliver 2026 NAIDOC week observance	Deliver
2.1.2.1	Minimise the impact and maximise the benefits of renewable energy developments with reference to the Community Benefits Policy	Quarterly updates to Governing Body on engagements with industry and state agencies	Advocate

Civic Leadership

Responsibility: General Manager



	Operational Plan Actions	Measure of Success	Council Role
2.1.4.1	Advocate for services and infrastructure requirements for Uralla Shire	≥ 3 Documented formal engagement with State agencies, Ministers and the local members and in partnership with other Councils as appropriate	Advocate
2.2.3.1	Pursue development opportunities to optimise potential for Rowan Avenue Industrial Land	Report to Council on development options (including NEREZ development activities)	Deliver
4.1.2.1	Workshops and briefings scheduled for Council to provide relevant information prior to preparing Council reports for decision.	Elected members attend ≥ 90% of scheduled meetings and workshops	Deliver
4.1.2.3	Schedule Council meetings as required by legislation and provide secretarial support	Council holds a minimum of 10 Ordinary meetings	Deliver
4.1.2.4	Facilitate Council transparency by keeping to a minimum the number of closed Council meeting agenda items.	100% of meetings (or part meetings) held in closed session are supported by relevant provision of s10A of the Local Government Act	Deliver
4.1.2.5	Facilitate ongoing Professional Development for Councillors	Provide a quarterly update to Councillors on professional development opportunities for Councillors	Deliver
4.1.4.1	Participate and attend Country Mayors Association meetings	≥75% of Country Mayors Association meetings attended by Mayor or delegate	Advocate
4.1.5.1	Continue to engage with LGNSW and participate in forums and inquiries relevant to the interests of Uralla Shire.	≥ 4 documented representations made to LGNSW on matters furthering the interests of the Uralla Shire	Advocate
4.3.4.5	Convene a project team to develop a community communication plan regarding a potential Special rates Variation	Endorsement of a communication plan by Council	Deliver



Country Mayors Association

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

Organisational Leadership

Responsibility: General Manager



Why?

Effective organisational leadership plays a crucial role in driving performance and cultivating growth within a company. Leaders establish strategic objectives, ensure teams are aligned with these goals, and inspire employees to achieve excellence. They offer clarity, guidance, and support, all of which contribute to enhancing individual performance.

What?

Organisational leadership shapes decision-making processes, motivates teams, and guides the achievement of objectives within a company. It is fundamental in moulding company culture, enhancing productivity, and ultimately contributing to overall success.

How?

Leaders wield influence in shaping organisational culture by consistently associating consequences with desired behaviours. This practice effectively communicates priorities, values, and underlying assumptions. Recognising the importance of organisational culture is crucial. It can be leveraged to strengthen existing norms or establish new ones, thus improving efficiency, communication, and collaboration within the organisation.

Operational Numbers

Income	Expenses	Net Result
Nil	\$59,000	(\$59,000)

Capital Numbers

Income	Expenses	Net Result
Nil	\$24,000	(\$24,000)

CSP Objectives

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

CSP Strategies

- 1.3 A diverse and creative culture that celebrates our history
- 4.1 Informed and collaborative leadership in our community
- 4.2 A strategic, accountable and representative Council

Delivery Program Activities

- 1.3.3 Maintain the service delivery for library services and programs in line with the adopted levels of service
- 4.1.2 Elected members govern Council in accordance with legislative requirements
- 4.2.1 Operate in a financially sustainable manner

	Operational Plan Actions	Measure of Success	Council Role
1.3.3.3	Maintain a Councillor delegate to proactively represent USC libraries at Central Northern Regional Library meetings	Appointment of Councillor delegate to represent USC at ≥75% of scheduled CNRL meeting	Advocate
4.1.2.2	Ensure Councillors are kept informed of legislative changes, current issues and opportunities.	≥ 42 Councillor information Bulletin (issued weekly)	Deliver
4.2.1.14	Investigate shared services opportunities	2 documented investigations into shared service opportunities	Deliver

Service Centre

Responsibility: Manager Governance and Service Centre



Why?

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

What?

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

How?

The Service Centre team delivers services through:
Providing a service counter function for payment receipt, enquiries and feedback, Provides a telephone answering service for the organisation and Managing website and social media content

Operational Numbers

Income	Expenses	Net Result
Nil	\$248,000	(\$248,000)

Capital Numbers

Income	Expenses	Net Result
Nil	Nil	-

CSP Objectives

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

CSP Strategies

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

Delivery Program Activities

- 1.3.5 Manage the Uralla Old Court House as a community venue
- 4.1.1 Deliver exemplary service and leadership in local government through open, honest and timely engagement with the community and a commitment to responsive and proactive council services
- 4.2.2 Provide an operational, risk managed, governance framework to support the achievement of Council's strategic objectives and legislative compliance
- 4.3.4 Provide People & Wellbeing services that support a high performing team culture.

	Operational Plan Actions	Measure of Success	Council Role
1.3.5.2	Manage bookings of the Old Court House	100% of booking requests responded to within seven days	Deliver
4.1.1.1	Manage the CRM to respond to community requests	≥95% of initial CRM response within 7 days ≤10% of CRMS are open for longer than 60 days	Deliver
4.2.2.4	Continue to develop customer service procedures and service standards	Review and endorse the Customer Service Charter by December 2025	Deliver
4.3.4.4	Review and update the Customer Service Charter	Delivery of organisational training on the Charter	Deliver

Service Centre

Responsibility: Manager Governance and Service Centre



Our Customer Service Commitment

We will...

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

How To Contact Us

Council Administration is located at:

32 Salisbury Street, Uralla

Our customer service desk is available:

Monday to Friday 830am –430pm

Call us (02) 6778 6300

Email us council@uralla.nsw.gov.au

Send us mail PO Box 106 Uralla NSW 2358

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

Governance

Responsibility: Manager Governance and Service Centre



Why?

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

What?

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

How?

Governance services include: Oversight and coordination of Integrated Performance and Planning, Policy framework and maintenance, Statutory Reporting, Risk Management and Continuous reporting, Administration of the Audit Risk and Improvement Committee, Insurance portfolio and claims management, Public Officer, Council meeting administration and support, and Implementation of the Internal Audit program.

Operational Numbers

Income	Expenses	Net Result
Nil	\$86,000	(\$86,000)

Capital Numbers

Income	Expenses	Net Result
-	-	-

CSP Objectives

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

CSP Strategies

- 1.2 A safe, active and healthy shire
- 1.4 Access to and equity of services.
- 4.1 Informed collaborative community leaders
- 4.2 A strategic, accountable and representative Council
- 4.3 An efficient and effective independent local government

Delivery Program Activities

- 1.2.5 Support the functioning of the NSW RFS in accordance with legislative requirements
- 1.4.2 Facilitate access to residential aged care service
- 4.1.3 The whole organisation will operate in accordance with legislative requirements
- 4.1.6 Engage and collaborate with the community to progress CSP goals
- 4.2.1 Operate in a financially sustainable manner
- 4.2.2 Provide an operational, risk managed, governance framework to support the achievement of Council's strategic objectives and legislative compliance
- 4.2.3 Define the risk appetite of the governing body to inform strategic and operational decision making
- 4.2.4 Provide a safe environment in all aspects of Council operations
- 4.3.1 Facilitate open and transparent access to Council decision making and information
- 4.3.4 Provide People & Wellbeing services that support a high performing team culture.

Operational Plan Actions		Measure of Success	Council Role
1.2.5.2	Review Insurance and confirm insurance arrangements for RFS facilities and equipment	Documented and agreed insured asset schedule for Council insured Rural fire Service assets	Deliver
1.4.2.5	Manage lease agreement with Grace Munroe Aged Care Facility	100% compliance with lease provisions	Deliver
4.1.3.1	Undertake one Service Review and report improvement action plans to the governing body	Outcome of Service review and action plan reported to Council prior to 30 June 2026	Deliver
4.1.3.2	Meet the Office of Local Government Compliance and Reporting requirements for 2025/2025	100% of compliance and reporting requirements delivered on time	Deliver
4.1.6.2	Prepare and present the annual report in accordance with legislative compliance	2024/2025 Annual report submitted to Council in November 2025	Deliver
4.2.1.7	Review and update Supplier panels	≥ 4 Supplier panels reviewed and updated	Deliver

Governance

Responsibility: Manager Governance and Service Centre



	Operational Plan Actions	Measure of Success	Council Role
4.2.1.8	Implement updates to the Procurement Policy & Procedures and deliver organisation wide training	2 x targeted procurement training session undertaken	Deliver
4.2.2.1	Coordinate and support the Audit Risk and Improvement Committee	Quarterly Audit risk and Improvement Committee activity report provided to Council	Deliver
4.2.2.2	Implement and report on the Internal Audit program	Quarterly progress report provided to ARIC	Deliver
4.2.2.3	Review and renew USC's Insurance portfolio	Report and recommendation to Council on future Insurance provision by February 2026	Deliver
4.2.2.6	Undertake scheduled reviews of Council Policy & Procedures	>90% of Council Policies are current	Deliver
4.2.2.9	Undertake a desktop scenario test of Business Continuity Plan	Report the outcome of the BCP scenario drill to ARIC	Deliver
4.2.3.1	Define and adopt a Corporate Risk Appetite Statement	Risk Appetite statement adopted by Council < December 2026	Deliver
4.2.4.3	Provide annual PID Training	Delivery of 2 x PID training sessions (1 Organisation wide, 1 target staff)	Deliver
4.3.1.1	Publish Council minutes	100% of Council minutes published to website within 5 days of meeting	Deliver
4.3.4.6	Review the metrics framework for Community Strategic Plan, Delivery Program and Operational Plan reporting	Report to governing body on proposed metric framework	Deliver

Records and Information



Responsibility: Manager Governance and Risk

Why?

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

What?

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

How?

Record and information management is undertaken by: Providing a framework for the creation, storage, retention, and disposal of corporate records, Training the organisation on the correct procedures, Auditing record management processes to ensure organisational understanding and compliance, Responding to GIPA applications and Reporting to State Records

Operational Numbers

Income	Expenses	Net Result
Nil	\$108,000	(\$108,000)

Capital Numbers

Income	Expenses	Net Result
-	-	-

NB: Records and Information staffed by Service Centre team.

CSP Objectives

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

CSP Strategies

4.3 An efficient and effective independent local government

Delivery Program Activities

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

	Operational Plan Actions	Measure of Success	Council Role
4.3.1.2	Provide information under the GIPA Act	100% Compliance with GIPA Act	Deliver
4.3.1.3	Progress the backlog of disposal of records	≥ 70% of historical DA files up to 1975 digitised	Deliver
4.3.1.4	Undertake organisational training for records management	> 1 records management training session for all corporate and admin staff	Deliver
4.3.1.5	Undertake annual self-audit Record Act compliance report	Undertake Records Management Assessment tool self audit and report to ARIC the improvement action plan	Deliver

Information Technology

Responsibility: IT Team Leader



Why?

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

What?

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

How?

Support and Build on Councils current Information Technology Strategy Roadmap, Implement effective and powerful tools for supporting Councils Core Information systems, Ensure Councils information systems maintain operational relevancy and are fit for purpose, Monitor and continue to engage in strong cyber security practices, Support and provide high-quality Customer facing services.

Operational Numbers

Income	Expenses	Net Result
Nil	\$190,000	(\$190,000)

Capital Numbers

Income	Expenses	Net Result
Nil	\$79,000	(\$79,000)

CSP Objectives

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

CSP Strategies

4.3 An efficient and effective independent local government

Delivery Program Activities

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

Operational Plan Actions		Measure of Success	Council Role
4.3.2.1	Undertake a desktop scenario test of Business Continuity Plan for information technology	Report to ARIC on the outcome of the IT BCP scenario drill	Deliver
4.3.2.2	Provide a help desk service	>98% uptime during core business hours	Deliver
4.3.2.3	Establish a Council intranet platform	Functional intranet tool available to all staff by March 2026	Deliver
4.3.2.4	Prepare and implement a USC Disaster Recovery plan	MANEX endorsed DR plan and cyber security action plan by December 2025	Deliver
4.3.2.5	Provide ongoing Cyber Security Training to the organisation (including Councillors)	Deliver monthly organisation wide cyber security refresher training	Deliver

Financial Management

Responsibility: Manager Finance and IT



Why?

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

What?

While Uralla Shire Council is a relatively small local government operation, it is still a complex and diverse business. Financial services oversee the strategic and operational financial management of Council through the Long Term Financial Plan, preparation of annual budgets and the processing of debtor and creditor accounts. Our financial services team ensures that we optimise our investment returns whilst managing investment risk as well as meeting audit and taxation requirements.

The team compiles both internal and external reports to provide information for effective decision making and assurance of the adequacy of financial controls.

How?

The financial services team provides the following financial services: Raising and collection of rates and sundry debtor, Management accounting and support, Statutory accounting and reporting, Tax management, Compliance with financial legislative requirements, Investment management, Internal and External financial reporting, Organisational training in financial matters

Operational Numbers

Income	Expenses	Net Result
\$7,570,000	\$435,000	\$7,135,000

Capital Numbers

Income	Expenses	Net Result
Nil	Nil	-

CSP Objectives

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

CSP Strategies

4.2 A strategic, accountable and representative Council

Delivery Program Activities

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

	Operational Plan Actions	Measure of Success	Council Role
4.2.1.1	Prepare Budget for 2025–2026 in coordination with the budget officers	Draft Budget reported to Council in by May 2026	Deliver
4.2.1.2	Undertake an annual review of the LTFP	Reviewed LTFP reported to Council by May 2026	Deliver
4.2.1.3	Review all fees and charges to compile fees and charges for 2026/2027	Reviewed Fees & Charges reported to Council by May 2026	Deliver
4.2.1.4	Model and adopt rate structures for 2026/2027 and attend to issue of accurate rates notices	Revenue Statement adopted by Council by May 2026	Deliver
4.2.1.5	Quarterly Budget review prepared and reported to Council	Budget review reported to Council within 2 months of the end of each quarter	Deliver
4.2.1.6	Maximise Return on Investment in accordance with the USC Investments Policy 2019	Council's ability to achieve investment returns above the RBA cash rate.	Deliver
4.2.1.9	Undertake debt recovery in accordance with the USC debt recovery policy	Rates and annual charges outstanding ≤10%	Deliver
4.2.1.10	Review asset valuations and depreciation methodology for all asset classes	Reviewed methodology incorporated into Annual financial statements	Deliver
4.2.1.11	Prepare the annual financial statements in accordance with the legislative requirements	Submission of annual financial statement made to OLG by 31 October 2025	Deliver
4.2.1.12	Support the annual audit process in accordance with the legislative requirements	100% of annual external Audit Engagement Plan deadlines met	Deliver
4.2.2.5	Develop and deliver a finance training module for non-finance staff	Delivery of targeted training session for budget and procurement officers prior to March 2026	Deliver

Fleet, Stores and Workshop



Responsibility: Manager, Fleet, stores and Workshops

Why?

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

What?

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

How?

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

Operational Numbers

Income	Expenses	Net Result
\$418,000	(\$179,000)	\$597,000

Capital Numbers

Income	Expenses	Net Result
Nil	\$2,031,000	(\$2,031,000)

CSP Objectives

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

CSP Strategies

4.2 A strategic, accountable and representative Council

Delivery Program Activities

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

	Operational Plan Actions	Measure of Success	Council Role
4.2.1.13	Optimise Plant & Equipment procurement and Disposal to maximise ROI	100% of Plant and equipment turned over in accordance with the Plant replacement schedule	Deliver
4.2.2.7	Implement the Uralla Shire Depot Improvement Plan	100% of the 2025/2026 Depot Improvement Plan actions completed	Deliver
4.2.4.8	Maintain Plant & Equipment for optimum utility	100% of plant servicing is undertaken in line with manufacturers specifications	Deliver
4.2.4.9	Finalise the asbestos remediation of the Uralla Depot facility	Documented statement of completion from contractors	Deliver

Human Resources

Responsibility: Manager, People & Wellbeing



Why?

Human Resources focuses on providing services, information, and assistance to support a high performing team culture.

Operational Numbers

Income	Expenses	Net Result
Nil	\$132,000	(\$132,000)

What?

Human Resources and employee services that operate in keeping with Council's values and Customer Service Principles; while ensuring delivery of services align with associated Awards, legislations, and Acts.

Capital Numbers

Income	Expenses	Net Result
Nil	Nil	-

How?

Provide support, advice, and information across the scope of employee services, including but not limited to: Talent acquisition, attraction, and retention, including succession planning; Performance and remuneration management; Learning and development; Return to Work Coordinator – Workers Compensation Management and Recover at work programmes; Work, Health and Safety; and Industrial relations.

CSP Objectives

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

CSP Strategies

- 1.1 A growing community minded Shire
- 4.2 A strategic, accountable and representative Council
- 4.3 An efficient and effective independent local government

Delivery Program Activities

- 1.1.2 Review Uralla Shire Council's volunteer strategy
- 4.2.4 Provide a safe environment in all aspects of Council operations
- 4.3.3 Integration of the Safety System throughout organisation
- 4.3.4 Provide People & Wellbeing services that support a high performing team culture.

	Operational Plan Actions	Measure of Success	Council Role
1.1.2.1	Draft, Adopt & Implement the volunteer strategy to facilitate opportunities for volunteers at Uralla Shire Council	Council endorsed Volunteer strategy 100% of 2025/2026 strategy plan action completed	Deliver
4.2.4.1	Implement the Workforce Management Strategies	100% completion of 2025/2026 actions	Deliver
4.2.4.2	Review the process for implementing exit interviews to maximise exiting employee feedback.	100% of exiting employees are provided the opportunity of an exit interview	Deliver
4.2.4.4	Undertake PAWS survey to understand the profile of Psycho social risk to the organisation	≥65% employee response rate to PAWS survey to inform outcome report to MANEX	Deliver
4.2.4.5	Facilitate timely training for mandatory licences and skills	100% of staff hold current operating certification	Deliver
4.2.4.6	Recover at work strategies are implemented for workplace injuries where possible	≥5% reduction on leave taken for workplace injuries	Deliver
4.2.4.7	Regularly review Work Health & Safety reports and statistics to identify opportunities to improve Work Health & Safety performance and drive down workers compensation premium	WHS quarterly report to ARIC	Deliver
4.3.3.1	Utilise the Safety system to extract management reports to identify improvement initiatives.	100% completion of quarterly reports to AIRC	Deliver