URANA SHIRE COUNCIL

In the middle of everywhere

Urana Shire Council – Becoming Fit for the Future – Rural Council

Attachment A – General information on Urana Shire Council

The Urana Shire Council was constituted on 22 May in 1906. It is located between the Lockhart, Narrandera, Jerilderie and Corowa Shires. It is represented by 9 councillors in three wards. The shire is principally an agricultural shire, with its main sources of income from grain, wool, fat lambs, beef cattle and pigs. Urana Shire is continuing to develop as a prominent area for aquatic sports, camping and fishing (Urana Aquatic Centre and Caravan Park). The principle employment generators in the largest town of Urana, in addition to the Agricultural industry, are the Council and the Local Multi-Purpose Health Service (Hospital including aged care). The second largest town of Oaklands, has a rail link to Victoria and has significant grain storage facilities and this greatly attributes to local employment, including being home to numerous major transport firms. Boree Creek also has a major Graincorp grain receival centre, also with rail links, and several other businesses. Rand has a local private grain handling firm that provides important employment and local businesses. Morundah is the smallest village and has undergone significant community regeneration over the past ten years, and is adjacent to the Newell Highway. The town has two businesses and they get support from the large farming enterprises in the area.

Quick Facts on Urana Shire

- Area - 3357 square kilometres
- Population – 1147 estimated (ABS 2014)
- 9 Councillors repsenting three wards
- Location - Central Southern Riverina. Approx. 110km from Albury and Wagga Wagga
- Full Time Staff Equivalent – 32
- Towns and Villages – Rand, Boree Creek, Morundah, Oaklands, Urana
- Predominant Industries – Agriculture – Grain and Sheep/Cattle
- Office and Depot Locations – Urana
- Road Length – 947 kilometres
- Bridges – 26
- Swimming Pools – Oaklands and Urana
- Waste Depots – Oaklands and Urana
- Buildings – 78
- Facilities (Recreation Grounds/Parks etc) – 40
- Caravan Park and Town Lake/Nature Reserve/Aquatic Centre at Urana

GOING FORWARD WITH PRIDE

General Comparitive information - Urana Shire Council and Corowa Shire Council

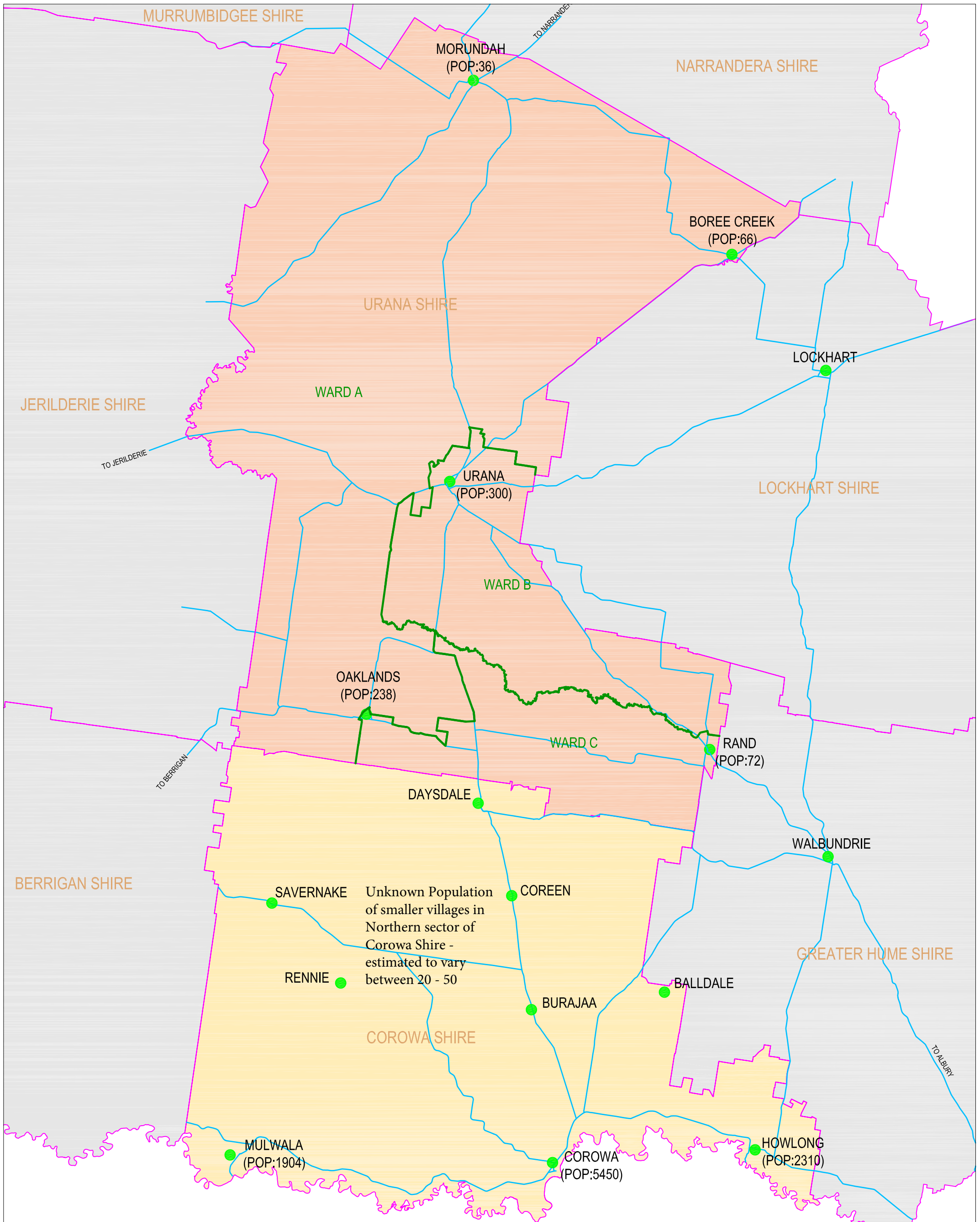|	Urana Shire Council	Corowa Shire Council
Land Area	3357 sq. kms	2329 sq. kms
Population	1147 (est ABS 2014)	11,455
Population Density	0.34 persons per sq. kms	4.9 perons per square km
Australian Classification of Local Governments Rating (ACLG)	Rural Agricultural Small	Rural Agricultural Large
Socio Economic Index of Disadvantage Rank by LGA's 1 being low, 152 high)	30	57
5 year population change	-6.3%	1.5%
Largest Industry Employer	Agriculture	Manufacturing
Active Businesses	126	1167
Equivalent Full Time Staff	31 (Olg Comparitive Information report 2013/14)	113 (Olg Comparitive Information report 2013/14)
Councillors	9	9
Wards	Yes	No
Population per Councillor	131	1265
Road Length	984.7 kms	1,356.4 kms
Average Residential Rates	$189 (Olg Comparitive Information report 2013/14)	$412 (Olg Comparitive Information report 2013/14)
Average Farmland Rates	$1974.51	$1944.86
Income from continuing operations 2013/14 ('000)	$8,542	$31,832

URANA SHIRE COUNCIL

In the middle of everywhere

'Becoming Fit for the Future' Putting Our Communities First...
Population Centres - Urana Shire & Corowa Shire

MURRUMBIDGEE SHIRE

NARRANDERA SHIRE

TO NARRANDERA

MORUNDAH
(POP:36)

BOREE CREEK
(POP:66)

URANA SHIRE

LOCKHART

JERILDERIE SHIRE

WARD A

LOCKHART SHIRE

TO JERILDERIE

URANA
(POP:300)

WARD B

OAKLANDS
(POP:238)

RAND
(POP:72)

WARD C

TO BERRIGAN

DAYSDALE

WALBUNDRIE

BERRIGAN SHIRE

SAVERNAKE

Unknown Population
of smaller villages in
Northern sector of
Corowa Shire -
estimated to vary
between 20 - 50

COREEN

GREATER HUME SHIRE

RENNIE

BALLDALE

BURAJAA

COROWA SHIRE

TO ALBURY

MULWALA
(POP:1904)

COROWA
(POP:5450)

HOWLONG
(POP:2310)

GOING FORWARD WITH PRIDE

URANA SHIRE COUNCIL – SECTION 355 LOCAL GOVERNMENT ACT COMMITTEES
ESTIMATES OF VOLUNTARY HOURS PERFORMED ANNUALLY
DETAILS OF FUNDS HELD

Committee	Voluntary Hours Performed Annually	Estimated annual in-kind value @ $60 per hour	Funds Held
Urana – Victoria Park Recreation Ground Management Committee	520	$31,200	$59,791
Urana Hall Committee	150	$9,000	$58,940
Urana War Memorial Swimming Pool Committee	150	$9,000	$10,000 estimate
Urana Aged Persons Homes Committee	25	$1,500	0
Urana Progress Association (Incorporating the Urana Arts & Historical Committee)	400	$24,000	$42,726
Urana Ski & Aquatic Centre Committee	200	$12,000	$26,547
Oaklands Recreation Ground Management Committee	520	$31,200	$21,756
Oaklands Memorial Hall Committee	150	$31,200	$30,000 estimate
Oaklands War Memorial Baths & Gardens Committee	150	$9,000	$10,000 estimate
Oaklands Housing for the Aged Committee	25	$1,500	0
Oaklands Town Improvement Committee	100	$6,000	$8,830
Rand Recreation Ground Management Committee	520	$31,200	$43,906
Rand School of Arts Committee	150	$9,000	$43,234
Rand Town Improvement Committee	200	$24,000	$26,459
Boree Creek Community Facilities Committee	250	$15,000	$59,790

Committee	Voluntary Hours Performed Annually	Estimated annual in-kind value @ $60 per hour	Funds Held
Morundah Recreation Ground Management Committee	348	$20,880	$10,000 estimate
Morundah Town Improvement Committee	414	$24,840	$5,377
Colombo Creek Recreation Reserve Management Committee	520	$31,200	0
Totals	*4992 hours*	*$321,720*	*$457,356*

'Becoming Fit for the Future' Putting Our Communities First...
Current staff travel patterns

MURRUMBIDGEE SHIRE

NARRANDERA SHIRE

TO NARRANDERA

MORUNDAH

BOREE CREEK

URANA SHIRE

TO LOCKHART

21 live in Urana
(incl all senior staff)

Six Regular Contractors
in Urana

URANA

TO JERILDERIE

JERILDERIE SHIRE

LOCKHART SHIRE

OAKLANDS

RAND

TO BERRIGAN

TO ALBURY

BERRIGAN SHIRE

COROWA SHIRE

TO COROWA

GREATER HUME SHIRE

GRIFFITH

LEETON

NARRANDERA

MURRUMBIDGEE SHIRE

NARRANDERA SHIRE

MORUNDAH

BOREE CREEK

JERILDERIE SHIRE

WAGGA

URANA SHIRE

LOCKHART

LOCKHART SHIRE

URANA

TO BERRIGAN

TO JERILDERIE

TO NARRANDERA

OAKLANDS

RAND

BERRIGAN SHIRE

TO ALBURY

GREATER HUME SHIRE

BERRIGAN

TO COROWA

COROWA SHIRE

MULWALA

COROWA

ALBURY

An Economic Portrait of

Urana

compared with regional NSW

December 2013

The residents
Working residents
Economic indicators
Industries
The Urana workforce
The nature of local jobs
The labour balance

Prepared for Urana Shire Council by The Public Practice Pty Ltd

Executive summary

The residents

Urana is a council in NSW with an area of 3,356 sq. kilometres. The Australian Bureau of Statistics (ABS) estimates the population in mid-2012 was 1,174.

The ABS estimates that the resident population of Urana at 30 June 2011 was 1,180 while the August 2011 Census counted 1,159 residents. This means that the Census counted about 98% of the population. So Census numbers reported here are, on average, 2% under the likely population.

There were more people in the seniors stage of life and the retiring stage, and fewer in the parenting stage and the young adult stage, relative to regional NSW.

In 2011, 44% of Urana residents aged 15+ had a post-school qualification.

In mid-2010, there were 655 registered taxpayers in Urana. Over 2009/10, their average taxable income was $34,200 ($658 a week).

Over the three years between mid-2007 and mid-2010, average incomes in Urana rose by 7%.

Overall, 67% of the adult residents of Urana were registered as taxpayers. The most common sources of income were wages (47% of residents), investments (44%) and unincorporated businesses (16%).

In mid-2010, there were 332 residents of Urana receiving the main forms of income support. The largest groups were those receiving the age pension (192), the disability support pension (70) and the Newstart allowance (25). Numbers for 2011 are incomplete.

In the 2011 Census, the average income from all sources of adults (aged 15+) in Urana was about $558 a week, which was $146 lower than the $704 average for regional NSW.

Working residents

In the 2011 Census, 511 residents of Urana reported they were in the labour force, out of 915 residents aged 15+. This means the labour force participation rate was 56%.

In June 2013, Urana's labour force was estimated at 709. The labour force had risen by 27 over the previous year. It was 44 larger than in March 2011 and 47 larger than in September 2008.

The Department of Education, Employment and Workplace Relations (DEEWR) estimates that Urana's unemployment was 30 in June 2013, a rate of 4.2% in a working population of 709.

The Australian Tax Office recorded 465 wage earners in Urana at June 2010, equal to 47% of the estimated population aged 15+. This proportion was 1% more than three years previously but 2% lower than in regional NSW.

The largest occupational groups among working resident of Urana in 2011 were 194 managers, 76 labourers and 69 drivers & operators.

Economic indicators

In the year to 30 June 2012, construction valued at $1.3 million was approved in Urana, consisting of:
• $0.8 mil. in new residential construction
• $0.1 mil. in residential alterations
• $0.5 mil. in non-residential construction.

In the year to 30 June 2012, 3 dwellings were approved for construction in Urana, with a total value of $0.8 million.

At 31 March 2011, Urana had 887 registered vehicles, of which 580 or 65% were passenger vehicles.

In the 2011 Census, 133 owner-managers worked in Urana, with 32 running an incorporated business and 101 an unincorporated business (eg a sole trader or partnership).

Industries in Urana

The largest industries in 2011 were rural production (180 jobs), transport, post & storage (73), education & training (39), and public service & safety (34).

Over 2006–2011, the industries which grew most in employment were transport, post & storage (7 more jobs), manufacturing (4 more) and utilities (3 more).

Industry sectors with the highest proportions working 40+ hours a week were rural production, accommodation & food, transport, post & storage and education & training.

Sectors with the most part-time workers (<25 hours a week) were health & social care, education & training, accommodation & food and transport, post & storage.

Owner-managers

In the 2011 Census, 133 owner-managers worked in Urana, with 32 running an incorporated business and 101 an unincorporated business (eg a sole trader or partnership).

Rural production had the most owner-managers, 94, or 71% of all owner-managers. Then came transport, post & storage with 22 owner-managers and accommodation & food with 8.

Overall in Urana, 76% of owner-managers ran an unincorporated business.

Among larger industries, unincorporated owner-managers were most common in accommodation & food (all unincorporated), retail trade (all), technical services (all), and health & social care (all).

On the other hand, owner-managers were more likely to be incorporated when in transport, post & storage (where 55% were incorporated), rural production (21% incorporated).

Between 2006 and 2011, the overall number of owner-managers in Urana fell by 55, with 26 fewer incorporated owners and 29 fewer unincorporated owners.

Industries with more owner-managers included:
- technical services with 3 more
- health & social care with 3 more.

Industries with fewer owner-managers included:
- rural production with 56 fewer
- administration / support with 4 fewer.

Owner-managers in Urana, 2011
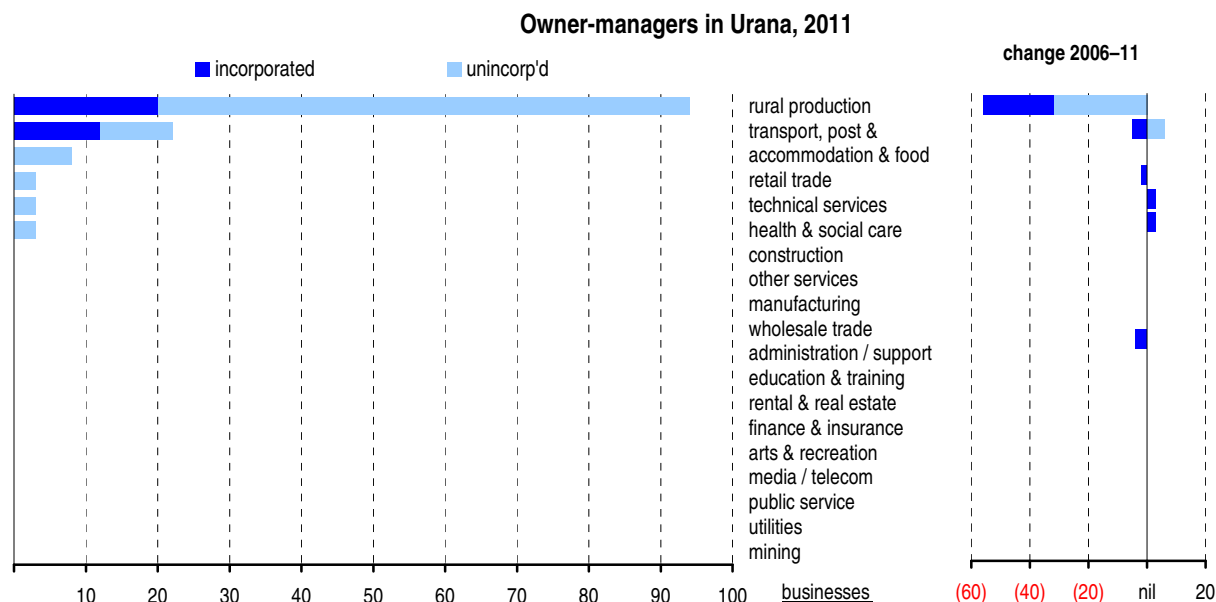
Owner-managers in Urana	number of owner-managers in 2011			% not incorporated	incorporated	unincorporated		change 2006–11		
	incorporated	unincorp'd	total		1–19 workers	self only	1–19 workers	incorporated	unincorporated	total
rural production	20	74	94	79%	100%	74%	22%	dn 32	dn 24	dn 56
transport, post & storage	12	10	22	45%	100%	70%	30%	up 6	dn 5	up 1
accommodation & food	0	8	8	100%	-	63%	38%	same	same	same
retail trade	0	3	3	100%	-	0%	100%	same	dn 2	dn 2
technical services	0	3	3	100%	-	100%	0%	same	up 3	up 3
health & social care	0	3	3	100%	-	100%	0%	same	up 3	up 3
construction	0	0	0	-	-	-	-	same	same	same
other services	0	0	0	-	-	-	-	same	same	same
manufacturing	0	0	0	-	-	-	-	same	same	same
wholesale trade	0	0	0	-	-	-	-	same	same	same
administration / support	0	0	0	-	-	-	-	same	dn 4	dn 4
education & training	0	0	0	-	-	-	-	same	same	same
rental & real estate	0	0	0	-	-	-	-	same	same	same
finance & insurance	0	0	0	-	-	-	-	same	same	same
arts & recreation	0	0	0	-	-	-	-	same	same	same
media / telecom	0	0	0	-	-	-	-	same	same	same
public service	0	0	0	-	-	-	-	same	same	same
utilities	0	0	0	-	-	-	-	same	same	same
mining	0	0	0	-	-	-	-	same	same	same
not known	0	0	0	-	-	-	-	same	same	same
All industries	**32**	**101**	**133**	**76%**	**100%**	**72%**	**25%**	**dn 26**	**dn 29**	**dn 55**

Source: Census 2011 Table W11, Census 2006 Table W10.   st dev'n: 22%

Industries in Urana

The size of industry sectors

Industries are classified into 19 main sectors. In Urana, the largest sector by employment in 2011 was rural production, with 180 jobs (42% of the employed workforce). The next largest were:

- transport, post & storage, 73 jobs (17%)
- education & training, 39 jobs (9%)
- public service & safety, 34 jobs (8%)
- health & social care, 28 jobs (7%)
- accommodation & food, 15 jobs (4%)

- retail trade, 9 jobs (2%)
- manufacturing, 7 jobs (2%)
- arts & recreation, 7 jobs (2%)
- construction, 6 jobs (1%)
- wholesale trade, 6 jobs (1%).

Compared with regional NSW, the industry sector that was noticeably larger in Urana was rural production with 36% more of the workforce.

Other sectors that were more significant locally than in regional NSW included:
- transport, post & storage, 13% more of workforce
- public service & safety, 1% more.

Sectors much smaller than in regional NSW were:
- retail trade, 10% less of workforce
- health & social care, 7% less
- manufacturing, 7% less.

Most sectors are very gender-biased and have a preponderance of either male or female workers. In Urana in 2011, of the larger industry sectors:
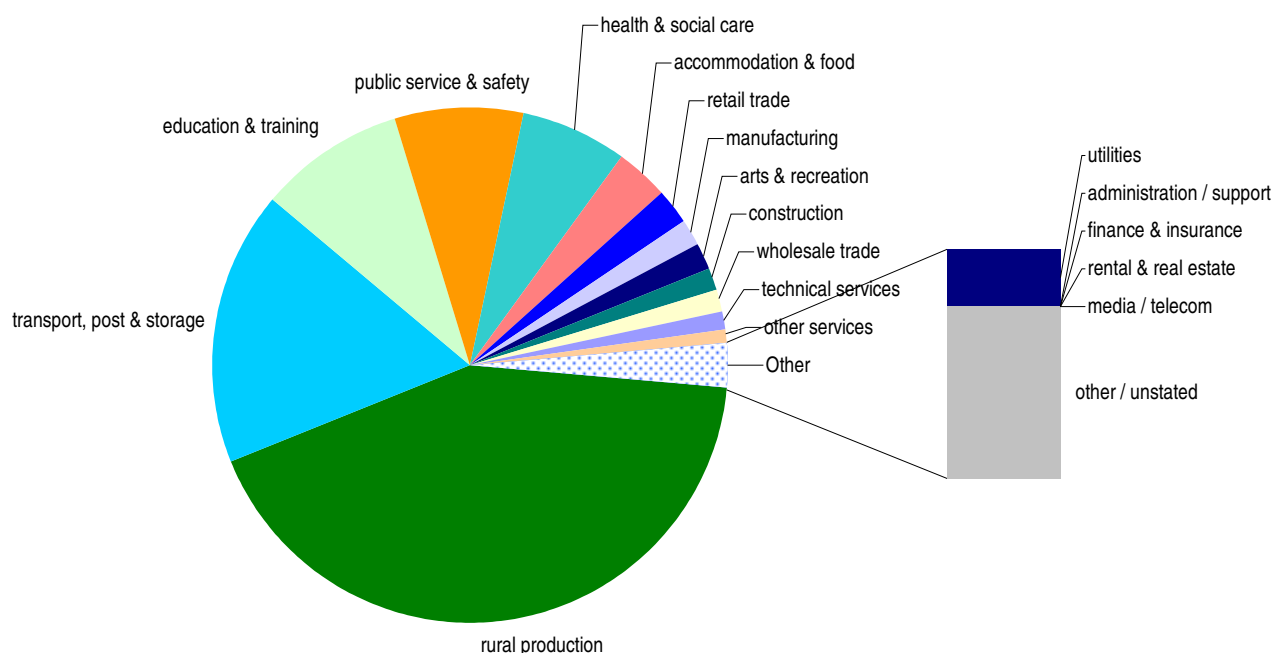
The most male-dominated sectors were:
- rural production: 3.3 males per female
- transport, post & storage: 2.0
- manufacturing: 1.3.

The most female-dominated were:
- health & social care: 8.3 females per male
- accommodation & food: 4.0
- education & training: 2.3.

Employment by sector, Urana, 2011

Specific industries in Urana

The table below gives a more detailed list of specific industries in Urana, listed in order of employment size. The second column shows the colour-coded industry sector, as in the previous table. The table shows the number employed in each industry in Urana in August 2011, then the gender ratio. The proportion of jobs in Urana is calculated for each industry and the rank is shown. The final two columns show the proportion in regional NSW in each industry, and whether Urana's proportion is more or less.

The specific industries are listed in descending order from the largest, agriculture with 178 jobs, then road transport with 57 jobs, and so on.

Specific industries in Urana	sector	Urana workers, 2011						Regl NSW workers	
		total	males	females	Gender ratio	% workers	rank 2011	% workers	Urana diff.
Agriculture	Agr	178	138	40	3.5 M:F	41.7%	1	5.6%	**36.1% more**
Road transport	Tran	57	43	14	3.1 M:F	13.3%	2	2.3%	**11.0% more**
Preschool & school education	Edu	36	10	26	2.6 F:M	8.4%	3	6.3%	2.1% more
Public administration	PS	34	21	13	1.6 M:F	8.0%	4	4.5%	3.5% more
Hospitals	H&S	13	nil	13	F	3.0%	5	3.7%	0.6% less
Warehousing & storage services	Tran	10	6	4	1.5 M:F	2.3%	6	0.1%	2.2% more
Food & beverage services	A&F	8	nil	8	F	1.9%	7	6.4%	4.5% less
Technical services (except computer)	Tec	7	nil	7	F	1.6%	8	4.1%	2.5% less
Medical & other health care services	H&S	7	3	4	1.3 F:M	1.6%	9	3.5%	1.8% less
General shop retailing	Ret	6	3	3	=	1.4%	10	6.2%	4.8% less
Accommodation	A&F	6	3	3	=	1.4%	11	2.0%	0.5% less
Basic material wholesaling	WS	6	3	3	=	1.4%	12	0.9%	0.5% more
Fabricated metal manufacturing	Man	5	nil	5	F	1.2%	13	0.7%	0.5% more
Sports & recreation activities	A&R	4	nil	4	F	0.9%	14	0.8%	0.2% more
Postal / delivery services	Tran	4	nil	4	F	0.9%	15	0.6%	0.4% more
Agriculture support services	Agr	4	4	nil	M	0.9%	16	0.3%	0.7% more
Water, sewerage & drainage	Util	4	4	nil	M	0.9%	17	0.3%	0.7% more
Food retailing	Ret	3	nil	3	F	0.7%	18	4.1%	3.4% less
Social assistance services	H&S	3	nil	3	F	0.7%	19	3.2%	2.5% less
Repair & maintenance	Oth	3	3	nil	M	0.7%	20	2.2%	1.5% less
Property operators & real estate services	RRE	3	nil	3	F	0.7%	21	1.1%	0.4% less
Building cleaning, pest control etc	Adm	3	nil	3	F	0.7%	22	1.2%	0.5% less
Adult, community & other education	Edu	3	3	nil	M	0.7%	23	0.7%	0.0% less
Heavy engineering construction	Con	3	3	nil	M	0.7%	24	0.8%	0.1% less
Public order, safety & regulatory services	PS	nil	nil	nil	=	0.0%		1.5%	1.5% less
Residential care services	H&S	nil	nil	nil	=	0.0%		2.9%	2.9% less
Construction services	Con	nil	nil	nil	=	0.0%		3.5%	3.5% less
Food product manufacturing	Man	nil	nil	nil	=	0.0%		1.9%	1.9% less
Tertiary education	Edu	nil	nil	nil	=	0.0%		2.1%	2.1% less
Personal & other services	Oth	nil	nil	nil	=	0.0%		1.8%	1.8% less
Finance	F&I	nil	nil	nil	=	0.0%		1.2%	1.2% less
Building construction	Con	nil	nil	nil	=	0.0%		1.6%	1.6% less
Motor vehicle & parts retailing	Ret	nil	nil	nil	=	0.0%		1.0%	1.0% less
Non-metallic minerals manufacturing	Man	nil	nil	nil	=	0.0%		0.4%	0.4% less
Administrative services	Adm	nil	nil	nil	=	0.0%		1.2%	1.2% less
Fuel retailing	Ret	nil	nil	nil	=	0.0%		0.5%	0.5% less
Electricity supply	Util	nil	nil	nil	=	0.0%		1.0%	1.0% less
Quarrying	Min	nil	nil	nil	=	0.0%		0.1%	0.1% less
Transport equipment manufacturing	Man	nil	nil	nil	=	0.0%		0.6%	0.6% less

continued over

Source: ABS Census 2011 Table W09, Census 2006 Table W09. Colour codes for industry sectors are from the industry sectors table previous.

Specific industries in Urana (continued)	sector	total	males	females	Gender ratio	% workers	rank 2011	% workers	Urana diff.
Grocery, liquor & tobacco wholesaling	WS	nil	nil	nil	=	0.0%	0	0.6%	0.6% less
Other goods wholesaling	WS	nil	nil	nil	=	0.0%	0	0.3%	0.3% less
Rail transport	Tran	nil	nil	nil	=	0.0%	0	0.4%	0.4% less
Waste disposal services	Util	nil	nil	nil	=	0.0%	0	0.3%	0.3% less
Primary metal manufacturing	Man	nil	nil	nil	=	0.0%	0	1.3%	1.3% less
Machinery & equipment manufacturing	Man	nil	nil	nil	=	0.0%	0	1.0%	1.0% less
Auxiliary finance & insurance services	F&I	nil	nil	nil	=	0.0%	0	0.5%	0.5% less
Machinery & equipment wholesaling	WS	nil	nil	nil	=	0.0%	0	0.6%	0.6% less
Wood product manufacturing	Man	nil	nil	nil	=	0.0%	0	0.6%	0.6% less
Publishing (not internet or music)	Info	nil	nil	nil	=	0.0%	0	0.3%	0.3% less
Rental services (except real estate)	RRE	nil	nil	nil	=	0.0%	0	0.4%	0.4% less
Textile & clothing manufacturing	Man	nil	nil	nil	=	0.0%	0	0.2%	0.2% less
Movie & sound recording	Info	nil	nil	nil	=	0.0%	0	0.1%	0.1% less
Furniture & other manufacturing	Man	nil	nil	nil	=	0.0%	0	0.2%	0.2% less
Creative & performing arts activities	A&R	nil	nil	nil	=	0.0%	0	0.2%	0.2% less
Telecommunications services	Info	nil	nil	nil	=	0.0%	0	0.3%	0.3% less
Chemical products manufacturing	Man	nil	nil	nil	=	0.0%	0	0.3%	0.3% less
Insurance & superannuation funds	F&I	nil	nil	nil	=	0.0%	0	0.6%	0.6% less
Printing	Man	nil	nil	nil	=	0.0%	0	0.1%	0.1% less
Commission-based wholesaling	WS	nil	nil	nil	=	0.0%	0	0.1%	0.1% less
Heritage activities	A&R	nil	nil	nil	=	0.0%	0	0.2%	0.2% less
Broadcasting (except internet)	Info	nil	nil	nil	=	0.0%	0	0.1%	0.1% less
Transport support services	Tran	nil	nil	nil	=	0.0%	0	0.3%	0.3% less
Air & space transport	Tran	nil	nil	nil	=	0.0%	0	0.1%	0.1% less
Computer system services	Tec	nil	nil	nil	=	0.0%	0	0.5%	0.5% less
Beverage & tobacco manufacturing	Man	nil	nil	nil	=	0.0%	0	0.3%	0.3% less
Motor vehicle & parts wholesaling	WS	nil	nil	nil	=	0.0%	0	0.2%	0.2% less
Exploration & mining support	Min	nil	nil	nil	=	0.0%	0	0.2%	0.2% less
Gas supply	Util	nil	nil	nil	=	0.0%	0	0.0%	0.0% less
Forestry & logging	Agr	nil	nil	nil	=	0.0%	0	0.1%	0.1% less
Polymer & rubber manufacturing	Man	nil	nil	nil	=	0.0%	0	0.1%	0.1% less
Fishing, hunting & trapping	Agr	nil	nil	nil	=	0.0%	0	0.0%	0.0% less
Internet publishing & broadcasting	Info	nil	nil	nil	=	0.0%	0	0.0%	0.0% less
Defence	PS	nil	nil	nil	=	0.0%	0	0.9%	0.9% less
Metal ore mining	Min	nil	nil	nil	=	0.0%	0	0.4%	0.4% less
Pulp & paper manufacturing	Man	nil	nil	nil	=	0.0%	0	0.1%	0.1% less
Petroleum & coal manufacturing	Man	nil	nil	nil	=	0.0%	0	0.0%	0.0% less
Library & other information services	Info	nil	nil	nil	=	0.0%	0	0.0%	same
Gambling activities	A&R	nil	nil	nil	=	0.0%	0	0.0%	0.0% less
Internet & data processing	Info	nil	nil	nil	=	0.0%	0	0.0%	0.0% less
Aquaculture	Agr	nil	nil	nil	=	0.0%	0	0.0%	0.0% less
Coal mining	Min	nil	nil	nil	=	0.0%	0	1.5%	1.5% less
Oil & gas extraction	Min	nil	nil	nil	=	0.0%	0	0.0%	0.0% less
Water transport	Tran	nil	nil	nil	=	0.0%	0	0.0%	0.0% less
Household staff	Oth	nil	nil	nil	=	0.0%	0	0.0%	same
total		410	247	163	1.5 M:F	96.0%		96.4%	

Source: ABS Census 2011 Table W09, Census 2006 Table W09. Colour codes for industry sectors are from the industry sectors table previous.

Changes in specific industries

The charts below show the changing sizes of industries in Urana, listed from the fastest growing in the left-hand chart to down to the fastest shrinking in the right-hand chart.

increasing employment

■ males   ■ females

Road transport
Accommodation
Fabricated metal manufacturing
Technical services (except computer)
Water, sewerage & drainage
Property operators & real estate services
Adult, community & other education
General shop retailing
Social assistance services
Administrative services
Quarrying
Waste disposal services
Repair & maintenance
Heavy engineering construction
Chemical products manufacturing
Electricity supply
Movie & sound recording
Air & space transport
Finance
Creative & performing arts activities
Exploration & mining support
Gas supply
Fishing, hunting & trapping
Internet publishing & broadcasting
Transport equipment manufacturing
Auxiliary finance & insurance services
Beverage & tobacco manufacturing
Textile & clothing manufacturing

same +2 +4 +6 +8 +10 +12 +14 +16 +18
change in number of workers

shrinking employment

■ males   ■ females

Sports & recreation activities
Motor vehicle & parts retailing
Non-metallic minerals manufacturing
Public administration
Food product manufacturing
Basic material wholesaling
Residential care services
Food retailing
Construction services
Commission-based wholesaling
Building construction
Grocery, liquor & tobacco wholesaling
Rail transport
Fuel retailing
Personal & other services
Public order, safety & regulatory services
Hospitals
Warehousing & storage services
Postal / delivery services
Preschool & school education
Medical & other health care services
Building cleaning, pest control etc
Other goods wholesaling
Agriculture support services
Food & beverage services
Agriculture

(120) (100) (80) (60) (40) (20) same +20
change in number of workers

Industry changes, Urana, 2006–2011

| Industry	sector	Workers in Urana, 2011			Urana change 2006–2011			change / 1000 workers	
		total	males	females	total	males	females	Urana	Regl NSW
Road transport	Tran	57	43	14	16	8	8	up 35	dn 5
Accommodation	A&F	6	3	3	6	3	3	up 15	up 2
Fabricated metal manufacturing	Man	5	nil	5	5	0	5	up 12	same
Technical services (except computer)	Tec	7	nil	7	4	0	4	up 17	up 3
Water, sewerage & drainage	Util	4	4	nil	4	4	0	up 10	same
Property operators & real estate services	RRE	3	nil	3	3	0	3	up 7	up 1
Adult, community & other education	Edu	3	3	nil	3	3	0	up 7	dn 1
General shop retailing	Ret	6	3	3	3	3	0	up 15	up 2
Social assistance services	H&S	3	nil	3	0	0	0	up 7	up 6
Administrative services	Adm	nil	nil	nil	0	0	0	same	up 1
Quarrying	Min	nil	nil	nil	0	0	0	same	same
Waste disposal services	Util	nil	nil	nil	0	0	0	same	same
Repair & maintenance	Oth	3	3	nil	0	0	0	dn 2	up 1
Heavy engineering construction	Con	3	3	nil	0	0	0	dn 2	up 1
Chemical products manufacturing	Man	nil	nil	nil	0	0	0	same	same
Electricity supply	Util	nil	nil	nil	0	0	0	same	up 2
Movie & sound recording	Info	nil	nil	nil	0	0	0	same	same
Air & space transport	Tran	nil	nil	nil	0	0	0	same	same
Finance	F&I	nil	nil	nil	0	0	0	same	same
Creative & performing arts activities	A&R	nil	nil	nil	0	0	0	same	same
Exploration & mining support	Min	nil	nil	nil	0	0	0	same	up 1
Gas supply	Util	nil	nil	nil	0	0	0	same	same
Fishing, hunting & trapping	Agr	nil	nil	nil	0	0	0	same	same
Internet publishing & broadcasting	Info	nil	nil	nil	0	0	0	same	same
Transport equipment manufacturing	Man	nil	nil	nil	0	0	0	same	same
Auxiliary finance & insurance services	F&I	nil	nil	nil	0	0	0	same	same
Beverage & tobacco manufacturing	Man	nil	nil	nil	0	0	0	same	same
Textile & clothing manufacturing	Man	nil	nil	nil	0	0	0	same	dn 1
Sports & recreation activities	A&R	4	nil	4	0	0	0	up 10	same
Motor vehicle & parts retailing	Ret	nil	nil	nil	0	0	0	same	same
Non-metallic minerals manufacturing	Man	nil	nil	nil	0	0	0	same	same
Public administration	PS	34	21	13	0	-1	1	up 18	up 5
Food product manufacturing	Man	nil	nil	nil	0	0	0	same	up 1
Basic material wholesaling	WS	6	3	3	-2	-2	0	same	same
Residential care services	H&S	nil	nil	nil	-3	0	-3	same	dn 1
Food retailing	Ret	3	nil	3	-3	-3	0	dn 2	up 2
Construction services	Con	nil	nil	nil	-3	-3	0	dn 9	dn 30
Commission-based wholesaling	WS	nil	nil	nil	-3	0	-3	same	same
Building construction	Con	nil	nil	nil	-3	-3	0	dn 9	dn 14
Grocery, liquor & tobacco wholesaling	WS	nil	nil	nil	-3	-3	0	dn 9	dn 1
Rail transport	Tran	nil	nil	nil	-3	-3	0	dn 9	same
Fuel retailing	Ret	nil	nil	nil	-3	0	-3	same	same
Personal & other services	Oth	nil	nil	nil	-3	-3	0	dn 9	same
Public order, safety & regulatory services	PS	nil	nil	nil	-3	-3	0	dn 9	up 1
Hospitals	H&S	13	nil	13	-3	0	-3	up 32	up 33
Warehousing & storage services	Tran	10	6	4	-3	-3	0	dn 2	same
Postal / delivery services	Tran	4	nil	4	-4	-3	-1	up 1	same
Preschool & school education	Edu	36	10	26	-4	2	-6	up 64	up 9
Medical & other health care services	H&S	7	3	4	-4	-1	-3	up 5	up 1
Building cleaning, pest control etc	Adm	3	nil	3	-5	0	-5	up 7	dn 7
Other goods wholesaling	WS	nil	nil	nil	-6	-3	-3	dn 9	dn 1
Agriculture support services	Agr	4	4	nil	-9	-5	-4	dn 17	dn 1
Food & beverage services	A&F	8	nil	8	-12	-3	-9	up 11	up 7
Agriculture	Agr	178	138	40	-109	-72	-37	dn 187	dn 5
total		**410**	**247**	**163**	**-147**	**-91**	**-56**		

Occupations in industries

The graph below shows the main occupations in the main industries in Urana, with the proportion of workers indicated by the heights of the columns. The tallest column, for example, represents the largest occupation–industry combination, managers in rural production; its height shows they constituted 371 in every 1000 workers in Urana.

After managers in rural production, the next largest concentrations of occupations in industries were:
- drivers and operators in transport, post & storage (92 of every 1000 Urana workers);
- professionals in education & training (47 per 1000);
- administrative workers in transport, post & storage (40 per 1000);
- labourers in rural production (38 per 1000);
- managers in transport, post & storage (28 per 1000).

Main occupations in main industries
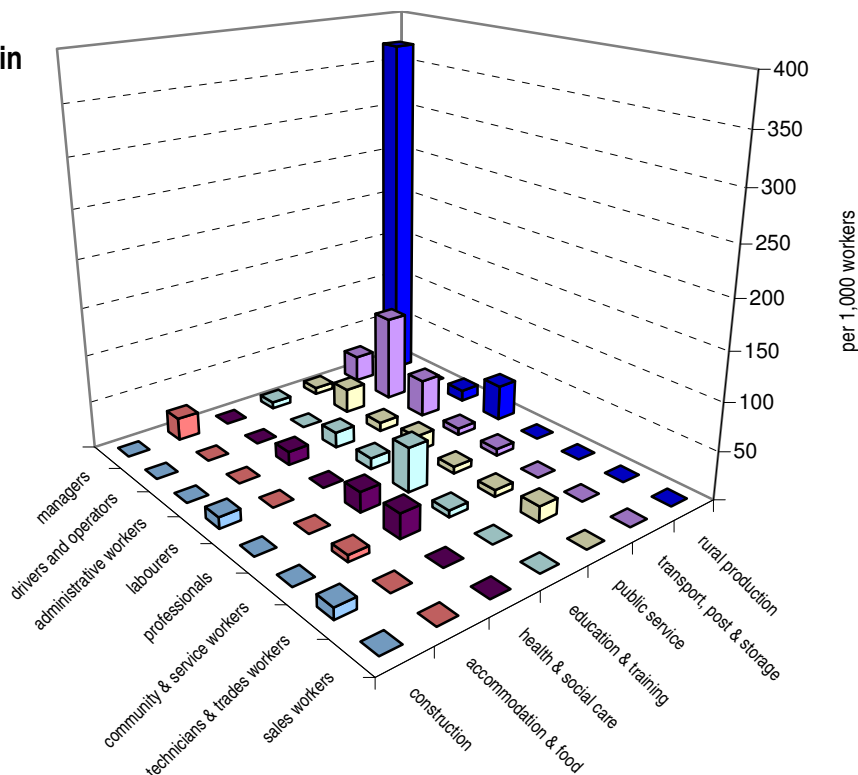
Rate /1,000 workers, industry by occup'n	managers	drivers and operators	administrative workers	labourers	professionals	community & service workers	technicians & trades workers	sales workers	not stated	Total
rural production	371	-	12	38	-	-	-	-	-	420
transport, post & storage	28	92	40	7	7	-	-	-	-	174
public service	7	26	9	16	7	7	16	-	-	89
education & training	7	-	16	12	47	7	-	-	-	89
health & social care	-	-	14	-	21	26	-	-	-	61
accommodation & food	23	-	-	-	-	7	-	-	-	31
construction	-	-	-	12	-	-	12	-	-	23
manufacturing	-	7	7	-	-	7	-	-	-	21
retail trade	-	-	-	-	7	-	-	12	-	19
arts & recreation	7	-	-	-	-	7	-	-	-	14
technical services	-	-	12	-	-	-	-	-	-	12
utilities	-	9	-	-	-	-	-	-	-	9
administration / support	-	-	-	9	-	-	-	-	-	9
wholesale trade	-	-	-	-	-	-	-	7	-	7
other services	-	-	-	-	-	-	7	-	-	7
mining	-	-	-	-	-	-	-	-	-	-
media / telecommunications	-	-	-	-	-	-	-	-	-	-
finance & insurance	-	-	-	-	-	-	-	-	-	-
rental & real estate	-	-	-	-	-	-	-	-	-	-
unclear	7	-	-	7	-	-	-	-	-	14
All industries	451	134	110	101	89	61	35	19	0	1,000

Source: 2011 Census Table W12, 2006 Census Table W12. The most common occupations among the industries are in bold and shaded (top 10 darkest).

Occupations in local jobs

The largest occupational group among the 426 people working in Urana in 2011 was managers. There were 190, comprising 45% of the local workforce (28% of women and 56% of men). Managers include farm and small business managers.

The next most common occupations were:

- machinery operators / drivers (56 workers or 13% of the workers)
- clerical / administrative workers (47 or 11%)
- labourers (44 workers or 10%).

The occupations that were more common here than across regional NSW included managers with 30% more of the workforce, and machinery operators / drivers with 6% more.

Offsetting this, fewer workers here were technicians and trades workers (10% less of the workforce), or professionals (9% less).

Many occupations are very gender-biased. In Urana in 2011,

the most male-dominated occupations were:

- machinery operators / drivers with 8.3 men per woman
- technicians and trades workers with 4.7 men per woman
- managers with 3.0 men per woman

the most female-dominated were:

- community / personal workers with 7.3 women per man
- clerical / administrative workers with 5.7 women per man
- professionals with 2.2 women per man

The chart below illustrates the distribution of occupations in Urana jobs in 2011, comparing the proportions of the male and female workers in each occupation in Urana (in dark bars) against the lighter background bars representing regional NSW.

Occupations in Urana jobs, 2011
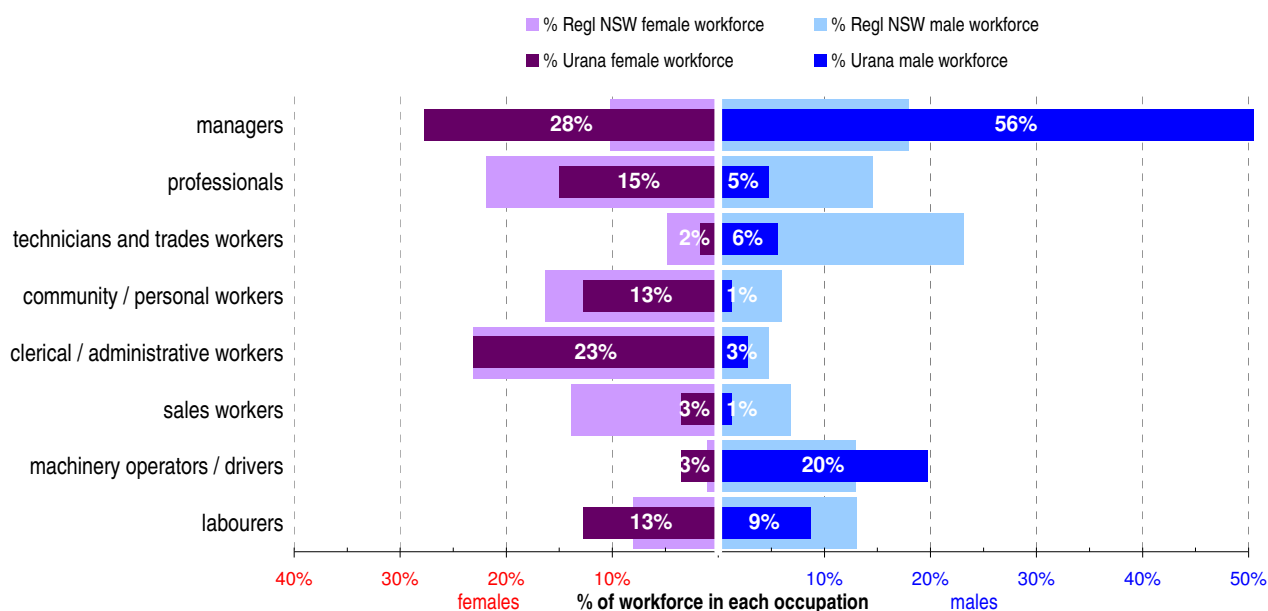
Occupations in Urana jobs, 2011	number	males	females	gender ratio	% Urana workforce	% Regl NSW workforce	Urana diff. from Regl NSW	% Urana male workforce	% Urana female workforce
managers	190	142	48	3.0 M:F	45%	14%	**30% more**	56%	28%
professionals	38	12	26	2.2 F:M	9%	18%	**9% less**	5%	15%
technicians and trades workers	17	14	3	4.7 M:F	4%	14%	**10% less**	6%	2%
community / personal workers	25	3	22	7.3 F:M	6%	11%	**5% less**	1%	13%
clerical / administrative workers	47	7	40	5.7 F:M	11%	14%	**3% less**	3%	23%
sales workers	9	3	6	2.0 F:M	2%	10%	**8% less**	1%	3%
machinery operators / drivers	56	50	6	8.3 M:F	13%	7%	**6% more**	20%	3%
labourers	44	22	22	=	10%	11%	**0% less**	9%	13%
inadequately described / not stated	0	0	0	=	0%	1%	**1% less**	0%	0%
total workforce	**426**	**253**	**173**	**1.5 M:F**	**100%**	**100%**		**100%**	**100%**

Source: Census 2011 Table W13.

Specific occupations in local jobs

The table below and the graph overleaf show the relative size of more specific occupations in Urana's jobs in 2011, listed in descending order of size from the largest, farmers / farm managers, who constituted 369 in every 1000 workers (486 in every 1000 males and 197 in every 1000 female workers). Then came road & rail drivers with 73 per 1000 workers, hospitality / retail / service managers and so on.

The table shows the number of men and women working in Urana in each occupation and the gender ratio. The proportion of Urana workers per 1,000 in each occupation is compared with regional NSW, and the difference per 1000 workers is calculated by subtraction. The last two columns show the proportion of male and female workers in each occupation, per 1000 workers.

Specific occupations in Urana jobs, 2011	Workers in Urana				per 1000 workers	Regl NSW workers per 1000 workers	Urana diff.	rate /1000, Urana	
	total	men	women	gender ratio				men	women
farmers / farm managers	157	123	34	4 M:F	369	43	325 more	486	197
road & rail drivers	31	31	0	M	73	29	43 more	123	0
hospitality / retail / service managers	23	12	11	1 M:F	54	47	7 more	47	64
education professionals	22	3	19	6 F:M	52	54	2 fewer	12	110
machine & stationary plant operators	17	11	6	2 M:F	40	23	17 more	43	35
farm, forestry & garden workers	16	13	3	4 M:F	38	14	24 more	51	17
general clerical workers	13	0	13	F	31	30	1 more	0	75
cleaners & laundry workers	12	0	12	F	28	26	2 more	0	69
carers & aides	11	0	11	F	26	47	21 fewer	0	64
specialist managers	10	7	3	2 M:F	23	42	19 fewer	28	17
numerical clerks	10	0	10	F	23	29	6 fewer	0	58
office managers & program administrators	9	0	9	F	21	20	1 more	0	52
other labourers	9	6	3	2 M:F	21	19	2 more	24	17
clerical & office support workers	9	4	5	1 F:M	21	9	13 more	16	29
mobile plant operators	8	8	0	M	19	10	8 more	32	0
health professionals	7	0	7	F	16	49	33 fewer	0	40
sales assistants & salespersons	6	3	3	=	14	73	59 fewer	12	17
hospitality workers	6	0	6	F	14	26	12 fewer	0	35
health & welfare support workers	5	0	5	F	12	14	2 fewer	0	29
food preparation assistants	4	0	4	F	9	16	6 fewer	0	23
electronic/ telecom workers	4	4	0	M	9	19	9 fewer	16	0
skilled animal / horticultural workers	4	4	0	M	9	10	1 fewer	16	0
protective service workers	3	3	0	M	7	13	6 fewer	12	0
automotive / engineering trades	3	3	0	M	7	41	34 fewer	12	0
business / staff / marketing professionals	3	3	0	M	7	29	21 fewer	12	0
inquiry clerks & receptionists	3	3	0	M	7	21	14 fewer	12	0
construction trades workers	3	3	0	M	7	19	12 fewer	12	0
food trades workers	3	0	3	F	7	17	10 fewer	0	17
sales support workers	3	0	3	F	7	16	9 fewer	0	17
legal & social professionals	3	3	0	M	7	14	7 fewer	12	0
design / engineering / science professionals	3	3	0	M	7	24	17 fewer	12	0
personal assistants & secretaries	3	0	3	F	7	12	5 fewer	0	17
construction & mining labourers	3	3	0	M	7	11	4 fewer	12	0
other clerical & administrative workers	0	0	0	=	0	16	16 fewer	0	0
factory process workers	0	0	0	=	0	18	18 fewer	0	0
storepersons	0	0	0	=	0	7	7 fewer	0	0
sports / personal service workers	0	0	0	=	0	11	11 fewer	0	0
sales representatives & agents	0	0	0	=	0	14	14 fewer	0	0
engineering / science technicians	0	0	0	=	0	18	18 fewer	0	0
chief executives / legislators	0	0	0	=	0	6	6 fewer	0	0
arts & media professionals	0	0	0	=	0	5	5 fewer	0	0
information technology professionals	0	0	0	=	0	5	5 fewer	0	0
Workers included	**426**	**253**	**173**	**1.5 M:F**	**1,000**	**966**	S.Dev: 54	**1,000**	**1,000**

Source: Census 2011 Table W13

This graph illustrates the data on the previous page, showing the relative size of more specific occupations in Urana's workforce in 2011. These occupations are listed in order of decreasing size. The darker branches represent Urana, the lighter background branches represent regional NSW. The graph shows the significance gender differences in many occupations.

Sizes of specific occupations, per 1000 jobs, 2011

Legend:
- Regl NSW females
- Regl NSW males
- Urana females
- Urana males

Occupation	Females (Urana)	Males (Urana)
farmers / farm managers	197	486
road & rail drivers		123
hospitality / retail / service managers	64	47
education professionals	110	12
machine & stationary plant operators	35	43
farm, forestry & garden workers	17	51
general clerical workers	75	
cleaners & laundry workers	69	
carers & aides	64	
specialist managers	17	28
numerical clerks	58	
office managers & program administrators	52	
other labourers	17	24
clerical & office support workers	29	16
mobile plant operators		32
health professionals	40	
sales assistants & salespersons	17	12
hospitality workers	35	
health & welfare support workers	29	
food preparation assistants	23	
electronic/ telecom workers		16
skilled animal / horticultural workers		16
protective service workers		12
automotive / engineering trades		12
business / staff / marketing professionals		12
inquiry clerks & receptionists		1
construction trades workers		12
food trades workers	17	
sales support workers	17	
legal & social professionals		1
design / engineering / science professionals		12
personal assistants & secretaries	17	
construction & mining labourers		12
other clerical & administrative workers		
factory process workers		
storepersons		
sports / personal service workers		
sales representatives & agents		
engineering / science technicians		
chief executives / legislators		
arts & media professionals		
information technology professionals		

|300 | 200 | 100 | 0 | 100 | 200 | 300|

females   rate per 1000 workers   **males**

Occupational trends

The graph below and the table overleaf show the changes in occupations between the 2006 and 2011 Censuses.

Occupational changes, Urana, 2006–2011

Legend: females (dark purple), males (light blue)

growing >>

<< shrinking

Occupations listed (top to bottom):
- health & welfare support workers
- other labourers
- electronic / telecom workers
- office / program managers
- sales support workers
- inquiry clerks & receptionists
- clerical & office support workers
- road & rail drivers
- carers & aides
- numerical clerks
- general clerical workers
- hospitality / retail / service managers
- legal & social professionals
- sports / personal service workers
- arts & media professionals
- business / staff / marketing profs
- information technology professionals
- engineering / science technicians
- protective service workers
- sales representatives & agents
- design / engineering/ science profs
- construction & mining labourers
- machine & stationary plant operators
- sales assistants & salespersons
- storepersons
- construction trades workers
- hospitality workers
- food preparation assistants
- specialist managers
- chief executives / legislators
- food trades workers
- education professionals
- factory process workers
- skilled animal / horticultural workers
- mobile plant operators
- clerical & administrative workers
- personal assistants & secretaries
- cleaners & laundry workers
- automotive / engineering trades
- health professionals
- farm, forestry & garden workers
- farmers / farm managers

x-axis: change in number of workers
(dn 90, dn 80, dn 70, dn 60, dn 50, dn 40, dn 30, dn 20, dn 10, same, up 10)

Occupational changes, Urana, 2006–2011	Urana w'force, 2011			Urana w'force, 2006			change, 2006 to 2011			
	males	females	workers	males	females	workers	males	females	workers	% wf 2006
community / personal workers	3	22	25	3	18	21	nil	4	4	1% more
sales workers	3	6	9	0	6	6	3	nil	3	1% more
machinery operators / drivers	50	6	56	48	10	58	2	(4)	(2)	0% less
clerical / administrative workers	7	40	47	6	44	50	1	(4)	(3)	1% less
inadequately described / unstated	0	0	0	4	0	4	(4)	nil	(4)	1% less
professionals	12	26	38	15	37	52	(3)	(11)	(14)	2% less
technicians & trades workers	14	3	17	26	6	32	(12)	(3)	(15)	3% less
labourers	22	22	44	44	33	77	(22)	(11)	(33)	6% less
managers	142	48	190	200	74	274	(58)	(26)	(84)	15% less
Total	**253**	**173**	**426**	**346**	**228**	**574**	**(93)**	**(55)**	**(148)**	**26% less**
Specific occupational changes										
health & welfare support workers	0	5	5	0	0	0	nil	5	5	0.9% more
other labourers	6	3	9	4	0	4	2	3	5	0.9% more
electronic / telecom workers	4	0	4	0	0	0	4	nil	4	0.7% more
office / program managers	0	9	9	0	6	6	nil	3	3	0.5% more
sales support workers	0	3	3	0	0	0	nil	3	3	0.5% more
inquiry clerks & receptionists	3	0	3	0	0	0	3	nil	3	0.5% more
clerical & office support workers	4	5	9	3	3	6	1	2	3	0.5% more
road & rail drivers	31	0	31	26	3	29	5	(3)	2	0.3% drivers
carers & aides	0	11	11	0	10	10	nil	1	1	0.2% more
numerical clerks	0	10	10	0	9	9	nil	1	1	0.2% more
general clerical workers	0	13	13	0	12	12	nil	1	1	0.2% more
hospitality / retail / service managers	12	11	23	12	10	22	nil	1	1	0.2% more
legal & social professionals	3	0	3	3	0	3	nil	nil	nil	same
sports / personal service workers	0	0	0	0	0	0	nil	nil	nil	same
arts & media professionals	0	0	0	0	0	0	nil	nil	nil	same
business / staff / marketing profs	3	0	3	3	0	3	nil	nil	nil	same
information technology professionals	0	0	0	0	0	0	nil	nil	nil	same
engineering / science technicians	0	0	0	0	0	0	nil	nil	nil	same
protective service workers	3	0	3	3	0	3	nil	nil	nil	same
sales representatives & agents	0	0	0	0	0	0	nil	nil	nil	same
design / engineering/ science profs	3	0	3	3	0	3	nil	nil	nil	same
construction & mining labourers	3	0	3	3	0	3	nil	nil	nil	same
machine & stationary plant operators	11	6	17	10	7	17	1	(1)	nil	same
sales assistants & salespersons	3	3	6	0	6	6	3	(3)	nil	same
storepersons	0	0	0	0	0	0	nil	nil	nil	same
construction trades workers	3	0	3	4	0	4	(1)	nil	(1)	0.2% less
hospitality workers	0	6	6	0	8	8	nil	(2)	(2)	0.3% less
food preparation assistants	0	4	4	0	6	6	nil	(2)	(2)	0.3% less
specialist managers	7	3	10	7	6	13	nil	(3)	(3)	0.5% less
chief executives / legislators	0	0	0	3	0	3	(3)	nil	(3)	1% less
food trades workers	0	3	3	0	6	6	nil	(3)	(3)	0.5% less
education professionals	3	19	22	3	22	25	nil	(3)	(3)	0.5% less
factory process workers	0	0	0	0	3	3	nil	(3)	(3)	0.5% less
skilled animal / horticultural workers	4	0	4	8	0	8	(4)	nil	(4)	0.7% less
mobile plant operators	8	0	8	12	0	12	(4)	nil	(4)	0.7% less
clerical & administrative workers	0	0	0	3	3	6	(3)	(3)	(6)	1.0% less
personal assistants & secretaries	0	3	3	0	11	11	nil	(8)	(8)	1.4% less
cleaners & laundry workers	0	12	12	0	20	20	nil	(8)	(8)	1.4% less
automotive / engineering trades	3	0	3	11	0	11	(8)	nil	(8)	1.4% less
health professionals	0	7	7	3	15	18	(3)	(8)	(11)	1.9% less
farm, forestry & garden workers	13	3	16	34	4	38	(21)	(1)	(22)	3.8% less
farmers / farm managers	123	34	157	178	58	236	(55)	(24)	(79)	13.8% less
Total specific occupations	**253**	**173**	**426**	**336**	**228**	**564**	**(83)**	**(55)**	**(138)**	**24% less**

Source: Census 2011 Table W13, Census 2006 Table W13.

Labour balance by industries

The differences between which industries residents work in and which are based in Urana and provide jobs is important for developing local strategies.

Industries employing more workers here than the number of residents working in them might be encouraged to hire more locally, or workers could be encouraged to live locally. This would increase local employment and reduce journeys to work. Here these industries were education & training (7 more jobs than residents) and wholesale trade (3 more jobs), then health & social care (1 more jobs).

In Urana, local labour supply most exceeded local job numbers (so more residents worked elsewhere) in rural production (25 more residents than local jobs), retail trade and administration / support (10 more), then manufacturing (10 more), and manufacturing (9 more).

From 2006 to 2011, the net labour balance had reversed from a deficit of 33 to a surplus of 70. The surplus in rural production had reversed and grown by 76. The shortage in education & training had grown by 9. On the other hand, the surplus in other services had fallen by 10 and the shortage in wholesale trade had reduced by 2.

The graph below shows the labour balance for each industry, by subtracting the number of local workers (jobs) in each industry from the number of residents working in that industry. A positive balance (with bars to the right in the graph), indicate that more residents worked in that industry than worked locally. A negative balance means there were more local jobs in that industry than residents, so labour was imported.

Industry labour balance, Urana, 2011

Net labour balance, by industry (deficit / surplus)
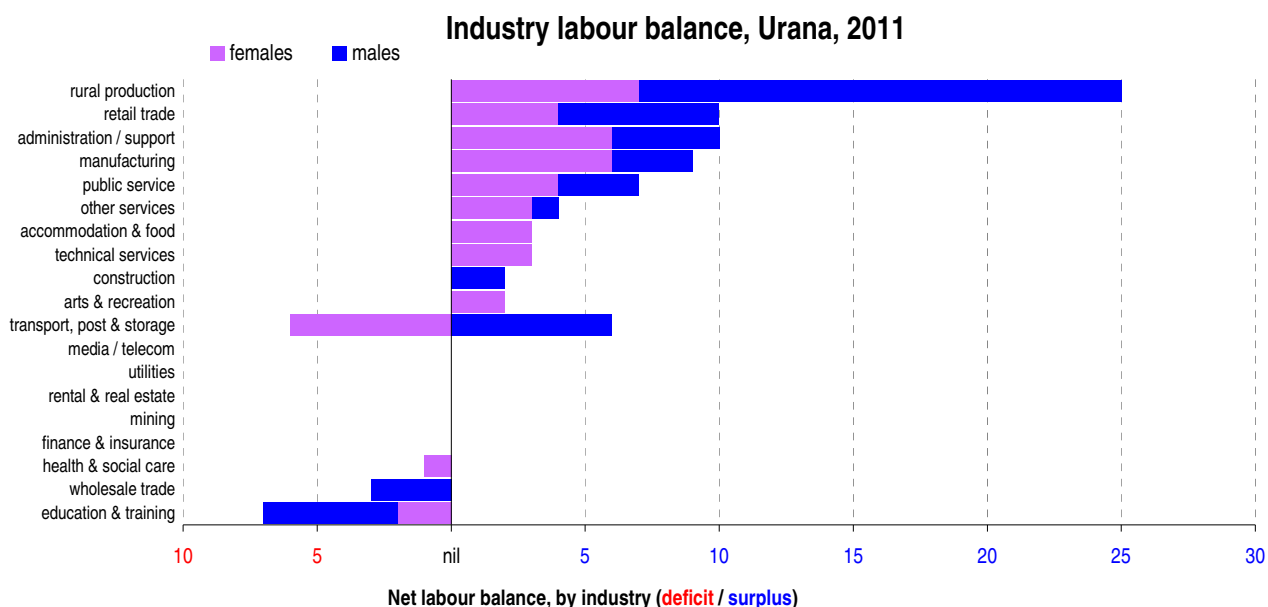
Industry labour balance, Urana, 2011	Surplus (shortage) = residents – jobs			difference 2006–11	Working residents			Workforce / jobs		
	males	females	workers		males	females	workers	males	females	workers
rural production	18	7	**25**	76	156	49	205	138	42	180
retail trade	6	4	**10**	(1)	9	10	19	3	6	9
administration / support	4	6	**10**	8	4	6	10	0	0	0
manufacturing	3	6	**9**	2	7	9	16	4	3	7
public service	3	4	**7**	4	21	20	41	18	16	34
other services	1	3	**4**	(10)	4	3	7	3	0	3
accommodation & food	same	3	**3**	5	3	15	18	3	12	15
technical services	same	3	**3**	0	0	8	8	0	5	5
construction	2	same	**2**	2	8	0	8	6	0	6
arts & recreation	same	2	**2**	2	0	9	9	0	7	7
transport, post & storage	6	(6)	**same**	6	55	18	73	49	24	73
media / telecom	same	same	**same**	0	0	0	0	0	0	0
utilities	same	same	**same**	0	3	0	3	3	0	3
rental & real estate	same	same	**same**	0	0	0	0	0	0	0
mining	same	same	**same**	0	0	0	0	0	0	0
finance & insurance	same	same	**same**	0	0	0	0	0	0	0
health & social care	same	(1)	**(1)**	(1)	3	24	27	3	25	28
wholesale trade	(3)	same	**(3)**	(2)	3	0	3	6	0	6
education & training	(5)	(2)	**(7)**	9	7	25	32	12	27	39
not known	same	6	**6**	3	6	9	15	6	3	9
total workers	**35**	**35**	**70**	103	**289**	**205**	**494**	**254**	**170**	**424**

Source: ABS Census 2011 Table W13 & B43; Census 2006 Table W11, B43.

GOLD

DISCOVERED AT URANA SHIRE
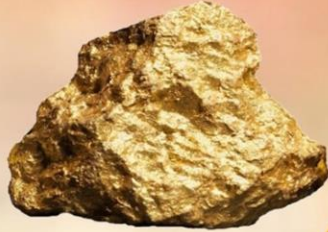
URANA · OAKLANDS · RAND · BOREE CREEK · MORUNDAH

A community's sustainability does not relate to its **SIZE** but to its **"liveability"** - regenerated from its diversity of **"Community Gold"**

TRUE
COMMUNITY GOLD

My Seed Idea

Community Gold is the collective wealth that makes each community unique. It includes the unique location, climate, natural and built environment, history, culture, businesses, services, opportunities and people - all of which are a very different heritage given to every community by successive generations. Much of this comes from the regenerative "SEED IDEAS" of community members.

A DRAFT FRAMEWORK for
Community-Driven Regeneration
And Shire Economic Development

Not yet adopted by Council in Final Version - projects and designs indicative only

About our Cover
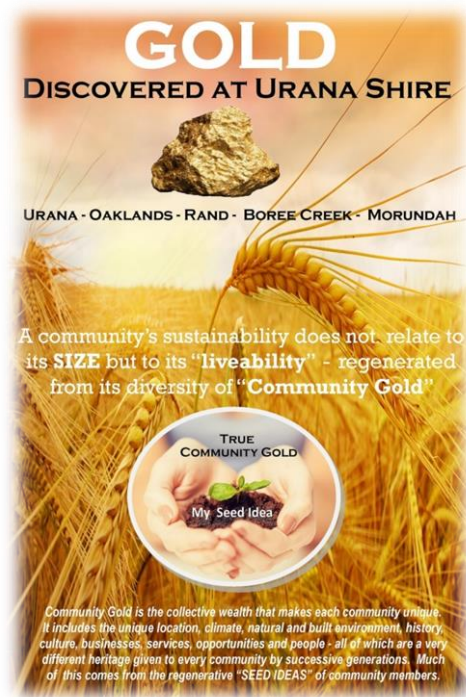
In 2014, Urana Shire Council became aware of a new Progam deveoped over 15 years, focused specifically on Small Community Regeneration.   Subsequent inquries led to discussions between Council's General Manager, Adrian Butler, Council Mayor, Cr. Patrick Bourke and Deputy Mayor, Cr David Fahey OAM, with the Program Developer, Bob Neville, one of Australia's longest serving Economic Development Practitioners. Urana Shire Council then unanimously accepted the view that this Program offered a unique opportunity, and with two subsequent visits by Bob, the initial foundations have been laid with the Shire's Communities, Businesses and Community Progress/Improvement Groups, to allow Urana Shire become the first MODEL for Small Commuity Regeneration in NSW.

The following REPORT has been provided to Urana Shire Council as the first stage of a focused process for consistent Community-driven, Council-supported regeneration through stimulation of Community Micro-Diversity and overall improved liveability. This is a foundation strategy for economic and social rejuvenation, as well as progressive population growth or at least reversing the current population decline over the next 5 years. The full logic behind (and implications of) this Program can be reviewed via the following links.

Gold Discovered in Urana Shire
(The following link presents the basic message of a personal presentation by Bob Neville to all our Shire Communities)
www.articles.communityregeneration.com.au/goldiscovered.pdf

Community Regeneration – Website
www.communityregeneration.com.au

"Small IS Beautiful"

So let's make it *SUSTAINABLE*

Regenerating Urana Shire

Establishing a MODEL for ALL small communities

The Living Social and Economic SOIL of Small Community Regeneration

It is the willingness of the community itself to work with the ground level of living seed ideas that determines community capacity for regeneration and sustainable liveability.

Index

Web references to additional links shown in this Report.

Community Gold Program
www.articles.communityregeneration.com.au/process.pdf

Pace of Change
www.articles.communityregeneration.com.au/paceofchange.pdf

too late
www.articles.communityregeneration.com.au/Toolate.pdf

Micro Facilitators
www.articles.communityregeneration.com.au/developmentofficer.pdf

Foreword

Bob Neville
Community Gold Program

The week commencing March 16 2015 was the beginning of what is now shaping to be a turning point for NSW's smallest Shire, Urana, with the initial first stage introduction to the Community Gold Program.

Community Gold™ is based on fifteen years personal research, trial and development, and is focused squarely on addressing the challenges facing declining small Communities through the hidden potential and regenerative power of the Community itself. The Program is designed to bridge the gap that exists between Regional Devleopment and Small Community Regeneration, as well as the gaps which can exist between Councils and Communities.

As the first New South Wales rural Community to initiate the Program, I visited the Shire and its Communities in March 2015 to gain an initial overall perspective and meet with Community members and Council and to present an understanding of the Program's logic and purpose. This was very well received overall and a subsequent visit was conducted in June 2015 to lay solid foundations for completing an initial Community Gold Program Strategy for each Shire Community.

The following pages present this Strategy, providing the logic of the Program and its greatest feature, its scope for affordable ongoing sustainability. This Program has evolved out of my experience as a Marketing and Community Economic Development person with nearly 40 years experience.

I have always been a visionary person, with a passion for small Communities, individual human potential and for understanding why small rural Communities in particular are declining. More importanty, the last 15 years has been focused on finding a realistic Community-driven pathway for small Community recovery.

Degenerative change is ever constant, sometimes so slow that it goes unnoticed around us – even until it is too late. Being a visonary can be a challenging and often lonely path – a natural capacity to see what individuals and Communities can become, rather than what they once were, or are now.

The process of Community Gold Program pre-establishment calls for an initial Social Challenge Assessment which is based on information provided by Community members. Also, additional information gathered is then included in a brief report which provides a tailored program strutured for sustainable Small Community Regeneration.

During my visits, I have gleaned much positive and encouraging insight into both the challenges and opportunities of Urana Shire's Communities and have been impressed by the resilience and commitment of these Communities in their desire to see and support a sustainable future.

This has only served to reinforce my finding that:

"A Community's capacity for sustainability does NOT relate to its SIZE, but to it "liveability" – which can be consistently regenerated from its own ever-present "Community Gold" – dug, refined and value-added by the Community itself.

The Community Gold Program intervenes in this dilemma - providing a clear pathway for Community-driven and Council supported micro-economic and social reform for even the smallest of Communities.

Consider:

- How many Communities really suffer from a serious lack of identity and don't really see or value hidden opportunities right there under their feet? These Communities are virtually "invisible to the outside world" and you find out little about them online, or even if you visit them.   (Let's face it, many Communities have done nothing to inspire anyone to even consider investing their future in them – so why would they?)
- How many Communities just drift from day to day, not even thinking about the fact that their Community is slowly declining around them.
- How many Communities are locked into a feeling of helplessness, hoping to be rescued or simply getting to the point where too many in the Community do not care any more?
- How many Communities have any real idea of what can be done to turn them around?
- How many Communities realise that unless the Community members themselves are willing to drive positive change, then nobody else will.
- How many Councillors in Councils everywhere understand that 85% of all businesses by number are MICRO businesses employing less than 5 people, and that many rural Communities are even 100% reliant on their micro-Community and farming businesses, for their existence.
- How many Communities and Councillors realise that the illusive answer to addressing the challenge of decline is significantly right there in their own Community?

Answers to the challenges facing small Communities lies significantly in understanding the following facts:
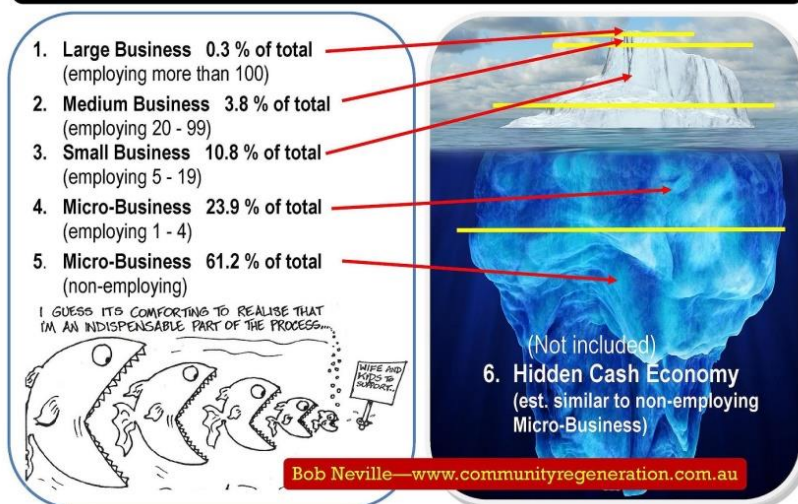
Whenever I present these facts to Councils, they are always amazed. They have never heard them before. WHY? Because the top-down focus is on Regional Development and Big Business (which represents 0.3% of all businesses by number in Australia.) Regional Development has its place, but it is not the solution at the Community level.

There is one crucial challenge that Regionalisation, including Council Amalgamations, just can't seem to solve - and that is: Why many Small Communities still seem to be "going nowhere" – and why the real solution to the declining small Community syndrome needs to be driven from bottom-up, with top-down support that is not a "blanket solution" which does not take each Community's uniqueness into account.

Micro-business and Micro-economy (that is, the day to day spending of individuals, families and very small businesses) is the "Plankton" of the economy, sustaining everything above. Just as in nature - without micro-economy, ALL economy dies, as all feed from the micro-economy, directly or indirectly.

Instead of acknowledging and understanding the fact that it is micro-business which drives and sustains their local economy, to the extent of between 96% and usually closer to 100% in regional and rural Communities, and instead of looking for realistic, sustainable ways of strengthening local economic zones in smaller Communities, we just look for ways of cutting costs through Regionalisation.

This simply does not address the root cause of the reasons why Communities are declining and in fact, will make the situation decidedly worse for some, if not many of them.

The age of Regionalisation – what does this mean for Small Communities?

Growing Globalisation under debt-driven economy and technology is changing the world rapidly. However, there are many questions in relation to sustainability of debt-driven economics.

Political leaders are always saying we have to increase "economic growth" to create more jobs to maintain and improve standards of living. But MANY Scientists will tell you: Infinite growth in a finite world is totally unsustainable, as it consumes resources and our natural environment like a virus until there is nothing left. And unlimited access to Credit (the illusion of wealth) is what increases the consumption rate uncontrollably, using debt to rob the earth of the resources of future generations.

As the development continues, the cost of sustaining what has been developed just continues to grow with it, along with debt. So while we have out of control "development" in many places, in our rural Communities we have stagnation and "decline" to the opposite extreme.   Neither is sustainable.

All sustainable wealth is ultimately pegged to maintaining a clean, safe, productive living environment. Clearly, the current drive for "Economic Growth" is unsustainable, but we seem obsessed with following this path towards the edge of the cliff, hoping that it will move further away. The Global Financial Crisis and many indicators around the world at present should provide as a clear warning.

Real economics – that which REALLY sustains everything, is about living within your means and ensuring sustainability of natural resources for future generations – whether you are the Federal Government, a Council, a Family or an Individual. Regionalisation is the Government's top-down answer to what really needs to be a bottom-up solution. (Understanding on this will become clear progressively in this Report.)

However, I want to make it clear that I am not some kind of "anti-regionalisation" extremist – Regionalisation has its correct place, as there can be strong cases in favour of such action, but not for everyone. Further, such cases should not be based so much on historical statistical data, but rather on "capacity for regenerative change" – not just assuming that regenerative change cannot be achieved.

Projection of future statistical trends for Rural Shires are based solely on the assumption that nothing is going to change for the better, and yes, without specific intervention, or unforeseen windows of new opportunity, one can rely on such an assumption to a considerable extent.

Yes we can look at statistics for declining Communities from a "top down" perspective and make the judgement that they are not sustainable and assume that regionalisation is the only/best "blanket" solution for all of them.   This is an erroneous assumption at best, as it assumes that those Communities will not or cannot be turned around. It puts all Communities/Shires into the one SQUARE BOX even though not one of them is even remotely the same.

They are all absolutely unique in terms of "everything" (location, climate, natural and built environment, history, culture/s, businesses, services, opportunities and people.)

Why then have so many thousands of small Communities declined?

Is it because they or their Councils are doing something wrong and therefore "deserve" to be looked upon as a "liability" from a top down perspective?

No – let's not lose sight of the real cause of the decline here, which is one that has not been driven by the Communities themselves, but by circumstances beyond their control – predominantly, the pace of change – under which banner there are many   directly related sub-causes which have impacted on small Communities.

The bottom line is this:
The enormous potential that exists within the Micro-Economy to rejuvenate small Communities will NEVER be realised until or unless those Communities are shown how to take up the baton and lead the charge, so that more young people stay, and so that others see their future in new opportunities on offer right there.

While Government Regional thinking is that by strengthening larger Regional Centres, this will strengthen the Regions, by "closing down" small Communities, such perspective is purely one of top-down economic thinking and does not take into account very important social and historical ties that rural people have with their Communities, in many cases, for many generations .

The reality is, we NEED the rural Communities to be populated and increasing in micro-diversity. Even the smallest of Communities are a key piece in the National Economic Jigsaw, without which the puzzle is incomplete. They can and should be relatively sustainable provided there is the will and the process to achieve it.

Instead of trying to literally "kill off" struggling small Communities through regionalisation of Local Government and subsequently, many essential services for the sake of administrative economics, the focus should be on making small Communities more liveable and attracting more enterprise into those areas. One day the proverbial penny will drop, with mass realisation of the essential need to repopulate our rural Communities.

This is what the PROCESS of Small Community Regeneration through the Community Gold Program is about and this is why Urana Shire has been chosen as the first New South Wales MODEL for this process.

There is much to be said for ensuring that Urana Shire (as NSW's least populated) is able to pursue and build upon the enormous opportunity to provide an outstanding MODEL for Small Community Regeneration over the next 5-10 years.

How this can be achieved from a Community-driven, ground up micro-economic and social perspective, in parallel with Council and Regional macro-economic opportunities and perspective is framed in the full context of this Report.

Just what do we mean by "Small Community Regeneration?"

Community Regeneration is not first and foremost about Community "growth" – although controlled growth can and should be a balanced, natural flow-on benefit from effective regeneration.

In one sentence: *Community Regeneration is about placing your Community on a path to improved liveabiity initially, not necessarily making it bigger, with a plan for, and starting to make it ready for growth, then encouraging the right kind of growth for that Community.*

It is an ongoing process.   Just like working in your backyard garden, if you stop pulling out the weeds and stop planting new seed and stop watering, it will decline and die. Communities are the same.

Capacity for sustainable regeneration of Community liveability is clearly going to be impacted by the fact that each Community is uniquely different. What can grow in each will vary extensively, depending on the condition of the "Community soil" (the current level of social challenge facing the Community) as well as on the availability of resources, opportunities (including any possible "windows" of opportunity) and support.

Obviously, we can hardly expect a small district Community to be regenerated into a thriving Community of hundreds or even thousands of new residents and enterprise. While this can and does happen in rare circumstances (for example when a new industry such as mining might bring a rare once in a lifetime boom to the district) this is not going to happen for most Communities and even when it does, the longer term impact is not always one that is desired or in the best interest of the Community.

For all Communities, even the smallest district Communities, as long as there is will and a way, relative regeneration can be achieved. *But it is a matter of understanding "how" this is achieved that is lacking in most struggling Communities.*

Community regeneration is about identifying and achieving realistic Community goals.

This is facilitated within the scope and capacity of available resources, opportunities and support, while the founding "seed" for this regeneration is the ideas of the Community members themselves. The Community members know their own Community best and it is the Community that needs to drive regeneration for micro-diversity at the Community level. Council's role is to help Communities to help themselves, not do it all for them.

In every Community, every year, individuals have ideas for new (mostly micro) business and for Community improvement or development. Unfortunately, there has been little if any understanding of how such ideas can be tested and where practical, supported.   This is where the PROCESS of Small Community Regeneration can help to fill the gap for each Community.

The process starts by gaining a Community perception of how it sees its own Community right now, identifying social challenge and overall Community strengths in relation to 12 key branches of Community liveability, on the symbolic Tree of Small Community Regeneration.

Why do we do this first?

By analogy, if you are going to regenerate an overgrown backyard garden, you don't just plant new seed (possibly the wrong kind of seed for the climate) at just any time of year and pour a year's supply of water on and expect to pick a crop the next day. Yet, this is the approach (unwittingly) used by many well-meaning Community spirited people.

You first need to be fully aware of the overall condition of the Community, what the major challenges are, and what the level of regenerative interest in the Community is. This will help you to ensure that you plant your various seeds of regenerative opportunity in fertile Community soil, otherwise much time, energy and resources can be wasted.

The next step is then to establish and train a small Program Support Group and the primary Regeneration Program leader in each Community - a local Community Micro-Facilitator, someone who is specially trained to confidentially test ideas for new business or for Community development and improvement projects, and help you to move them forward under a focused, facilitative process.

At the end of the day, the difference between progressive Community decline and progressive Community regeneration is simply doing "something" or doing "nothing".

Community Regeneration is not about endless meetings that "go nowhere" creating endless documents which are never seen again.   Also, Community-driven regeneration is NOT about trying to bludgeon Community members into doing more for their Community as reluctant volunteers.   Rather, it's about supporting individual ideas and passions, helping individuals and groups of individuals with a common goal, to help themselves.

It is the collective outcome of supporting and facilitating individual seed-ideas over time which can provide a Community with a diversity of new, regenerative growth. Every seed idea is conceived by one individual and what is done to support those individual ideas will determine the capacity and scope of Community regeneration.

Further, Community regeneration is also NOT dependent on the Community always "working together". Although this is desirable, this is generally a myth. Again, it is the collective impact of individual ideas of individual Community members or small groups of Community members who share a common interest, who bring about a diversity of change over time.

You need to be able to look back from year to year and know that your Community is getting better, not getting worse.   Small Community Regeneration is an active, living process that provides a clear, fully supported pathway for Community members who want to see their Community become more liveable and sustainable.

The Symbolic TREE of Small Community Regeneration

A Community's holistic needs are reflected in what I call the symbolic Tree of Small Community Regeneration – which provides a simple analogy to identify 12 branches of Community liveability.

Each Community's regeneration tree will be in varying stages of growth and decline – where some branches may not even exist, or which may not have productive fruit (lacking in essential Community economic, social and environmental needs.) Further, the very soil in which this symbolic tree exists may be depleted by varying levels of social challenge which may be affecting the tree's capacity to regenerate each of the branches.

This symbolic tree is used as a visual measure of the current condition of the Community's social, economic and environmental status from the perspective of Community members themselves. A process called Micro-Facilitation is progressively applied in the Community through improving the soil (addressing issues of social challenge) and the planting and cultivating of new seed ideas.

This provides improvement of each relevant branch of the Tree and in due course, the overall condition of the whole Tree.

ENVIRONMENTAL

ECONOMIC

CULTURAL

HISTORICAL

HEALTH & SOCIAL ISSUES

YOUTH LEADERSHIP & DEVELOPMENT

SPIRITUAL

COMMUNICATIONS & TRANSPORT

COMMUNITY SERVICES

INFRASTRUCTURE

EDUCATION

SPORTING, SOCIAL RECREATION

Trunk of the Community Tree
Individuals, Families

The condition of the Tree of Small Community Regeneration will be a reflection of the current condition of the "soil" - that is, the extent of social challenges affecting its capacity to regenerate. A Social Challenge Analysis is the essential first step.

A "Framework for the Future" - what is it and why do we need it.

I want to relate more at this stage about the "Framework for the Future."

Regenerating any Community that has been in the grips of gradual decline for decades or generations is always going to take time, but along the way there will be short, medium and long term goals and achievements.

While it may take some time in the early stages before any significant change is evident, it is necessary that the Community does not just see regeneration as something that can be achieved instantly, but just as important, it must not be seen as some way-off impossible dream. They need to see and know that the process of Small Community Regeneration is real and achievable in stages.

Think of it this way:

Each Community is facing a journey of change and if we are going to start this journey of progressive regeneration, each Community needs to be able to have a clear vison of where that journey is leading and what might be there when they arrive. If they can't see where the road is going, they may find it difficult to follow all the way.

It will be up to each Community to drive that change, but with clear guidance and support.

The all-important "roadmap" for this journey is what I call the "Framework for the Future"   This is a very simple document initially and in the first stage, it is visionary and somewhat idealistic.

It asks each Community to contribute their ideas as to how they would like to see their Community be made more "liveable". What do they envisage will provide this? While many of these ideas will not be achievable in the short term, or at all for some, others may well indeed be.   We need to take all ideas seriously and create a vision of exactly what members of those Communities would like to see. It is where the Community starts to put some labels on those Community boxes, even the "empty ones" at this time, with their ideas of what might fill them.

Yet, this is no idle Community Plan, which so many have seen before and never see again. The Framework for the Future is a "living document" which beyond its founding vision becomes a solid Community Plan that is focused and understandable, and easily updated to take into account new ideas and opportunities and new changes each year.   Most importantly, it will be the key Community document for showing the world what your Community has to offer as a place to live, work, play and invest.

With focused, Community leadership, a focused process for moving forward, a Program Support mechanism and the dual Community Regenerative Process of Micro-Facilitation of Community ideas and progressive development of a Framework for the Future and the Community will to drive change, the Community then has everything it needs to make a sustained journey.

Urana Shire – the Journey begins

Preliminary Community Regeneration Capacity Assessment

In March 2015 and again in June 2015 a series of meetings were held in 5 Communities in Urana Shire for the purpose of an initial introduction to the process of Small Community Regeneration under the Community Gold Program. The positive response and the implications confirm my often stated quote:

"A seemingly insignificant handful of grain, whose value is truly understood and planted, can, in just a few years, feed a Nation."

That indeed is the spirit of Small Community Regeneration. That handful of grain represents the future of your own Community. Will you cast it aside with indifference, or will you treasure its regenerative potential?

The objective is to lay credible foundations for establishing and implementing the Community Gold Program across the Shire, which involves:
1. The initial pre-assessment Meetings with Community (complete)
2. Gathering results from Community members from a Social Challenge Assessment. (Complete)
3. A visual/photographic tour of the Shire to gain an overall impression. (Complete)
4. A verbal summary provided to Council as a foundation for future focus. (Complete)
5. My Assessment document including a tailored Community Regeneration Plan. (This document)
6. Establishing Community based Support Groups and Training of Community-based Micro-Facilitators who will be the primary overseers of the Community Regeneration process.
7. Development of each Community's Interim Framework for the Future.

1. PRE-ASSESSMENT MEETINGS

Pre-Assessment presentation and meetings were conducted in all Shire Communities (Urana, Boree Creek, Morundah, Rand and Oaklands) in March and June 2015.

The objective was to introduce and "seed" initial understanding of the logic and importance of small Community self-driven (Council supported) Small Community Regeneration and to evaluate the response of those attending.

Attendance was above expectation in Urana and Oaklands, while in the three smaller Communities, attendance was appreciably adequate to seed Community interest. The message drew a favourable response all round with very positive comments and no negative response at any meeting.

The results provide some clear preliminary indicators. Overall, Community members attending seemed very concerned about and interested in the sustainability of their Communities.

2. SOCIAL CHALLENGE ASSESSMENTS

A basic 12 Question Social Challenge Assessment was distributed to those attending the meetings and subsequently to the whole Shire Community, with respondents asked to provide their impression of how they see their Community's liveability at this time, in the light of those questions.   It was noticeably obvious that participants took this questionnaire seriously.

Before considering outcomes, we must take into account the fact that the Shire comprises two larger towns (Urana and Oaklands) and three smaller villages (Rand, Boree Creek and Morundah) which are more accurately described as Community Districts, which serve as extremely important Social, Meeting, and Recreational centres for those local districts. The collective Shire population is around 1200.

The following is a summary outcome of the Social Challenge Assessments returned.

Urana Shire Community Snapshot

	Overall Liveability	Visual Impact	support for change
Urana	58	56	73
Boree Creek	39	15	73
Morundah	41	45	90
Rand	35	38	70
Oaklands	57	53	90

Overall Liveability - based on Survey score as a percentage of 120 points

Visual Impact - based on the impressions of a first-time visitor
(Points out of 100)

Apparent Support for change - based on the percentage average of two survey questions

Note: These scores are individual Community based
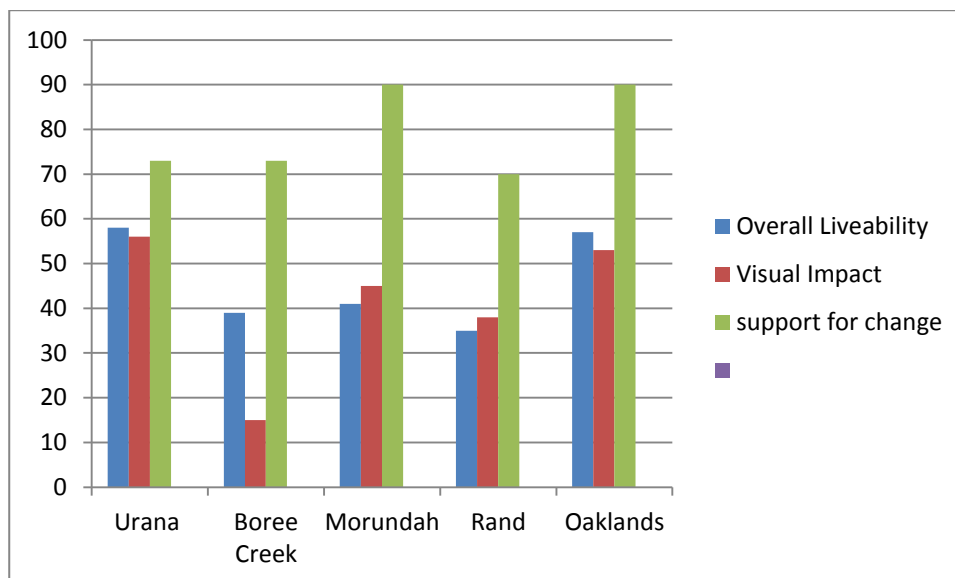
3. VISUAL/PHOTOGRAPHIC TOUR OF THE SHIRE

This tour provided an independent overall first impression of the Shire and its Communities including taking around 300 photographs for reference purposes.   These photographs tell a dual story of natural beauty, rural farming strength, innovative thinking, art and opportunity on one side, and a story of many "broken and lost dreams" on the other side.

On the surface – the current situation.

From the perspective of any first time visitor passing through the Shire's Communities, other than the obvious fact that is a highly productive Grain area, the Shire's Communities seem typical of many rural and regional areas which contrast between a "new" and "old" overall first impression.

From a commercial and residential perspective this is typically highlighted by main streets with numerous old, empty shop buildings, un-kept appearances of some existing businesses, vacant and neglected houses, vacant lots, and a lack of quality, fresh, locally based supply of many day to day needs.

While Council controlled facilities (such as Parks, Caravan Park, essential infrastructure and roads throughout the Shire are excellent) there is still a serious lack of any sense of "invitation" and "welcome" in terms of Signage. In particular, in Urana where the first street off the main highway, which is the "entrance" to the Main Street gives, any visitor a depressing first-impression of what they might expect to find around the next corner.

On the surface, from a visitor perspective, the Shire would be seen as just another rural Shire facing all of the challenges that such Communities have been meeting for decades now. From such perspective, there is certainly no evident "WOW" factor.   This tends to convey a distinct impression that these Communities are stuck in time and declining, which does not convey any visitor expectation that they might want to stop.

I should emphasise that this is not a criticism, but rather a first impression observation of what has resulted through the natural process of gradual decline which is obvious in so many rural Communities.

OK. If you live there, understandably you might be inclined to ask:
 "Does this really matter - as it does not seem to be affecting our day to day lives?"

In reality though, this would be a very introspective view.   It seems to augment the unconscious thought from a local perspective that there may be nothing we can do about it, and we don't really think things can change much for the better. This is further augmented where "businesses are for sale" with the expectation that they are "stuck" and will never find a buyer.

So, as you can see, <u>it really does matter</u>, as such a "going-nowhere" syndrome in the minds of local people discourages local investment to improve, or expand, or to diversify, and as long as this cycle is unbroken, things can only get worse. This strangles local ideas and innovation.

Fortunately though, some new business development in Urana has confirmed there are still visionary people there who see hope and opportunity, and a future for the Community. This is very encouraging as such vison is an essential part of Small Community Regeneration.

In addition, the outcomes of our Community meetings clearly confirmed that people really do care and do want to see their Communities regenerating and sustainable, and as survey responses indicated, most are more than willing to support regenerative activity. What has been lacking is simply the process to move forward.

Clearly, the Shire Communities are dependent on the local farming and related Grain Management and Transport Industries, particularly during season.   However this is not enough. There needs to be an improvement in overall liveability and population/micro-economic diversity.   There needs to be a revolution of thinking, and increased willingness to think and act out of the square, and this needs to be led by local visionaries (and they are indeed there.)

Below the surface

When one takes a little time to deliberately look below and beyond this initial impression, the picture is much more three-dimensional. The three lighter populated Communities of Urana, Oaklands and Rand are relatively close-knit, highly parochial Communities where decline has not reached a point that <u>nobody</u> cares any more (as this <u>does</u> happen if there is no intervention in the cycle of progressive Community degeneration.) There are young families, schools and strong support of local Community and Sporting events/facilities and a genuine sense of "Community" in spite of the obvious challenges.

These are typical small rural Communities overall, and while locals are clearly not happy with some aspects of local business and service infrastructure, they still regard these Communities as "their home" and I am sure in general, most would want to see them growing and prospering.

However, families in rural Communities such as those in Urana Shire face a diversity of challenges and disadvantages that are not part of the daily life of those in cities or larger Regional Centres. In particular, lack of diversity of micro/small businesses and services that contribute to basic liveability, and the need to drive to larger centres for much of their needs.

How can this situation be addressed?
There are three dimensions to bringing about change.

Firstly: Vision (which is often the most difficult for local people to fully appreciate.)
Identifying and realising the collective value of what you have still got - being able to see what your Community can become, rather than how it once was or how it is now.

Secondly: Hope (wanting change and being willing to actively support it with your own ideas and with your involvement in projects that you are interested in.)

Thirdly: Process (having a clear pathway that can lead to change in a constructive, logical and achievable way, with realistic goals and expectations where success builds on success.) <u>Process</u> is a crucial ingredient which has largely been missing in most Communities.

Below the surface I saw enough to convince me that Urana Shire, overall, is strong enough to encourage and ignite a Community-driven, Council-supported recovery – one that sets the pattern for a level of regenerative change that can have impacts for generations.

It can't happen instantly and it won't be easy, especially in the first year, but beyond that, by remaining focused and persistent and celebrating and building on successive small achievements, the vision can clearly crystallise for more people, as we see more local people realising the opportunities. This needs to be nurtured to the point where the Shire's (as I believe we will see) existing and increasingly identified resources and opportunities, can be very effectively packaged and marketed towards providing a genuine lifestyle "Tree Change" incentive, for new families and others who see investment opportunities in what is generally a prosperous rural producing area.

The Shire does not need to attract a lot of new small business and families to make a real difference and there are plenty of people who can be encouraged to become part of the rural lifestyle. I firmly believe that if a focused Community Gold Program of regeneration is consistent, a very significant turn-around can not only be achieved but also maintained, especially once the initial foundation work is done.

 So where too now? How can Community Regeneration become a true reality for Urana Shire? What can drive it? Where do we start?   Let's first look at the individual Shire Communities first and then paint a collective big picture.

URANA - a Positive Pictorial Overview

Urana Township – where to from here?

The Overview:

In-town population – approximately 300: Urana itself is the geographic centre of the Shire and the Highway junction for through traffic in a number of directions through a rich grain producing region. While it is the Shire's centre of Administration and largest single Community, other Shire Communities are positioned more relatively in the shadow of larger centres outside the Shire.

So while Urana is the Centre of Administration, it is not currently an "economic hub" that significantly draws people and spending from other Shire Communities or from passing traffic. However, as we will see later, Urana can indeed become a different kind of economic hub.

The current situation needs to change, but not in the sense that we can expect to turn Urana into a "growth centre" like Wagga Wagga, Albury and Narrandera etc. and suddenly draw the entire Shire's spending back to Urana. It can't happen that way, but there are other strategies that we can progressively evolve which can make a difference.

Before I relate these, I ask you to step back even further and consider this point:

As I see it, the Shire's future sustainability depends on reversing economic, social and population decline as quickly as practical and the initial way is to make the Shire Communities more attractive for progressively increasing micro-economic diversity and improving liveability. This can then lay a foundation for attracting a diversity of new industry. This needs to be facilitated both though the ideas of its own people, as well as by creating a strong enough visual sense of change within the Shire to attract more visitors and potential residents and investors from beyond.

Many rural Communities have not responded well to decline and most have had no real strategy for change and have merely left their Communities to fate. Urana cannot afford to follow this path and needs a strong, pro-active focus on reversing this.

This will require a change strategy which not only identifies and facilitates peoples' ideas from within the Community under Community-based Micro-Facilitation, but one which is also changing the visual impact of Urana (being the crossroad centre of the Shire) and facilitating visual change and economic improvement there as soon as possible.

In other words, I see Urana as needing to be the primary initial focus, to drive regeneration as the "**HUB of Change**" for the whole Shire, so that development there can be the primary location, as well as the visual and economic catalyst for promoting and marketing change opportunities in all other Shire Communities.

It has the best potential to do this, as I will explain progressively. By getting Urana "on the map and on the mend first" we then have something to shout about – a place where we can demonstrate the fact that the Shire is reversing the trend of decline and clearly showing that effect.

Making Urana a credible central focus of initial visual change first, places no less emphasis on the needs of other Communities in the Shire, but it will enable a practical initial concentration of effort where is can be of most benefit to ALL Shire Communities.

We need to get all of the Shire's Communities to the stage where we can start putting those "labels" on the "plain white boxes" as soon as possible. We need to see a strong, active and up-to-date online identity and forward-looking vision for all of Urana Shire – one that exudes pride and confidence.

But first, we need to be able to create a central hub where people can be attracted to the progressively identified and "packaged" opportunities of the whole Shire though what can be seen as its "changing face" which also becomes the hub of promoting/encouraging potential visitors and investors to explore the other centres.   If we fragment this strategy throughout the Shire initially, its purpose and potential will be lost.

Due to the value of its crossroad location in the Shire, Urana needs to become the hub of "identity" for the Shire – one that reflects its real potential as a Regional Hub for a diversity of potential business and industry in one of Australia's most prosperous rural producing areas.

Again, this strategy does not negate the need and importance of Community-driven change in the other Communities under immediate Micro-Facilitation, but by maximising the potential that already exists in Urana, to create a central focus in the shorter term, this will clearly be of greater benefit to ALL Communities in the medium and longer term, otherwise we risk not being able to establish enough visual impact that is needed to drive progress in the early stages.

When we get visitors and potential investors visiting Urana (and the Caravan Park is the focus point for this) we need to leave a lasting, positive impression, not just for the Caravan Park, but also sufficient to draw those people into the Town to visit the "HUB" (an impressive Visitor Centre) which showcases everything that the Shire has to offer in terms of opportunity, while making no apology for the fact that yes, the Community has been challenged, but this is a new day and our Community is on the move.

Once Urana is on track as a visual hub, and we see an increase in ideas for micro-economic diversity also emerging across all other Communities, we can more effectively promote and market the entire "big picture" towards attracting interest and business and industry investment for all Shire Communities from beyond the Shire - including "tree change" target marketing for population growth.

In parallel with this, what can we do to address economic leakage out of the Shire to other larger centres?

Rather than fruitlessly trying to encourage people in other Shire Communities not to "shop" in Wagga and Albury etc., (which will not be achievable in the foreseeable future) the alternative would be to progressively identify where/how we can facilitate small satellite outlets in those Communities for new and expanded business products and services that are then "growing" in Urana.

This would help to make those opportunities in Urana more marketable and more sustainable, while keeping MORE dollars in the Shire, while also increasing micro-economic diversity and improving liveability in the other Urana Shire Communities.

However, there is still potential to draw economic benefit from larger Regional Centres and beyond in the medium longer term. In particular, by improving overall Shire Community liveability and marketing new opportunities for business and lifestyle (particularly for families and much needed micro/small business) the Shire can offer an attractive, more affordable option for people in larger centres, not only those in larger Regional Centres, but even from major Metropolitan locations.

This indeed can be achieved, and certainly, we do not need to see large increases in population and investment to make a huge difference.   Attracting this kind of population movement and investment is very much a marketing exercise, but first, it is essential to start the process of improving overall visual impact and liveability, then effective marketing can go hand in hand with this.

Simply, we need to give visitors and potential investors a strong indication that the Community is turning a corner and is becoming a hub for investment.

Oaklands - a Positive Pictorial Overview

Oaklands Township – where to from here?

The Overview:

Town population – approximately 260: Oaklands is a major Grain producing and Handling Centre for the Region, providing substantial employment, particularly during harvest seasons.

While Oaklands is rated as the second-most liveable Community in the Shire, like the other Communities, it still greatly lacks business micro-diversity.   Its greatest apparent advantage in the hope of addressing this is its obvious strong level of younger families and Community commitment to future sustainability, with a very pro-active Town Improvement Committee.

The Community is attractive overall, with reasonable facilities but lacking in micro-business diversity and services which could otherwise improve liveability. While seasonal activity draws in substantial potential economic benefit, this could be greatly enhanced by exploring opportunities to capitalise further on seasonal visitor conditions.

While the Town Improvement Committee is aware of this and taking action, specific action is needed into expanding micro-diversity that can be viable and interactive with support of and support from other existing economic activity in the Community.

I believe that with establishment of the Community Gold Program and effective networking of the role and purpose of Micro-Facilitation to mentor new ideas, some very innovative Community-cooperative opportunities, as well as individual opportunities can be forthcoming in Oaklands.   For this reason, I strongly recommend a one-day Framework for the Future Workshop focused on ideas and innovation for Oaklands, as soon as practical.

Some pro-active members of the Oaklands Town Improvement Committee

Young local artists – gorgeous Graffiti

Vintage Museum

RAND - a Positive Pictorial Overview

The Community Village of Rand – where to from here?

The Overview:

Village population – approximately 90: Rand is a much smaller scale of Oaklands, but no less parochial, being a service and social centre for the surrounding Farming Industry. Rand is your typical friendly country village - Community protective and determined to keep the country spirit alive, dubbed as the" Friendliest town on the Billabong Creek."

The overall liveability rating is currently relatively low and there are significant challenges especially in that the low population does limit the scope for increasing Community-dependent Micro-Business in the short term. However, I believe that Rand is at an important crossroad in this current generation, where-in its Community members have potential to explore ways of making the Community more appealing from a "first time visitor" perspective.

Why do this?
Firstly, to do so will have a very positive impact on existing Community members about how they feel their Community is preparing itself for a future in a world of constant, rapid change.

Secondly, I believe that there will have to be a time within the next 10 years when we see a mass resurgence of people looking to relocate from major city and regional environments due to cost and many other factors. They will be looking for places where they can re-establish their homes, online businesses, provide services and operate at a much more cost-efficient level. Rand (like Urana and Oaklands) needs to be significantly ready for this time.

From my first-time visitor observation, Rand has the potential, from a visual perspective, to be transformed into a very pretty town, as well as the friendliest. It could be transformed into "garden/park Community" that can be a visitor attraction in itself – providing a great incentive to stir the imagination of potential residents and investors. It will take some imagination and planning and needs to be a progressive goal, but it would be surely worth it.

For this reason, I also recommend a one-day Framework for the Future Workshop focused on ideas and innovation. As a pre-emptive support project to this, I would encourage the Community to hire a Bus one afternoon and go on a "tour" of their own Village, and make extensive notes of how they might see their potential garden village through the eyes of a first-time visitor. This has the potential to identify a host of ideas which can then be explored under Micro-Facilitation. Go for it.

Boree Creek - a Positive Pictorial Overview

District Village of Boree Creek – where to from here?

The Overview:

In-Village population – approximately 70 but is likewise, a recreational and service centre for the surrounding farming Community, with predominant activity during the harvest season. Boree Creek has a relatively low village liveability rating.

Overall, Boree Creek currently reflects an image of a district village of "lost dreams" – where the old long-abandoned General Store buildings dominates the street scape on one side, contrasted only by the attractive Park opposite. A Hotel seems to be the key point of social business activity. While change over the years has certainly impacted on the village, with Narrandera now being the nearest significant servicing Regional centre, the low village population seems to confirm that the scope for Community-based micro-economic regeneration is significantly unlikely for the village itself in the foreseeable future.

This means that regenerative activity, where and when it can be done, is the focus of a small, committed Community Committee which does what it can in the face of a busy farming life under the many challenges of modern rural living.   The Committee's current project – a new Kitchen and Dining Extension to the existing Memorial Hall is an outstanding example of local Community commitment, and is nearing completion. This will provide a valuable social benefit for generations to come.

It should be noted that Boree Creek is no less significant to its local Community than any other in the Shire. It is still the district's social/meeting hub and will remain so.   This emphasises the importance of the sustainability of small district Community district villages to their surrounding farming Communities.

Certainly, there is scope for visual revitalisation, but this is limited to the available vision and time for such commitment on the part of the Community.

Where does Micro-Facilitation fit into the picture?

There is still a natural flow of "Seed Ideas" conceived in any Community and the Boree Creek Community including its surrounding farming families is no exception.   When essential understanding of the Process is integrated into the Community, there will be scope for these ideas to be given support through Micro-Facilitator Mentoring.   Who knows what may be inspired from local Community visionaries?

The old Boree Creek General Store -

A lost dream of a bygone era...or perhaps a visionary window of opportunity..?

Morundah - a Positive Pictorial Overview

District Village of Morundah – where to from here?

The Overview:

In-Village population – approximately 20 - but like Boree Creek, it is also a recreational and service centre for the surrounding farming Community with predominant activity during the harvest season.

However Morundah is an enigma – liveability rating is pretty good for a District Farming Village - an exception to the rule that says small village Communities like this cannot survive. In this case, it is for the very reason that I related in my observations of potential for Rand. Even just a little bit of vision, ideas and leadership can transform a Community and that is certainly what has happened (and continues to happen) thanks to the local Publican and district Community members.

When you approach Morundah, the signage tells you that "things go on in this place" – so much so, that events like the Annual "Carpathon" and "Opera" – at the Community's own progressively evolving, work-in-progress "Opera House" attract visitors from far and wide, not forgetting the International standard cuisine served up by Pub Chef – Dave Fahey.

An outstanding Park and visitor facilities run down one side of the main street, transforming what was a literal dirt patch into a rural oasis, also featuring more of the amazing sculptural artworks of Andrew Whitehead.

Morundah has more than one champion though. Just recently, a Store was reopened by Stuart Davies, a returned local with 3 generations of family history in the district, and just wanting to do something for the Community. Although this is a work in progress, Stuart's vision should see Morundah and his enterprise (and others he has in mind) evolve into something very special over the next year or so. Watch this space.

Micro-Tourism - Identifying Tourism's hidden micro-diversity
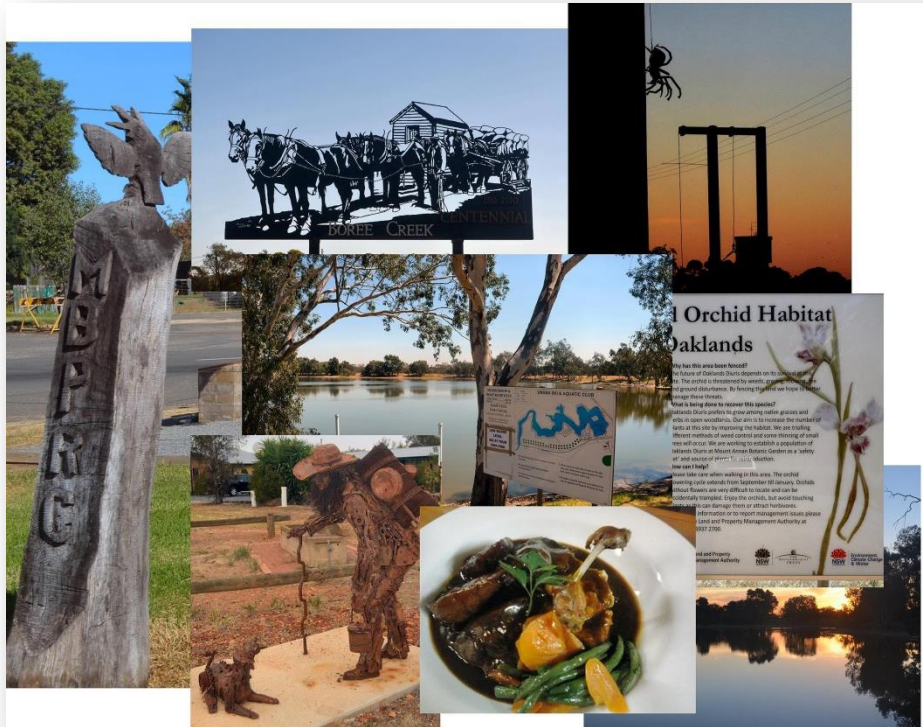
During my visits, it has been clearly apparent that the Shire has its own potential for Micro-Tourism, something which has economic implications for all Shire Communities, and something which is generally not understood or recognised.   To understand the full implications of what I call "Micro-Tourism Mapping" visit the Micro-Tourism page of the Community Regeneration Website and also download and read the related Article. www.communityregeneration.com.au

As you will see from the website reference above, Micro Tourism Mapping is a process which is undertaken by each individual Shire Community as a family-oriented Community project.

Micro-Tourism fills an enormous gap which is under the radar of traditional Regional Tourism by focusing on many diverse kinds of tourism interests which are generally lost or ignored under Regional Tourism's primary focus on larger Commercial Tourist Attractions and Resorts.

Urana is an ideal central hub for Micro-Tourism and by mapping all micro-tourism potential; visitors can be provided with a diversity of attractions, interests and activities that keep them in the Shire longer.   Also, as Micro-Tourism develops and visitors increase, it can stimulate innovation for new Micro-Tourism on-farm or in-Community business opportunities which can then be explored confidentially through the local Community Micro-Facilitator.

I see Micro-Tourism Auditing as a priority Project for the individual Communities and this can make a considerable difference quite early in the Regeneration Program with very little cost involved.

Urana Shire – the bigger picture

Let's consider a "framework" for a true vision of micro-economic and social recovery.

First: We need to view the Shire's progressive regeneration from the understanding of a number of social and economic viewpoints:

Social and economic needs can be viewed at seven different levels and your understanding of any or all of these levels will largely be influenced from which level you traditionally view, from individual to global perspective.
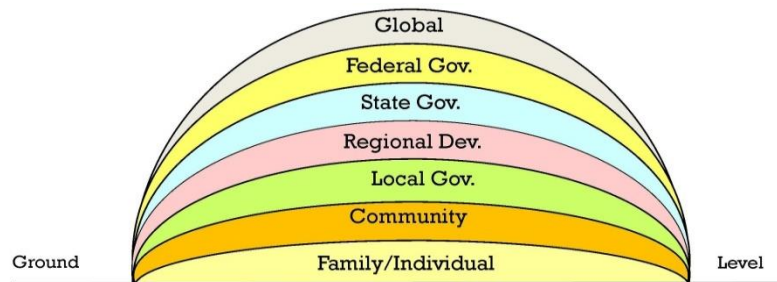
Which level affects your primary view? What matters most so far as social and economic influence is concerned?

Before you decide, perhaps re-read the first two pages of the Introduction of this Report:

From Local Government perspective, the focus is downwards (primarily) on Shire/Council level infrastructure, services and Community Development needs and upwards mostly in terms of State Government influence.

However, from a Community, family and Individual perspective, the primary focus is on Community, family and individual wants and needs and it is also very much upwards with very high (often even unrealistic) expectations of all levels, especially Local Government .

Basically, at all levels, from individual to Global, we are living largely beyond our means, where 'unearned' income (in the form of credit) perpetuates lifestyle and economic growth that is neither affordable nor sustainable. This is felt most significantly at the Local and State Government levels, where the pressure is to reduce costs and increase efficiency.

The resultant evolution towards Amalgamation of Councils and Regionalisation of many traditional services into larger centres only reduces operational costs (at least that is the objective.) It does not reduce the level of need at the ground level of individual Communities. With Amalgamation and Regionalisation, it is inevitable that many Communities will fall through the cracks in terms of the level of support needed for even traditional Local Government services. This is simplistic fact.

This is not stated as a criticism of Regionalisation – the need is obvious in many instances, but certainly not in all cases and it does not solve the problem of struggling Communities at ground level. Providing the same level of traditional Local Government support to Communities will be impossible in most cases. There will definitely be less scope for Community, family and individual contact/influence or support with/from larger Regional Councils, which will simply not have the funds or feet on the ground to meet all needs.

This means that Communities themselves, businesses, families and individuals will definitely need to take greater responsibility for their own local destiny (with or without Amalgamations) and frankly, if done so in a coherent and constructive way, much more can be achieved overall, as even pre-amalgamated Local Government has not/cannot provide all of the micro-level needs of their Communities even now.

Given these realities – the Shire's Communities need to embrace the opportunity that exists now through the Community Gold Program to show leadership, innovation and progress at the Community level.

Urana Shire – Exploring a Vision for a Sustainable Future

So far we have looked at the overall current situation within each separate Community in terms of liveability and scope for Community-driven action through Community-based Micro-Facilitation. We have also considered the opportunity and need for Urana to develop as soon as possible towards becoming a Shire Hub of Change as a catalyst for supporting other Shire Communities.

We also need to consider bigger picture elements (beyond the scope of individual Community implementation) that need to be driven by Council. Let's now look more closely at how this Hub of Change can be established in broad principle and how it could provide a flow on influence/benefit for the whole Shire and indeed beyond.

So where does this all start?

It has to start somewhere. It begins with consolidating a highly appealing and highly "marketable" identity for the Shire – a powerful visual theme - one which will greatly contribute to the progressive goal of creating the kind of "WOW" factor that people really notice.

A cliché like "*In the middle of everywhere*" is a clever statement, but from a marketing perspective it does not convey the kind of image that can get into the hearts and minds of visitors and cause them to look and stop for a while, which means there is no opportunity to influence them further.

Also a contradictory statement like "*Going Forward with Pride*" is not truly reflected in reality when visitors' first impression may be one of a Community that appears to be going backwards. Rather, that is something that might more appropriately be said in a couple of years when there is clear visual change to support it.

From my first impression visit, the kind of image which I feel would be of far greater value would be to consider that there are many people who would welcome a "safe haven" – somewhere they feel they can bring up their families in relative safety, instil true country values and provide their kids with experiences that impact positively for a lifetime and build greater social cohesion.

We live in troublesome times, Internationally, Nationally, and even regionally, where many families are faced with challenges that seem to threaten their values and the very health and wellbeing of their children. What the Shire needs especially is more young families and I would suggest that the following theme would more clearly reflect this kind of appeal generally:

Messages like this, at the most travelled entrances of the Shire and at the main entrances to the town of Urana itself, are more likely to influence travellers and potential residents and investors, both on location and online.   It presents an image of tranquillity, lifestyle, family and opportunity in one visual message that can be indelibly fixed on the mind in an instant.

Further, such signs need to be big enough to NEVER be missed.   The current sign at the entrance to Urana is so small that it is unnoticeable unless you are looking for it. Further, the artwork depicting wheat on its background is so small that it looks like rust on the sign. A small sign that can't be noticed or read is an expensive sign and a waste of funds.

A much larger sign that presents real "WOW" factor impact is a solid investment that will pay its own way many times over.   This kind of colour signage today is very economical and the colours stay fast for <u>at least</u> 5 years or more before showing any initial signs of fading.

I cannot ever over-emphasise the extreme importance of effective signage, wherever it is used.   And I emphasise the word "effective."   Effective signage plays a key role in conveying the right image and if it is not big enough or if it does not relate the right message instantly, it will fail.

Online Packaging and Marketing

This is an aspect of Community marketing which has also not kept pace in many declining small Communities.   In spite of its challenges, much of the world's marketing is now increasingly being done online through Website and Social Media, especially in the Micro-economy where individuals today can literally run a business from anywhere in the world, providing products and services to anyone in the world.

<u>Small Community Regeneration MUST include this dimension and it must be done well.</u>

Businesses draw dollars out of Urana Shire daily online and when you combine this with dollar leakage to larger Regional Centres the economic sustainability of the Shire's micro-businesses is progressively eroded. Urana Shire Communities must focus on the power and potential of Online Marketing to contribute substantially to reversing this – using the Internet to maximum advantage for existing and potential businesses in the Shire, and also for effectively packaging and marketing the Shire to the world at large.

At present, Urana Shire is "lost" online.   There is very little presence that anyone outside the Shire would find or be interested in that paints a coherent and positive picture that would generate real interest and inquiry.

That certainly needs to change and there is absolutely NO reason why the Shire's Communities cannot have a strong and powerful online presence that projects a very progressive image as we progress.

Such online presence can incorporate the collective "big picture" – the Shire, the Communities, the existing and potential business and lifestyle opportunities – their Framework for the Future - all on one impressive location – and it needs to be constantly updated.   If approached in the right way, this should not be a cost-restrictive exercise.   Development and management of a Shire Communities-representative Marketing Website and Social Media might even represent a business opportunity for someone in the Shire.

Urana Township – Developing a Central Hub of Change

As the potential HUB for initiating change across the Shire, let's consider broadly how this can been applied. This would need to be considered both from a locational perspective as well as Online.

There needs to be a strong visual message presented both to the existing Community and to anyone visiting or passing through, which reflects a turning point – a "line in the sand" if you wish. It should be what I call the "beginning of the WOW factor" for Urana Shire.

There is absolutely NO POINT in getting involved in Regional Tourism Promotions and the like or setting up a stand at Tourism Promotions at this stage. Rather, resources and energy should be put squarely into the "beginning of visual change" for Urana that can lead to improved local micro-economics.

It starts right at the entrance to the Shire and especially at the entrance to the Town with the kind of Signage described earlier. Then this has to connect all the way through from there right into the town of Urana itself initially and progressively beyond into the rest of the Shire, identifying and "connecting" all first-stage elements that can contribute to overall regeneration through the "Hub of Change"

So what are these connecting first-stage elements?

These are:

- The main Highways Signage (as earlier described)
- The Intersection of Federation Way and Urana/Lockhart Rd (This is an economic crossroad)
- The Caravan Park (and maximising its drawing-power)
- The area surrounding the Visual Art Display opposite the Catholic Church
- The Stephen Street entrance off the Highway into Anna Street
- Stephen Street itself should be a hypothetically "paved with gold" as the Town's main street entrance. That is to say, it should have an extremely inviting look.
- Visitor Amenities and maximising the potential of Visitor Refreshment (Café, Store, Pub)
- More reliable access to Fuel on the weekends
- A visitor Information Hub that is fully "whole-of-Shire" focused and representative
- The beginning of effective Online presence
- The Council Administration Building

It is crucial to understand that ALL of these links play a connecting role in establishing the initial Hub of Change and the kind of visual change that will provide a clear confirmation that Urana is on its way back.

My suggestion is to actually create a visionary Urana project around which the Hub of Change can be initiated (presented and marketed).

URANA – The "Hub of Change"
An Inspirational MODEL for
Small Community Regeneration

Why do this?

A project like this, incorporating all of the above elements under the one title can easily be promoted in a way that could attract the attention and imagination of every struggling Community in Australia and possibly open the door to a broader diversity of funding support, due to its broader implications for so many other Communities.

Equally important, it would be a clear, positive signal to the Community and this can have the effect of stirring peoples' imaginations, igniting greater pride and realising that if this continues, their property values can increase, others will have more confidence to invest.

As part of an overall project, each of the contributing elements listed will need to be separately planned, budgeted and coordinated into being one effective Marketing Process, progressively implemented as funding is generated. (I have some other lateral thinking ideas on fundraising in this regard).

I see all of these crucial links in the Shire Marketing Chain as being absolutely paramount. They are the very foundation seed of Small Community Regeneration for Urana Shire.

I will not go into further detail on my thoughts of what could be done with some of these project elements at this stage, but I do feel that it is necessary to touch on one aspect and that is the most important immediate one – the pivotal role of the Caravan Park.

The pivotal role of the Caravan Park

This is Urana's greatest immediate asset for this purpose, along with its surrounding environment.   This is valuable "first regenerative seed" for the whole Regeneration Program. Its value and potential influence should not be under-estimated in any way. This is the first "package" that can be given an impressive "label" – really giving Urana something to shout about.

Consider what else needs to be done in order to make the Caravan Park far more effective as a first stop drawcard? For Example:

- Certainly, as we have already discussed, caravanning and camping visitors today are becoming highly connected and the need for strong, reliable 24 hour Wi-Fi connection is a must, as is capacity to clearly receive basic Television channels. These will make a very significant difference to the experience and longer "retainability" of travelling visitors.

- The Caravan Park and surrounding waterway/recreational areas need planning for continual development as a multi-function environmental and recreational and natural Micro-Tourism attraction, particularly the stabilization of water in the lake.   Even now, with more effective target marketing, I'm sure visitor numbers can be progressively increased and encouraged to stay longer.

- The recreational walkway, birdlife, fishing, boating, Watersports, golf and Birdwatching, all linking into the broader Regeneration Program and what is progressively happening in Town.

- Again, carefully designed "wow factor" signage can play a key role in attracting visitors who might otherwise not check out the Caravan Park.   A two way sign which is clearly visible near the junction of Federation Way and Urana Lockhart Road can capture the interest of through-traffic.   One could also be placed on the approach to the Caravan Park from the Albury side.

Each of these elements will require a plan which identifies priorities and progressively works toward their implementation.

## Exploring other opportunities – supporting Innovation

At this point, I should also highlight the importance of taking a visionary and facilitative outlook towards opportunities which can stimulate new industry or larger commercial opportunities in the Shire.   While micro-economic revival is the foundation issue, the Shire needs to be pro-active in capturing all ideas which offer broader economic potential.   Some of these opportunities were related to me by local visionaries during my visit.

These include:
- Lake Urana and its environs is one such resource that offers a diversity of potential development opportunities.
- Exploring Urana's location and crossroad status in the Region for a Transport Industry Driver Facility.
- The potential cost-saving benefits for attracting value-adding Industries which traditionally cart seed resources to more expensive city-based facilities for processing.
- Working with other existing Industries in the Shire to explore co-operative opportunities.
- Evaluating any potential for Major Events.
- Forward thinking in regard to establishing an Industrial Site Development Package. (This can be of major benefit once Urana's potential as a Regional Hub is fully realised)
- Supporting innovation. There is always potential for someone to have an idea which is truly innovative – one that might have potential to grow into a large or even major industry.
- Building on the existing strengths of the Medical Centre, Pharmacy and local Hospital, and Aged Care facility, and developing this further.

All such ideas need to be captured and valued in the same way as micro-economic opportunities then, when the right opportunity and support can be made available, these can be tested and likewise explored for their potential.   Such ideas will also emerge from time to time through Micro-Facilitation, at which point the Micro-Facilitator will refer them to an appropriate level of support for further evaluation.

Summing up at this stage: And what are the priorities?
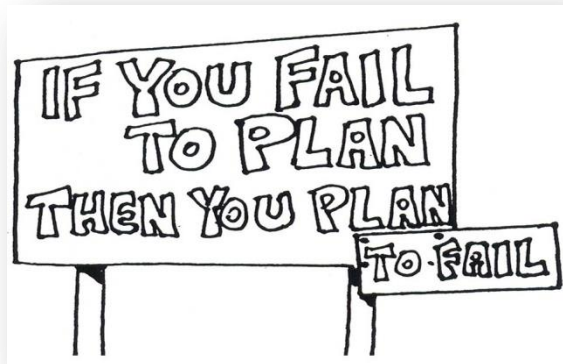
This Vision Plan actually provide a realistic, down-to-earth, easy to understand and practical approach to Economic Development for Urana Shire. It identifies many opportunities and pathways for positive change over time by building a crucial bridge between Council and Community as well as between Council and Regional Development opportunities. Equally important, the Community-driven and Council-supported Process is available to take it forward almost immediately.

Community Regeneration across the Shire should be an ongoing process and there are many short, medium and longer-term objectives that can be progressively evaluated, planned and progressed from this document both at the Community level and at the Shire level.

Further, there are many more opportunities that are likely to surface as the Program is progressed.

All of the element of change and opportunity that are presented so far show that there is much that can be done which needs to be done. However, it has to start somewhere and I believe that there is sufficient forward-vision provided in this Report, in parallel with the Community Gold Program activity in each Community, to get each Community onto the basics.

- Like Urana - Oaklands, Rand, Boree Creek and Morundah are no less in need of micro-economic rejuvenation. Moving all of these Communities forward is possible and the process is available for every aspect of its implementation.

- Establishing a suitable new image for the whole Shire around lifestyle, opportunities, family and the values associated with country living, would provide an overall theme that can link to and benefit all of the Shire's Communities.

- Recognising the benefits of making Urana into a Shire-central "Hub of Change" as an inspirational MODEL for Small Community Regeneration and centrally promoting the entire Shire. (This offers the best catalyst for driving initial Shire regeneration on behalf of all Communities.)

- Establishing Trained Micro-Facilitators and Support Groups to enable the commencement of Community Micro-Facilitation (to identify, test and support Community-based ideas for each Community)

- In parallel with Micro-Facilitation, developing each Community's initial first-stage "Framework for the Future".

- Conduct Micro-Tourism Mapping across the Shire. This will also serve as a valuable inter-connecting link to draw visitors to Urana initially, and from there into all Shire Communities.

The key to all of this is progressive Priorities, Planning and Process – if we try to move too far too quickly, key elements will not be done effectively, but there also needs to be a sense of urgency about starting to show positive change. Therefore, one step at a time of setting initial priorities, planning each step then implementing the available Community-driven process to make each step happen as soon as practical.

Do this in a focused way, little by little, month by month and the Communities will be able to look back and see that change is happening. How much and how soon will come down to the ideas, resources, opportunities and support generated in each Community.

As I see it, the very initial priorities are:
- Consistent Program educational messages to the Community to build understanding. (The Community Improvement Groups can play a significant part in this.)
- Identifying and Training Community Micro-Facilitators and Support Groups (the Improvement Committees) and getting Micro-Facilitation under way as an ideas-identifying, testing and facilitating process.
- Facilitating first-stage "Framework for the Future" Plans for each Shire Community, using this Document as a basis for developing individual Community Framework Plans.

In direct parallel with this:
- Consolidating the vision and priorities for establishing Urana as the central HUB of Change for the Shire and laying foundations for planning its progressive implementation.

Community Gold Program – evaluating the cost

From the Program Pre-establishment activity so far, you can see the essential need for Community direct involvement in the process of regeneration and the need for Community to drive the process at the foundation Micro-level.

The primary cost relates to doing effective groundwork to make it sustainable. Once we get through the next step process of training Micro-Facilitators (which is provided at competitive Training Industry cost) and proving Micro-Facilitators with the Process Tools and support needed, there will be very little ongoing cost involved in the Program's day-to-day, month-to-month work at the Micro-Facilitator operational level.

A final review of the Operational Cost of Urana Shire Community Gold Program will follow this document very soon. This will include:
- The recommended structure for Micro-Facilitation for each Community.
- How to identify suitable Micro-Facilitator candidates from each Community.
- The Training of Micro-Facilitators and Support Groups.
- The ongoing standard (minimal) operational cost.
- Optional support mechanisms if required.

- Beyond this, there is the option for some ongoing involvement on my part to assist Council and Community on the ground from time to time with regard to the Program's progress.

- I would also be pleased to assist Council as a Facilitator in the early stage of consolidating the vision and priorities for establishing Urana as the central HUB of Change for the Shire and laying foundations for planning its progressive implementation (if requested) and with exploring other opportunities as indicated on page 37 (if required and as my time permits.)

www.communityregeneration.com.au
ABN 49 210 561 159

Examples of some of Council Resolutions to improve Sustainability/Scale and Capacity

(Resolutions carried since March 2013)

Resolution No.	Resolution
244/13	**RESOLVED** on the motion of Crs. Kreutzberger and Day that Council source suitable grant funding to carry out a feasibility study for the Oaklands Caravan Park concept.
358/13	**RESOLVED** on the motion of Crs. Fahey and Urquhart that: iii) Works progress on the Lake Urana Concept; v) A further report be presented to the Urana Shire Council Tourism and Development Committee after these meetings.
361/13	**RESOLVED** on the motion of Crs. McFarlane and Day that: ii) That Council prepare a draft strategy in relation to the Urana Local Government Area population projections.
425/13	**RESOLVED** on the motion of Crs. Kreutzberger and Buntin that:- ii) Council source funding for restoration works of the Urana Aquatic Centre Weir wall.
462/13	**RESOLVED** on the motion of Crs. Urquhart and Buntin that:- ii) Works progress on the Urana East Concept plan.
469/13	**RESOLVED** on the motion of Crs. Buntin and Rhodes that:- **i)** Council note the report on the tabling of the draft discussion paper on the Oaklands Caravan Park concept; and **ii)** The discussion paper be forwarded to relevant stakeholders and presented to a further meeting of the Tourism and Development Committee in early 2014.
028/14	Cr. Fahey - **Moved**, Cr. Urquhart - **Seconded** That Council in its 2014/15 budget deliberations review all internal Reserves, and proposed transfers to and from, and whilst improving its asset management plans, that Council re-allocates $250,000 to a new reserve, named – Bridge and Major Culverts replacement and repair reserve.
030/14	Cr. Fahey - **Moved**, Cr. McFarlane - **Seconded** That Council in its 2014/15 budget deliberations go to a zero budget start approach, for all of its planned capital and operation income and expenditure, so Council can have a totally fresh look at each item, resetting the budgets across all areas.

047/14
11.3.2014
	Cr. Urquhart - **Moved**, Cr. Marsh - **Seconded**
	That:
	i) Council agree to establish a trust fund titled the 'Urana Aquatic Leisure Centre' and that the $200,000 be placed into this trust on the following conditions –
	  a) That the money and interest accumulated from this investment would be directed towards the project outlined – being the "Urana Aquatic Leisure Centre";
	  b) A suitable recognition of this generous donation be given, by way of a plaque on the building;
	  c) Current members of the Yuluma Cullivel Bus Committee Inc as at time of their winding up, be appointed as members of the project reference group to assist Council with planning of the project.

088/14 8.4.2014	Cr. McFarlane - **Moved**, Cr. Buntin - **Seconded** That Council: ii) note that meetings were held with several Metropolitan Sydney Councils, regarding potential for City Country relations and that Council allow this to be developed further, with future reports to Council on this matter.
342/14 14.10.2014	ii) That Council consult with its current Section 355 Committees, and receive a report at a future Council meeting, with draft delegations for each Committee.
377/14 11.11.2014	That Council: i) continues to participate in the regional discussions and monitor those investigations associated with Coal Seam Gas (CSG) development; ii) consider developing a public position on CSG; and iii) identify those key community resources, relevant to Urana Shire, that need to be excluded and protected from any future CSG development.
384/14 11.11.2014	i) That Council establish an internal working group to commence the development of a draft strategy for future waste collection/management in Urana Shire; iii) That Council receive regular updates from the working group with a view of presenting a draft strategy to Council in March/April 2015.
053/15 10.03.2015	That Council: i) Prepare a preliminary design for the development of Lots 4, 5 and 6 DP 758804 to provide an informal

Resolution No.	Resolution
	ii) Council investigate options for establishing a RV dump point at the Oaklands Recreation Ground; and iii) Council consult with the Oaklands community once the preliminary design and investigations have been completed to explore partnership funding options for the project.
95/15 14.04.2015	i) That Council note the report on the Billabidgee Aged Care Units; ii) That Council initiate Option 2 with discussions with NSW Crown Lands through the Land Acquisition (Just Terms Compensation) Act 1991 for Council to acquire Lot 368 as freehold land; iii) That Council re-engage with NSW Family and Community Services, Argyle Housing, Homes Out West and Lutheran Aged Care to discuss options for the units during 2015/2016; iv) That Council, from existing building reserves continue design and costing investigations for converting two (2) units into a single two (2) bedroom unit configuration as well as upgrading at least one (1) existing unit to current accessible standards; v) That Council engage with service providers to investigate options to better market the availability of the units to the wider community.
96/15 14.04.2015	ii) That Council place 14 Chapman Street on the market and the funds from the sale of this property be used to establish a building reserve for the five (5) key rental properties identified in this report; iii) That Council consider reducing the tenancy period for the Pool House until 31 December 2016; iv) That Council seek a market valuation of the three (3) units at 12 Chapman Street for the sale of these units.
106/15 14.04.2015	ii) That Council continue to consult with the Community and progress the Community Gold program subject to suitable interest and commitment being forthcoming.
140/15 19.05.2015	i) That Council offers for public quotation the sale of the existing transportable building at the rear of the Oaklands Memorial Hall, and ii) That Council consults with the Oaklands Memorial Hall Committee prior to proceeding with the proposed sale.
149/15 19.05.2015	ii) That Council approve in principle, to enter into an agreement with the Lockhart and District Community Bank (Branch of Bendigo Bank) to provide a banking agency in the Urana Shire Offices.

161/15
19.05.2015
	iii) That Council adopts the draft Budget for 2015/16 subject to the following projects being considered also under external loan funding:
	    a) Solar - Council Offices $52,000;
	    b) MBEC loan of $60,000 towards new community building;
	    c) Rand Recreation Ground loan of up to $96,000;
	iv) Seed funding for the Oaklands RVC site of $10,000.

170/15 19.05.2015	i) That Council award KDEC Data & Electrical the supply and installation of the Solar PV System on the Council Administrative Building; and ii) Council approve of a budget of $52,000, with provision for any price increases, for the Solar PV System installation project and this be incorporated into the 2015/2016 budget.

Urana Pool Community Engagement Plan

Background

Anecdotal evidence within Council and the community indicates that the Urana Pool has continued to decline in its popularity and use over the past 5 to 10 years. Budget estimates for the 2015/16 financial year for the operation of the pool for a period of 4 months is $68,500. Geotechnical investigations will be carried out in 2015/16 to determine the stability and condition of the pool structure.

The Urana Pool is over 50 years old and has historically been open to the public during the summer months only. As a small, seasonal, outdoor facility, it is considered to provide limited recreation opportunities for local people. The ongoing financial costs of operating the Pool are unsustainable. The Pool structure itself is reaching a critical age where major decisions will need to be made on the future of the Pool. This situation presents an opportunity to reconsider the form and function of the facility and its relationships to other surrounding community and recreational uses. Engaging with the Urana Shire community to determine the future of the Pool site should be planned to determine the capacity of this facility to serve the local community for the next 50 years.

Objectives and outcomes of the Engagement Plan

Objectives of Engagement	Outcomes of Engagement
To provide accurate, up to date information on the structural condition and operational limitations of the Urana Pool in order to facilitate informed debate and discussion with local people.	Informed community debate based on accurate and up to date information.
To provide opportunities for stakeholders to be involved in the identification of issues, priorities and opportunities for the future use and development of Urana Pool and its surrounds.	Identification of a broad range of issues, priorities and opportunities for the future use and development of the site.
To identify and engage with key community leaders and champions within the Urana Shire community who can represent the needs and interests of a range of local residents and traders.	Relationship building with a range of key community leaders and champions.

Objectives of Engagement	Outcomes of Engagement
Identification of a range of options for the future use and development of the Pool site that reflect broad community needs and aspirations.	Preparation of a report to Council outlining a range of options for the future use and development of the facility that capture broad community needs and aspirations for the site.

Key internal and external stakeholders

Name of stakeholder	Level of Engagement	What you need from them?	Conflicts of interest between stakeholders	Special needs? (access, language, etc)	How will you consult with them?
Internal Stakeholders					
Mayor and Ward Crs	High	Leadership to engage with the local community on this key issue	None known	None known	Meeting
General Manager	Medium	Management of the Council and Section 355 Committee for the Pool	None known	None known	Meeting
Scott Pollard Council Pool Maintenance contractor	Low	Contractor that is responsible for pool maintenance and has high levels of pool maintenance and repair experience	None known	None known	Meeting

Name of stakeholder	Level of Engagement	What you need from them?	Conflicts of interest between stakeholders	Special needs? (access, language, etc)	How will you consult with them?
External Stakeholders					
Section 355 Urana Pool Committee	High	Committee has high level of involvement in the pool operations and management	Likely difference of opinion regarding the significance of the Urana Pool and solutions and options for resolving future use issues	None known	Site visits, meetings
Section 355 Victoria Park Committee	High	Committee utilises the pool for operational benefit to Victoria Park	None known	None known	Site visits, meetings
Urana primary schools	Medium	Schools utilise the Pool for swimming carnivals and other related activities on an informal basis	None known	None known	Meetings and attendance at school workshops
NSW Sport and Recreation and Local parents	Medium	Sport and Recreation provide swimming lessons and swim and survive training for local children	None known	None known	Meetings and workshops

Young people in the community	High	An understanding how young people currently access and use the pool, its importance for local youth and how this could be improved or developed further.			Social media to make contact and to facilitate discussions. Possible onsite or local meeting if a local young people would like to meet face to face.
All Councillors	High	An understanding of community needs and sentiment surrounding the Pool. Determine the role of the ward Councillor in meeting with community representatives.	Likely difference of opinion regarding the significance of the Urana Pool and solutions and options for resolving future use issues	None known	Involvement with meetings and keep advised of engagement process with regular reports to Council meetings.
Local State member	Low	An understanding of future possible State fund opportunities	None known	None known	Updates as required
Local Federal member	Low	An understanding of future possible federal fund opportunities	None known	None known	Updates as required

Type of engagement method to be used

Outcomes of engagement	Resources required	Engagement method (activity)	Budget	Timeframe	Partnerships
On site meetings	None	Site visits and on-site meetings	None	Sept/Oct 2015	TBC
Meetings with key representatives	None	A discussion and use of an inquiry questioning process to gather key information	None	Sept/Oct 2015	TBC
Presentation of the content of condition report	PowerPoint presentation	PowerPoint Presentation	None	Sept/Oct 2015	TBC
Use of online processes available through Facebook to capture the interests of individuals rather than groups	Unknown	TBC	Unknown	Sept/Oct 2015	TBC

Tasks of the project and who is responsible for each task

Type of task	Responsible Person
Arrange meetings with key stakeholders	TBC
Develop presentation agenda and tools to facilitate discussion	TBC
Lead meetings, possibly with a Councillor	TBC
Collate and summarise meeting issues and outcomes	TBC
Prepare report to Council	TBC
Present report to Council	TBC

Evaluation – for each Outcome, consider how you will know when you have achieved success.

Outcomes	Performance Indicator	Type of data required to assess the performance indicator.
Informed community debate based on accurate and up to date information regarding the current condition of the Urana Pool.	Provision of regular status updates containing a summary of the geotechnical engineers report, images of the current condition of the pool and progress of engagement process. Site visit to inspect the pool with key community members, if required.	All community groups and stakeholders to receive presentation and printed materials outlining the condition of the pool. Preparation of regular status updates
Informed community debate based on accurate and up to date information regarding the current financial costs to the community of operating the Pool	Provision of a summary of the financial costs of operating the pool as opposed to levels of patronage and income to inform the engagement process. Comparative data from Oaklands Pool to be assembled to examine differences in patronage and revenue	All community groups and stakeholders to receive presentation and printed materials outlining the financial position of the pool. Preparation of regular status updates

Identification of a broad range of social and economic issues, priorities and opportunities for the future use and development of the site. Suggested steps include identifying: • issues • winners and losers of the proposed changes (cohorts) and consult • magnitude of the social problem (i.e. number of people affected, positively and negatively) • alternatives that exist and if no suitable alternatives, assess the risk and manage	A report to Council that outlines community concerns, ideas, aspirations and options for the future of the Urana Pool.	A report that represents the collective aspirations, ideas and thinking surrounding issues at the Urana Pool representative of the engagement with community groups and organisations
Relationship building with a range of key community leaders and champions.	Consultation with a broad range of community groups and representatives	A report that represents the collective aspirations, ideas and thinking surrounding issues at the Urana Pool representative of the engagement with community groups and organisations

Feedback – how will stakeholders be informed of the outcomes/actions?

Stakeholder	Method to keep stakeholder informed	Timeframe
All	An outline of the engagement process including participants and timelines	Nov 2015
All	A summary document outlining issues, concerns, priorities, ideas and options expressed by participants	Nov 2015
Council	A report to Council outlining options for the future of the Urana Pool	Dec 2015

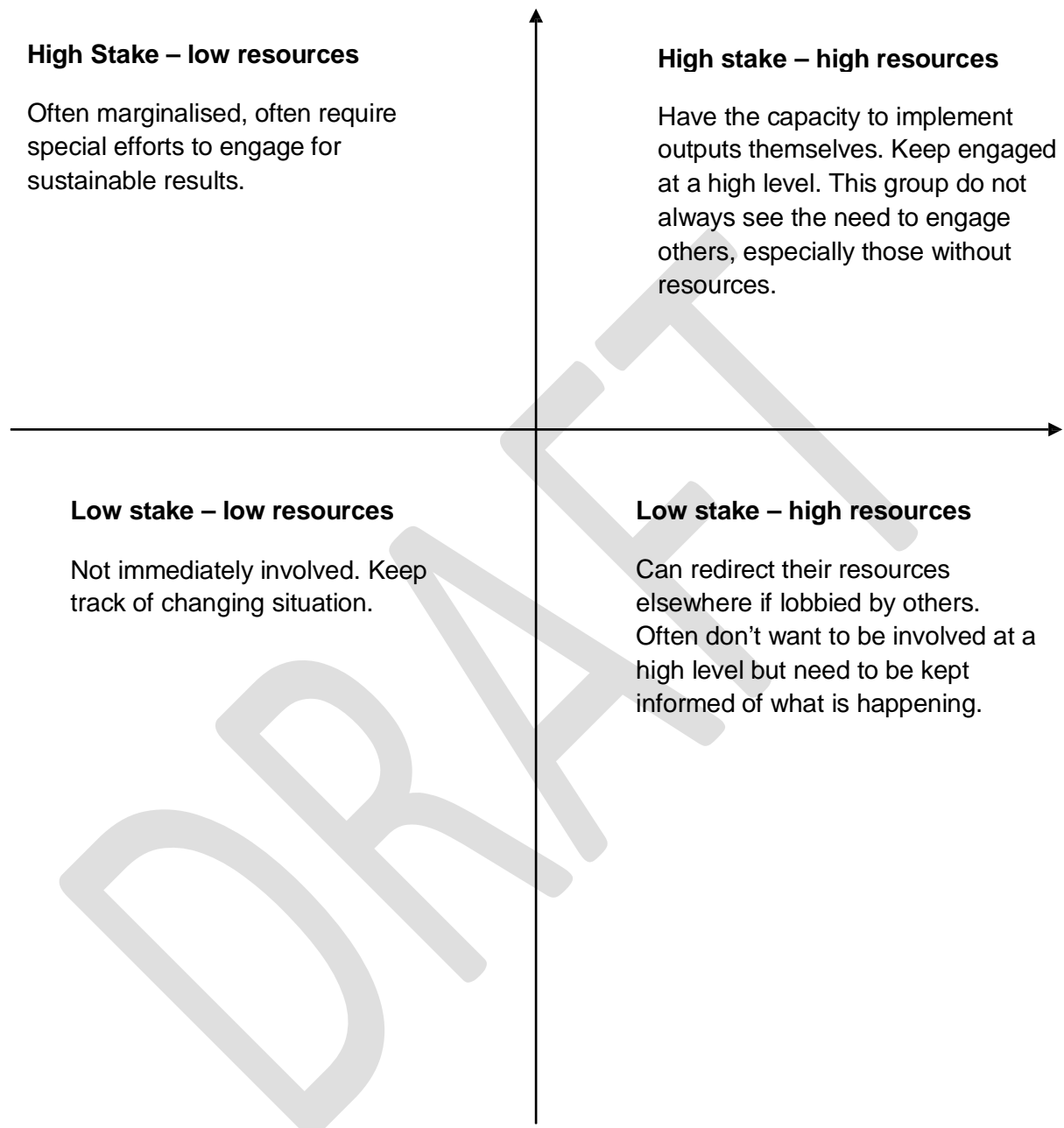How will the final outcome be documented and circulated?

Council Report ☆
SLT
Media
Internal Circulation Only
Public Meeting

Letter ☆
Publication
Website ☆
Display
Other

STAKEHOLDER ANALYSIS TOOL

Ascertain the level of engagement each stakeholder will need, which should be reflected by the engagement activity used.

High Stake – low resources

Often marginalised, often require special efforts to engage for sustainable results.

High stake – high resources

Have the capacity to implement outputs themselves. Keep engaged at a high level. This group do not always see the need to engage others, especially those without resources.

Low stake – low resources

Not immediately involved. Keep track of changing situation.

Low stake – high resources

Can redirect their resources elsewhere if lobbied by others. Often don't want to be involved at a high level but need to be kept informed of what is happening.

STAKEHOLDER RISK PROFILE*

Make a copy of this worksheet for each standard risk source you identify as applicable to your engagement activity.

Who or what is the source of the risk?	TBC			
What could go wrong?				
Risk Rating.	**List each potential Impact on the project or organisation**	**Consequence** (1=Low : 5=High)	**Likelihood** (1=Low : 5=High)	**Rating** (Consequence +Likelihood)
		1 2 3 4 5	1 2 3 4 5	
		1 2 3 4 5	1 2 3 4 5	
		1 2 3 4 5	1 2 3 4 5	
		1 2 3 4 5	1 2 3 4 5	
		1 2 3 4 5	1 2 3 4 5	
Proposed controls.				

* Adapted from *Effective Engagement: building relationships with community and other stakeholders. Book 3 the engagement toolkit. Victorian* Department of Sustainability and   Environment (Version 3)

STAKEHOLDER CONFLICT GRID

Purpose:
To map the nature of the relationships between the different stakeholders in your project

Requirements:
Collaboration and Conflict Analysis Grid

Instructions:
1. Complete the Collaboration and Conflict Analysis Grid
2. Look at the stakeholders you listed in the Collaboration and Conflict Analysis Grid
3. Working through your list of stakeholders in the second column from top to bottom, consider their relationship with each of the other stakeholders listed from left to right, *from their perspective* (the same two stakeholders may have very different perspectives of their relationship):
   a. Where the first stakeholder has a collaborative relationship with the second, insert '+' in the corresponding grid.
   b. Where the first stakeholder is in conflict with the second stakeholder, insert 'x' in the corresponding grid.
   c. Where the first stakeholder has a mixed relationship (i.e. there is potentially both collaboration and conflict at various times) with the second stakeholder, insert 'm' in the corresponding grid.
   d. Where the first stakeholder has a neutral relationship with the second stakeholder, insert 'n' in the corresponding grid.
   e. Where you are uncertain of the first stakeholder's relationship with the second stakeholder, insert 'u' in the corresponding grid.

2. Discuss your decisions with other team members to see if they agree with your conclusions.
   They may be able to provide insights into stakeholder relationships that reveal complexities
   you had not accounted for.

4. As you move through the following activities, return to your Collaboration and Conflict Analysis Grid and evaluate whether:
   a. the decisions you made here are still valid
   b. the stakeholders should be broken down further to provide for better planning.
Remember, this activity relies on your current understanding of the relationships between stakeholders at any given time in your project. Your understanding may change, just as the nature of these relationships may change, and so you are advised to update your Collaboration and Conflict Analysis Grid accordingly.

Stakeholder Conflict Grid											
No	Stakeholder	1	2	3	4	5	6	7	8	9	10	11
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												
11												

Symbols

+ = collaborating   x = conflicting   m = mixed   n= neutral   u= unknown

Source: Victoria, Department of Sustainability and Environment 2005

NEGOTIABLE AND NON-NEGOTIABLE

The following tool can be useful in your community engagement project design, engagement level selection and community engagement activity implementation.

What is the project outcome/s?

The project aims to engaged with the Urana Shire community to determine how the site should be planned and developed for the future, as a key stage in re-imaging the potential of the site and its capacity to serve the local community into the future.

Negotiable	Non Negotiable
A range of site use and development options that represent the collective aspirations, ideas and thinking surrounding issues at the Urana Pool, involving a broad range of community groups and representatives. The usage options for the future use of the site are negotiable and depend on outstanding needs and aspirations identified within the local community.	Informed community debate based on accurate and up to date information regarding to current condition of the Urana Pool.

Informed community debate based on accurate and up to date information regarding the financial sustainability of the Urana Pool.

Identification of a broad range of issues, priorities and opportunities for the future use and development of the site.

Relationship building with key community leaders and champions. |

IMPLEMENTATION PLAN

Description of Engagement Activity:			
Task – list each task	Responsibility – person responsible for each task.	Date – when does the task need to be completed by?	Progress – has the task been achieved?
Arrange meetings with key stakeholders	TBC	August 2015	TBC
Develop presentation agenda and tools to facilitate discussion	TBC	July 2015	TBC
Lead community meetings, possibly with a Councillor	TBC	August- Sept 2015	TBC
Collate and summarise meeting issues and outcomes	TBC	September – Oct 2015	TBC
Prepare report to Council	TBC	Nov-Dec 2015	TBC
Present report to Council	Ben Bainbridge & Robyn Mansfield	Nov – Dec 2015	TBC

COMMUNITY ENGAGEMENT FEEDBACK REPORT

Title of Community Engagement Activity
Date

Introduction

_____
_____
_____
_____
_____

Outcomes of the Community Engagement Activity

_____
_____
_____
_____

Responses to Questions

For example:

Question 1: The Urana Pool is an essential part of the community and Shire?				
Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1	6	7	2	1

Comments

_____
_____
_____
_____

Evaluation

_____
_____
_____
_____

Summary

_____
_____
_____
_____

COMMUNITY ENGAGEMENT – FINAL EVALUATION REPORT

Title of Engagement Activity –

Background Information

_____
_____
_____
_____
_____
_____
_____

Evaluation Summary

_____
_____
_____
_____
_____
_____
_____

Key Achievements

_____
_____
_____
_____
_____
_____
_____

Key Improvements

_____
_____
_____
_____
_____
_____
_____