Uralla Shire Council

Four-year Delivery Program

2026 - 2029

Contents

DRAFT version 0.1

Document Control

Doc No.	Date Amended	Details / comments e.g. resolution number
UINT/25/12115	24/06/2025	Adopted by Council RES: 59.06/25

This document is prepared in accordance with:

1. Office of Local Government, *Integrated Planning & Reporting: Guidelines for Local Government in NSW*, September 2021
2. Office of Local Government, *Integrated Planning & Reporting: Handbook for Local Councils in NSW*, September 2021

Uralla Shire Council | Delivery Program 2026-2029

PART 1. DELIVERY PROGRAM SUMMARY

1.1. Council is required by the *Local Government Act 1993 (NSW)* to establish a Delivery Program after each ordinary election of Councillors for a 4-year period commencing on 1 July following the election.[1]

1.2. The Office of Local Government NSW summarises the requirements of the delivery program as follows:

> The Delivery Program identifies the principal activities to be undertaken by the council to perform all its functions - including implementing the strategies established by the Community Strategic Plan (CSP) – using the resources identified in the Resourcing Strategy.
>
> The Delivery Program is a statement of commitment to the community from each newly elected council. In preparing the Delivery Program, the council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be.
>
> The Delivery Program is designed as the single point of reference for all principal activities undertaken by the council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program.
>
> Supporting the Delivery Program are annual Operational Plans. These spell out the details of the Delivery Program – the individual projects and actions that will be undertaken in that year to achieve the commitments made in the Delivery Program.[2]

PART 2. REQUIREMENTS OF THE DELIVERY PROGRAM

2.1. The general requirements of the Delivery Program are as follows:
- Each council must prepare and adopt its Delivery Program by 30 June in the year following a local government ordinary election.
- To encourage continuous improvement across the council's operations, the Delivery Program must identify areas of service that the council will review during its term, and how the council will engage with the community and other stakeholders to determine service level expectations and appropriate measures.
- The Delivery Program must address ongoing improvements to the efficiency, productivity, financial management and governance of the council.

---

[1] *Local Government Act 1993 (NSW)* s 404.
[2] Office of Local Government, *Integrated Planning & Reporting Guidelines*, September 2021, p 19.

Uralla Shire Council | Delivery Program 2026-2029

- When preparing its Delivery Program, the council must consider the priorities and expected levels of service, expressed by the community during the engagement process.

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

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

Community engagement

In the 6 months following each Council election we engage with the community to ensure that the vison and strategies contained in the Community Strategic Plan (CSP) are still relevant to our community. Feedback from the review of the CSP is considered in formulating the Delivery Program 2026-2029 Council.

In 2025 Council undertook a high level engagement with the community to assess whether the four pillars of the CSP (Community minded, Prosperous, Good Custodians and Independent) still resonated with our community. Further the community was asked to provide feedback on the strategy focus areas in working towards realising the CSP vision.

The engagement included:

- Intercept surveys of Uralla locals in the Mainstreet at various hours of the day, at the Invergowrie and Bundarra store and at the Kentucky school.
- Intercept surveys were also conducted at the monthly High Country markets.
- An online survey was sent to over 39 community and business groups as well as through local school email contact lists

Measures

Performance measures can be found in the Draft Community Strategic Plan 2025-3034 appendix and each year's Operational Plan.

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

.

PART 3.   OUR VISON & VALUES

Our vision

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

Council's mission

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

PART 4.   COUNCIL'S PRINCIPAL ACTIVITIES

The principal activities detailed in the Delivery Program represent the elected Councils commitment to deliver against the Community Strategic Plan over the next 4 years.

Community Minded

OBJECTIVE: **We have an accessible, inclusive and empowered community.**

Strategy 1.1   A growing community with an active volunteer base & participation in community events

Strategy 1.2   A safe, active, and healthy shire

Strategy 1.3   A diverse and creative culture that celebrates our history.

Strategy 1.4   Access to & equity of Services

SOCIETY: STRATEGY		ACTIVITY	SERVICE AREA	LEAD MANAGER
1.1. A growing community with an active volunteer base & participation in community events	1.1.1	Enhance opportunities for volunteering in the Uralla Shire.	Community Development	Director Corporate and Community
	1.1.2	Draft and Adopt a Uralla Shire Council volunteering strategy.	Community Development	Director Corporate and Community
	1.1.3	Support Council approved community events with in-kind support and/or sponsorship.	Community Development	Director Corporate and Community
1.2. A safe, active and healthy shire	1.2.1	Maintain all of Council's relevant asset classes within available budgets to facilitate equity and ease of access across the Shire.	Works and Civil	Manager Civil Infrastructure
	1.2.2	Upgrade/expand Council's relevant assets classes (subject to grant funding) in line with adopted levels of service.	Works and Civil	Manager Civil Infrastructure
	1.2.3	Support participation in sport through the maintenance and servicing of Councils sports facilities.	Parks & open Spaces	Group Manager Infrastructure Services
	1.2.4	Maintain the service delivery of the Uralla community swimming pool (seasonal).	Works & Civil	Manager Civil Infrastructure
	1.2.5	Support the functioning of the NSW Rural Fire Service in accordance with legislative requirements.	Emergency Services	Director Infrastructure and Development

Uralla Shire Council | Delivery Program 2026-2029

SOCIETY: STRATEGY		ACTIVITY	SERVICE AREA	LEAD MANAGER
	1.2.6	Support the functioning of the Local Emergency Management Committee in accordance with legislative requirements.	Emergency Services	Director Infrastructure and Development
	1.2.7	Engage with police, community organisations and the community to address crime, anti-social behaviour and maintain community safety.	Civic Leadership	Mayor / General Manager
	1.2.8	Plan for Uralla Shire Council response to natural disasters including bushfires, major storms and flood events.	Emergency Services	Director Infrastructure and Development
	1.2.9	Lobby government, companies and other individuals to secure funding for cultural and creative expression fields.	Civic Leadership	Mayor/ General Manager
1.3. A diverse and creative culture that celebrates our history	1.3.1	Support a culture inclusive of the Arts.	Community Development	Director Corporate and Community
	1.3.2	Lobby government, companies and other individuals to secure funding for cultural and creative expression fields.	Community Development	Director Corporate and Community
	1.3.3	Maintain the service delivery for library services and programs in line with the adopted levels of service.	Library	Director Corporate and Community
	1.3.4	Facilitate inclusive engagement with our community (including our First Nations communities) to identify, promote and deliver community events that bring us together.	Civic Leadership	General Manager
	1.3.5	Manage the Uralla Old Court House as a community venue.	Community Development	Director Corporate and Community
1.4. Access to and equity of services.	1.4.1	Facilitate access to care services throughout the Shire.	Community Care	Manager Community Care
	1.4.2	Facilitate access to residential aged care service.	McMaugh Gardens	Manager McMaugh Gardens
	1.4.3	Review and implement the USC Disability Inclusion Action Plan.	Community Care	Manager community Care
	1.4.4	Facilitate ceremonies recognising and commemorating events important to our cultural identity.	Civic Leadership	General Manager
	1.4.5	PROJECT: Progress the "Retain & Invest" strategy for residential aged care services in Uralla Shire.	McMaugh Gardens	Manager McMaugh Gardens

Prosperous

OBJECTIVE: **We have a sustainable economy that supports prosperity.**

Strategy 1 An attractive environment for the business sector

Strategy 2 Diverse & Growing employment opportunities

Strategy 3 Well serviced communities

ECONOMY: STRATEGY		ACTIVITY	SERVICE AREA	LEAD MANAGER
2.1. An attractive environment for the business sector.	2.1.1	Facilitate and support the maintenance of our Shire as a destination.	Tourism	Corporate Lead Communications and Events
	2.1.2	Provide strategic leadership to manage the impacts of the renewable energy development in the NEREZ and maximise community benefits for our Shire.	Civic Leadership	General Manager
	2.1.3	Maintain a strong strategic planning position and technical response to renewable energy development proposals.	Civic Leadership	General Manager
2.2. Diverse & Growing employment opportunities	2.2.1	Review and update our land use planning to encourage and support sustainable growth including commercial, industrial and residential development.	Development & Planning	Manager Development & Planning
	2.2.2	Support diversity in housing choice in our Shire.	Development & Planning	Manager Development & Planning
	2.2.3	Support business and industry development in the region.	Development & Planning	Director Infrastructure and Development
	2.2.4	Advocate for improvements to telecommunications infrastructure and services.	Civic Leadership	General Manager
	2.2.5	Investigate ways that Council can strategically support local business.	Development & Planning	Manager Development & Planning
2.3. Well serviced communities	2.3.1	Define, adopt and implement levels of service for all relevant asset classes	Works & Civil	Manager Civil Infrastructure
	2.3.2	Expand and upgrade relevant council asset classes (subject to grant funding)	Works & Civil	Manager Civil Infrastructure
	2.3.3	Provide safe and secure water and sewer services for our Shire.	Water Cycle	Manager water and wastewater

Good Custodians

OBJECTIVE: **Good custodianship of natural and built environment**

Strategy 1 Preserve, protect and renew our beautiful natural environment

Strategy 2 Development that enriches our environment.

Strategy 3 A circular economy

Strategy 4 Secure, sustainable water cycle management

ENVIRONMENT: STRATEGY		ACTIVITY	SERVICE AREA	LEAD MANAGER
3.1 To preserve, protect and renew our beautiful natural environment	3.1.1	Preserve and enhance the Shire's natural capital to protect biodiversity and to provide access to community land	Environmental Management	Manager Environment & Waste
	3.1.2	Protect the biosecurity of our Shire by controlling weeds.	Environmental Management	Manager Environment & Waste
	3.1.3	Manage Crown Lands under Council care and control.	Environmental Management	Manager Environment & Waste
	3.1.4	Support community environmental conservation efforts.	Environmental Management	Manager Environment & Waste
	3.1.5	Prepare for the effects of Climate Change.	Environmental Management	Manager Environment & Waste
3.2 Development that enriches our environment	3.2.1	Provide education and information to assist in providing effective, regulatory, and compliance services for the community.	Development & Planning	Manager Development & Planning
	3.2.2	Seek energy efficient technologies to reduce Council's ecological footprint.	Asset Management	Manager Assets
	3.2.3	Ensure that Developers contribute to our community.	Development & Planning	Manager Development & Planning
3.3 A circular economy	3.3.1	Support and enhance the development of a circular economy within the Shire.	Environmental Management	Manager Environment & Waste
	3.3.2	Provide safe and secure waste and recycling services for our Shire.	Environmental Management	Manager Environment & Waste
	3.3.3	Investigate and create industrial and demolition waste recycling opportunities.	Environmental Management	Manager Environment & Waste
3.4 Secure, sustainable water cycle management	3.4.1	Investigate and plan for Integrated Water Cycle Management for our Shire.	Water & Wastewater	Group Manager Infrastructure Services

Uralla Shire Council | Delivery Program 2026-2029

Independent

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

Strategy 1 Informed and collaborative community leaders

Strategy 2 A strategic, accountable and representative Council

Strategy 3 An efficient and effective independent local government

LEADERSHIP: STRATEGY		ACTIVITY	SERVICE AREA	LEAD MANAGER
4.1 Informed and collaborative community leaders	4.1.1.	Deliver exemplary service and leadership in local government through open, honest and timely engagement with the community and a commitment to responsive and proactive council services.		
	4.1.2.	Elected members govern Council in accordance with legislative requirements.	Civic Leadership	General Manager
	4.1.3.	The whole organisation will operate in accordance with legislative requirements.	Governance	Manager Governance
	4.1.4.	Advocate for the interests of the community through the NSW Country Mayors Association.	Civic Leadership	Mayor/ General Manager
	4.1.5.	Advocate for the interests of the community through the LGNSW Association.	Civic Leadership	Mayor/ General Manager
	4.1.6.	Engage and collaborate with the community to progress CSP goals.	Governance	Manager Governance
4.2 A strategic, accountable and representative Council	4.2.1	Operate in a financially sustainable manner including presenting a report to the Governing Body to consider making application for a special rate variation..	Financial Management	Chief Financial Officer
	4.2.2	Provide an operational, risk managed, governance framework to support the achievement of Council's strategic objectives and legislative compliance.	Governance	Manager Governance
	4.2.3	Define the risk appetite of the governing body to inform strategic and operational decision making.	Governance	Manager Governance
	4.2.4	Provide a safe environment in all aspects of Council operations.	Human Resources	Manager People & Wellbeing
4.3 An efficient and effective independent local government	4.3.1	Facilitate open and transparent access to Council decision making and information.	Governance	Manager Governance
	4.3.2	Drive innovation and efficiency through the adoption and implementation of IT solutions.	Information Technology	Manager Governance
	4.3.3	Integration of Safety System throughout organisation.	Human Resources	Manager People & Wellbeing
	4.3.4	Provide People and Wellbeing services that support a high performing team culture.	Human Resources	Manager People & Wellbeing

Uralla Shire Council | Delivery Program 2026-2029