COMMUNITY STRATEGIC PLAN

2017-2027

Uralla
URALLA SHIRE COUNCIL
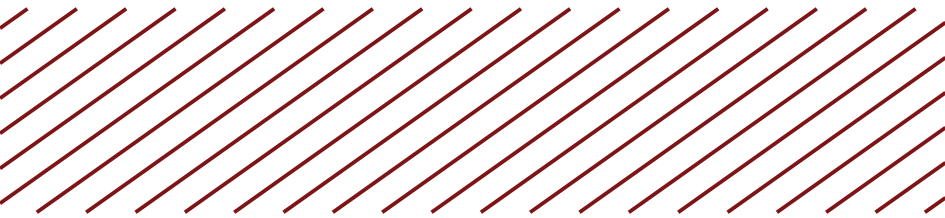
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INTRODUCTION

In 2027 the Uralla Shire will continue to be an active, prosperous, welcoming and environmentally aware community.

We will celebrate and take great pride in our unique communities and protect our beautiful natural surrounds. As an inclusive community we will embrace new residents, celebrate diversity and foster a culture of care and participation. We will build economic strength, diversity and resilience throughout the shire and encourage innovation and creativity.

We are blessed with a natural environment that is as diverse as it is beautiful and a pride in our heritage that is interwoven into our character and culture, so we will continue to champion sustainable living practices, record and promote our heritage and in doing so continue to improve the overall health and well being of our community.

We will be a leading lifestyle region with vibrant public places, interconnected transport networks, vast education, sporting, recreation and cultural opportunities and an unmistakably unique built environment.

As we progress towards 2027 we will achieve all of this in parallel with an unwavering commitment to accountability, transparency and collaborative leadership.

The entire Uralla Shire community and our representatives will need to work together to make our vision for the region a reality, so it gives us great pleasure to fully commit Uralla Shire Council's support to delivering the Uralla Shire 2027 — Community Plan.

Clr Michael Pearce, Mayor

Andrew Hopkins, General Manager

OUR MISSION

"The Uralla Shire Council is committed to creating a unique environment which offers an excellent quality of life and economic opportunities for its people."

OUR VALUES

The Uralla Shire community strives to:

- enjoy a high quality of life
- have thriving business centres
- have educational and job opportunities available for people with a wide range of skills and aptitudes
- have an innovative, adaptive and diverse economy
- have access to good public services and relevant infrastructure
- have a continuing improvement in its socio-economic status
- treasure its natural and built heritage and continue to be progressive
- ensure sustainability
- provide security and safety for its residents
- have a growing population and a sound demographic structure; and
- retain its own independent community-based local government authority

Map labels: Vincent St, Leece Rd, Faulkner St, Wilkins St, Fitzroy St, Thunderbolts Way, Uralla St North, Wood St, Queen St, Bridge St, To Bundarra & Inverell, To Armidale, Alma Park, Uralla Caravan Park, The Glen & Southern Cross Constellation Under Construction, Barley Fields Rd, Water Tap (Drinkable), Iven Cr, John St, Munro Ave, Park St, Uralla St, Salisbury St, Hill St, King St, New England Highway, Catholic Church & School, Wood St, Railway, Warwick St, Central School, Roman St, Phillip Ave, Dumaresq St, Gilmore St, Queen St, Church Ave, Park St, Hunter Pl, Bligh Ave, Bridge St, Visitor Information Centre, McCrossin's Mill Museum, Post Office, Hill St, Maitland St, Police Station, Elizabeth St, Railway Station, McMahon St, Everett St, High St, King St, Cemetary, To Fossicking Area and Kingstown, East St, John St, New England Highway, East St, Salisbury St, Duke St, Salisbury St, Railway, Showground, Dangar St, Coopers Ln, Gostwyck St, Sandon Cl, McGregor St, McKenzie St, Warwick St, McCrossin St, Woodville Oval Rugby Grounds, Dump Point, Plane Ave, East St / Gostwyck Rd, Uralla Foundry Museum, Sandon Ci, To Gostwyck Chapel, Deeargee Woolshed, Dangars Falls, Armidale, Rowan Ave, Cluan Ave, Rowan Ave, Marsh St, Thunderbolts Way, Uralla Golf Club, Tennis & Squash Court, To Racecourse Lagoon, To Dangars Lagoon and Walcha, To Tamworth To Thunderbolts Rock, Playing Fields, Bridge St
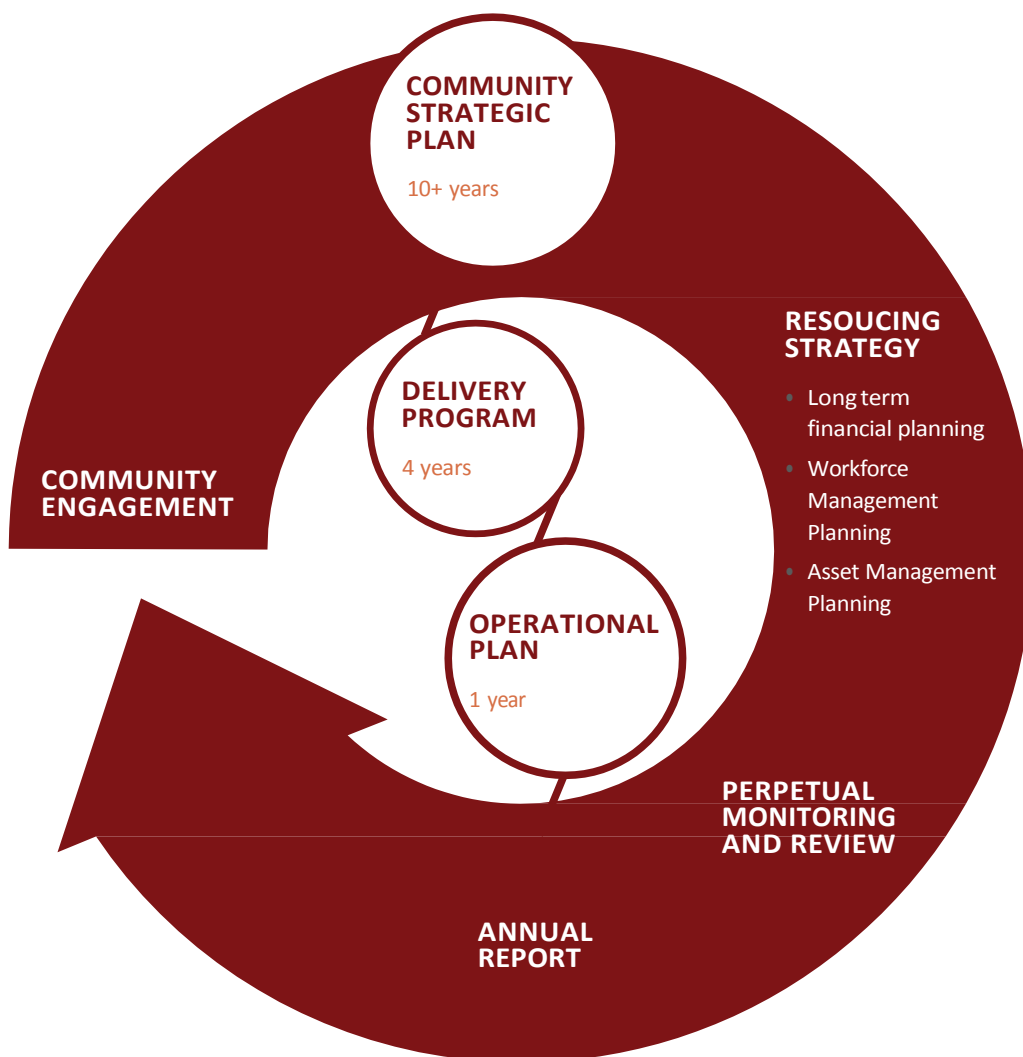
SHIRE SNAPSHOT

- **Population** — 6,411
- **Area** — 3,226 (ha)
- **Population Density** — 2 per/sqm
- **Population (%)**
  - 24 or less — 30.5%
  - 25 to 54 — 35.5%
  - Above 54 — 34%

- **5 year Population Growth** — 2.7%
- **Largest Employment Sector**
  – Agriculture, Forestry & Fishing
- **Average Family Size** — 3
- **Unemployment Rate** — 5%

- **Council Composition**
  - Clr Michael Pearce (Mayor)
  - Clr Robert Bell (Deputy Mayor)
  - Clr Bob Crouch
  - Clr Mark Dusting
  - Clr Natasha Ledger
  - Clr Levi Sampson
  - Clr Isabel Strutt
  - Clr Tara Toomey
  - Clr Kevin Ward

- **Region** — New England
- **State Electorate**
  — Northern Tablelands (Adam Marshall) MP

1 OVERVIEW OF INTEGRATED PLANNING & REPORTING (IP&R)

IP&R FRAMEWORK

On 1 October 2009, the NSW Government's new framework for integrated planning and reporting for local councils came into effect.

Each council must now prepare a number of plans, which provide details on how the council intends to deliver services and infrastructure in the short and long term, based on community priorities that have been identified through community consultation and engagement.

COMMUNITY STRATEGIC PLAN

10+ years

RESOUCING STRATEGY

- Long term financial planning
- Workforce Management Planning
- Asset Management Planning

DELIVERY PROGRAM

4 years

COMMUNITY ENGAGEMENT

OPERATIONAL PLAN

1 year

PERPETUAL MONITORING AND REVIEW

ANNUAL REPORT

INTEGRATED PLANNING AND REPORTING

- The Community Strategic Plan (CSP) (this plan) identifies long term goals and priorities for the community and the local government area.

- The Delivery Program (DP) identifies what parts of the Community Strategic Plan the Council is responsible for, and allows the Council to set out specific priorities for the term of office (4 years).

- The Operational Plan (OP) specifies the actions and programs to be undertaken each year in support of the delivery program and Community Strategic Plan.

- The Resourcing Strategy holistically describes the key resourcing requirements and it is made up of the Long Term Financial Plan; the Workforce Management Strategy and Asset Management Strategy.

The framework requires councils to better integrate their various plans to plan holistically for the future. It requires councils and their communities to have important discussions about funding priorities, acceptable service levels and preserving local identity and to plan in partnership for a more sustainable future.

The framework is a better way of doing business. It ensures all the council's plans and reports work together to achieve community outcomes. The framework is designed to help improve the sustainability of the community, the local government area, and the Council using the 'quadruple bottom line' approach. This is made up of four pillars — Society, Economy, Environment and Leadership.

THE RELATIONSHIP BETWEEN THE PLANS:

PROGRAMS & ACTIONS

STRATEGIES

GOALS

COMMUNITY STRATEGIC PLAN

10+ YEAR OUTLOOK

- Sets out community goals
- Outlines strategies & measures to achieve the goals

DELIVERY PROGRAM

4 YEAR OUTLOOK

- Councils' commitment and priorities during its term in office
- Progress towards the community goals

OPERATIONAL PLAN

1 YEAR OUTLOOK

- Details of programs, prjoects and actions that Council will undertake during the financial year to implement the Delivery Program's Strategies
- Annual budget
- Roles & Fees & Charges Schedule

2

OUR COMMUNITY GOALS

1 A proud, unique and inviting community

2 A safe, active and healthy shire

3 A diverse and creative culture

4 Access to and equity of services

5 An attractive environment for business, tourism and industry

6 Growing and diversified employment, education and tourism opportunities

7 A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycleways that are adequate, interconnected and maintained

8 Communities that are well serviced with essential infrastructure

9 To preserve, protect and renew our beautiful natural environment

10 Maintain a healthy balance between development and the environment

11 Reuse, recycle and reduce wastage

12 Secure, sustainable and environmentally sound water-cycle infrastructure and services

13 A strong, accountable and representative Council

14 An effective and efficient organisation

15 Deliver the goals and strategies of the Community Strategic Plan

Disability Inclusion Action Planning and our CSP

As part of the Disability Inclusion Action Planning process, Uralla Shire Council undertook internal consultation with staff and external consultation with local people with disability, their carers, and the services that support them.

Areas of good practice were identified, with highlights including:

- Current rostered day off work practices for staff
- Aspects of the Development Application process, such as provision of individualised advice
- Development of social procurement framework to facilitate employment opportunities for local people with disability
- Provision of disability and community transport services
- Uralla main street access improvement project

Priority areas for improvement were also identified, including:

Attitudes and behaviours

- Increased awareness and recognition of "invisible" disability, such as hearing impairment and experiencing mental health issues

Liveable communities

- More accessible infrastructure and public spaces to enable greater participation in community life
- Advocating for continued community transport funding and services
- Accessible business, recreational and cultural opportunities
- Partnership with business and community to increase inclusion opportunities

Employment

- Increasing inclusive employment opportunities with Council

Systems and processes

- Website development to enable greater access to information and services
- Inclusion awareness and training for staff
- Expanding inclusive consultation practice

3

OUR SOCIETY

WHAT'S IMPORTANT TO US

The quality of our community life is determined by the people who make up our community and the places in which we live.

When we live in harmonious communities we feel safe and welcome, trust and respect each other, volunteer more and work cooperatively towards common community goals.

We want to live in well serviced neighbourhoods that provide access and equity to even our most vulnerable community members.

A changing demographic profile, increasing community expectation, limited resources and competing priorities have all put pressure on existing community networks and Council services. The challenge ahead is how we adapt to the changing requirements of our evolving community whilst continuing to provide quality social services in an equitable and affordable manner.

GOALS & STRATEGIES
FOR OUR SOCIETY

1.1 A proud, unique and inviting community

STRATEGIES:

1.1.1 Provide vibrant and welcoming town centres, streets and meeting places

1.1.2 Embellish our community with parks, paths, cycleways, facilities, and meeting places

1.1.3 Respect the heritage of the region and highlight and enhance our unique characteristics

1.1.4 Support, encourage and celebrate community participation and volunteerism

1.2 A safe, active and healthy shire

STRATEGIES:

1.2.1 Provide accessible quality sport and recreation facilities that encourage participation

1.2.2 Work with key partners and the community to lobby for adequate health services in our region

1.2.3 Provide, maintain and develop children's play and recreational facilities that encourage active participation

1.2.4 Partner with police, community organisations and the community to address crime, anti social behaviour and maintain community safety

1.2.5 Provide effective regulatory, compliance and enforcement services for the community

1.3 A diverse and creative culture

STRATEGIES:

1.3.1 Provide enhanced and innovative library services that support and encourage lifelong learning

1.3.2 Work with the community and other partners to develop major cultural and community events and festivals

1.3.3 Lobby government, companies and other individuals to secure funding for cultural and creative expression fields

1.4 Access to and equity of services

1.4.1 Operate and maintain the McMaugh Gardens Aged Care Facility.

1.4.2 Provide quality Community Care, Ageing and Disability services

1.4.3 Create a better understanding within the community of the services and facilities council provides

1.4.4 Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities

1.4.5 Lobby government to maintain and improve community and public transport services and infrastructure

1.4.6 Work towards achieving the status of a Disability Friendly community through the provision of inclusive accessible facilities and services

SERVICES THAT COUNCIL PROVIDES

COMMUNITY SERVICES THAT COUNCIL CURRENTLY PROVIDES INCLUDE:

- Parks, Gardens and Open Spaces
- Sporting Facilities and Amenities
- Community Centres and Halls
- Aquatic Facility
- Community Care Services
- Community and Cultural Development
- Libraries
- Local Events
- Children and Youth Services
- Disability and Access Services

WHAT YOU CAN DO

- Attend and participate in festivals and events
- Use local facilities and services
- Participate in local healthy lifestyle activities
- Participate in a community or sporting group
- Be aware of your safety and look out for the safety of others
- Report crimes and anti-social behaviour to the police
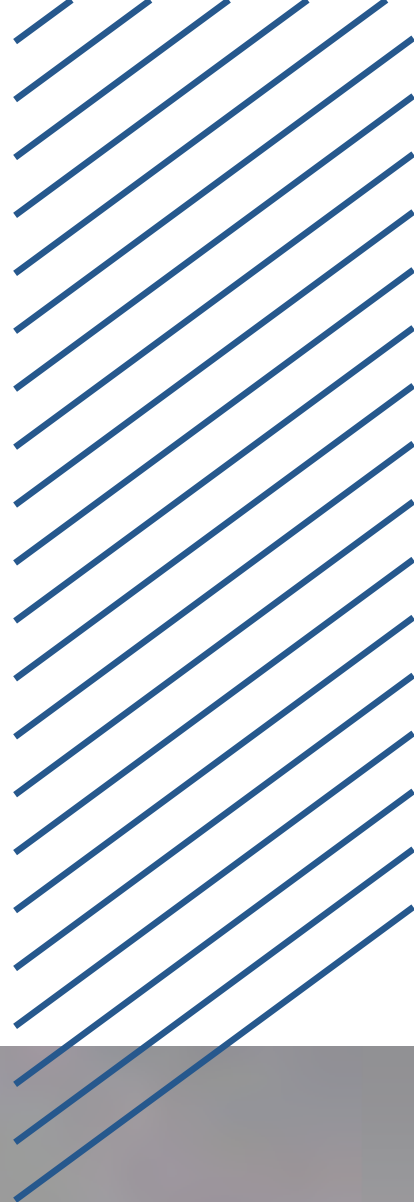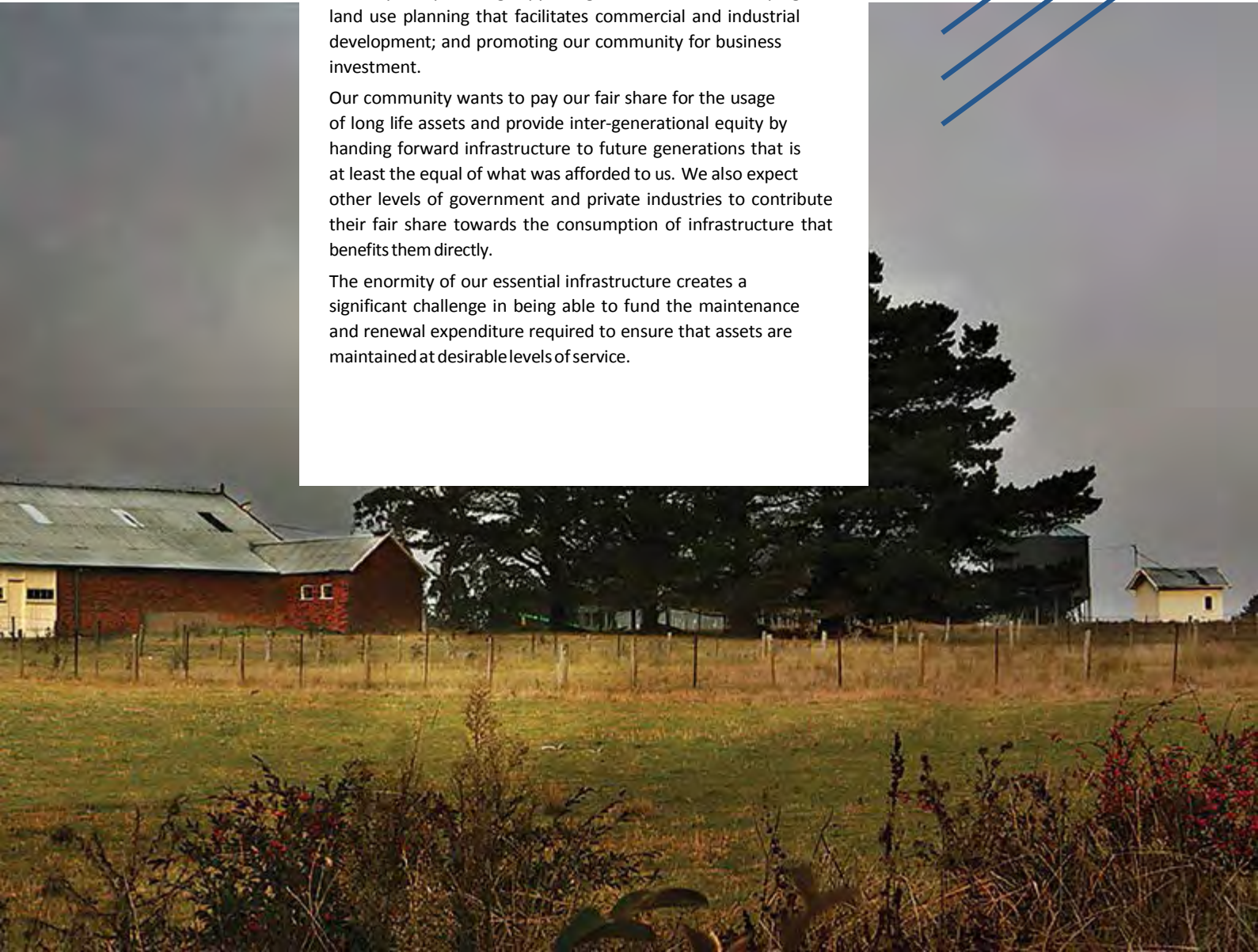
4 OUR ECONOMY

WHAT'S IMPORTANT TO US

Our local economy needs to be strong and diversified in order to provide a broad range of services to our community and to provide employment opportunities for our residents. The residents, businesses and industries of our Shire also provide a significant contribution to the state and national economies and the overall prosperity of both.

The availability of employment is vital to being able to retain our youth in the community, to attract skilled workers and their families to the area and to minimise overall unemployment and resultantly increase community well-being.

Council's primary roles in fostering economic growth and diversity are; providing supporting infrastructure; developing land use planning that facilitates commercial and industrial development; and promoting our community for business investment.

Our community wants to pay our fair share for the usage of long life assets and provide inter-generational equity by handing forward infrastructure to future generations that is at least the equal of what was afforded to us. We also expect other levels of government and private industries to contribute their fair share towards the consumption of infrastructure that benefits them directly.

The enormity of our essential infrastructure creates a significant challenge in being able to fund the maintenance and renewal expenditure required to ensure that assets are maintained at desirable levels of service.

GOALS & STRATEGIES FOR OUR ECONOMY

GOAL:

2.1 An attractive environment for business, tourism and industry

STRATEGIES:

2.1.1 Promote the Uralla Shire and the region as a wonderful place to live, work, visit and invest

2.1.2 Promote the Uralla Shire to business and industry and increase recognition of the area's strategic advantages

2.1.3 Lobby for government- funded infrastructure and services to keep pace with business and industry development in the region (education, transport, health)

2.1.4 Implement tools to simplify development processes and encourage quality commercial, industrial and residential development

2.1.5 Develop the skills of businesses to maximise utilisation of new technologies and the emerging broadband and telecommunications networks

GOAL:

2.2 Growing and diversified employment, education and tourism opportunities

STRATEGIES:

2.2.1 Provide land use planning that facilitates employment creation

2.2.2 Support and encourage existing business and industry to develop and grow

2.2.3 Support the attraction of new businesses, including sustainable employment generating projects

2.2.4 Partner with neighbouring Councils to effectively market the unique natural characteristics and diverse tourism opportunities available within Uralla Shire and region

2.2.5 Facilitate major social and cultural events being staged in our Shire and our region

GOAL:

2.3 A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycleways that are adequate, interconnected and maintained

STRATEGIES:

2.3.1 Provide an effective road network that balances asset conditions with available resources and asset utilisation

2.3.2 Maintain, renew and replace Council bridges and culverts as required

2.3.3 Ensure road network supporting assets (signs, posts, lighting, guardrails, etc. are maintained adequately and renewed as scheduled

2.3.4 Provide a network of town and village streets that balances asset conditions with available resources and asset utilisation

2.3.5 Maintain existing walking and cycling networks across the region

2.3.6 Facilitate the enhancement and expansion of accessible walking and cycling networks where strategically identified and interconnect them with other transport and recreation facilities

2.3.7 Implement and maintain developer contribution plans

2.3.8 Provide the required public transport infrastructure and work with key partners to expand the provision of cost-effective public transport

2.4 Communities that are well serviced with essential infrastructure:

STRATEGIES:

2.4.1   Developing a strategically-located network of quality, accessible and safe public amenities that are adequately maintained and renewed

2.4.2   Implement Council's strategic asset management plans and continue to develop asset systems, plans and practice for infrastructure assets to minimise whole of life costs

2.4.3   Provide the infrastructure to embellish public spaces, recreation areas and parkland areas

2.4.4   Ensure adequate public car-parking and kerb and gutter infrastructure is provided, maintained and renewed

SERVICES THAT COUNCIL PROVIDES

ECONOMIC SERVICES THAT COUNCIL CURRENTLY PROVIDES INCLUDE:

- Tourism, Promotion and Visitor Facilities
- Land Use Planning
- Economic Development
- Sealed Regional Roads —132 kms
- Sealed Local Roads — 267 kms
- Unsealed Regional Roads — 9.8 kms
- Unsealed Local Roads — 497 kms
- Bridges: Regional Roads — 30 concrete
- Bridges: Local Roads — 44 concrete; 2 timber
- Footpaths and cycleway networks
- Car Parking Facilities
- Kerb and Guttering
- Public Amenities
- Bus Stops and Transport Facilities
- Street Lighting and Street Signage
- Street Furniture

WHAT YOU CAN DO

- Shop locally to support our economy
- Create opportunities for traineeships, work experience and apprenticeships
- Report safety and maintenance issues to Council regarding infrastructure
- Obey load limits on roads and bridges
- Drive to the conditions of the road
- Report vandalism or loitering around public facilities

5

OUR ENVIRONMENT

WHAT'S IMPORTANT TO US

Our natural environment in the New England Region is as diverse as it is beautiful and is intrinsic to our character and culture. Our natural surrounds are also the basis for much of our economic and recreational activity, whilst the quality of our air, water, flora and soils are inextricably linked to our health and well-being.

Our environment in so many unique forms is the defining characteristic of our Shire, towns and villages and is undoubtedly a way in which our Shire is commonly identified by others and how we identify ourselves.

Work currently underway for the development of a case study based on the town of Uralla becoming Australia's first zero net energy town puts our community at the forefront in the pursuit of more sustainable living and reduced impact on our environment.

GOALS & STRATEGIES FOR OUR ENVIRONMENT

3.1 **To preserve, protect and renew our beautiful natural environment**

STRATEGIES:

3.1.1 Record and promote the region's heritage in partnership with the community

3.1.2 Protect the Shire's historic buildings and sites, recognising their value to the community

3.1.3 Protect and maintain a healthy catchment and waterways

3.1.4 Raise community awareness of environmental and biodiversity issues

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3.2 **Maintain a healthy balance between development and the environment**

STRATEGIES:

3.2.1 Retain open space and greenbelts that are accessible to everyone

3.2.2 Educate the community about sustainable practices in the home, at work and in public places

3.2.3 Ensure that Uralla Shire is sufficiently prepared to deal with natural disasters including bushfires, major storms and flood events

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3.3 **Reuse, recycle and reduce wastage**

STRATEGIES:

3.3.1 Promoting recycling, reusing and providing regular and efficient waste and recycling services

3.3.2 Providing education to the community on ways to minimise the waste produced by households

3.3.3 Implementing initiatives to reduce illegal dumping and providing community education to prevent litter

3.3.4 Identifying and implementing water conservation and sustainable water usage practises in council operations

3.3.5 Identifying technologies in Council's facilities, infrastructure and service delivery to reduce our ecological footprint

3.4 Secure, sustainable and environmentally sound water-cycle infrastructure and services

STRATEGIES:

3.4.1 Maintain and renew water network infrastructure to ensure the provision of secure, quality and reliable drinking water supplies

3.4.2 Maintain and renew the sewerage network infrastructure to ensure the provision of efficient and environmentally-sound sewerage services

3.4.3 Ensure adequate stormwater and drainage infrastructure is provided, maintained and renewed

SERVICES THAT COUNCIL PROVIDES

ENVIRONMENTAL SERVICES COUNCIL PROVIDES INCLUDE:

- Waste management and recycling
- Water supplies
- Sewerage Services
- Stormwater management
- Natural resource management
- Environmental planning
- Development control planning
- Reserves and open spaces

WHAT YOU CAN DO

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

6

OUR LEADERSHIP

WHAT'S IMPORTANT TO US

The elected representatives of our community pursue the overall direction and long term priorities for the Uralla Shire in accordance with the vision, goals and strategies detailed in our community strategic plan.

Effective civic leadership is under-pinned by informed and transparent decision making which is reliant on effective community engagement and the highest quality professional services and advice.

Councillors are required to provide leadership to the broad community and strategic direction to an organisation that will be relied upon to deliver quality services and infrastructure within Councils available resources and in-line with established service levels.

GOALS & STRATEGIES FOR OUR LEADERS

4.1 A strong, accountable and representative Council

STRATEGIES:

4.1.1 Provide clear direction for the community through the development of the Community Strategic Plan, Delivery Program and Operational Plan

4.1.2 Engage with the community effectively and use community input to inform decision making

4.1.3 Provide open, accountable and transparent decision making for the community

4.1.4 Provide strong representation for the community at the regional, state and federal levels

4.1.5 Undertake the civic duties of Council with the highest degree of professionalism and ethics

4.2 An effective and efficient organisation

STRATEGIES:

4.2.1 Provide a range of services that meet benchmarks determined with the community, having regard to quality and cost

4.2.2 Operate in a financially responsible and sustainable manner

4.2.3 Develop and consistently apply an asset management framework that ensures existing and future infrastructure is affordable, funded and maintained to ensure inter-generational equity and sustainability

4.2.4 Establish Uralla Council as an employer of choice that trains, recruits and retains talented staff and facilitates a diverse workforce

4.2.5 Provide customer service excellence

4.2.6 Identify and manage risk associated with all Council activities and ensures a safe and healthy work environment

4.2.7 Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate governance

4.3 Deliver the goals and strategies of the Community Strategic Plan

STRATEGIES:

4.31 Resource the organisation of Council adequately to provide the services and support functions required to deliver the goals and strategies detailed in this plan

4.3.2 Implement and maintain a performance management framework to enable clear reporting on progress against milestones and key indicators in Councils strategic planning documents

SERVICES THAT COUNCIL PROVIDES

LEADERSHIP AND ORGANISATIONAL SERVICES COUNCIL PROVIDES INCLUDE:

- Civic services and representation
- Strategic Planning
- Financial Services
- Governance
- Customer services
- Communication and community engagement
- Human resource management
- Information and technology services
- Performance management
- Risk management
- Regulation and enforcement

WHAT YOU CAN DO

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

7

COUNCIL SERVICES

SOCIETY

- Library Services
- Community Development
- Ageing and Disability Services
- Community Transport
- McMaugh Gardens Aged Care Facility
- Swimming Complex
- Sporting Grounds and Facilities
- Public Buildings and Amenities
- Public Health
- Cemeteries
- Regulation and Animal Control
- Emergency Services

ECONOMY

- Tourism & Promotion
- Economic Development
- Land Use Planning
- Sealed Road Network
- Unsealed Road Network
- Bridges and Culverts
- Footpaths and Cycleways
- Quarries
- Plant & Equipment

ENVIRONMENT

- Environmental Management
- Waste Management
- Parks & Open Space
- Water Supplies
- Sewerage Services
- Stormwater and Drainage
- Development Control

GOVERNANCE

- Civic Leadership
- Communication and Community Engagement
- Finance & Procurement
- Rates and Revenue
- Human Resources
- Customer Service
- Corporate Governance
- Records and Information
- Technology and Innovation
- Operational Buildings

8

MONITORING, REPORTING & REVIEW

Councils are required to report on the progress of their Delivery Programs twice a year under the Integrated Planning & Reporting framework. This regular reporting helps ensure that the programs and actions being undertaken are in fact moving Council towards achieving the strategies, and ultimately the goals, of the Community Strategic Plan.

Council will report to the community on whether or not we have been able to move closer to achieving the desired goals and strategies for our society, economy, environment and leadership, using a 'traffic light system' of reporting on our programs and actions (the Delivery Program and Operational Plan). Green for those programs and actions achieved orange for those in progress and red for those not achieved. This simple, yet effective form of monitoring and reporting, makes for an easy review of whether or not the strategies and goals are being achieved and if not, the programs and actions can be reviewed to maximise the chances of a realising our goals over the longer term and achieving quadruple bottom line sustainability (QBL).

9

ADDRESSING THE QUADRUPLE BOTTOM LINE

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

Society also commonly referred to as community, is the physical and emotional health of the community and how they interact with each other within the community and with others who use and support the local services and facilities.

Economy is not financial management, it is about where Council spends the money, and how they provide connectivity, support the local economy and encourage investment and employment opportunities to the local government area.

Environment refers to ecological pressures and the state of natural resources. It is important to also remember that all environmental issues are interdependent.

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

The quadruple bottom line approach was chosen to ensure that the Community Strategic Plan would be balanced and take a holistic view, rather than favouring one particular aspect. Our Community Strategic Plan has been designed to meet the quadruple bottom line requirements through the key themes of Society, Economy, Environment and Leadership.

10

LINKAGE TO THE NSW STATE PLAN

The NSW 2021 state government plan sets the governments' agenda for change in NSW. It is a 10 year plan to:

- Rebuild the Economy
- Return quality services
- Renovate infrastructure
- Restore Accountability to Government
- Protect our Environment and Communities

NSW 2021 – A PLAN TO MAKE NSW NUMBER ONE

STATE	REBUILD THE ECONOMY	RETURN QUALITY SERVICES	RENOVATE INFRASTRUCTURE	PROTECT OUR LOCAL ENVIRONMENT & COMMUNITY
REGIONAL	• Regional Development Australia – Northern Inland – Regional Plan • New England North West Strategic Land Use Plan	• New England Regional Transport Plan • Hunter New England Local Health District Service Plan • Hunter New England Local Health District Mental Health Clinical Services Plan (in development) • Moree Shire Crime Prevention Plan • Regional Homelessness Action Plan 2010-2014 – New England/North West	• Local Infrastructure Renewal Scheme	• Namoi Catchment Action Plan (reviewed by 2013) • Border Rivers Gwydir Catchment Action Plan (reviewed by 2013) • Northern Rivers Catchment Action Plan (reviewed by 2013)

LOCAL

COMMUNITY STRATEGIC PLAN FROM LOCAL GOVERNMENT AREAS

2 YEAR REGIONAL ACTION PLAN FOR THE NEW ENGLAND NORTH WEST

PRIORITIES OF THE LOCAL COMMUNITY

The New England/North West Regional Action Plan is aligned with the NSW 2021 Plan and identifies the immediate actions the NSW Government will prioritise.

Our region of NSW, includes the Local Government areas of Armidale Dumaresq, Glen Innes Severn, Tenterfield, Walcha, Uralla, Guyra, Tamworth Regional, Liverpool Plains, Gunnedah, Gwydir, Inverell, Moree Plains and Narrabri�

The priorities identified in the Regional Action Plan for the New England-North West Region include:

- Support sustainable economic growth
- Invest in regional and local infrastructure
- Improve education pathways for young people
- Deliver quality integrated health services
- Deliver integrated and coordinated human services
- Support strong safe communities

THE FOLLOWING TABLE SHOWS HOW OUR COUNCIL'S COMMUNITY STRATEGIC PLAN CONTRIBUTES TOWARD THESE STATE PLAN OBJECTIVES:

NSW 2021 PLAN	URALLA SHIRE COUNCIL COMMUNITY STRATEGIC PLAN THEMES			
	SOCIETY	ECONOMY	ENVIRONMENT	LEADERSHIP
Rebuild the economy		■		
Return quality services	■	■		■
Renovate infrastructure	■	■		
Strengthen our local environment and communities	■		■	■
Restore accountability to government				■

THE FOLLOWING TABLE SHOWS HOW OUR COUNCILS COMMUNITY STRATEGIC PLAN CONTRIBUTES TOWARD THE NEW ENGLAND/NORTH WEST REGIONAL ACTION PLAN OBJECTIVES:

NEW ENGLAND NORTH WEST REGIONAL ACTION PLAN	URALLA SHIRE COUNCIL COMMUNITY STRATEGIC PLAN THEMES			
	SOCIETY	ECONOMY	ENVIRONMENT	LEADERSHIP
Support sustainable economic growth		▨	▨	▨
Invest in regional and local infrastructure		▨		
Improve education pathways for young people	▨			
Deliver quality integrated health services	▨			
Deliver integrated and coordinated human services	▨			
Support strong, safe communities	▨			

11

ENGAGEMENT, COMMUNITY ENGAGEMENT STRATEGY & SOCIAL JUSTICE PRINCIPLES

The Community Strategic Plan will guide the community, its development, and direction to the year 2025. It is a critical document which expresses the views and vision of the Uralla Shire community.

The Community Engagement Strategy outlines the process for involving the Uralla Shire community in Councils' strategic planning and decision-making processes, including the construction of the Community Strategic Plan.

Uralla Shire Council has recently revised its Community Strategic Plan to ensure that our goals and strategies are in line with what the community desires and what is achievable given the resources available.

THE COMMUNITY ENGAGEMENT STRATEGY:

1   Defines community engagement and identifies the methods of engagement Council uses for the key stages of engagement — inform, consult, involve collaborate and empower;

2   Identifies the broad categories of Council projects which require engagement; and

3   Provides an Engagement Matrix to align the methods of engagement with the category of Council projects.

SOCIAL JUSTICE PRINCIPLES:

The Local Government Act also stipulates that the Community Strategic Plan should reflect the principles of Social Justice and that these social considerations are adequately addressed in the planning and development process. The principles for social justice are:

Equity   There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interest of people in vulnerable circumstances.

Access   All people should have fair access to services, resources and opportunities to improve their quality of life.

Rights   Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

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RELATED DOCUMENTS

1   Uralla Shire Council Resourcing Strategy
2   Uralla Shire Council Deliver Program and Operational Plan

The Community Strategic Plan provides Council with a way to express long-term community aspirations. However, these will not be achieved without sufficient resources — time, money assets and people — to actually carry them out, which leads us to Council's Resourcing Strategy.

The Resourcing Strategy consists of three components: Long Term Financial Planning, Workforce Management Planning and Asset Management Planning.

Once Council has defined its Resourcing Strategy it is then able to develop the Delivery Program and Operational Plan which is the point where the community's strategic goals are systematically translated into actions that Council has determined they have the resources available to undertake and deliver successfully.

COMMUNITY
STRATEGIC
PLAN

2017-2027