



URALLA SHIRE COUNCIL

BUSINESS AGENDA

Notice is hereby given, in accordance with the provision of the *Local Government Act 1993* that a Meeting of Uralla Shire Council will be held in the Council Chambers, 32 Salisbury Street, Uralla.

ORDINARY COUNCIL MEETING

27 September 2022

Commencing at 4:00pm



Kate Jessep
GENERAL MANAGER

UINT/22/11804

1 CONTENTS

1	OPENING AND WELCOME	4
2	PRAYER.....	4
3	ACKNOWLEDGEMENT OF COUNTRY.....	4
4	WEBCAST INFORMATION	4
5	APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS	4
6	DISCLOSURES AND DECLARATIONS OF INTEREST	4
7	CONFIRMATION OF MINUTES.....	4
7.1	Ordinary Meeting of Council held 23 August 2022.....	4
8	URGENT, SUPPLEMENTARY AND LATE ITEMS OF BUSINESS (INCLUDING PETITIONS)	22
8.1	Late Reports to Council	22
8.2	Urgent items	22
8.3	Supplementary Items	22
9	PUBLIC FORUM/PRESENTATION	22
10	WRITTEN REPORTS FROM DELEGATES	23
10.1	Winterbourne Wind Farm Community Consultative Committee Meeting 29 August 2022	23
10.2	Rural Skills Forum Update	24
10.3	Councillor Activity Reports	25
11	MAYORAL MINUTE	26
11.1	ACCOUNTING TREATMENT OF RURAL FIRE SERVICE ('RED FLEET') ASSETS Reply - Correspondence received.....	26
12	MOTIONS ON NOTICE/QUESTIONS WITH NOTICE	36
12.1	Questions on Notice.....	36
12.2	Notice of Motion – Uralla Township and Environs Committee Report to Council September 2022	41
12.3	Notice of Motion - Pioneer Park Tenders Documents and Process	51
12.4	Notice of Motion - S68 Service Vehicles Parked on Council Roads.....	55
12.5	Notice of Motion - Heritage Advisor	60
13	REPORT OF COMMITTEES.....	62
13.1	Finance Advisory Committee Meeting Minutes for meeting held 20 September 2022	62
14	REPORTS TO COUNCIL	68
14.1	Development Application 32/2022 – House Alterations – 13 Bridge Street Uralla.....	68
14.2	Regional Housing Strategic Planning Fund Grant Application	134
14.3	Works Progress Report as at 31 August 2022	137
14.4	Tolleys Gully Bridge Funding	141
14.5	NSW Environmental Restoration and Rehabilitation Grant 2022/2023	145

14.6	Draft Buildings Asset Management Plan	179
14.7	Draft Stormwater Drainage Asset Management Plan	234
14.8	Draft Open Spaces and Recreation Facilities Asset Management Plan	291
14.9	Uralla Local Environmental Plan Review	342
14.10	Code of Meeting Practice	348
14.11	Election of Deputy Mayor 2022-2023	390
14.12	Councillor Committee Representation	397
14.13	Schedule of Ordinary Meetings 2022 - 2023	403
14.14	Report on Complaints.....	406
14.15	Supporting Medication Management in Residential Aged Care Initiative Electronic National Residential Medication Chart (eNRMC) Adoption Grant.....	409
14.16	Resolution Register Action Status	413
14.17	Cash at Bank 31 August 2022.....	423
15	CONFIDENTIAL MATTERS.....	427
15.1	Confidential – Award of Tender for Pioneer Park Refurbishment.....	427
16	COMMUNICATION OF COUNCIL DECISIONS	428
17	CONCLUSION OF THE MEETING.....	428

1 OPENING AND WELCOME

2 PRAYER

3 ACKNOWLEDGEMENT OF COUNTRY

4 WEBCAST INFORMATION

5 APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS

6 DISCLOSURES AND DECLARATIONS OF INTEREST

To be table at the Meeting.

7 CONFIRMATION OF MINUTES

7.1 ORDINARY MEETING OF COUNCIL HELD 23 AUGUST 2022



MINUTES of

ORDINARY MEETING OF COUNCIL

Held on 23 August 2022 at 4:00pm

Attendance at Meeting:

Councillors:

Mayor Robert Bell (Chair)
Cr R Crouch (Deputy Mayor)
Cr T Bower
Cr S Burrows
Cr L Doran
Cr B McMullen
Cr O'Connor
Cr L Petrov
Cr T Toomey

Staff:

Ms K Jessep, General Manager
Mr C Weber, Interim Director Corporate Services
Mr C Bennett, Interim Director Infrastructure & Development
Mr M Clarkson, Manager Development & Planning
Ms W Westbrook, Minute Clerk

UINT/22/10528

MINUTES

Contents

1	OPENING & WELCOME	3
2	PRAYER.....	3
3	ACKNOWLEDGEMENT OF COUNTRY.....	3
4	WEBCAST INFORMATION.....	3
5	APOLOGIES & APPLICATION FOR LEAVE OF ABSENCES BY COUNCILLORS	3
6	DISCLOSURES & DECLARATIONS OF INTERESTS	3
7	CONFIRMATION OF MINUTES.....	3
7.1	Ordinary Meeting of Council held 26 July 2022.....	3
8	TABLING OF REPORTS & PETITIONS - Nil	4
9	URGENT, SUPPLEMENTARY & LATE ITEMS/REPORTS OF BUSINESS.....	4
9.1	Urgent Items – Nil	4
9.2	Supplementary Items – nil	4
9.3	Late Reports to Council.....	4
10	WRITTEN REPORT FROM DELEGATES	4
10.1	Delegate Report – Rural Skills Forum held 4 August 2022	4
10.2	Delegate Report – Country Mayors Association meeting held 5 August 2022.....	4
10.3	ACTIVITIES SUMMARIES.....	5
11	ITEMS PASSED IN BULK - Nil.....	5
12	MAYORAL MINUTE - Nil	5
13	PUBLIC FORUM/PRESENTATIONS - Nil.....	5
14	REPORT OF COMMITTEES - Nil.....	5
15	REPORTS TO COUNCIL.....	5
15.1	DA-35-2022 – Portal Framed Roof Structure – 125 Bridge Street Uralla	5
15.2	Scope Change Options for the Refurbishment of the Uralla Courthouse	11
15.3	Community Feedback On Proposed Name Change To Pioneer Park	11
15.4	Draft Asset Management Plans – Plant and Equipment and Transport.....	11
15.5	Works Progress Report as at July 2022.....	12
15.6	Operational Plan 2021-22 Quarterly Progress Report as at 30 June 2022	13
15.7	Setting the General Order of Business – Code of Meeting Practice	13
15.8	Stronger Country Communities Fund – Round 5	14
15.9	Cash at Bank 31 July 2022.....	15
15.10	Register Resolution Actions Status Report	15
16	MOTIONS ON NOTICE QUESTIONS WITH NOTICE - Nil.....	16
17	CONFIDENTIAL MATTERS.....	16
17.1	Confidential Report – Industrial Land Subdivision Stage 1.....	16
18	COMMUNICATION OF COUNCIL DECISIONS.....	17
19	CLOSURE OF MEETING	17
20	COUNCIL MINUTES CONFIRMED.....	17

1 OPENING & WELCOME

The chair declared the meeting opened at 4:02pm.

The Chair called for one minute of silence to pay respect to former Councillor John Sullivan on his passing.

2 PRAYER

The Chair recited the Uralla Shire Council prayer.

3 ACKNOWLEDGEMENT OF COUNTRY

The Chair read the acknowledgement of country.

4 WEBCAST INFORMATION

The Chair advised the meeting was recorded, with the recording to be made available on Council's website following the meeting and reminded attendees to refrain from making defamatory statements.

5 APOLOGIES & APPLICATION FOR LEAVE OF ABSENCES BY COUNCILLORS

The Chair advised there were no apologies received.

The Chair advised receipt of a leave of absence from Crs McMullen & O'Connor.

Moved: Cr Bower /Seconded: Cr Burrows

That Cr McMullen and Cr O'Connor's leave of absence be approved.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

01.08/22 CARRIED

6 DISCLOSURES & DECLARATIONS OF INTERESTS

The Chair advised there were no disclosures or declarations made.

7 CONFIRMATION OF MINUTES

7.1 ORDINARY MEETING OF COUNCIL HELD 26 JULY 2022

Minutes of, Ordinary Meeting of Council held 26 July 2022, the Chair called for any amendments.

AMENDMENTS from Cr Doran to amend resolution 10.07/22 to include full resolution X03.03/22 and delete the words 'MOTION Moved: Cr O'Connor/ Seconded: Cr Petrov'.

MOTION Moved: Cr Doran /Seconded: Cr Burrows

That Council adopt the minutes of Ordinary meeting held 26 July 2022, with amendments as noted above, as a true and correct record.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

02.08/22 CARRIED

8 TABLING OF REPORTS & PETITIONS - Nil

9 URGENT, SUPPLEMENTARY & LATE ITEMS/REPORTS OF BUSINESS

The Chair referred Councillors to the late items of business recommended for addition to the published Meeting Agenda:-

9.1 URGENT ITEMS – NIL

9.2 SUPPLEMENTARY ITEMS – NIL

9.3 LATE REPORTS TO COUNCIL

9.3.1 Cr McMullen late item Traffic Control Committee to be published to Council Website as a late item to Business Agenda 23 August 2022.

9.3.2 Cr Burrows late item Activity Report to be published to Council Website as a late item to Business Agenda 23 August 2022.

10 WRITTEN REPORT FROM DELEGATES

10.1 DELEGATE REPORT – RURAL SKILLS FORUM HELD 4 AUGUST 2022

MOTION Moved: Cr Crouch /Seconded: Cr Toomey

That Council receive the report Rural Skills Forum held 4 August 2022 and that councillors:

- I. **engage with the community to identify skill shortages in Uralla Shire to enable effective lobbying of State and Federal Politicians; and**
- II. **further investigate the potential role and demand for a Country University Centre in Uralla and to report at the September Council meeting.**

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

03.08/22 **CARRIED**

10.2 DELEGATE REPORT – COUNTRY MAYORS ASSOCIATION MEETING HELD 5 AUGUST 2022

MOTION Moved: Cr Crouch /Seconded: Cr McMullen

That Council:

- I. **Receive the report – Country Mayors Association meeting held 5 August 2022; and**
- II. **Conduct a public forum to consider the needs and opportunities for social housing in Uralla; and**
- III. **Continue to monitor changes to the biodiversity offset scheme and potential effects on Uralla Shire.**

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

04.08/22 **CARRIED**

10.3 ACTIVITIES SUMMARIES

As included in the business papers and per late item – see Item 9.3.2.

11 ITEMS PASSED IN BULK - Nil

12 MAYORAL MINUTE - Nil

13 PUBLIC FORUM/PRESENTATIONS - Nil

14 REPORT OF COMMITTEES - Nil

15 REPORTS TO COUNCIL

15.1 DA-35-2022 – PORTAL FRAMED ROOF STRUCTURE – 125 BRIDGE STREET URALLA

MOTION Moved: Cr Burrows /Seconded: Cr Toomey

That Council

- i. note that page 33 of business paper site suitability as 'no' but clarified at the meeting as 'yes'; and
- ii. approve Development Application 35/2022 for a portal framed roof structure, at 125 Bridge Street (Lot 8 DP 23306) subject to the following conditions of consent:

PRESCRIBED CONDITIONS (under Environmental Planning and Assessment Regulation 2000)

Compliance with National Construction Code & insurance requirements under the Home Building Act 1989

Please Note: A reference to the National Construction Code is a reference to that Code as in force on the date the application is made for the relevant:

- (a) development consent, in the case of a temporary structure that is an entertainment venue, or
- (b) construction certificate, in every other case.

1. The work must be carried out in accordance with the requirements of the *National Construction Code*.

Erection of signs

Please Note: This does not apply in relation to:

- (a) building work, subdivision work or demolition work that is carried out inside an existing building, which does not affect the external walls of the building development consent, in the case of a temporary structure that is an entertainment venue, or
- (b) Crown building work that is certified, in accordance with section 116G of the Act, to comply with the technical provisions of the State's building laws.
- (c) a complying development certificate issued before 1 July 2004 only if the building work, subdivision work or demolition work involved had not been commenced by that date.

2. A sign must be erected in a prominent position on any site on which building work, subdivision work or demolition work is being carried out:
 - (a) showing the name, address and telephone number of the principal certifier for the work, and
 - (b) showing the name of the principal contractor (if any) for any building work and a telephone number on which that person may be contacted outside working hours, and
 - (c) stating that unauthorised entry to the site is prohibited.
3. Any such sign is to be maintained while the building work, subdivision work or demolition work is being carried out, but must be removed when the work has been completed.

Shoring and adequacy of adjoining property

Please Note: This does not apply if the person having the benefit of the complying development certificate owns the adjoining land or the owner of the adjoining land has given consent in writing to that condition not applying.

4. If the development involves an excavation that extends below the level of the base of the footings of a building on adjoining land, the person having the benefit of the certificate must at the person's own expense:
 - (a) protect and support the adjoining premises from possible damage from the excavation, and
 - (b) where necessary, underpin the adjoining premises to prevent any such damage.

GENERAL CONDITIONS

5. The development shall be implemented in accordance with:
 - (a) All documentation and correspondence submitted by the applicant, or their agents, in support of the Development Application,
 - (b) The details set out on the plans approved and stamped by authorised officers of Council, except as amended by the conditions of this development consent.

Reason: To ensure that the development proceeds in the manner proposed by the applicant and approved by Council.
6. The owner of the property is to ensure that any structure is installed:
 - (a) to meet the setback requirements of the approved plans,
 - (b) to be located within the confines of the lot, and;
 - (c) so that it does not interfere with any easements or covenants upon the land.

Reason: To avoid any structures being erected in a location where it would be inappropriate.
7. The proposed development is subject to the Uralla Shire Council Sections 7.11 and 7.12 Developer Contributions Plans. Section 7.12 contributions are required to be paid prior to the issue of a construction certificate, complying development certificate or a Section 68 approval for a manufactured home. Section 7.11 contributions are required to be paid quarterly unless otherwise specified.

Reason: To ensure appropriate contributions towards infrastructure within the Shire.

8. The structure is to be inspected at the following stages of construction:
- before the pouring of footings**
 - before covering drainage (under hydrostatic test)
 - before pouring any reinforced concrete structure **
 - before covering the framework for any wall, roof or other building element **
 - before covering any stormwater drainage connections
 - when the building work is completed and all conditions of consent have been addressed**

** denotes a critical stage inspection (a mandatory inspection under Section 6.18 of the EP&A Act 1979). Please note that an Occupation Certificate cannot be issued for a *development where a critical stage or other nominated inspection has not been carried out.

Council has limited capacity for inspections, which may only be on specific days. Please contact Council well in advance to arrange an inspection.

*All sewer and drainage works associated with the approval are to comply with the requirements of AS 3500 and completed only by a licensed plumber and drainer

Reason: To ensure compliance with appropriate standards.

9. A Construction Certificate must be obtained from a Certifier before work commences.

Reason: To ensure compliance with Cl.146 of the Environmental Planning and Assessment Regulation 2000.

10. Occupancy of the building is not to take place until the Principal Certifier (PC) has carried out a final inspection and an Occupation Certificate issued.

Reason: To ensure compliance with the Environmental Planning and Assessment Act 1979 and to restrict the use of the premises until the terms of the Development Consent have been complied with so as to ensure the health and safety of occupants of the building.

11. **Stormwater must be piped to a plumbed minimum 20,000 litre rainwater tank, with the overflow sent to Bridge Street via a maximum diameter 100mm pipe.**

Reason: To reduce stormwater impacts during peak rainfall events.

12. The responsible person for plumbing and drainage work must ensure that the responsible person has given Council a notice of work in an approved form that specifies the work to be carried out and the responsible person for the work.

The notice of work must be provided no later than 20 business days before the work concerned is carried out in the case of work that involves a proposed alternative solution, or no later than 2 business days before the work concerned is carried out in any other case.

Reason: Statutory requirement.

13. The responsible person for plumbing and drainage work must provide Council, and the person for whom the work is carried out, with a certificate of compliance within 2 business days after the work is completed.

Reason: Statutory requirement.

Note: A certificate of compliance is a written document, in an approved form, that certifies that the plumbing and drainage work to which it relates is code compliant.

14. On completion of plumbing and drainage work that consists of or includes carrying out work on a sanitary drainage system, the responsible person for the work must supply a plan of the work, in the approved form, to the following persons:

- (a) The owner of the land or the owner's agent,
- (b) The Council.

Reason: Statutory requirement.

15. For all construction work required on Council land (e.g. storm water, footpaths, kerb and gutter etc.) the applicant is to submit an Application to Conduct Work on Land to Which Council is the Regulatory Authority. The application must be approved prior to the issue of a Construction Certificate.

Reason: To ensure pedestrian and vehicular safety during construction.

CONDITIONS TO BE COMPLETED PRIOR TO CONSTRUCTION COMMENCING

16. The owner/s of the property are to give Council written notice of the intention to commence works and the appointment of a Principal Certifier (if the PC is not Council) at least two days before the proposed date of commencement.

Reason: To ensure compliance with the Environmental Planning and Assessment Regulation 2000

CONDITIONS TO BE COMPLIED WITH DURING CONSTRUCTION

17. The owner of the property is to ensure that any building is constructed:

- (a) to meet the setback requirements of the approved plans,
- (b) to be located within the confines of the lot, and;
- (c) so that it does not interfere with any easements or covenants upon the land.

Reason: To avoid any buildings being erected in a location where it would be inappropriate.

18. The applicant shall ensure that noise pollution is minimised during the course of construction. The use of power tools and/or similar noise producing activities shall be limited to the following hours:-

Monday to Saturday 7.00 AM to 5.00 PM

Sunday & public Holidays No construction activities are to take place.

Reason: To ensure that public amenity is not unduly affected by noise.

19. All works are to be executed in a good and workmanlike manner and all materials are to be installed as per manufacturers' instructions and any applicable Australian Standards.

Reason: To ensure that the building work is completed in accordance with the approval and is in a safe and healthy condition for use by occupants.

20. All construction materials, sheds, skip bins, spoil, temporary water closets etc. shall be kept wholly within the property and not placed on public land or in a position that may result in materials/debris being washed onto the roadway or into the stormwater drainage system.

Reason: To preserve the amenity of the locality and protect stormwater systems.

21. Temporary kerb and gutter crossings shall be installed to protect existing kerbs, channels and/or laybacks. Such protection shall consist of timber, concrete, steel or the like and shall not cause any diversion or build-up of drainage flow. Materials that could cause interference with council's drainage system shall not be used.

Reason: To ensure that Council's stormwater system is protected.

22. A copy of the approved and certified plans, specifications and documents incorporating conditions of approval and certification shall be kept on the Subject Site at all times and shall be readily available for perusal by any officer of Council or the PCA.

Reason: To ensure compliance with approved plans.

23. Where the proposed building works necessitate the cutting-in of new stormwater outlets into the existing street kerb, the Applicant and plumbing/drainage contractor shall ensure that the following procedures are adopted.

- (a) A kerb adaptor suitable for the particular kerb profile and capable of withstanding vehicular loadings is to be utilised,
- (b) Create the opening in the kerb by use of either a saw cut or bored hole only – breaking out the kerb by impact methods is not permitted,
- (c) The kerb adaptor is to be kept flush with the top and outside face of the kerb, and
- (d) The fixing of the kerb adaptor and filling in of side gaps is to be undertaken by the use of an epoxy resin – mortar or concrete is not to be used.

Reason: Requirement of Council as the Road Authority.

24. Run-off and erosion controls must be implemented before construction, and maintained to prevent soil erosion, water pollution or the discharge of loose sediment on surrounding land, as follows:

- (a) divert uncontaminated run-off around cleared or disturbed areas,
- (b) erect a silt fence to prevent debris escaping into drainage systems or waterways,
- (c) prevent tracking of sediment by vehicles onto roads,
- (d) stock pile topsoil, excavated material, construction and landscaping supplies and debris within the site.

Reason: To prevent pollution from detrimentally affecting the public or environment.

CONDITIONS TO BE COMPLETED PRIOR TO ISSUE OF OCCUPATION CERTIFICATE

25. Any damage caused to kerb, guttering crossovers and/or footpaths during building operations shall be rectified by the developer to the satisfaction of Uralla Shire Council's Executive Director Infrastructure & Development.

Reason: To ensure that public infrastructure is maintained.

ADVISORY NOTES – GENERAL

26. The applicant is solely responsible for ensuring that all additional consents and agreements are obtained from other authorities, as relevant.
27. It is possible that a covenant may affect the land which is the subject of this consent. The grant of this consent does not necessarily override that covenant. You should seek legal advice regarding the effect of any covenants which affect the land.

28. Underground assets may exist in the area that is subject to your application. In the interests of health and safety and in order to protect damage to third party assets please contact Dial before you dig at www.1100.com.au or telephone on 1100 before excavating or erecting structures (This is the law in NSW). If alterations are required to the configuration, size, form or design of the development upon contacting the Dial before You Dig service, an amendment to the development consent (or a new development application) may be necessary. Individuals owe asset owners a duty of care that must be observed when working in the vicinity of plant or assets. It is the individual's responsibility to anticipate and request the nominal location of plant or assets on the relevant property via contacting the Dial before you dig service in advance of any construction or planning activities.
29. Any alteration to the drawings and/or documentation shall be submitted for the approval of Council. Such alterations may require the lodgement of an application to amend the consent under s4.55 of the Act or a fresh development application. No works other than those approved under this consent shall be carried out without the prior approval of Council.
30. Telecommunications Act 1997 (Commonwealth): Telstra (and its authorised contractors) are the only companies that are permitted to conduct works on Telstra's network and assets. Any person interfering with a facility or installation owned by Telstra is committing an offence under the Criminal Code Act 1995 (Cth) and is liable for prosecution. Furthermore, damage to Telstra's infrastructure may result in interruption to the provision of essential services and significant costs. If you are aware of any works or proposed works which may affect or impact on Telstra's assets in any way, you are required to contact: Telstra's Network Integrity Team on phone number 1800 810 443.
31. Prior to any works being undertaken within the road reserve, (including the footpath), a Section 138 of *Roads Act 1993* approval must be obtained from Council. Please contact Council to obtain an application form.
32. Pursuant to Section 94(1)(a) of the *Local Government Act 1993 (General) Regulation 2005*, prior to any water main extension work or sewer main extension work the developer is to apply for a Section 68 Certificate approval and submit proposed plans.

Following debate a DIVISION was called with the result recorded as follows:

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

05.08/22 CARRIED

15.2 SCOPE CHANGE OPTIONS FOR THE REFURBISHMENT OF THE URALLA COURTHOUSE

MOTION Moved: Cr O'Connor /Seconded: Cr Doran

That Council

- I. reject the Uralla Courthouse refurbishment project progress contained in report 15.2 to the Ordinary Council Meeting 26 July 2022;
- II. re-sheet the Courthouse roof with corrugated zincalume unfinished (not painted);
- III. relocate the solar panels from the Courthouse roof to an alternative roof on the same site; and
- IV. when applying State Environmental Planning Policy (Transport and Infrastructure) 2021 to Council developments, details of the developments be put on public display and neighbours be advised similar to the Development Application process.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

06.08/22 CARRIED

15.3 COMMUNITY FEEDBACK ON PROPOSED NAME CHANGE TO PIONEER PARK

MOTION Moved: Cr Petrov /Seconded: Cr Doran

That Council not proceed with the proposed name change of Pioneer Park at this time.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

07.08/22 CARRIED

The Chair called a short adjournment at 5:30pm.

Meeting Resumed 5:41pm.

15.4 DRAFT ASSET MANAGEMENT PLANS – PLANT AND EQUIPMENT AND TRANSPORT

PROCEDURAL MOTION Moved: Cr Toomey /Seconded: Cr Doran

To move to Committee of the Whole

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

08.08/22 CARRIED

Councillors held a detailed discussion in committee regarding the report.

PROCEDURAL MOTION Moved: Cr Doran /Seconded: Cr Petrov
To resume Standing Orders.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov,
Toomey

Against: Nil

Absent: Nil

09.08/22 CARRIED

The Chair outlined details of the discussion held in committee.

MOTION Moved: Cr Crouch /Seconded: Cr O'Connor

That Council:

- I. place the Plant and Equipment Asset Management Plan on public exhibition for 28 days and if no submissions are received adopt the plan; and
- II. place the Transport Asset Management Plan on public exhibition for 28 days and represent it to Council for consideration following a councillor workshop (part III of this motion); and
- III. Conduct a councillor workshop on the Transport Asset Management Plan to consider:
 - a. current and past expenditure versus funds needed to maintain current service standards;
 - b. priorities of unsealed roads to be upgraded; and
 - c. include levels of service.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov,

Against: Cr Toomey

Absent: Nil

10.08/22 CARRIED

15.5 WORKS PROGRESS REPORT AS AT JULY 2022

PROCEDURAL MOTION Moved: Cr O'Connor /Seconded: Cr Burrows
To move to Committee of the Whole.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov,
Toomey

Against: Nil

Absent: Nil

11.08/22 CARRIED

Councillors held a detailed discussion in committee regarding the report.

PROCEDURAL MOTION Moved: Cr Crouch /Seconded: Cr O'Connor
To resume Standing Orders.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov,
Toomey

Against: Nil

Absent: Nil

12.08/22 CARRIED

The Chair outlined details of the discussion held in committee.

MOTION Moved: Cr O'Connor /Seconded: Cr Bower

That Council notes:

- I. the works that have been completed during the month of July 2022; and
- II. the works that are programmed to be completed during the month of August 2022; and
- III. that a report on potential funding options for works on the Tolleys Gully Bridge project completion be provided to Council at the next Council meeting.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

13.08/22 CARRIED

The Chair called a short adjournment at 6.35pm.

Meeting resumed at 7:03pm.

15.6 OPERATIONAL PLAN 2021-22 QUARTERLY PROGRESS REPORT AS AT 30 JUNE 2022

MOTION Moved: Cr Crouch /Seconded: Cr Doran

- i. That the 2021-22 Operational Plan Progress Report at 30 June 2022 be noted; and
- ii. organise a workshop to discuss future progress report, format and process.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

14.08/22 CARRIED

15.7 SETTING THE GENERAL ORDER OF BUSINESS – CODE OF MEETING PRACTICE

MOTION Moved: Cr Crouch /Seconded: Cr Burrows

That the general order of business be set as:

1. Opening and welcome
2. Prayer
3. Acknowledgement of country
4. Webcast information
5. Apologies and applications for a leave of absence by councillors
6. Disclosures and declaration of interests
7. Confirmation of minutes
8. Urgent, supplementary, and late items of business (includes petitions)
9. Public Forum
10. Written reports from delegates
11. Mayoral minute
12. Motions on notice/Questions with notice
13. Reports of committees
14. Reports to council
15. Confidential matters
16. Conclusion of the meeting

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

15.08/22 CARRIED

15.8 STRONGER COUNTRY COMMUNITIES FUND – ROUND 5

PROCEDURAL MOTION Moved: Cr O'Connor /Seconded: Cr Toomey
To move to Committee of the Whole.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

16.08/22 CARRIED

Councillors held a detailed discussion in committee regarding the report.

PROCEDURAL MOTION Moved: Cr O'Connor /Seconded: Cr Burrows
To resume Standing Orders.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

17.08/22 CARRIED

The Chair outlined details of the discussion held in committee.

MOTION Moved: Cr Toomey /Seconded: Cr Bower

That Council:

- I. submit an application to apply for the Stronger Country Communities Fund round five for the allocated \$895,592.67 for the McMaugh Gardens staged masterplan and stage 1 detailed design and construction as detailed in the report; and
- II. provide letters of support for community groups wishing to apply for the Stronger Country Communities Fund round five total allocation of \$407,087.58; and
- III. for Council to partner with community groups as the lead applicant where the proposal is for Council owned infrastructure; and
- IV. should Council be awarded the Stronger Country Communities Fund – Round Five:
 - a. the General Manager is authorised to execute the funding deed; and
 - b. Councillors Bower, Crouch, Burrows and the General Manager (or delegate) will form a project steering group; and
 - c. Monthly reports to Council on progress.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

18.08/22 CARRIED

15.9 CASH AT BANK 31 JULY 2022

MOTION Moved: Cr O'Connor /Seconded: Cr Toomey

That Council note:

- I. the cash position as at 31 July, 2022 consisting of cash and overnight funds of \$3,529,839, term deposits of \$17,312,458 totalling \$20,842,296 of readily convertible funds; and
- II. the loan position as at 31 July, 2022 totalling \$1,743,018; and
- III. the majority of Council's cash is externally restricted and not available for day-to-day operational expenditure. The unrestricted cash position as at 30 June, 2022 was forecast to be \$599,000 with the final value still being finalised as part of financial statement preparation.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

19.08/22 CARRIED

15.10 REGISTER RESOLUTION ACTIONS STATUS REPORT

PROCEDURAL MOTION Moved: Cr Toomey /Seconded: Cr Doran

To move to Committee of the Whole.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

20.08/22 CARRIED

Councillors held a detailed discussion in committee regarding the report.

PROCEDURAL MOTION Moved: Cr Crouch /Seconded: Cr Burrows

To resume Standing Orders.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

21.08/22 CARRIED

The Chair outlined details of the discussion held in committee.

MOTION Moved: Cr Crouch /Seconded: Cr O'Connor

That Council note the Resolution Action Status as at 16 August 2022.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

22.08/22 CARRIED

16 MOTIONS ON NOTICE QUESTIONS WITH NOTICE - Nil

17 CONFIDENTIAL MATTERS

17.1 CONFIDENTIAL REPORT – INDUSTRIAL LAND SUBDIVISION STAGE 1

PROCEDURAL MOTION Moved: Cr Crouch / Seconded: Cr O'Connor

To move into Closed Session of Council that Council move into closed session and close the meeting to members of the public and press for the following reasons:

This report is presented to the CLOSED section of the August 2022 meeting under section 10A (2)(d)(ii) of the *Local Government Act (NSW) 1993*.

- (1) A council, or a committee of the council of which all the members are councillors, may close to the public so much of its meeting as comprises:
 - (a) the discussion of any of the matters listed in subclause (2), or
 - (b) the receipt or discussion of any of the information so listed.

- (2) The matters and information are the following:
 - (d) commercial information of a confidential nature that would, if disclosed:
 - (ii) confer a commercial advantage on a competitor of the council.

Reason for closing the agenda item: commercial in-confidence information.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

23.08/22 CARRIED

REPORTS TO CLOSED SESSION

17.1 CONFIDENTIAL REPORT – INDUSTRIAL LAND SUBDIVISION STAGE 1

MOVE TO OPEN SESSION

PROCEDURAL MOTION Moved: Cr Doran /Seconded: Cr O'Connor

To return to Open Session of Council.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

25.08/22 CARRIED

PROCEDURAL MOTION Moved: Cr O'Connor /Seconded: Cr McMullen

The resolution of Closed Session of Council become the resolutions of Open Session of Council.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

26.08/22 CARRIED

18 COMMUNICATION OF COUNCIL DECISIONS

The Chair communicated the Council decisions from the closed session:

17.1 CONFIDENTIAL REPORT – INDUSTRIAL LAND SUBDIVISION STAGE 1

MOTION Moved: Cr O'Connor /Seconded: Cr McMullen

That Council approve expenditure in accordance with the report (transferred from the industrial land restriction) to obtain an independent valuation of the Council owned industrial land at Rowan Avenue, Uralla in order to provide a range of flexible sale options (as a whole, by stage, for different size blocks) un-serviced.

For: Mayor Bell, Crs Bower, Burrows, Crouch, Doran, McMullen, O'Connor, Petrov, Toomey

Against: Nil

Absent: Nil

24.08/22 CARRIED

19 CLOSURE OF MEETING

The meeting was closed at 8:33pm.

20 COUNCIL MINUTES CONFIRMED

COUNCIL MINUTES CONFIRMED BY:	
RESOLUTION NUMBER:	
DATE:	
MAYOR:	Robert Bell

8 URGENT, SUPPLEMENTARY AND LATE ITEMS OF BUSINESS (INCLUDING PETITIONS)

8.1 LATE REPORTS TO COUNCIL

8.2 URGENT ITEMS

8.3 SUPPLEMENTARY ITEMS

9 PUBLIC FORUM/PRESENTATION

10 WRITTEN REPORTS FROM DELEGATES

10.1 WINTERBOURNE WIND FARM COMMUNITY CONSULTATIVE COMMITTEE MEETING 29 AUGUST 2022

UINT/22/11521

REPORT:

On 29 August 2022, I attended the seventh meeting of the Winterbourne Wind Farm Community Consultative Committee. This meeting was held in Uralla and was preceded by a trip to Glenn Innes to visit Saphire Windfarm.

The minutes of the meeting and copies of presentations made to the meeting are able to be found here:

[Winterbournewind Farm](#) under community consultative committee.

Doug Landfear, Winterbourne Windfarm Project Director, made a presentation addressing developments and progress since the last CCC meeting. He particularly addressed projects relating to the EIS development. The details are outlined in the minutes that can be accessed on the above link.

Doug advised there will be community consultation sessions held in Walcha during the EIS exhibition period.

I drew the committee's attention to USC submission on Thunderbolt Energy Hub and suggested the comments be taken into account in the development of the Winterbourne EIS.

The Chair advised the committee that *"It was unlikely the Committee would meet again prior to lodgement of the EIS. Once the EIS had entered the DPE portal for assessment, should the project be approved, it would transition to a new stage of development and it would be up to the Department of Planning and Environment to decide if a new committee was required. The Guidelines for State Significant Development, under which the committees operate, are currently under review."*

Submitted by: Cr Bob Crouch
10/09/2022

END OF REPORT

10.2 RURAL SKILLS FORUM UPDATE



UINT/22/11650

Motion:

That Council receive the report.

REPORT:

At the August Ordinary Council Meeting following on from a report on the August 2022 Rural Skills Forum Council held in Sydney on 4th August, Council resolved:

“That Council receive the report Rural Skills Forum held 4 August 2022 and that councillors:

- i. engage with the community to identify skill shortages in Uralla Shire to enable effective lobbying of State and Federal Politicians; and*
- ii. further investigate the potential role and demand for a Country University Centre in Uralla and to report at the September Council meeting”*

Since the August Council meeting, discussions have been held with Uralla Neighbourhood Centre, Uralla Central School, Uralla Shire Business Chamber and Uralla Branch of NSW Farmers, along with several individuals.

Issues identified so far include:

- A severe shortage of appropriately skilled teachers at the school (particularly for science and trade courses). This is restricting the range of courses that can be offered and may reflect on opportunities available to Uralla students.
- A general shortage of tradespeople has been a feature of the discussions, but specific examples were not readily brought forward.
- A reinforcing of the difficulties rural students have in undertaking TAFE courses on line and the consequence of the centralisation of TAFE services (as expressed at the Forum).

Discussions are ongoing and I am awaiting a response from some organisations following their canvassing of members.

I will provide a further report to the October meeting.

Submitted by: Cr Bob Crouch

10/9/2022

END OF REPORT

10.3 COUNCILLOR ACTIVITY REPORTS

Councillors account of activities/meetings they have attended for the month.

Mayor: Robert Bell		
Date of Council Meeting: 27 September, 2022		
DATE	COMMITTEE/MEETING/EVENT	LOCATION
4 Aug 2022	Essential Energy Meeting with Council	Uralla
9 Aug 2022	GM Workshops and Briefings: Boorolong Wind Farm; New England Solar Farm	Uralla
10 Aug 2022	2AD Interview	Uralla
11 Aug 2022	Renewable Energy Meeting	Zoom
13 Aug 2022	Regional Fire Service National Medal Ceremony	The Armidale School
16 Aug 2022	United Hospital Auxiliary Meeting	Uralla
17 Aug 2022	Community Information Session	Kingstown
22 Aug 2022	Development Application site meeting	Uralla
23 Aug 2022	Council Ordinary meeting	Uralla
24 Aug 2022	2AD Interview	Uralla
24 Aug 2022	Department of Planning/ Energy Co	Uralla
29 Aug 2022	NEJO Board meeting	Zoom
Expenses Claim for Month of August 2022		\$0

11 MAYORAL MINUTE

11.1 ACCOUNTING TREATMENT OF RURAL FIRE SERVICE ('RED FLEET') ASSETS REPLY - CORRESPONDENCE RECEIVED



Trim:	UINT/22/11772	
Attachment:	UO/22/3293	- Letter to Hon Steph Cooke MP Minister for Emergency Services and Resilience – RFS
	UI/22/5172	- Response received from Greg Warren MP Shadow Minister for Local Government
	UI/22/5751	- Response received via Adam Marshall’s Office from Parliamentary Secretary for Police and Emergency Services

Mayor’s Recommendation:

That Council receives the Mayoral Minute and notes the information presented by the Office Police and Emergency Services.

REPORT:

1. Council has received correspondence from
 - a. Show Minister for Local Government; and
 - b. Parliamentary Secretary for Police and Emergency Services.
 - c. Others have acknowledge receipt and have passed on for further comment.

BACKGROUND:

2. Council resolved in 26 July 2022 Ordinary Meeting to write to:
 - a. Local State Member(s) Hon Adam Marshall MP, the Treasurer the Hon Matt Kean MP, Minister for Emergency Services and Resilience the Hon Stephanie Cook MP and the Minister for Local Government Wendy Tuckerman MP expressing Council’s objection; and
 - b. Shadow Treasurer Daniel Mookhey MLC, the Shadow Minister for Emergency Services Jihad Dib MP, the Shadow Minister for Local Government Greg Warren MP, the Greens Spokesperson for Local Government Jamie Parker MP and the leaders of the Shooters, Fishers and Farmers, Animal Justice and One Nation parties Robert Borsak MLC, Emma Hurst MLC and Mark Latham MLC:
 - i. Advising Members of Uralla Shire Council’s position, including providing copies of correspondence to NSW Government Ministers; and
 - ii. Seeking Members’ commitments to support NSW Councils’ call to amend the *Rural Fires Act 1997* as set out in correspondence.
3. The CEO of LGNSW called upon Councillors to support the local government campaign on the financial accounting treatment of Rural Fire Service (RFS) mobile assets known as the ‘Red Fleet’.

4. A long-standing dispute over the accounting treatment of the Red Fleet has come to a head with the Auditor-General's 2021 Report on Local Government on 22 June 2022. The Audit Report reemphasises the State Government determination that RFS assets are the "property" of councils and must be recorded in Council's financial statements with Council required to therefore absorb all depreciation costs.
5. The *Audit Office Local Government Report* reinforced the notion that RFS mobile and other fire-fighting assets can somehow be deemed to be council assets and applies more pressure on councils and the Office of Local Government (OLG) to conform with this determination, even though councils do not have effective management or control of these assets. The *Audit Office Local Government Report* is available here: <https://www.audit.nsw.gov.au/our-work/reports/local-government-2021>

3 August 2022

The Hon. Steph Cooke MP
Minister for Emergency Services and Resilience
GPO Box 5341
SYDNEY NSW 2001

Via email only

Dear Ms Cooke,

Uralla Shire Council is seeking your support on the local government campaign on the financial accounting treatment of Rural Fire Service (RFS) mobile assets known as the 'Red Fleet' and our resolution of Council made at the Ordinary Meeting held 26 July 2022.

As you would be aware there has been a long-standing dispute over the accounting treatment of the Red Fleet has come to a head with the Auditor-General's 2021 Report on Local Government on 22 June 2022. The Audit Report reemphasises the State Government determination that RFS assets are the "property" of councils and must be recorded in Council's financial statements with Council required to therefore absorb all depreciation costs.

The *Audit Office Local Government Report* is now applying more pressure on councils and the Office of Local Government (OLG) to conform with their determination, even though councils do not have effective management or control of these assets.

At the Ordinary Council Meeting of 26 July 2022 the attached Mayoral Minute was considered and the following was resolved unanimously:

That Council:

- I. **Writes to the local State Member(s) Hon Adam Marshall MP, the Treasurer the Hon Matt Kean MP, Minister for Emergency Services and Resilience the Hon Stephanie Cook MP and the Minister for Local Government Wendy Tuckerman MP:**
 - a. **Expressing Council's objection to the NSW Government's determination on ownership of Rural Fire Service assets;**
 - b. **Advising of the impact of the Government's position on Council finances of this accounting treatment;**
 - c. **Informing that Council may not carry out RFS assets stocktakes on behalf of the NSW Government and may not record RFS assets in Uralla Shire Council's financial statements;**
 - d. **Call on the NSW Government to take immediate action to permanently clear up inequities and inconsistencies around the accounting treatment of Rural Fire Service**

(RFS) assets by acknowledging that rural firefighting equipment is vested in, under the control of and the property of the RFS; and

- e. Amend s119 of the *Rural Fires Act 1997* so that the effect is to make it clear that RFS assets are not the property of councils.
- II. Writes to the Shadow Treasurer Daniel Mookhey MLC, the Shadow Minister for Emergency Services Jihad Dib MP, the Shadow Minister for Local Government Greg Warren MP, the Greens Spokesperson for Local Government Jamie Parker MP and the leaders of the Shooters, Fishers and Farmers, Animal Justice and One Nation parties Robert Borsak MLC, Emma Hurst MLC and Mark Latham MLC:
 - a. Advising Members of Uralla Shire Council's position, including providing copies of correspondence to NSW Government Ministers; and
 - b. Seeking Members' commitments to support NSW Councils' call to amend the *Rural Fires Act 1997* as set out in correspondence.
 - III. Writes to the Auditor General advising that notwithstanding any overtures of future qualified audits, it may not carry out RFS stocktakes on behalf of the NSW Government and may not record RFS assets in Uralla Shire Council's financial statements, noting that the State Government's own Local Government Accounting *Code of Practice and Financial Reporting* provides for councils to determine whether or not they record the RFS assets as council assets.
 - IV. Promotes these messages via its digital and social media channels and via its networks.
 - V. Re-affirms its complete support of and commitment to local RFS brigades noting that Uralla Shire Council's action is entirely directed towards the NSW Government's nonsensical position that rather than being owned and controlled by local brigades, RFS assets are somehow controlled by councils, which councils consider to be a cynical financial sleight of hand abdicating the NSW Government's responsibilities at the cost of local communities.
 - VI. Affirms its support to Local Government NSW (LGNSW) and requests LGNSW continue advocating on Council's behalf to get clarification finally from the State Government about the accounting treatment of RFS assets.

Council looks forward to a legislative resolution to this outstanding matter.

Sincerely,



Robert Bell
Mayor



Greg Warren MP

SHADOW MINISTER FOR LOCAL GOVERNMENT
SHADOW MINISTER FOR VETERANS
SHADOW MINISTER FOR WESTERN SYDNEY
MEMBER FOR CAMPBELLTOWN

10/08/22

Clr Robert Bell
Mayor
Uralla Shire Council
PO Box 106
URALLA NSW 2358

By email: council@uralla.nsw.gov.au

Dear Mayor Bell

Thank you for your correspondence with regards to your concerns about the NSW Government's determination, as applied recently by the Auditor-General, that NSW Rural Fire Service (RFS) assets are the property of local councils for accounting purposes.

I understand that this determination is based on a strict interpretation of section 119 of the *Rural Fires Act 1997* ('the Act'), which 'vests' control of RFS equipment with Councils. This is despite the fact that councils do not in reality have any control of RFS equipment. That is, councils do not purchase the equipment, have no right to use the equipment, dispose of the equipment or retain proceeds of any sale.

I am advised that many councils have objected to this view and have moved resolutions to the effect that they will be declining to recognise RFS assets in their financial statements, thereby placing their council at risk of receiving a qualified audit.

This decision appears to be another example of blatant cost-shifting by this out of touch Government, adding further strain on the financial position of local councils and the important work that they undertake in servicing their communities, after what has been a very challenging few years for local councils.

Given this, my colleague, Mr Jihad Dib MP, Shadow Minister for Emergency Services and I have written directly to the Hon. Wendy Tuckerman, Minister for Local Government and the Hon. Steph Cooke, Minister for Emergency Services and Resilience, raising your concerns. Moreover, we have sought clarification from the respective Ministers as to the Government's position on this issue and whether there are any plans to rectify this discrepancy and legislative technicality in the Act.

OFFICE: Shop 3, 72 Queen St, Campbelltown 2560

PHONE: (02) 4625 3344 **EMAIL:** Campbelltown@parliament.nsw.gov.au
Uralla Shire Council Ordinary Meeting 27 September 2022 - Business Agenda



Greg Warren MP

SHADOW MINISTER FOR LOCAL GOVERNMENT
SHADOW MINISTER FOR VETERANS
SHADOW MINISTER FOR WESTERN SYDNEY
MEMBER FOR CAMPBELLTOWN

Furthermore, I can assure you that NSW Labor will be taking an active interest in this matter, exploring this discrepancy further in the upcoming August Budget Estimates and thoroughly considering the case for sensible and logical reforms to section 119 of the Act.

Once again, thank you for taking the time to write to me and for your ongoing advocacy of the local government sector.

Yours sincerely,

A handwritten signature in blue ink that reads "Greg Warren".

Greg Warren MP
Member for Campbelltown
Shadow Minister for Local Government
Shadow Minister for Veterans
Shadow Minister for Western Sydney



Adam Marshall MP
MEMBER FOR NORTHERN TABLELANDS

Ref: lh:usc

Cr Robert Bell
Mayor
Uralla Shire Council
By Email: council@uralla.nsw.gov.au

Dear Mayor

Robert

I write further to your letter dated 3 August 2022 regarding council's concerns about the ownership of Rural Fire Service assets and the impact on council finances.

I made direct representations to the Minister for Emergency Services and Resilience, the Hon Steph Cooke MP, Treasurer, the Hon Matt Kean MP and Minister for Local Government, the Hon Wendy Tuckerman MP seeking their advice and direction on the matter.

I have now received the enclosed response from the Parliamentary Secretary for Police and Emergency Services, Mr Geoff Provest MP.

Should I be able to provide you with any further assistance, in any other matter, please do not hesitate to get in touch.

Yours sincerely

Adam Marshall

HON. ADAM MARSHALL MP
Member for Northern Tablelands
Enc:

19 SEP 2022





Geoff Provest MP
Parliamentary Secretary for Police and Emergency Services

IM22/17830
M22/1(217)

Mr Adam Marshall MP
Member for Northern Tablelands
PO Box 77
ARMIDALE NSW 2350

RECEIVED
08 SEP 2022

BY:

Via: northerntablelands@parliament.nsw.gov.au

Dear Mr Marshall

I refer to your correspondence on behalf of Uralla Shire Council Mayor, Cr Robert Bell, to the Minister for Emergency Services and Resilience and Minister for Flood Recovery Steph Cooke in relation to the accounting treatment of NSW Rural Fire Service (RFS) assets vested in councils. The Minister has asked me to respond on her behalf.

The Minister has previously received correspondence directly from Uralla Mayor, Cr Bell, regarding this matter and I have enclosed my response on her behalf for your information.

I am aware that a number of councils are concerned about this matter and specifically the Auditor-General's recommendations in the *Local Government 2021* report to Parliament. I note Uralla Shire Council's resolution that it may not carry out stocktakes of RFS assets nor record these assets in its financial statements.

The RFS continues to value local government's significant contribution to the State's bush fire management and is committed to working in collaboration with councils in its Rural Fire Districts.

Thank you again for taking the time to bring this matter to the Government's attention.

Yours sincerely

Geoff Provest
Parliamentary Secretary for Police and Emergency Services

Encl: Response to Uralla Shire Council



Geoff Provest MP

Parliamentary Secretary for Police and Emergency Services

IM22/17578
M22/1(209)
Your ref: U07/229

Cr Robert Bell
Mayor
Uralla Shire Council
PO Box 106
URALLA NSW 2358

Via: council@uralla.nsw.gov.au

Dear Cr Bell

I refer to your correspondence to the Minister for Emergency Services and Resilience and Minister for Flood Recovery, Steph Cooke, in relation to the accounting treatment of NSW Rural Fire Service (RFS) assets vested in Uralla Shire Council. The Minister has asked me to respond on her behalf.

At the outset, I can assure you the RFS values local government's significant contribution to the State's bush fire management and is committed to working in collaboration with councils in its Rural Fire Districts.

As you are aware, s119(2) of the *Rural Fires Act 1997* states that "all fire fighting equipment purchased or constructed wholly or partly from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the fire fighting equipment has been purchased or constructed."

NSW Treasury and the Department of Planning and Environment have reached a consensus that rural fire fighting equipment captured by s119(2) is controlled by councils and should be recognised in their financial statements.

The Auditor-General's *Local Government 2021* report to Parliament notes this position and recommends that councils should perform a full asset stocktake of rural fire fighting equipment, including a condition assessment, for 30 June 2022 financial reporting purposes. It further recommends that, consistent with the Australian Accounting Standards, councils should recognise this equipment as assets in their 30 June 2022 financial statements.

The *Local Government 2021* report also notes that the Audit Office of NSW is currently conducting performance audits of both the RFS (Planning and managing bush fire equipment) and the Office of Local Government (The effectiveness of local government regulation and support).

The RFS is assisting the Audit Office in relation to planning and managing bush fire equipment and I look forward with interest to the Auditor-General's findings and any relevant recommendations arising from these two audits.

Thank you again for taking the time to bring this matter to the Government's attention.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Geoff Provest', with a large, stylized initial 'G'.

Geoff Provest
Parliamentary Secretary for Police and Emergency Services

12 MOTIONS ON NOTICE/QUESTIONS WITH NOTICE

12.1 QUESTIONS ON NOTICE

Department: General Manager
Prepared by: Executive Team
TRIM Reference: UINT/22/11067

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Objective: 4 Leadership: We are an independent shire and well-governed community
Strategy: 4.3 An efficient and effective independent local government

QUESTIONS FROM CR TOOMEY:

Plant and Equipment Asset Management Plan:

Question 1:

How do we include roads like Noalimba Ave and Gostwyck Road (before Munsie's Bridge)?

What is the groundtruthing telling us about the prioritisation of these roads in terms of this document which outlines our 4yr plan?

Response:

A section of the Gostwyck Road, based on the Condition Report and Transport Asset Management Plan modelling prioritisation and ranking is planned for upgrading, as adopted by the Council, in the 2022/23 Financial Year, while Noalimba Avenue upgrade is scheduled to be undertaken for the 2025/26 Financial Year, in the Transport Asset Management Plan.

The “groundtruthing” has supported this action, however due to the persistent wet conditions a significant full width heavy patch either side of the culvert on Noalimba Avenue is being scheduled from maintenance. This is considered reactive works to manage road users’ risks.

General Information from the Asset Manager and Manager Civil Infrastructure

Identification of the sections of roads for renewals or rehabilitation are based on network wide condition of all Council’s local roads undertaken in late 2019. The selection of these road sections is derived from the Condition Report prepared by Shepherd Services and is based on remaining useful life of the pavement of one year. For maintenance we also use field condition assessments and community feedback to identify sections for maintenance to retain an asset as near as practicable to its original condition and to provide a satisfactory level of service.

Question 2:

When we talk about the staffing requirements on these pages at section 5.4.10 is the Team Leader FSW [Fleet, Stores and Workshop], two senior mechanic roles are currently filled? And are these positions still in place in the new structure?

Response:

Yes and yes

Question 3:

Do we have any gaps currently on the plant and equipment operator workforce?

Response:

Yes, however, with exception of unplanned sick leave, all plant is operating at full capacity.

Question 3A:

How long have they been vacant, has any advertising been undertaken to replace them, how is it going?

Response:

Over the last six months there have more than three recruitment processes with varying degrees of success.

Question 3B:

When does the GM believe we will be fully staffed in terms of plant and equipment operators again?

Response:

Unsure.

Question 4:

There are a number of positions on the Appendix A document table - how many are vacant, starting at the bottom of the document on p 140. Are all these positions still in place in the new structure?

Response:

Operators - see above

Apprentice mechanic – not yet approved / resourced in the structure – pending safety improvements at the workshop.

Records Officer – position recently removed from structure and responsibility transferred to the Service Centre team.

Question 5:

Have the vacant positions advertised? If so, where were they advertised and when? (I ask because I have not been able to find any advertising on our website, social media pages or in local press.)

Response:

Yes. Council positions vacant are advertised on the Council webpage here:

<https://www.uralla.nsw.gov.au/Council/Working-at-Uralla-Shire-Council>

Other adverts are than placed depending on the nature of the role, on seek and other platforms. Pointer adverts are undertaken through Council's Facebook and LinkedIn pages.

A request has been placed with Uralla Wordsworth for a standing advert pointing people to Council's recruitment page.

Question 6:

The financial statements at section 6 were clarified by one staff member and then appeared to be contradicted by another. Can you please confirm?

The question I read out during the meeting was broadly:

6.1.3 - operating expenditure can at times also be covered by grants though, not just by general fund income.

Does the "Operational Income" in the table reflect grants for operating purposes, charging our plant and equipment usage to the grants like roads to recovery for example? Or is it just the recurrent general fund income as mentioned at 6.1.3? The source of the "Operational Income" and the assumptions that sit behind it would be good to have identified in a note.

Response:

Operational income is from plant and equipment charge-out rates against operating hours.

When plant and equipment is used on a capital job it is also charged-out at rates against operating hours and this may be grant funded works.

Some of plant and equipment operating costs are non-cash-backed operating expense accounts – that is and internal charge. This is part of the on-costs against the relevant service area.

Question 7:

p 129

I see in this table at 6.1.5 that there is still a focus on general fund income, plus disposal and transfers income. Still no income where we charge our plant out as part of delivering a road program?

Response:

Table 6.1.5 is the purchase costs which are taken from the disposal, reserve fund and general fund. The general fund component is where actual cash is required.

The additional cash component is then capitalised against the relevant service area.

Transport Asset Management Plan:

Question 8:

Can we please provide a map of the sections of Thunderbolts Way and Bundarra Rd that are to be upgraded to sealed roads, so that the community can see what sections are being included.

Response:

These roads are already sealed.

There are no roads scheduled to be upgraded from unsealed in the 2022/2023 Financial Year.

Question 9:

The correlation between the issues identified in 7.2 should be clearly made in the Improvements table at 8.2/Table 8.1.

Response:

Noted – currently reviewing.

Will follow-up at the upcoming General Manager Workshop on asset management plans.

Works Report 15.5:

Question 10:

I noticed lines 8 and 9 have overspends, are these still within the contracted amount for these items, or is there a contract variation required?

Response:

These 2 projects were completed with a section on Kingstown Road. This was all part of one rates based contract. The last section of Kingstown Road was reduced to keep the overall expense under the maximum amount. This was completed in the 22/23 financial year.

Question 11:

Line 11 - I note that this work is to commence on 8th March 2023 running until 18th April 2023 for a value of \$688,577, and that it is split between our staff and specialist external contractor.

While we wait for that date to come around, how are we going to manage the deteriorating conditions on Gostwyck Road?

Response:

Tar patching

Question 12:

I would also appreciate advice on where in the maintenance cycle Noalimba Ave is also.

Response:

As discussed in response to answer 1, a heavy patch is being programmed adjacent to the culvert, additionally pothole patching is continuing with additional resources allocated to keep up on this and other roads.

Question 12A:

On this report the column around resourcing shows that we are outsourcing a significant amount of work in to the future. What can we do to see more of this work undertaken by our own staff?

Response:

See responses to questions at 3. above. As previously briefed, Council does not currently own the specialist equipment required for heavy patching. Further considerations of Council's future plant

equipment needs will be referred to the Capital Works Working Group prior to the Council's 2023/23 budget planning considerations.

Council staff are fully committed on capital projects and maintenance, there are vacancies in the structure. Council also hires casuals to fill the vacancies and outsources traffic control contractors.

Question 12B:

And have we considered how doing more work in house would impact on the income to sustain our own plant and equipment?

Response:

See response to Q. 3 and Q. 6, above – all Council owned plant is operating (with the exception of sick leave).

End of Questions with Notice

12.2 NOTICE OF MOTION – URALLA TOWNSHIP AND ENVIRONS COMMITTEE REPORT TO COUNCIL SEPTEMBER 2022



TRIM: UINT/22/11558
Attachments: UINT/22/11564 – 1. 5 September 2022 Uralla Township and Environs Committee Draft Minutes
UINT/22/11565 – 2. 5 September 2022 Uralla Township and Environs Committee Minutes Attachment

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Objective: 2 We drive the economy to support prosperity
Strategy: 3.2 Maintain a healthy balance between development the environment
4.2 An attractive environment for the business sector

SUMMARY:

To aid the work of UTEC, Councillor delegates have undertaken to provide a set of recommendations based on the motions passed at the UTEC meeting. Councillors presenting this report ask that Councillors consider and resolve each of the recommendations. The UTEC Council delegates will then take the resolved position of Council back to UTEC as soon as the minutes are released.

COUNCILLOR'S MOTION:

That Council receive the following recommendations from the UTEC Meeting held on 5th September 2022 and provide a decision on Council's position on each item:

- 1. That Council install at Fuller Park a bus shelter near the bus stop*
- 2. That Council develop a tree planting policy identifying species, a mix of natives and exotics, rights and responsibilities that public and private tree owners have, the distribution of trees and the general amenity and history of Uralla as part of guidelines appropriate to tree planting and maintenance in the Shire*
- 3. That Council advice UTEC on the progress on the recommendation around the expression of interest for either a group, volunteer or employment opportunity in relation to the maintenance of the Main Street*
- 4. Receive an update on item 4 c for 36.04/22, that Linden Trees be planted in the appropriate vacant blisters (diagram attached)*
- 5. Repaint "new" light poles in the original colours...three shades of blue – Haymes Gloss Debonair, Ultra Blue and Blue Sapphire*
- 6. Replace light fittings in Salisbury St with similar to Bridge St lights*
- 7. Repaint borders of blisters and upgrade metal covers over the gutters*
- 8. Receive the report referred to in the Schedule of Actions of the August 2022 Ordinary Meeting, item 4 b of resolution 36.04/22, that Council investigate removing the two pairs of redundant (?) gal posts*
- 9. Investigate whether it is appropriate to remove the reeds in the creek through Porter Park, with regard to the protection of the local fauna and flora, as well as conducting a clean up of the fallen trees and blackberry bushes, weeds and rubbish in the creek, and consider using the long reach excavator while it is being used at the Glen*

10. *That Council paint out the mural on the water tank with dark green*
11. *That Council instigate consultation to enhance the pond on Gostwyck Road as a nature conservation/passive recreation area*
12. *That UTEC supports the Greening Uralla Planting proposal but with the addition of two or three exotics at the railway bridge (McMahon St/King St), at the Railway Station, and two or three exotics in Uralla St side of Alma Park*
13. *That Council ensure that new signs for parks match those existing for Porter Park and Alma Parks*
14. *That Council ensure that explanatory plaques be installed at the base of the park signage*

CONCLUSION:

To aid the work of UTEC, Councillor delegates have undertaken to provide a set of recommendations based on the motions passed at the UTEC meeting.

Submitted by: Cr Toomey and Cr Doran

EXECUTIVE ADVICE:

The responses provided address the recommendations from Uralla Township and Environs Committee Minutes.

1. *That Council install at Fuller Park a bus shelter near the bus stop.*

Response:

A quote has been accepted for two heritage style bus shelters for Fuller Park. The shelters are funded through Round 4 of the Stronger Country Communities Fund.

2. *That Council develop a tree planting policy identifying species, a mix of natives and exotics, rights and responsibilities that public and private tree owners have, the distribution of trees and the general amenity and history of Uralla as part of guidelines appropriate to tree planting and maintenance in the Shire.*

Response:

A budget bid will be prepared for the 2023/2024 Operational Plan and Budget for Council's consideration, along with the proposed development of a Street Master Plan, which will also include community consultation.

3. *That Council advise UTEC on the progress on the recommendation around the expression of interest for either a group, volunteer or employment opportunity in relation to the maintenance of the Main Street.*

Response:

The actual recommendation from the Uralla Township and Environment Committee was "Council advise UTEC on the result of the recommendation that Council employ a person, permanent part time, with the sole responsibility to enhance and maintain the blister gardens"

Council included an additional \$17,000 in the 2022/23 budget to increase the maintenance level of the parks and open space area, particularly of the Uralla main street area.

It is anticipated that the parks and opens space component of the Organisational Transformation Plan will be implemented in early 2023 which may also include the commencement of a parks and open space volunteer program.

4. *Receive an update on item 4 c for 36.04/22, that Linden Trees be planted in the appropriate vacant blisters (diagram attached).*

Response:

The actual resolution from the April 2022 Ordinary Council Meeting was “ 4c - Plant trees in the empty blisters at the northern end of the CBD”.

A budget bid will be prepared for the 2023/2024 Operational Plan and Budget for Council’s consideration.

5. *Repaint “new” light poles in the original colours... three shades of blue – Haymes Gloss Debonair, Ultra Blue and Blue Sapphire.*

Response:

A budget bid will be prepared for the 2023/2024 Operational Plan and Budget for Council’s consideration.

6. *Replace light fittings in Salisbury St with similar to Bridge St lights.*

Response:

A budget bid will be prepared for the 2023/2024 Operational Plan and Budget for Council’s consideration.

7. *Repaint borders of blisters and upgrade metal covers over the gutters*

Response:

A budget bid will be prepared for the 2023/2024 Operational Plan and Budget for Council’s consideration.

8. *Receive the report referred to in the Schedule of Actions of the August 2022 Ordinary Meeting, item 4 b of resolution 36.04/22, that Council investigate removing the two pairs of redundant (?) gal posts*

Response:

Staff have removed surplus posts from the Bridge St Uralla central business area where relevant. The galvanised post located near Eve’s Flower shop belongs to the property next door and is used to swing the gate latch onto and are not on Council property.

9. *Investigate whether it is appropriate to remove the reeds in the creek through Porter Park, with regard to the protection of the local fauna and flora, as well as conducting a clean-up of the fallen trees and blackberry bushes, weeds and rubbish in the creek, and consider using the long reach excavator while it is being used at the Glen.*

Response:

Investigations will be undertaken and a budget bid will be prepared for the 2023/2024 Operational Plan and Budget for Council’s consideration.

10. *That Council paint out the mural on the water tank with dark green*

Response:

A budget bid will be prepared for the 2023/2024 Operational Plan and Budget for Council’s consideration.

11. *That Council instigate consultation to enhance the pond on Gostwyck Road as a nature conservation/passive recreation area*

Response:

A budget bid will be prepared for the 2023/2024 Operational Plan and Budget for Council's consideration.

12. *That UTEC supports the Greening Uralla Planting proposal but with the addition of two or three exotics at the railway bridge (McMahon St/King St), at the Railway Station, and two or three exotics in Uralla St side of Alma Park*

Response:

This proposal has already been discussed with ZNET and will be implemented as suggested.

13. *That Council ensure that new signs for parks match those existing for Porter Park and Alma Parks.*

Response:

Noted.

14. *That Council ensure that explanatory plaques be installed at the base of the park signage.*

Response:

Noted.

COUNCIL IMPLICATIONS:

1. Community Engagement /Communication

Consultation with Uralla Township and Environs Committee and referral of Committee minutes to Council. Council consults on specific projects and each year on the full draft operational plan.

Council has two councillor delegates on the Committee and relevant staff attend meetings when possible.

2. Policy and Regulation

Uralla Township and Environs Committee Terms of Reference 2022.
NSW Local Government Act 1993.

3. Financial/Long Term Financial Plan

Resourcing required for staff to attend meetings and liaise with Committee.
Recommendations not resourced in the current financial year are noted for budget consideration in 2023/24.

4. Asset management/Asset Management Strategy

N/A

5. Workforce/Workforce Management Strategy

Staff provide support to the Uralla Township and Environs Committee and attend meetings where possible.

6. Legal and Risk Management

This Committee was legally constituted by Council and have established Uralla Township and Environs Committee Terms of Reference 2022. The strategic risks are assessed as low.

7. Performance Measures

As set out in the Uralla Township and Environs Committee Terms of Reference 2022.

8. Project Management

Interim Director Infrastructure and Development.

UTEC MEETING Monday 5th Sep. 2022, 6pm sharp
Uralla Shire Council Chambers
MINUTES

Meeting Opened: 6.03 PM

Present: K. Mayo, A. Mayo, Bob Anderson, Andrew Parker, Louis van Ekert, Jim Sinclair, Carol Shantal, Cr. T. Toomey, Cr. L. Doran.

Apologies: N. Porter, R. Bowie

Mov: A. Parker Sec: A. Mayo

Chairman thanked Wendy Westbrook, Bob, and Louis for connecting Zoom.

Minutes of Previous Meeting

Mov: A. Parker. Sec: A. Mayo

Matters Arising: Fallen tree limbs have been removed from Alma Park. (USC.)

Correspondence:

Carol Shantal (Z-Net..."Greening Uralla"... Attached)

Mov: A. Parker

Sec: L. van Ekert

General Business:

1) Fuller Park.

Background: The agreed plan was to add one or two more locally made replicas of the original 1960s picnic shelter, which would have obviated the need for a Bus Shelter. However, things didn't go to plan.

Recommendation: Install new Bus Shelter near Bus Stop.

Mov: A. Mayo.

Sec: B. Anderson

Amendment/s:

Recommendation:

Replace new pencil pines with more appropriate species, e g, liquidambar, pistacio

Mov: *Not supported.*

Recommendation: Council develop a Tree Policy for Uralla Shire. (Cr.Toomey and Louis to reword this).

Mov: L. van Ekert

Sec: J. Sinclair

2) Sunny Jim Mackay Park.

Recommendation:

Council consider extending the hours for off-leash dog walking. (Currently 6am-9am)

Mov: *A. Parker withdrew recommendation.*

3) Main street CBD.

Background: The main street beautification program was the work of the Creative Village Committee (1995-c2005), based on the need to calm speeding traffic and to improve the

attraction of the CBD. It has proven to be most successful. Unfortunately there has been a lack of enhancement and maintenance ... now it all looks rather shabby.

In the past few years Council Officers invited the input of two firms of consultants, the first provided a scheme that was totally impractical, the second a quite imaginative and acceptable improvement on the existing layout, at an estimated cost of \$400,000, but deemed by Council as unaffordable at that time.

Recommendation:

Council advise UTEC on the result of the recommendation that Council employ a person, permanent part time, with the sole responsibility to enhance and maintain the blister gardens.

Mov: A. Mayo

Sec: L. van Ekert

Amendment/s

Recommendation:

Trees be planted in the appropriate vacant blisters, as per diagram.

Mov: B. Anderson

Sec: J. Sinclair

Amendments:

Recommendation:

Repaint "new" light poles in the original colours...three shades of blue (Kent to specify), and replace inappropriate light fittings in Salisbury St. with fittings similar to those in Bridge St.

Mov: A. Parker

Sec: L. van Ekert

Amendment/s

Recommendation:

Repaint borders of blisters and upgrade metal covers over the gutters.

Mov: K. Mayo

Sec: A. Mayo

Amendment/s

Recommendation:

Council advise UTEC on the prospect of removing the two pairs of (redundant?) gal steel RTA poles.

Mov: A. Parker

Sec: L. van Ekert

Amendment/s

4) Creek at Porter Park.

Background: Rob Bowie to report

Recommendation:

Infestation of reeds be removed by the long reach excavator while it's being used at The Glen, and with regard to the protection of native fauna.

Mov: A. Paker

Sec: B. Anderson

Amendment/s:

5) Mount Mutton Water Tanks.

Background: Without public consultation, a "Youth Week" mural was added by schoolchildren in 2010. For travellers visiting the lookout it presents a very poor impression.

Recommendation:

The mural be painted out ASAP.

Mov: B. Anderson

Sec: A. Parker

Amendment/s:

6) Pond on Gostwyck Road.

Council initiate consultation to enhance this asset as a nature conservation/passive recreation area.

Mov: A. Mayo

Sec: J. Sinclair

Amendment/s

7) Greening Uralla tree planting.

Background: See correspondence.

Recommendation:

Council approve the proposal, but with the addition of ... two or three exotics at the corner of King St near the railway bridge, and at the railway station, and two or three exotics in Uralla St above Alma Park.

Mov: B. Anderson

Sec: L. van Ekert

Amendment/s

Other General Business:

Park signs.

Recommendation:

1) New signs for parks to match those existing at Porter and Alma Parks.

2) Explanatory plaque be installed at the base of each sign.

Mov: B. Anderson

Sec: K. Mayo

Chairman Kent thanked members for their enthusiasm, and encouraged them to submit items for the next meeting, and, on behalf of the committee, thanked Crs. Toomey and Doran for their positive guidance and support.

Meeting Closed: 7.15pm

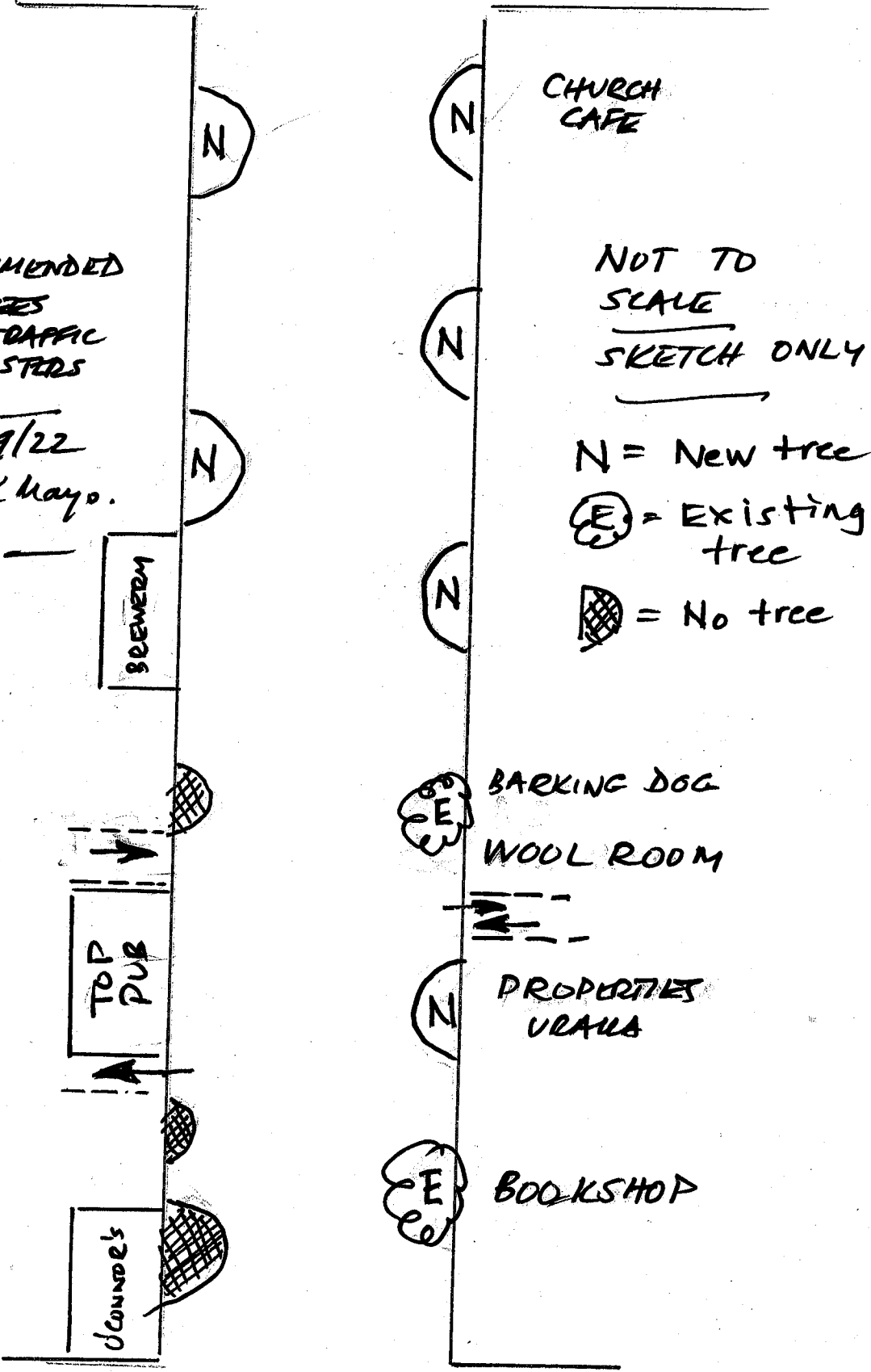
Next Meeting: Monday, December 5, 2022

ACMIDALE

KING ST

RECOMMENDED
TREES
IN TRAFFIC
BLISTERS

6/9/22
K Mayo.



CHURCH CAFE

NOT TO
SCALE
SKETCH ONLY

N = New tree

E = Existing tree

⊗ = No tree

BARKING DOG

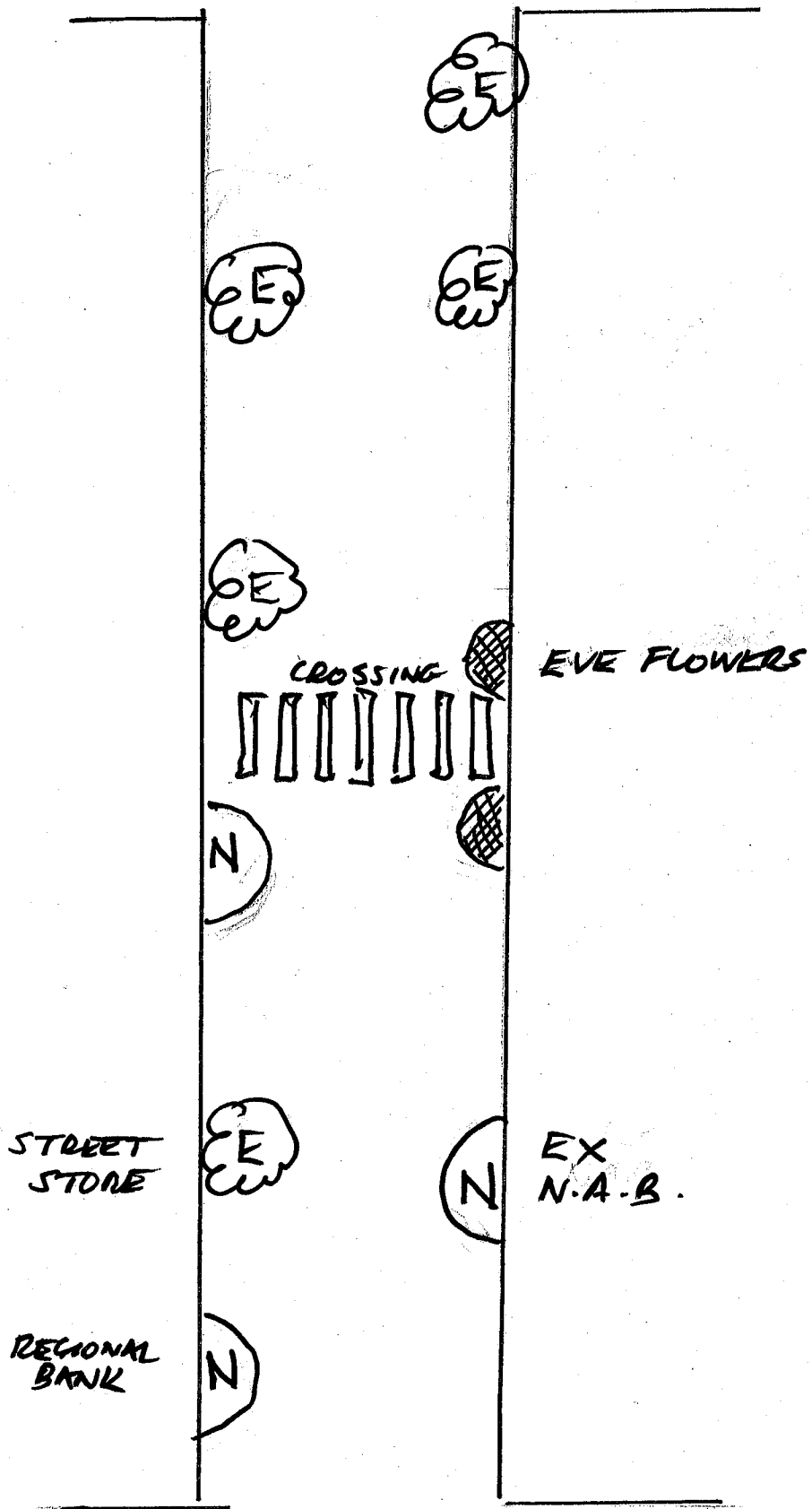
WOOL ROOM

PROPERTIES
URALLA

BOOKSHOP

HILL ST

SALISBURY ST



12.3 NOTICE OF MOTION - PIONEER PARK TENDERS DOCUMENTS AND PROCESS

TRIM: UINT/22/11587



LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Objective:	2.	We drive the community to support prosperity
	2.1	An attractive environment for the business sector
Strategy:	3.2	Maintain a healthy balance between development and environment

SUMMARY:

Transparency is key to establishing trust with our community. Pioneer Park is a significant piece of public land that Council has been supportive of developing, in line with community expectations. As part of achieving this, it is important that the process and the documentation around the work remain in the public domain unless commercial in confidence provisions apply. It is also critical that Council is satisfied that the designs being used are properly authorised by agreement with the artists.

COUNCILLOR'S MOTION:

That Council:

1. *Pause any consideration of tender documents received during the Tenderlink process*
2. *Receive written assurance from the General Manager that the artists responsible for various elements of the design have authorised the use of their work as part of this project*
3. *Publish the full tender documents on Council's website, on social media and in local print media, inviting tenders for 30 days*

RATIONALE:

Councillors have been seeking to have the tender documents for this work placed in the public domain so that the community could see what was required and consider whether they wished to submit a tender for the work. While the documents were available via Tenderlink, there is a registration process that was off-putting for organisations and individuals who just wanted to see what was involved in the tender.

A request was made by email to the General Manager on the 21st of August 2022 requesting the tender documents, this was followed up at the meeting on the 26th of August 2022 with a verbal request to the General Manager to receive a copy of the tender documents.

The General Manager indicated that they would place the documents on Council's website. A further follow up email was sent to the General Manager on the 31st of August 2022, asking again for a copy of the tender documents.

Councillors were advised on the 31st of August 2022 that the tender documents were now available to Councillors, but this still left them unavailable to the community.

As the tender closed on the 22nd of August 2022, the point became somewhat moot and this motion seeks to correct a situation that has made it difficult for our community to participate in the process and understand what exactly is being tendered.

Additionally, on a number of occasions Councillors have also raised concerns about the ownership of the design, asking to be assured that the artist(s) responsible have provided a written approval that they agree to the use of their artwork by Uralla Shire Council in this context. This assurance has yet to be provided.

CONCLUSION:

Transparency is a key part of this Council's commitment to our community, and Council must at all times be certain it has the proper agreements in place before using the work of any individual or organisation.

Submitted by Councillor T Toomey

EXECUTIVE ADVICE:

1. Council adopted the Pioneer Park detailed design, motion 10.07/22 at the 26 July 2022 Council Ordinary Meeting, and the tender was advertised on Council's website and Facebook page from 2 August to 22 August 2022.
2. The requirement to utilise Tenderlink or a similar tendering platform is in accordance with resolution 38.10/18, carried at the 30 October 2018 Council meeting. This is consistent with local government procurement practices.
3. The detailed design for Pioneer Park has been available on Council's website since 10 August 2022, and this is the only documentation provided with the tender. The only other relevant information is the preliminary invitation to apply for the tender, and this was available on Council's website and Facebook page.
4. Tender information was freely available by registering with Tenderlink and could have been provided directly by Council on request. No such requests were received by Council other than Cr Toomey's request on 21 August 2022 which was responded to by the Executive Assistant on 31 August 2022.
5. The only element common to any provided concept designs and the final detailed design is the "Fibonacci Spiral", and this could no longer be considered proprietary to the creator. No proprietary artwork has been incorporated into the design.
6. The project is now over 13 months behind schedule and any additional construction delays will further jeopardize the Public Spaces Legacy Program delivery.
7. The tender for Pioneer Pak has been undertaken in accordance with Council's Procurement Policy and is at item 15.1.
8. **It is recommended that Council consider this notice of motion as part of its consideration of item 15.1 (not in advance).**

COUNCIL IMPLICATIONS:

1. **Community Engagement/ Communication (per engagement strategy)**
Information placed on public exhibition via Council's website and Facebook page has been open to all members of the community. To re-advertise the tender would mean the report on

accepting a tender would come to the 22 November 2022 Council meeting at the earliest, which is circa 5 weeks until construction of projects under the Public Spaces Legacy Program was required to be completed under the terms of the deed, and would be unlikely to meet the March 2023 completion deadline (new, approved completion deadline following request for extension).

2. Policy and Regulation

Local Government (General) Regulations 2021

S. 168 Extract: Selective tendering method by which invitations to tender for proposed contract are made following public advertisement asking for expressions of interest

(1) A council that decides to allocate a particular proposed contract using the selective tendering method referred to in section 166(b) must publish an advertisement inviting applications from persons interested in tendering for the proposed contract—

(a) on the website of the council, and

(b) in any other manner that the council considers necessary to bring it to the attention of persons who may be interested in tendering for the proposed contract.

(2) Every such advertisement must include—

(a) a brief description of the work, goods, facilities, services or property concerned, and

(b) the name of a person to whom requests for information concerning the proposed contract may be addressed and how the person can be contacted, and

(c) the deadline for submitting applications.

The deadline must be a specified time on a date that is at least 21 days after the date of publication or first publication of the advertisement...

Local Government Act 1993 – Section 55

Procurement Policy 2020

Purchasing Procedures 2020

Extract: When the document is complete send to the Manager of Procurement to arrange for an Advertisement to be placed in the appropriate newspapers as per the Local Government Act 1993 and Regulation 2005. The advertisement is also placed on our Web page, Facebook page and advertised on Tenderlink.

ALL tenders are to be placed in the tender box located at the Council Chambers or be lodged online through Tenderlink as required.

3. Financial (LTFP)

If the grant recipient breaches the Agreement (including, without limitation, not achieving any or all of the Milestones in accordance with Schedule 5) and fails to remedy that breach within a reasonable time following receipt of a written request from the Department, the Department may recover funding spent by the recipient in breach of the Agreement.

4. Asset Management (AMS)

N/A

5. Workforce (WMS)

Staff resourcing for exhibition placement and collation of reviews received along with report to be made to council.

6. Legal and Risk Management

Risk category	Risk	Risk level	Risk management
Time	The project is currently 13 months behind schedule due to the time to confirm projects and then subsequent additional community engagement steps necessary to enable Council approvals.	High Risk	Additional completion extension sought from funding partner – approved new completion date 30 March 2023. Timely progression of tendering and construction.
Quality	Project elements meet design standard	Low risk	Suitably qualified landscape architect engaged as required by the funding deed. Suitably qualified construction companies to be engaged in accordance with Council's procurement policy and the Council approved detailed designs
Public Relations	The level of community satisfaction with the project.	Low risk	Council has undertaken a very thorough, multi-step, community engagement process and has now adopted detailed designs.

7. Performance Measures

Under the Public Spaces Legacy Program, construction was due to commence in August 2021 and to be completed by 31 December 2022. The projects to be undertaken are already in jeopardy, and any further delays will severely impact project delivery.

8. Project Management

Project Management is being undertaken by Council staff, however their ability to deliver the project is being heavily constrained by approval delays.

12.4 NOTICE OF MOTION - S68 SERVICE VEHICLES PARKED ON COUNCIL ROADS

TRIM: UINT/22/11576
Attachment: UINT/22/11861 – Local Government Act 1993 No 30 NSW Legislation



LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Objective: 2. We drive the economy to support prosperity
Strategy: 2.2 An attractive Environment for the business sector

SUMMARY:

The MHERV clinic provide a valuable service to our community that may save lives. Council should be facilitating this process.

COUNCILLOR'S MOTION:

That Council;

1. Waive any fees (including those associated with electricity access and use) associated with the parking of the MHERV clinic in Uralla CBD on or about 22 Sept 2022.
2. Develop a local policy under s68 (1) of the Local Government Act, 1993 (as amended) that will facilitate and encourage service vehicles such as the MHERV clinic to come to Uralla Shire

RATIONALE:

Rotary have been advised that a s68 approval is required to park the MHERV clinic on the public road near Pioneer Park and that a fee of \$110.50 is payable to council.

"Section 68

Part E Public roads

2. *Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road"*

This van will be legally parked on the road, something any registered vehicle can legally do without council permission.

Council should be promoting and supporting services such as this van coming to Uralla.

CONCLUSION:

Council should be encouraging service vehicles such as the MHERV clinic to come to Uralla. We should be facilitating the process and making it as smooth as possible.

Submitted by: Cr Bob Crouch

EXECUTIVE ADVICE:

1. Certain activities require approval from Council under section 68 of the *Local Government Act 1933 (NSW)* (copy attached), among these being approvals for activities on community land and within road reserves.
2. The gaining of these approvals is particularly important for entities carrying out these activities as it has insurance implications, for example, public liability insurance may be rendered invalid if there is an incident where a requisite approval has not been obtained.
3. Where an incident occurs and the entity does not have the necessary approval to conduct the activity a liability may arise for Council if it has not correctly undertaken its regulatory obligations in the management of its land by providing a permit for the activity via a section 68 approval or an exemption in an adopted Council policy.
4. A Council resolved position to waive the Section 68 fees for non-profit organisations would encourage activities on Council community land and road reserves such as the Mens Health Educational Rural Van (MHERV) to provide support to our community. Council has a small donations budget line in the 2022/23 Operational Plan.
5. Council donations are reported in the Annual Report.
6. The recommended wording for such a resolution is as follows:

That Council authorise the General Manager to waive the section 68 application fee for not-for-profit organisations undertaking activities for our community and report the exercise of this delegation in the Annual Report.

7. In addition, a Local Approvals Policy could be developed and, following a public exhibition process, adopted by Council that provides permission for certain activities thereby removing the need for a section 68 approval for specified activities.
8. The adoption of a policy would be an efficient outcome for community groups arranging for the provision of services and activities for the community, encourage certain business activities which would support the local economy, and would be more efficient administratively for Council.

Conclusion

9. Noting that development of the Local Approvals Policy could take some time, it is recommended that Council consider wording along the following lines:

That Council:

- I. **authorise the General Manager to waive the section 68 application fee for not-for-profit organisations undertaking activities for our community and report the exercise of this delegation in the Annual Report; and**
- II. **develop a Local Approvals Policy under the Local Government Act, 1993 (as amended) that will facilitate and encourage community and business activity within the Shire.**

COUNCIL IMPLICATIONS:

- 1. Community Engagement/ Communication (per engagement strategy)**
Should Council resolve to act on the Executive Advice, it is recommended that appropriate notification be provided on Council's website and Facebook page.
- 2. Policy and Regulation**
Section 68 of the Local Government Act 1993
<https://legislation.nsw.gov.au/view/html/inforce/current/act-1993-030#sec.68>
To be developed: *Local Approvals Policy*
- 3. Financial (LTFP)**
Elected members donations budget is \$1,200 of which \$100 has been allocated this FY.
- 4. Asset Management (AMS)**
Nil.
- 5. Workforce (WMS)**
Manager Development and Planning, Manager Governance, executive and administrative staff will be involved in the developing the policy.
- 6. Legal and Risk Management**
Litigation against individuals, entities, and Council is a risk if statutory approvals are not obtained.
- 7. Performance Measures**
Any fees waived are reported in the Annual Report
New policy drafted and adopted.
- 8. Project Management**
Manager Development and Planning

Local Government Act 1993 No 30

Current version for 16 June 2022 to date (accessed 20 September 2022 at 8:36)

[Chapter 7](#) > [Part 1](#) > [Division 1](#) > Section 68

68 What activities, generally, require the approval of the council?

- (1) A person may carry out an activity specified in the following Table only with the prior approval of the council, except in so far as this Act, the regulations or a local policy adopted under Part 3 allows the activity to be carried out without that approval.
- (2) This section does not apply to the carrying out of an activity specified in Part B of the following Table—
 - (a) on land within the area of operations of the Sydney Water Board under the [Sydney Water Act 1994](#), or
 - (b) on land within the area of operations of the Hunter Water Board under the [Hunter Water Act 1991](#).
- (3) This section does not apply to the carrying out of an activity specified in item 1, 2, 3, 4 or 6 of Part B of the following Table on land within the area of operations of a water supply authority constituted under the [Water Management Act 2000](#).

Note—

A person who fails to obtain an approval or who carries out an activity otherwise than in accordance with an approval is guilty of an offence—see secs 626 and 627.

Table

Approvals

Part A Structures or places of public entertainment

- 1 Install a manufactured home, moveable dwelling or associated structure on land
- 2, 3 (Repealed)

Part B Water supply, sewerage and stormwater drainage work

- 1 Carry out water supply work
- 2 Draw water from a council water supply or a standpipe or sell water so drawn
- 3 Install, alter, disconnect or remove a meter connected to a service pipe
- 4 Carry out sewerage work
- 5 Carry out stormwater drainage work
- 6 Connect a private drain or sewer with a public drain or sewer under the control of a council or with a drain or sewer which connects with such a public drain or sewer

Part C Management of waste

- 1 For fee or reward, transport waste over or under a public place

- 2 Place waste in a public place
- 3 Place a waste storage container in a public place
- 4 Dispose of waste into a sewer of the council
- 5 Install, construct or alter a waste treatment device or a human waste storage facility or a drain connected to any such device or facility
- 6 Operate a system of sewage management (within the meaning of section 68A)

Part D Community land

- 1 Engage in a trade or business
- 2 Direct or procure a theatrical, musical or other entertainment for the public
- 3 Construct a temporary enclosure for the purpose of entertainment
- 4 For fee or reward, play a musical instrument or sing
- 5 Set up, operate or use a loudspeaker or sound amplifying device
- 6 Deliver a public address or hold a religious service or public meeting

Part E Public roads

- 1 Swing or hoist goods across or over any part of a public road by means of a lift, hoist or tackle projecting over the footway
- 2 Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road
- 3 **(Repealed)**

Part F Other activities

- 1 Operate a public car park
- 2 Operate a caravan park or camping ground
- 3 Operate a manufactured home estate
- 4 Install a domestic oil or solid fuel heating appliance, other than a portable appliance
- 5 Install or operate amusement devices
- 6 **(Repealed)**
- 7 Use a standing vehicle or any article for the purpose of selling any article in a public place
- 8, 9 **(Repealed)**
- 10 Carry out an activity prescribed by the regulations or an activity of a class or description prescribed by the regulations

12.5 NOTICE OF MOTION - HERITAGE ADVISOR

TRIM: UINT/22/11586



LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

- Objective:** 3. We are good custodians of our environment
1. We have an accessible, inclusive and sustainable community
- Strategy:** 1.3 A diverse and creative culture that celebrates our history
-

SUMMARY:

Council has provisions in our Development Control Plan (DCP) that provide guidance on how our Heritage items are to be managed. These are supported by the engagement of a suitably qualified Heritage Advisor.

COUNCILLOR'S MOTION:

That Council:

- 1. Seek advice from Graham Wilson AO as part of developing a set of criteria for a Heritage Advisor.*
- 2. Present a report on this to Council's October meeting prior to calling for expressions of interest across Council's website, social media pages and in local print media to engage a qualified Heritage Advisor.*

RATIONALE:

Council has provisions in our DCP that provide guidance on how our Heritage items are to be managed. These are supported by the engagement of a suitably qualified Heritage Advisor. These items are not limited to buildings.

CONCLUSION:

Quality heritage advice is central to the management of heritage items across our Shire.

Submitted by Councillor T . Toomey

EXECUTIVE ADVICE:

1. Work has commenced to prepare an expression of interest (EOI) request for suitably qualified heritage advisors to provide heritage advice.
2. Advice can be sought from Mr Wilson, AO along with other current and recent heritage advisors.
3. The draft criteria for the engagement of a Heritage Advisor will be developed in consultation with the Development Working Group, before preparing a report for Council to consider the criteria before proceeding to EOI.
4. It is proposed that all suitable consultants responding to the EOI be selected so that a panel of heritage advisors is available on an as needs, fee for service, basis.

COUNCIL IMPLICATIONS:

- 1. Community Engagement/ Communication (per engagement strategy)**
Public expression of interest process.
- 2. Policy and Regulation**
Procurement Policy
Development Control Plan
- 3. Financial (LTFP)**
Costs to engage the Heritage Advisor are covered by the relevant project budget or the General Fund.
- 4. Asset Management (AMS)**
Nil
- 5. Workforce (WMS)**
Manager Development and Planning, executive and administrative staff time.
- 6. Legal and Risk Management**
Nil
- 7. Performance Measures**
Nil
- 8. Project Management**
Manager Development and Planning

13 REPORT OF COMMITTEES

13.1 FINANCE ADVISORY COMMITTEE MEETING MINUTES FOR MEETING HELD 20 SEPTEMBER 2022



MINUTES

Finance Advisory Committee Meeting

20 September 2022, Council Chambers

Attendees:

Mayor R Bell
Deputy Mayor Cr R Crouch
Cr T Bower
Cr S Burrows
Cr B McMullen
Cr T O'Connor (via Zoom)
Cr L Petrov
Cr T Toomey

Apologies:

Cr L Doran

In attendance:

General Manager – Ms K Jessep
Director, Community Services – Ms C Valencius
Interim Director, Infrastructure of Development – Mr C Bennett
Interim Director, Corporate Services – Mr C Weber
Manager, Finance & IT – Ms L Waters
Minute Clerk – Wendy Westbrook
Guest presenter: Professor J Drew, University of Newcastle
Guest presenter: Mr C Weber, LG Outcomes

1	Contents	
1	MEETING OPEN & WELCOME	3
2	APOLOGIES, REQUESTS FOR LEAVE OF ABSENCE AND OBSERVERS	3
3	DISCLOSURE AND DECLARATIONS OF INTEREST.....	3
4	CONFIRMATION OF MINUTES.....	3
4.1	Minutes from the 14 June 2022 Finance Advisory Committee Meeting.	3
5	LATE ITEM - Nil	3
6	PRESENTATIONS - Nil	3
7	REPORTS.....	4
7.1	FINANCIAL SUSTAINABILITY PRESENTATION	4
7.2	PREPARATION OF END OF FINANCIAL YEAR – VERBAL REPORT	4
7.3	AGED CARE REFORM LEGISLATIVE EFFECTS ON COUNCIL'S AGED AND COMMUNITY CARE ...	4
7.4	2022/23 INDEPENDENT BUDGET REVIEW	4
8	MOTIONS WITHOUT NOTICE - Nil.....	5
9	CONFIDENTIAL BUSINESS - Nil	5
10	NEXT MEETING.....	5
11	MEETING CLOSED.....	5
12	CONFIRMATION OF MINUTES.....	5

Draft Unconfirmed

1 MEETING OPEN & WELCOME

The Chair declared the meeting open at 4:03pm.

2 APOLOGIES, REQUESTS FOR LEAVE OF ABSENCE AND OBSERVERS

5.1 *The Chair advised that Cr Doran was an apology.*

5.2 *The Chair acknowledged the attendance of consultants:*

Professor Joseph Drew, University of Newcastle (financial sustainability item)

Mr Chris Weber, LG Outcomes (budget review item)

3 DISCLOSURE AND DECLARATIONS OF INTEREST

There were no disclosure or declarations made

4 CONFIRMATION OF MINUTES

4.1 Minutes from the 14 June 2022 Finance Advisory Committee Meeting.

Minutes of the Finance Advisory Committee Meeting held 14 June 2022 were presented to the 26 July 2022 Ordinary Council Meeting where as a committee of the whole they were adopted as a true record.

5 LATE ITEM - Nil

6 PRESENTATIONS - Nil

7 REPORTS

7.1 FINANCIAL SUSTAINABILITY PRESENTATION

That Financial Advisory Committee receive the Financial Sustainability presentation by Professor J Drew.

MOTION Moved: Mayor Bell / Seconded Cr McMullen

For: Mayor Bell, Crs Crouch, Bower, Burrows, McMullen, O'Connor, Petrov, Toomey

Against: nil

Absent: nil

FAC01.09/22 CARRIED

The Mayor called for a short adjournment at 5.30pm

The Mayor resumed the meeting at 5.54pm

7.2 PREPARATION OF END OF FINANCIAL YEAR – VERBAL REPORT

That Financial Advisory Committee receive the verbal update from the Manager Finance and Information Technology on the progress of preparation of the end of financial year statements.

MOTION Moved: Mayor Bell / Seconded Cr Burrows

For: Mayor Bell, Crs Crouch, Bower, Burrows, McMullen, O'Connor, Petrov, Toomey

Against: nil

Absent: nil

FAC02.09/22 CARRIED

7.3 AGED CARE REFORM LEGISLATIVE EFFECTS ON COUNCIL'S AGED AND COMMUNITY CARE

That the Finance Advisory Committee note the report and presentation on the effects of Aged Care Reform.

MOTION Moved: Cr Toomey / Seconded Cr Burrows

For: Mayor Bell, Crs Crouch, Bower, Burrows, McMullen, O'Connor, Petrov, Toomey

Against: nil

Absent: nil

FAC03.09/22 CARRIED

7.4 2022/23 INDEPENDENT BUDGET REVIEW

That the Financial Advisory Committee receive a brief on the progress of the Draft Independent Review of the 2022-23 budget by C Weber of LG Outcomes and clarify the requirements of Council resolution 20.05/22:

Part b. kerbside collections optimum service delivery program – revisit the business case information in the report to the July 2022 Council report (not further work by LG Outcomes at this time); and

Part d. retaining services within budget – focus on the business planning process for 2023/24 using the improved asset management plans which provide improved clarity on service levels rather than just previous expenditure levels on service areas (not further work by LG Outcomes at this time);

MOTION Moved: Cr O'Connor / Seconded Cr Burrows

For: Mayor Bell, Crs Crouch, Bower, Burrows, McMullen, O'Connor, Petrov, Toomey

Against: nil

Absent: nil

FAC04.09/22 CARRIED

8 MOTIONS WITHOUT NOTICE - Nil

9 CONFIDENTIAL BUSINESS - Nil

10 NEXT MEETING

11 MEETING CLOSED

Meeting closed at 7.29pm.

12 CONFIRMATION OF MINUTES

COUNCIL MINUTES CONFIRMED BY:	
RESOLUTION NUMBER:	
DATE:	
CHAIR:	Mayor Robert Bell
Presented to Council	Ordinary Meeting <date>

14 REPORTS TO COUNCIL

14.1 DEVELOPMENT APPLICATION 32/2022 – HOUSE ALTERATIONS – 13 BRIDGE STREET URALLA



Department:	Infrastructure and Development
Prepared by:	Manager of Development and Planning
TRIM Reference:	UINT/22/11361
Attachments:	UINT/22/11365 - 1. Development Assessment Report UINT/22/11366 - 2. Amended Plans UINT/22/11667 - 3. Statement of Heritage Impact UINT/22/11368 - 4. Original Plans UINT/22/11369 - 5. Statement of Environmental Effects UINT/22/11370 - 6. Development Application

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	2	ECONOMY - We drive the economy to support prosperity
Strategy:	2.2	Grow and diversify employment through existing and new businesses
Activity:	2.2.5	Provide a responsive development and assessment service
Action:	2.2.5.1	Provide a responsive development assessment and planning service

NOTE TO COUNCILLORS:

In accordance with the provisions of S375A of the Local Government Act 1993, a Division is to be called whenever a motion for a planning decision is put to the meeting, for the purpose of recording the voting on planning matters.

SUMMARY:

Proposal:	House alterations on an LEP listed heritage property
Property description:	Lot 4 - DP 536207 - Assessment 9327
Applicant:	Studio Two Architecture
Owner:	Carla Holmes
Zoning:	B2 Local Centre
Date received:	10 June 2022. Amended plans received 17 August 2022.
Public notification or exhibition:	Yes
Exhibition period:	21 June 2022 – 6 July 2022
Submissions:	Nil
Other approvals:	Nil

RECOMMENDATION:

- I. That Council approve Development Application 32/2022 for house alterations, at 13 Bridge Street Uralla (Lot 4 DP 536207) subject to the following conditions of consent:

PRESCRIBED CONDITIONS (under Environmental Planning and Assessment Regulation 2000)

Compliance with National Construction Code and insurance requirements under the Home Building Act 1989

Please Note: A reference to the *National Construction Code* is a reference to that Code as in force on the date the application is made for the relevant:

- (a) development consent, in the case of a temporary structure that is an entertainment venue, or
- (b) construction certificate, in every other case.

1. The work must be carried out in accordance with the requirements of the *National Construction Code*.
2. In the case of residential building work for which the *Home Building Act 1989* requires there to be a contract of insurance in force in accordance with Part 6 of that Act, that such a contract of insurance must be entered into and be in force before any building work authorised to be carried out by the certificate commences.
3. For a temporary structure that is used as an entertainment venue, the temporary structure must comply with Part B1 and NSW H102 of Volume One of the *National Construction Code*.

Erection of signs

Please Note: This does not apply in relation to:

- (a) building work, subdivision work or demolition work that is carried out inside an existing building, which does not affect the external walls of the building development consent, in the case of a temporary structure that is an entertainment venue, or
- (b) Crown building work that is certified, in accordance with section 116G of the Act, to comply with the technical provisions of the State's building laws.
- (c) a complying development certificate issued before 1 July 2004 only if the building work, subdivision work or demolition work involved had not been commenced by that date.

4. A sign must be erected in a prominent position on any site on which building work, subdivision work or demolition work is being carried out:
 - (a) showing the name, address and telephone number of the principal certifier for the work, and
 - (b) showing the name of the principal contractor (if any) for any building work and a telephone number on which that person may be contacted outside working hours, and
 - (c) stating that unauthorised entry to the site is prohibited.
5. Any such sign is to be maintained while the building work, subdivision work or demolition work is being carried out, but must be removed when the work has been completed.

Notification of *Home Building Act 1989* requirements

Please Note: *This does not apply in relation to Crown building work that is certified, in accordance with section 116G of the Act, to comply with the technical provisions of the State's building laws.*

6. Residential building work within the meaning of the *Home Building Act 1989* must not be carried out unless the principal certifier for the development to which the work relates (not being the council) has given the council written notice of the following information:
 - (a) in the case of work for which a principal contractor is required to be appointed:
 - (i) the name and licence number of the principal contractor, and
 - (ii) the name of the insurer by which the work is insured under Part 6 of that Act,
 - (b) in the case of work to be done by an owner-builder:
 - (i) the name of the owner-builder, and
 - (ii) if the owner-builder is required to hold an owner-builder permit under that Act, the number of the relevant owner-builder permit.
7. If arrangements for doing the residential building work are changed while the work is in progress so that the information notified under the above becomes out of date, further work must not be carried out unless the principal certifier for the development to which the work relates (not being the council) has given the council written notice of the updated information.

GENERAL CONDITIONS

8. The development shall be implemented in accordance with:
 - (a) All documentation and correspondence submitted by the applicant, or their agents, in support of the Development Application,
 - (b) The details set out on the plans approved and stamped by authorised officers of Council, except as amended by the conditions of this development consent.

Reason: To ensure that the development proceeds in the manner proposed by the applicant and approved by Council.
9. The owner of the property is to ensure that any structure is installed:
 - (a) to meet the setback requirements of the approved plans,
 - (b) to be located within the confines of the lot, and;
 - (c) so that it does not interfere with any easements or covenants upon the land.

Reason: To avoid any structures being erected in a location where it would be inappropriate.

10. The structure is to be inspected at the following stages of construction:
- before the pouring of footings**
 - before covering drainage (under hydrostatic test)
 - before pouring any reinforced concrete structure **
 - before covering the framework for any wall, roof or other building element **
 - before covering waterproofing in any wet area**
 - before covering any stormwater drainage connections
 - when the building work is completed and all conditions of consent have been addressed**

** denotes a critical stage inspection (a mandatory inspection under Section 6.18 of the EP&A Act 1979). Please note that an Occupation Certificate cannot be issued for a *development where a critical stage or other nominated inspection has not been carried out.

Council has limited capacity for inspections, which may only be on specific days. Please contact Council well in advance to arrange an inspection.

*All sewer and drainage works associated with the approval are to comply with the requirements of AS 3500 and completed only by a licensed plumber and drainer

Reason: To ensure compliance with appropriate standards.

11. A Construction Certificate must be obtained from a Certifier before work commences.

Reason: To ensure compliance with Cl.146 of the Environmental Planning and Assessment Regulation 2000.

12. Occupancy of the building is not to take place until the Principal Certifier (PC) has carried out a final inspection and an Occupation Certificate issued.

Reason: To ensure compliance with the Environmental Planning and Assessment Act 1979 and to restrict the use of the premises until the terms of the Development Consent have been complied with so as to ensure the health and safety of occupants of the building.

13. Roof water is to be disposed in a manner that does not cause a nuisance for neighbouring properties, by one of the following methods:

- (a) By piping to the street gutter.
- (b) By piping to a rainwater tank and then via the overflow to the street gutter.

Reason: To alleviate any potential stormwater problems with respect to the buildings on the allotment or adjoining allotments.

14. The responsible person for plumbing and drainage work must ensure that the responsible person has given Council a notice of work in an approved form that specifies the work to be carried out and the responsible person for the work.

The notice of work must be provided no later than 20 business days before the work concerned is carried out in the case of work that involves a proposed alternative solution, or no later than 2 business days before the work concerned is carried out in any other case.

Reason: Statutory requirement.

15. The responsible person for plumbing and drainage work must provide Council, and the person for whom the work is carried out, with a certificate of compliance within 2 business days after the work is completed.

Reason: Statutory requirement.

Note: A certificate of compliance is a written document, in an approved form, that certifies that the plumbing and drainage work to which it relates is code compliant.

16. On completion of plumbing and drainage work that consists of or includes carrying out work on a sanitary drainage system, the responsible person for the work must supply a plan of the work, in the approved form, to the following persons:

- (a) The owner of the land or the owner's agent,
- (b) The Council.

Reason: Statutory requirement.

17. Prior to the issue of the Construction Certificate, the developer is to provide evidence satisfactory to the Certifier that arrangements have been made for the installation of fibre-ready pit and pipe infrastructure to the premises so as to enable fibre to be readily connected.. The developer must demonstrate that the carrier has confirmed in writing that they are satisfied that the fibre ready facilities are fit for purpose.

Reason: To ensure the availability of adequate communications infrastructure.

18. For all construction work required on Council land (e.g. storm water, footpaths, kerb and gutter etc.) the applicant is to submit an Application to Conduct Work on Land to Which Council is the Regulatory Authority. The application must be approved prior to the issue of a Construction Certificate.

Reason: To ensure pedestrian and vehicular safety during construction.

CONDITIONS TO BE COMPLETED PRIOR TO CONSTRUCTION COMMENCING

19. The owner/s of the property are to give Council written notice of the intention to commence works and the appointment of a Principal Certifier (if the PC is not Council) at least two days before the proposed date of commencement.

Reason: To ensure compliance with the Environmental Planning and Assessment Regulation 2000

CONDITIONS TO BE COMPLIED WITH DURING CONSTRUCTION

20. The owner of the property is to ensure that any building is constructed:

- (a) to meet the setback requirements of the approved plans,
- (b) to be located within the confines of the lot, and;
- (c) so that it does not interfere with any easements or covenants upon the land.

Reason: To avoid any buildings being erected in a location where it would be inappropriate.

21. The applicant shall ensure that noise pollution is minimised during the course of construction. The use of power tools and/or similar noise producing activities shall be limited to the following hours:-

Monday to Saturday 7.00 AM to 5.00 PM

Sunday and public Holidays No construction activities are to take place.

Reason: To ensure that public amenity is not unduly affected by noise.

22. All works are to be executed in a good and workmanlike manner and all materials are to be installed as per manufacturers' instructions and any applicable Australian Standards.

Reason: To ensure that the building work is completed in accordance with the approval and is in a safe and healthy condition for use by occupants.

23. All construction materials, sheds, skip bins, spoil, temporary water closets etc. shall be kept wholly within the property and not placed on public land or in a position that may result in materials/debris being washed onto the roadway or into the stormwater drainage system.

Reason: To preserve the amenity of the locality and protect stormwater systems.

24. Temporary kerb and gutter crossings shall be installed to protect existing kerbs, channels and/or laybacks. Such protection shall consist of timber, concrete, steel or the like and shall not cause any diversion or build-up of drainage flow. Materials that could cause interference with council's drainage system shall not be used.

Reason: To ensure that Council's stormwater system is protected.

25. A copy of the approved and certified plans, specifications and documents incorporating conditions of approval and certification shall be kept on the Subject Site at all times and shall be readily available for perusal by any officer of Council or the PCA.

Reason: To ensure compliance with approved plans.

26. Where the proposed building works necessitate the cutting-in of new stormwater outlets into the existing street kerb, the Applicant and plumbing/drainage contractor shall ensure that the following procedures are adopted.

- (a) A kerb adaptor suitable for the particular kerb profile and capable of withstanding vehicular loadings is to be utilised,
- (b) Create the opening in the kerb by use of either a saw cut or bored hole only – breaking out the kerb by impact methods is not permitted,
- (c) The kerb adaptor is to be kept flush with the top and outside face of the kerb, and
- (d) The fixing of the kerb adaptor and filling in of side gaps is to be undertaken by the use of an epoxy resin – mortar or concrete is not to be used.

Reason: Requirement of Council as the Road Authority.

27. Run-off and erosion controls must be implemented before construction, and maintained to prevent soil erosion, water pollution or the discharge of loose sediment on surrounding land, as follows:

- (a) divert uncontaminated run-off around cleared or disturbed areas,
- (b) erect a silt fence to prevent debris escaping into drainage systems or waterways,
- (c) prevent tracking of sediment by vehicles onto roads,
- (d) stock pile topsoil, excavated material, construction and landscaping supplies and debris within the site.

Reason: To prevent pollution from detrimentally affecting the public or environment.

28. All demolition work to be undertaken in accordance with Australian Standard 2601 – The Demolition of Structures.

Reason: To ensure that demolition work is undertaken in a manner that is safe and minimises environmental disturbance.

29. Development involving bonded asbestos material and friable asbestos material:

- (a) work involving bonded asbestos removal work (of an area of more than 10 square metres) or friable asbestos removal work must be undertaken by a person who carries on a business of such removal work in accordance with a licence under clause 458 of the Work Health and Safety Regulation 2011,
- (b) the person having the benefit of the development consent must provide the principal certifier with a copy of a signed contract with such a person before any development pursuant to the consent commences,
- (c) any such contract must indicate whether any bonded asbestos material or friable asbestos material will be removed, and if so, must specify the landfill site (that may lawfully receive asbestos) to which the bonded asbestos material or friable asbestos material is to be delivered,
- (d) if the contract indicates that bonded asbestos material or friable asbestos material will be removed to a specified landfill site, the person having the benefit of the development consent must give the principal certifier a copy of a receipt from the operator of the landfill site stating that all the asbestos material referred to in the contract has been received by the operator.

Reason: To ensure that demolition work is undertaken in a manner that is safe and minimises environmental disturbance.

ADVISORY NOTES – GENERAL

30. The applicant is solely responsible for ensuring that all additional consents and agreements are obtained from other authorities, as relevant.
31. It is possible that a covenant may affect the land which is the subject of this consent. The grant of this consent does not necessarily override that covenant. You should seek legal advice regarding the effect of any covenants which affect the land.
32. Underground assets may exist in the area that is subject to your application. In the interests of health and safety and in order to protect damage to third party assets please contact Dial before you dig at www.1100.com.au or telephone on 1100 before excavating or erecting structures (This is the law in NSW). If alterations are required to the configuration, size, form or design of the development upon contacting the Dial before You Dig service, an amendment to the development consent (or a new development application) may be necessary. Individuals owe asset owners a duty of care that must be observed when working in the vicinity of plant or assets. It is the individual's responsibility to anticipate and request the nominal location of plant or assets on the relevant property via contacting the Dial before you dig service in advance of any construction or planning activities.
33. Any alteration to the drawings and/or documentation shall be submitted for the approval of Council. Such alterations may require the lodgement of an application to amend the consent under s4.55 of the Act or a fresh development application. No works other than those approved under this consent shall be carried out without the prior approval of Council.

34. Telecommunications Act 1997 (Commonwealth): Telstra (and its authorized contractors) are the only companies that are permitted to conduct works on Telstra's network and assets. Any person interfering with a facility or installation owned by Telstra is committing an offence under the Criminal Code Act 1995 (Cth) and is liable for prosecution. Furthermore, damage to Telstra's infrastructure may result in interruption to the provision of essential services and significant costs. If you are aware of any works or proposed works which may affect or impact on Telstra's assets in any way, you are required to contact: Telstra's Network Integrity Team on phone number 1800 810 443.
35. Prior to any works being undertaken within the road reserve, (including the footpath), a Section 138 of *Roads Act 1993* approval must be obtained from Council. Please contact Council to obtain an application form.
36. Pursuant to Section 94(1)(a) of the *Local Government Act 1993 (General) Regulation 2005*, prior to any water main extension work or sewer main extension work the developer is to apply for a Section 68 Certificate approval and submit proposed plans.

END

REPORT:

1. Development Application 32/2022 for a house alterations at 13 Bridge Street Uralla was received on Friday, 10 June 2022 and neighbour notification was undertaken from Tuesday, 22 June 2022 until Friday, 8 July 2022. No submissions were received.
2. As the property is an item of local heritage significance in Schedule 5 of the Uralla Local Environmental Plan, a **Statement of Heritage Impact (SOHI)** was commissioned and this was received on 4 August 2022.
3. The SOHI was supplied to the architects and the plans were amended to remove the vehicle turntable and provide a more sympathetic driveway treatment. These amendments are generally in line with the SOHI recommendations.
4. The amended plans present as being sympathetic to the property and surrounding development as well as being consistent with the heritage objectives in the Uralla **Development Control Plan (DCP)**.

CONCLUSION:

5. The proposed development is consistent with the objectives of the DCP and therefore approval is recommended.

COUNCIL IMPLICATIONS

6. **Community Engagement/Communication**
The proposed development was notified as per the provisions of the Community Participation Plan. A site visit for councillors is scheduled for Monday 26 September 2022 at 9am.
7. **Policy and Regulation**
Community Participation Plan 2021
Uralla Development Control Plan 2011
Uralla Local Environmental Plan 2012
Environmental Planning and Assessment Act 1979

8. **Financial/Long Term Financial Plan**
Nil.
9. **Asset Management/Asset Management Strategy**
Nil.
10. **Workforce/Workforce Management Strategy**
Nil.
11. **Legal and Risk Management**
Nil
12. **Performance Measures**
Nil.
13. **Project Management**
Nil.

Development Assessment Report

DA Number: DA-32-2022 **Council:** Uralla Shire Council

Location: 13 Bridge Street URALLA

Development Description: Roofed Deck, Demolition of Existing Carport & Driveway, New Carport & Driveway

Title Details: Lot: 4 DP: 536207

Property Details/History

	Checked	Comments
File History	No	
Title Plan	Yes	
Check Ownership	Yes	

Application Type

Is this application an Integrated Development Application? No

Is it a BASIX affected development? No

Concurrence/Referral

Section 4.13 – EP & A Act

Does this application require concurrence or referral? No

Is there any other issue that requires notation? No

Does this application require referral for decision by Council? Yes

Local Environmental Plan

Section 4.15(1)(a)(i) – EP & A Act

This land is zoned: B2 Local Centre

List the relevant clause/clauses applicable under the LEP

Clause	Compliance	Comment
Land Use Table	Yes	The proposed land use requires development consent.

Development Control Plan

Section 4.15(1)(a)(iii) – EP & A Act

Does Uralla DCP 2011 apply to this land/proposal? Yes

Chapter	Compliance	Comment
9	Yes	<ul style="list-style-type: none">Heritage significance is not compromised by unsympathetic new development.Design is appropriate and sympathetic.Colours proposed are sympathetic to surrounding development and appropriate for the inter-war era.

Regional Environmental Plan

The proposed development is not inconsistent with the New England North West Regional Plan.

State Environmental Planning Policy

Is this proposal affected by a SEPP? No

Environmental Impacts

Section 79c(1)(b) – EP & A Act

Does this proposal have any potential environmental impacts? No

Environmental Impacts – Heritage

Section 4.15(1)(b) – EP & A Act

Does this proposal have any potential impact on?

Heritage	Impact	Comment
European	Yes	Design solutions are sympathetic to the heritage item and streetscape impacts are minor.
Aboriginal	No	

Is this land classified as containing an item of environmental heritage? Yes

Flooding

Section 4.15(1)(b) – EP & A Act

Is this property flood affected? No

Bush Fire Prone Land

Section 4.15(1)(b) – EP & A Act

Is this property bush fire prone as per the Bush Fire Prone Map? No

Infrastructure

Has an engineering assessment been completed? No

Does this proposal have any potential infrastructure impacts? No

Section 68 Assessment

Section 68 – LGA Act

Is a section 68 approval required? Yes

What the type of assessment/approval required? B5

Developer Contributions

Section 7.11 – EP & A Act

Does this proposal require any Developer Contribution? No

Notification

Section 4.15(1)(d) – EP & A Act

Was this application notified? Yes

Is this application an advertised development application? No

Were there any written submissions received? No

Public Interest

Section 79c(1)(e) – EP & A Act

Does this proposal have any construction or safety issues? No

Site Suitability

Section 4.15(1)(c) – EP & A Act

Is this a suitable site for this proposal? Yes

Assessing Officer General Comment

ASSESSMENT – KEY ISSUES

No issues warranting further detailed consideration have been identified.

Recommendation

No significant adverse impacts are known or expected on the natural, social or economic environment as a result of the approving the application. In that context it would be appropriate to approve the Development Application subject to the attached recommended conditions of development consent.

Conclusion

I confirm that I am familiar with the relevant heads of consideration under the Environmental Planning & Assessment Act and Local Government Act (if applicable) and have considered them in the assessment of this application.

I certify that I have no pecuniary or non-pecuniary interest in this application.

Additional Notes Attached:

No

Signed:



Matt Clarkson, Manager of Development and Planning

Date: 7.9.2022

PRESCRIBED CONDITIONS (under Environmental Planning and Assessment Regulation 2000)

Compliance with National Construction Code & insurance requirements under the Home Building Act 1989

Please Note: A reference to the National Construction Code is a reference to that Code as in force on the date the application is made for the relevant:

- (a) development consent, in the case of a temporary structure that is an entertainment venue, or
- (b) construction certificate, in every other case.

1. The work must be carried out in accordance with the requirements of the *National Construction Code*.
2. In the case of residential building work for which the *Home Building Act 1989* requires there to be a contract of insurance in force in accordance with Part 6 of that Act, that such a contract of insurance must be entered into and be in force before any building work authorised to be carried out by the certificate commences.
3. For a temporary structure that is used as an entertainment venue, the temporary structure must comply with Part B1 and NSW H102 of Volume One of the *National Construction Code*.

Erection of signs

Please Note: This does not apply in relation to:

- (a) building work, subdivision work or demolition work that is carried out inside an existing building, which does not affect the external walls of the building development consent, in the case of a temporary structure that is an entertainment venue, or
- (b) Crown building work that is certified, in accordance with section 116G of the Act, to comply with the technical provisions of the State's building laws.
- (c) a complying development certificate issued before 1 July 2004 only if the building work, subdivision work or demolition work involved had not been commenced by that date.

4. A sign must be erected in a prominent position on any site on which building work, subdivision work or demolition work is being carried out:
 - (a) showing the name, address and telephone number of the principal certifier for the work, and
 - (b) showing the name of the principal contractor (if any) for any building work and a telephone number on which that person may be contacted outside working hours, and
 - (c) stating that unauthorised entry to the site is prohibited.
5. Any such sign is to be maintained while the building work, subdivision work or demolition work is being carried out, but must be removed when the work has been completed.

Notification of *Home Building Act 1989* requirements

Please Note: *This does not apply in relation to Crown building work that is certified, in accordance with section 116G of the Act, to comply with the technical provisions of the State's building laws.*

6. Residential building work within the meaning of the *Home Building Act 1989* must not be carried out unless the principal certifier for the development to which the work relates (not being the council) has given the council written notice of the following information:
 - (a) in the case of work for which a principal contractor is required to be appointed:
 - (i) the name and licence number of the principal contractor, and
 - (ii) the name of the insurer by which the work is insured under Part 6 of that Act,
 - (b) in the case of work to be done by an owner-builder:
 - (i) the name of the owner-builder, and
 - (ii) if the owner-builder is required to hold an owner-builder permit under that Act, the number of the relevant owner-builder permit.
7. If arrangements for doing the residential building work are changed while the work is in progress so that the information notified under the above becomes out of date, further work must not be carried out unless the principal certifier for the development to which the work relates (not being the council) has given the council written notice of the updated information.

GENERAL CONDITIONS

8. The development shall be implemented in accordance with:
 - (a) All documentation and correspondence submitted by the applicant, or their agents, in support of the Development Application,
 - (b) The details set out on the plans approved and stamped by authorised officers of Council, except as amended by the conditions of this development consent.

Reason: To ensure that the development proceeds in the manner proposed by the applicant and approved by Council.
9. The owner of the property is to ensure that any structure is installed:
 - (a) to meet the setback requirements of the approved plans,
 - (b) to be located within the confines of the lot, and;
 - (c) so that it does not interfere with any easements or covenants upon the land.

Reason: To avoid any structures being erected in a location where it would be inappropriate.

10. The structure is to be inspected at the following stages of construction:
- before the pouring of footings**
 - before covering drainage (under hydrostatic test)
 - before pouring any reinforced concrete structure **
 - before covering the framework for any wall, roof or other building element **
 - before covering waterproofing in any wet area**
 - before covering any stormwater drainage connections
 - when the building work is completed and all conditions of consent have been addressed**

** denotes a critical stage inspection (a mandatory inspection under Section 6.18 of the EP&A Act 1979). Please note that an Occupation Certificate cannot be issued for a *development where a critical stage or other nominated inspection has not been carried out.

Council has limited capacity for inspections, which may only be on specific days. Please contact Council well in advance to arrange an inspection.

*All sewer and drainage works associated with the approval are to comply with the requirements of AS 3500 and completed only by a licensed plumber and drainer

Reason: To ensure compliance with appropriate standards.

11. A Construction Certificate must be obtained from a Certifier before work commences.

Reason: To ensure compliance with Cl.146 of the Environmental Planning and Assessment Regulation 2000.

12. Occupancy of the building is not to take place until the Principal Certifier (PC) has carried out a final inspection and an Occupation Certificate issued.

Reason: To ensure compliance with the Environmental Planning and Assessment Act 1979 and to restrict the use of the premises until the terms of the Development Consent have been complied with so as to ensure the health and safety of occupants of the building.

13. Roof water is to be disposed in a manner that does not cause a nuisance for neighbouring properties, by one of the following methods:

- (a) By piping to the street gutter.
- (b) By piping to a rainwater tank and then via the overflow to the street gutter.

Reason: To alleviate any potential stormwater problems with respect to the buildings on the allotment or adjoining allotments.

14. The responsible person for plumbing and drainage work must ensure that the responsible person has given Council a notice of work in an approved form that specifies the work to be carried out and the responsible person for the work.

The notice of work must be provided no later than 20 business days before the work concerned is carried out in the case of work that involves a proposed alternative solution, or no later than 2 business days before the work concerned is carried out in any other case.

Reason: Statutory requirement.

15. The responsible person for plumbing and drainage work must provide Council, and the person for whom the work is carried out, with a certificate of compliance within 2 business days after the work is completed.

Reason: Statutory requirement.

Note: A certificate of compliance is a written document, in an approved form, that certifies that the plumbing and drainage work to which it relates is code compliant.

16. On completion of plumbing and drainage work that consists of or includes carrying out work on a sanitary drainage system, the responsible person for the work must supply a plan of the work, in the approved form, to the following persons:

- (a) The owner of the land or the owner's agent,
- (b) The Council.

Reason: Statutory requirement.

17. Prior to the issue of the Construction Certificate, the developer is to provide evidence satisfactory to the Certifier that arrangements have been made for the installation of fibre-ready pit and pipe infrastructure to the premises so as to enable fibre to be readily connected.. The developer must demonstrate that the carrier has confirmed in writing that they are satisfied that the fibre ready facilities are fit for purpose.

Reason: To ensure the availability of adequate communications infrastructure.

18. For all construction work required on Council land (e.g. storm water, footpaths, kerb and gutter etc.) the applicant is to submit an Application to Conduct Work on Land to Which Council is the Regulatory Authority. The application must be approved prior to the issue of a Construction Certificate.

Reason: To ensure pedestrian and vehicular safety during construction.

CONDITIONS TO BE COMPLETED PRIOR TO CONSTRUCTION COMMENCING

19. The owner/s of the property are to give Council written notice of the intention to commence works and the appointment of a Principal Certifier (if the PC is not Council) at least two days before the proposed date of commencement.

Reason: To ensure compliance with the Environmental Planning and Assessment Regulation 2000

CONDITIONS TO BE COMPLIED WITH DURING CONSTRUCTION

20. The owner of the property is to ensure that any building is constructed:
- (a) to meet the setback requirements of the approved plans,
 - (b) to be located within the confines of the lot, and;
 - (c) so that it does not interfere with any easements or covenants upon the land.

Reason: To avoid any buildings being erected in a location where it would be inappropriate.

21. The applicant shall ensure that noise pollution is minimised during the course of construction. The use of power tools and/or similar noise producing activities shall be limited to the following hours:-

Monday to Saturday 7.00 AM to 5.00 PM

Sunday & public Holidays No construction activities are to take place.

Reason: To ensure that public amenity is not unduly affected by noise.

22. All works are to be executed in a good and workmanlike manner and all materials are to be installed as per manufacturers' instructions and any applicable Australian Standards.

Reason: To ensure that the building work is completed in accordance with the approval and is in a safe and healthy condition for use by occupants.

23. All construction materials, sheds, skip bins, spoil, temporary water closets etc. shall be kept wholly within the property and not placed on public land or in a position that may result in materials/debris being washed onto the roadway or into the stormwater drainage system.

Reason: To preserve the amenity of the locality and protect stormwater systems.

24. Temporary kerb and gutter crossings shall be installed to protect existing kerbs, channels and/or laybacks. Such protection shall consist of timber, concrete, steel or the like and shall not cause any diversion or build-up of drainage flow. Materials that could cause interference with council's drainage system shall not be used.

Reason: To ensure that Council's stormwater system is protected.

25. A copy of the approved and certified plans, specifications and documents incorporating conditions of approval and certification shall be kept on the Subject Site at all times and shall be readily available for perusal by any officer of Council or the PCA.

Reason: To ensure compliance with approved plans.

26. Where the proposed building works necessitate the cutting-in of new stormwater outlets into the existing street kerb, the Applicant and plumbing/drainage contractor shall ensure that the following procedures are adopted.

- (a) A kerb adaptor suitable for the particular kerb profile and capable of withstanding vehicular loadings is to be utilised,
- (b) Create the opening in the kerb by use of either a saw cut or bored hole only – breaking out the kerb by impact methods is not permitted,
- (c) The kerb adaptor is to be kept flush with the top and outside face of the kerb, and
- (d) The fixing of the kerb adaptor and filling in of side gaps is to be undertaken by the use of an epoxy resin – mortar or concrete is not to be used.

Reason: Requirement of Council as the Road Authority.

27. Run-off and erosion controls must be implemented before construction, and maintained to prevent soil erosion, water pollution or the discharge of loose sediment on surrounding land, as follows:
- (a) divert uncontaminated run-off around cleared or disturbed areas,
 - (b) erect a silt fence to prevent debris escaping into drainage systems or waterways,
 - (c) prevent tracking of sediment by vehicles onto roads,
 - (d) stock pile topsoil, excavated material, construction and landscaping supplies and debris within the site.

Reason: To prevent pollution from detrimentally affecting the public or environment.

28. All demolition work to be undertaken in accordance with Australian Standard 2601 – The Demolition of Structures.

Reason: To ensure that demolition work is undertaken in a manner that is safe and minimises environmental disturbance.

29. Development involving bonded asbestos material and friable asbestos material:

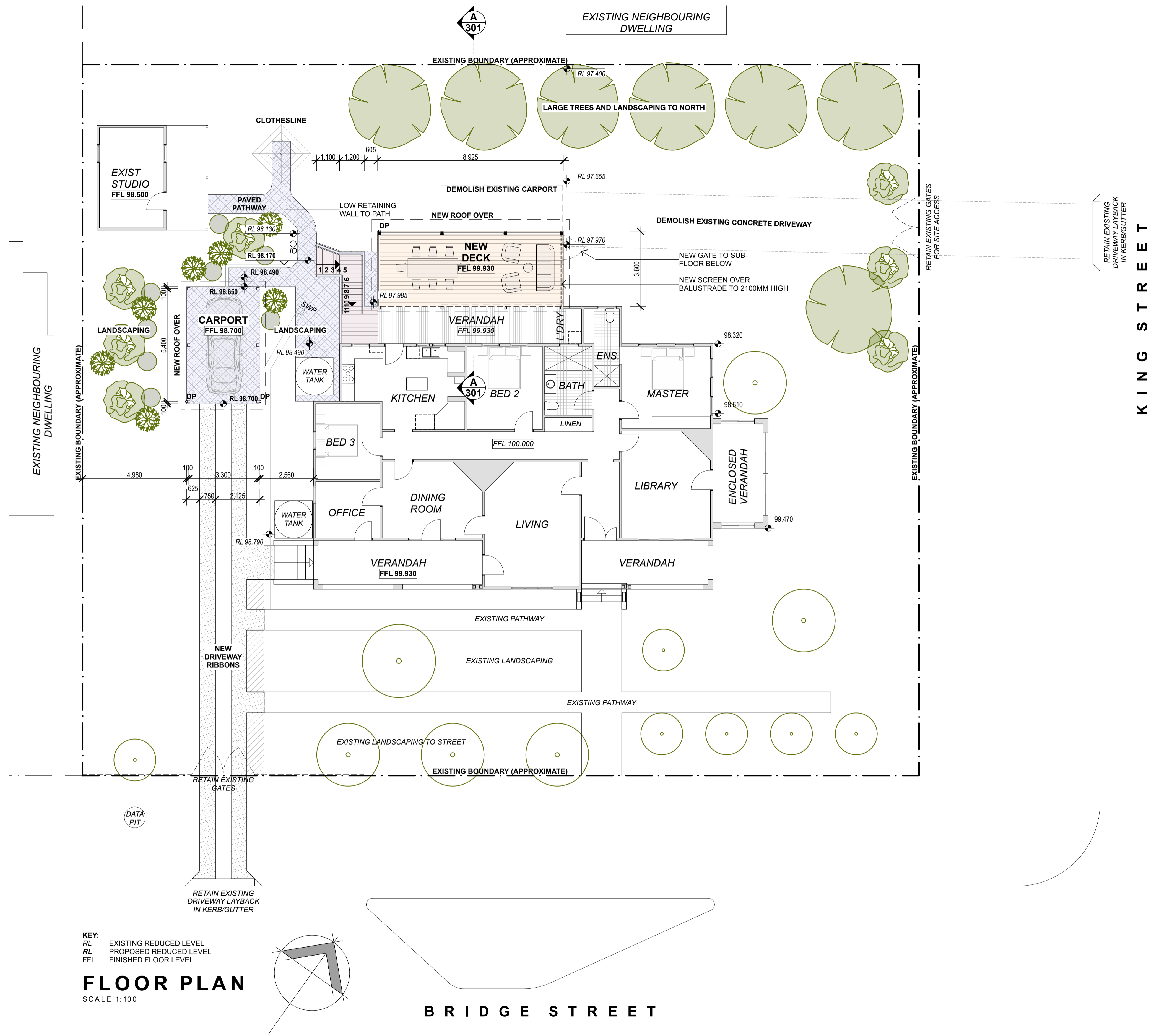
- (a) work involving bonded asbestos removal work (of an area of more than 10 square metres) or friable asbestos removal work must be undertaken by a person who carries on a business of such removal work in accordance with a licence under clause 458 of the Work Health and Safety Regulation 2011,
- (b) the person having the benefit of the development consent must provide the principal certifier with a copy of a signed contract with such a person before any development pursuant to the consent commences,
- (c) any such contract must indicate whether any bonded asbestos material or friable asbestos material will be removed, and if so, must specify the landfill site (that may lawfully receive asbestos) to which the bonded asbestos material or friable asbestos material is to be delivered,
- (d) if the contract indicates that bonded asbestos material or friable asbestos material will be removed to a specified landfill site, the person having the benefit of the development consent must give the principal certifier a copy of a receipt from the operator of the landfill site stating that all the asbestos material referred to in the contract has been received by the operator.

Reason: To ensure that demolition work is undertaken in a manner that is safe and minimises environmental disturbance.

ADVISORY NOTES – GENERAL

30. The applicant is solely responsible for ensuring that all additional consents and agreements are obtained from other authorities, as relevant.
31. It is possible that a covenant may affect the land which is the subject of this consent. The grant of this consent does not necessarily override that covenant. You should seek legal advice regarding the effect of any covenants which affect the land.
32. Underground assets may exist in the area that is subject to your application. In the interests of health and safety and in order to protect damage to third party assets please contact Dial before you dig at www.1100.com.au or telephone on 1100 before excavating or erecting structures (This is the law in NSW). If alterations are required to the configuration, size, form or design of the development upon contacting the Dial before You Dig service, an amendment to the development consent (or a new development application) may be necessary. Individuals owe asset owners a duty of care that must be observed when working in the vicinity of plant or assets. It is the individual's responsibility to anticipate and request the nominal location of plant or assets on the relevant property via contacting the Dial before you dig service in advance of any construction or planning activities.
33. Any alteration to the drawings and/or documentation shall be submitted for the approval of Council. Such alterations may require the lodgement of an application to amend the consent under s4.55 of the Act or a fresh development application. No works other than those approved under this consent shall be carried out without the prior approval of Council.
34. Telecommunications Act 1997 (Commonwealth): Telstra (and its authorized contractors) are the only companies that are permitted to conduct works on Telstra's network and assets. Any person interfering with a facility or installation owned by Telstra is committing an offence under the Criminal Code Act 1995 (Cth) and is liable for prosecution. Furthermore, damage to Telstra's infrastructure may result in interruption to the provision of essential services and significant costs. If you are aware of any works or proposed works which may affect or impact on Telstra's assets in any way, you are required to contact: Telstra's Network Integrity Team on phone number 1800 810 443.
35. Prior to any works being undertaken within the road reserve, (including the footpath), a Section 138 of *Roads Act 1993* approval must be obtained from Council. Please contact Council to obtain an application form.
36. Pursuant to Section 94(1)(a) of the *Local Government Act 1993 (General) Regulation 2005*, prior to any water main extension work or sewer main extension work the developer is to apply for a Section 68 Certificate approval and submit proposed plans.

END



KEY:
 RL EXISTING REDUCED LEVEL
 RL PROPOSED REDUCED LEVEL
 FFL FINISHED FLOOR LEVEL

FLOOR PLAN

SCALE 1:100

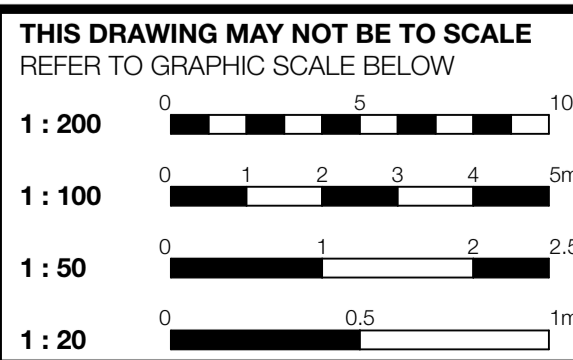
BRIDGE STREET

PRELIMINARY COPY ONLY

NOT TO BE USED FOR CONSTRUCTION PURPOSES

REV	DATE	AMENDMENT	REV	DATE	AMENDMENT
1	26/05/2022	ISSUED FOR DA			
2	16/08/2022	ISSUED WITH DRIVEWAY OPTIONS			
3	17/08/2022	ISSUED WITH AMENDED DRIVEWAY			

NOTES
 - Do not scale from this drawing - use figured dimensions only.
 - All dimensions and levels are to be verified on site and the Architect notified of any discrepancies prior to the commencement of construction.
 - Drawings are to be read in conjunction with all other contract documents.
 - Electronic data is issued as a professional courtesy only and is for the communication at the date of transmission only. It is the responsibility of the recipient to ascertain the accuracy and status of the information contained and to use the information appropriately.
 - Copyright. No part of this document may be reproduced without written permission from Studio Two Architecture.



PROJECT
Alterations & Additions To Existing Residence
 For Ms. Mary Denese & Ms. Carla Holmes
 13 Bridge Street, Uralla NSW 2358



LAYOUT		
FLOOR PLAN		
DESIGN NICHOLAS BROWN	SHEET SIZE & SCALE 1:100 @ A1	DRAWING NUMBER H2141, DA102
DOCUMENTATION A. URQUHART	PLOT DATE 17/8/22	REVISION 3



Statement of Heritage Impact



Proposed alterations + additions

13 Bridge St,
Uralla

**Port Macquarie
Hastings Heritage**

**PO Box 9495
Port Macquarie.
NSW 2444**

Ph: 0447 429 016

A u g u s t 2 0 2 2

Table of contents

1.	Introduction	3
1.1	Authorship	
1.2	Acknowledgements	
1.3	Methodology	
1.4	Limitations	
1.5	Study Area	
2.	Background	5
2.1	Statutory documents that affect the site	
2.2	Status of the site and adjoining sites	
2.3	Early history of Uralla	
2.4	Brief history of the building + statement of significance	
3.	The current setting	11
4.	Description of proposed works	19
5.	Heritage Impacts of the Proposed Works	20
6.	Conclusion	24
7.	Attachments	25
	Site/roof plan + perspectives	
	Floor plan	
	Elevations	
	Exterior paint colour schedule	
	External colour scheme – East elevation (Bridge Street)	
	Detail section through new pavilion connection	
8.	References	36

1. Introduction

Port Macquarie Hastings Heritage has been commissioned by Uralla Shire Council to prepare this Statement of Heritage Impact for proposed alterations and additions at 13 Bridge Street, Uralla.

1.1 Authorship

This report has been prepared by Mitch McKay Principal of Port Macquarie Hastings Heritage using research and a history obtained by Mitch McKay.

1.2 Acknowledgements

The following have assisted in the preparation of this Report:

- Matt Clarkson (Uralla Shire Council)
- Nicholas Brown (Studio Two Architecture & Design Pty Ltd)
- Anthony Holmes (Blackbutt Projects)

1.3 Methodology

The report has been prepared in accordance with *The Burra Charter: the Australia ICOMOS Charter for Places of Cultural Significance* (2013).

This report also draws on the publication *NSW Heritage Office and Department of Urban Affairs & Planning Statements of Heritage Impact*, (1996 and revised 2002)

Preparation of this report involved the following:

- on-site visits 31 July, 2022 and 2 August, 2022
- review of relevant historical information and images, and
- review of other relevant documents as identified in the References section of this report.

1.4 Limitations

This Statement is based upon an assessment of the heritage issues only and does not purport to have reviewed or in any way endorse decisions that are of a planning or compliance nature.

The site inspections and limited physical fabric analysis were undertaken in all of the readily accessible areas of the site. It did not include opening up of fabric or subsurface investigations.

Primary research has not been included in this report, other than the general assessment of the physical evidence on site.

This report does not consider Aboriginal cultural heritage. No consultation with Aboriginal persons or groups has been undertaken as part of this study.

No social significance consultation was undertaken as part of this study.

1.5 Study area

The property which is the subject of this report is Lot 4 DP 536207. The property lies within the Uralla Shire local government area.



Image 1: Location plan
Source: SIX Maps

2. Background

2.1 Statutory documents that affect the site

This Statutory document that affects this site is Uralla Local Environmental Plan 2012 (ULEP 2012).

The following is the relevant clause from the LEP regarding heritage conservation:

5.10 Heritage conservation

Note. *Heritage items (if any) are listed and described in Schedule 5. Heritage conservation areas (if any) are shown on the Heritage Map as well as being described in Schedule 5.*

(1) Objectives

The objectives of this clause are as follows:

- (a) to conserve the environmental heritage of Uralla,*
- (b) to conserve the heritage significance of heritage items and heritage conservation areas, including associated fabric, settings and views,*
- (c) to conserve archaeological sites,*
- (d) to conserve Aboriginal objects and Aboriginal places of heritage significance.*

2.2 Status of the site and adjoining sites

The site is identified as being an item of local significance as listed under Schedule 5 Environmental Heritage Part 1 Heritage Items of ULEP 2012 and has also been identified in the Stage 2 of the Uralla Community Based Heritage Study and included on the State Heritage Inventory (SHI 2540005).

The site is not identified on the State Heritage Register (SHR) which lists items of State heritage significance and is administered by the NSW Heritage Council.

Part 1 Heritage items

Suburb	Item name	Address	Property description	Significance	Item no
Uralla	House	13 Bridge Street	Lot 4 DP 536207	Local	I19

However, within the vicinity of the site the following are listed under Schedule 5 Environmental Heritage Part 1 Heritage Items of the ULEP 2012:

Part 1 Heritage items

Suburb	Item name	Address	Property description	Significance	Item no
Uralla	House (former Commercial Hotel and Ship and Star Hotel)	24 Bridge Street	Lot 1, DP 662624	Local	I26
Uralla	St David's Presbyterian Church (former)	26 Bridge Street	Lot 8, Section 17, DP 759022	Local	I27
Uralla	Presbyterian Manse (former)	30 Bridge Street	Lot 1, DP 134287	Local	I28

The site is also identified as being within a Heritage Conservation Area of local significance as listed under Schedule 5 Environmental Heritage Part 2 Heritage Conservation Areas of ULEP 2012.

Part 2 Heritage conservation areas

Name of heritage conservation area	Identification on Heritage Map	Significance
Commercial Precinct	Shown by red hatching and labelled "C03"	Local

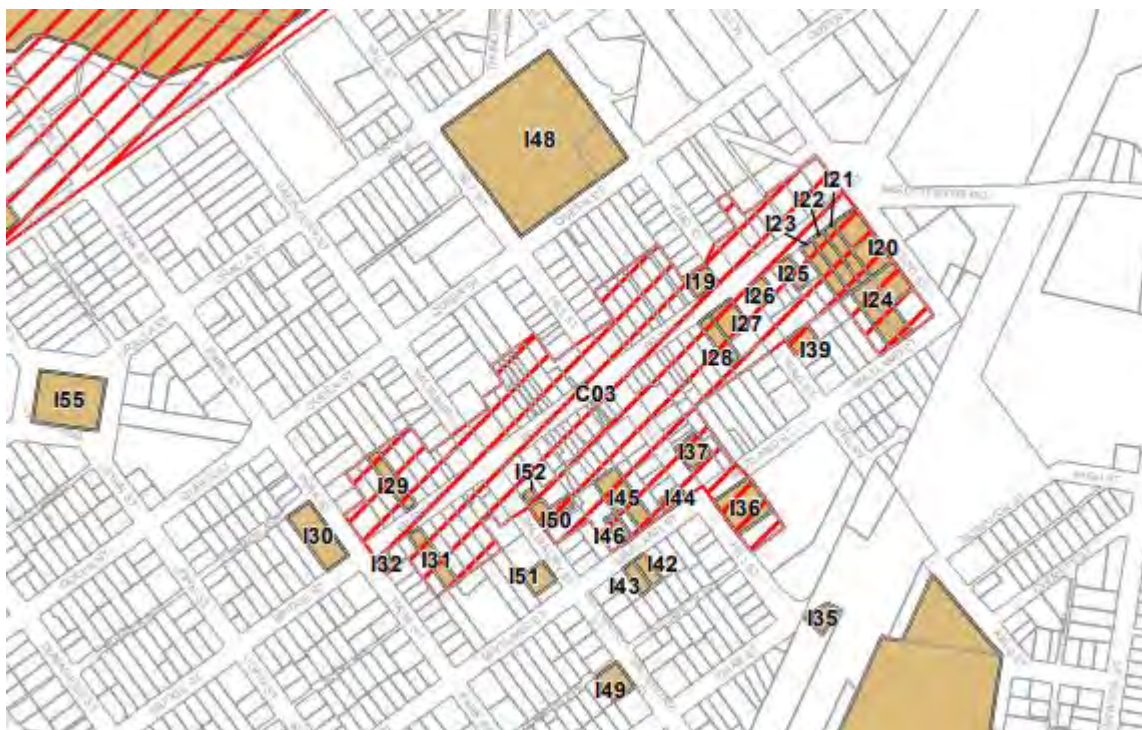


Image 2: Heritage layer showing heritage items (shaded brown) and Heritage Conservation Area (red hatching)
Source: Uralla Shire Council

2.3 Early history of Uralla

In 1849 Surveyor Galloway surveyed a reserve where a track to the northwest to Bundarra left the Great Northern Road. The Great Northern Road originally ran along what became Queen Street Uralla and wound around the foot of Mount Mutton passing through Arding and Saumarez to Armidale. In the 1850s the line of the Great Northern Road was moved to Bridge Street. The town in the early 1850s comprised a few 'bark humpies', but c1853 Samuel McCrossin constructed McCrossin's Inn there and established a boot-maker's shop, the first business houses of Uralla.

The architecture of a town may have begun at this time with McCrossin's buildings, but the real foundations were laid by travellers, who used the spot to camp enroute through the area to Queensland. After the discovery of gold close by at Rocky River, a store, smithy and butcher's shop were established. The discovery of lead at Rocky River prompted a boom and by January 1859 three hotels, a Post Office, store, Kirkwood's flour mill and a National School had been established.

The genesis of the town of Uralla, however, were organic, in the sense that numerous travellers on the road had found the site to be an attractive spot to camp as they passed through the area en-route to Queensland and the north-west, as had the Anaiwan before them.

Gold was discovered in the bed of the Rocky River, west of Uralla in September. The Rocky River Gold discovery was initially assessed as not economically viable but a year later in October 1852, payable gold was discovered. By January 1853, 94 mining licenses had been issued. By the end of 1854 the population on the gold field had reached 193 men, 58 women and 99 children, the area now included Maitland Point.

The original hamlet of Uralla was focussed around the intersection of Hill and Queen Streets. The mail depot was located on the site of the later Alma Park, it was later moved to the corner of Bridge and John Streets. From Alma Park up Mount Beef was under wheat cultivation, which was milled at Gostwyck.

The first hotel was established on the corner of Hill and Queen streets in 1853 by Dumaresq, with McCrossin as licensee. A horse paddock to accommodate the horses of the newly arrived miners was formed between Hill and John Streets and almost to Rocky River. Opposite the hotel was the first butcher's shop with the slaughtering yard located on the corner of Queen and Salisbury streets and adjacent was a blacksmith.

The village was laid out in 1855 and gazetted in September of that year and some parcels were sold in January 1856. By February 1856 gold had been discovered at Mount Jones and within 2 months 53 shafts had been dug. These new finds sparked a 'rush' of prospectors to the field and by mid 1856.

The mining also brought an influx of Chinese miners to the area, in September 1857 the Armidale Express reported the arrival of 60 Chinese at Rocky River from Victoria and by 1858 there were some 400 working the Rocky River field, mainly based at Maitland Point.

By January 1859 three hotels, a Post Office, a store and a National School had been established. In 1860 a mill and several cottages were constructed in King Street and a corner store operated where the Blue Trail Garage was later established. The Commercial Hotel was constructed opposite.

The Uralla Hotel was the third hotel constructed in the town and was situated at the corner of Hill and Bridge Streets. It was later replaced by the Imperial Hotel. In the twentieth century it

became the Thunderbolt Inn. In the 1860s improvements to the Great Northern Road brought increasing numbers of travellers through the area.

The main street, (Bridge Street) became the focus of development, with the original Presbyterian Church constructed there, a wheelwright's shop, an auctioneer as well as residences associated with businesses sprung up. On a corner of Bridge and Hill streets was a second blacksmith's shop which was demolished in 1889 for the Australian Joint Stock Bank premises, taken over in 1907 by the Commercial Banking Company of Sydney.

A pharmacy and stores were established. On the north-eastern side of the street were a tailor, saddler and another wheelwright. The land occupied by the Catholic Church was farm land. The town also supported a cordial factory. Additional hotels included the Royal Hotel, later Tattersalls near the creek.

The mechanization of the flour producing industry in the region inadvertently led to the establishment of the New England Foundry. The 'New England Foundry' commenced operation in 1872, from a building in Salisbury Street close to Queen Street. For the next 25 years, the 'New England Foundry' would cast most of the iron lace and columns used on buildings and other structures in the New England region. Items manufactured at the Foundry were also sent to Sydney.

The Town and Country Journal, of October 1871 described Uralla as consisting of one street ranged along the Northern Road guarded at either end by a church, the Presbyterians to the north and the Anglicans to the south, separated by four hotels three general stores and various trade establishments. At that time the hotels were the Royal, the Uralla the Commercial and the Court House. The Post Office was attached to John McCrossin's store and at that time he was in the process of erecting a flour mill, an impressive granite and brick structure, that stands today as one of the most significant buildings from this early period of Uralla's history.

The Sons of Temperance with lectures from the Order of Templars conducted temperance missions from the 1870s, presumably hoping to sabotage the trade of the numerous local hotels. The Independent Order of Rechabites was another organisation with similar goals that was active in the area from that time.

Meanwhile the bustle of the diggings and the population declined along with readily accessible gold. 1895 was the year of the last gold strike on the Rocky River field at Sawyers Gully, it lasted only a few months before 'bottoming out'.

Uralla was officially gazetted as a municipality in 1882, the year that the railway reached to town. At that time the main streets were lined with trees and kerbed with basalt pillars. The sites of Hampden and Alma Parks were reserved. Hill Street was cleared of scrub and made into a thoroughfare lined by homes and businesses.

Social, educational, mutual support and welfare organisations, such as the Juvenile Foresters, formed in 1886 and in 1881 a Masonic Lodge were established. In April 1887 the Salvation Army came to Uralla and began conducting marches and open-air prayer gatherings.

The town was described in the Salvation Army's *War Cry* in 1895 as having a population of 600, with some 'nice streets, planted with trees, some fine public buildings, several stores, six hotels, four churches – Church of England, Roman Catholic, Wesleyan, and Presbyterian – and last, if not least, The Salvation Army, whose barracks is in the heart of the town'.

St Joseph's School had opened in Uralla in 1886 catering both to day students and boarders, the school was established by the Sisters of St Joseph and the school, convent and church were built

on land donated by Mr. W. Ryan. The school was constructed of timber recycled from an older church building on Queen Street.

After a period of building activity in the early 1900s in the main business area, from the 1920s the streetscape consolidated with few subsequent changes.

In 1918 electric lighting was installed in Uralla with the electricity generated by a gas engine in Hill Street. Notable constructions in the town in the first half of the twentieth century include the Uralla Memorial Institute (1927), the central Chamber (1922), Heagnes Building (1934), and the Bank of NSW.

In 1948 Uralla Shire Council was established to replace Gostwyck Shire.

As transport improved Uralla declined as a service centre, while its value as a residential area was enhanced.

2.4 Brief history of the building + statement of significance

This simple Inter-war timber bungalow was constructed in 1925 by C. G. Cooper for prominent local businessman R.G. Crapp.

The Crapp family were a pioneering family in the Uralla district.

The Uralla Times 11 December 1924, reported that:

The plans for a dwelling to be erected on the land at the corner of Bridge and King Streets, opposite the Presbyterian Church, for Mr. R.G. Crapp, were before the last meeting of the town Council and adopted. The residence will be an appreciable addition to the town.

The Statement of significance for the property, as it appears in the State Inventory Sheet for the property (SHI 2540005), reads:

Most striking and elaborate Inter-war timber bungalow that addresses its prominent corner position near the entry into Uralla with high streetscape contribution. The bungalow retains original fine detailing, architectural elements and finishes. It has historic associations with the pioneer Crapp family. Continues to have high regard by the local community and social significance arises from the continued use of the building as a domestic residence. Excellent representative example of a complex interwar bungalow style, and one built in timber.

3. The current setting

The property that is the subject of this report is located at the corner of Bridge and King Streets, Uralla towards the northern end of the commercial precinct.

The property comprises three built structures these being a residence, carport and a studio. The residence, constructed in 1925 with later alterations, faces both Bridge Street and King Street, the carport has direct access off King Street and the studio is located in the south-west corner of property.

The State Heritage Inventory (SHI) describes the residence as:

An Inter-war timber bungalow it has a complex roof form with off-centre main gable to Bridge Street. Bridge Street elevation windows contain triple lead-light casements, gable triple with window hood, and bracketed main entry to lead light panel front door. There is a secondary verandah gable to King Street. Small gablet air vents to main hip, that skirts out over verandahs either side of main gable. Street facing windows generally timber casement pairs and side windows are timber double hung sashes, the top sash being multi-pane. Walls are clad in deep profile weatherboards with batten and sheets in gables and there are two exposed rafters in eaves. Two tall chimneys with rough cast finished with unpainted dark liver brick. Verandahs have unpainted liver bricks lower piers topped by paired square timber with decorative brackets. The roof is clad in corrugated short sheet iron, painted red.

The property is enclosed on the Bridge and King Street frontages by entry gates and fence of metal posts and rails with timber pickets. The property is divided by a Colorbond fence with the adjoining King Street property and a timber paling fence with the adjoining Bridge Street property.

The main pedestrian access to the property is via a gate off Bridge Street. A pathway runs from the gate to stairs that lead onto the verandah of the residence. The residence runs parallel to Bridge Street.

The main vehicular access to the property is off King Street which provides access to an attached unsympathetic metal carport. A secondary vehicular access is off Bridge Street. The Bridge Street access was most likely superseded by the King Street access due to safety concerns of reversing a vehicle out onto Bridge Street (also known as the New England Highway).

A simple detached weatherboard and iron clad building with three verandah posts, timber external door and four pane timber window - a studio, is located in the south-west corner of the property.

The property is devoid of any significant trees, however, garden beds are being re-established.

The property has a very high prominence in the streetscape being on the brow of hill and forms the entry into Uralla when travelling from Armidale.

It sits on the western side of Bridge Street. On the opposite side of Bridge Street are three heritage listed properties – a residence (former hotel) at 24 Bridge Street, a café (former St David's Presbyterian Church) at 26 Bridge Street and a residence (former Presbyterian Manse) at 30 Bridge Street.



Image 3: Bridge Street elevation



Image 4: King Street elevation



Image 5: North-west elevation viewed from King Street



Image 6: North-west elevation viewed from property boundary adjoining 15 Bridge Street



Image 7: Bridge Street elevation from within property boundary showing entry steps, existing pathways and planting



Image 8: Bridge Street vehicle entry. Entry gates and fence of metal posts and rails and timber pickets.



Image 9: Studio



Image 10: Existing window and door openings to remain.



Image 11: View from 24 Bridge Street – House (former Commercial Hotel and Ship and Star Hotel) (I26) looking towards property.



Image 12: View from 26 Bridge Street – Café (former St David’s Presbyterian Church (I27) looking towards property.



Image 13: View from 30 Bridge Street – Residence (former Presbyterian Manse (I28) looking towards property



Image 14: View from property looking towards – 24 Bridge Street – House (former Commercial Hotel and Ship and Star Hotel) (I26)



Image 15: View from property looking towards – 26 Bridge Street – Café (former St David’s Presbyterian Church (I27) on left and 30 Bridge Street – Residence (former Presbyterian Manse (I28) on right

4. Description of proposed works

The proposal is to demolish an existing carport and concrete driveway and carry out alterations and additions to the property comprising the following:

- new deck with timber balustrade and gable roof over, exposed framing with 2100mm high timber screen and steel powder coated mesh infill below deck to conceal storage,
- new timber framed carport with gable roof and exposed framing with concrete driveway and associated vehicle turntable with textured concrete finish (paved pattern),
- external painting, and
- associated landscaping, low garden wall, pathways and steps.

The proposed works and colour schemes are shown on pages 25 - 34 in the Attachments section of this report.

5. Heritage Impacts of the Proposed Works

The publication *Statements of Heritage Impact*, is a guideline prepared by the Heritage Office and Department of Urban Affairs & Planning, 1996 and revised 2002. It was prepared to assist people who wish to carry out work that could impact on a heritage item. It also assists councils who must consider whether to approve such development.

A statement of heritage impact (SOHI) is meant to convey what the impact or impacts of a proposal would be. When considered along with a policy or plan for conservation and management, an informed decision can be made whether to allow the development to proceed. The guideline explains what comprises a SOHI, when it is needed, and the level of detail to be provided.

What aspects of the proposal respect or enhance the heritage significance of the item and for what reasons?

The proposal to demolish the unsympathetic metal carport and concrete driveway will improve the aesthetics of the property when viewed from King Street.

The proposed new deck with timber balustrade and exposed framing gable roof over complements the roof form of the main residence.

The new deck/entertaining area with 2.1m high timber screen provides the owners with an openness to an entertaining area that takes advantage of the north/north-west aspect and rear yard space whilst providing privacy from the public realm of King Street.

The new timber framed detached carport with gable roof and exposed framing also complements the roof form of the main residence and the existing studio.

The pedestrian access to the carport will be via defined pathways and steps that provides a co-ordinated approach to access.

The proposed external colour scheme (refer to pages 28 - 34 of this report) is appropriate to the period of the architecture of the building.

What aspects of the proposal could detrimentally impact on the heritage significance: and what measures have been taken to minimise impacts?

The proposed 3.3m wide concrete driveway and associated vehicle turntable (4.5m diameter and 5.8m clearance diameter) with textured concrete finish (paved pattern) is not in keeping with the period of the building and dominates the front garden area.

The expanse of concrete within the front garden area could be reduced by:

- replacing the concrete driveway with wheel strips with a gravel or grass infill which would be more suitable to the character of the heritage item, and
- locate the vehicle turntable either back behind the front building line, or
- re-design of the carport to incorporate the turntable within the carport structure.

What sympathetic solutions have been considered and discounted for the following reasons?

The following options could be considered for the location of the carport and vehicle access:

OPTION 1

Demolish the existing carport and construct a new carport within the north-west boundary setback re-using the King Street vehicle entry.

The construction of a carport within the north-west boundary setback would result in:

- a reduction in the only private outdoor living/entertaining area with a sunny north/north-west aspect on the site, and/or
- a carport projecting forward of the King Street front building line.

This option is discounted.

OPTION 2

Demolish the existing carport and construct a new carport within the south-west boundary setback re-establishing the Bridge Street vehicle entry and constructing a concrete drive with a vehicle turntable within the Bridge Street front boundary setback.

The proposed carport respects the heritage significance of the heritage item on the property.

However, the proposed 3.3m wide concrete driveway and associated vehicle turntable (4.5m diameter and 5.8m clearance diameter) with textured concrete finish (paved pattern) is not in keeping with the period of the building and dominates the front garden area.

This expanse of concrete to the driveway and vehicle turntable would be visually intrusive within the Bridge Street front boundary setback.

This option is discounted.

OPTION 3

Demolish the existing carport and construct a new carport within the south-west boundary setback re-establishing the Bridge Street vehicle entry and constructing a concrete drive with a vehicle turntable within the new carport.

The proposed 3.3m wide concrete driveway and associated vehicle turntable (4.5m diameter and 5.8m clearance diameter) with textured concrete finish (paved pattern) is not in keeping with the period of the building and dominates the front garden area.

This option would require the widening of the carport to allow for not only the diameter of the turntable but also the clearance of the turntable.

This option is discounted as a widened carport may not appear in keeping with the simple garage/carport that what would have accompanied a 1925 residence.

OPTION 4

Demolish the existing carport and construct a new carport within the south-west boundary setback re-establishing the Bridge Street vehicle entry and constructing a concrete drive with a turning bay.

This option is discounted as there is insufficient room for a turning bay behind the front building line and to the left of the proposed new carport.

OPTION 5

Demolish the existing carport and construct a new carport within the south-west boundary setback re-establishing the Bridge Street vehicle entry and constructing a drive with wheel strips and a vehicle turntable behind the Bridge Street front boundary setback.

This wheel strip drive in this option with gravel or grass infill would be more appropriate to the character of the heritage item.

A vehicle turntable set behind the front building line, while out of character for a 1925 residence, would be less visually intrusive within the Bridge Street front boundary setback.

This option is supported.

How is the impact of the addition on the heritage significance of the item to be minimised?

The proposed carport and deck are simple in design and have roof forms that complement the roof form of the main building.

The carport is detached from the main building and the deck is mostly detached from the main building with both structures complementing the main building in roof form, materials and colour scheme.

These structures have been located behind the Bridge Street and King Street front building lines so as not to protrude the front building lines.

Will the additions visually dominate the heritage item?

The proposed carport and deck will not visually dominate the heritage item. These structures have been located behind the Bridge Street and King Street front building lines towards the rear of the property.

How does the proposed works affect views to, and from the heritage item? What has been done to minimise negative effects?

The proposed works do not impact on views to and from the heritage item.

Is the addition sited on any known, or potentially significant archaeological deposits? If so, have alternative positions for the additions been considered?

There are no known or potential archaeological deposits affected by the proposed works.

6. Conclusion

This report comprises an assessment of the heritage impact to the built structures within the property at 13 Bridge Street, Uralla from proposed alterations and additions.

The property which is the subject of this report is Lot 4 DP 536207 and lies within the Uralla local government area.

While some historical research and site inspections have been undertaken, it is possible that more extensive research or investigations (eg further historical research) could reveal other heritage values not established by the limited scope of this report.

The main building, the residence, is a most striking and elaborate Inter-war timber bungalow that addresses its prominent corner position near the entry into Uralla with high streetscape contribution. The bungalow retains original fine detailing, architectural elements and finishes.

The property has historic associations with the pioneer Crapp family, the bungalow having been originally constructed for R.G. Crapp and has continued as a domestic residence since its construction.

It is considered that the proposed alterations and additions, comprising:

- the new deck with timber balustrade and gable roof over, exposed framing with 2.1m high timber screen and steel powder coated mesh infill below deck to conceal storage and associated landscaping, low garden wall, pathways and steps, and
- the proposed colour scheme

respects the heritage significance of the heritage item, on the property.

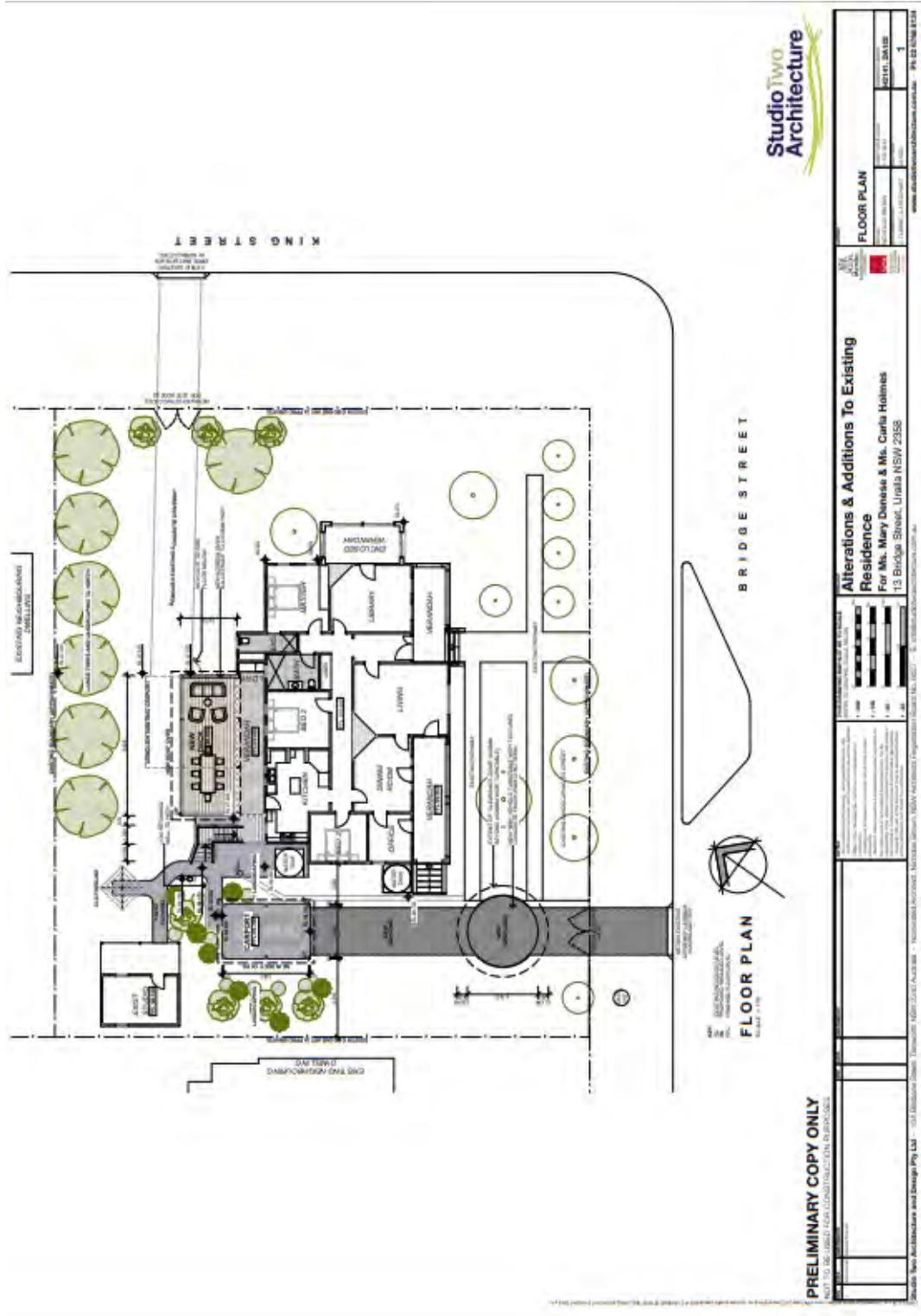
The new timber framed carport with gable roof and exposed framing also respects the heritage significance of the heritage item on the property, however, it is considered that the proposed concrete driveway and associated vehicle turntable with textured concrete finish (paved pattern) impacts on the front garden area of the property - the Bridge Street frontage.

The dominance of the proposed concrete driveway and vehicle turntable within the property could be reduced by:

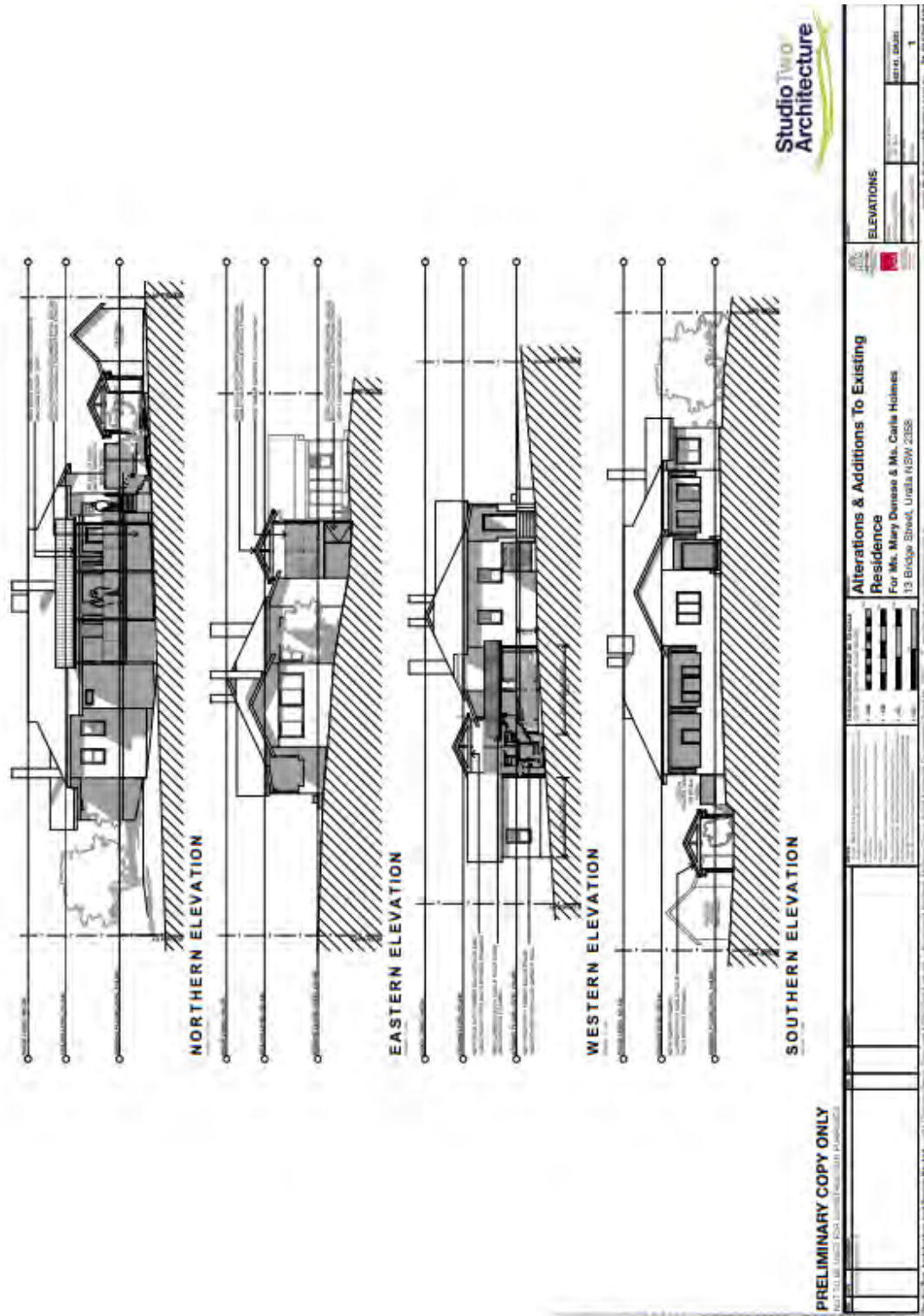
- replacing the concrete driveway with wheel strips with gravel or grass infill which would be more suitable to character of the heritage item, and/or
- setting the vehicle turntable back behind the front building line.

Both of these would appear less visually intrusive within the landscape.

Floor plan



Elevations






Exterior paint colour schedule

AUGUST WATTLE

INTERIORS BY LAURIE HOLMES

EXTERIOR PAINT COLOUR SCHEDULE

DATE 13 May 2022
 PROJECT 13 Bridge Street, Uralla
 CLIENT M Holmes
 ISSUE A - Preliminary Issue

AREA OF BUILDING	DESCRIPTION	CATEGORY	CODE	IMAGE
HOUSE				
Weather Boards	'Pale Primrose'	Constant	Y11	
Gable End FC Cladding	'Lime White'	Secondary	Traditional colour J7131	
Underside of Eaves	'Lime White'	Secondary	Traditional colour J7131	

Page 1 of 6

August Wattle Interiors

Laurie Holmes Interior Design

0421 228 480

AUGUST WATTLE

INTERIORS BY LAUREN HOLMES

AREA OF BUILDING	DESCRIPTION	CATEGORY	CODE	IMAGE
Timber Posts	Lime White	Secondary	Traditional colour 37131	
Window Frame	Lime White	Secondary	Traditional colour 37131	
Doors	Lime White	Secondary	Traditional colour 37131	
Brick Rendered Wall	Lime White	Secondary	Traditional colour 17131	
Brick Rendered Capping	Light Straw	Trims	Y24	

AUGUST WATTLE

INTERIORS BY LAURIN HOLMES

AREA OF BUILDING	DESCRIPTION	CATEGORY	CODE	IMAGE
Gable End Siding	'Light Straw'	Trim	V24	
Facia Board	'Light Straw'	Trim	V24	
Window & Door Architraves & Window Sill	'Light Straw'	Trim	V24	
Decorative Frames	'Light Straw'	Trim	V24	
Existing Roof Colourbond	'Headland Red' Colour Match to be Confirmed on Site	Existing		

Page 3 of 6

8421 228484

8421 228484

8421 228484

AUGUST WATTLE

INTERIORS BY LAUREN HOLMES

AREA OF BUILDING	DESCRIPTION	CATEGORY	CODE	IMAGE
Gutters	'Headland Red' Colour Match to be Confirmed on Site	To Match Existing Roof		
Window Hood Shingles	'Headland Red' Colour Match to be Confirmed on Site	To Match Existing Roof		
Fence	'Tarn White'	Secondary	Traditional colour S7111	

Page 4 of 6




augustwattle@sohi.nsw.au

lauren@augustwattle.com.au

0421 328 484


AUGUST WATTLE

INTERIORS BY LAUREN HOLMES

AREA OF BUILDING	DESCRIPTION	CATEGORY	CODE	IMAGE
SPED				
Weather Boards	'Lime White'	Secondary	Traditional colour #F1D1	
Timber Posts & Trims	'Lime White'	Secondary	Traditional colour #F1D1	
Existing Roof Colourbond	'Headland Red' Colour Match to be Confirmed on Site	Existing		

AUGUST WATTLE

INTERIORS BY LAUREN HOLMES

AREA OF BUILDING	DESCRIPTION	CATEGORY	CODE	IMAGE
CANOPY				
Roofs & Rafters	'Lime White'	Secondary	Traditional colour JP111	
Roof & Gutters Colourbond	'Timberland Red' Colour Match to be Confirmed on Site	To Match Existing		

Page 6 of 6

BY AUGUST WATTLE, OWNED BY

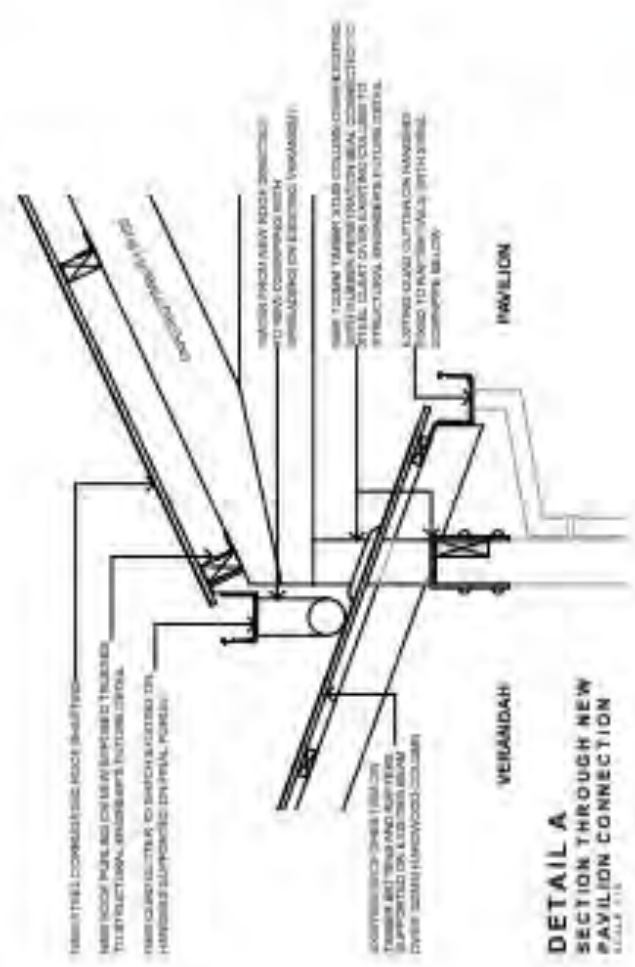
TRUSTEES OF PORT MACQUARIE HISTORIC SOCIETY

0421 338 484

External colour scheme – East elevation (Bridge Street)



Detail section through new pavilion connection



DETAIL A
SECTION THROUGH NEW
PAVILION CONNECTION

Studio **TWO**
Architecture

PRELIMINARY COPY ONLY
NO. 100-2022-11-0001

Alterations & Additions To Existing Residence 115 Main Street & 115A, Coffs Harbour 11 Bridge Street, Lismore NSW 2480		CONSTRUCTION SET NO. 1 11/11/2022
PROJECT NO. 11/11/2022-11-0001	DRAWING NO. 11/11/2022-11-0001-01	DATE 11/11/2022
PROJECT NAME 115 Main Street & 115A, Coffs Harbour	DRAWING TITLE SECTION THROUGH NEW PAVILION CONNECTION	SCALE 1:100
ARCHITECT Studio TWO Architecture	CLIENT Mr & Mrs [Name]	PROJECT NO. 11/11/2022-11-0001

8. References

Australia ICOMOS, 2004

The Illustrated Burra Charter - Good Practice for Heritage Places

Dr Sue Rosen, 2009

Uralla Shire Council Community Based Heritage Study – Stage 1 Historic Context Report

Heritage NSW

State Heritage Inventory (SHI)

Heritage Office and Department of Urban Affairs & Planning, 1996 revised 2002

Statements of Heritage Impact

NSW Heritage Office, 2001

Assessing Heritage Significance

The Armidale Express

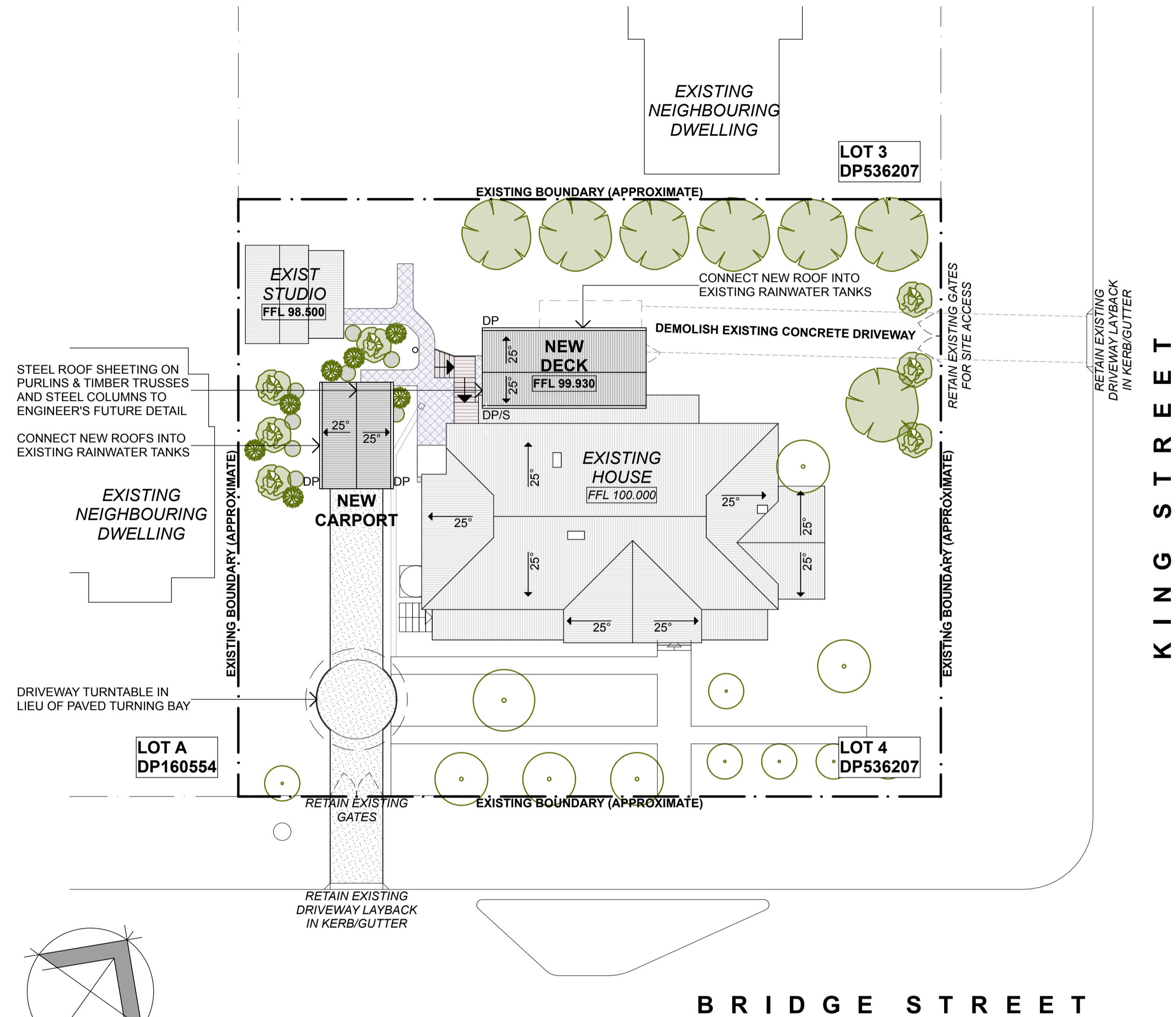
Friday 16 October 1925

The Uralla Times

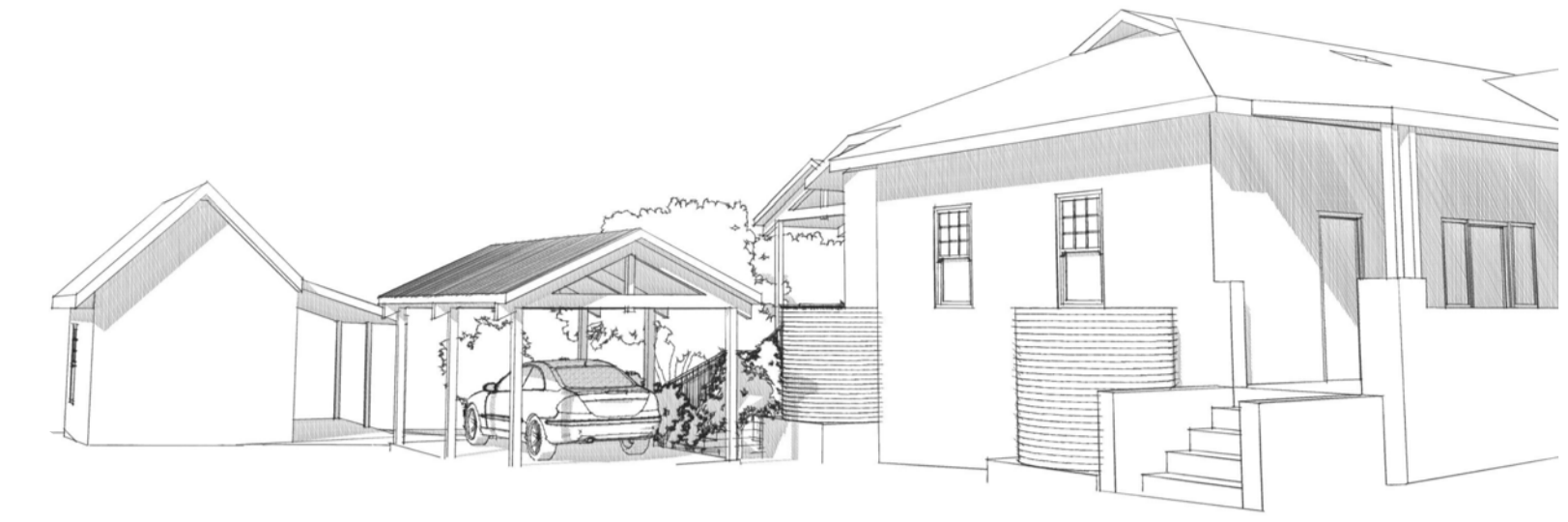
Thursday 27 November 1924 and Thursday 11 December 1924

Uralla Shire Council

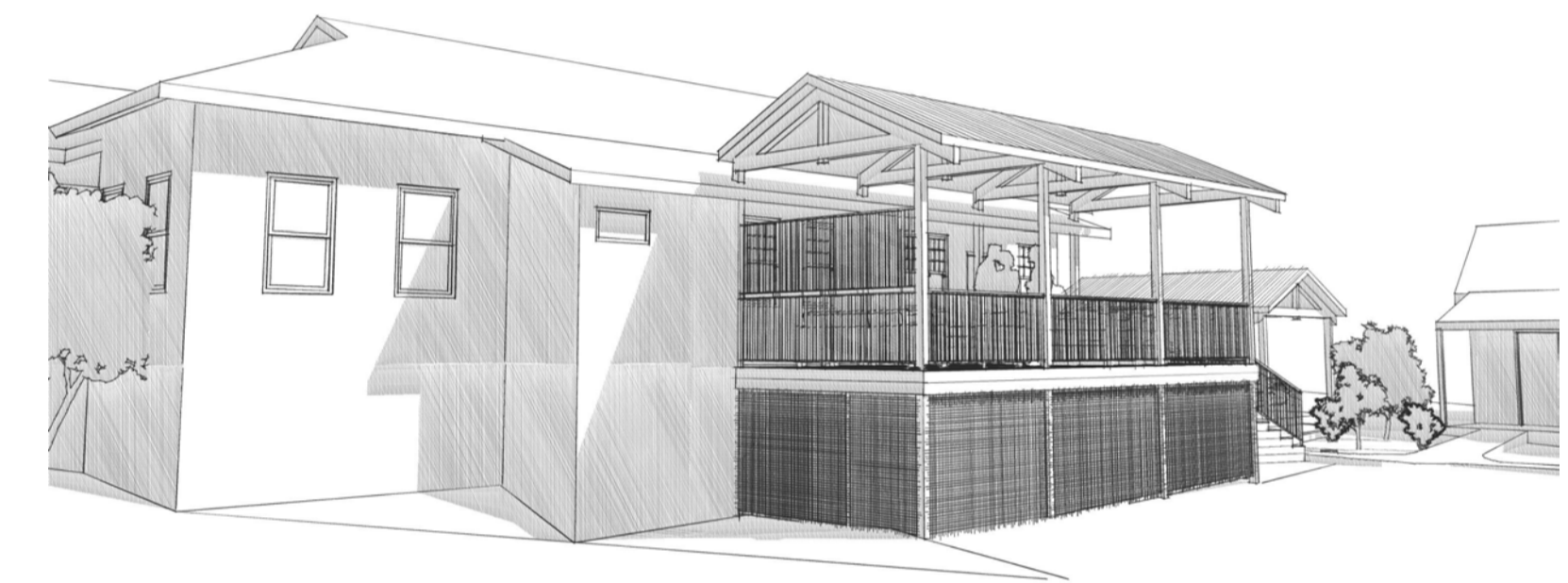
Uralla LEP 2012



TOTAL SITE AREA: 1,360.00 m²
SITE / ROOF PLAN
 SCALE 1:200



SOUTHERN PERSPECTIVE
 (VIEW FROM BRIDGE STREET)
 NOT TO SCALE



NORTHERN PERSPECTIVE
 NOT TO SCALE



WESTERN PERSPECTIVE
 NOT TO SCALE



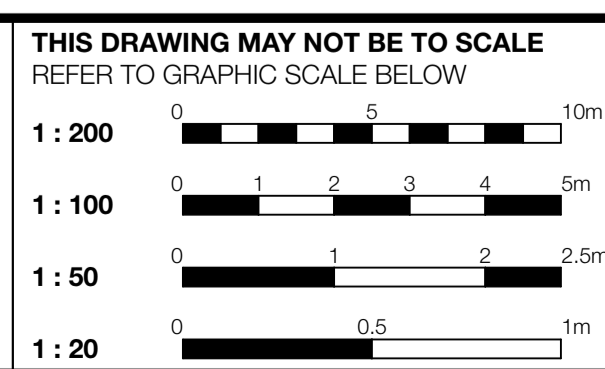
25/5/22 5:04 pm I:\Volumes\GoogleDrive\Shared drives\FinalShare (S)\Company\Projects - Architectural\Residential\2141 13 BRIDGE STREET RES. URALLA\03_H2141 DA_H2141 DA01.dwg

PRELIMINARY COPY ONLY
 NOT TO BE USED FOR CONSTRUCTION PURPOSES

REV	DATE	AMENDMENT	REV	DATE	AMENDMENT
1	26/05/2022	ISSUED FOR DA			

NOTES

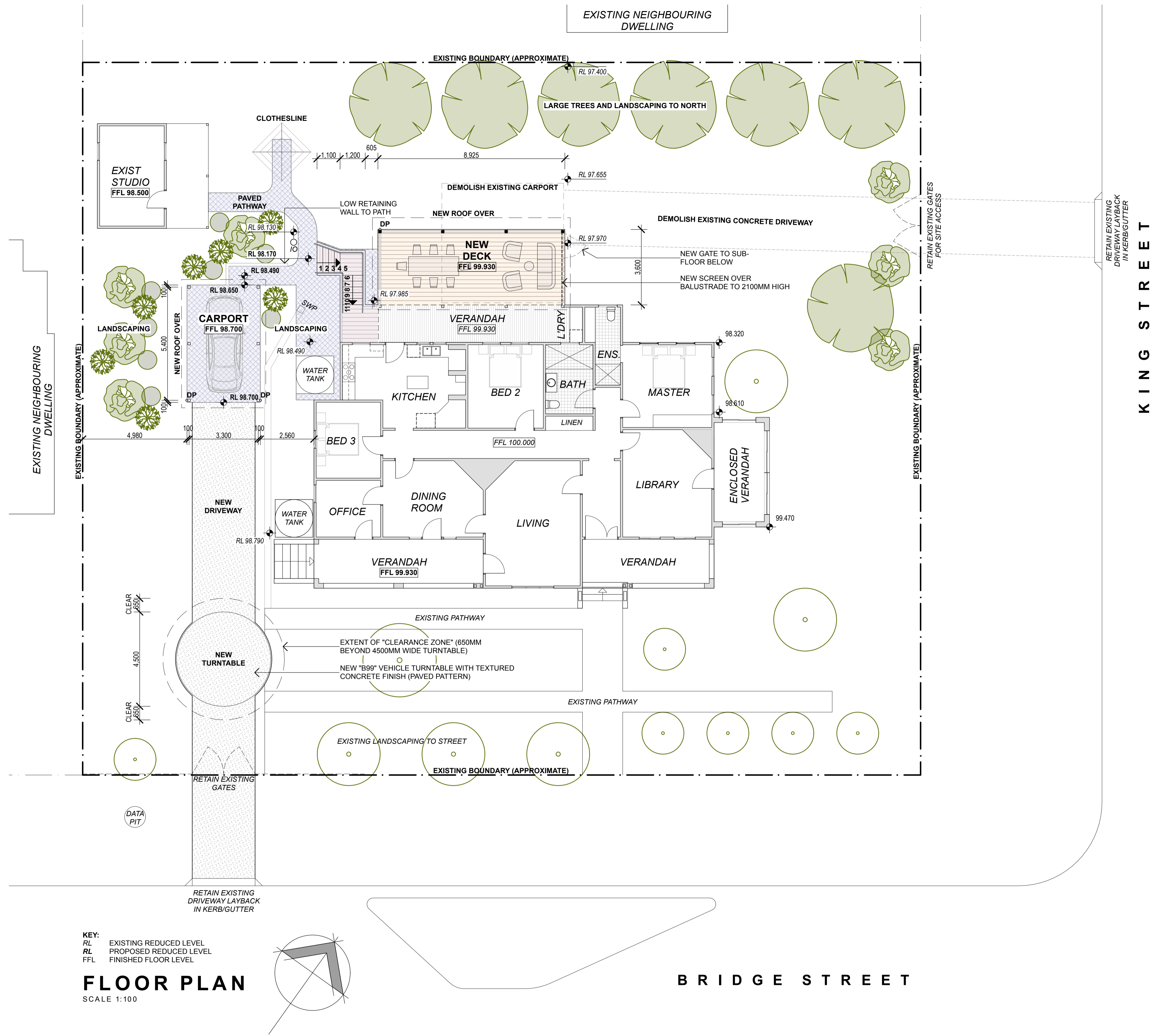
- Do not scale from this drawing - use figured dimensions only.
- All dimensions and levels are to be verified on site and the Architect notified of any discrepancies prior to the commencement of construction.
- Drawings are to be read in conjunction with all other contract documents.
- Electronic data is issued as a professional courtesy only and is for the communication at the date of transmission only. It is the responsibility of the recipient to ascertain the accuracy and status of the information contained and to use the information appropriately.
- Copyright. No part of this document may be reproduced without written permission from Studio Two Architecture.



PROJECT
Alterations & Additions To Existing Residence
 For Ms. Mary Denese & Ms. Carla Holmes
 13 Bridge Street, Uralla NSW 2358



LAYOUT		
SITE/ROOF PLAN AND PERSPECTIVES		
DESIGN NICHOLAS BROWN	SHEET SIZE & SCALE 1:200, 1:100 @ A1	DRAWING NUMBER H2141, DA101
DOCUMENTATION J. CLARKE, A. URQUHART	PLOT DATE 25/5/22	REVISION 1



KEY:
 RL EXISTING REDUCED LEVEL
 RL PROPOSED REDUCED LEVEL
 FFL FINISHED FLOOR LEVEL

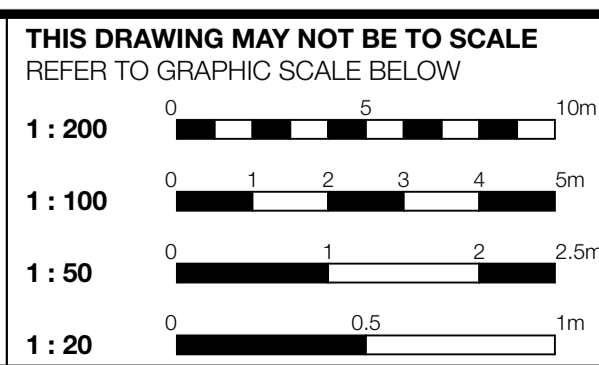
FLOOR PLAN

SCALE 1:100

PRELIMINARY COPY ONLY
 NOT TO BE USED FOR CONSTRUCTION PURPOSES

REV	DATE	AMENDMENT	REV	DATE	AMENDMENT
1	26/05/2022	ISSUED FOR DA			

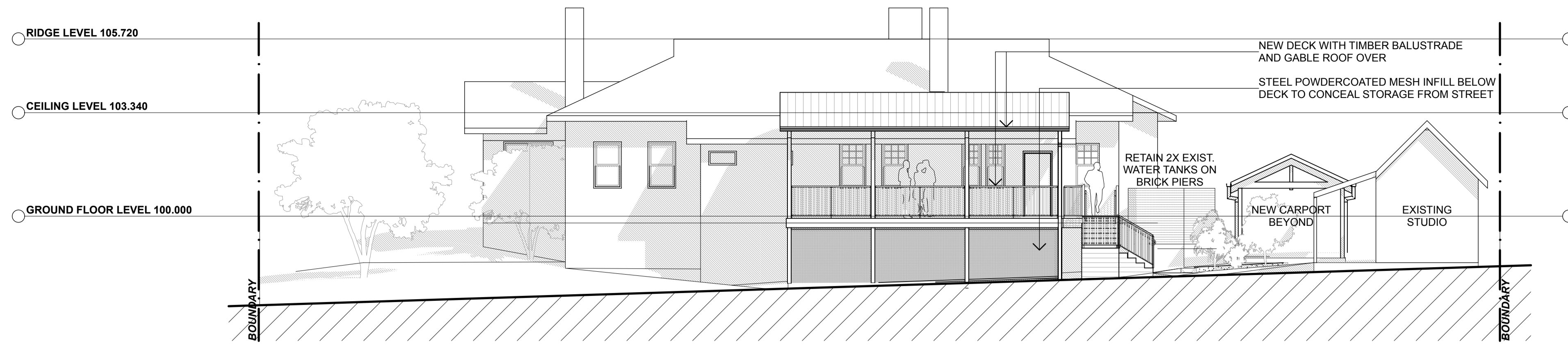
NOTES
 - Do not scale from this drawing - use figured dimensions only.
 - All dimensions and levels are to be verified on site and the Architect notified of any discrepancies prior to the commencement of construction.
 - Drawings are to be read in conjunction with all other contract documents.
 - Electronic data is issued as a professional courtesy only and is for the communication at the date of transmission only. It is the responsibility of the recipient to ascertain the accuracy and status of the information contained and to use the information appropriately.
 - Copyright. No part of this document may be reproduced without written permission from Studio Two Architecture.



PROJECT
Alterations & Additions To Existing Residence
 For Ms. Mary Denese & Ms. Carla Holmes
 13 Bridge Street, Uralla NSW 2358

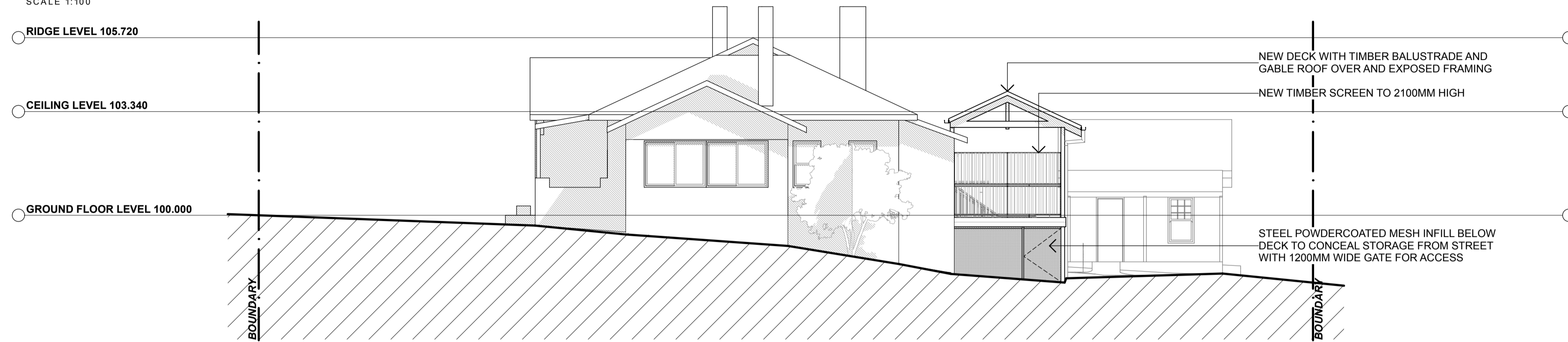


LAYOUT		
FLOOR PLAN		
DESIGN NICHOLAS BROWN	SHEET SIZE & SCALE 1:100 @ A1	DRAWING NUMBER H2141, DA102
DOCUMENTATION J. CLARKE, A. URQUHART	PLOT DATE 25/5/22	REVISION 1



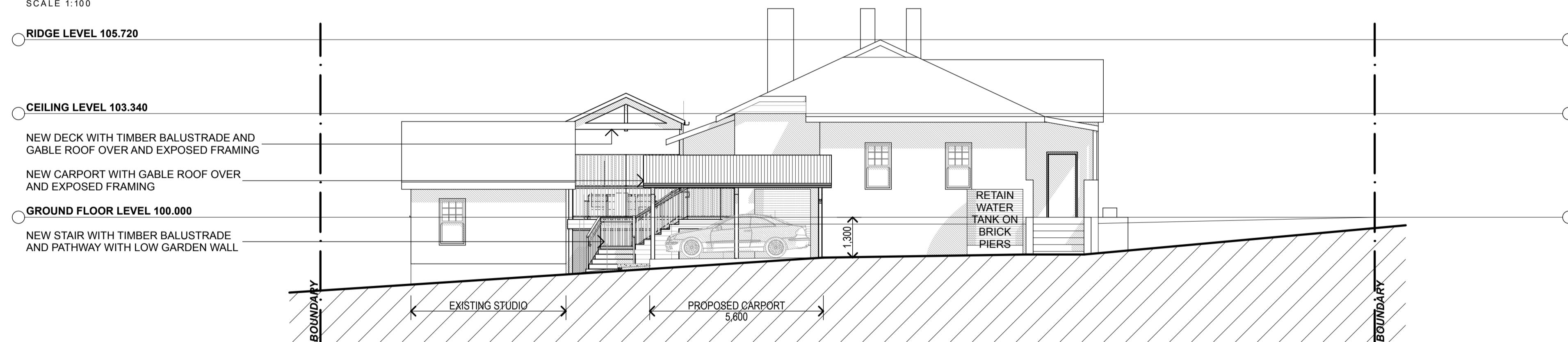
NORTHERN ELEVATION

SCALE 1:100



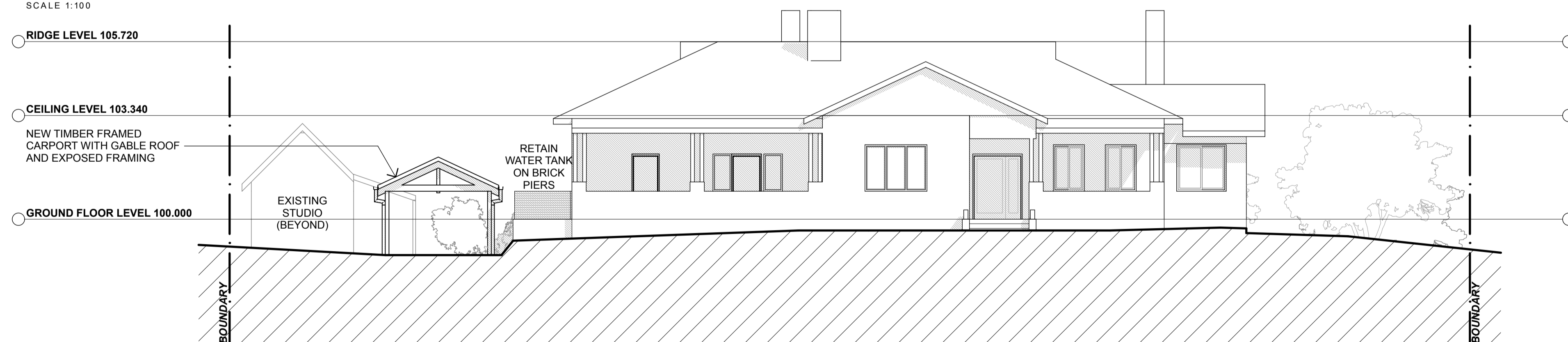
EASTERN ELEVATION

SCALE 1:100



WESTERN ELEVATION

SCALE 1:100



SOUTHERN ELEVATION

SCALE 1:100

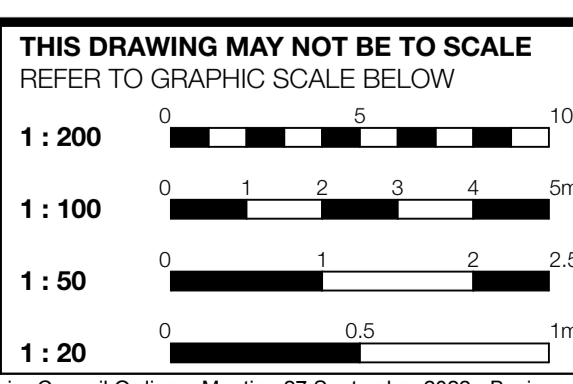


25/5/22 5:04 pm I:\Volumes\GoogleDrive\Shared drives\FinalShare (G)\Company\Projects - Architectural\Residential\H2141 13 BRIDGE STREET RES. URALLA\03_H2141 DA_H2141 DA01.pln

PRELIMINARY COPY ONLY
NOT TO BE USED FOR CONSTRUCTION PURPOSES

REV	DATE	AMENDMENT	REV	DATE	AMENDMENT
1	26/05/2022	ISSUED FOR DA			

NOTES
 - Do not scale from this drawing - use figured dimensions only.
 - All dimensions and levels are to be verified on site and the Architect notified of any discrepancies prior to the commencement of construction.
 - Drawings are to be read in conjunction with all other contract documents.
 - Electronic data is issued as a professional courtesy only and is for the communication at the date of transmission only. It is the responsibility of the recipient to ascertain the accuracy and status of the information contained and to use the information appropriately.
 - Copyright. No part of this document may be reproduced without written permission from Studio Two Architecture.



PROJECT
Alterations & Additions To Existing Residence
 For Ms. Mary Denese & Ms. Carla Holmes
 13 Bridge Street, Uralla NSW 2358



LAYOUT		
ELEVATIONS		
DESIGN NICHOLAS BROWN	SHEET SIZE & SCALE 1:100 @ A1	DRAWING NUMBER H2141, DA201
DOCUMENTATION J. CLARKE, A. URQUHART	PLOT DATE 25/5/22	REVISION 1

May, 2022

The General Manager
Uralla Shire Council
PO Box 106
Uralla NSW 2358

Attention: Planning & Development Department
Dear Sir/Madam,

Re: Proposed Alterations & Additions Residence
13 Bridge Street, Uralla NSW 2358

This statement has been prepared to accompany the Development Application and associated documents submitted to Council with this letter:

- Architectural Drawings by Studio Two Architecture P/L
 - H2141 DA101 – SITE/ROOF PLAN AND PERSPECTIVES
 - H2141 DA102 – FLOOR PLAN
 - H2141 DA201 – ELEVATIONS

The site subject to this Statement is located within the traditional lands of the Anaiwan and Kamilaroi people. The author pays respect to the traditional owners on which this building has been constructed, and acknowledge the Elders past, present and emerging.

Studio Two Architecture
and Design Pty Ltd

PH (02) 67668134

104 Brisbane street,
Tarnworth NSW 2340

info@studiotwo
architecture.com.au

www.studiotwo
architecture.com.au

Nominated Architect
Nicholas Brown No. 6027
ABN 12 566 261 618

STATEMENT OF ENVIRONMENTAL EFFECTS

SITE



Image 1. (Above) Aerial view of 13 Bridge Street in Uralla. Source SIX Maps

The site for the proposed new deck and Carport is located at 13 Bridge Street in Uralla NSW, Lot 4 of DP536207. The land is zoned B2 - Local Centre according to the Uralla Shire Council Local Environmental Plan 2012 (LEP), and is approximately 1,360m² with a moderate slope falling from Bridge Street.

PROPOSAL

The object of the proposal is to construct a new deck with a roof over and a new Carport. The new deck will be steel framed with an enclosed sub-floor and a timber trussed roof over with steel roof sheeting to match existing.

A new Carport will replace the existing and is setback from the existing house frontage, a new driveway will include a turntable in lieu of a vehicle turning bay. The provision of the turntable allows for vehicles to leave in the forward direction. The new driveway will connect into an existing layback to the kerb & gutter on Bridge Street.

An existing Carport & driveway to King Street will be demolished to allow for the new Carport and improved access into the house.

ORIENTATION

The new roofed deck will occupy the north-western aspect of the existing house and will provide improved connection to the Kitchen. A new carport is located on the southern aspect of the site which will not impact the solar access for the existing house.

TRAFFIC, SITE ACCESS AND CAR PARKING

The site is a corner lot, with the primary access to the site proposed to be Bridge Street (which is a 2-way bitumen sealed road in Uralla). On-street angle parking is available for both sides of traffic. The site can also be accessed from King street, via an existing layback, driveway and gate. Moderate traffic during peak hours (8am-9am and 3pm-6pm) is assumed due to the close proximity to the main business precinct.

In summary, impact by this development on existing traffic flow will be negligible in nature. All new parking and access is to comply with the DCP.

HERITAGE - CONTEXT

Heritage significance in the area is applicable for both the land and the house. The land is listed as Commercial Precinct Significance and the dwelling is listed as ID119, House Significance, both at a local level.

The surrounding dwellings primarily consist of moderate sized cottage-style housing with materials consisting of predominantly weatherboard and masonry finishes. The existing house utilises these materials reflected throughout the area, with walls consisting of brick base with weatherboard above, and cottage red steel sheet roof. The new roof pitch, form and colour will match the existing house. However the use of steel mesh to the base will contrast with original brick base.

Refer to the colour Street Elevations submitted as part of the Development Application by August Wattle. The colours are selected to be in accordance with the Uralla Shire Council Development Control Plan, Section 9.26. It is intended that the new work will be identifiable as contemporary construction, while being complementary in form and scale to the original construction.

STORMWATER AND DRAINAGE

The proposed development will increase stormwater runoff with additional roof area. The development will involve hardstand driveway and pathway surfaces as well as steel sheet roof area. All proposed gutters and downpipes are to feed into the existing 2x rainwater tanks on the southern side of the existing house, any overflow will feed into the existing council stormwater system.

SAFETY, SECURITY AND CRIME PREVENTION

Existing boundary fences will be retained where possible and if damaged will be replaced to match existing.

All new external lighting will comply with AS 4282:2019 Control of Obtrusive Effects of Outdoor Lighting, and to DCP requirements.

NOISE, AIR AND MICROCLIMATE

The proposal will not result in an increase in the amount of noise, vibration, etc. emitted from the building, other than during time of construction. Minor impacts to air quality and microclimate during construction will be minimised by the nominated builder.

WASTE AND LITTER

During the construction of the building, all works shall be carried out in accordance with the relevant Standards and WorkCover requirements. All building waste shall be removed from the site and disposed of in accordance with the regulations.

All waste generated (general, recycled and green waste) is to be stored in wheelie-bins and then disposed of in accordance with Council collection procedures.

FLORA AND FAUNA

All existing landscaping will be retained, all new landscaping will consist of native, low-maintenance drought & frost tolerant species will complement surrounding developments and the natural environment. Several new deciduous trees to be proposed for light filtering to the northern boundary.

CONCLUSION

We do not believe there are any other environmental issues associated with heritage, water, soils, air, micro-climate, flora, fauna, waste, energy, noise or natural hazards associated with this development as proposed.

We ask that the above be taken into consideration when the application is evaluated for approval. If the council requires further information on any aspect of the development, please contact our office.

Yours faithfully,
Studio Two Architecture Pty Ltd



Nicholas Brown - Architect

Encls.
nlb.

Applicant contact details

Title	Mr
First given name	Nick
Other given name/s	
Family name	Brown
Contact number	0434413106
Email	nick@studiotwoarchitecture.com.au
Address	104 BRISBANE STREET EAST TAMWORTH 2340
Application on behalf of a company, business or body corporate	No

Owner/s of the development site

Owner/s of the development site	There are one or more owners of the development site and the applicant is NOT one of them
Owner #	1
Title	Ms
First given name	Carla
Other given name/s	
Family name	Holmes
Contact number	
Email	
Address	13 BRIDGE STREET URALLA 2358
Owner #	2
Title	Ms
First given name	Mary-Denese
Other given name/s	
Family name	Holmes
Contact number	
Email	
Address	13 BRIDGE STREET URALLA 2358

I declare that I have shown this document, including all attached drawings, to the owner(s) of the land, and that I have obtained their consent to submit this application. - Yes

Note: It is an offence under Section 10.6 of the Environmental Planning and Assessment Act 1979 to provide false or misleading information in relation to this application.

Developer details

ABN	
ACN	
Name	
Trading name	
Address	
Email Address	

Development details

Application type	Development Application
Site address #	1

Street address	13 BRIDGE STREET URALLA 2358
Local government area	URALLA
Lot / Section Number / Plan	4/-/DP536207 <input checked="" type="checkbox"/>
Primary address?	Yes
Planning controls affecting property	<p>Land Application LEP Uralla Local Environmental Plan 2012</p> <p>Land Zoning B2: Local Centre</p> <p>Height of Building NA</p> <p>Floor Space Ratio (n:1) NA</p> <p>Minimum Lot Size NA</p> <p>Heritage Commercial Precinct Significance: Local House Significance: Local</p> <p>Land Reservation Acquisition NA</p> <p>Foreshore Building Line NA</p>

Proposed development

Proposed type of development	Balconies, decks, patios, terraces or verandahs Garages, carports and car parking spaces
Description of development	Construct a new roofed deck with steel framed enclosed sub-floor. Demolish existing Carport and driveway to allow for new Carport and driveway, accessed off Bridge Street with a turntable to allow for vehicular egress in a forwards direction.
Dwelling count details	
Number of dwellings / units proposed	0
Number of storeys proposed	0
Number of pre-existing dwellings on site	1
Number of dwellings to be demolished	0
Existing gross floor area (m2)	0
Proposed gross floor area (m2)	0
Total site area (m2)	1,360
Cost of development	
Estimated cost of work / development (including GST)	\$81,000.00
Do you have one or more BASIX certificates?	Yes
BASIX Certificate Number	A458715
Subdivision	
Number of existing lots	1
Is subdivision proposed?	No
Proposed operating details	
Number of staff/employees on the site	

Number of parking spaces

Number of loading bays	
Is a new road proposed?	

Concept development	
Is the development to be staged?	No, this application is not for concept or staged development.
Crown development	
Is this a proposed Crown development?	No

Related planning information

Is the application for integrated development?	No
Is your proposal categorised as designated development?	No
Is your proposal likely to significantly impact on threatened species, populations, ecological communities or their habitats, or is it located on land identified as critical habitat?	No
Does the application propose a variation to a development standard in an environmental planning instrument (eg LEP or SEPP)?	No
Is the application accompanied by a voluntary planning agreement (VPA) ?	No
Section 68 of the Local Government Act	
Is approval under s68 of the Local Government Act 1993 required?	Yes
Have you already applied for approval under s68 of the Local Government Act?	No
Would you like to apply for approval under s68 of the Local Government Act?	Yes
10.7 Certificate	
Have you already obtained a 10.7 certificate?	
Tree works	
Is tree removal and/or pruning work proposed?	No
Local heritage	
Does the development site include an item of environmental heritage or sit within a heritage conservation area.	No
Are works proposed to any heritage listed buildings?	Yes
Is heritage tree removal proposed?	No
Affiliations and Pecuniary interests	
Is the applicant or owner a staff member or councillor of the council assessing the application?	No
Does the applicant or owner have a relationship with any staff or councillor of the council assessing the application?	No
Political Donations	
Are you aware of any person who has financial interest in the application who has made a political donation or gift in the last two years?	No
Please provide details of each donation/gift which has been made within the last 2 years	

Payer details

Provide the details of the person / entity that will make the fee payment for the assessment.

The Environmental Planning and Assessment Regulation 2000 and Council's adopted fees and charges establish how to calculate the fee payable for your development application. For development that involves building or other works, the fee for your application is based on the estimated cost of the development.

If your application is for integrated development or requires concurrence from a state agency, additional fees will be required. Other charges may be payable based on the Council's adopted fees and charges. If your development needs to be advertised, the Council may charge additional advertising fees.

Once this application form is completed, it and the supporting documents will be submitted to the Council for lodgement, at which time the fees will be calculated. The Council will contact you to obtain payment. Note: When submitting documents via the NSW Planning Portal, credit card information should not be displayed on documents attached to your development application. The relevant consent authority will contact you to seek payment.

The application may be cancelled if the fees are not paid:

First name	Carla
Other given name(s)	
Family name	Holmes
Contact number	0428656466
Email address	nick@studiotwoarchitecture.com.au
Billing address	C/- Nick Brown for Studio Two Architecture & Design P/L, 104 BRISBANE STREET EAST TAMWORTH 2340

Application documents

The following documents support the application.

Document type	Document file name
Architectural Plans	Alterations & Additions To Existing Residence - PDF
BASIX certificate	basix_certificate
Elevations and sections	Bridge Street External Colour Scheme
Heritage impact statement	H2141 SEE L_H Final (signed)
Other	Heritage info - 13 Bridge St Uralla ePlanner - Property Report 13 Bridge St Uralla Bridge Street External Colour Schedule
Statement of environmental effects	H2141 SEE L_H Final (signed)

Applicant declarations

I declare that all the information in my application and accompanying documents is , to the best of my knowledge, true and correct.	Yes
I understand that the development application and the accompanying information will be provided to the appropriate consent authority for the purposes of the assessment and determination of this development application.	Yes
I understand that if incomplete, the consent authority may request more information, which will result in delays to the application.	Yes
I understand that the consent authority may use the information and materials provided for notification and advertising purposes, and materials provided may be made available to the public for inspection at its Offices and on its website and/or the NSW Planning Portal	Yes
I acknowledge that copies of this application and supporting documentation may be provided to interested persons in accordance with the Government Information (Public Access) 2009 (NSW) (GIPA Act) under which it may be required to release information which you provide to it.	Yes
I have read and agree to the collection and use of my personal information as outlined in the Privacy Notice	Yes
I agree to appropriately delegated assessment officers attending the site for the purpose of inspection.	Yes
I confirm that the change(s) entered is/are made with appropriate authority from the applicant(s).	

Department: Infrastructure and Development
Prepared by: Manager Development and Planning
TRIM Reference: UINT/22/11721

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Objective: 4 LEADERSHIP: We are an independent Shire and well-governed community
Strategy: 4.3 An efficient and effective independent local government
Activity: 4.3.16 Optimise grant funding to deliver Council's operations

SUMMARY:

1. Under the direction of the General Manager in consultation with the Mayor, Council staff have made an application for funding under the NSW Government's Regional Housing Strategic Planning Fund.
2. This report provides information on the objective and purpose of the application for grant funding for Council's endorsement (and/or variation).

RECOMMENDATION:

That Council endorse the application for grant funding under the NSW Government's Regional Housing Strategic Planning Fund.

REPORT:

3. The Regional Housing Strategic Planning Fund was launched by the NSW Government in August 2022 to support regional councils plan for the delivery of new housing to meet community needs.
4. Round 1 grant applications are now open for councils outside of Greater Sydney, either by joint councils or by individual councils.
5. Grants are available from \$20,000 to \$250,000 per project.
6. Eligible projects include housing strategies, contributions schemes, LEP amendments, infrastructure planning, technical studies, structure plans, and projects that identify solutions to broader housing issues.
7. Applications close 5:00pm on Friday 30 September 2022.
8. Due to staff resources, planned leave, and the short application deadline, the General Manager has consulted with the Mayor and directed Council staff to submit the application and to seek Council's endorsement of the application for funding.

9. It is proposed that Council apply for grant funding of \$100,000 to amend the Local Environmental Plan 2012 (LEP) **and** fund a strategic housing supply study, possibly partnering with neighbouring councils to deliver a regional strategy.
10. Should Council be successful in obtaining external funding, this would negate the need to fund the proposed amendment of the LEP through the general fund.
11. The current budget set aside in the general fund for the proposed LEP amendment is \$33,000. This amount does not including any work on a strategic housing supply study.
12. Council has previously endorsed the review and amendment of the LEP through adoption of the Delivery Program 2022-2026 and Operational Plan 2022-2023.
13. There will be no ongoing costs incurred from applying for this grant.
14. Should Council wish to amend the scope of the application, this will need to be negotiated with the funding partner at a later date.
15. More information on the Regional Housing Strategic Planning Fund can be found on the NSW Department of Planning and Environment website at: www.planning.nsw.gov.au/Policy-and-Legislation/Housing/Housing-Package/Regional-housing/Regional-Housing-Strategic-Planning-Fund
16. Successful projects will be announced in December 2022.

CONCLUSION:

17. That Council endorse the application for grant funding under the NSW Government's Regional Housing Strategic Planning Fund.

COUNCIL IMPLICATIONS

18. **Community Engagement/Communication**
Previous engagement with the Uralla Shire community has indicated strong support for the financial sustainability of Council. External funding for Council projects will strengthen Council's financial position and benefit the community.
19. **Policy and Regulation**
Local Government Act 1993 and Local Government (General) Regulation 2021
20. **Financial/Long Term Financial Plan**
Successful funding would negate the need to fund the LEP amendment through the general fund, budgeted at \$33,000. There are no ongoing costs incurred from applying for the grant.
21. **Asset management/Asset Management Strategy**
Not applicable
22. **Workforce/Workforce Management Strategy**
Not applicable
23. **Legal and Risk Management**
Financial: possible risk if the grant funding is not fully expended and acquitted by the due date. This risk would be mitigated through project management by experienced members of staff.

24. **Performance Measures**
Funding application successful.
25. **Project Management**
Manager Development and Planning

Department: Infrastructure and Development
Prepared by: Manager Civil Infrastructure
TRIM Reference: UINT/22/11371

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Strategy: 2.3 Communities that are well serviced with essential infrastructure.
Activity: 2.3.2 Maintain and renew Council's road network.
Action: 2.3.2.1 Provide works reports to Council at least quarterly including recommendations for adjustments to the Transport Asset Management Plan road maintenance and renewal programming in response to onsite validation.

SUMMARY:

- The purpose of this report is to inform Council of the works that have progressed or been completed during the month of August 2022, and the works that are scheduled to be undertaken over the coming months.

RECOMMENDATION:

That Council notes the Works Progress Report as at 31 August 2022.

REPORT:

- Works Undertaken during August 2022:

Main Road Maintenance	
MR73 Thunderbolts Way (Walcha), Thunderbolts Way and Bundarra Road.	Bitumen patching, guidepost maintenance

Sealed Roads Maintenance	
Uralla streets and rural roads Arding Road, and Dumaresq Road, Mount Butler Road; Invergowrie and Dumaresq area	Pothole patching, and drainage maintenance

Unsealed Roads Maintenance Grading	
Bakers Creek Road, Gwydir Road, Thomas Lagoon Road, Jacksons Road, Mt Butler Lane, Amaroo Road, Wallinga Road, Tabulam Road, Wallaby Rocks Lane, Devon Courte Road, Georges Creek Road, Adina Road, Kooda Road, Lantana Road, Kareela Road, Malabitinti Road, Barloo Road, Moffat Road, Kareela Road, Lentara Road, Kalinda Road, Budumba Road	Graded
Lindfield Road, Dwyers Range Road, Holloways Lane, Saumarez War Service Road, Dog Trap Road, Pansyfield Road, Primrose Road	Resheeted
Danehurst Road, Balala Road and Warrabah Road	Fix washouts

Construction	
Hawthorne Drive Stage 2	Completed laying access pipes. Demobilised the site until it dries adequately for pavement construction completion. Commence carting gravel on Northeys Road.

Bridge / Sign	
Roman Street	Excavation for Kerb and Guttering
Torryburn Low Level Bridge	Clear flood debris
Barbados Corner	Linemarking

Town and Parks	
Uralla	Footpath maintenance, and street tree maintenance in Uralla and Bundarra
	Weed garden beds in Alma Park
	Refurnish seats in main street

3. Works scheduled to be undertaken in September 2022:

Regional Sealed Road Maintenance
Bitumen patching, mowing, guide post replacements

Rural Sealed Roads Maintenance	
Kingstown Road and Warrabah Road	Bitumen patching, mowing, drainage maintenance

Unsealed Roads Maintenance	
Pansyfield Road, Primrose Road, Lawson Road, Yellowbox Road, Ferris Lane, Devoncourt Road, Athol Road, Clerks Creek Road, Baldersleigh Road.	Grading and graveling

Bridge/Sign	
Roman Street	Kerb and gutter construction
Bindawalla Road	Culvert installation

Construction	
Hawthorne Drive Stage 2	Pavement construction halted temporarily till conditions dry. Stabiliser booked for late September 2022. Graveling Northeys Road, and other Invergowrie/Arding maintenance

Town Area
Tree maintenance in parks and on roadsides. General maintenance and up-keeping, mowing, slashing, reserves, parks and cemeteries.

4. The following road projects are funded and are scheduled to be undertaken/completed in coming months:

Project: Hawthorne Drive stage 2 construction

Funded: Fixing Local Roads and Local Roads and Community Infrastructure Grants.

Road widening has occurred throughout this project and the new pavement has been added to, top of sub-base level. Pavement stabilisation of the sub-base will occur late September 2022, prior to constructing and sealing the base. A temporary halt has occurred until conditions dry and warm up to finish.

Project: Heavy Patching rural roads

Fixing Local Roads (FLR) program and Local Roads and Community Infrastructure (LRCI) program have contributed to funding heavy patching on the sealed rural road network. Northeys Road works has been commenced by Council with a temporary halt at the Hawthorne Drive project. Similarly heavy patching on Gostwyck Road will be able to be completed by Uralla Shire Council day labour or an external contractor subject to Council availability.

The tender was awarded to Stabilcorp for heavy patching on Arding, Kliendienst and Kingstown Road

This is primarily funded by the Roads to Recovery program. Arding and Kliendienst and Kingstown Road heavy patching is completed. Some failures occurred on Arding Road due to unsuitable subgrades (saturated) and these locations will require mechanical excavation and reinstatement when conditions dry.

Project: Road Safety Program - School Zone Infrastructure sub Program

Uralla Shire Council has commenced a program of upgrades of the school crossings at Bundarra Central School – Bowline Street, St Josephs, Uralla – Wood Street and Uralla Central School – Park Street. The works to finish all the medians, blisters, signage and hoops, and linking footpaths at the 3 schools, has been completed by Uralla Shire Council. Uralla Shire Councils Asphalt contractor is programmed to complete the resurfacing in late September, 2022.

Urban Rehabilitation Program is the asphaltting of:

1. Uralla Street, Park Street to Salisbury Street, and
2. King Street, McMahon to Maitland Street

To be completed concurrently with the asphaltting at the school zones, programmed for late September 2022.

Project: Tolleys Gully Bridge and approach roadworks. Growing Local Economies - Restart NSW Program

Uralla Shire Council has commenced this project on Thunderbolts Way 10km west of Uralla and completed the bridge on the new improved alignment. However due to cost restriction factors as explained in the late report to Council in March 2022 there is a shortfall in funding to complete the approach road works. This is estimated to be \$268,000.00.

Uralla Shire Council has explored the options as detailed in a separate report.

5. Following recent feedback from Councillors the Capital Works program is under review and will be sent to the Capital Works Working Group before being presented in the new format to future Council meetings.

CONCLUSION:

6. The works progress report provides Council with information on the works progressed or completed during August 2022, and the works scheduled over the coming months.

COUNCIL IMPLICATIONS

7. **Community Engagement/ Communication (per engagement strategy)**
Weekly posts to Council's Facebook and internal weekly Councillor Bulletin keeps the community and councillors informed of progress.
8. **Policy and Regulation**
Procurement Policy.
Transport Asset Management Policy.
9. **Financial**
Nil.
10. **Asset Management**
In accordance with Asset Management Plan and condition assessment report.
11. **Workforce (WMS)**
Council staff and contractors.
12. **Legal and Risk Management**
Local Government Act, 1993.
Roads Act, 1993.
Work Health and Safety Act, 2011.
Environmental Planning and Assessment Act, 1979.
Maintaining Council assets and improving safety to minimise legal and risk exposure.
13. **Performance Measures**
Works completed to appropriate standards.
14. **Project Management**
Manager of Civil Infrastructure, Overseer and Interim Director Infrastructure and Development.

Department: Infrastructure and Development
Prepared by: Manager Civil Infrastructure
TRIM Reference: UINT/22/11102

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	2.3	A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycle ways that are adequate, interconnected and maintained
Strategy:	2.3.1	Provide an effective road network that balances asset conditions with available resources and asset utilisation
Activity:	2.3.1.1	Deliver road and drainage maintenance services and capital works programs
Action:	2.3.1.1.1	Deliver sealed roads bitumen maintenance program in line with established service levels and intervention points - per Transport Asset Management Plan
	2.3.1.1.2	Deliver sealed roads capital renewal program - per Transport Asset Management Plan
	2.3.1.1.4	Deliver unsealed roads grading program in line with established service levels and intervention points - per Transport Asset Management Plan
	2.3.1.1.5	Deliver unsealed roads re-sheeting program in line with established service levels – per Transport Asset Management Plan

SUMMARY:

1. The purpose of this report is to inform Council of the progress of the development of options to fund the completion works at the Tolleys Gully Bridge road construction project and seek approval to complete the project from either additional grant funding or via funding reallocation if necessary.

RECOMMENDATION:

That Council

- i. **note the progress of the request to the NSW Government for additional funding to complete the Tolleys Gully Bridge project; and**
- ii. **Should a commitment of funding not be secured by early October 2022 from the State Government, funding from the Block Grant rehabilitation program in the amount of \$268,000 be reallocated to allow the completion of the Tolleys Gully Bridge project prior to the end of 2022 as detailed in the report.**

REPORT:

2. The new Tolleys Gully Bridge has been constructed and the approach road works have been well advanced for some months. There has been a halt in construction due to the funding being exhausted for this project following a number of latent conditions and unplanned interruptions exceeding the contingency provision for this project including:
 - a. Damages on site due to prolonged excessive wet weather. Sections were required to be reworked and in some cases replaced.

- b. Due to the high demand of maintenance on other roads key Council personnel and plant have been required to be taken to other construction works and then re-established – additional site mobilisation costs.
 - c. Extensive extra earthworks on the Uralla end approach have been required to be carried out, to address latent conditions so that there are no pavement failures as you drive into the new works.
 - d. COVID related additional staffing costs.
 - e. Excessive lost time costs due to wet weather.
 - f. Plant breakdown created additional plant hire costs.
2. The funding options that have been considered in order to complete this project include:
- a. Applying for more grant funding;
The funding provider (RESTART NSW – Growing Local Economies Program) has been approached on a number of occasions for assistance with additional contingency to complete this project. However, the resources committed for this project have been exhausted, and no contingency was available.
 - b. Borrowing
This is not recommended as Council shouldn't be paying off a loan on a regional road asset.
 - c. Deferring finalisation until **Uralla Shire Council (USC)** can use the next round of the Block Grant.
This is not a preferred solution. The safety for road users on this section of Thunderbolts Way with the current unsealed section in place, both of being involved in an incident and sustaining damage is unacceptable for a prolonged period.
 - d. Contact Local Members of Parliament to request additional funding to complete the project.
See point 4 below.
 - e. Reallocating existing Block Grant Funding.
See point 5 below.
 - f. Reallocating committed funds from other areas such as:
 - o kerb and gutter
 - o unsealed rural roads*Impractical and an unsuitable use of funding for a regional road.*
3. Option d., has been pursued and is a realistic possibility. Uralla Shire Council officers with Mayor Robert Bell met with Adam Marshall NSW MP Northern Tablelands and the NSW Regional Roads and Transport Minister Sam Faraway on site on September 2, 2022. A request was made for the extra funding and Uralla Shire Council is optimistic of the additional expenditure to finish the project.
4. Option e. reallocation of the Block grant has been reviewed. This is a viable proposal as there has been many heavy patches undertaken with various other programs in recent years.

The following table is extracted from the Council's Road Transport Assets Capital Programs for 2022 to 2031.

The table details scheduled rehabilitation works to segments of Thunderbolts Way South of Uralla in 2022/23.

Segment	Road	Start Ch	End Ch	Length (m)	Width	Area m ²	Amount	Year
A.	THUNDERBOLTS WAY	17750	18500	750	8.0	6000	\$252,000	2022/23
B.	THUNDERBOLTS WAY	19000	19750	750	8.0	6000	\$252,000	2022/23
C.	THUNDERBOLTS WAY	21750	22000	100 (Part Seg)	8.0	800	\$33,600	2022/23
D.	THUNDERBOLTS WAY	23500	23750	200 (Part Seg)	8.0	1600	\$67,200	2022/23
TOTAL							\$604,800	

Proposed Thunderbolts Way rehabilitation segments 2022/23 from Transport Assets Capital Program

5. Segment A. has had some selective half width sections heavy patched in recent years, likely to have been completed as part of a reactive program. This segment area could be reduced by 33%. This allows \$83,600 to be reallocated.
6. Similarly Segment B. has had some selective half and full width sections heavy patched in recent years, likely to have been completed as part of a reactive program. This segment area could be reduced by 33%. This allows \$83,600 to be reallocated.
7. Segments C. and D. do not require any immediate remediation works other than from USC tar patching team. Segment d. which extends from the end of Duke St to 3862 Thunderbolts Way has had recent heavy patching. Segment C. which extends 750m north from Sanctuary Drive is in ok condition.
8. This option requires the reallocation of (A. \$83,600 + B. \$83,600+ C. \$33,600 + D. \$67,200 = \$268,000) this equates to two hundred and sixty eight thousand dollars, i.e. the estimated amount to complete the Tolleys Gully approaches.
9. It should be noted the Uralla Shire Council construction team will complete this work, as soon as practically possible, and also before the heavy patching is programmed for the tabulated segments previously programmed.

CONCLUSION:

10. The report information outlines a timely effective strategy to continue the Tolleys Gully Bridge project to completion should the funding not be forthcoming from the State Government.

COUNCIL IMPLICATIONS:

11. **Community Engagement/ Communication (per engagement strategy)**
Weekly posts to Council's Facebook and internal weekly Councillor Bulletin keeps the community and councillors informed of progress.
12. **Policy and Regulation**
Procurement Policy; Infrastructure Asset Management Policy; and other applicable Civil Infrastructure and Works policies of Council; *Local Government Act (1993), Roads Act (1993)*,

Work Health and Safety Act (2011), Environmental Planning and Assessment Act (1979) and Australian Standards.

13. Financial (LTFP)

Nil budget assigned currently.

14. Asset Management (AMS)

In accordance with Asset Management Plan and condition assessment report.

15. Workforce (WMS)

Council staff and contractors.

16. Legal and Risk Management

Maintaining Council assets and improving safety to minimise legal and risk exposure.

17. Performance Measures

Works completed to appropriate standards.

18. Project Management

Manager of Civil Infrastructure and Interim Director Infrastructure and Development.

Department:	Infrastructure and Development
Prepared by:	Environmental Management Coordinator
TRIM Reference:	UINT/22/11309
Attachments:	UI/22/5568 1. Environmental Restoration and Rehabilitation Grant Program Guidelines 2022/2023. UO/22/3649 2. Draft Cost Estimates for the Environmental Restoration and Rehabilitation Grant Application 2022/2023.

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	3	We are good custodians of our environment
Strategy:	3.1	To preserve, protect and renew our beautiful natural environment
Activity:	3.1.4	Apply for grant funding to support environmental projects
Action:	3.1.4.1	Pursue grant funding opportunities for environmental projects subject to associated ongoing operating costs being funded from operational revenue
Activity:	3.1.5	Manage Crown Lands under Council care and control
Action:	3.1.52	Implement and maintain Crown Land Plans of Management

SUMMARY:

3. Applications for the 2022/2023 **Environmental Restoration and Rehabilitation (ERR)** Grant opened on Monday, 22 August 2022 and will close at 5 pm on Monday, 10 October 2022.
4. The ERR Program is an annual funding program open to Crown reserve managers and user groups each year since 2015.
5. The two funding streams available for ERR projects are \$50,000 to \$125,000 for a 2-3 year project for new organisations (**stream 1**) and \$125,000 to \$200,000 for a 3-4 year project for experienced organisations (**stream 2**). Council falls under Stream 2.
6. The ecological conservation and restoration project at Racecourse Lagoon has been identified for funding under the program, with an estimated cost of \$149,054.
7. It is unlikely that Council will be able to fund this project without the assistance of grant funding, therefore it is recommended that Council apply for the funding.

RECOMMENDATION:

That Council apply for \$149,054 in grant funding under the Environmental Restoration and Rehabilitation Program for ecological restoration activities at the Racecourse Lagoon noting that restoring and protecting this lagoon is an opportunity to enhance associated ecological, flora and fauna values.

REPORT:

8. Uralla Shire Council is the Crown land manager of a number of Crown reserves across the Shire designated for community use.

9. The ERR program aims to assist the community and government organisations to contribute to the ongoing sustainable management and stewardship of significant environmental assets and services in New South Wales.
10. The ERR program is designed to achieve the following objectives:
 - improve and protect the quality of ecosystems and environmental assets managed by community groups, land managers and stakeholders
 - enhance the management of environmental assets by facilitating the development of environmental expertise and stronger partnerships between individuals, community groups, governments, and industry
 - provide an appropriate, effective, and sustainable mechanism to deliver government policy, priorities, and outcomes
11. Applications for the 2022/23 program will be considered if they address at least one of the following two immediate funding priorities from the NSW Environmental Trust Strategic Plan 2020/24:
 - a) Supporting threatened species recovery OR
 - b) Addressing climate change impacts on the natural environment – both mitigation and adaptation.
12. The 2022/2023 Environmental Restoration and Rehabilitation information guide for developing the application is attached to this report as **Attachment 1**.
13. The proposed environmental conservation activities at the Recourse Lagoon meet the above listed criteria and qualify for funding under Stream 2 of the grant which costs up to \$200,000 for a project timeframe of 3-4 years.
14. Proposed project activities include the preparation of a habitat restoration plan for the lagoon; planting additional native trees, shrubs and grass species; control and management of noxious and invasive weeds; soil erosion control, installation of rabbit-proof fence and nesting boxes; ecological monitoring and management of planted trees to increase their survival rate.
15. These works are estimated to cost \$157,084 including Council in-kind contributions of \$8,030, as detailed in the draft cost estimates (**Attachment 2**).

CONCLUSION:

16. It is recommended that Council apply for funding under the Environmental Restoration and Rehabilitation program to undertake environmental conservation activities at the Racecourse Lagoon as outlined in this report.

COUNCIL IMPLICATIONS:

17. **Community Engagement/ Communication**
Previous community consultation undertaken by Council has shown strong community support for the environmental restoration activities at the Racecourse lagoon.

18. Policy and Regulation

Local Government Act 1993 and the Local Government (General) Regulation 2021
Biodiversity Conservation Act 2016
Crown Land Management Act 2016 and Crown Land Management Regulation 2018
Environment Protection and Biodiversity Conservation Act 1999
National standards for the practice of ecological restoration in Australia 2021
Draft Plan of Management for Racecourse Lagoon 2022

19. Financial / Long Term Financial Plan

Nil.

20. Asset Management / Asset Management Strategy

Nil.

21. Workforce / Workforce Management Strategy

Any work that may be additional to existing staff capacity will be outsourced. The ZNET Greening Uralla Volunteers and **the Landscape Foundation of Australia (LFA)** who are collaborators in the application are committed to provide support during project implementation.

22. Legal and Risk Management

Council undertakes safety and risk management of its Crown land reserves by conducting safety reviews and monitoring as part of routine maintenance of the reserves.

23. Performance Measures

Delivery of projects within budget allocations and timeframes.
Objectives and performance targets of Council-managed Crown reserves as detailed in plans of management.

24. Project Management

Council Staff.

Department of Planning and Environment

Program Guidelines

Environmental Restoration and Rehabilitation
2022–23

NSW Environmental Trust



© 2022 State of NSW and Department of Planning and Environment

With the exception of photographs, the State of NSW and Department of Planning and Environment are pleased to allow this material to be reproduced in whole or in part for educational and non-commercial use, provided the meaning is unchanged and its source, publisher and authorship are acknowledged. Specific permission is required for the reproduction of photographs.

The Department of Planning and Environment (DPE) has compiled this report in good faith, exercising all due care and attention. No representation is made about the accuracy, completeness or suitability of the information in this publication for any particular purpose. DPE shall not be liable for any damage which may occur to any person or organisation taking action or not on the basis of this publication. Readers should seek appropriate advice when applying the information to their specific needs.

All content in this publication is owned by DPE and is protected by Crown Copyright, unless credited otherwise. It is licensed under the [Creative Commons Attribution 4.0 International \(CC BY 4.0\)](#), subject to the exemptions contained in the licence. The legal code for the licence is available at [Creative Commons](#).

DPE asserts the right to be attributed as author of the original material in the following manner: © State of New South Wales and Department of Planning and Environment 2022.

Cover photo: Volunteers remove weeds from riverbank. Kosciuszko National Park. John Spencer/DPE

Published by:

Environment and Heritage Group
Department of Planning and Environment
Locked Bag 5022, Parramatta NSW 2124
Phone: +61 2 9995 5000 (switchboard)
Phone: 1300 361 967 (Environment and Heritage enquiries)
TTY users: phone 133 677, then ask for 1300 361 967
Speak and listen users: phone 1300 555 727, then ask for 1300 361 967
Email: info@environment.nsw.gov.au
Website: www.environment.nsw.gov.au

Report pollution and environmental incidents
Environment Line: 131 555 (NSW only) or info@environment.nsw.gov.au
See also www.environment.nsw.gov.au

ISBN 978-1-922899-37-8
EHG 2022/0438
August 2022

Find out more about your environment at:

www.environment.nsw.gov.au

Contents

How to use this guide	1
Important dates	1
Funding available	1
Getting started	1
Part 1: About the program	3
Who are we?	3
What is the aim of the program?	3
Important information for 2022–23	3
Part 2: Eligibility	6
Eligible organisations	6
Ineligible organisations	7
Conditions of eligibility	7
Part 3: What can be funded	9
2022–23 priority themes	9
Eligible and ineligible activities	9
Part 4: Program governance	15
Probity	15
Procurement	15
Statement of Business Ethics	15
Conflicts of interest	15
Recruitment	16
Third party assistance	16
Privacy	16
General obligations	17
Technical Review Committee	17
Part 5: Application and assessment	18
Part 6: Managing a grant	20
Starting work	20
During a project	20
Completing a project	21
Part 7: More information	22
Appendix 1: Restoration and Rehabilitation Program Logic	23

List of tables

Table 1	Overview of funding streams	4
Table 2	Breakdown of budget requirements	5
Table 3	Definition of eligible community groups/organisations and government	6
Table 4	Examples of activities eligible for grant funding	9
Table 5	Examples of activities not eligible for grant funding	13
Table 6	Grant round timeframes	18

How to use this guide

These program guidelines provide an overview of the NSW Environmental Trust's (Trust) Environmental Restoration and Rehabilitation grants program, including the types of organisations eligible to apply for funding, program priorities and the types of activities that may be funded under the program. The guidelines also outline how applications will be assessed and what to expect if awarded a grant.

Important dates

Opening date for applications	Closing date for applications
Monday 22 August 2022	5 pm, Monday 10 October 2022

Funding available

Two Environmental Restoration and Rehabilitation funding streams are available in 2022–23, with a total available funding pool of \$4 million.

Program stream	Total funding available in grant program	Project funds	Duration of funding
New organisations	\$1,000,000	\$50,000 to \$125,000	2 – 3 years
Experienced organisations	\$3,000,000	\$125,000 to \$200,000	3 – 4 years

Getting started

Step 1

Download and read the program guidelines (this document).

Links to key resources to help develop and submit an application are provided on the [Restoration and Rehabilitation Program webpage](#).

These include:

- Developing your Application Guide
- Grants Management System (GMS) link to register and submit an application
- Previously funded projects
- Sample workplan

Step 2

Check the eligibility conditions.

- Is your organisation eligible? (refer to **Part 2: Eligibility**)
- Are your proposed activities suitable for this program? (refer to **Part 3: What can be funded**)

Step 3

Access the GMS via the Restoration and Rehabilitation Program webpage to register and complete an application. The GMS will automatically assign each application a project reference number. This reference number should be used in any correspondence with the Trust.

Enquiries

NSW Environmental Trust

Telephone: 02 8837 6093

Email: info@environmentaltrust.nsw.gov.au

Part 1: About the program

Who are we?

The NSW Environmental Trust (Trust) is an independent statutory body established by the NSW Government to fund a broad range of organisations to undertake projects that enhance and protect the State's environment. The Trust's main responsibility is to make and supervise the expenditure of grants.

The Trust is currently administered by the Department of Planning and Environment (DPE).

What is the aim of the program?

The Environmental Restoration and Rehabilitation Program (the program) is a contestable grants program funded by the Trust.

It provides funding to achieve long-term beneficial outcomes for the NSW environment by encouraging and enabling community and government organisations to protect, conserve and restore our valuable natural environment.

Program objectives

The program is designed to achieve the following objectives:

- improve and protect the quality of ecosystems and environmental assets managed by community groups, land managers and stakeholders
- enhance the management of environmental assets by facilitating the development of environmental expertise and stronger partnerships between individuals, community groups, governments, and industry
- provide an appropriate, effective, and sustainable mechanism to deliver government policy, priorities, and outcomes.

Important information for 2022–23

Priority themes

Since 2020, the Trust has been implementing its Strategic Plan 2020–24. To be considered for funding, proposals must focus on one or both of the following immediate funding priorities:

- supporting threatened species recovery
- addressing climate change impacts on the natural environment – both mitigation and adaptation.

Funding streams

Two funding streams are available in this round:

- Stream 1 – New organisations
- Stream 2 – Experienced organisations

Organisations may only apply for funds under one stream. Each stream is based on an organisation’s project management experience and/or capacity. Each stream has different funding levels and delivery timeframes. Key features of the two streams are outlined below in Table 1.

Table 1 Overview of funding streams

	Stream 1: New organisations	Stream 2: Experienced organisations
Implementation timeframe	2–3 years	3–4 years
Available funding	\$50,000 to \$125,000	\$125,000 to \$200,000

Application limits

Organisations may lodge a **maximum of 2 applications**.

Only one project per organisation may be funded unless the organisation is in western NSW in which case 2 projects may be funded. See **Part 2 – Conditions of eligibility**.

Budget requirements

Salaries and salary on-costs may be included in the budget for project management (e.g., a Project Officer managing the grant project) but must not exceed 30% of the total grant amount.

Each project budget must allocate at least 10% of the overall project budget to monitoring and evaluation activities. This may include photo monitoring, mapping, ecological surveys, and other monitoring activities. Monitoring activities may be carried out by the grantee or a suitably qualified/experienced contractor or consultant.

Each project budget must allocate funds to project promotion through media and communications up to the amount of \$5,000.

All non-government organisations must allocate at least \$1,000 to conduct a financial audit at the completion of the project, to be submitted with the final report.

Budget items should be costed to allow for estimated increases in the Consumer Price Index (CPI) for each year of the project.

Table 2 outlines the project budget requirements and restrictions.

Table 2 Breakdown of budget requirements

Budget items	Stream 1: New organisations	Stream 2: Experienced organisations
Salaries and on-costs (maximum of 30% of total grant funding)	Max. \$37,500	Max. \$60,000
Monitoring and evaluation (compulsory and must be at least 10% of the total project budget)	Min. \$7,500	Min. \$15,000
Media and communications (compulsory)	Max. \$5,000	Max. \$5,000
Financial audit (compulsory for non-government organisations only)	Min. \$1,000	Min. \$1,000
Total project funds available	\$50,000 to \$125,000	\$125,000 to \$200,000

Applications seeking more Trust funding than is available for individual projects in either stream will be deemed ineligible.

Applicant resources

A full list of links to relevant program resources is provided in **Part 7 – More information**, at the end of this guide.

Part 2: Eligibility

Eligible organisations

Two funding streams are available. Organisations must identify which stream they are eligible to apply for and only submit applications for that stream. If you are unsure of which stream to apply for, please contact the Trust for advice before starting an application.

Stream 1: New organisations

Restricted to non-government organisations (e.g., landcare groups, community groups or Aboriginal groups) which either:

- are newly formed (established in the last 12-18 months)
- have never been awarded funding from the Trust
- have limited experience in delivering natural resource management (NRM) projects or grants

Note: Any organisation that has previously been awarded Trust funding is considered an experienced organisation and can only apply under Stream 2. Any applications received under Stream 1 from such organisations will be deemed ineligible.

Stream 2: Experienced organisations

Restricted to organisations that either:

- are non-government organisations with demonstrated experience in successful NRM project delivery
- are government organisations (e.g., councils, state government agencies, universities).

Note: Experienced organisations will need to provide information on current/previous NRM projects or grants received to apply under Stream 2. All organisations must adhere to the definition of eligible community groups/organisations and government provided below in Table 3.

Table 3 Definition of eligible community groups/organisations and government

Community groups/organisations	Government
<p>The following not-for-profit organisations may apply for Stream 1 or Stream 2 depending on experience (see above):</p> <ul style="list-style-type: none"> • Community groups • Incorporated associations • Incorporated non-profit organisations • Non-commercial cooperatives • Companies limited by guarantee • Non-government organisations • Trusts 	<p>The following government organisations may apply for Stream 2 only:</p> <ul style="list-style-type: none"> • State government agencies and/or statutory committees • Councils • Regional organisations of councils • Other local government-controlled organisations • Universities (only eligible to apply for funding for projects on their own land)

Ineligible organisations

The Trust will **not** fund:

- individuals
- industry joint ventures
- for-profit organisations
- profit-distributing entities.

Conditions of eligibility

Status for tax purposes

All applicants must have an active Australian Business Number (ABN) that establishes the organisation as an eligible entity.

Unincorporated organisations

Community organisations that are unincorporated are only eligible to apply if they appoint an eligible organisation to act as administrator (i.e., an auspicing body). The administrator must meet the eligibility requirements for community or government organisations and will be responsible for managing Trust funds in line with NSW Government Procurement Policy. The administrator will be a signatory to the funding agreement and will assist with reporting requirements.

Past performance

The Trust will take into consideration any record of past poor performance in respect of previous grants, or any history of non-compliance with statutory or regulatory obligations when assessing eligibility. If it is considered that past performance presents a sufficient risk to the timely and effective performance of the project, an applicant may be asked to respond to the determination, and this response will be considered alongside the overall merits of the application. Special conditions may be included in the funding agreement to address any issues of concern.

Inland NSW applicants

To ensure distribution of funding within New South Wales and recognising the challenges of delivering projects in remote locations, an exception will be made for organisations seeking funding for projects located in western NSW. This includes organisations located in the areas of operation of Western Local Land Services, North West Local Land Services, Central West Local Land Services, Riverina Local Land Services and Murray Local Land Services. These organisations will be allowed to submit 2 applications, both of which may be funded.

Mapping

Organisations must provide relevant mapping information when applying for funding. Depending on the nature of the project, types of mapping include:

- overall project map – showing an overview of all project sites
- regional context map – demonstrating linkages with other conservation land and/or regional biodiversity corridors
- site maps – showing each project site and areas of proposed works (if sites are known before applying).

Part 3: What can be funded

2022–23 priority themes

Each year, the program funds restoration and rehabilitation activities aligned to priority themes of the Environmental Trust Strategic Plan 2020–24.

The priority themes for 2022–23 are:

Theme 1:

Addressing climate change impacts on the natural environment – both mitigation and adaptation.

Theme 2:

Supporting threatened species recovery.

Grants are available for projects involving activities that address either or both priority themes.

Eligible and ineligible activities

Eligible activities

Table 4 below provides examples of activities that may be funded through the program. Grants are not limited to the examples provided.

Further guidance, and examples to assist applicants with linking practical activities with either or both of the immediate funding priorities are available in the Developing your application guide, on the program webpage.

The extent to which an application addresses these priorities will be considered when assessing applications.

Table 4 Examples of activities eligible for grant funding

Activity	Description
Bush regeneration (Assisted Natural Regeneration)	The practice of naturally restoring native plant communities and reinforcing an ecosystem’s ongoing natural regeneration process. Many activities listed below contribute to bush regeneration.
Capacity building and community engagement	Training, up-skilling and/or educating volunteers, community members and landowners in natural resource management techniques, and/or Aboriginal cultural knowledge and practices, to improve the tangible environmental outcomes of a project. This could include community planting events, educational workshops, seminars and/or engagement with school/university students.

Activity	Description
Consultancies/contractors	Appointment of external specialists to manage the project or deliver specific project components (e.g., bush regeneration services, volunteer supervision, fencing installers). Alignment with NSW Government Procurement Policy is expected to be followed when sourcing these services. A link to the policy is available in Part 7 – More information .
Educational resources and signage	Educational or interpretive resources relating to the project outcomes that increase community awareness of the benefits to the environment associated with the project and influence positive behavioural change.
Employment of project management staff (either in-house through salary plus on-costs, or externally appointed contractor)	<p>Staff may be employed with the use of project funds under one of 2 options.</p> <ul style="list-style-type: none"> • Option 1: a merit-based, advertised, recruitment process for a new staff member • Option 2: Direct appointment of an existing staff member who has previously been appointed through a competitive and transparent recruitment process (i.e., merit based and advertised) when first engaged with the organisation and who now has additional capacity to be appointed to the project under a new contract or is part-time and being employed for additional hours. <p>Costs associated with the project management and coordination of project activities are capped at 30% of total grant funding, including on-costs.</p> <p>Alternatively, a contractor can be appointed to manage the project – see ‘Consultancies/contractors’ above.</p>
Erosion control	<p>Works to protect soil stability (e.g., preventing water quality degradation to adjacent waterways from stormwater run-off or wind-driven sediments).</p> <p>Organisations proposing erosion control works should clearly specify the methods they intend to use and provide detailed costs in the project budget.</p>
Fencing	Installation of wildlife-friendly fencing to restrict access to restoration areas, including temporary protection of revegetation plots. A link to the wildlife-friendly fencing webpage is available in Part 7 – More information .
Fire	<p>Strategic burning of an area for ecological purposes, including weed control and/or cultural burning.</p> <p>The application must demonstrate engagement with the relevant fire authority (i.e., Rural Fire Service and/or National Parks and Wildlife Service) and engagement with relevant Aboriginal group/s where cultural burning is proposed (i.e., using traditional Aboriginal burning techniques to achieve an ecological outcome).</p> <p>Organisations must identify the purpose of implementing burns to be either ecological or cultural burns to achieve ecological outcomes. Burns should not be conducted as individual, isolated activities but should be planned to be a part of the fire regime of the greater landscape. Details should be provided on the burn prescription, including the burning techniques to be used, associated weed control methods, planned burn intensity, size, season, frequency, and planned outcomes.</p>
Formalisation of tracks	Upgrading or rationalisation of existing tracks that are causing degradation on sites of high conservation value.

Activity	Description
Habitat creation	<p>Installation of natural and/or artificial structural habitat for fauna that incorporates features that mimic the characteristics of their nesting or shelter habitat.</p> <p>Habitat creation structures (e.g., nest boxes) will only be funded when:</p> <ul style="list-style-type: none"> • the target species are clearly defined • the need for the structure and how it will assist the target species is clearly articulated, including an assessment of the requirement of the structure against the availability of appropriate naturally occurring habitat (e.g., hollows in trees) the proposed structures are appropriate for species' needs • appropriate technical advice has been sought on the design features for proposed structures • a monitoring regime that includes a monitoring and maintenance plan inclusive of triggers for removal/discontinuation (e.g., utilisation by a pest species). <p>The Trust strongly recommends using the following to plan these project activities: 5 step Decision Flow chart included in Wingecarribee Shire Council's Nest Box Guide and Learning from nest boxes – monitoring and storing data. Links to these resources are provided in Part 7 – More information.</p>
Pest animal management	<p>Strategic long-term control of feral pest animal species through physical intervention to facilitate native animal and plant species recovery.</p> <p>For best effect, projects should be aligned with Local Land Services management plans for the target species and be conducted in concert with neighbours regardless of land tenure.</p>
Revegetation	<p>Introduction of local native plant species through the planting of tubestock direct seeding, brush matting or transplanting. Used typically only where a viable native seed bank does not already exist on a site. Species selected and, therefore, seed collected for revegetation activities need to consider how this selection will be impacted by climate change. Organisations are strongly encouraged to follow guidance provided in Climate-ready revegetation to ensure climate change resilience is considered when planning for future revegetation activities. Further information on Climate-ready revegetation and the department's Good practices in riparian rehabilitation guiding document are available in Part 7 – More information.</p>
Seed production areas/orchards	<p>These are locations specifically designed to cultivate native species intended to harvest seed for use in future restoration and rehabilitation projects.</p> <p>A key focus of these projects should be to prepare for climate change resilience, whereby the adaptive potential of species and vegetation communities is maintained, through careful species and provenance selections, and through maximising genetic diversity. Further, project design should aim to select and plant species diversity from multiple plant strata and link to longer term restoration and rehabilitation initiatives across a geographic region. Organisations are encouraged to incorporate concepts outlined in both Climate-ready Revegetation and the standards and case studies found on the Seed Production Areas for Ecological Restoration webpages. Links to these resources are provided in Part 7 – More information.</p>

Activity	Description
Threatened species	<p>On-ground works that provide direct benefits for threatened species, such as planting of feed/shelter trees, or the mitigation of known threats.</p> <p>When planning a project where either a threatened species or ecological community is the focus of the project, the project should align to the principles of the <i>Saving our Species</i> (SoS) framework. The SoS framework provides an overview of threatened species management in New South Wales and includes a conservation strategy for each threatened species, ecological community, and threatened population. Alignment with the SoS conservation strategy - including a focus on priority management areas or sites, threats, and management actions – is preferred as this will assist determining the location of for a project and the actions that will benefit the species at that location.</p> <p>The SoS conservation strategies are published on the SoS website. A link is provided in Part 7 – More information.</p> <p>Before designing a project, it is strongly advised to contact the appointed Species Project Coordinator responsible for the statewide management of the proposed threatened species/ecological community. Please contact the Trust on 02 8837 6093 for details of the relevant coordinator.</p> <p>Note: Appropriate licences must be obtained before commencing a project where works impact threatened species or occur within defined threatened ecological communities. Contact the Department of Planning and Environment licensing team for further information on licensing.</p>
Weed management	<p>Weed control initiatives defined under Regional Strategic Weed Management Plans (covering both regional and statewide priorities) that guide the implementation of the <i>Biosecurity Act (2015)</i> General Biosecurity Duty.</p> <p>Trust funding will only be available to support projects that seek to achieve environmental outcomes rather than economic outcomes (e.g., primary production). Funds may be requested to:</p> <ul style="list-style-type: none"> • implement weed control activities that address an environmental issue/problem (e.g., facilitate the recovery of a native plant species or community or ecosystem function) • protect an environmental asset (e.g., threatened species, population, or Endangered Ecological Community). <p>Please refer to ‘Core Business’ and ‘Weed Management’ activities under the Ineligible Activities list to provide additional guidance on how to determine whether weed management activities are the statutory responsibility of land managers/holders. For further information refer to each Regional Strategic Weed Management Plan and the NSW Government’s NSW WeedWise webpage. Links to these sites are provided in Part 7 – More information.</p>

Ineligible activities

Table 5 below describes examples of activities that cannot be funded through the program. This list is not exhaustive. If you need further guidance, please contact Trust administration.

Table 5 Examples of activities not eligible for grant funding

Activity	Description
Non-project-related administration	Operational costs of organisations that are not project specific. Project related administration cannot exceed 10% of the total grant funds.
Aesthetics, amenity, and recreation	Activities primarily focussed on improving aesthetics, local amenity, or recreational opportunities. This includes gardening and grounds management. The focus of all projects must be on delivering positive environmental outcomes for New South Wales.
Capital expenditure	Construction and large capital item purchases (e.g., infrastructure building, facilities, vehicles, trailers, machinery). Small capital equipment purchases are allowed where it can be demonstrated to be more cost effective to purchase than to lease for the life of the project. Costs for capital items should generally not exceed 20% of the total project budget.
Core business	Activities that, in the normal course of events, are clearly the core business of local or state government authorities or educational institutions. ‘Core business’ can be difficult to define as it varies by organisation, but generally, it is considered as the essential business or legal responsibility of an organisation. The Trust will consider funding works that are related to core business but additional to the organisation’s usual work or responsibilities.
Devolved grants and stewardship payments	Devolved grants or offering grant funds to other organisations or individuals to manage, is not permissible under this grant program. Stewardship payments or providing monetary compensation to organisations or individuals to maintain or improve the environmental values of their land (as opposed to providing fencing materials for example) are also ineligible. Trust funds must be managed directly by the organisation or their appointed administrator, and all financial transactions must be managed in line with the approved budget and NSW Government Procurement Policy. In addition, a grantee may not devolve purchasing decisions to a third party unless they can demonstrate a working understanding of NSW Government Procurement policy and procedures (e.g., works taking place on National Parks and Wildlife land, and they may require use of contractors from their preferred supplier list). Projects where multiple landholders are identified and engaged in a catchment or regional scale project that is run by a coordinating grantee, are considered to be partnership projects rather than devolved grant projects. In this situation, the coordinating grantee will be responsible for the management of Trust funds.
Employment of project staff	Salaries of staff not covered under either Options 1 or 2 as defined in the Eligible Activities section of these guidelines.
Facilitating changes of land tenure or resource licensing	Expenses associated with any activities resulting in the transfer of land, resource licensing (e.g., water extraction licences – either private or public) between landholders.
Formalisation of tracks	Upgrading of tracks or construction of new tracks solely for amenity or recreation purposes.

Activity	Description
Maintenance	Ongoing maintenance of projects to which organisations have previously committed.
Project planning	Development of overarching project plans will not receive funding. However, site management plans, which will be implemented as part of the project, may be considered.
Research	<p>Projects that focus on research or data gathering which are not specifically linked to on-ground outcomes of the project.</p> <p>Surveys, data collection, mapping, etc., may be carried out to gather evidence required to demonstrate the effectiveness of on-ground works and approved project activities.</p>
Retrospective activities	Activities carried out or committed to before accepting and signing the funding agreement.
Waste management	Projects with a primary focus on clean-up activities, litter collection or waste management. See information on Waste Programs on the Environmental Trust website.
Weed management	<p>Projects that seek to implement weed control activities under Biosecurity Directions or Biosecurity Undertakings.</p> <p>These weeds are the core responsibility of landowners and are enforceable by Local Control Authorities.</p> <p>Control of weeds that seek to achieve an economic outcome (e.g., to address a problem/issue impacting primary production) are the core responsibility of the landowner and will not be funded.</p>

Part 4: Program governance

Probity

The Trust places high importance on the integrity and transparency of program and project governance. All funded projects must be delivered according to legal and regulatory requirements as specified in a funding agreement, as well as other accepted governance and project management standards. Project performance reviews are conducted annually by the Trust, including an assessment of grantee compliance with their funding agreement.

Procurement

Value for money in project delivery is a priority for the Trust. To conform with relevant governance and probity standards, the Trust requires all grantees to follow the NSW Government Procurement Policy. This relates to all major budget items, such as the purchase of materials or the engagement of contractors. It also includes ensuring that goods and services are only paid for once they have been satisfactorily delivered. All contractors (including consultants) must be chosen based on merit and ability to effectively deliver the work. Grantees will select contractors or consultants using a competitive process. The Grantee Guide to Procurement for Environmental Trust Projects (available in **Part 7 – More information**) provides a summary of the NSW Government policy requirements.

Statement of Business Ethics

All providers of goods and services, including project managers and project partners, are required to observe the following principles when carrying out work on the funded project:

- help prevent unethical practices in business relationships
- declare actual or perceived conflicts of interest.

All contracted and sub-contracted staff, or associated staff, are expected to comply with the Department of Planning and Environment Statement of Business Ethics. If sub-contractors are employed as part of a project, they must be made aware of this statement and the Trust's expectation that they will abide by it. A link to the Statement of Business Ethics is available in **Part 7 – More information**.

Conflicts of interest

All staff and contractors are required to disclose any actual, potential, or perceived conflicts of interest to the Trust relating to the project. This may be at the time of application development or during the implementation of a project, if funded. Conflicts of interest may relate to procurement, grants, direct negotiations, sponsorships, partnerships, third party service provisions, and other project related interactions. Examples of conflict of interest are provided in the Developing your application guide.

Any works proposed to be conducted on land owned by a member or affiliate of the grantee project partner organisation must outline how this conflict has been, or will be, managed.

Recruitment

The Trust supports the employment of new or existing staff to manage and implement projects and will pay for their salaries where:

- additional hours/days can be clearly demonstrated for existing staff being appointed to a new project
- the Trust is not effectively reimbursing an organisation for salaries it has already budgeted for (cost shifting), or for work that is part of its core business
- a competitive process is run for new Trust funded employment opportunities
- recruitment using Trust funds is transparent and accountable.

To demonstrate a transparent recruitment process, grantees will be required to provide supporting information demonstrating how the selection was made. This information will need to be provided with either the first milestone report or in subsequent milestone reports if new staff are either recruited or replaced. Information required (where relevant) will include:

- evidence of advertisement (either external or internal)
- number of applicants interviewed, and date of the interview panel convened
- copy of the internal document used for recording and approving employment of the staff member at the conclusion of the recruitment process.

Recruitment of staff should only occur once a grant has been awarded.

Third party assistance

Lead organisations are encouraged to collaborate with project partners during development and implementation of a project, however, careful consideration is required around establishment of any commercial relationships. Lead organisations are welcome to seek third party assistance to develop their project and complete their application, however, any costs associated with this service cannot be reimbursed using Trust funding.

The NSW Government is committed to ensuring transparent and equitable access to government funded opportunities. Third parties who have assisted in the development of an application may bid for Trust funded work if the grant is awarded. However, grantees must clearly demonstrate that they have ruled out any potential or perceived conflicts of interest during the recruitment of any third-party contractors by implementing transparent processes and providing adequate justification for their selection. Grantees must demonstrate that no competitive or commercial advantage was gained by third parties as a result of their involvement in project planning.

Privacy

The Trust uses the information supplied by applicants for processing and assessing applications. While we do not publicly release applications as a matter of policy, we may be required to do so under the *Government Information (Public Access) Act 2009* or other lawful requirement. A link to the Act is available in **Part 7 – More information**.

The Trust may also disclose information supplied to us for the purpose of evaluating and/or auditing its grant programs. If strict commercial confidence and/or personal confidentiality is required, it should be noted in the application.

General obligations

Signing the funding agreement commits the grantee to the following general obligations:

- comply with all conditions contained in the funding agreement
- provide evidence of appropriate insurance coverage on request
- start the project within a month of signing the funding agreement
- seek prior approval for budget changes greater than 10% (while being aware that project administration costs should never be more than 10% of the project costs)
- seek prior approval from the Trust to alter proposed outputs, outcomes, or timeframes
- provide milestone reports in accordance with the Trust’s reporting guidelines
- acknowledge the Trust’s support in any promotional materials or public statements about a project, including use of the NSW Government Logo in published materials. (a link to the logo is available in **Part 7 – More information**)
- prepare for all knowledge gained as part of the grant to be made publicly available, whether that be publishing of the final report or promoting the project via other avenues available to the Trust
- know the standard conditions of the funding agreement will not be changed at the request of grantees.

Technical Review Committee

Selection for the Trust’s Environmental Restoration and Rehabilitation grants is a statewide, merit-based process. The Trust establishes an independent Technical Review Committee (TRC) for each grant program to assess applications against relevant assessment criteria. These committees are made up of people with knowledge and experience relevant to each grant program and include at least one representative from a community group and one representative of industry. All members of the Restoration and Rehabilitation TRC have significant natural resource management qualifications, experience, and expertise. It should be noted that the TRC is not the final decision maker. The TRC makes recommendations for projects to be funded, which are forwarded to the Trust Board for its consideration.

Part 5: Application and assessment

The estimated timeline for each stage of the application, assessment and decision-making process is outlined in Table 6 below.

Table 6 Grant round timeframes

Step	Timeframe	Process
1	22 August 2022	Applications open in the GMS
2	10 October 2022	Applications close
3	October – December 2022	The Technical Review Committee assess applications and recommends projects for funding to the Trust.
4	February – March 2023	The Trust, having considered the Committee's recommendations, determines which applicants will receive grants. Decisions by the Trust are final. There is no appeal process.
5	May 2023	Successful applicants will be notified by the Trust. Successful applicants may not receive the full amount requested, and funding may be subject to special conditions. Successful applicants work with Trust staff on finalising project workplans and executing their funding agreement. A summary of each successful project will be published on the Trust website. Unsuccessful applicants are advised of the outcome and encouraged to contact the Trust for feedback on their application.
6	June – July 2023	Project planning including review and refinement of the workplan to support the delivery, communication, and subsequent reporting for the project, issuing of funding agreements and first payments.
7	August 2023	Projects commence

Assessment criteria and process

All applications are assessed against the criteria outlined below by each member of the TRC. After individual assessment, the TRC meet to discuss and agree on project rankings and which projects will be recommended to the Trust for funding consideration.

Criterion 1 Tangible environmental outcome (scored out of 15 points)

- Clear explanation of the environmental issue to be addressed.
- Demonstrated need for the project, and appropriateness of proposed actions.
- The project will make a clear contribution toward the Environmental Restoration and Rehabilitation Program.

Criterion 2 Project activities and outcomes (scored out of 15 points)

- Activities clearly targeted towards achieving proposed outcomes.
 - Project demonstrates long-term benefits beyond the life of the grant.
 - Activities have considered the two immediate funding priorities identified through the NSW Environmental Trust Strategic Plan 2020–24.
-

Criterion 3 Planning and method (scored out of 15 points)

- Project outcomes and activities contribute, at a practical level, to the delivery of threatened species recovery and/or climate change adaptation/mitigation, in line with the Trust's immediate funding priorities.
 - Community involvement, engagement and/or capacity building is incorporated into the project to contribute to social outcomes.
 - How well do the identified monitoring activities demonstrate the success of the project.
 - How well the proposal addresses risk factors that have the potential to jeopardise the achievement of expected outcomes.
 - Timeframe is realistic for achieving the proposed outcomes.
 - Likelihood of project to build community capacity to protect the environment and strength of collaboration.
-

Criterion 4 Capacity to deliver (scored out of 10 points)

- Demonstrated knowledge, skills, and expertise in relevant fields of the organisation and/or project partners.
 - Degree of community involvement and how this will be achieved.
 - Capacity and commitment to undertake and complete the project.
 - Demonstrated commitment to continuing support of the project outcomes beyond the life of the grant.
-

Criterion 5 Value for money (scored out of 15 points)

- Extent to which the budget supports the projected objectives and whether it will ensure the viability of the project overall.
 - The likely environmental benefit of the proposal relative to the amount of grant funds.
 - The reasonableness of the budget items.
 - Demonstrated commitment to continuing support of the project outcomes beyond the life of the grant.
 - Appropriateness of the mix in the total budget between:
 - materials and other direct project costs
 - professional expertise
 - in-kind support and/or cash contributions from the lead organisation and other organisations
 - in-kind support and/or cash contributions from the lead organisation and other organisations.
-

Part 6: Managing a grant

Starting work

Successful Environmental Restoration and Rehabilitation grant recipients (grantees) will be notified by May 2023. Grantees will then be required to undertake a project planning process from May to July 2023. This will involve formalisation of the grant via a funding agreement. Trust staff will also work with grantees to further develop their project workplan to guide delivery of the project. Project activities should commence between August to September 2023.

Funding agreement

Before activities commence, lead organisations must sign a funding agreement that sets out the terms and conditions of the grant and outlines a schedule of milestones, including reporting and funding instalments. A draft copy of a standard funding agreement will be provided when project planning commences. Note that the standard conditions of this agreement will not be changed. The Trust may also place additional conditions that are specific to the project. Trust staff will discuss these conditions with the grantee. The final version of the funding agreement will be issued on completion of the project planning process once the workplan has been reviewed and approved.

Workplan

Lead organisations are required to submit a draft workplan defining project outcomes, activities, measures, and budget as part of their application. The workplan aims to assist grantees to define project deliverables, including:

- the outcomes to be achieved (environmental, social and project management)
- what, and when, activities will be undertaken to achieve each outcome
- how activities will be implemented, monitored, and evaluated.

Workplans will be further developed through consultation between the successful grantee and Trust staff.

Effective workplans incorporate a clear monitoring and evaluation framework so that environmental improvements can be effectively measured and demonstrated. The implementation and evaluation of each activity will allow for ongoing adjustments to be made to improve outcomes (adaptive management). As previously indicated, the budget for monitoring and evaluation activities must be at least 10% of the total grant funding.

During a project

Reporting

Grantees are required to prepare and submit milestone reports after each stage of work (typically every 12 months), through the online GMS. The timeframe for reporting and payments will be finalised in consultation with Trust staff when the grant is awarded and will be included in the funding agreement. Milestone reports provide each grantee with the opportunity to review progress and provide the Trust with updates and supporting evidence on delivery of activities, achievements, and expenditure. They also provide an opportunity to reflect on the implementation of the project workplan and identify opportunities for adaptive management as required.

Each milestone report is reviewed by a peer reviewer with appropriate technical expertise relevant to the project who is engaged by the Trust. If a report demonstrates satisfactory progress, the next grant instalment will be authorised, and Trust staff will provide the grantee with feedback from the reviewer. If the project is underperforming, funding instalments may be withheld while the grantee works with Trust staff to identify and implement strategies to bring the project up to speed.

The Trust recognises that variations to projects are sometimes required, and these may be negotiated with Trust staff at any time throughout a project. Requests for variations can be submitted through the GMS.

Monitoring

The Trust requires effective and consistent evidence-based monitoring of project activities. Grantees must demonstrate how project activities will be monitored by identifying and building appropriate monitoring techniques into the workplan. The use of monitoring methods will vary depending on the nature of the work being carried out, however, the minimum standards expected are:

- Consistent monitoring methods to measure activity implementation and progress. At a minimum, photo monitoring and mapping (i.e., project sites, works completed to date, photo points), should be provided at each milestone report to demonstrate progress.
- Benchmark/baseline data is established at the commencement of a project from which grantees will compare and demonstrate improvements over the life of a project. The Trust has developed a monitoring directory to help explain suitable monitoring methods for various activity types. A link to the monitoring directory is provided in **Part 7 – More information**.

Evaluation

Evaluation should be conducted each year to examine the project's performance and identify opportunities for adaptive management where required. Standardised evaluation questions will be asked in each milestone report to assist with this, and lessons learned from project delivery should be used to propose variations to the planning and delivery of the remaining project activities to ensure the project remains on track and meets its intended outcomes.

Invoicing

A tax invoice (subject to GST if applicable) is required for each milestone payment at the time the instalment is due.

Completing a project

When a project is complete, grantees are required to submit a final milestone report via the GMS, reporting on achievements against the project's expected outcomes. As with all milestone reports, the final report will be reviewed by a suitable reviewer engaged by the Trust. Trust staff will provide the grantee with project feedback, and if the requirements of the grant agreement have been met, the grant will be formally acquitted.

Part 7: More information

About the Trust:

- [NSW Environmental Trust homepage](#)
- [NSW Environmental Trust's Strategic Plan 2020–24](#)

Governance related issues:

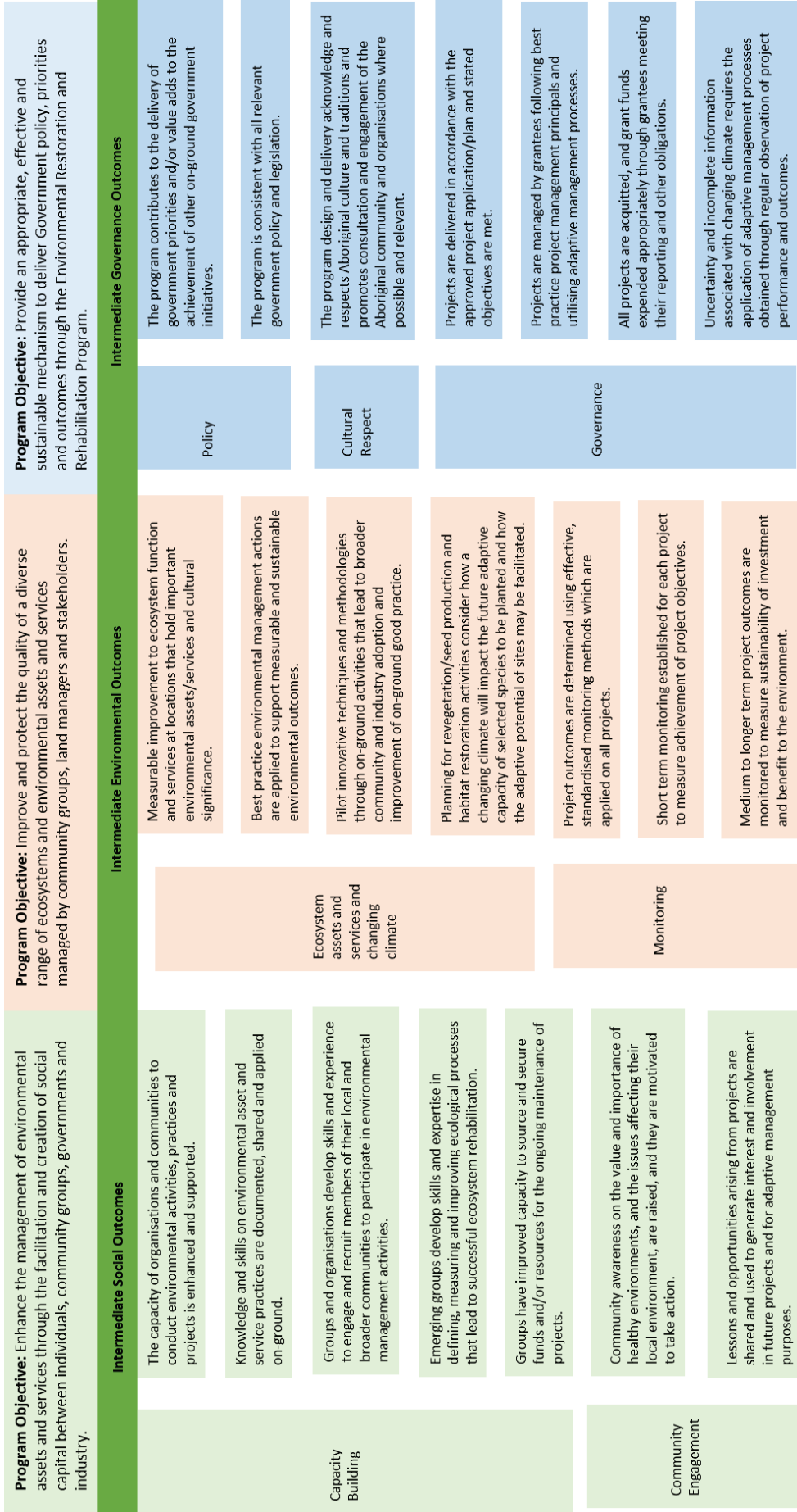
- [Department of Planning and Environment Statement of Business Ethics](#)
- [Government Information \(Public Access\) Act 2009](#)
- [Grantee Guide to Procurement for Environmental Trust Projects](#)
- [NSW Government Procurement Policy](#)

Other resources:

- [Good practices in riparian rehabilitation guide](#)
- [Grants Management System Online Portal User Manual](#)
- [Guide to photo monitoring of ecological restoration projects funded by the NSW Environmental Trust](#)
- [Monitoring Directory for ecological restoration and social activities NSW Environmental Trust](#)
- [National Standards for Ecological Restoration](#)
- [NSW Government logo and funding acknowledgement requirements](#)
- [NSW WeedWise](#)
- [Regional Strategic Weed Management Plans](#)
- [Saving our Species conservation strategies](#)
- [Seed Production Areas for Ecological Restoration](#)
- [Wildlife friendly fencing](#)
- [Wingecarribee Shire Council's Nest Box Guide and Learning from nest boxes – monitoring and storing data](#)

Appendix 1: Restoration and Rehabilitation Program Logic

Ultimate Goal: Contribute to the ongoing sustainable management and stewardship of significant environmental assets and services in New South Wales.



2022–23 Environmental Restoration and Rehabilitation – Program Guidelines

Increased participation	An increase in the involvement of a broad cross section of the community in environmental management actions supported by the Restoration and Rehabilitation program.
Partnerships developed	Cultural land and water management perspectives are acknowledged to promote and engage Aboriginal community participation in the planning and implementation of on-ground activities.
Monitoring	<p>Community, government and industry organisations engage in partnerships and strengthen collaborations.</p> <p>Project outcomes are determined using effective, standardised monitoring methods which are applied on all projects.</p> <p>Short term monitoring established for each project to measure achievement of project objectives.</p> <p>Medium to longer term project outcomes are monitored to measure how social capital has influenced/benefitted delivery of on-ground activities and environmental stewardship.</p>

Foundational activities and assumptions		
Development of program guidelines, application forms, budget and project planning and reporting templates.	Grant program advertised in appropriate communication channels (workshops, networks, news, Trust webpage etc).	Applications received and assessed by suitably qualified Technical Review Committee with recommendations going to Trust for approval.
		Adaptive management based on effective application of the program evaluation framework.

Draft Cost Estimates for Conservation and Ecological Restoration of Racecourse Lagoon

Milestone : Stage 1

No	Activities	Budget Description	Grant	Cash	In-Kind	Total
1	Project planning and review of work plan and budget allocations, call for quotes in line with Uralla Shire Council Procurement Policy	GRANT: Council staff 20 hrs @ \$60/hr; 3 volunteers 9hrs @ \$30/hr	\$1,200	\$0	\$270	\$1,470
2	Map the extent of the wetland vegetation community to be classified as Upland Wetlands of the New England Tablelands and prepare habitat restoration plan for the lagoon	GRANT: Ecological Consultant 30 hrs @ \$80/hr including on-costs	\$2,400	\$0	\$0	\$2,400
3	Install 2.6 km of 4-strand barbed wire fencing to exclude cattle from the lagoon. Photo evidence and a map showing location of fencing will be submitted.	GRANT: Purchase 22 rolls x 500m Barbed wire @ \$120; Purchase 900 steel fencing posts @ \$8; GRANT: Project contractor staff 4 people x 7hrs x 10 days @ \$60/hr to install fence	\$26,640	\$0	\$0	\$26,640
4	Plant a mix of 1,500 native trees and shrubs (Phase 1). Seedlings will be sourced from local tree nurseries in order to sustain long term climate change resilience	GRANT: 1500 seedlings @ \$5 (inclusive of planting material); GRANT: Contractor 5 people x 7hrs x 10 days @ \$60/hr; IN-KIND: 10 volunteers 50hrs @ \$30/hr	\$28,500	\$0	\$1,500	\$30,000
5	Hold a public engagement forum and to raise awareness on the importance of wet-dry phonologies in upland wetlands and critical threats and impacts of climate change on ecological functions of the lagoon	GRANT: 2 Council staff 8 hrs @ \$60; GRANT: Workshop expenses @ \$2,500; IN-KIND: 2 volunteers 6hrs @ \$30/hr;	\$2,980	\$0	\$180	\$3,160
6	Conduct evaluation of Milestone 1 (Stage 1), gather monitoring data and consider any changes needed to the work plan. Prepare and submit milestone report (including collated monitoring outputs) to update Trust on project progress.	GRANT: Project Officer 30 hrs @ \$60/hr; IN-KIND: 2 volunteers 6hrs @ \$30/hr	\$1,800	\$0	\$180	\$1,980
7	Project Support funding - 10% Core Project Funds for development & implementation of a monitoring plan, media and communications (gather footage of project events for video).	GRANT: Monitoring: 10% core project funds for milestone 1 (= \$6352); \$1500 for shooting short video of project activities and documentation	\$7,852	\$0	\$0	\$7,852
Total (stage 1):			\$71,372	\$0	\$2,130	\$73,502

Milestone: Stage 2						
No	Activities	Budget Description	Grant	Cash	In-Kind	Total
1	Produce an awareness raising and education video to document activities at the lagoon and promote broader awareness in the local community of the importance of upland wetland habitat for the endangered species.	GRANT: Professional video editing (contractor) 6hrs @\$80/hr, Project staff 10hrs @\$60/hr; IN-KIND: Council staff to review script and advertise 3hrs@\$60/hr	\$1,080	\$0	\$180	\$1,260
2	Organise training workshops to teach interested volunteers appropriate skills so they can effectively participate in habitat restoration activities for the lagoon.	GRANT: Workshop expenses \$2,500; IN-KIND: Council Staff 6 hrs @ \$60/hr; Use of Council facilities for Workshop \$1,000; 2 Volunteers 6 hrs@30	\$2,500	\$0	\$1,540	\$4,040
3	Install 2.6km of 0.9m high rabbit netting to exclude rabbit from the lagoon. Photos of installed fencing and map showing the location will be provided.	GRANT: Purchase 52 rolls x 50m chicken wire netting @ \$115; Project contractor staff 4 people x 7hrs x 6 days @ \$60/hr to install fence	\$16,060	\$0	\$0	\$16,060
4	Undertake soil erosion control on tree planted areas under Phase 1. Photo monitoring will be carried out after treatment and plant survival data gathered	GRANT: Purchase 2-40 pack core logs (Length 0.5m dia 0.2m) @ \$1700; Project contractor staff 4 people x 7hrs x 3 days @ \$60/hr to control erosion; IN-KIND: Council staff to gather monitoring data 3hrs @ \$60/hr	\$8,440	\$0	\$180	\$8,620
5	Undertake weeding and follow-up watering of the 1500 plants established in Phase1 as required to ensure a 85% survival rate of plants.	GRANT: Direct expenses @\$5000; Project contractor staff 4 people x 7hrs x 8 days @ \$60/hr; IN-KIND: 10 volunteers 20 hours @ \$30/hr	\$18,440	\$0	\$600	\$19,040
6	Conduct evaluation of Milestone 2 (Stage 2), gather monitoring data and consider any changes needed to the workplan. Prepare and submit milestone report (including collated monitoring outputs) to update Trust on project progress.	GRANT: Project officer 20 hours @ \$60 including on-costs; IN-KIND: Council staff 3 hrs@60/hr	\$1,200	\$0	\$180	\$1,380
7	Project Support funding - 10% Core Project Funds for implementation of monitoring plan, media and communications (gather footage of project events for video)	GRANT: Monitoring: 10% Core Project Funds Milestone 2 (\$ 4,772); \$1,500 for shooting video of project activities	\$6,272	\$0	\$0	\$6,272
Total (Stage 2):			\$53,992	\$0	\$2,680	\$56,672

Milestone: Stage 3						
No	Activities	Budget Description	Grant	Cash	In-Kind	Total
1	Weeding, follow up watering, replacement planting (if needed), to ensure a 85% plant survival rate. Photo monitoring will be undertaken and survival rate recorded.	GRANT: Direct expenses @\$5000; Project contractor staff 4 people x 7hrs x 5 days @ \$60/hr; IN-KIND:10 volunteers 20 hours @ \$30/hr	\$13,400	\$0	\$600	\$14,000
2	Install 50 nesting boxes and undertake erosion control and treatment of weeds in planted areas	GRANT: 50 nesting boxes@60; IN-KIND: Council Staff 3 hrs @ \$60; Volunteers 10 hrs@30/hr	\$3,000	\$0	\$480	\$3,480
3	Hold annual workshop to facilitate community education about the lagoon habitat	GRANT: Workshop expenses \$2,500; IN-KIND: Council Staff 6 hrs @ \$60/hr; Use of Council facilities for Workshop \$1,000; 2 Volunteers 6 hrs@30	\$2,500	\$0	\$1,540	\$4,040
4	Project Support funding - 10% Core Project Funds for monitoring, video gather footage of project events from Milestone 3 (Stage 3), and produce a video about project outcomes to accompany final report). Conduct independent audit of project expenditure	GRANT: Monitoring: 10% Core Project Funding Milestone 3 (=\$1890); \$1,000 for preparing video of project activities, \$1,000 for independent financial audit	\$3,890	\$0	\$0	\$3,890
5	Conduct final evaluation of project achievements, gather monitoring data, review and confirm plans for post project maintenance	GRANT: Project Officer 15 hrs @ \$60/hr	\$900	\$0	\$0	\$900
6	Prepare and submit final report to Trust.	IN-KIND: Council Staff 10 hrs @ \$60/hr	\$0	\$0	\$600	\$600
		Total (Stage 3):	\$23,690	\$0	\$3,220	\$26,910
		Overall Total:	\$149,054	\$0	\$8,030	\$157,084

Department: Infrastructure and Development
Prepared by: Asset Manager
TRIM Reference: UINT/22/11736
Attachments: UINT/22/11993 1. Draft Buildings Asset Management Plan 2022

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Objective: 2. We drive the economy to support prosperity
 4. We are an independent Shire and well-governed community
Strategy: 2.3 Communities that are well serviced with essential infrastructure
 4.3 An efficient and effective independent local government
Activity: 2.3.11 Maintain and renew building infrastructure
 4.3.4 Adopt the Asset Management Strategy, Policy and Plans
 4.3.9 Review, update and maintain asset management plans and registers
Action: 2.4.2.1.1 Develop schedule for reviewing Asset Management Plans

SUMMARY:

1. This report presents the Buildings Asset Management Plan (**Attachment 1**) for Council's review and endorsement for the document to be placed on public exhibition for 28 days.

RECOMMENDATION:

That Council place the Buildings Asset Management Plan on public exhibition for 28 days and if no submissions are received adopt the plan.

REPORT:

2. Council resolved the following at the 22 March 2022 Ordinary Council Meeting:

That Council place the draft Policy: Asset Management 2022 and draft Strategy: Asset Management 2022-2032 on public exhibition for a period of not less than 28 days and invite submissions from the public and, if no submissions are received during the public exhibition period, adopt the Policy and Strategy.

3. Council resolved the following at the 24 May 2022 Ordinary Council Meeting:

That the gravel roads upgrade prioritisation community submissions and survey results be received and that the draft Asset Management Plans be received noting that they require further development over the next 6 months including:

- a. Review of changes from the previous draft (10 May 2022 Finance Advisory Committee version) to the current version; and***
- b. Budget amounts compared with required maintenance amounts (e.g. Buildings AMP Table 7.1.3 and graph 7.1.3.1).***

4. Asset management planning is one of the three inter-related elements of Council's Resourcing Strategy (Long Term Financial Planning, Workforce Management Planning and Asset Management Planning).

5. These three key components of the Resourcing Strategy identify how work that is identified in the Delivery Program 2022-2026 and the Operational Plan and Budget for the 2022/2023 Financial Year will be resourced.
6. The key objective of asset management planning is to provide the required level of service for the community in accordance with the Community Strategic Plan and in the most cost effective manner.
7. Levels of service are key business drivers for asset planning, along with technical requirements that ensure asset sustainability. Council's infrastructure asset groups are Transport (roads, bridges, footpaths and cycleways) Stormwater drainage, Water supply network, Sewerage systems, Plant and equipment, Buildings, and Open Spaces and recreational facilities.
8. The ***Integrated Planning and Reporting Guidelines for Local Government*** in NSW ("IP&R Guidelines") set out the general requirements for asset management planning, including the preparation and adoption of an Asset Management Policy, an Asset Management Strategy and Asset Management Plans for each class of assets to support the Council's Community Strategic Plan and Delivery Program.
9. Council is responsible for a large and diverse asset base and a significant portion of Council's resources are spent operating, maintaining, improving and growing these assets for the benefit of the Uralla Shire community.
10. Effective and sustainable asset management is based on optimising the whole of life costs of infrastructure assets, while meeting the present and future service delivery needs of the community and minimising exposure to risk.
11. This asset management plan documents what and how buildings assets services are to be delivered, and what cost to achieve the organisational objective.
12. The most significant updates to the Asset Management Plans since the Ordinary Council Meeting and the Finance Advisory Committee Meeting have been in the Financial Summary sections of the plans.
13. Councillors, Staff and the Community are able to submit a public submission on Buildings Asset Management Plan, with suggestions on how the plan could be improved during the 28 day public exhibition period.

CONCLUSION:

14. The Draft Buildings Asset Management Plan is presented to Council for their review and endorsement and for the document to be placed on public exhibition, in order to invite submissions from the public on the document and if no submissions are received from the public during the exhibition period that the plan be adopted by Council.

COUNCIL IMPLICATIONS

15. **Community Engagement/Communication**
This report proposes that the Buildings Asset Management Plan is placed on public exhibition for not less than 28 days and public submissions are invited from the public on the plan.

16. **Policy and Regulation**
Section 403 of the *Local Government Act 1993* – Resourcing strategy.
Section 406 of the *Local Government Act 1993* – Integrated Planning and Reporting Guidelines.
Section 196A of the *Local Government (General) Regulation 2021* – Integrated Planning and Reporting Guidelines.
17. **Financial/Long Term Financial Plan**
All of the Asset Management Plans will inform Council’s ten year **Long Term Financial Plan (LTFP)**. The LTFP has not been adopted by Council as yet. The plan will be reviewed and adopted by Council after all of the Asset Management Plans have been reviewed and adopted by Council.
18. **Asset Management**
The Asset Management Plans will provide the mechanism for Council to manage all of the infrastructure, plant and equipment assets that it owns.
19. **Workforce/Workforce Management Strategy**
Council Staff.
20. **Legal and Risk Management**
Effective asset management is a requirement of the *Local Government Act 1993*. Asset Management Plans assist in managing and controlling the risks of owning and operating infrastructure, plant and equipment assets.
21. **Performance Measures**
All Council’s in NSW are required to comply with the *Local Government Act 1993*, the *Local Government (General) Regulation 2021* and the Integrated Planning and Reporting Guidelines for Local Government.
22. **Project Management**
Interim Director Infrastructure and Development and the Asset Manager



DRAFT

Buildings

Asset Management Plan

August 2022 (Version 5)

INFORMATION ABOUT THIS DOCUMENT

Date Adopted by Council		Resolution No.	
Document Owner	Executive Director Infrastructure & Development		
Document Development Officer	Asset Manager		
Review Timeframe	Every 4 years; within 12 months of each Council election		
Last Review Date:	2022	Next Scheduled Review Date	2026

Document History

Doc No.	Date Amended	Details/Comments eg Resolution No.
1	January 2017	First issue – prepared by GHD
2	March 2017	First Issue – reviewed H&B Surveyor
3	July 2017	2 nd Issue – Water & Sewer Removed and further edits – reviewed H&B Surveyor
4	September 2017	Adopted by Uralla Shire Council resolution 25.09/17
5	March 2022	Document revised and updated
5.1	10 May 2022	Revisions by Finance Advisory Committee
5.2	September 2022	Reviewed by staff, circulated to Capital Works Working Group for out-of-session review
5.3	TBC	Presented to Council for public exhibition
5.4	TBC	Adopted

Further Document Information and Relationships

Related Legislation*	<i>Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2021 (the Regulation)</i>
Related Policies	Uralla Shire Council Community Strategic Plan 2022 - 2032 Uralla Shire Council Draft Long Term Financial Plan 2022 - 2032 Uralla Shire Council Asset Management Policy, 2022 Uralla Shire Council Asset Management Strategy, 2022
Related Procedures/ Protocols, Statements, documents	NSW Office of Local Government - Integrated Planning & Reporting Guidelines for Local Government in NSW International Infrastructure Management Manual (IIMM) 6th edition, Institute of Public Works Engineering Australasia (IPWEA, 2021) ISO 55000 Standards and Australian Accounting Standards

**Note: Any reference to Legislation will be updated in the Strategy as required. See website <http://www.legislation.nsw.gov.au/> for current Acts, Regulations and Environmental Planning Instruments.*

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY	5
1.1 Context	5
1.2 The Buildings Service	6
1.3 What we will do	6
1.4 What does it Cost?	7
1.5 Managing the Issues and Risks	8
1.6 Confidence Levels	8
1.7 The Next Steps	8
2. INTRODUCTION	10
2.1 Background	10
2.2 Goals and Objectives of Asset Management	11
2.3 Core and Advanced Asset Management	11
2.4 Community Consultation	12
3. LEVELS OF SERVICE	13
3.1 Customer Research and Expectations	13
3.2 Strategic and Corporate Goals	13
3.4 Legislative Requirements	15
3.5 Current Levels of Service	15
3.6 Desired Levels of Service	16
3.7 Condition and Quality of Assets	17
3.8 Responsiveness	18
3.9 Customer satisfaction	18
3.10 Affordability	19
3.11 Sustainability	19
3.12 Health and Safety	19
3.13 Financial Based Service Levels	19
4. FUTURE DEMAND	21
4.1 Demand forecast	21
4.2 Changes in Technology	21
4.3 Demand Management Plan	22
4.4 New Assets for Growth	22
5. LIFE CYCLE MANAGEMENT	23
5.1 Background Data	23
5.2 Operations and Maintenance Plan	25
5.3 Renewal/Replacement Plan	27
5.4 Creation/Acquisition/Upgrade Plan	30
5.5 Disposal Plan	30
6. RISK MANAGEMENT	31
6.1 Risk Assessment	31
6.2 Strategic Infrastructure Risks	31
7. FINANCIAL SUMMARY	34
7.1 Financial Statements and Projections	34
7.2 Funding Strategy	37
7.3 Valuations	37
7.4 Factors affecting supply of building infrastructure assets	40

8. IMPROVEMENT PLAN AND MONITORING	41
8.1 Asset Management Practices	41
8.2 Improvement Program	43
8.3 Monitoring and Review Procedures	43
8.4 Performance Measures	43
REFERENCES	45
APPENDICES	45
Appendix A – Key Stakeholder Responsibilities	46
Appendix B – Glossary of Terms.....	47

DRAFT

1. EXECUTIVE SUMMARY

1.1 Context

- 1.1.1 This asset management plan has been prepared to meet Uralla Shire Council’s legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting.
- 1.1.2 Uralla Shire Council and its employees will strive to uphold and follow the practices outlined in this Buildings Asset Management Plan (BAMP).
- 1.1.3 This BAMP is one of seven asset management plans (AMPs) covering all community assets for which Council is responsible. These fall under Council’s Asset Management Policy and Asset Management Strategy.
- 1.1.4 Asset management planning is a comprehensive process to facilitate service delivery from infrastructure assets in a financially sustainable manner.
- 1.1.5 Asset management plans detail information about infrastructure assets, including actions required to provide an agreed level of service in the most cost effective manner. This plan defines the services to be provided, how the services are provided, and what funds are required to provide the services.
- 1.1.6 Council buildings assets are key to the continued provision of a number of Council services, in that they are used to:
- House Council staff and equipment (e.g. depots, Council chambers, library); and
 - Provide expected services to the community (e.g. amenities, aged care, visitor information, sport, preschool, etc.)
- 1.1.7 To date, the buildings portfolio has been managed on a year-to-year basis, where many issues have been addressed as they arise, and no formalised prioritisation of renewal, maintenance and funding has been undertaken. This has resulted in the deferral of maintenance and repairs to many assets in recent years.
- 1.1.8 Council will undertake a review of community service levels expected of these assets, consider any feedback from each of the facility users, and prioritise works needed to meet these, and fund the ongoing management of these assets to maintain these service levels.
- 1.1.9 The critical issues factored into Council’s buildings asset management include:
- Maintenance and repair costs
 - Replacement or Rehabilitation cost
 - Age of assets
 - Life cycle of asset
 - Integrating new technologies
 - Usage and data capture
 - Budget

1.2 The Buildings Service

- 1.2.1 The assets comprise 66 buildings across the Uralla Shire, of which 21 are considered as major buildings, 45 as minor buildings, and the rest as other building structures.
- 1.2.2 Buildings categorised as ‘major’ buildings have assets recorded at the following building component levels: external finishes, fixtures and fittings, internal, mechanical and electrical, site features and structural. ‘Minor’ and ‘other’ category buildings have been assessed as a whole structure.
- 1.2.3 The major buildings portfolio comprises:
- Bundarra
 - Bundarra Health Centre and Grace Munro Aged Hostel
 - Main Shed - Bendemeer Street
 - Bundarra School of Arts Hall
 - Uralla
 - Community Centre
 - Council Chambers
 - Courthouse
 - Depot Amenities and Lunchroom
 - Depot Explosives Bunker
 - Depot Flammables Store
 - Depot Offices and Workshops
 - Depot Old Fuel Store
 - Hill Street Aged Persons Unit
 - Library
 - McMaugh Gardens Aged Care Centre
 - Memorial Hall
 - Preschool
 - Queen Street Caravan Park Caretakers Residence and Office
 - Sporting Complex, Squash Courts and Amenities
 - Tennis Club
 - Uralla Landfill Office and Shed
 - Visitor Information Centre
- 1.2.4 The minor buildings include 57 buildings in various towns, including amenities, sheds and utility buildings, shelters, site offices, a kiosk, a street stall, rotundas, swimming pool, and a cubby.
- 1.2.5 As at 30 June 2022 these infrastructure assets had a replacement value of \$26,275,000.

1.3 What we will do

- 1.3.1 This first Buildings Asset Management Plan has been prepared based on the Information and projects identified in the 2018 assets condition assessment and revaluation.
- 1.3.2 The Council plans to provide Building and Structures asset services for the following:
- Operation and maintenance of Buildings and Structures to meet service levels set by Council in annual budgets.

- Major Asset renewals include buildings components in condition rating 2, 3 and 4 and including the Council Chambers, Depot stores and Offices. Sporting Complex Centre, Grace Munro Aged Care Centre, Bundarra School of Arts etc.
- Major asset upgrades include McMaugh Gardens Aged Care Facility staged expansion from 35 to 50+ beds and conversion of Old Court House to community space, .

1.3.3 The asset management plan has projected capital works plan that will need to be reviewed and aligned to the Long Term Financial Plan. Buildings condition assessment and revaluation has been planned for 2022/2023 and will be used in future review of capital works plan in the projected 10-year renewal plan contained in the Asset Management Plan.

1.4 What does it Cost?

1.4.1 The projected outlays necessary to provide the services covered by this BAMP includes operation, maintenance and capital renewals.

1.4.2 Estimated required capital funding for this period is approximately \$9,138,610 or \$913,861 on average per year. The operational funding over the 10-year planning period is on average \$371,186 per year. The projected expenditure required to provide services in the BAMP need to be included in the Long-Term Financial Plan. Figure 1.3.2 compares projected operational and capital renewals for the planning period.

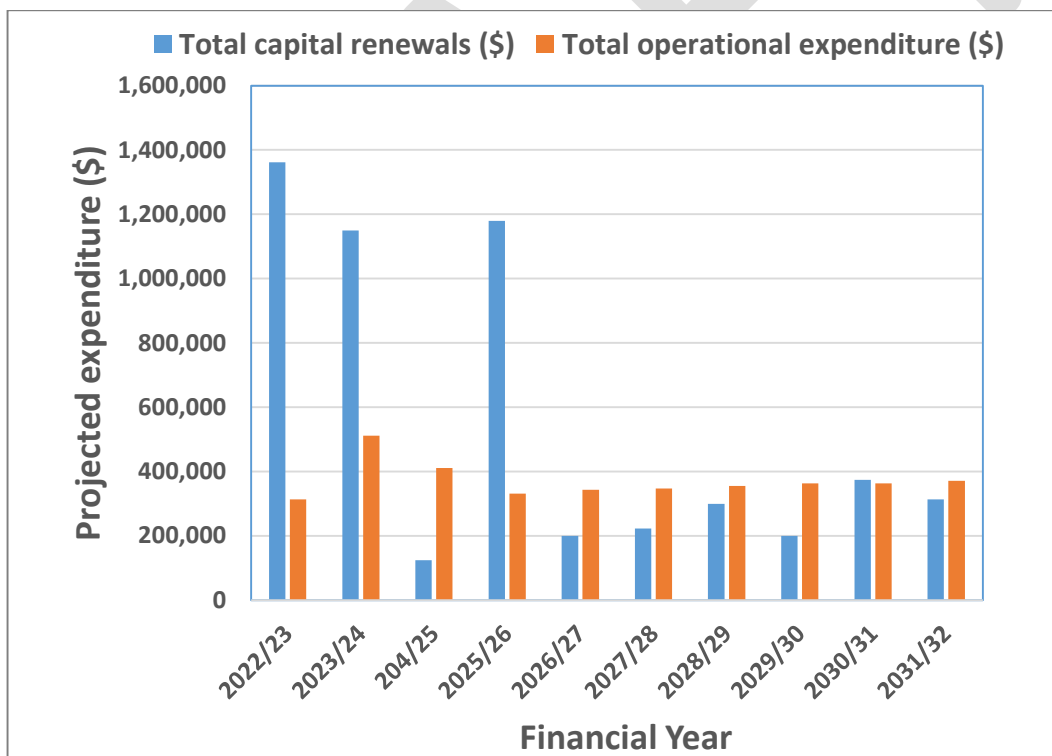


Figure 1.3.2: Buildings Projected operational and capital renewals expenditure from 2022 to 2032.

1.5 Managing the Issues and Risks

1.5.1 There are risks associated with providing the service and not being able to complete all identified activities and projects. Major risks have been identified as:

- Disruption to other council operations and services
- Deferred maintenance and renewal resulting in large future expenditure and possible Work Health and Safety risks
- Insufficient funding for required operational and maintenance activities
- Insufficient funding for required building renewal treatments
- Building failure due to poor condition
- Environmental and climate change risks.

1.5.2 Council will endeavour to manage these risks within available funding by:

- Prioritisation of maintenance and renewal works based on service levels and risks
- Accessing additional funding through grants where possible.
- Identifying critical buildings
- Implementing risk treatment plans
- Understanding the risk treatment costs

1.6 Confidence Levels

1.6.1 This BAMP is based data with a medium level of confidence. Asset conditions and values are giving a high level of confidence based on a visual condition assessment undertaken on the network in preparation for this AMP. However, demand drivers, growth projections, operations expenditure and upgrade/new expenditure is to be better defined.

1.7 The Next Steps

1.7.1 The plan provides a framework for good management of building assets by detailing:

- New established levels of service that have be prepared in detail with specific key performance indicators (KPIs). This will enable further consultation with the community for future adjustments
- New simplified improvement plan which highlights on-going or next items for continuous improvement in asset management.

1.7.2 The average capital and maintenance expenditure on Council building assets over the ten-year forecast period is approximately \$ 617,936 per year. This is operation, maintenance, renewal and upgrade of existing buildings costs to meet legislative requirements and current service levels.

1.7.3 The analysis of the asset data and expenditure data provide Council with its obligation on expenditure on asset renewals and expenditure of asset maintenance.

1.7.4 Under the current funding arrangements, it is likely that a new condition of these assets have deteriorated and an asset backlog may continue to develop, as such a greater focus on asset renewals is required. Options that Council may consider to address this financial challenge include increasing revenue, reducing expenditure and ranking projects that would reduce buildings infrastructure funding backlog if and when grants become available.

- 1.7.5 Council will need to need to continue to consult community and review agreed service levels, assess asset risks and criticality building assets, revise maintenance and renewal regimes, implement asset management information systems and deliver mechanisms to enact this AMP so as to achieve its objective of financial sustainability.

DRAFT

2. INTRODUCTION

2.1 Background

2.1.1 This BAMP defines and demonstrates responsive management of assets (and services provided from assets), compliance with regulatory requirements, and communicates the funding needed to provide the required levels of service.

2.1.2 The BAMP is to be read in conjunction with Council’s Asset Management Policy, Asset Management Strategy and the following associated Council planning documents, and future updates:

- Community Strategic Plan 2022 - 2032
- Delivery Program 2022 - 2026
- Operational Plan 2022
- Draft Long Term Financial Plan 2022 - 2032

2.1.3 This plan has a direct relationship with the following associated planning process and documents, as set out in Figure 2.1.3 below:

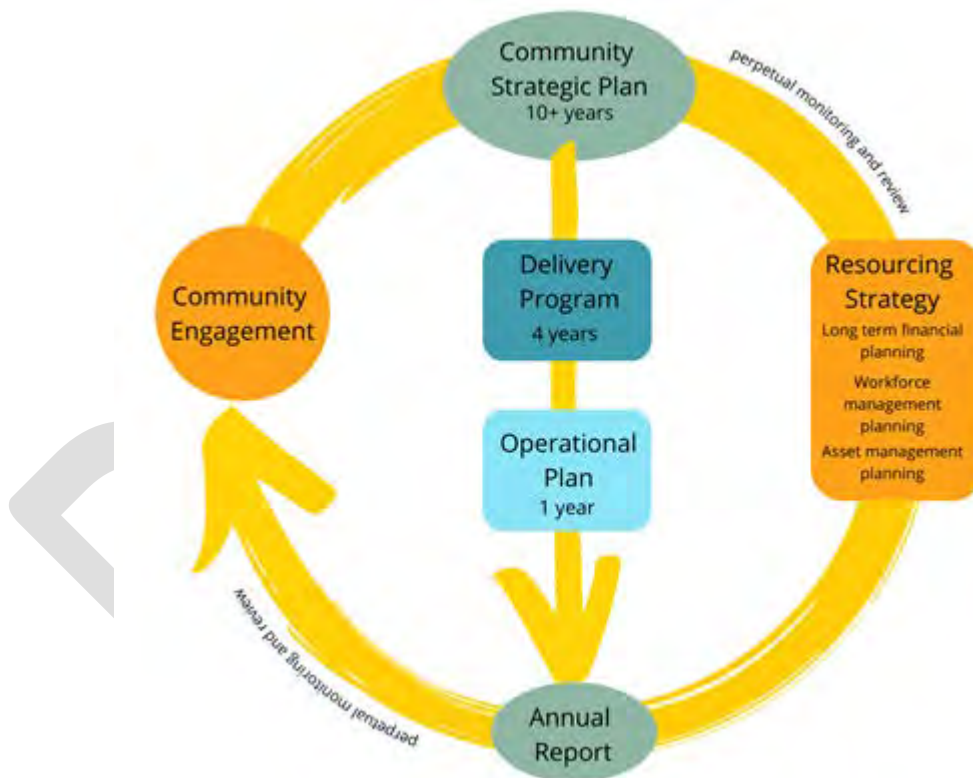


Figure 2.1.3: Asset management planning process within the Integrated Planning and Reporting Framework

2.2 Goals and Objectives of Asset Management

- 2.2.1 Council exists to provide services to its community. Most of these services (from a value perspective) are provided by infrastructure assets. Council acquires infrastructure assets by purchase, by contract, construction by Council staff, and by donation of assets constructed by developers and others to increase the levels of service over time.
- 2.2.2 Council's goal in managing infrastructure assets is to meet the required level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:
- Taking a life cycle cost management approach;
 - Developing cost-effective management strategies for the long term;
 - Providing a defined level of service and monitoring performance;
 - Understanding and meeting the demands of growth through future demand analysis and infrastructure investment;
 - Managing risks associated with asset failures;
 - Sustainable use of physical resources; and
 - Continuous improvement in asset management practices.
- 2.2.3 Assets are inspected, maintained, upgraded and renewed as necessary or as specified in specific works programs so that they:
- Reach their expected lifecycle;
 - Perform to their maximum capability;
 - Satisfy community expectations and needs;
 - Satisfy budget limitations; and
 - Meet safety and regulatory requirements.
- 2.2.4 The purpose of this asset management plan is to:
- Document the services/service levels to be provided and the costs of providing the service;
 - Communicate the consequences for service levels and risk, where desired funding is not available; and
 - Provide information to assist decision makers in trading off service levels, costs and risks to provide services in a financially sustainable manner.

2.3 Core and Advanced Asset Management

- 2.3.1 This asset management plan is prepared as a 'core' asset management plan over a 20 year planning period in accordance with the International Infrastructure Management Manual (IPWEA, 2006, 2021). It is prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level.
- 2.3.2 Future revisions of this asset management plan will move towards 'advanced' asset management using a 'bottom up' approach for gathering asset information for individual assets to support the optimisation of activities and programs to meet agreed service levels in a financially sustainable manner.

2.4 Community Consultation

- 2.4.1 This 'core' asset management plan is prepared to facilitate community consultation initially through feedback on public display of draft asset management plans prior to adoption by Council. Future revisions of the asset management plan will incorporate a more effective community consultation that will include community questionnaires and engagement to raise community awareness to what service levels is required and what cost. This will assist Council and the community in matching the level of service needed by the community, service risks and consequences with the community's ability and desire to pay for the service.

DRAFT

3. LEVELS OF SERVICE

3.1 Customer Research and Expectations

3.1.1 Council has not yet carried out any formal research on customer expectations in relation to its buildings infrastructure as envisioned in Section 2.4.1. It is proposed that comments and submissions received during the document’s public exhibition period be incorporated into the plan for Council’s consideration. However, survey data about the Draft Long Term Financial Plan (LFTP 2022-31) indicated that approximately 55% of the respondents would prefer to reduce operating costs, capital expenditure or a combination of the two to cut in standard or reliability on building infrastructure as compared to other infrastructure asset groups (See Figure 3.1.1 below).

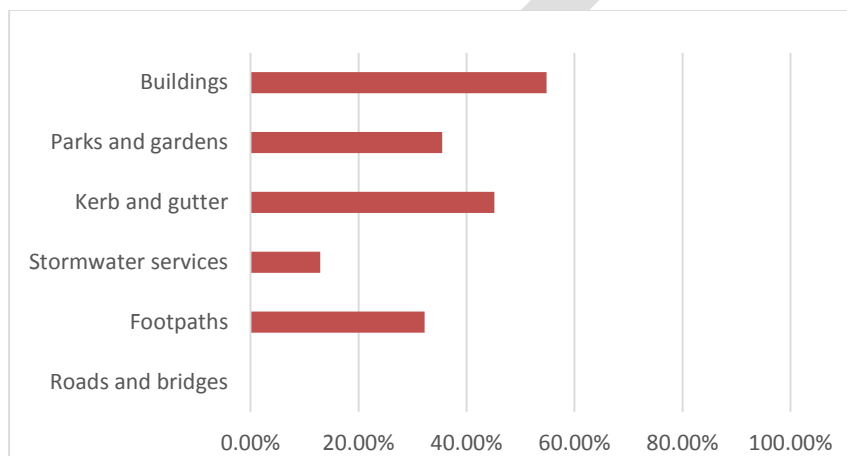


Figure 3.1.1: Comparison of infrastructure areas where community would prefer Council made a cut in service standard or reliability.

3.1.2 Community consultation to determine customer expectations, needs and wishes for all Council services is conducted to inform the development of Council’s overarching Community Strategic Plan, which will in turn influence future updates of this asset management plan.

3.1.3 Further investigation and consultation may be resourced should Council determine the need to do so.

3.2 Strategic and Corporate Goals

3.2.1 This asset management plan is prepared under the direction of Council’s vision, mission, goals and objectives as set out in the Community Strategic Plan.

3.2.2 **Council’s Vision:** In 2032 the Uralla Shire community will be vibrant with a growing economy supporting a sustainable quality of life that values its heritage.

3.2.3 **Council’s Mission:** Uralla Shire Council listens to and facilitates the aspirations of the community.

3.2.4 **Council’s Community Strategic Objectives:**

1. We have an accessible, inclusive and sustainable community.
2. We drive the economy to support prosperity.
3. We are good custodians of our environment
4. We are an independent shire and well-governed community.

3.2.5 Infrastructure assets play both a direct and an indirect role in achieving the strategic objectives of the Community Strategic Plan. The following Table 3.2.5 indicates how Council's buildings assets play a role in the delivery of the key strategies linked to the Community Strategic Plan.

Table 3.2.5: Community Strategic Plan Strategic Objectives

Theme	Strategic Objective	Strategy
Society	We have an accessible, inclusive and sustainable community.	A growing community with an active volunteer base and participation in community events A safe, active and healthy shire A diverse and creative culture that celebrates our history. Access to and equity of services
Economy	We drive the economy to support prosperity.	An attractive environment for the business sector Grow and diversify employment, through existing and new businesses Communities that are well serviced with essential infrastructure
Environment	We are good custodians of our environment	To preserve, protect and renew our beautiful natural environment Maintain a healthy balance between development and the environment Avoid, reduce, reuse (repair), and recycle (recover) wastage to minimise waste disposal Secure, sustainable and environmentally sound water-cycle infrastructure and services
Leadership	We are an independent shire and well-governed community.	Informed and collaborative leadership in our community A strategic, accountable and representative Council An efficient and effective independent local government.

3.2.6 With respect to this BAMP, the relevant organisational goals relating to this plan are listed in Table 3.2.6 below.

Table 3.2.6: Organisational Goals

Organisation Goals	How Goals are addressed
To effectively and responsibly manage, maintain and develop Council's infrastructure, operational and financial assets.	Maintenance and application of this AMP. Implement recommended improvements, commit required expenditure to maintain and renew assets.
To provide cultural and recreational facilities to serve the expectations of the community	Development of service levels and community consultation plan. Application of these to prioritise asset works required to meet these community needs.
To appropriately consult and well- inform community concerning Council's activities and to be responsive to the community's needs.	Development of service levels and community consultation plan. Communication of the content of this AMP in terms of the asset portfolio, its condition and estimated expenditure required to bring it up to, and maintain, those levels of service.

3.4 Legislative Requirements

3.4.1 Council has to meet many legislative requirements including Australian and State legislation and State regulations. Key legislation which is relevant to this plan is listed in Table 3.3.1 below.

Table 3.3.1: Legislative Requirements and Standards

Legislation	Requirement
<i>Local Government Act 1993 and Local Government (General) Regulation 2021</i>	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
<i>Environmental Planning and Assessment Act 1979 and Environmental Planning and Assessment Amendment Act 2008</i>	Sets the legislative requirements of buildings and places of public to comply with the National Construction Codes.
<i>Development Act 1993</i>	To provide for planning and regulate development in the state; to regulate the use and management of land and buildings, and the design and construction of buildings; to make provision for the maintenance and conservation of land and buildings where appropriate; and for other purposes.
Australian Accounting Standards	Sets out the financial reporting standards relating to the (re)valuation and depreciation of assets
Building Code of Australia 2016	States the minimum requirements for the design, construction and maintenance of buildings
<i>Disability Discrimination Act 1992</i>	An Act that bans discrimination of people based on a disability.
<i>Work Health and Safety Act 2011 and Work Health and Safety Regulation 2017</i>	Require Council to provide a safe workplace for all its employees and the public.
<i>Heritage Act 2004</i>	An Act that conserves places with heritage value.
<i>Food Act 2001</i>	Council must comply with all necessary requirements of this Act.
Asbestos Removal Code of Practice	States the management and maintenance of asbestos.
Electrical Wiring Code AS3000	States the management and maintenance of electrical installations

3.5 Current Levels of Service

3.5.1 Council has defined service levels in two terms: community levels of service and technical levels of service.

3.5.2 **Community Levels of Service** relate to the service outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, cost effectiveness and legislative compliance.

3.5.3 Community levels of service measures used in the asset management plan are:

- Quality – How good is the service?
- Function – Does it meet users’ needs?
- Safety – Is the service safe?

3.5.4 **Technical Levels of Service** are operational or technical measures of performance which support the community service levels. These technical measures relate to the allocation of resources to service activities that Council undertakes to best achieve the desired community outcomes.

3.5.5 Technical service measures are linked to annual budgets, covering:

- Operations – the regular activities to provide services, such as opening hours, hire facilities, etc.

- Maintenance – the activities necessary to retain an asset as near as practicable to its original condition (e.g. routine inspections and maintenance.)
- Renewal/Rehabilitation – the activities that return the service capability of an asset up to that which it was as new. *Renewal* refers to a complete changeover (old to new.) *Rehabilitation* refers to refurbishing and upgrading components.
- Upgrade – the activities to provide a higher level of service (e.g. refurbishment of a building to accommodate additional facilities) or a new service that did not exist previously (e.g. construction of a new structure.)

3.6 Desired Levels of Service

3.6.1 Indications of desired levels of service are obtained from various sources including service requests and correspondence, feedback and maintenance schedules. These asset based level of service have not been fully consulted with the community and may likely be modified in time to fully match community expectations.

3.6.2 Council’s current service levels are detailed in Table 3.5.2 below.

Table 3.5.2: Current and Desired Service Levels

Key Performance Measure	Level of Service	Performance Measure Process	Target Performance	Current Performance
COMMUNITY LEVELS OF SERVICE				
Quality	Residents are aware of the range of facilities available and how to access them	Customer satisfaction surveys or consultations	80% of the community are aware of the facilities available to them	100%
	Provide adequate physical access to facilities	Disability Discrimination Act (DDA) compliance	80% of public facilities are DDA compliant	50%
	Services are reliable	Community satisfaction survey	90% of the occupiers are satisfied with maintenance response times. Pending development of customer relationship management system (CRMS)	70%
Function	Facilities provide a good quality experience for all users and customers	Customer complaints	User groups consulted once every two years on their current and future facilities needs	N/A
	Facilities provided are being used and meet the needs of the community	Record of facility hire bookings	Number of bookings /uses per year.	No current metrics
Safety	Buildings/facilities are safe and do not cause a hazard to people.	Annual inspections, operational reports and safety audits	Annual Fire Safety Statements are certified for each facility requiring it	100%
	A safe working environment	WH&S reported incidents	Work, Health and Safety audit undertaken annually on high use facilities	50%

TECHNICAL LEVELS OF SERVICE				
Operations	Services are affordable and managed using the most cost effective methods for the required level of service	Review of service agreements and benchmark with other councils	Total operating costs at or below industry benchmarks	Unknown
			Maintenance cost/ annual fees for usage (cost recovery)	Cost recovery below benchmark
Maintenance	Percent of physical assets in condition 3 or better	Condition assessment	95% for all assets (by value)	100%
Renewal / Rehabilitation	Assets are managed with respect for future generations	Life cycle approach to managing assets	Prepare a 10 year asset condition and age based renewals plan. Deliver approved and updated plan every 4 years.	Plan prepared. Review in place.
		Assets meet financial sustainability ratios	Consumption ratio	Between 50% and 75%
		Renewal funding ratio	Between 90% and 110%	12.6%
		Long term funding ratio	Between 95% and 105%	36.6%

3.7 Condition and Quality of Assets

- 3.7.1 The condition of Council’s buildings assets is currently assessed every five years. This asset condition information is then used to plan the timing of our maintenance and capital renewal activities.
- 3.7.2 Quality has more to do with manner and type of the asset rather than its condition. An asset may be poor in quality yet have a condition which is described as good.
- 3.7.3 Condition is a measure of an assets physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 1 - 5, where 1 = new and 5 = totally failed. Council’s condition rating matrix is set out in Table 3.6.3 below.

Table 3.5.3: Description of Condition

Condition Rating	Condition	Description	Guide	Residual life as a % of total life	Mean percentage residual life
1	Excellent	An asset in excellent overall condition.	Normal/planned maintenance required.	>86%	95%
2	Good	An asset in good overall condition with some possible early stages of slight deterioration evident, minor in nature and causing no serviceability issues.	Normal maintenance plus minor repairs required (to 5% or less of asset).	65 to 85%	80%
3	Satisfactory	An asset in fair overall condition with some deterioration evident, which may be slight or minor in nature and causing some serviceability issues.	Significant maintenance and/or repairs required (to 10-20% of asset).	41 to 64%	55%
4	Poor	An asset in poor overall condition, moderate to high deterioration evident.	Significant renewal required (to 10-40% of asset).	10 to 40%	35%
5	Worn	An asset in extremely poor condition or obsolete. The asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service in the near future.	Over 50% of the asset requires renewal.	<10%	5%

- 3.7.4 Building infrastructure assets in condition 4 will require renewal in the short- to medium-term. Assets in condition 5 may require urgent and immediate renewal or replacement.

- 3.7.5 Funding may be needed to support the required level of renewals each year. Council will be allocating funds to an asset renewal reserve each year to help in managing these funding needs.
- 3.7.6 The condition of each building infrastructure asset has been assessed by estimating the proportion of each asset’s expected useful life that has been consumed.
- 3.7.7 The current condition ratings of Council’s buildings assets as at 30 June 2022 are summarised in Figure 3.6.6 below.

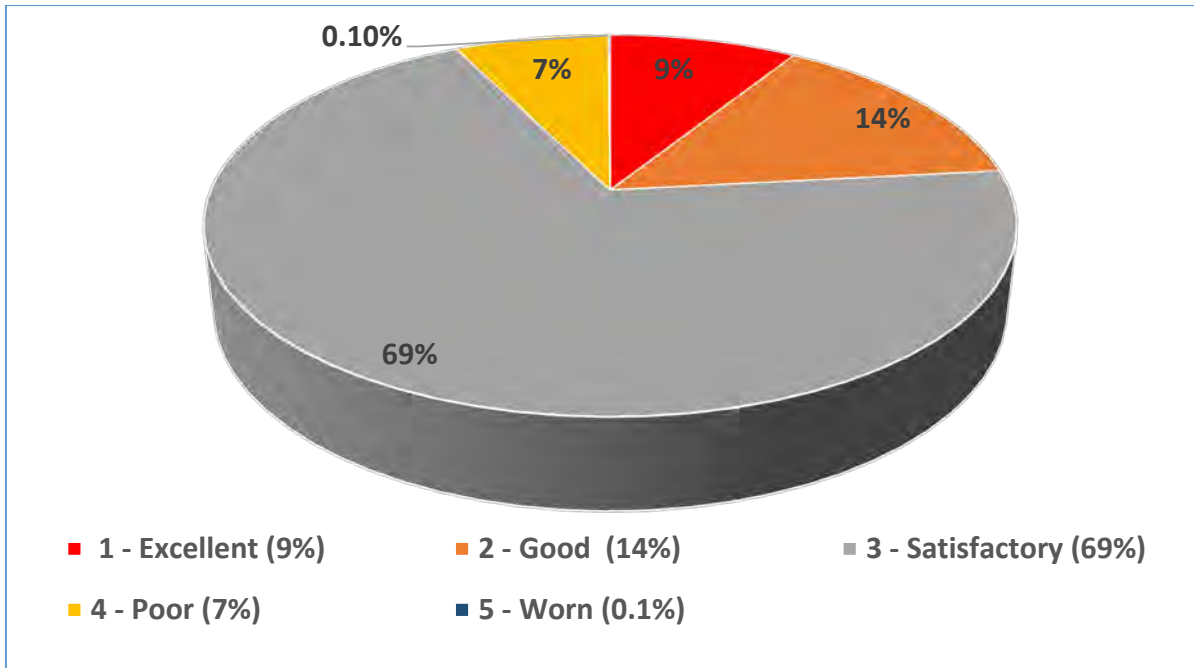


Figure 3.6.6: Asset Condition percentage Profile by replacement cost as at 30 June 2022

3.8 Responsiveness

- 3.8.1 Council places a high emphasis on customer service and its responsiveness to customer enquiries. Council will maintain assets in a serviceable and be responsive to the needs of the community now and into the future. Council implements strategies which maintain a high level of customer support.

3.9 Customer satisfaction

- 3.9.1 Council will continue to provide services to the community in a manner that is efficient and effective. Council will continue to monitor community satisfaction with its current services and strive to improve community satisfaction where possible.

3.9.2 From the recent feedback on Draft Long Term Financial Plan 2022-32 (LTFP 22-32), the level of community satisfaction on the standard of maintenance of Council building infrastructure is as shown in Figure 3.8.1 below.

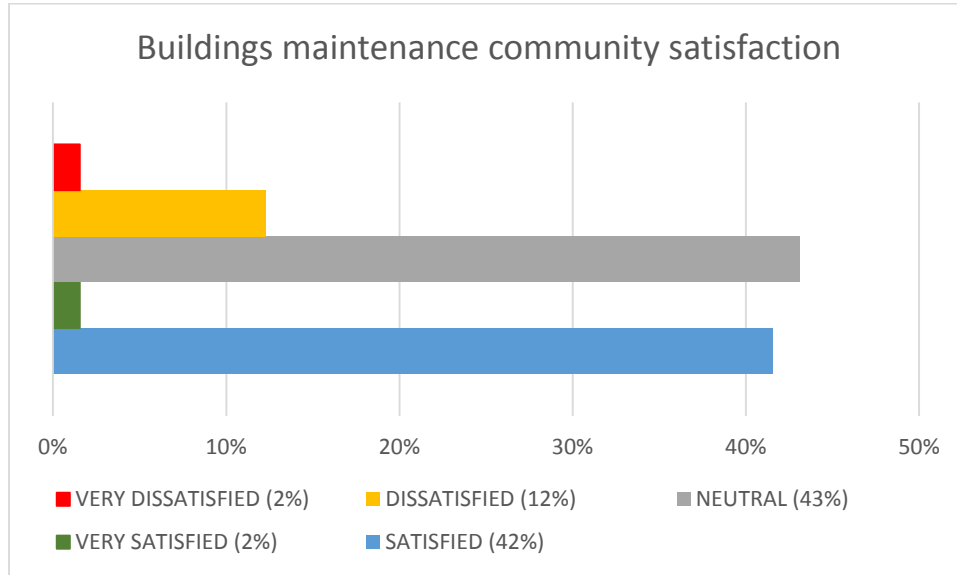


Figure 3.8.1: Feedback on Uralla Shire Long Term Financial Plan 2022-31 (Draft LTFP 2022-32) on Buildings infrastructure maintenance

3.10 Affordability

3.10.1 Council will maintain its infrastructure assets in a cost effective affordable manner in accordance with responsible economic and financial management. In order for Council's assets to assist in meeting the strategic goals and in attaining optimum asset expenditure, Council will need to continually review its current operational strategies and adopt new and proven techniques to maintain assets in their current condition.

3.11 Sustainability

3.11.1 Council will maintain its assets in a manner to enable the long term financial sustainability for current and future generations. This will be achieved by appropriate funds to maintain and renew infrastructure assets.

3.12 Health and Safety

3.12.1 Council will endeavour to identify and mitigate all key health and safety risks created by provision of services.

3.12.2 Each of the service level outcomes is related directly to Council's Community Strategic Plan by the way each asset class helps deliver the services required by the community. These service level outcomes are essential to maintain the asset portfolio to a satisfactory level, and also caters to the future demands of the community whilst balancing the potential risks to the community and Council.

3.13 Financial Based Service Levels

3.13.1 The premise of asset management is that asset requirements and asset management strategies should be driven by defined and acceptable service levels and performance standards. This section defines the

various factors that are considered relevant in determining the levels of service for Council's assets that have been used to provide the basis for the life cycle management strategies and works programme identified within this asset management plan.

3.13.2 Levels of Service is a generic term used to describe the quality of services provided by an asset. Specific financial based service levels are described in Table 3.12.2 below.

Table 3.12.2: Financial Based Service Levels

Asset Consumption Ratio	The average proportion of 'as new' condition remaining for assets. This ratio shows the written down current value of the local government's depreciable assets relative to their 'as new' value. It highlights the aged condition of a local government's stock of physical assets and the potential magnitude of capital outlays required in the future to preserve their service potential.
Asset Sustainability Ratio	Are assets being replaced at the rate they are wearing out? This ratio indicates whether a local government is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the rate of depreciation of assets for the same period. A local government would need to understand and be measuring its renewal expenditure to be able to determine this ratio.
Asset Renewal and Renewals Funding Ratio	Is there sufficient future funding for renewal and replacement of assets? This ratio indicates whether Council is allocating sufficient funds in its long term financial plan to adequately fund asset renewals.
Asset Backlog Ratio	This ratio shows what proportion the infrastructure backlog is against the total value of a council's infrastructure. The benchmark is less than 2%. The ratio is determined by dividing the estimated cost to bring assets to a satisfactory condition by the carrying value of infrastructure, building, other structures and depreciable land improvement assets.
Asset Maintenance Ratio	This ratio compares actual versus required annual asset maintenance for each asset class. A ratio of above 100% indicates that the council is investing enough funds that year to halt the infrastructure backlog from growing. The benchmark is greater than 100%.

4. FUTURE DEMAND

4.1 Demand forecast

4.1.1 The future infrastructure demand for community infrastructure and facilities is driven by changes and trends in population change, changes in demographics, lifestyle changes, residential occupancy levels, seasonal and climatic factors, consumer preferences and expectations, technological advancement, economic factors, agricultural practices, environmental awareness.

4.1.2 Demand factor trends and impacts on buildings infrastructure assets are summarised in Table 4.1.2.

Table 4.1.2: Demand Factors, Projections and Impact on Services

Demand driver	Present position	Projection	Impact on services
Population	5,971 (2021 Census)	The NSW Department of Planning and Environment has predicted minor annual population decrease of 1.15% over the next 20 years to 5,450 in 2041. ¹	Insignificant impact on services.
Demographics	In 2021, the median age of people in Uralla Shire was 47 years. People aged 65 years and over made up 23.2% of the population.	The working age population (aged 15-64) is estimated to decrease by 3,750 from 2016 to 2,900 in 2041. The number of people aged 65 and over is estimated to increase from 1,200 in 2016 to 1,700 by 2041.	The trend towards an older population will place an increased demand on some assets, especially aged care facilities, community centres and recreation assets.
Lifestyle	Sporting, recreational and cultural activities are organised and supported throughout the Shire.	Residents will continue to demand and utilise the sporting, recreational and cultural activities that are currently on offer.	Increased demand for building infrastructure which supports sporting, recreational and cultural activities.
Environmental awareness	The community and Council are more environmentally aware and responsible.	Energy efficiency in Council buildings may be identified as a priority	Initial funding resources required for energy efficiency upgrades.
Climate	Extremes increasing	An increase in average maximum temperatures, resulting in increased public demand for air conditioning in Council buildings.	Additional costs may be incurred to fund environmental initiatives e.g. energy efficient lighting and other systems.

4.2 Changes in Technology

4.2.1 Technology changes may affect the delivery of infrastructure services as a result of improvements to construction materials, methods, maintenance and operations. These may potentially increase the life of some assets and reduce susceptibility to damage.

4.2.2 Technology changes are forecast to affect the delivery of services covered by this plan. Construction techniques, available materials and improvements to plant and equipment will evolve and will be assessed on merit and applied where efficiencies can be achieved in construction and maintenance practices.

¹ <https://www.planning.nsw.gov.au/Research-and-Demography/Population-projections/Projections>

These figures to be updated following release of 2021 census data (anticipated June 2022.)

4.3 Demand Management Plan

- 4.3.1 Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets, and providing new assets. Demand management practices include non-asset solutions, insuring against risks, and managing failures.
- 4.3.2 Non-asset solutions focus on providing the required service without the need for Council to own the assets. Examples of non-asset solutions include providing services from existing infrastructure such as aquatic centres and libraries that may be in another council area, or public toilets provided in commercial premises.
- 4.3.3 Opportunities identified to date for demand management are shown in Table 4.3.3 below. Further opportunities will be developed in future revisions of this asset management plan.

Table 4.3.3: Demand Management Plan Summary

Demand driver	Demand Management Plan
Population	Develop upgrade/renewal works after consultation with the community and other stakeholders that will address their needs and expectations.
Demographics	Identify grant opportunities to retro fit buildings so that renewals and upgrades meet current Building Code Australia requirements for accessibility.
Climate Change	Identify grant and funding opportunities to retro fit community buildings with environmentally friendly features, which can be maximised during renewals and upgrades.

4.4 New Assets for Growth

- 4.4.1 New building infrastructure assets are those assets that Council did not previously possess, or building infrastructure expenditure that upgrades or improves an existing asset beyond its existing capacity.
- 4.4.2 New assets may result from the need to support growth or to create additional service level capacity.
- 4.4.3 New assets and upgrade/expansion of existing assets are identified from various sources such as staff, councillor or community requests, proposals identified by strategic plans or reports, analysis of external plant hire charges incurred, testing or demonstrations of new technologies, or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary estimate. Verified proposals are ranked by priority and available funds are scheduled into replacement programs.
- 4.4.4 Acquiring new assets will commit Council to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations and maintenance costs.
- 4.4.5 Council does not anticipate demand for new building infrastructure assets over the lifetime of this AMP except new public amenities buildings at Rotary Park.
- 4.4.6 Council has planned for upgrades of McMaugh Gardens Aged Care Facility and Old Court House. McMaugh Gardens Aged Care Facility has been planned for staged expansion from 35 to 50+ beds and conversion of Old Court House to community space.

5. LIFE CYCLE MANAGEMENT

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service while optimising life cycle costs.

5.1 Background Data

Physical Parameters

- 5.1.1 This Asset Management Plan covers the infrastructure assets that serve the Uralla Shire’s community needs. The assets comprise 66 buildings across the Uralla Shire. Of these buildings, 21 are categorised as major buildings and 45 are minor buildings.
- 5.1.2 Buildings categorised as ‘major’ buildings have assets recorded at the following building component levels; external finishes, fixtures and fittings, internal, mechanical and electrical, site features and structural. ‘Minor’ category buildings have been assessed as a whole structure. Asset conditions are set out in Figure 3.6.6.

Asset capacity and performance

- 5.1.3 The useful life of an asset is the period of time over which an asset is expected to deliver a given level of service. Table 5.1.5 shows major and minor Buildings location, useful life , remaining and current condition rating

Table 5.1.5: Major and Minor Buildings location, useful life, remaining and condition rating as at 30 June 2022

No	Building Asset Description	Location	Town	Total Gross Floor Area (m2)	Total Life	Remaining Life	Condition Rating
Major Buildings							
1	Library	106 Bridge Street, Uralla NSW 2358	Uralla	401	60	37	2
2	Visitor Information Centre	104 Bridge St Uralla	Uralla	153	60	37	2
3	Memorial Hall	27 Salisbury Street Uralla	Uralla	591	50	20	3
4	Council Chambers	32 Salisbury St Uralla	Uralla	505	60	19	3
5	Amenities & Lunchroom, Machinery Parking Bay,	Depot Rd Uralla	Uralla	347	50	15	3
6	Depot, Office and Workshops	Depot Rd Uralla	Uralla	828	50	15	3
7	Gantry Shed	Depot Rd Uralla	Uralla	539	50	15	3
8	Community Centre	9 Hill ST Uralla	Uralla	393	60	31	3
9	Courthouse	9 Hill ST Uralla	Uralla	204	60	19	3
10	Bundarra School of Arts Hall	29 Bendemeer St Bundarra	Bundarra	323	50	10	4
11	McMaugh Gardens Aged Care Centre	39 King ST Uralla	Uralla	2,305	60	31	3
12	Queen Street Caravan Park O	17 Queen St Uralla	Uralla	48	15	1	3
13	Preschool	5 Hill St Uralla	Uralla	207	60	31	3
14	Sporting Complex, Squash Courts and Amenities	Plane Ave Uralla	Uralla	391	50	15	3
15	Bundarra Health Centre and Grace Munro Aged Hostel	Dawkins Street, Bundarra NSW 2359	Bundarra	853	60	25	3
16	Main Shed	Bendemeer St Bundarra	Bundarra	200	50	15	3
17	Tennis Club	Plane Ave Uralla	Uralla	54	60	31	3
18	Flammables Store,	Depot Rd Uralla	Uralla	18	30	4	4
19	Uralla Landfill Office & Shed	Tip Rd Uralla	Uralla	20	50	25	3
20	Large Store (next to Gantry shed)	Depot Rd Uralla	Uralla	100	50	10	4

No	Building Asset Description	Location	Town	Total Gross Floor Area (m2)	Total Life	Remaining Life	Condition Rating
21	Explosives Bunker,	Depot Rd Uralla	Uralla	4	50	20	3
Minor Buildings							
1	Rotunda Fuller Park	Cnr East & Dumaresq Street Uralla	Uralla	8	20	3	3
2	Recycling Shed (Assumed to be Bundarra)	Bendeemer Street	Bundarra	5	30	13	3
3	Public Toilets Kingstown	Kingstown Rd	Kingstown	4	50	30	2
4	SES Offices & Garage Area (Workorder 562)	Depot Rd Uralla	Uralla	320	50	30	2
5	Public Toilets Pioneer Cemetery (Workorder 399)	John St Uralla	Uralla	2	50	35	2
6	Shed, (Preschool)	5 Hill St Uralla	Uralla	21	30	22	1
7	Crusher Compound,	Tip Rd Uralla	Uralla	80	30	4	4
8	Shed - Water and Sewer,	Depot Rd Uralla	Uralla	63	30	13	3
9	Storage Shed - Uralla Library -	Depot Rd Uralla	Uralla	20	30	22	1
10	Storage Shed - Tourism -	Depot Rd Uralla	Uralla	20	30	22	1
11	Site Office - Kingstown Waste Transfer	Bendemeer Road Kingstown	Kingstown	4	60	43	2
12	CRC Shed at Uralla Waste & Recycling	Tip Rd Uralla	Uralla	279	50	35	2
13	Ranbuild Shed at McMaugh Gardens	39 King ST Uralla	Uralla	18	50	35	2
14	Toilet Block	BMX Park, Gostwyck Road, Uralla	Uralla	32	50	15	3
15	Raw water pump well	Waterworks Road Uralla	Uralla	94	60	19	3
16	Old water facilities building	Waterworks Road Uralla	Uralla	252	50	15	3
17	Shed	Rifle Range Road Rocky River	Rocky River	12	50	40	1
18	Shed	29 Bendemeer St Bundarra	Bundarra	18	30	13	3
19	Fuel bowsers	Depot Rd Uralla	Uralla	8	30	4	4
20	Green Communication Building - Mt Mutton	Lookout Road Uralla	Uralla	10	30	16	2
21	White Old Com Building - Mt Mutton	Lookout Road Uralla	Uralla	4	30	7	3
22	Old Treatment Building Uralla	Waterworks Road Uralla	Uralla	45	50	20	3
23	Office Treatment Works Rd Rocky River	Rifle Range Road Rocky River	Rocky River	60	60	25	3
24	Old Lunch Room Treatment Works Rd Rocky River	Rifle Range Road Rocky River	Rocky River	18	60	7	4
25	Sign Store	Depot Rd Uralla	Uralla	9	30	7	3
26	Records Storage Shed	Depot Rd Uralla	Uralla	40	30	19	2
27	Garage behind Court House	9 Hill ST Uralla	Uralla	47	50	5	4
28	Public Toilets	Hill St Uralla	Uralla	25	50	10	4
29	Large Shed	39 King ST Uralla	Uralla	25	50	35	2
30	Public Toilets & Playground Equipment,	Bilga Road Invergowrie	Invergowrie	2	50	35	2
31	Public Toilet, Turkey Creek Hall,	Retreat Road Balala	Balala	2	50	0	5
32	Amenities	Bendemeer St Bundarra	Bundarra	3	50	5	4
33	Small Store (next to Gantry Shed)	Depot Rd Uralla	Uralla	36	50	15	3
34	Public Toilets	Court St Bundarra	Bundarra	56	50	15	3
35	Old Shed	Bendemeer St Bundarra	Bundarra	33	50	5	4
36	Amenities	17 Queen St Uralla	Uralla	46	50	15	3
37	Transfer Station	Tip Rd Uralla	Uralla	200	50	25	3
38	Main Shed - Recycling	Tip Rd Uralla	Uralla	450	50	15	3
39	Long Shelter	Wood St Uralla	Uralla	93	40	11	3
40	Pool	Wood St Uralla	Uralla	98	50	10	4
41	Shed and Equipment	Thunderbolts Way Rocky River	Rocky River	96	50	35	2
42	Shed and Equipment	2653 Thunderbolts Way Yarrowyck	Yarrowyck	80	50	30	2
43	Shed and Equipment	6 Bilga Rd Invergowrie	Invergowrie	184	50	35	2
44	Shed and Equipment	4411 Kingstown Rd Kingstown	Kingstown	80	50	30	2
45	Shed and Equipment	Turkey Creek Ag Site Retreat Rd Balala	Balala	80	50	35	2

No	Building Asset Description	Location	Town	Total Gross Floor Area (m2)	Total Life	Remaining Life	Condition Rating
46	Amenities Fossicking Area	135 Devoncourt Rd Uralla	Uralla	4	50	15	3
47	Public Toilets	Noalimba Ave Kentucky	Kentucky	3	50	20	3
48	Shed and Equipment	43 Eastern Ave Kentucky	Kentucky	180	50	30	2
49	Cubby	5 Hill St Uralla	Uralla	16	25	15	2
50	Public Toilet Block	17A Queen St Uralla	Uralla	25	50	35	2
51	Rotunda	17A Queen St Uralla	Uralla	10	20	3	3
52	Bundarra Bushfire Shed	1-3 Oliver St Bundarra	Bundarra	100	50	35	2
53	Bundarra Water Treatment Plant	Goldfinch Rd Bundarra	Bundarra	27	50	40	1
54	Public Toilets	Thunderbolts Way Bundarra	Bundarra	15	50	10	4
55	Amenities	29 Bendemeer St Bundarra	Bundarra	34	50	10	4
56	Public Toilets Salisbury St Uralla	27 Salisbury Street Uralla	Uralla	25	50	35	2
57	Public Toilets	Barleyfields Rd Uralla	Uralla	56	50	15	3

5.2 Operations and Maintenance Plan

Maintenance Plan

- 5.2.1 Council's maintenance activities for building infrastructure assets include routine, proactive, specific and reactive maintenance.
- 5.2.2 Routine maintenance is the regular ongoing work that is necessary to keep assets operational and to help assets reach their useful life. It includes work on an asset where a portion may fail and needs immediate repair to make it operational again.
- 5.2.3 Proactive maintenance (or planned maintenance) is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.
- 5.2.4 Specific maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle. This work generally falls below the capital/maintenance threshold but may require a specific budget allocation.
- 5.2.5 In addition to planned maintenance, which is defined and scheduled over the medium-term, Council must also repair unforeseen damage caused by storms or accidents. This type of maintenance is referred to as either reactive or unplanned maintenance.
- 5.2.6 Council's unplanned maintenance work is often carried out because of issues identified through customer requests for service.

5.2.7 Routine operational and maintenance activities are set out in Table 5.2.7 below.

Table 5.2.7: Buildings Routine Operational and Maintenance Activities

Operational Activities	Frequency
Cleaning	Varies from daily (e.g. Council Administration offices) to when an event is held (e.g. parks/showground)
Paying utilities (e.g. electricity, telephone, rates)	Ongoing
Undertaking administration and operational activities within buildings	Ongoing
Responding to customer complaints	As required
Maintenance Activities	
Inspecting building components	Annually for major and Minor buildings components, whole building every five years
Undertaking planned maintenance	Annually
Removing graffiti and repairing vandalised buildings	As required
Undertaking unplanned maintenance and repairs	As required

5.2.8 Actual past maintenance expenditure need to be updated periodically.

5.2.9 Assessment and prioritisation of reactive maintenance is undertaken by operational staff using experience and judgement.

5.2.10 Council's current operational maintenance expenditure level is not adequate to meet the higher service levels.

Standards and specifications

5.2.11 Maintenance work is carried out by Council staff in accordance with the following Standards and Specifications:

- National Construction Code
- Australian Standards
- Plumbing & Drainage Standards
- Electrical Standards
- Painting Standards

Summary of future operations and maintenance expenditures

5.2.12 Future maintenance costs are forecast to trend in line with the value of the asset stock, plus an allowance for increase in levels of service over the planning period. Asset values are forecast to increase at an assumed rate of 2.5%.

5.2.13 Deferred maintenance are works that are identified for maintenance and unable to be funded, are to be included in the risk assessment process in the infrastructure risk management plan.

5.2.14 Maintenance is funded from the operating budget and grants where available.

5.2.15 Council will proactively pursue grants to renew community buildings to minimise operational maintenance costs.

Operations and Maintenance Strategies

- 5.2.16 Council will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. Effective operation and maintenance activities include:
- Scheduling operations activities to deliver the defined level of service in the most efficient manner;
 - Maintaining and reviewing a current infrastructure risk register for assets on an annual basis. Present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council;
 - Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs;
 - Review asset utilisation to identify under-utilised assets and appropriate remedies, and over-utilised assets and customer demand management options;
 - Maintain a current hierarchy of critical assets and required operations and maintenance activities; and
 - Review management of operations and maintenance activities to obtain best value for resources used.

5.3 Renewal/Replacement Plan

- 5.3.1 Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.
- 5.3.2 Capital renewal activities involve restoring, refurbishing or replacing an asset to bring it back to its original capacity and performance capability.
- 5.3.3 Renewal will be undertaken using 'low cost' renewal methods where practical. The aim of 'low cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than replacement costs.
- 5.3.4 The annual required renewal costs reflect the amount needed to be spent on assets that have deteriorated to a point at which renewal is required based on the community's level of service expectations.
- 5.3.5 Typically, building infrastructure assets in condition 4 will provide a poor level of service and will need to be renewed in the short to medium-term and assets in condition 5 may require urgent and immediate renewal or replacement.

Renewal plan

5.3.6 Assets requiring renewal are identified from estimates of remaining life obtained from the condition survey. The estimated service life of whole structure building assets ranges between 50-60 years. Based on the asset conditions recorded in the asset register, approximately 30% of Council’s whole structure building assets have a remaining life estimated to be greater than 30 years as shown in Figure 5.3.6.

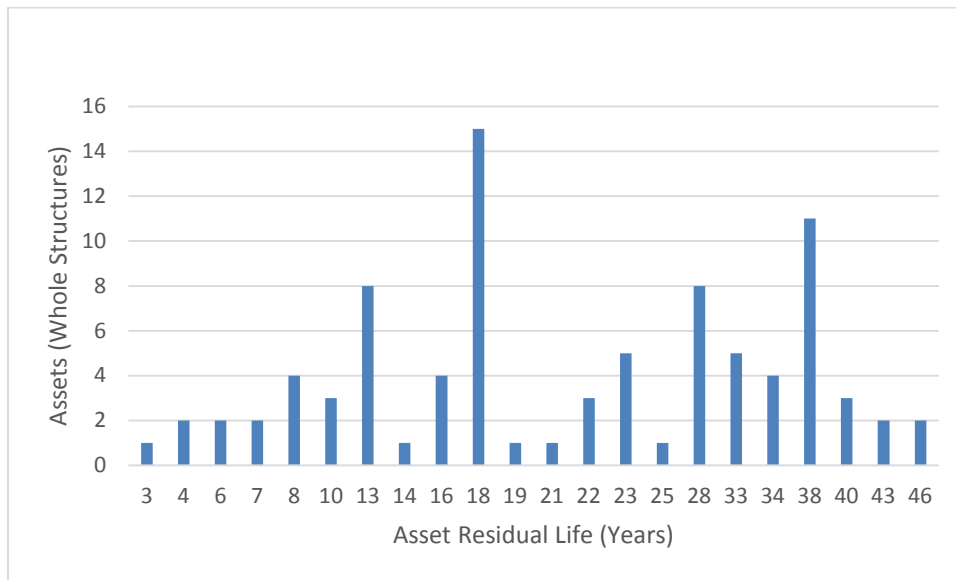


Figure 5.3.6: Buildings Assets- Whole Structures Residual Life as at 30 June 2022

5.3.7 The useful lives of building component assets are based on industry standards and are then adjusted, where relevant, to align with local conditions. The range of expected useful lives for our building components is set out in Table 5.3.7 below.

Building component	Expected useful life (years) of asset components
Floor coverings	25
Mechanical and electrical	36
Fixtures & fittings	36
Walls	50-60
Ceilings	50-60
Roofs	50-60

Figure 5.3.7: Expected useful life of building asset components

5.3.8 Council’s next scheduled assessment in 2022/23 will examine the condition of the building assets and determine renewal requirements. A renewal plan will be prepared on completion of assessment and included in future revisions of this BAMP.

Renewal and replacement strategies

- 5.3.9 Council will plan capital renewal and replacement projects to meet level of service objectives and minimise infrastructure service risks by:
- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner;
 - Undertaking project scoping for all capital renewal and replacement projects to identify:
 - the service delivery ‘deficiency’, present risk, and optimum time for renewal/replacement;
 - the project objectives to rectify the deficiency; and
 - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency;
 - Using ‘low cost’ renewal methods (cost of renewal is less than replacement) wherever possible;
 - Maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets, and reporting very high, high risks and residual risks after treatment to management and Council;
 - Review current and required skills base and implement workforce training and development to meet required construction and renewal needs;
 - Maintain a current hierarchy of critical assets and capital renewal treatments and timings required; and
 - Review management of capital renewal and replacement activities to obtain best value for resources used.

Renewal standards

- 5.3.10 Renewal work is always carried out to current standards and capacity unless a reduced capacity can be justified.

Summary of projected renewal expenditure

- 5.3.11 Projected future renewal expenditures are forecast to increase over time as the asset stock ages.
- 5.3.12 Deferred renewal, i.e. those assets identified for renewal and not scheduled for renewal in capital works programs, are to be included in the risk assessment process in the risk management plan.
- 5.3.13 Renewals are to be funded from capital works programs and grants where available.

Impact of Deferring Renewal Works

- 5.3.14 Renewal works identified in terms of renewal strategies may be deferred if the cost (or aggregate cost) is beyond the current financial ability to fund it. This can occur when there are short term renewal profile peaks, or higher priority works are required on other infrastructure asset groups.
- 5.3.15 When renewal works are deferred, the impact of the deferral on the assets ability to still provide the required level of service will be assessed. Although the deferral of some renewal works may not impact significantly on the short-term operation of the assets, repeated deferral will create a liability (backlog) in the longer term.

5.4 Creation/Acquisition/Upgrade Plan

- 5.4.1 New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. These assets from growth are considered in Section 4.4.
- 5.4.2 Council is not anticipating any significant changes in the populations of the Shire.

5.5 Disposal Plan

- 5.5.1 Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation.
- 5.5.2 No building infrastructure assets are currently identified for possible decommissioning and disposal except through renewal or replacement.

DRAFT

6. RISK MANAGEMENT

6.1 Risk Assessment

- 6.1.1 Risk management is defined in AS/NZS 4360:2004 as “the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects”.
- 6.1.2 Council is committed to the identification and elimination or reduction of risks associated with hazards that arise throughout Council’s operations as far as reasonably practicable. Our risk assessment process includes:
- Identifying credible risks;
 - Analysing the likelihood of the risk event occurring;
 - Assessing the consequences should the event occur;
 - Developing a risk rating (‘likelihood’ times ‘consequences’,
 - Evaluating the risk; and
 - Detailing a risk treatment plan for non-acceptable risks.
- 6.1.3 An assessment of risks associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a ‘financial shock’ to the organisation. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.
- 6.1.4 The risk assessment process compares the likelihood of a risk event occurring against the consequences of the event occurring. In the risk rating Table 6.1.3 below, a risk event with a likelihood of ‘possible’ and a consequence of ‘major’ has a risk rating of ‘high’ as shown Table 6.2.1

Table 6.1.3: Uralla Shire Council Risk Matrix

	CONSEQUENCES				
LIKELIHOOD	Minimal	Minor	Moderate	Major	Catastrophic
Almost certain	Medium	Medium	High	Catastrophic	Catastrophic
Likely	Medium	Medium	High	Catastrophic	Catastrophic
Possible	Low	Medium	Medium	High	Catastrophic
Unlikely	Low	Low	Medium	High	High
Rare	Low	Low	Medium	Medium	High

6.2 Strategic Infrastructure Risks

- 6.2.1 Some high-level infrastructure based risks have been identified that are associated with the management of building infrastructure assets. These strategic risks are identified in Table 6.2.1 below.
- 6.3.1 Critical assets are specific assets which have a high consequence of failure but not necessarily a high likelihood of failure. For example, failure would cause a financial loss within the community or a marked reduction of service.

Table 6.2.1: Strategic Infrastructure Risks

Risk Details / Event	Likelihood	Consequence	Risk	Existing Controls	Controls Adequate	Actions Needed / Treatment Plan
Poor design/construction causes damage or injury	Unlikely	Major	High	Designs and construction projects by suitably qualified and experienced people	Y	N/A
Damage caused by vandalism including graffiti	Possible	Moderate	Medium	<ul style="list-style-type: none"> Install security systems Hold adequate insurance Choose appropriate components or material 	Y	
Overall condition of assets decrease due to inadequate renewal and maintenance programs	Likely	Moderate	High	<ul style="list-style-type: none"> Inspect assets regularly Routine maintenance Conduct renewal work as required Allocate funds to asset renewal reserve 	N	Develop Asset Inspection strategy and long term renewals plan
Changes in legislation affect Council's responsibilities	Unlikely	Moderate	Medium	Monitor legislative changes	Y	
Resource constraints affect the management of the assets	Possible	Major	High	None	N	Allocate funds to an asset renewal reserve
Failure of materials supplies	Possible	Major	High	None	N	Obtain alternative supply arrangements for critical materials
Buildings are damaged or destroyed by fire, severe storm, or flooding	Unlikely	Major	High	<ul style="list-style-type: none"> Maintain and conduct regular inspections of fire alarms and monitor known flooding hot spots Maintain network as per Stormwater Drainage AMP Hold adequate insurance Develop business continuity plans 	Y	
Impact on climate change on assets	Possible	Major	High	Monitor conditions of assets	Y	Identify impacts on assets and develop strategies to manage climate change during renewal program
Buildings become obsolete / no longer required	Possible	Moderate	Medium	Plan to replace or sell buildings as appropriate	N	
Buildings fail to meet the Disability Discrimination Act requirements and other codes	Possible	Minor	Medium	<ul style="list-style-type: none"> Assess assets Disability inclusion plan Optimise funding 	N	

6.3.2 By identifying critical assets and critical failure modes, Council can target and refine inspection regimes, maintenance plans and capital expenditure plans at appropriate times.

- 6.3.3 Operations and maintenances activities may also be targeted to mitigate critical assets failure and maintain service levels. These activities may include increased inspection frequency and higher maintenance intervention levels.
- 6.3.4 Council has determined that the following building assets are critical assets:
- Uralla and Bundarra Water Treatment Plants
 - Uralla Sewer Treatment Plant
 - Bundarra Sewer Treatment Plant
 - Council Depot
 - Council Administration Offices and Chambers (including main server room)
 - McMaugh Gardens Aged Care Facility
 - Community Centre (TCT and TCSO)
 - Grace Munro Centre
 - Library
 - Visitor Information Centre, and
 - Uralla Preschool

DRAFT

7. FINANCIAL SUMMARY

7.1 Financial Statements and Projections

7.1.1 This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide the sufficient level of service to the community over a 10 year period. This plan provides input into the long term financial plan aimed at providing the required services in a sustainable manner.

7.1.2 The total amount of expenditure for building infrastructure operations, maintenance and capital over the next ten years is forecast to be approximately \$9,138,610.

7.1.3 Projected operating (operations and maintenance) (Table 7.1.3 below). The estimates are to be considered in the long term financial plan funding.

Table 7.1.3: Projected Operating Expenditure and operational Income

Year	Projected operating, maintenance and depreciation expenditure				Total operational expenditure (\$)	Operational Income (\$)
	Operational expense (\$)	Maintenance expense(\$)	Total operation and maintenance (\$)	Depreciation expense(\$)		
2022/23	188,081	56,212	244,293	69,121	313,414	143,422
2023/24	188,082	253,131	441,213	70,849	512,062	147,008
204/25	235,653	102,532	338,185	72,620	410,805	150,683
2025/26	167,085	90,128	257,213	74,436	331,649	154,450
2026/27	175,851	90,932	266,783	76,297	343,080	158,311
2027/28	213,981	55,308	269,289	78,204	347,493	162,269
2028/29	219,204	55,732	274,936	80,159	355,095	166,326
2029/30	226,297	54,828	281,125	82,163	363,288	170,484
2030/31	223,378	55,596	278,974	84,217	363,191	174,746
2031/32	231,272	54,188	285,460	86,323	371,783	179,115
10 year=	2,068,884	868,587	2,937,471	774,389	3,711,860	1,606,814
5 year=	954,752	592,935	1,547,687	363,323	1,911,010	753,874

Note the activities categorised as operational and those classified as maintenance activities are set out in Table 5.2.7 on page 25.

Renewals

7.1.4 Asset age and condition based renewals plans have been developed which provide a more realistic renewals pattern and renewals expenditure requirements.

7.1.5 Although the plan provides optimal year of renewals for each asset, to set the budget to match the pattern is not practical. Therefore, it is important to review the renewals plan against estimated depreciation and establish a reserve that can be used as required.

7.1.6 Table 7.1.4 below shows the projected capital renewal and new/upgrade costs for the entire period of this plan. Upgrades include Rotary Park amenities building block at Uralla and McMaugh Gardens Aged Care Centred staged expansion. Renewals include Staged one and two Main Office block, Staged one Depot Office, Roller doors at Depot Office and Court House.

Table 7.1.4. Buildings Renewal Costs

Year	Projected Capital Renewals/New/upgrade costs		Total capital renewals (\$)
	Renewals (\$)	New/Upgrades (\$)	
2022/23	1,207,000	155,000	1,362,000
2023/24	250,000	900,000	1,150,000
204/25	125,000	0	125,000
2025/26	279,100	900,000	1,179,100
2026/27	200,000	0	200,000
2027/28	222,800	0	222,800
2028/29	300,000	0	300,000
2029/30	200,000	0	200,000
2030/31	374,500	0	374,500
2031/32	313,350	0	313,350
10 year=	3,471,750	1,955,000	5,426,750
5 year=	2,061,100	1,955,000	4,016,100

Financial sustainability in service delivery

- 7.1.7 There are three key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.
- 7.1.8 The capacity to meet the projected/budgeted expenditures is dependent upon the capacity of the organisation to provide sufficient funding from its own resources to sustain the ongoing costs.
- 7.1.9 Life cycle costs (or whole of life costs) are the total annual costs that are required to sustain the service levels over the assets life. Life cycle costs include the original purchase, operations, depreciation and maintenance expenditure to hold the asset over its period of use.
- 7.1.10 A comparison should be used between the predicted life cycle costs and actual life cycle expenditure to highlight any differences. If the life cycle expenditure is more than that life cycle cost, it is most likely that charges will need to be increased to meet requirements.
- 7.1.11 Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operations, maintenance and capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals.
- 7.1.12 A shortfall between life cycle cost and life cycle expenditure is the life cycle gap. The expenditure projections in Table 7.1.3 above looks at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure, calculated based on best practices. The allocation of adequate budget in each budget category demonstrates Council's knowledge and understanding of asset's life cycle requirements.

- 7.1.13 The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.
- 7.1.14 Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and long term financial plan.

Long term – 10 year financial planning period

- 7.1.15 This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.
- 7.1.16 These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.
- 7.1.17 The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is \$9,138,610. This is budgeted cost to sustain the current level of service at the lowest life-cycle cost.
- 7.1.18 Estimated (budget) operations, maintenance and capital renewal funding is \$913,861 per year over the 10 year funding period.

Medium Term – 5 year financial planning period

- 7.1.19 The projected operations, maintenance and capital renewal expenditure required over the first 5 years of the planning period is \$ 5,426,750.

Financial Sustainability Indicators

- 7.1.20 Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and funding to achieve a financial sustainability.
- 7.1.21 Providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.
- 7.1.22 These projected expenditures may be compared to budgeted expenditures in the 10-year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets. A gap between projected asset renewals, planned asset renewals and funding indicates that further work is required to manage required service levels and funding to eliminate any funding gap.
- 7.1.23 Council manages the 'gap' by developing this asset management plan to provide guidance on future service levels and resources required to provide these services, and review future services, seek grant funding, service levels and costs with the community.
- 7.1.24 There are four key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the asset renewal funding ratio, long-term lifecycle costs/expenditures and medium-term projected/budgeted expenditures over five and 10 years of the planning period.

7.2 Funding Strategy

- 7.2.1 Council funds building infrastructure assets through rent, hire fees, grants, general funds, and borrowings.
- 7.2.2 Income such as rent and fees is generated from the users and tenants of the building portfolio.
- 7.2.3 Grant funding is required when major projects need to be undertaken.
- 7.2.4 General funds are used in two ways for our building infrastructure assets. Firstly, they are used to support the maintenance of our building infrastructure assets. Secondly, they are used to build an asset renewal reserve each year. This will help in reducing Council’s reliance on grant funding for renewal projects.
- 7.2.5 Council also has the option of borrowing to support investments in building infrastructure assets. This option requires careful monitoring of Council’s debt service ratio.

7.3 Valuations

Asset valuations

- 7.3.1 Based on the value of assets recorded in the asset register as at 30 June 2021 covered by this asset management plan, the 2022 projected values are as shown below. Building infrastructure assets were last revalued at 30 June 2018.

Current Replacement Cost	\$ 26,275,363
Depreciable Amount	\$ 13,793,216
Depreciated Replacement Cost	\$ 12,482,148
Estimated depreciation expense	\$ 662,068
Annual Renewals (2022/23)	\$ 1,362,000

- 7.3.2 Council’s sustainability reporting reports the rate of annual asset consumption and compares this to asset renewal and asset upgrade and expansion. Various ratios of asset consumption and expenditure have been prepared to help guide and gauge asset management performance and trends over time. These ratios are based on 2021 buildings valuation and 2022 budgeted capital expenditure values.

Asset Consumption	\$ 12,482,148 /13,793,216	= 90.5 %	Bench mark >= 100 %
Asset renewal ratio (Capital renewal expense /Depreciable amount)	\$ 1,362,000/ 13,793,216	= 9.87%%	Benchmark < 2.00%
Annual Upgrade/New (Capital upgrade exp/Depreciable amount)		= 0%	
Annual Upgrade/New (including contributed assets)		= 0%	

- 7.3.3 This asset consumption ratio measures the extent to which depreciable assets have been consumed by comparing their depreciated replacement cost to their replacement cost
- 7.3.4 Council is currently renewing assets at 9.87%% of the rate they are being consumed. This rate is supported by grants for Court house renewals.

- 7.3.5 To provide services in a financially sustainable manner, Council will need to renew assets at the rate they are being consumed over the medium-long term, and fund the life cycle costs for all new assets and services in its long term financial plan.

Valuation Forecasts

- 7.3.6 Asset values are forecast to increase over the planning period as asset renewal is minimal.

DRAFT

7.3.7 Figure 7.3.6 below shows the projected replacement cost asset values over the planning period.

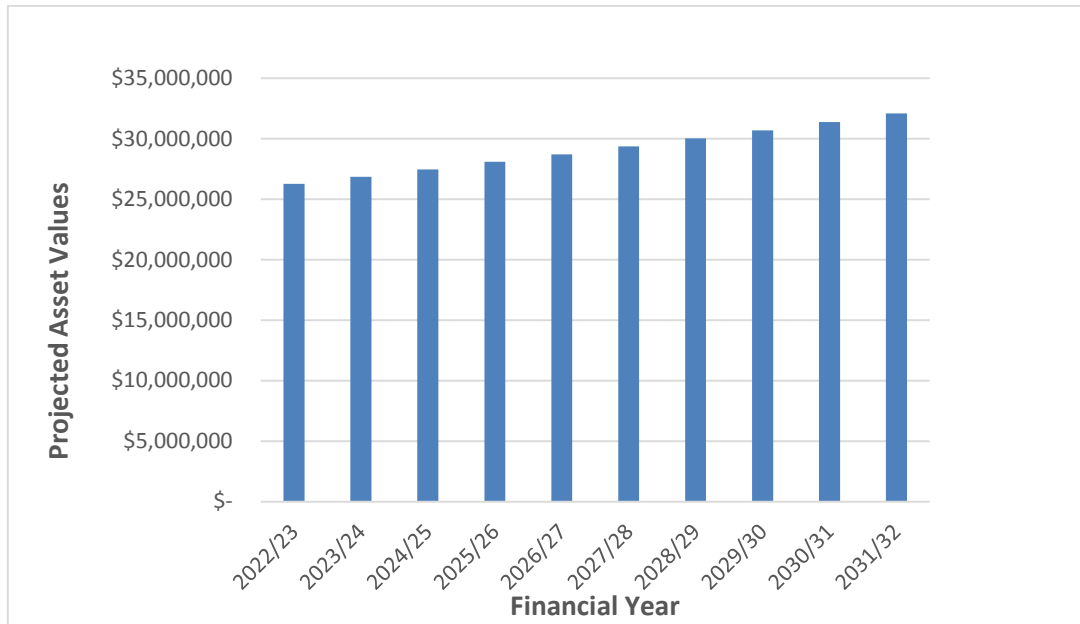


Figure 7.3.6: Projected Asset Values

7.3.8 Depreciation expense values are forecast in line with asset values as shown in Figure 7.3.7.

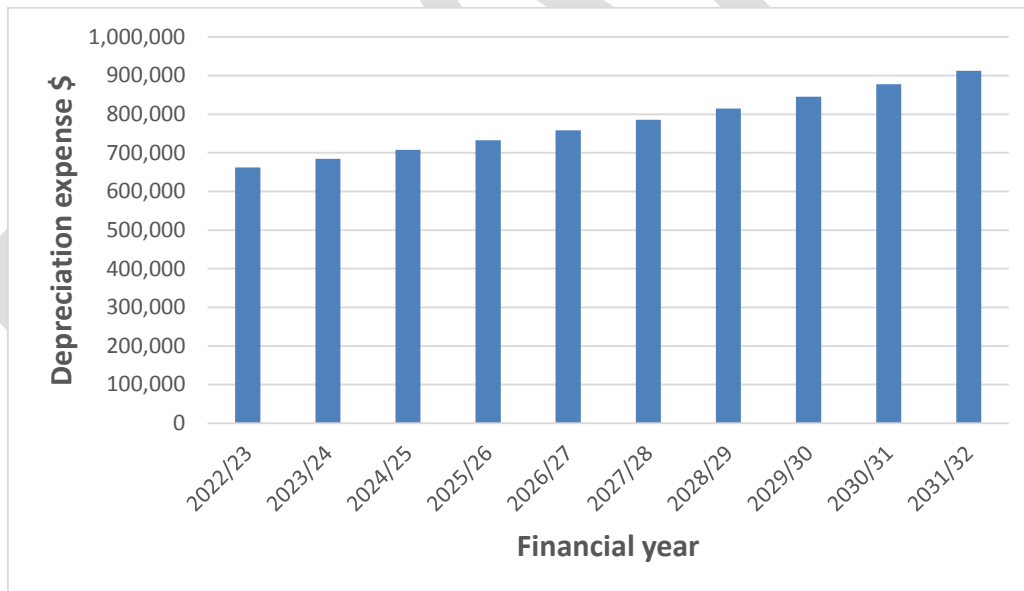


Figure 7.3.7: Projected Depreciation Expense

7.3.9 The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets’ depreciated replacement cost is shown in Figure 7.3.8 below.

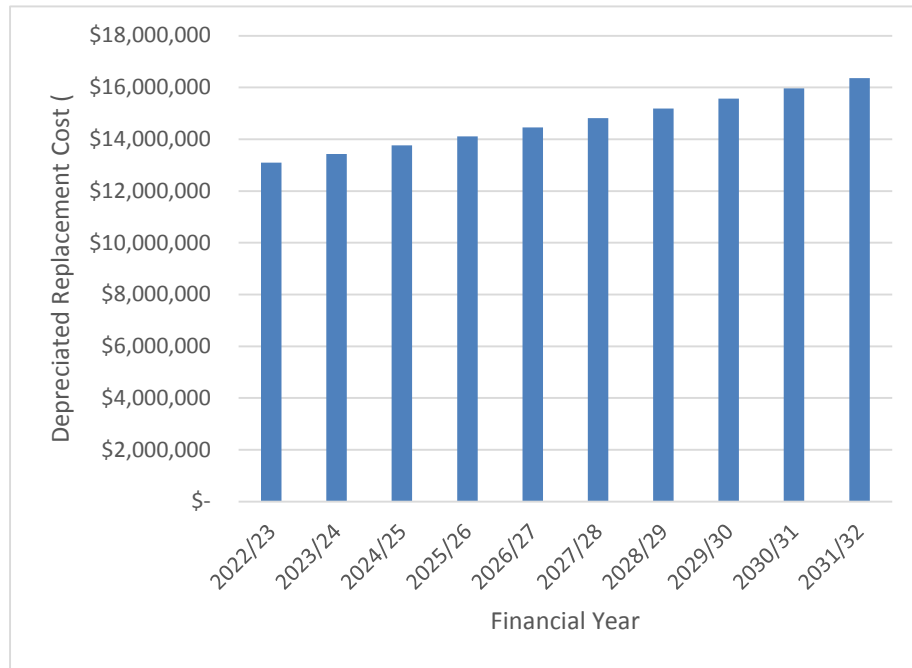


Figure 7.3.8: Projected Depreciated Replacement Cost from 2022 to 2032.

7.4 Factors affecting supply of building infrastructure assets

Funding Uncertainties

- 7.4.1 Uralla Shire Council is highly reliant on grant funding and its rates revenues are limited.
- 7.4.2 Based on the size of our communities, it is difficult to fund the provision of our building infrastructure assets. Council will need to seek ongoing government funding, where available, to maintain and enhance our building infrastructure assets.

Council’s asset renewal backlog

- 7.4.3 Assets that are below the minimum condition rating do not meet Council’s minimum levels of service. Such assets will require renewal. These assets form part of Council’s renewal backlog and Council should be ensuring that these assets are brought up to the agreed levels of service.
- 7.4.4 Council’s asset renewal backlog will need to be funded.

Staff and resource shortages

- 7.4.5 As with financial constraints on the provision of our building infrastructure assets, difficulties in recruiting and retaining staff can be a challenge for Council. As a large rural Council, Council often faces challenges in filling technical and managerial positions. When technical or managerial positions are vacant it can affect Council’s ability to provide some of the services expected by the community.

8. IMPROVEMENT PLAN AND MONITORING

8.1 Asset Management Practices

Accounting/Financial Systems

- 8.1.1 Council uses Authority and Magiq software for its financial/accounting systems. The system is managed by Council's Finance Section and produces quarterly financial reports for Council, while also producing reports for annual financial statements for audit and production to the Uralla Shire community.
- 8.1.2 Council manages and is responsible for all of the accounting, budgeting and financial aspects of all of its assets. The primary issue for the financial systems section is to:
- Conduct regular asset valuations;
 - match valuations with what is out in the field; and
 - Undertake regular updates to the system.

Accountabilities for Financial Systems

- 8.1.3 Under the *Local Government Act 1993*, Council must meet certain financial reporting requirements. These include budget reviews with all AMP sections within Council. Council must also provide an annual report outlining the year's achievements, in terms of meeting its objectives and performance targets as it had set out. The annual report also outlines the amount of expenditure required to meet the standards set in the asset plans, the amount of annual maintenance required to keep the assets at the level of service specified, and Council's maintenance program for the year in relation to the work carried out.
- 8.1.4 The determination of expenditure as capital or maintenance is a combination of purpose, value and economic life of the asset received from the expenditure. The guidelines for the determination are set out in Note C1-7 of the Annual Financial Statements as adopted annually by Council.
- 8.1.5 **Initial Recognition:** All non-current assets purchased are capitalised as the expenditure is incurred and assets are depreciated from the first full year of use. For the initial recognition, an asset's cost is measured at its fair value, plus all expenditure that is directly attributable to the acquisition. Where settlement of any part of an asset's cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of recognition or date of exchange of the asset to arrive at fair value. The discount rate used is Council's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.
- 8.1.6 **Materiality:** Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset. In determining and in annually reviewing such thresholds, regard is had to the nature of the asset and its estimated service life.
- 8.1.7 **Subsequent Costs:** Subsequent costs are added to an asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably.
- 8.1.8 **Maintenance:** All other expenditure on building infrastructure asset, including the excess of fair value addition expense noted above, is recorded as repairs and maintenance and charged to the Income Statement during the financial period in which they are incurred.

Asset Management Systems

- 8.1.9 A number of systems and registers are used by Council for the purpose of building infrastructure asset management:
- Microsoft® Excel spreadsheets – manipulate, interrogate and report on asset data
 - Civica® “Authority” software – finance system
 - TRIM (© (HP Software Division) – records and document management
- 8.1.10 The responsibility for operating and maintaining the core Asset Management systems relating to building infrastructure assets is with the Asset Manager and the Executive Director Infrastructure and Development. The development of an annual budget allocation is between the Executive Director, the Manager Finance and IT, and the General Manager, based upon the ten year financial plan forward estimates. Responsibilities of key stakeholders are set out in Appendix B.
- 8.1.11 Currently, there is no core corporate system for asset management thus various duplications of assets records exist in different databases and have misaligned information. There are no direct links with operations and maintenance expenses and the individual asset.
- 8.1.12 The ongoing maintenance of this system should become a core function within Council’s operations. Linking Council’s asset management system and financial system (Authority) is identified as a key strategy to improve Council’s asset management practices.

Information Flow Requirements and Processes

- 8.1.13 The key information flows *into* this asset management plan are:
- Council strategic and operational plans,
 - Service requests from the community,
 - Network assets information,
 - The unit rates for categories of work/materials,
 - Current levels of service, expenditures, service deficiencies and service risks,
 - Projections of various factors affecting future demand for services and new assets acquired by Council,
 - Future capital works programs, and
 - Financial asset values.
- 8.1.14 The key information flows *from* this asset management plan are:
- The projected Works Program and trends,
 - The resulting budget and long term financial plan expenditure projections, and
 - Financial sustainability indicators.
- 8.1.15 The information flows listed above will impact the Long Term Financial Plan, annual budget, and departmental business plans and budgets.

8.2 Improvement Program

8.2.1 The building infrastructure asset management improvement program generated from this asset management plan is shown in Table 8.2.1 below.

Table 8.2.1: Improvement Program

No	Action	Priority	Responsibility	Timeline
1.	Review and finalise buildings critical assets. Once agreed by Council as significant assets, develop emergency response plans, budgets and resources	High	Asset Manager	annually
2.	Carry out building inspections to determine correct value of assets in Condition 4 and 5.	High	Asset Manager	2022/23
3.	Review and adopt acceptable Level of Services in consultation with community, update any changes and measure progress annually	High	Asset Manager	Annually
4.	Review and confirm expenditure for all buildings sub-categories into renewals, new, maintenance and operational	High	Asset Manager	2023/24
5.	Re-calculate buildings backlog using new condition assessment results and regenerate renewals plan	High	Asset Manager	Annually
6.	Review and establish clear assumptions and approach for calculating depreciation and backlog. Apply this consistent approach across all asset sub categories to obtain most accurate backlog. Prioritise and create a plan to address the backlog by reaching an acceptable level, as consulted and agreed with the community	High	Asset Manager	2022/23
7.	Prioritise and plan buildings asset renewals to meet agreed service levels based on community's importance, asset category priority and site inspections. Standardise renewal expenditure where possible and reserve any extra funds separately for later use	Medium	Asset Manager	2024/25
8.	Review and update future life cycle costs (unit rates) to improve accuracy of estimated lifecycle costs	Medium	Asset Manager	2022/23

8.3 Monitoring and Review Procedures

8.3.1 This asset management plan will be reviewed during annual budget preparation and amended to recognise any material changes in service levels and/or resources available to provide those services as a result of the budget decision process.

8.3.2 This plan will be updated annually accurately represent the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into Council's long term financial plan.

8.3.3 This plan has a life of four years and is due for complete revision and updating within 12 months of each Council election.

8.4 Performance Measures

8.4.1 This BAMP details key improvement activities in Table 8.2.1 above that will result in more effective and mature asset management practices for Council managing its building infrastructure and services.

Key Performance Benchmarks

8.4.2 Council monitors and assesses its performance with respect to maintaining and renewing its assets using key performance benchmarks (current and desired levels of service provided in Table 3.5.2 on page 16). These

benchmarks are used to measure how well Council is meeting the community's expectations in relation to the condition of its assets.

- 8.4.3 Council recognises the importance of working with the local community when managing the Uralla Shire's assets on behalf of the community. Council works with the community in two important ways. Firstly, it creates community service expectations. These summarise what the community wants. Secondly, it measures its progress in meeting these community service expectations against key performance benchmarks.
- 8.4.4 By using community-focussed performance benchmarks, Council maintenance and improvements to building infrastructure assets are directly relevant to the community.
- 8.4.5 The key performance benchmarks that have been established for the building infrastructure assets are outlined in Table 3.5.2 on page 16.

DRAFT

REFERENCES

- 1 NSW Office of Local Government, 2021, *Integrated Planning & Reporting Handbook for Local Councils in NSW*, ISBN 978-1-922001-90-0, www.olg.nsw.gov.au.
- 2 Department for Victorian Communities (DVC), 2006, *Asset Investment Guidelines*, Glossary, Department for Victorian Communities, Local Government Victoria, Melbourne, <http://www.dpcd.vic.gov.au/localgovernment/publications-and-research/asset-management-and-financial>.
- 3 Institute of Public Works Engineering Australasia (IPWEA), 2006, *International Infrastructure Management Manual*, Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au.
- 4 Institute of Public Works Engineering Australasia (IPWEA), 2008, *NAMS.PLUS Asset Management* Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au/namsplus.
- 5 Institute of Public Works Engineering Australasia (IPWEA), 2009, *Australian Infrastructure Financial Management Guidelines*, Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au/AIFMG.
- 6 International Infrastructure Management Manual (IIMM) 6th edition published, Institute of Public Works Engineering Australasia (IPWEA, 2021)

APPENDICES

- Appendix A Key Stakeholder Responsibilities
- Appendix B Glossary of Terms

Appendix A – Key Stakeholder Responsibilities

Stakeholder	Role in Buildings Asset Management Plan
Councillors	<ul style="list-style-type: none"> • Represent needs of community. • Allocating resources in consultation with the General Manager
General Manager	<ul style="list-style-type: none"> • Allocate resources to meet the organisation’s objectives in providing services while managing risks. • Authorise Delegations of Authority to undertake AMP works. • Provide guidance on organization’s broad plans to finance and fund its overall operations to meet its objectives, now and in the future.
Manager Finance & IT	<ul style="list-style-type: none"> • Guide organization’s financial objectives (financial sustainability).
Executive Director Infrastructure & Development	<ul style="list-style-type: none"> • Coordinate the budget. • Identify changes in work flows or Council requirements.
Asset Manager	<ul style="list-style-type: none"> • Schedule the works and maintenance as per the Asset Management Plan.
Manager Planning & Development	<ul style="list-style-type: none"> • Oversee the works of the Asset Management Plan.
Contractors / Employees	<ul style="list-style-type: none"> • Undertake the works as per the schedule.

DRAFT

Appendix B – Glossary of Terms

Annual service cost (ASC)

- 1) Reporting actual cost
The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.
- 2) For investment analysis and budgeting
An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operations, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.

Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset condition assessment

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset management (AM)

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Average annual asset consumption (AAAC)*

The amount of an organisation's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

Capital expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital expenditure - expansion

Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the organisation's asset base, but may be associated with additional revenue from the new user group, e.g. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Capital expenditure - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, e.g. resurfacing or re-sheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

Capital expenditure - upgrade

Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operations and maintenance expenditure in the future because of the increase in the organisation's asset base, egg. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

Capital funding

Funding to pay for capital expenditure.

Capital grants

Monies received generally tied to the specific projects for which they are granted, which are often upgrade and/or expansion or new investment proposals.

Capital investment expenditure

See capital expenditure definition

Capitalisation threshold

The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying amount

The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

Class of assets

See asset class definition

Component

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

Cost of an asset

The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, including any costs necessary to place the asset into service. This includes one-off design and project management costs.

Current replacement cost (CRC)

The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Depreciable amount

The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated replacement cost (DRC)

The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

Depreciation / amortisation

The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Economic life

See useful life definition.

Expenditure

The spending of money on goods and services. Expenditure includes recurrent and capital.

Fair value

The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arm length transaction.

Funding gap

A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in a future diminution of existing service levels.

Heritage asset

An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Impairment Loss

The amount by which the carrying amount of an asset exceeds its recoverable amount.

Infrastructure assets

Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, eg. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no separate market value.

Investment property

Property held to earn rentals or for capital appreciation or both, rather than for:

- (a) use in the production or supply of goods or services or for administrative purposes; or
- (b) sale in the ordinary course of business.

Key performance indicator

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

Level of service

The defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, acceptability and cost.

Life Cycle Cost

1. **Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
2. **Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual operations, maintenance and asset consumption expense, represented by depreciation expense. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Life Cycle Expenditure

The Life Cycle Expenditure (LCE) is the actual or planned annual operations, maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to average Life Cycle Cost to give an initial indicator of life cycle sustainability.

Loans / borrowings

See borrowings.

Maintenance

All actions necessary for retaining an asset as near as practicable to its original condition, including regular ongoing day-to-day work necessary to keep assets operating, egg road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

- **Planned maintenance**
Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.
- **Reactive maintenance**
Unplanned repair work that is carried out in response to service requests and management/supervisory directions.
- **Significant maintenance**
Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.
- **Unplanned maintenance**
Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance and renewal gap

Difference between estimated budgets and projected required expenditures for maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

Maintenance and renewal sustainability index

Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (egg 5, 10 and 15 years).

Maintenance expenditure

Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Materiality

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

Modern equivalent asset

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

Net present value (NPV)

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from egg the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Non-revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, egg. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

Operations expenditure

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, egg power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

Operating expense

The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Pavement management system

A systematic process for measuring and predicting the condition of road pavements and wearing surfaces over time and recommending corrective actions.

PMS Score

A measure of condition of a road segment determined from a Pavement Management System.

Rate of annual asset consumption

A measure of average annual consumption of assets (AAAC) expressed as a percentage of the depreciable amount (AAAC/DA). Depreciation may be used for AAAC.

Rate of annual asset renewal

A measure of the rate at which assets are being renewed per annum expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of annual asset upgrade

A measure of the rate at which assets are being upgraded and expanded per annum expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

Recoverable amount

The higher of an asset's fair value, less costs to sell and its value in use.

Recurrent expenditure

Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operations and maintenance expenditure.

Recurrent funding

Funding to pay for recurrent expenditure.

Rehabilitation

See capital renewal expenditure definition above.

Remaining useful life

The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.

Renewal

See capital renewal expenditure definition above.

Residual value

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

Revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, e.g. public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

Risk management

The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or segment

A self-contained part or piece of an infrastructure asset.

Service potential

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Service potential remaining

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

Strategic Longer-Term Plan

A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in the council's longer-term plans such as the asset management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where the council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

Specific Maintenance

Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, cycle, replacement of air conditioning equipment, etc. This work generally falls below the capital/maintenance threshold and needs to be identified in a specific maintenance budget allocation.

Sub-component

Smaller individual parts that make up a component part.

Useful life

Either:

- (a) the period over which an asset is expected to be available for use by an entity, or
- (b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the council.

Value in Use

The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets, whose future economic benefits are not primarily dependent on the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2009, Glossary

DRAFT

Department: Infrastructure and Development
Prepared by: Asset Manager
TRIM Reference: UINT/22/11737
Attachments: UINT/22/11994 1. Draft Stormwater Drainage Asset Management Plan 2022

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Objectives: 2 We drive the economy to support prosperity
 4 We are an independent Shire and well-governed community
Strategy: 2.3 Communities that are well serviced with essential infrastructure
 4.3 An efficient and effective independent local government
Activity: 2.3.10 Maintain built and natural stormwater drainage
 4.3.4. Adopt the Asset Management Strategy, Policy and Plans
 4.3.9. Review, update and maintain asset management plans and registers.
 4.3.9. Review, update and maintain asset management plans and registers
 4.3.15. Integrate asset data with resource planning systems, data modelling, capital expenditure, Asset Management Plans preparation and financial management
Action: 2.4.2.1.1 Develop schedule for reviewing Asset Management Plans

SUMMARY:

1. This report presents the Stormwater Drainage Asset Management Plan (**Attachment 1**) for Council's review and endorsement for the document to be placed on public exhibition for 28 days.

RECOMMENDATION:

That Council place the Stormwater Drainage Asset Management Plan on public exhibition for 28 days and if no submissions are received adopt the plan.

REPORT:

2. Council resolved the following at the 22 March 2022 Ordinary Council Meeting:

That Council place the draft Policy: Asset Management 2022 and draft Strategy: Asset Management 2022-2032 on public exhibition for a period of not less than 28 days and invite submissions from the public and, if no submissions are received during the public exhibition period, adopt the Policy and Strategy.

3. Council resolved the following at the 24 May 2022 Ordinary Council Meeting:

That the gravel roads upgrade prioritisation community submissions and survey results be received and that the draft Asset Management Plans be received noting that they require further development over the next 6 months including:

- c. Review of changes from the previous draft (10 May 2022 Finance Advisory Committee version) to the current version; and***
- d. Budget amounts compared with required maintenance amounts (e.g. Buildings AMP Table 7.1.3 and graph 7.1.3.1).***

4. Asset management planning is one of the three inter-related elements of Council's Resourcing Strategy (Long Term Financial Planning, Workforce Management Planning and Asset Management Planning).
5. These three key components of the Resourcing Strategy identify how work that is identified in the Delivery Program 2022-2026 and the Operational Plan and Budget for the 2022/2023 Financial Year will be resourced.
6. The key objective of asset management planning is to provide the required level of service for the community in accordance with the Community Strategic Plan and in the most cost effective manner.
7. Levels of service are key business drivers for asset planning, along with technical requirements that ensure asset sustainability. Council's infrastructure asset groups are Transport (roads, bridges, footpaths and cycleways) Stormwater drainage, Water supply network, Sewerage systems, Plant and equipment, Buildings, and Open Spaces and recreational facilities.
8. The ***Integrated Planning and Reporting Guidelines for Local Government*** in NSW ("IP&R Guidelines") set out the general requirements for asset management planning, including the preparation and adoption of an Asset Management Policy, an Asset Management Strategy and Asset Management Plans for each class of assets to support the Council's Community Strategic Plan and Delivery Program.
9. Council is responsible for a large and diverse asset base and a significant portion of Council's resources are spent operating, maintaining, improving and growing these assets for the benefit of the Uralla Shire community.
10. Effective and sustainable asset management is based on optimising the whole of life costs of infrastructure assets, while meeting the present and future service delivery needs of the community and minimising exposure to risk.
11. This asset management plan documents what and how Stormwater Drainage Asset Management Plan assets services are to be delivered, and what cost to achieve the organisational objective. Stormwater drainage assets assist in providing the community with services that enable the adequate collection, transport and discharge of stormwater runoff effectively, efficiently and economically to reduce flooding, soil erosion, pollution, and improve water quality
12. The most significant updates to the Asset Management Plans since the Ordinary Council Meeting and the Finance Advisory Committee Meeting have been in the Financial Summary sections of the plans.
13. Councillors, Staff and the Community are able to submit a public submission on Stormwater Drainage Asset Management Plan, with suggestions on how the plan could be improved during the 28 day public exhibition period.

CONCLUSION:

14. The Draft Stormwater Drainage Asset Management Plan is presented to Council for their review and endorsement and for the document to be placed on public exhibition, in order to invite submissions from the public on the document and if no submissions are received from the public during the exhibition period that the plan be adopted by Council.

COUNCIL IMPLICATIONS

15. **Community Engagement/Communication**
This report proposes that the Stormwater Drainage Asset Management Plan is placed on public exhibition for not less than 28 days and public submissions are invited from the public on the plan.
16. **Policy and Regulation**
Section 403 of the *Local Government Act 1993* – Resourcing strategy.
Section 406 of the *Local Government Act 1993* – Integrated Planning and Reporting Guidelines.
Section 196A of the *Local Government (General) Regulation 2021* – Integrated Planning and Reporting Guidelines.
17. **Financial/Long Term Financial Plan**
All of the Asset Management Plans will inform Council’s ten year **Long Term Financial Plan (LTFP)**. The LTFP has not been adopted by Council as yet. The plan will be reviewed and adopted by Council after all of the Asset Management Plans have been reviewed and adopted by Council.
18. **Asset Management**
The Asset Management Plans will provide the mechanism for Council to manage all of the infrastructure, plant and equipment assets that it owns.
19. **Workforce/Workforce Management Strategy**
Council Staff.
20. **Legal and Risk Management**
Effective asset management is a requirement of the *Local Government Act 1993*. Asset Management Plans assist in managing and controlling the risks of owning and operating infrastructure, plant and equipment assets.
21. **Performance Measures**
All Council’s in NSW are required to comply with the *Local Government Act 1993*, the *Local Government (General) Regulation 2021* and the Integrated Planning and Reporting Guidelines for Local Government.
22. **Project Management**
Interim Director Infrastructure and Development, the Asset Manager and Manager Civil Infrastructure



DRAFT

Stormwater Drainage
Asset Management Plan
September 2022 (Version 1)

INFORMATION ABOUT THIS DOCUMENT

Date Adopted by Council		Resolution No.	
Document Owner	Executive Director Infrastructure & Development		
Document Development Officer	Asset Manager		
Review Timeframe	Every 4 years; within 12 months of each Council election		
Last Review Date:	2022	Next Scheduled Review Date	2026

Document History

Doc No.	Date Amended	Revision details.	Author	Reviewer	Approver
0.1	March 2022	Draft version	PL		
0.2	10 May 2022	Revised by Finance Advisory Committee	PSO	PL	
0.3	September 2022	Version 1	PL	Reviewed by staff, circulated to Capital Works Working Group for out-of-session review	
0.4	TBC	Public exhibition			Council
1.0	TBC	Adopted			Council

Further Document Information and Relationships

List here the related strategies, procedures, references, Strategy or other documents that have a bearing on this Strategy and that may be useful reference material for users of this Strategy.

Related Legislation*	Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2021 (the Regulation)
Related Policies	Uralla Shire Council Community Strategic Plan 2022-2032 Uralla Shire Council Long Term Financial Plan 2023-2032 Uralla Shire Council Asset Management Policy, 2022 Uralla Shire Council Asset Management Strategy, 2022
Related Procedures/ Protocols, Statements, documents	Integrated Planning & Reporting Guidelines for Local Government in NSW International Infrastructure Management Manual (IIMM) 6th edition, Institute of Public Works Engineering Australasia (IPWEA, 2021) ISO 55000 Series Standards and Australian Accounting Standards

*Note: Any reference to Legislation will be updated in the Strategy as required. See website <http://www.legislation.nsw.gov.au/> for current Acts, Regulations and Environmental Planning Instruments.

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY	5
1.1 Context.....	5
1.2 What does it cost?	6
1.3 Managing the Risks	6
1.4 Confidence Levels	7
1.5 The Next Steps	7
2. INTRODUCTION	8
2.1 Background	8
2.2 Goals and Objectives of Asset Management	9
2.3 Core and Advanced Asset Management.....	10
2.4 Community Consultation	10
3. LEVELS OF SERVICE	11
3.1 Customer Research and Expectations	11
3.2 Strategic and Corporate Goals	11
3.3 Legislative Requirements	12
3.4 Current Levels of Service.....	12
3.5 Desired Levels of Service.....	13
3.6 Condition and Quality of Assets.....	16
3.7 Responsiveness	17
3.8 Customer satisfaction	17
3.9 Affordability	17
3.10 Sustainability.....	18
3.11 Health and Safety.....	18
3.12 Financial Based Service Levels	18
4. FUTURE DEMAND	20
4.1 Demand forecast.....	20
4.2 Changes in Technology	21
4.3 Demand Management Plan	21
4.4 New Assets for Growth	21
5. LIFE CYCLE MANAGEMENT	23
5.1 Background Data.....	23
5.2 Operations and Maintenance Plan	24
5.3 Renewal/Replacement Plan.....	26
5.4 Creation/Acquisition/Upgrade Plan.....	28
5.5 Disposal Plan	28
6. RISK MANAGEMENT	29
6.1 Risk Assessment.....	29
6.2 Strategic Infrastructure Risks	30
6.3 Critical Assets	31
7. FINANCIAL SUMMARY	32
7.1 Financial Statements and Projections.....	32
7.2 Funding Strategy	36
7.3 Valuations	37
7.4 Factors affecting supply of stormwater drainage assets	39

8. IMPROVEMENT PLAN AND MONITORING.....	40
8.1 Asset Management Practices.....	40
8.2 Improvement Program.....	42
8.3 Monitoring and Review Procedures	42
8.4 Performance Measures.....	43
REFERENCES	44
APPENDICES	45
Appendix A – Schedule of Assets	46
Appendix B – Projected Capital Renewal Program	47
Appendix C – Organisational Structure Responsibilities.....	48
Appendix D – Glossary of Terms	49

DRAFT

1. EXECUTIVE SUMMARY

1.1 Context

- 1.1.1 This asset management plan has been prepared to meet Uralla Shire Council’s legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting.
- 1.1.2 Uralla Shire Council and its employees will strive to uphold and follow the practices outlined in this Stormwater Drainage Asset Management Plan (SDAMP).
- 1.1.3 This SDAMP is one of seven asset management plans (AMPs) covering all community assets for which Council is responsible. These fall under Council’s Asset Management Policy and Asset Management Strategy.
- 1.1.4 Asset management planning is a comprehensive process to facilitate service delivery from infrastructure assets in a financially sustainable manner.
- 1.1.5 Asset management plans detail information about infrastructure assets, including actions required to provide an agreed level of service in the most cost effective manner. This plan defines the services to be provided, how the services are provided, and what funds are required to provide the services.
- 1.1.6 Council stormwater drainage assets assist in providing the community with services that enable the adequate collection, transport and discharge of stormwater runoff effectively, efficiently and economically to reduce flooding, soil erosion, pollution, and improve water quality.
- 1.1.7 The critical issues factored into Council’s stormwater asset management include:
- 1.1.8 Maintenance and repair costs;
- Replacement or Rehabilitation cost;
 - Age of assets;
 - Life cycle of asset;
 - Integrating new technologies;
 - Usage and data capture; and
 - Projected asset costs.
- 1.1.9 The stormwater service network is comprised of the following infrastructure assets:
- Stormwater drainage pipes (closed and open conduits);
 - Stormwater drainage box culverts;

- Pits - junction pits, surface inlet pits, kerb inlet pits, headwalls/endwalls, manholes and converters; and Stormwater Quality Improvement Devices (SQIDs) – gross pollutant traps.

1.1.10 As at 30 June 2022 these infrastructure assets have a replacement value of \$ 4,372,719.

1.2 What does it cost?

1.2.1 The projected outlays necessary to provide the services covered by this SDAMP includes operation and maintenance and renewal of existing assets over the 10 year planning period. There are no confirmed upgrades at the time of writing this plan.

1.2.2 The total amount of forecasted expenditure for stormwater drainage operations, maintenance and capital over the next ten years, in this SDAMP, will be approximately \$1.8 million (as shown in Figure 1.2.2) with annual forecasted expenditure varying between approximately \$146,900 and \$206,912 per annum. Forecasted operational expenditure for the ten year cycle will be approximately \$1.3 million which equates to 72% of the total forecasted expenditure.

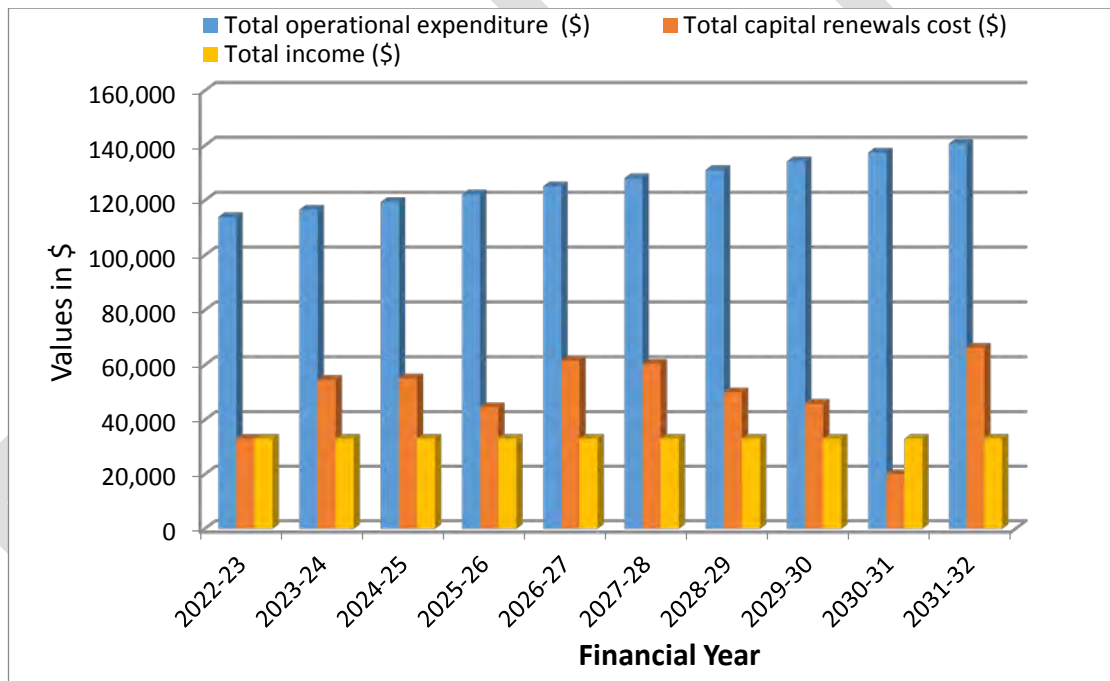


Figure 1.2.2: Stormwater drainage projected and long term financial plant expenditure

1.3 Managing the Risks

1.3.1. There are risks associated with providing the service and not being able to complete all activities and projects. Major risks have been identified as follows:

- Disruption to other Council operations and services.
- Deferred maintenance and renewal resulting in large future expenditure.
- Climate change associated risks such as flooding.

- Community expectations are not met.

1.3.2. Council will endeavour to manage these risks within available funding by:

- Prioritisation of maintenance and renewal works based on service levels and risks.
- Monitoring known flooding hotspots.

1.4 Confidence Levels

1.4.1. This SDAMP is based on medium level of confidence data. However, there may be incomplete and data gaps in the asset inventory datasets including imprecise or incomplete information regarding:

- Some Estimated Unit Cost (EUC) values
- Some material types
- Some asset size information
- Some install date values

1.4.2. Where inventories or unit replacement costs were not available or unknown, the assets have not been included in this Plan. The expenditure allocations have been identified for renewals, operational and maintenance, which are to be integrated into the Draft Long Term Financial Plan 2022 - 2032.

1.5 The Next Steps

1.5.1. The plan provides framework for good management of stormwater drainage assets by detailing:

- New established levels of service that have been prepared in detail with specific key performance indicators (KPIs). Further consultation is required with community for adaptation.
- New simplified improvement plan which highlights ongoing or next items for continuous improvement in asset management.
- Reviewing resilience of critical infrastructure.
- Reviewing adaptive technologies to prolong the life of assets.

1.5.2. The average capital and maintenance expenditure on Council assets over the ten-year forecast period is approximately \$175,995 per year. This compares to the expenditure which is required to maintain and operate the asset network as required being \$ \$126,866 per year.

1.5.3. The analysis of the asset data and expenditure data suggest that there is an under expenditure on asset renewals.

1.5.4. This asset class is relatively small in size and value and as such one-off expenditure and minor maintenance expenditure can maintain the asset class in good condition.

1.5.5. Council will need to have a complete the comprehensive condition survey of all stormwater drainage assets.

2. INTRODUCTION

2.1 Background

2.1.1 Aging infrastructure is not a significant concern in the life of this plan and Council is able to operate, maintain, and improve systems and infrastructure assets installed for the long term. Uncertainty about the location and condition of infrastructure assets and lack of comprehensive planning often leads to a reactive approach to maintenance and the occurrence of emergency situations stemming from asset failures.

2.1.2 This asset management plan defines and demonstrates responsive management of assets (and services provided from assets), compliance with regulatory requirements, and communicates the funding needed to provide the required levels of service.

2.1.3 The asset management plan is to be read in conjunction with Council’s Asset Management Policy, Asset Management Strategy and the following associated Council planning documents, and future updates:

- Community Strategic Plan 2022 -2032
- Delivery Program 2022 -2024
- Operational Plan 2022
- Draft Long Term Financial Plan 2022 -2032

2.1.4 This SDAMP has a direct relationship with the following associated planning process and documents:



Figure 2.1: Asset management planning process within the Integrated Planning and Reporting Framework

2.1.5 Council's current stormwater drainage assets covered by this asset management plan are tabled in Appendix A on page 44.

2.2 Goals and Objectives of Asset Management

2.2.1 Council exists to provide services to its community. Most of these services (from a value perspective) are provided by infrastructure assets. Council acquires infrastructure assets by purchase, by contract, construction by Council staff, and by donation of assets constructed by developers and others to increase the levels of service over time.

2.2.2 Council's goal in managing infrastructure assets is to meet the required level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Taking a life cycle cost management approach;
- Developing cost-effective management strategies for the long term;
- Providing a defined level of service and monitoring performance;
- Understanding and meeting the demands of growth through future demand analysis and infrastructure investment;
- Managing risks associated with asset failures;
- Sustainable use of physical resources; and
- Continuous improvement in asset management practices.

2.2.3 Assets are inspected, maintained, upgraded and renewed as necessary or as specified in specific works programs so that they:

- Reach their expected lifecycle;
- Perform to their maximum capability;
- Satisfy community expectations and needs;
- Satisfy budget limitations; and
- Meet safety and regulatory requirements.

2.2.4 The purpose of this SDAMP is to:

- Maintain, replace and develop assets over the long term to meet required delivery standards and foreseeable future needs at minimal cost;
- Continually improve asset management practices and service delivery to the customers;
- Provide information to assist decision makers in trading off service levels, costs and risks to provide services in a financially sustainable manner;
- Provide long term financial planning for stormwater assets;
- Demonstrate responsible and sustainable stewardship of Council and community assets;

- Provides the basis for forward works programs;
- Provides the basis of optimising whole life costs;
- Comply with strategic and regulatory requirements; and
- Identify future funding requirements and service delivery in the context of current asset conditions and performance, levels of service, funding constraints, and forecast demands for infrastructure and services.

2.3 Core and Advanced Asset Management

- 2.3.1 This asset management plan is prepared as a first cut ‘core’ asset management plan in accordance with the International Infrastructure Management Manual (IPWEA, 2021). It is prepared to meet minimum legislative and organisational requirements for sustainable service delivery, long term financial planning and reporting; and also, to enable effective and economical maintenance and enhancement of our stormwater assets. Core asset management is a ‘top down’ approach where analysis is applied at the ‘system’ or ‘network’ level.

2.4 Community Consultation

- 2.4.1 This ‘core’ asset management plan is prepared to facilitate community consultation initially through feedback on public display of draft asset management plans prior to adoption by Council. Future revisions of the asset management plan will incorporate a more specific and comprehensive community consultation on asset group service levels and costs of providing the service. This will assist Council and the community in matching the level of service needed by the community, service risks and consequences with the community’s ability and desire to pay for the service.

3. LEVELS OF SERVICE

3.1 Customer Research and Expectations

3.1.1 Council has not yet carried out any specific stormwater drainage infrastructure formal research on customer expectations in relation to its stormwater drainage infrastructure. However, survey data about the Draft Long Term Financial Plan (LFTP 2022-32) indicated that less than 13% of the respondents would prefer to reduce operating costs, capital expenditure or a combination of the two to cut in standard or reliability on stormwater drainage infrastructure as compared to other infrastructure asset groups (See Figure 3.1.1 below)

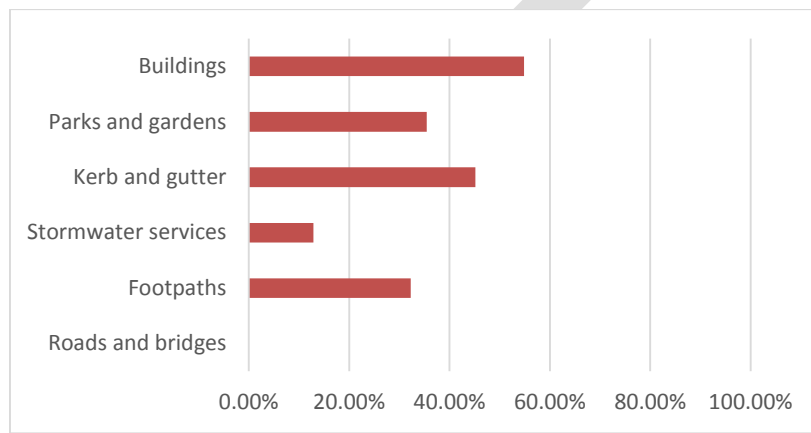


Figure 3.1.1: Comparison of infrastructure areas where community would prefer Council made a cut in service standard or reliability.

- 3.1.2 Community consultation to determine customer expectations, needs and wishes for all Council services in future may be resourced should Council determine the need to do so for updates of this asset management plan. This will assist Council and the community in matching the level of service needed by the community, service risks and consequences with the community's ability to pay for the service.
- 3.1.3 Future revisions of this asset management plan will incorporate community consultation on existing and future service needs, service levels and costs of providing the service.

3.2 Strategic and Corporate Goals

- 3.2.1 This SDAMP is prepared under the direction of Council's vision, mission, goals and objectives as set out in the Community Strategic Plan.
- 3.2.2 **Council's Vision:** In 2032 the Uralla Shire community will be vibrant with a growing economy supporting a sustainable quality of life that values its heritage.
- 3.2.3 **Council's Mission:** Uralla Shire Council listens to and facilitates the aspirations of the community.
- 3.2.4 **Council's Community Strategic Objectives:**
1. We have an accessible, inclusive and sustainable community.
 2. We drive the economy to support prosperity.

3. We are good custodians of our environment.
4. We are an independent shire and well-governed community.

3.2.5 Infrastructure assets play both a direct and an indirect role in achieving the strategic objectives of the Community Strategic Plan. The following table indicates how Council's stormwater drainage assets play a role in the delivery of the key strategies (see Table 3.2.5 below) linked to the Community Strategic Plan.

Table 3.2.5: Strategic Objectives

Theme	Strategic Objective	Strategy
Economy	<ul style="list-style-type: none"> • We drive the economy to support prosperity. 	<ul style="list-style-type: none"> • Communities that are well serviced with essential infrastructure
Environment	<ul style="list-style-type: none"> • We are good custodians of our environment. 	<ul style="list-style-type: none"> • Secure, sustainable and environmentally sound water-cycle infrastructure and services

3.2.6 With respect to this SDAMP, the relevant organisational objectives and goals relating to this plan are listed in Table 3.2.6 below.

Table 3.2.6: Organisational Objective and Goals

Organisational Objective	Organisation Goals	How Goal and Objectives are addressed
To plan, design, construct and manage new and additional stormwater drainage systems and catchment areas, to collect, transport and discharge stormwater runoff effectively, efficiently and economically to reduce flooding, soil erosion, pollution and improve water quality.	To have an effective system for the collection and dispersal of stormwater arising from rain events that meet the 1 in 100 year measure.	Continue current level of routine maintenance of existing storm water drainage system (5.6km).
		Maintain the retention basins.
	Improved quality of water flow downstream at the Uralla boundary with the clean-up of environmental weeds along the surrounding Uralla Creek.	By encouraging the use in urban as well as rural areas of rain water tanks.
		By the removal of environmental weeds and replanting with appropriate vegetation in defined areas.
		Monitor the effectiveness of gross pollution traps.

3.3 Legislative Requirements

3.3.1 Council has to meet many legislative requirements including Australian and State legislation and State regulations. Key legislation which is relevant to this plan is listed in Table 3.3.1 below.

3.4 Current Levels of Service

3.4.1 Council has defined service levels in two terms: community levels of service and technical levels of service.

3.4.2 Community Levels of Service relate to the service outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, cost effectiveness and legislative compliance.

3.4.3 Community levels of service measures used in the asset management plan are:

- Quality – How good is the service?
- Function – Does it meet users’ needs?
- Safety – Is the service safe?

Table 3.3.1: Legislative Requirements

Legislation	Requirement
<i>Local Government Act 1993 and Local Government (General) Regulation 2021</i>	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
<i>Environmental Planning and Assessment Act 1979 and Environmental Planning and Assessment Amendment Act 2008</i>	Set out the guidelines used by Council to provide sustainable and environmentally responsible planning, development and land use.
<i>Protection of the Environment Operations Act 1997</i>	Sets environmental standards, goals, protocols and guidelines to reduce pollution and environmental harm.
<i>Local Land Services Act 2013 and Biodiversity Conservation Act 2016</i>	Govern the clearing of native vegetation in NSW.
<i>Waste Avoidance and Recovery Act 2001</i>	Establishes the need to avoid/minimise waste, increase resource use efficiency/reduce natural resource consumption, and minimise environmental impact through ecologically sustainable development and sustainable waste management systems.
<i>Work Health and Safety Act 2011 and Work Health and Safety Regulation 2017</i>	Council must ensure a safe workplace for all its employees and the public.

3.4.4 Technical Levels of Service are operational or technical measures of performance which support the community service levels. These technical measures relate to the allocation of resources to service activities that Council undertakes to best achieve the desired community outcomes.

3.4.5 Technical service measures are linked to annual budgets, covering:

- **Operations** – the regular activities to provide services, such as opening hours, cleansing frequency, mowing frequency, etc.
- **Maintenance** – the activities necessary to retain an asset as near as practicable to its original condition (e.g. routine inspections and maintenance and clearing stormwater blockages.)
- **Renewal/Rehabilitation** – the activities that return the service capability of an asset up to that which it was as new. Renewal refers to a complete changeover (old to new.) Rehabilitation refers to refurbishing and upgrading components.
- **Upgrade** – the activities to provide a higher level of service (eg replacing a pipeline with a larger size) or a new service that did not exist previously (eg construction of a new structure).

3.5 Desired Levels of Service

3.5.1 Stormwater Levels of Service are measured by community feedback and on a technical basis.

- 3.5.2 Current desired levels of service are obtained from various sources including service requests and correspondence, feedback and maintenance schedules. Existing customer service levels are validated every annually through a Citizen Satisfaction Survey and annually through stakeholder engagement as part of the business planning and budgeting process to fully match community expectations.

DRAFT

3.5.3 Council's current service levels are detailed in Table 3.5.2.

Table 3.5.2: Current and Desired Service Levels

Key Performance Measure	Level of Service	Performance Measure Process	Target Performance	Current Performance
COMMUNITY LEVELS OF SERVICE				
Quality	Services protect property and people from impacts of flooding	Customer complaints	Customer requests for service and complaints are addressed within agreed timeframes	90%
	Percent of assets in condition 3 or better	Condition assessment (Condition rating 1-5)	95% for all assets	84%
	The services are affordable and managed at lowest possible cost for required level of service	Review of service agreements and benchmark with other councils	Total operating costs per km of network not greater than the industry average	100%
Function	Stormwater drains clear and clean	Frequency of inspections and maintenance	Stormwater pathways inspected once per year and maintained regularly	80%
Safety	Stormwater drains and grills are inspected for safety.	Number of injuries or accidents	Nil accidents.	100%
TECHNICAL LEVELS OF SERVICE				
Operations	Percent of network inspected by CCTV	Network inspection and monitoring	5% per year (within 5 years)	0%
	Percent compliance with Council's documented response time	CRMS data	90% CRMS to be actioned within time	100%
Maintenance	Continue current level of routine maintenance of existing storm water drainage system (5.6km), and maintain the retention basins.	Customer enquiries	≤ 1 complaint per quarter about drainage problems.	100%
		Budget	Cost of maintenance per km of existing stormwater pipe at \$1,000 per km per annum.	50%
		Clean retention basins	Retention basins clean, maintenance completed within budget.	10%
		Volume of gross pollutants	No more than 1 tonne gross pollutants recorded monthly	20%
Renewal / Rehabilitation	Assets meet financial sustainability ratios	Consumption ratio	Between 50% and 75%	76.2%
		Renewal funding ratio	Between 90% and 110% (2018/19)	0%
		Long term funding ratio	Between 95% and 105%	95.9%
	Maintain appropriate vegetation around stormwater assets	Rate of removal of weeds and replanting of appropriate vegetation.	Undertaken 3 of times per year.	50%

3.6 Condition and Quality of Assets

- 3.6.1 The condition of Council’s stormwater drainage assets is currently assessed every five years. This asset condition information is then used to plan the timing of our maintenance and capital renewal activities.
- 3.6.2 Quality has more to do with manner and type of the asset rather than its condition. An asset may be poor in quality yet have a condition which is described as good.
- 3.6.3 Condition is a measure of an assets physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 1 - 5, where 1 = new and 5 = totally failed. Council’s condition rating matrix is set out in Table 3.6.3 below.

Table 3.5.3: Description of Condition

Condition Rating	Condition	Description	Guide	Residual life as a % of total life	Mean percentage residual life
1	Excellent	An asset in excellent overall condition.	Normal/planned maintenance required.	>86%	95%
2	Good	An asset in good overall condition with some possible early stages of slight deterioration evident, minor in nature and causing no serviceability issues.	Normal maintenance plus minor repairs required (to 5% or less of asset).	65 to 85%	80%
3	Satisfactory	An asset in fair overall condition with some deterioration evident, which may be slight or minor in nature and causing some serviceability issues.	Significant maintenance and/or repairs required (to 10-20% of asset).	41 to 64%	55%
4	Poor	An asset in poor overall condition, moderate to high deterioration evident.	Significant renewal required (to 10-40% of asset).	10 to 40%	35%
5	Worn	An asset in extremely poor condition or obsolete. The asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service in the near future.	Over 50% of the asset requires renewal.	<10%	5%

- 3.6.4 The intent of Council is not to undertake renewal on an asset until it reaches its intervention level. The intervention level is the condition level below which renewal is required based on the community’s level of service expectations, legislative requirements and strategic goals of the council.
- 3.6.5 Typically, stormwater drainage assets in condition 4 will provide a poor level of service and will need to be renewed in the short- to medium-term. Assets in condition 5 may require urgent and immediate renewal or replacement. Funding may be needed to support the required level of renewals each year. Council will be allocating funds to an asset renewal reserve each year to help in managing these funding needs.
- 3.6.6 The condition of each stormwater drainage asset has been assessed by estimating the proportion of each asset’s expected useful life that has been consumed.

3.6.7 The current condition ratings of Council’s stormwater drainage assets as at 30 June 2021 are summarised in Table 3.6.7 below (See Figure 3.1). It indicates that the 450mm pipes asset are in condition 5 and as asset register this particular set of pipes asset need urgent and immediate inspection in order to maintain their efficiency and effectiveness during their remaining lifespan of 22 years.

Table 3.6.7: Condition ratings, stormwater drainage assets (estimated renewal cost) as at 30 June 2021

Stormwater drainage assets category	Condition rating – value (\$)					Total Replacement cost (\$)
	1	2	3	4	5	
100mm pipes	-	1,801	-	-	-	1,801
150mm pipes	-	3,207	-	-	-	3,207
250mm pipes	-	-	4,782	-	-	4,782
300mm pipes	-	28,577	-	23,535	-	52,112
315mm pipes	-	-	-	9,956	-	9,956
375mm pipes	-	510,732	-	-	-	510,732
430mm pipes	-	-	-	3,433	-	3,433
450mm pipes	-	596,913	-	-	56,430 ¹	653,343
500mm pipes	-	-	3,176	-	-	3,176
525mm pipes	-	-	193,455	-	-	193,455
600mm pipes	-	743,960	-	-	-	743,960
625mm pipes	-	8,068	-	-	-	8,068
650mm pipes	-	-	94,011	-	-	94,011
750mm pipes	-	427,790	-	-	-	427,790
825mm pipes	-	-	31,149	-	-	31,149
900mm pipes	-	87,413	-	-	-	87,413
Box culverts	-	61,918	13,925	-	-	75,843
Drain	-	10,306	-	-	-	10,306
Retention basins	-	52,492	-	-	-	52,492
Gross Pollutant Traps (GPT)	-	134,399	-	-	-	134,399
Drainage pit	25,125	-	-	-	-	25,125
Total stormwater drainage assets	\$25,125	\$2,667,576	\$340,498	\$36,924	\$56,430	\$3,126,553

3.7 Responsiveness

3.7.1 Council places a high emphasis on customer service and its responsiveness to customer enquiries. Council will maintain assets in a workman-like manner and be responsive to the needs of the community now and into the future. Council implements strategies which maintain a high level of customer support.

3.8 Customer satisfaction

3.8.1 Council will continue to provide services to the community in a manner that is efficient and effective. Council will continue to monitor community satisfaction with its current services and strive to improve community satisfaction where possible.

3.9 Affordability

3.9.1 Council will maintain its infrastructure assets in a cost effective affordable manner in accordance with responsible economic and financial management. In order for Council's

¹ Need to be prioritised for CCTV inspection and renewal

assets to assist in meeting the strategic goals and in attaining optimum asset expenditure, Council will need to continually review its current operational strategies and adopt new and proven techniques to maintain assets in their current condition.

3.10 Sustainability

- 3.10.1 Council will maintain its assets in a manner to enable the long term financial sustainability for current and future generations. This will be achieved by ensuring efficient and effective service delivery and ensuring appropriate funds are allocated to maintain and renew infrastructure assets.

3.11 Health and Safety

- 3.11.1 Council will endeavour to identify and mitigate all key health and safety risks created by provision of services.
- 3.11.2 Each of the service level outcomes is related directly to Council's Community Strategic Plan by the way each asset class helps deliver the services required by the community. These service level outcomes are essential to maintain the asset portfolio to a satisfactory level, and also caters to the future demands of the community whilst balancing the potential risks to the community and Council.

3.12 Financial Based Service Levels

- 3.12.1 The premise of asset management is that asset requirements and asset management strategies should be driven by defined and acceptable service levels and performance standards. This section defines the various factors that are considered relevant in determining the Levels of Service for Council's assets that have been used to provide the basis for the life cycle management strategies and works programme identified within this asset management plan.
- 3.12.2 Levels of Service is a generic term used to describe the quality of services provided by an asset. Specific financial based service levels are described in Table 3.12.2 below.

Table 3.12.2: Financial Based Service Levels

Asset Consumption Ratio	The average proportion of 'as new' condition remaining for assets. This ratio shows the written down current value of the local government's depreciable assets relative to their 'as new' value. It highlights the aged condition of a local government's stock of physical assets and the potential magnitude of capital outlays required in the future to preserve their service potential.
Asset Sustainability Ratio	Are assets being replaced at the rate they are wearing out? This ratio indicates whether a local government is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the rate of depreciation of assets for the same period. A local government would need to understand and be measuring its renewal expenditure to be able to determine this ratio.
Asset Renewal and Renewals Funding Ratio	Is there sufficient future funding for renewal and replacement of assets? This ratio indicates whether Council is allocating sufficient funds in its long term financial plan to adequately fund asset renewals.

Asset Backlog Ratio	This ratio shows what proportion the infrastructure backlog is against the total value of a council's infrastructure. The benchmark is less than 2%. The ratio is determined by dividing the estimated cost to bring assets to a satisfactory condition by the carrying value of infrastructure, building, other structures and depreciable land improvement assets.
Asset Maintenance Ratio	This ratio compares actual versus required annual asset maintenance for each asset class. A ratio of above 100% indicates that the council is investing enough funds that year to halt the infrastructure backlog from growing. The benchmark is greater than 100%.

3.12.3 The condition of storm sewers (“Excellent”) is primarily based on the age and expected useful life of these assets. However, physical inspections and assessments will be leveraged to provide more reliable condition data in future asset management plans. Figure 3.12.2 shows gross pollutant trap in (“Excellent”) condition.



Figure 3.12.2: Gross Pollutant trap in “Excellent” condition

4. FUTURE DEMAND

4.1 Demand forecast

4.1.1 The future infrastructure demand for community infrastructure and facilities is driven by changes and trends in population change, changes in demographics, lifestyle changes, residential occupancy levels, seasonal and climatic factors, consumer preferences and expectations, technological advancement, economic factors, agricultural practices, environmental awareness.

4.1.2 Demand factor trends and impacts on stormwater drainage assets are summarised in Table 4.1.2.

Table 4.1.2: Demand Factors, Projections and Impact on Services

Demand driver	Present position	Projection	Impact on services
Population	5,971 (2021 Census)	The NSW Department of Planning and Environment has predicted minor annual population decrease of 1.15% over the next 20 years to 5,450 in 2041. ²	A minor population decrease will effect little change in demand to stormwater assets, however will result in decreased revenues without a corresponding reduction in stormwater drainage infrastructure service costs
Demographics	In 2021, the median age of people in Uralla Shire was 47 years. People aged 65 years and over made up 23.2% of the population.	The working age population (aged 15-64) is estimated to decrease by 3,750 from 2016 to 2,900 in 2041. The number of people aged 65 and over is estimated to increase from 1,200 in 2016 to 1,700 by 2041.	Insignificant
Residential development	Growth rate reflects demand for residential development	Future growth rate is possible due to proximity to State Significant Development projects	Small increase in demand on services
Environmental awareness	The community and Council are more environmentally aware and responsible.	Decreasing water supply and increasing demand. Onsite and catchment stormwater reuse and change to parks and gardens plantings due to water restrictions.	Stormwater capture and reuse infrastructure may be identified as a priority
Climate	Extremes increasing	Higher intensity rainfalls in storm events	Significant spending required to manage greater flows and pollutant treatment measures
Catchment management	Direct stormwater discharge into creek environment with some pollution control measures and limited stormwater reuse	Regulated controls on quality of stormwater discharge and reuse	Infrastructure to control pollutants, capture and reuse stormwater

² <https://www.planning.nsw.gov.au/Research-and-Demography/Population-projections/Projections>

4.2 Changes in Technology

- 4.2.1 Technology changes may affect the delivery of infrastructure services as a result of improvements to construction materials, methods, maintenance and operations. These may potentially increase the life of some assets and reduce susceptibility to damage.
- 4.2.2 Technology changes are forecast to affect the delivery of services covered by this plan as shown in Table 4.2.2 below.

Table 4.2.2: Technology Changes

Technology Change	Effect on Service Delivery
Changes in construction techniques, available materials and improvements to plant and equipment will evolve	These changes will be assessed on merit and applied where efficiencies can be achieved in construction and maintenance practices.
Improvement to pollutant control devices	Higher level of pollution capture and treatment of stormwater
Asset data capture by video inspection and the transportation of this information onto Council's GIS	Spatial location and condition of assets able to be verified from GIS reducing the need for reactive inspections
Further development of urban stormwater sensitive devices and techniques.	Reduce stormwater run-off and increase reuse

4.3 Demand Management Plan

- 4.3.1 Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.
- 4.3.2 Non-asset solutions focus on providing the required service without the need for Council to own the assets. Examples of non-asset solutions include providing services from existing infrastructure such as aquatic centres and libraries that may be in another council area or public toilets provided in commercial premises.
- 4.3.3 Opportunities identified to date for demand management are shown in Table 4.3.3 below. Further opportunities will be developed in future revisions of this asset management plan.

Table 4.3.3: Demand Management Plan Summary

Service Activity	Demand Management Plan
Maintenance	Conduct routine inspections and repairs according to work plans and community enquiries.
Upgrades	Monitor the condition and lifespan of assets and plan upgrades accordingly.
Customer service requests	Record all customer service requests relating to stormwater assets and analyse the data collected to identify shortfalls in assets or services, and implement solutions.

4.4 New Assets for Growth

- 4.4.1 New stormwater drainage assets are those assets that Council did not previously possess, or stormwater drainage expenditure that upgrades or improves an existing asset beyond its existing capacity.

- 4.4.2 New assets required to meet growth will be acquired from land developments and constructed/acquired by Council. New assets may also result from the need to support growth or environmental needs, or to create additional service level capacity.
- 4.4.3 New assets and upgrade/expansion of existing assets are identified from various sources such as staff, councillor or community requests, proposals identified by strategic plans or reports, analysis of external plant hire charges incurred, testing or demonstrations of new technologies, or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary estimate. Verified proposals are ranked by priority and available funds are scheduled into replacement programs.
- 4.4.4 Acquiring these new assets will commit Council to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations and maintenance costs.
- 4.4.5 Council is not anticipating a significant increase in population and therefore anticipates there will be little change in demand for stormwater drainage assets.

DRAFT

5. LIFE CYCLE MANAGEMENT

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service while optimising life cycle costs.

5.1 Background Data

Physical Parameters

- 5.1.1 This Asset Management Plan covers the infrastructure assets that serve the Uralla Shire’s community stormwater needs. These assets include pipes, pits (pits, endwalls, headwalls and converters are broadly classified as pits), culverts, channels, and gross pollutant traps (GPTs) (See examples in Figure 5.1) throughout the local government area that enable people to protect both life and property from larger storm events and minimise disturbances from minor storms.



Figure 5.1: Examples of stormwater assets (A) Box culvert, (B) Waterway gabion protection (C) and (D) Pipes.

- 5.1.2 The asset inventory, values and conditions as per the current asset register are set out in Table 3.6.7 on page 16 above and Table 5.1.2 below.

Table 5.1.2: Asset Inventory, projected Value and Condition as at 30 June 2022

Stormwater Assets							
Gross Replacement Cost	Written Down Value	Annual Depreciation Expense	Condition				
			1	2	3	4	5
\$ 4,347,767	\$ 3,216,554	\$ 90,002	8%	54%	23%	12%	4%

Asset capacity and performance

- 5.1.3 Council's services are generally provided to meet design standards where these are available.
- 5.1.4 Locations where deficiencies in service performance are known are detailed in Table 5.1.4 below. These service deficiencies were identified from the knowledge of Council management, community enquiries, and Council inspections.

Table 5.1.4: Known Service Performance Deficiencies

Location	Service Deficiency
Stormwater Drainage Network	Under capacity pipe and pit drainage, lack of drainage system and property flooding
Stormwater Pollution Control Measure	Not all stormwater outlets have pollution control measures
Stormwater Reuse	Limited or no infrastructure installed for stormwater reuse.
Non asset solutions	Flood studies including hydraulic maps to identify issues and develop mitigation strategies

5.2 Operations and Maintenance Plan

Maintenance Plan

- 5.2.1 Council's maintenance activities for stormwater drainage include routine, proactive, specific and reactive maintenance.
- 5.2.2 Routine maintenance is the regular ongoing work that is necessary to keep assets operational and to help assets reach their useful life. It includes work on an asset where a portion may fail and needs immediate repair to make it operational again.
- 5.2.3 Proactive maintenance (or planned maintenance) is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.
- 5.2.4 Specific maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle. This work generally falls below the capital/maintenance threshold but may require a specific budget allocation.

- 5.2.5 In addition to planned maintenance, which is defined and scheduled over the medium-term, Council must also repair unforeseen damage caused by storms or accidents. This type of maintenance is referred to as either reactive or unplanned maintenance.
- 5.2.6 Council's unplanned maintenance work is often carried out because of issues identified through customer requests for service.
- 5.2.7 Assessment and prioritisation of reactive maintenance is undertaken by operational staff using experience and judgement.
- 5.2.8 Council's current maintenance is through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritizing of works, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Standards and specifications

- 5.2.9 Maintenance work is carried out by Council staff in accordance with the current standards and capacity unless a reduced capacity can be justified by council and citizens..

Summary of future operations and maintenance expenditures

- 5.2.10 Future maintenance costs are forecast to trend in line with the value of the asset stock, plus an allowance for increase in levels of service over the planning period. Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others that are donated to Council.
- 5.2.11 Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded, are to be included in the risk assessment process in the infrastructure risk management plan.
- 5.2.12 Maintenance is funded from the operating budget and grants where available.

Operations and Maintenance Strategies

- 5.2.13 Council will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. Effective operation and maintenance activities include:
- Scheduling operations activities to deliver the defined level of service in the most efficient manner;
 - Maintaining and reviewing a current infrastructure risk register for assets on an annual basis. Present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council;
 - Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs;
 - Review asset utilisation to identify under-utilised assets and appropriate remedies, and over-utilised assets and customer demand management options;

- Maintain a current hierarchy of critical assets and required operations and maintenance activities; and
- Review management of operations and maintenance activities to obtain best value for resources used.

5.3 Renewal/Replacement Plan

- 5.3.1 Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.
- 5.3.2 Capital rehabilitation activities involve restoring, refurbishing or replacing an asset to bring it back to its original capacity and performance capability.
- 5.3.3 Renewal will be undertaken using 'low cost' renewal methods where practical. The aim of 'low cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than replacement costs.
- 5.3.4 The annual required renewal costs reflect the amount needed to be spent on assets that have deteriorated to a point at which renewal is required based on the community's level of service expectations.
- 5.3.5 Typically, stormwater drainage assets in condition 4 will provide a poor level of service and will need to be renewed in the short-to medium-term and assets in condition 5 may require urgent and immediate renewal or replacement.

Renewal plan

- 5.3.6 Assets requiring renewal are identified from estimates of remaining life obtained from the condition survey. The estimated service life of stormwater drainage assets is between 60-100 years. Based on the age profile from the asset register the remaining life of the majority of Council's drainage network is estimated to be a greater than 40 years.
- 5.3.7 Council's next scheduled assessment will examine the condition of the pipe network and determine the performance of the drainage network and renewal requirements. A renewal plan will be prepared on completion of assessment and included in future Asset Management Plans.
- 5.3.8 The decision criteria for major stormwater renewal includes, in descending importance:
- In combination with other works integrated with the drainage location;
 - Property damage reduction;
 - Flood frequency reduction;
 - Minor flooding; and
 - Maintenance hot spots.

Renewal and replacement strategies

- 5.3.9 Council will plan capital renewal and replacement projects to meet level of service objectives and minimise infrastructure service risks by:

- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner;
- Undertaking project scoping for all capital renewal and replacement projects to identify:
 - the service delivery ‘deficiency’, present risk, and optimum time for renewal/replacement;
 - the project objectives to rectify the deficiency; and
 - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency;
- Using ‘low cost’ renewal methods (cost of renewal is less than replacement) wherever possible;
- Maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets, and reporting Very High and High risks and residual risks after treatment to management and Council;
- Review current and required skills base and implement workforce training and development to meet required construction and renewal needs;
- Maintain a current hierarchy of critical assets and capital renewal treatments and timings required; and
- Review management of capital renewal and replacement activities to obtain best value for resources used.

Renewal standards

- 5.3.10 Renewal work is always carried out to current standards and capacity unless a reduced capacity can be justified.

Summary of projected renewal expenditure

- 5.3.11 Projected future renewal expenditures are forecast to first cover renewal/rehabilitation needs of assets in condition 3, 4 and 5 and later those currently in condition 2. The projected capital renewal program is shown in Appendix B.
- 5.3.12 Deferred renewal, i.e. those assets identified for renewal and not scheduled for renewal in capital works programs, are to be included in the risk assessment process in the risk management plan.
- 5.3.13 Renewals are to be funded from capital works programs and grants where available.

Impact of Deferring Renewal Works

- 5.3.14 Renewal works identified in terms of renewal strategies may be deferred if the cost (or aggregate cost) is beyond the current financial ability to fund it (forecast has been spread in the plan as part of this strategy). This can occur when there are short term renewal profile peaks, or higher priority works are required on other infrastructure asset groups.
- 5.3.15 When renewal works are deferred, the impact of the deferral on the assets ability to still provide the required level of service will be assessed. Although the deferral of some renewal works may not impact significantly on the short-term operation of the assets, repeated deferral will create a liability (backlog) in the longer term.

5.4 Creation/Acquisition/Upgrade Plan

- 5.4.1 New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to Council from land development. These assets from growth are considered in Section 4.4.

Selection criteria

- 5.4.2 New assets and upgrade/expansion of existing assets are identified from various sources, including:
- Proposals identified by strategic plans or partnerships with other organisation;
 - Urban growth – increased development density and potential flooding;
 - Known property and street flooding locations;
 - Known drainage pipe and pit hydraulic deficiencies where the capacity is below 1 in 5 year event Average Recurrence Interval (ARI);
 - High level of pollutant locations (i.e. outlets into waterways);
 - Potential locations for stormwater storage and reuse; and
 - Poor condition, under capacity pipe/pit network locations.
- 5.4.3 In preparing future works programs to upgrade/expand the stormwater network consideration is given to the following:
- Extent of property and street flooding for existing and future developments including potential damage and hazards;
 - Capacity and condition of the existing stormwater system; and
 - Strategic locations to improve the quality and reuse of stormwater.
- 5.4.4 New assets and services are to be funded from capital works program and grants where available.

5.5 Disposal Plan

- 5.5.1 Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation.
- 5.5.2 No stormwater drainage assets are currently identified for possible decommissioning and disposal.

6. RISK MANAGEMENT

6.1 Risk Assessment

6.1.1 Risk management is defined in AS/NZS 4360:2004 as “the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects”.

6.1.2 Council is committed to the identification and elimination or reduction of risks associated with hazards that arise throughout Council’s operations as far as reasonably practicable. Our risk assessment process includes:

- Identifying credible risks;
- Analysing the likelihood of the risk event occurring;
- Assessing the consequences should the event occur;
- Developing a risk rating (‘likelihood’ times ‘consequences’, as shown in Table 6.1.3 below);
- Evaluating the risk; and
- Detailing a risk treatment plan for non-acceptable risks.

6.1.3 An assessment of risks associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a ‘financial shock’ to the Council. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

6.1.4 Once the asset criticality and likelihood have been identified and rated, the risk score can be calculated. The risk matrix in Table 6.1.3 below shows the resulting range of ratings.

Table 6.1.3: Uralla Shire Council Risk Matrix

	CONSEQUENCES				
LIKELIHOOD	Minimal	Minor	Moderate	Major	Catastrophic
Almost certain	Medium	Medium	High	Catastrophic	Catastrophic
Likely	Medium	Medium	High	Catastrophic	Catastrophic
Possible	Low	Medium	Medium	High	Catastrophic
Unlikely	Low	Low	Medium	High	High
Rare	Low	Low	Medium	Medium	High

Strategic Infrastructure Risks

6.2.1 Some high-level infrastructure based risks have been identified that are associated with the management of stormwater assets. These strategic risks are identified in Table 6.2.1 below.

Table 6.2.1: Strategic Infrastructure Risks

Risk Details / Event	Likelihood	Consequence	Risk	Existing Controls	Controls Adequate	Actions Needed / Treatment Plan
Poor design/construction causes damage or injury	Possible	Major	High	Designs prepared and construction projects supervised by suitably qualified and experienced people	Y	N/A
Damage caused by vandalism including graffiti	Possible	Moderate	Medium	Design and construct works to reduce susceptibility to damage	Y	
Overall condition of assets decrease due to inadequate renewal and maintenance programs	Likely	Moderate	High	Programs controlled by budget availability	N	Develop Asset Inspection strategy and long term renewals plan
Changes in legislation affect Council's responsibilities	Unlikely	Moderate	Medium	Monitor legislative changes	Y	
Resource constraints affect the management of the assets	Possible	Major	High	None	N	Allocate funds to an asset renewal reserve
Failure of materials supplies	Possible	Major	High	None	N	Obtain alternative supply arrangements are in place for critical materials
Flooding	Possible	Major	High	<ul style="list-style-type: none"> • Monitor known flooding hot spots • Inspect and clear drain pipes quarterly • Conduct routine maintenance • Conduct renewal works as required • Allocate funds to an asset renewal reserve 	Y	
Impact on climate change on assets	Possible	Major	High	Monitor conditions of assets	Y	Develop environmental plan to identify impacts on assets and develop strategies to manage climate change

6.2 Critical Assets

- 6.3.1 Critical assets are specific assets which have a high consequence of failure but not necessarily a high likelihood of failure. For example, failure would cause a financial loss within the community or a marked reduction of service.
- 6.3.2 By identifying critical assets and critical failure modes, Council can target and refine inspection regimes, maintenance plans and capital expenditure plans at appropriate times.
- 6.3.3 Operations and maintenances activities may also be targeted to mitigate critical assets failure and maintain service levels. These activities may include increased inspection frequency and higher maintenance intervention levels.
- 6.3.4 Given the importance of minimising flooding impacts within the townships of Uralla and Bundarra during heavy storms, Council has determined that all stormwater drainage assets are critical assets.

DRAFT

7. FINANCIAL SUMMARY

7.1 Financial Statements and Projections

7.1.1 This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide the sufficient level of service to the community over a 10 year period. This plan provides input into the long term financial plan aimed at providing the required services in a sustainable manner.

7.1.2 The total amount of expenditure for stormwater drainage operations, maintenance and capital over the next ten years is forecast to be approximately \$1,759,951 with annual forecasted expenditure varying between \$113,900 and \$140,671 per annum (including new assets). Forecasted operational expenditure for the ten year cycle will be approximately \$1,268,661 which equates to 72 % of the total forecasted expenditure.

7.1.3 Projected operating operations and maintenance proposed budget funding are set out in Table 7.1.3 below.

Year	Projected operational expenditure \$			Total income (\$)	Deficit (\$)
	Operation and maintenance (\$)	Depreciation (\$)	Total operational expenditure (\$)		
2022-23	64,564	49,336	113,900	33,037	-80,863
2023-24	66,156	50,446	116,602	33,037	-83,565
2024-25	67,788	51,582	119,370	33,037	-86,333
2025-26	69,460	52,742	122,202	33,037	-89,165
2026-27	71,173	53,929	125,102	33,037	-92,065
2027-28	72,929	55,142	128,071	33,037	-95,034
2028-29	74,728	56,383	131,111	33,037	-98,074
2029-30	76,571	57,652	134,223	33,037	-101,186
2030-31	78,460	58,949	137,409	33,037	-104,372
2031-32	80,396	60,275	140,671	33,037	-107,634
10 year=	722,225	546,436	1,268,661	330,370	-938,291
5 year=	339,141	258,035	597,176	165,185	-431,991

Table 7.1.3: Projected Operating Expenditure 2022 to 2032.

7.1.4 Projected capital expenditure (renewal and upgrade/expansion/new assets), net disposal expenditure estimated budget funding are set out in Table 7.1.4 below.

Year	Projected capital renewals expenditure \$			Total capital renewals cost (\$)
	Capital Renewals (\$)	New Assets (\$)	Disposals (\$)	
2022-23	33,000	0	0	33,000
2023-24	54,559	0	0	54,559
2024-25	55,098	0	0	55,098
2025-26	44,600	0	0	44,600
2026-27	61,567	0	0	61,567
2027-28	60,388	0	0	60,388
2028-29	50,000	0	0	50,000
2029-30	45,838	0	0	45,838
2030-31	20,000	0	0	20,000
2031-32	66,241	0	0	66,241
10 year=	491,291	0	0	491,291
5 year=	248,824	0	0	248,824

Table 7.1.4: Projected capital expenditure, net disposal expenditure 2022 to 2032.

Renewals

- 7.1.5 Asset age and condition based renewals plans have been developed which provide a more realistic renewals pattern and renewals expenditure requirements. Although the plan provides optimal year of renewals for each asset, to set the budget to match the pattern is not practical. Therefore, it is important to review the renewals plan against estimated depreciation and establish a reserve that can be used as required.
- 7.1.6 Note that all costs are shown in 2021 dollar values. (Shortfall gap: -ve = gap, +ve = surplus). Council has included the budgeted and actual costs of routine activities undertaken and costs incurred to sustain the asset in a functional state in accordance with Special schedules – Local Government Code of Accounting 2021/22 – Section 4.

7.1.7 Figure 7.1.4.1 below shows operation and maintenance, renewal costs and income levels.

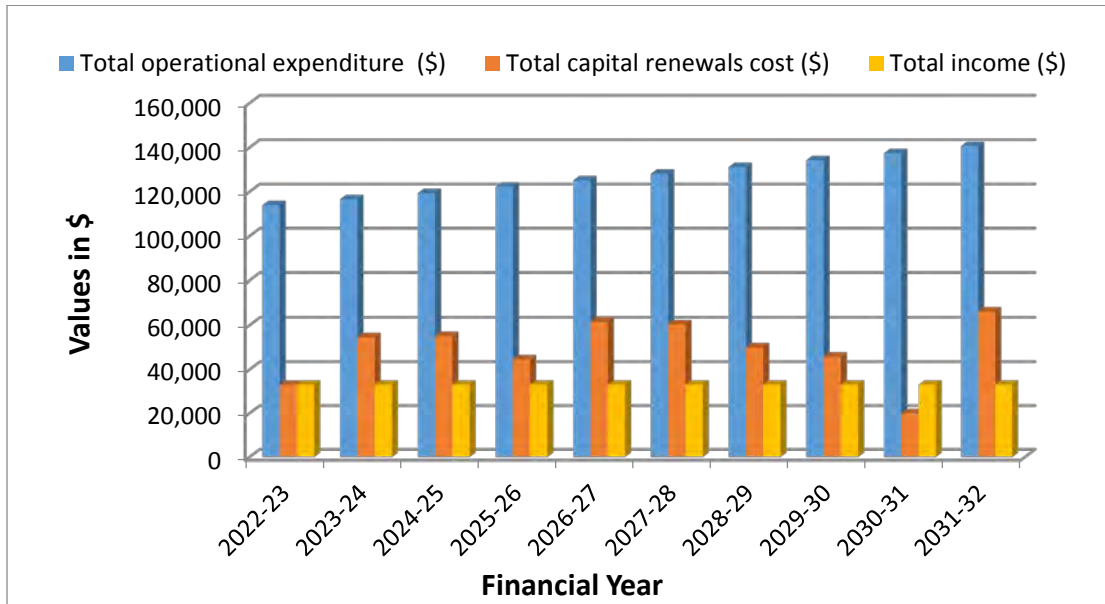


Figure 7.1.4.1: Operation and maintenance, renewal costs as compared income levels 2022-32

7.1.8 Council has not undertaken targeted consultation with the community for its stormwater assets and has no agreed level of service for stormwater assets. Therefore the estimated cost to bring to a satisfactory standard (required renewals) has been measured against the asset condition rating of 3, 4 and 5 as in the last asset valuation.

Financial sustainability in service delivery

7.1.9 Renewal expenditure is major work which does not increase the asset’s design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

7.1.10 There are three key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.

7.1.11 The capacity to meet the projected/budgeted expenditures is dependent upon the capacity of the organisation to provide sufficient funding from its own resources to sustain the ongoing costs.

7.1.12 Life cycle costs (or whole of life costs) are the total annual costs that are required to sustain the service levels over the assets life. Life cycle costs include the original purchase, operations, depreciation and maintenance expenditure to hold the asset over its period of use. The life cycle cost for the stormwater drainage assets is \$ 72,223 per year (operations and maintenance expenditure excluding depreciation expense in year 1).

7.1.13 A comparison should be used between the predicted life cycle costs and actual life cycle expenditure to highlight any differences. If the life cycle expenditure is more than that life cycle cost, it is most likely that charges will need to be increased to meet requirements.

- 7.1.14 Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operations, maintenance and capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals.
- 7.1.15 A shortfall between life cycle cost and life cycle expenditure is the life cycle gap.
- 7.1.16 Assets requiring renewal have been identified using Asset Register data to project the renewal costs for renewal years using acquisition year and useful life.
- 7.1.17 The expenditure projections in Table 7.1.3 above looks at the annual expenditure gap by comparing planned revenue against the required expenditure, calculated based on best practices. The allocation of adequate budget in each budget category demonstrates Council's knowledge and understanding of asset's life cycle requirements.
- 7.1.18 The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.
- 7.1.19 Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and Long Term Financial Plan.

Financial sustainability in service delivery

- 7.1.20 There are three key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.

Long term – 10 year financial planning period

- 7.1.21 This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.
- 7.1.22 These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.
- 7.1.23 The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is \$175,995 per year.
- 7.1.24 This indicates that Council spends 72 % of the projected operational expenditures of total cost needed to provide the services documented in the asset management plan.

Medium Term – 5 year financial planning period

- 7.1.25 The projected operations, maintenance and capital renewal expenditure required over the first 5 years of the planning period is \$84,600 per year.

- 7.1.26 The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.
- 7.1.27 Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and long term financial plan.

Financial Sustainability Indicators

- 7.1.28 Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and funding to achieve financial sustainability.
- 7.1.29 Providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.
- 7.1.30 A gap between projected asset renewals, planned asset renewals, and funding indicates that further work is required to manage required service levels and funding to eliminate any funding gap.
- 7.1.31 Council manages the 'gap' by developing this asset management plan to provide guidance on future service levels and resources required to provide these services, and review future services, service levels, and costs with the community.

7.2 Funding Strategy

- 7.2.1 Council funds stormwater drainage assets through its stormwater management levy, grants, general funds, and borrowings.
- 7.2.2 Grant funding is required when major projects need to be undertaken.
- 7.2.3 General funds are used in two ways for our stormwater drainage assets. Firstly, they are used to support the maintenance of our stormwater drainage assets. Secondly, they are used to build an asset renewal reserve each year. This will help in reducing Council's reliance on grant funding for renewal projects.
- 7.2.4 Council also has the option of borrowing to support investments in stormwater drainage assets. This option requires careful monitoring of Council's debt service ratio.

7.3 Valuations

Asset valuations

- 7.3.1 The value of assets recorded in the asset register as at 30 June 2021 covered by this asset management plan is shown below. Stormwater drainage assets were last revalued at 30 June 2020.

Current Replacement Cost	\$	4,372,719
Depreciable Amount	\$	4,372,719
Depreciated replacement cost	\$	3,216,552

Council’s sustainability reporting reports the rate of annual asset consumption and compares this to asset renewal and asset upgrade and expansion.

Asset Consumption (Depreciation/Depreciable Amount) >= 100 %	74%	Bench mark
Asset renewal (Capital renewal exp/Depreciable amount) <= 2.00%	0.11%	Bench mark
Annual Upgrade/New (upgrade exp/Depreciable amount)	0%	
Annual Upgrade/New (including contributed assets)	0%	

- 7.3.2 Council is currently renewing assets at 0.11% of the rate they are being consumed and increasing its asset stock by 0% each year.
- 7.3.3 To provide services in a financially sustainable manner, Council will need to renew assets at the rate they are being consumed over the medium-long term, and fund the life cycle costs for all new assets and services in its long term financial plan.

Valuation Forecasts

- 7.3.4 Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others and donated to Council.
- 7.3.5 Figure 7.3.6 below shows the projected replacement cost asset values over the planning period in 2021 dollar values.

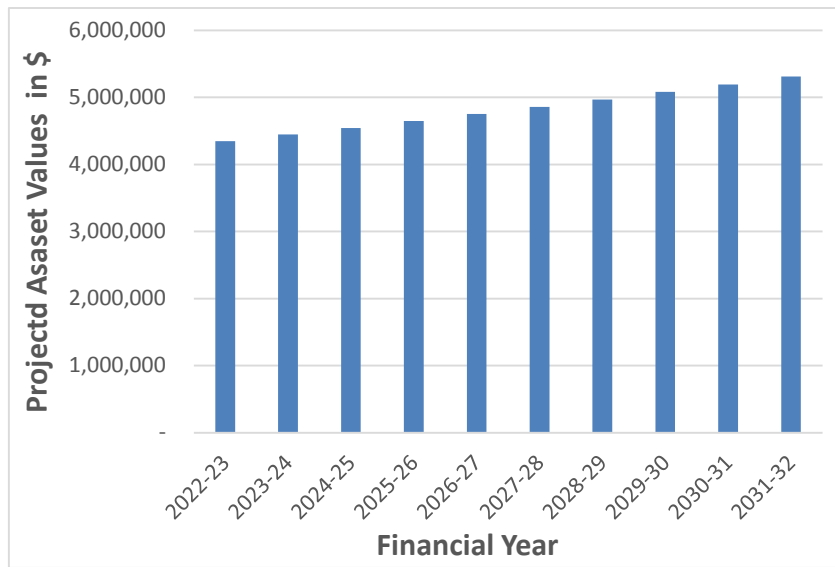


Figure 7.3.6: Projected Asset Values 2022 to 2032

7.3.6 Depreciation expense values are forecast in line with asset values as shown in Figure 7.3.7 below.

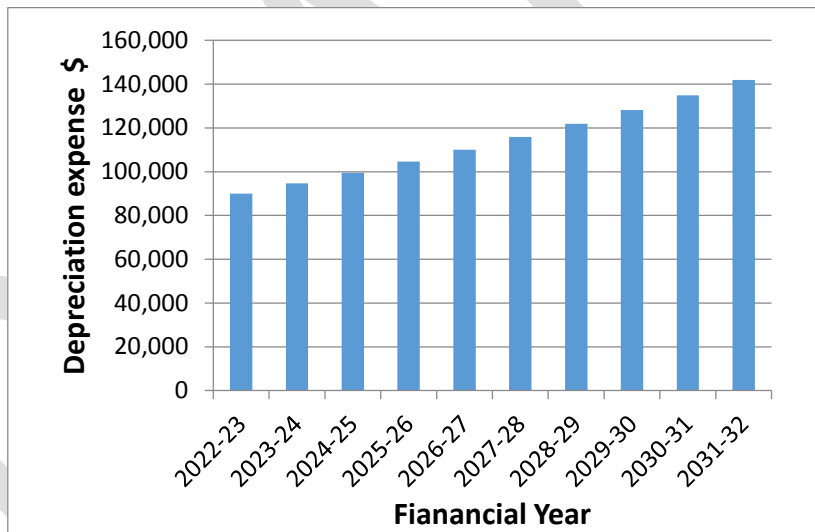


Figure 7.3.7: Projected Depreciation Expense

7.3.7 The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in Figure 7.3.8 below.

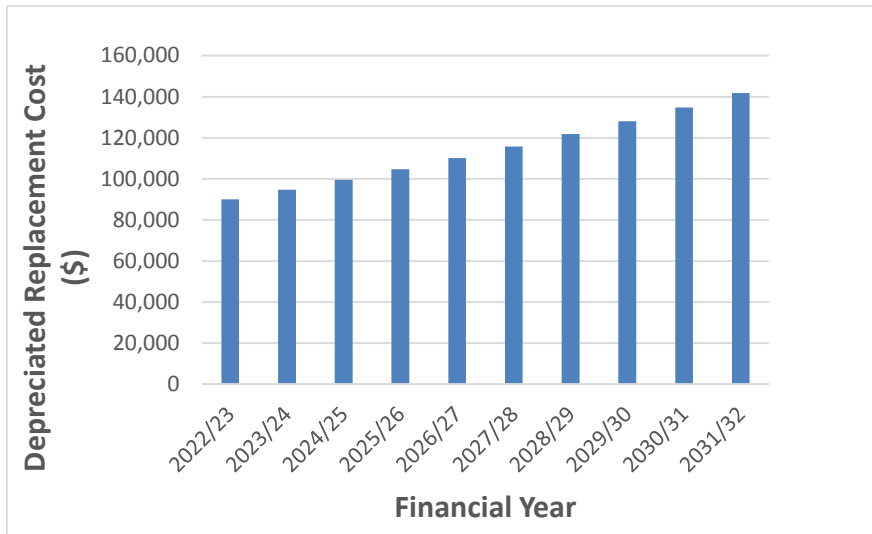


Figure 7.3.8: Projected Depreciated Replacement Cost

7.4 Factors affecting supply of stormwater drainage assets

Funding Uncertainties

- 7.4.1 Uralla Shire Council is highly reliant on grant funding and its rates revenues are limited.
- 7.4.2 Based on the size of our communities, it is difficult to fund the provision of our stormwater drainage assets. Council needs to seek ongoing government funding, where available, to maintain and enhance our stormwater drainage assets.

Council’s asset renewal backlog

- 7.4.3 Assets that are below the minimum condition rating do not meet Council’s minimum levels of service. Such assets will require renewal. These assets form part of Council’s renewal backlog and Council should be ensuring that these assets are brought up to the agreed levels of service.
- 7.4.4 Council’s asset renewal backlog will need to be funded.

Staff and resource shortages

- 7.4.5 As with financial constraints on the provision of our stormwater drainage assets, difficulties in recruiting and retaining staff can be a challenge for Council. As a large rural council, Council often faces challenges in filling technical and managerial positions. When technical or managerial positions are vacant it can affect Council’s ability to provide some of the services expected by the community.

8. IMPROVEMENT PLAN AND MONITORING

8.1 Asset Management Practices

Accounting/Financial Systems

- 8.1.1 Council uses Authority and Magiq software for its financial/accounting systems. The system is managed by Council's Finance section and produces quarterly financial reports for Council, while also producing reports for annual financial statements for audit and production to the Uralla Shire community.
- 8.1.2 Council manages and is responsible for all of the accounting, budgeting and financial aspects of all of its assets. The primary issue for the financial systems section is to:
- Conduct regular asset valuations;
 - Ensure valuations match what is out in the field; and
 - Undertake regular updates to the system.

Accountabilities for Financial Systems

- 8.1.3 Under the *Local Government Act 1993*, Council must meet certain financial reporting requirements. These include budget reviews with all AMP sections within the Council. Council must also provide an annual report outlining the year's achievements, in terms of meeting its objectives and performance targets as it had set out. The annual report also outlines the amount of expenditure required to meet the standards set in the asset plans, the amount of annual maintenance required to keep the assets at the level of service specified, and Council's maintenance program for the year in relation to the work carried out.
- 8.1.4 The determination of expenditure as capital or maintenance is a combination of purpose, value and economic life of the asset received from the expenditure. The guidelines for the determination are set out in Note C1-7 of the Annual Financial Statements as adopted annually by Council.
- 8.1.5 **Initial Recognition:** All non-current assets purchased are capitalised as the expenditure is incurred and assets are depreciated from the first full year of use. For the initial recognition, an asset's cost is measured at its fair value, plus all expenditure that is directly attributable to the acquisition. Where settlement of any part of an asset's cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of recognition or date of exchange of the asset to arrive at fair value. The discount rate used is Council's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.
- 8.1.6 **Materiality:** Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset. In determining and in annually reviewing such thresholds, regard is had to the nature of the asset and its estimated service life.
- 8.1.7 **Subsequent Costs:** Subsequent costs are added to an asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably.

- 8.1.8 **Maintenance:** All other expenditure on stormwater asset, including the excess of fair value addition expense noted above, is recorded as repairs and maintenance and charged to the Income Statement during the financial period in which they are incurred.

Asset Management Systems

- 8.1.9 A number of systems and registers are used by Council for the purpose of stormwater drainage asset management:
- Microsoft® Excel spreadsheets – manipulate, interrogate and report on asset data
 - Civica® “Authority” software – finance system
 - TRIM (© (HP Software Division) – records and document management
- 8.1.10 The responsibility for operating and maintaining the core Asset Management systems relating to stormwater drainage assets is with the Executive Manager Civil Infrastructure and the Executive Director Infrastructure and Development. The development of an annual budget allocation is between the Executive Director, the Manager Finance and IT, and the General Manager, based upon the ten year financial plan forward estimates. Further details on organisational responsibilities are set out in Appendix C.
- 8.1.11 Currently, there is no core corporate system for asset management thus various duplications of assets records exist in different databases and have misaligned information. There are no direct links with operations and maintenance expenses and the individual asset.
- 8.1.12 The ongoing maintenance of this system should become a core function within Council’s operations. Linking Council’s asset management system and financial system (Authority) is identified as a key strategy to improve Council’s asset management practices.

Information Flow Requirements and Processes

- 8.1.13 The key information flows *into* this asset management plan are:
- Council strategic and operational plans,
 - Service requests from the community,
 - Network assets information,
 - The unit rates for categories of work/materials,
 - Current levels of service, expenditures, service deficiencies and service risks,
 - Projections of various factors affecting future demand for services and new assets acquired by Council,
 - Future capital works programs, and
 - Financial asset values.
- 8.1.14 The key information flows *from* this asset management plan are:
- The projected Works Program and trends,
 - The resulting budget and long term financial plan expenditure projections, and
 - Financial sustainability indicators.
- 8.1.15 The information flows listed above will impact the Long Term Financial Plan, annual budget, and departmental business plans and budgets.

8.2 Improvement Program

8.2.1 The stormwater drainage asset management improvement program generated from this asset management plan is shown in Table 8.2.1 below.

Table 8.2.1: Improvement Program

No	Action	Priority	Responsibility	Timeline
1	Review and confirm expenditure for all Stormwater sub-categories into renewals, new, maintenance and operational	High	Asset Manager/Manager Civil Infrastructure	2023/24
2	Review and adopt acceptable Level of Services in consultation with community, update any changes and measure progress annually	High	Asset Manager/Manager Civil Infrastructure	2023/24
3	Review and establish clear assumptions and approach for calculating depreciation and backlog. Apply this consistent approach across all asset sub categories to obtain most accurate backlog.	High	Asset Manager/Manager Civil Infrastructure	2023/24
4	Prioritise and plan Stormwater asset renewals to meet agreed service levels based on community's importance, asset category priority and site inspections. Standardise renewal expenditure where possible and reserve any extra funds separately for later use.	Medium	Asset Manager/Manager Civil Infrastructure	2024/25
5	Review and update future life cycle costs (unit rates) to improve accuracy of estimated lifecycle costs	Medium	Asset Manager/Manager Civil Infrastructure	2024/25

8.3 Monitoring and Review Procedures

- 8.3.1 This asset management plan will be reviewed during annual budget preparation and amended to recognise any material changes in service levels and/or resources available to provide those services as a result of the budget decision process.
- 8.3.2 This plan will be updated annually accurately represent the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into Council's long term financial plan.
- 8.3.3 This plan has a life of four years and is due for complete revision and updating within twelve months of each Council election.

8.4 Performance Measures

- 8.4.1 The effectiveness of the asset management plan can be measured in the following ways:
- The degree to which the required projected expenditures identified in this AMP are incorporated into the organisation’s long term financial plan;
 - The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the ‘global’ works program trends provided by the AMP; and
 - The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the organisation’s Strategic Plan and associated plans.

Key Performance Benchmarks

- 8.4.2 Council monitors and assesses its performance with respect to maintaining and renewing its assets using key performance benchmarks. These benchmarks are used to measure how well Council is meeting the community’s expectations in relation to the condition of its assets.
- 8.4.3 Council recognises the importance of working with the local community when managing the Uralla Shire’s assets on behalf of the community. Council works with the community in two important ways. Firstly, it creates community service expectations. These summarise what the community wants. Secondly, it measures its progress in meeting these community service expectations against key performance benchmarks.
- 8.4.4 By using community-focussed performance benchmarks, Council maintenance and improvements to stormwater drainage assets are directly relevant to the community.
- 8.4.5 The key performance benchmarks that have been established for the stormwater drainage assets are outlined in Table 3.5.2 on page 14.

REFERENCES

- 1 NSW Office of Local Government, 2021, *Integrated Planning & Reporting Handbook for Local Councils in NSW*, ISBN 978-1-922001-90-0, www.olg.nsw.gov.au.
- 2 Department for Victorian Communities (DVC), 2006, *Asset Investment Guidelines*, Glossary, Department for Victorian Communities, Local Government Victoria, Melbourne, <http://www.dpcd.vic.gov.au/localgovernment/publications-and-research/asset-management-and-financial>.
- 3 Institute of Public Works Engineers Australasia (IPWEA), 2008, *NAMS.PLUS Asset Management* Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au/namsplus.
- 5 Institute of Public Works Engineers Australasia (IPWEA), 2009, *Australian Infrastructure Financial Management Guidelines*, Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au/AIFMG.
- 6 International Infrastructure Management Manual (IIMM) 6th edition, Institute of Public Works Engineering Australasia (IPWEA, 2021)

APPENDICES

Appendix A Schedule of Assets

Appendix B Projected Capital Renewal/ rehabilitation Program

Appendix C Organisational Structure Responsibilities

Appendix D Glossary of Terms

DRAFT

Appendix A – Schedule of Assets

Stormwater Drainage Asset category	Condition (1-5)	Replacement Cost as at 30 June 2022 \$
Stormwater Drainage pit - Rowan Ave (20-22)	1	25,522
Stormwater Drainage pit - Rowan Ave (20-22)	1	2,299
Stormwater Drainage - 100mm Uralla	2	4,031
Stormwater Drainage - 150mm Uralla	2	33,859
Stormwater Drainage - 300mm Uralla	2	662,864
Stormwater Drainage - 375mm Uralla	2	795,200
Stormwater Drainage - 450mm Uralla	2	907,448
Stormwater Drainage - 600mm Uralla	2	9,330
Stormwater Drainage - 625mm Uralla	2	535,886
Stormwater Drainage - 750mm Uralla	2	106,875
Stormwater Drainage - 900mm Uralla	2	57,569
Stormwater Drainage - Box Culverts - Type B - Uralla	2	22,370
Stormwater Drainage - Box Culverts - Type C - Uralla	2	60,455
Stormwater Drainage - Retention Basins Uralla	2	13,016
Stormwater Drainage - Drain Only Uralla	2	171,524
Stormwater Drainage Gross Pollutant Traps Uralla	2	7,054
Stormwater Drainage - 250mm Uralla	3	298,039
Stormwater Drainage - 525mm Uralla	3	174,680
Stormwater Drainage - 650mm Uralla	3	45,944
Stormwater Drainage - 825mm Uralla	3	20,796
Stormwater Drainage - Box Culverts - Type A Uralla	3	5,901
Stormwater Drainage - 500mm Uralla	3	34,805
Stormwater Drainage - 315mm Uralla	4	12,001
Stormwater Drainage - 430mm Uralla	4	94,927
Stormwater Drainage - 300mm Bundarra	4	244,802
Stormwater Drainage - 450mm Bundarra	5	25,522
TOTAL		\$4,372,719

Appendix B – Projected Capital Renewal Program

Stormwater drainage assets category	Condition rating – value (\$)	Planned Projected Capital Renewals Expenditure (Cond 3 to 5)									
		2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
100mm pipes	2	-	-	-	-	-	-	-	-	-	2,244
150mm pipes	2	-	-	-	-	-	-	-	-	-	3,996
250mm pipes	3	-	-	-	-	-	-	-	-	-	-
300mm pipes	4	-	-	-	-	4,878	-	-	-	-	-
315mm pipes	4	-	-	25,098 ³	-	-	-	-	-	-	-
375mm pipes	2	-	-	-	10,856	-	-	-	-	-	-
430mm pipes	4	-	-	-	-	-	-	-	-	-	-
450mm pipes ⁴	5	-	-	-	3,743	-	-	-	-	-	-
500mm pipes	3	33,000	24,559	-	-	-	-	-	-	-	-
525mm pipes	3	-	30,000	30,000	30,000	35,692	30,000	30,000	-	30,000	30,000
600mm pipes	2	-	-	-	-	-	-	-	-	-	-
625mm pipes	2	-	-	-	-	-	-	-	-	-	-
650mm pipes	3	-	-	-	-	-	-	20,000	42,053	20,000	30,000
750mm pipes	2	-	-	-	-	-	-	-	-	-	-
825mm pipes	3	-	-	-	-	10,000	-	-	-	-	-
900mm pipes	2	-	-	-	-	-	25,511	-	-	-	-
Box culverts	3	-	-	-	-	-	-	-	-	-	-
Drain	2	-	-	-	-	15,875 ⁵	-	-	-	-	-
Retention basins	2	-	-	-	-	-	-	-	-	-	-
Gross Pollutant Traps (GPT)	2	-	-	-	-	-	-	-	-	-	-
Drainage pit	1	-	-	-	-	-	-	-	-	-	-
Total stormwater drainage assets		33,000	54,559	55,098	44,599	61,567	60,389	50,000	45,838	20,000	66,241

³ A section of asset in condition rating 4

⁴ Section of 450 mm pipes in condition rating 5

⁵ Box culverts in condition rating 3

Appendix C – Organisational Structure Responsibilities

Key person	Responsibilities
Councillors	<ul style="list-style-type: none"> • Represent needs of community. • Allocate resources in consultation with the General Manager
General Manager	<ul style="list-style-type: none"> • Allocate resources to meet the organisation’s objectives in providing services while managing risks. • Authorise Delegations of Authority to undertake AMP works. • Ensure organisation is financial sustainable.
Manager Finance & IT	<ul style="list-style-type: none"> • Ensure organisation is financial sustainable.
Executive Director Infrastructure & Development	<ul style="list-style-type: none"> • Coordinate the budget and infrastructure development. • Identify changes in work flows or Council requirements.
Asset Manager/ Manager Civil Infrastructure	<ul style="list-style-type: none"> • Schedule the works and maintenance as per the Asset Management Plan. • Oversee the works of the Asset Management Plan.
Contractors / Employees	<ul style="list-style-type: none"> • Undertake the works as per the schedule.

Appendix D – Glossary of Terms

Annual service cost (ASC)

- 1) Reporting actual cost
The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.
- 2) For investment analysis and budgeting
An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operations, maintenance, depreciation, finance/opportunity and disposal costs, less revenue.

Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset condition assessment

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset management (AM)

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Average annual asset consumption (AAAC)*

The amount of an organisation's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

Capital expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital expenditure - expansion

Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the organisation's asset base, but may be associated with additional revenue from the new user group, e.g. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Capital expenditure - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, e.g. resurfacing or re-sheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

Capital expenditure - upgrade

Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operations and maintenance expenditure in the future because of the increase in the organisation's asset base, eg. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

Capital funding

Funding to pay for capital expenditure.

Capital grants

Monies received generally tied to the specific projects for which they are granted, which are often upgrade and/or expansion or new investment proposals.

Capital investment expenditure

See capital expenditure definition

Capitalisation threshold

The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying amount

The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

Class of assets

See asset class definition

Component

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

Cost of an asset

The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, including any costs necessary to place the asset into service. This includes one-off design and project management costs.

Current replacement cost (CRC)

The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Depreciable amount

The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated replacement cost (DRC)

The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

Depreciation / amortisation

The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Economic life

See useful life definition.

Expenditure

The spending of money on goods and services. Expenditure includes recurrent and capital.

Fair value

The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arm's length transaction.

Funding gap

A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in a future diminution of existing service levels.

Heritage asset

An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Impairment Loss

The amount by which the carrying amount of an asset exceeds its recoverable amount.

Infrastructure assets

Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, eg. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no separate market value.

Investment property

Property held to earn rentals or for capital appreciation or both, rather than for:

- (a) use in the production or supply of goods or services or for administrative purposes; or
- (b) sale in the ordinary course of business.

Key performance indicator

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

Level of service

The defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, acceptability and cost.

Life Cycle Cost

1. **Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, and rehabilitation and disposal costs.
2. **Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual operations, maintenance and asset consumption expense, represented by depreciation expense. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Life Cycle Expenditure

The Life Cycle Expenditure (LCE) is the actual or planned annual operations, maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to average Life Cycle Cost to give an initial indicator of life cycle sustainability.

Loans / borrowings

See borrowings.

Maintenance

All actions necessary for retaining an asset as near as practicable to its original condition, including regular ongoing day-to-day work necessary to keep assets operating, egg road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

- **Planned maintenance**
Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.
- **Reactive maintenance**
Unplanned repair work that is carried out in response to service requests and management/supervisory directions.
- **Significant maintenance**
Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.
- **Unplanned maintenance**
Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance and renewal gap

Difference between estimated budgets and projected required expenditures for maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

Maintenance and renewal sustainability index

Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (egg 5, 10 and 15 years).

Maintenance expenditure

Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Materiality

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

Modern equivalent asset

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

Net present value (NPV)

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from egg the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Non-revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, egg. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

Operations expenditure

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, egg power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

Operating expense

The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Pavement management system

A systematic process for measuring and predicting the condition of road pavements and wearing surfaces over time and recommending corrective actions.

PMS Score

A measure of condition of a road segment determined from a Pavement Management System.

Rate of annual asset consumption

A measure of average annual consumption of assets (AAAC) expressed as a percentage of the depreciable amount (AAAC/DA). Depreciation may be used for AAAC.

Rate of annual asset renewal

A measure of the rate at which assets are being renewed per annum expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of annual asset upgrade

A measure of the rate at which assets are being upgraded and expanded per annum expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

Recoverable amount

The higher of an asset's fair value, less costs to sell and its value in use.

Recurrent expenditure

Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operations and maintenance expenditure.

Recurrent funding

Funding to pay for recurrent expenditure.

Rehabilitation

See capital renewal expenditure definition above.

Remaining useful life

The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.

Renewal

See capital renewal expenditure definition above.

Residual value

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

Revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, e.g. public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

Risk management

The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or segment

A self-contained part or piece of an infrastructure asset.

Service potential

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Service potential remaining

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

Strategic Longer-Term Plan

A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in the council's longer-term plans such as the asset management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where the council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

Specific Maintenance

Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, cycle, replacement of air conditioning equipment, etc. This work generally falls below the capital/maintenance threshold and needs to be identified in a specific maintenance budget allocation.

Sub-component

Smaller individual parts that make up a component part.

Useful life

Either:

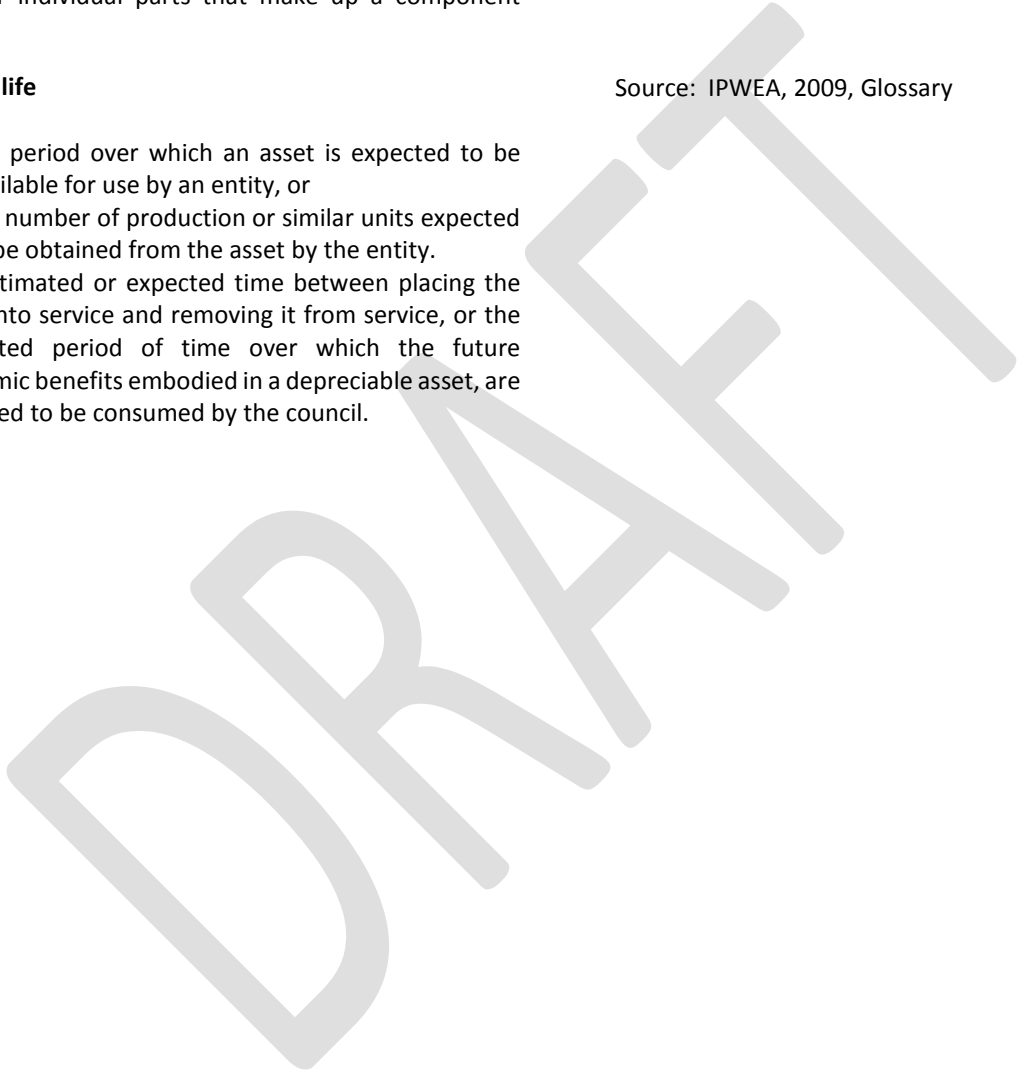
- (a) the period over which an asset is expected to be available for use by an entity, or
- (b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the council.

Value in Use

The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets, whose future economic benefits are not primarily dependent on the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2009, Glossary



14.8 DRAFT OPEN SPACES AND RECREATION FACILITIES ASSET MANAGEMENT PLAN



Department: Infrastructure and Development
Prepared by: Asset Manager
TRIM Reference: UINT/22/11735
Attachment: UINT/22/11995 1. Draft Open Spaces and Recreation Facilities Asset Management Plan 2022

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Objective: 2 We drive the economy to support prosperity.
4 We are an independent Shire and well-governed community

Strategy: 2.1 An attractive environment for the business sector
2.3 Communities that are well serviced with essential infrastructure
4.3 An efficient and effective independent local government

Activity: 2.1.3. Maintain camping sites (Bundarra Caravan Park, Emu Crossing, Yarrowyck Crossing, and Uralla Fossicking Area).
2.3.7 Maintain parks, gardens, recreation facilities and open spaces
4.3.4. Adopt the Asset Management Strategy, Policy and Plans
4.3.9. Review, update and maintain asset management plans and registers.

Action: 2.4.2.1.1 Develop schedule for reviewing Asset Management Plans

SUMMARY:

1. This report presents the **Draft** Open Spaces and Recreation Facilities Asset Management Plan (**Attachment 1**) for Council's review and endorsement for the document to be placed on public exhibition for 28 days.

RECOMMENDATION:

That Council place the Draft Open Spaces and Recreation Facilities Asset Management Plan on public exhibition for 28 days and if no submissions are received adopt the plan.

REPORT:

2. Council resolved the following at the 22 March 2022 Ordinary Council Meeting:

That Council place the draft Policy: Asset Management 2022 and draft Strategy: Asset Management 2022-2032 on public exhibition for a period of not less than 28 days and invite submissions from the public and, if no submissions are received during the public exhibition period, adopt the Policy and Strategy.

3. Council resolved the following at the 24 May 2022 Ordinary Council Meeting:

That the gravel roads upgrade prioritisation community submissions and survey results be received and that the draft Asset Management Plans be received noting that they require further development over the next 6 months including:

- e. Review of changes from the previous draft (10 May 2022 Finance Advisory Committee version) to the current version; and***

f. Budget amounts compared with required maintenance amounts (e.g. Buildings AMP Table 7.1.3 and graph 7.1.3.1).

4. Asset management planning is one of the three inter-related elements of Council's Resourcing Strategy (Long Term Financial Planning, Workforce Management Planning and Asset Management Planning).
5. These three key components of the Resourcing Strategy identify how work that is identified in the Delivery Program 2022-2026 and the Operational Plan and Budget for the 2022/2023 Financial Year will be resourced.
6. The key objective of asset management planning is to provide the required level of service for the community in accordance with the Community Strategic Plan and in the most cost effective manner.
7. Levels of service are key business drivers for asset planning, along with technical requirements that ensure asset sustainability.
8. Council's infrastructure asset groups are Transport (roads, bridges, footpaths and cycleways) Stormwater drainage, Water supply network, Sewerage systems, Plant and equipment, Buildings, and Open Spaces and recreational facilities.
9. The ***Integrated Planning and Reporting Guidelines for Local Government*** in NSW ("IP&R Guidelines") set out the general requirements for asset management planning, including the preparation and adoption of an Asset Management Policy, an Asset Management Strategy and Asset Management Plans for each class of assets to support the Council's Community Strategic Plan and Delivery Program.
10. Council is responsible for a large and diverse asset base and a significant portion of Council's resources are spent operating, maintaining, improving and growing these assets for the benefit of the Uralla Shire community.
11. Effective and sustainable asset management is based on optimising the whole of life costs of infrastructure assets, while meeting the present and future service delivery needs of the community and minimising exposure to risk.
12. This asset management plan documents what and how the Open Spaces and Recreation Facilities assets services are to be delivered, and what cost to achieve the organisational objective.
13. The most significant updates to the Asset Management Plans since the Ordinary Council Meeting and the Finance Advisory Committee Meeting have been in the Financial Summary sections of the plans.
14. Councillors, Staff and the Community are able to submit a public submission on Draft Open Spaces and Recreation Facilities Asset Management Plan, with suggestions on how the plan could be improved during the 28 day public exhibition period.

CONCLUSION:

15. The Draft Open Spaces and Recreation Facilities Asset Management Plan is presented to Council for their review and endorsement and for the document to be placed on public exhibition, in order to invite submissions from the public on the document and if no submissions are received from the public during the exhibition period that the plan be adopted by Council.

COUNCIL IMPLICATIONS

16. **Community Engagement/Communication**
This report proposes that the Draft Open Spaces and Recreation Facilities Asset Management Plan is placed on public exhibition for not less than 28 days and public submissions are invited from the public on the plan.
17. **Policy and Regulation**
Section 403 of the *Local Government Act 1993* – Resourcing strategy.

Section 406 of the *Local Government Act 1993* – Integrated Planning and Reporting Guidelines.

Section 196A of the *Local Government (General) Regulation 2021* – Integrated Planning and Reporting Guidelines.
18. **Financial/Long Term Financial Plan**
All of the Asset Management Plans will inform Council’s ten year **Long Term Financial Plan (LTFP)**. The LTFP has not been adopted by Council as yet. The plan will be reviewed and adopted by Council after all of the Asset Management Plans have been reviewed and adopted by Council.
19. **Asset Management**
The Asset Management Plans will provide the mechanism for Council to manage all of the infrastructure, plant and equipment assets that it owns.
20. **Workforce/Workforce Management Strategy**
Council Staff.
21. **Legal and Risk Management**
Effective asset management is a requirement of the *Local Government Act 1993*. Asset Management Plans assist in managing and controlling the risks of owning and operating infrastructure, plant and equipment assets.
22. **Performance Measures**
All Council’s in NSW are required to comply with the *Local Government Act 1993*, the *Local Government (General) Regulation 2021* and the Integrated Planning and Reporting Guidelines for Local Government.
23. **Project Management**
Interim Director Infrastructure and Development and Asset Manager



Open Spaces and Recreation
Facilities
Asset Management Plan

INFORMATION ABOUT THIS DOCUMENT

Date Adopted by Council		Resolution No.	
Document Owner	Executive Director Infrastructure & Development		
Document Development Officer	Asset Manager		
Review Timeframe	Every 4 years; within 12 months of each Council election		
Last Review Date:	2022	Next Scheduled Review Date	2026

Document History

Doc No.	Date Amended	Revision details.	Author	Reviewer	Approver
0.1	March 2022	Draft version	PL		
0.2	10 May 2022	Finance Advisory Committee comments	PSO	PL	
0.3	September 2022	Version 1	PL	Reviewed by staff, circulated to Capital Works Working Group for out-of-session review	
0.4	TBC	Public exhibition			Council
1.0	TBC	Adopted			Council

Further Document Information and Relationships

Related Legislation*	<i>Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2021 (the Regulation)</i>
Related Policies	Uralla Shire Council Community Strategic Plan 2022 - 2032 Uralla Shire Council Draft Long Term Financial Plan 2022 - 2032 Uralla Shire Council Asset Management Policy, 2022 Uralla Shire Council Asset Management Strategy, 2022
Related Procedures/ Protocols, Statements, documents	NSW Office of Local Government - Integrated Planning & Reporting Guidelines for Local Government in NSW International Infrastructure Management Manual (IIMM) 6th edition, Institute of Public Works Engineering Australasia (IPWEA, 2021). ISO 55000 Standards and Australian Accounting Standards

**Note: Any reference to Legislation will be updated in the Strategy as required. See website <http://www.legislation.nsw.gov.au/> for current Acts, Regulations and Environmental Planning Instruments.*

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY v

1.1 Context..... v

1.2 What assets do we have? v

1.3 Managing the Risks vi

1.4 Confidence Levels vi

1.5 The Next Steps vi

2. INTRODUCTION 1

2.1 Background 1

2.2 Goals and Objectives of Asset Management 1

2.3 Core and Advanced Asset Management..... 2

2.4 Community Consultation 2

3. LEVELS OF SERVICE 3

3.1 Customer Research and Expectations 3

3.2 Strategic and Corporate Goals 3

3.3 Legislative Requirements 5

3.4 Current Levels of Service..... 5

3.5 Desired Levels of Service..... 6

3.6 Condition and Quality of Assets..... 7

3.7 Responsiveness 9

3.8 Customer satisfaction 9

3.9 Affordability 9

3.10 Sustainability..... 9

3.11 Health and Safety 10

3.12 Financial Based Service Levels 10

4. FUTURE DEMAND 11

4.1 Demand forecast..... 11

4.2 Changes in Technology 12

4.3 Demand Management Plan 12

4.4 New Assets for Growth 12

5. LIFE CYCLE MANAGEMENT 14

5.1 Background Data..... 14

5.2 Operations and Maintenance Plan 14

5.3 Renewal/Replacement Plan 16

5.4 Creation/Acquisition/Upgrade Plan..... 19

5.5 Disposal Plan 19

6. RISK MANAGEMENT 20

6.1 Risk Assessment 20

6.2 Strategic Infrastructure Risks 20

6.3 Critical Assets 21

7. FINANCIAL SUMMARY 22

7.1 Financial Statements and Projections..... 22

7.2 Funding Strategy 27

7.3 Valuations 28

7.4 Factors affecting open spaces and recreation assets 30

8. IMPROVEMENT PLAN AND MONITORING..... 31

8.1 Asset Management Practices..... 31

8.2 Improvement Program..... 33

8.3	Monitoring and Review Procedures	33
8.4	Performance Measures.....	34
REFERENCES		35
APPENDICES		35
Appendix A – Key Stakeholder Responsibilities		36
Appendix B – Glossary of Terms		37

DRAFT

1. EXECUTIVE SUMMARY

2.1 Context

- 1.1.1 This asset management plan has been prepared to meet Uralla Shire Council's legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting.
- 1.1.2 Council and its employees will strive to uphold and follow the practices outlined in this Open Spaces and Recreation Facilities Asset Management Plan (OSRFAMP).
- 1.1.3 This OSFRAMP is one of seven asset management plans (AMPs) covering all community assets for which Council is responsible. These fall under Council's Asset Management Policy and Asset Management Strategy.
- 1.1.4 Asset management planning is a comprehensive process to facilitate service delivery from infrastructure assets in a financially sustainable manner.
- 1.1.5 Asset management plans detail information about infrastructure assets, including actions required to provide an agreed level of service in the most cost effective manner. This plan defines the services to be provided, how the services are provided, and what funds are required to provide the services.
- 1.1.6 Council open spaces and recreation assets provide a valuable service to the community through safe and reliable open spaces and recreation facilities. These assets must be properly maintained and developed to continue to provide equitable benefits and services for future generations.
- 1.1.7 Council will undertake a review of community service levels expected of these assets, and prioritise works needed to meet these, and fund the ongoing management of these assets to maintain these service levels.
- 1.1.8 The critical issues factored into Council's management of its open spaces and recreation assets include:
 - Maintenance and repair costs
 - Replacement or Rehabilitation cost
 - Age of assets
 - Life cycle of asset
 - Usage and data capture, and
 - Financial requirement projection.

2.2 What assets do we have?

- 1.1.1 Council's open spaces and recreation assets comprise of:
 - Park and facility lighting
 - Park and facility signage
 - Playground and fitness equipment
 - Park infrastructure, e.g. shade structures, picnic shelters, park furniture, drinking fountains, BBQs
 - Recreation infrastructure (e.g. Tennis courts, Multipurpose courts, Skate park)
 - Fencing
 - Caravan parks infrastructure
 - Cemeteries infrastructure
- 1.1.2 As at 30 June 2022 these assets have a replacement value of \$2,854,439.

2.3 Managing the Risks

1.1.3 There are risks associated with providing the service and not being able to complete all identified activities and projects. Major risks have been identified as:

- Deferred maintenance and renewal resulting in large future expenditure
- Poor design/construction causes damage or injury
- Overall condition of assets decrease due to inadequate renewal and maintenance programs
- Resource constraints affect the management of the assets
- Assets are damaged or destroyed by fire, severe storm, or flooding
- Impact on climate change on assets.

1.1.4 Council will endeavour to manage these risks within available funding by:

- Prioritisation of maintenance and renewal works based on service levels and risks
- Accessing additional funding through grants where possible
- Preparation of designs and project supervision by suitably qualified and experienced people
- Inspecting assets regularly
- Conducting routine maintenance and renewal work as required
- Allocating funds to an asset renewal reserve.

2.4 Confidence Levels

1.1.5 This OSRFAMP is based on an uncertain level of confidence. Asset data is based on sound records, procedures, investigations and analysis which is incomplete, unsupported, or an extrapolation from limited data. Council's open spaces and recreation assets data is contained in one register, but is comprised of different categories/descriptions. Additionally, a small number of assets are lacking asset condition and value data.

2.5 The Next Steps

1.1.6 The plan provides a framework for good management of open spaces and recreation assets by detailing:

- New established levels of service that have be prepared in detail with specific key performance indicators (KPIs). Further consultation is required with the community for adaptation.
- New simplified improvement plan which highlights on-going or next items for continuous improvement in asset management

1.1.7 The average capital and maintenance expenditure on Council assets over the ten-year forecast period is approximately \$828,316 per year. This compares to the expenditure which is required to maintain, operate and renew the asset network as required being \$938,487 per year. This indicates that the next revision of the Council's Long Term Financial Plan will require approximately 13% increase in annual funding. Council continue reviewing management of operations and maintenance activities to ensure best value for the resources used given that recent grant funded programs.

- 1.1.8 The analysis of the asset data and expenditure data suggest that there is an under expenditure on asset renewals and an over expenditure of asset maintenance
- 1.1.9 This asset class is relatively small in size in value and as such one-off expenditure and minor maintenance expenditure can maintain the asset class in good condition. Council will need to have a good understanding of the functionality of its asset network, as this will likely drive replacement and upgrade expenditure into the future.

DRAFT

3. INTRODUCTION

3.1 Background

3.1.1 This OSRFAMP defines and demonstrates responsive management of assets (and services provided from assets), compliance with regulatory requirements, and communicates the funding needed to provide the required levels of service.

3.1.2 The OSRFAMP is to be read in conjunction with Council’s Asset Management Policy, Asset Management Strategy and the following associated Council planning documents; and future updates

- Community Strategic Plan 2022 - 2032
- Delivery Program 2022 - 2025
- Operational Plan 2022
- Draft Long Term Financial Plan 2022 - 2032

3.1.3 This plan has a direct relationship with the following associated planning process and documents, as set out in Figure 2.1.3 below.

3.1.4 Council’s current open spaces and recreation assets covered by this plan are tabled in Appendices A-B.

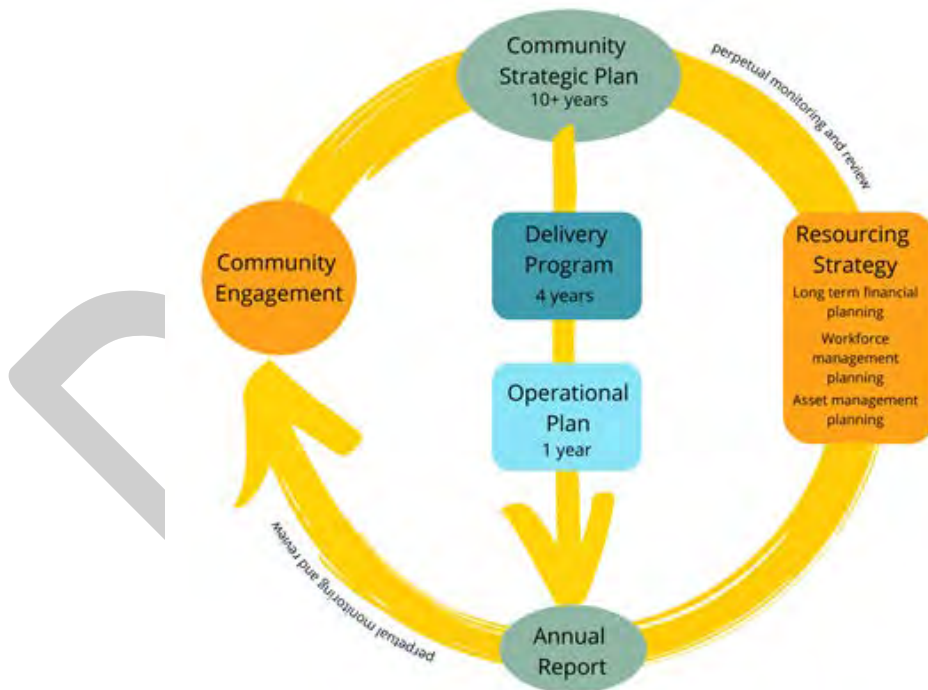


Figure 2.1.3: Asset management planning process within the Integrated Planning and Reporting Framework

3.2 Goals and Objectives of Asset Management

3.2.1 Council exists to provide services to its community. Most of these services (from a dollar value perspective) are provided by infrastructure assets. Council acquires infrastructure assets by purchase, by contract, construction by Council staff, and by donation of assets constructed by developers and others to increase the levels of service over time.

- 3.2.2 Council's goal in managing infrastructure assets is to meet the required level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:
- Taking a life cycle cost management approach;
 - Developing cost-effective management strategies for the long term;
 - Providing a defined level of service and monitoring performance;
 - Understanding and meeting the demands of growth through future demand analysis and infrastructure investment;
 - Managing risks associated with asset failures;
 - Sustainable use of physical resources; and
 - Continuous improvement in asset management practices.
- 3.2.3 Assets are inspected, maintained, upgraded and renewed when grant funding is available as necessary or as specified in specific works programs so that they:
- Reach their expected lifecycle;
 - Perform to their maximum capability;
 - Satisfy community expectations and needs;
 - Satisfy budget limitations; and
 - Meet safety and regulatory requirements.
- 3.2.4 The purpose of this asset management plan is to:
- Document the services/service levels to be provided and the costs of providing the service;
 - Communicate the consequences for service levels and risk, where desired funding is not available; and
 - Provide information to assist decision makers in trading off service levels, costs and risks to provide services in a financially sustainable manner.

3.3 Core and Advanced Asset Management

- 3.3.1 This asset management plan is prepared as a 'core' asset management plan over a 10 year planning period in accordance with the International Infrastructure Management Manual (IPWEA, 2021). It is prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level.
- 3.3.2 Future revisions of this asset management plan will move towards 'advanced' asset management using a 'bottom up' approach for gathering asset information for individual assets to support the optimisation of activities and programs to meet agreed service levels in a financially sustainable manner.

3.4 Community Consultation

- 3.4.1 This 'core' asset management plan is prepared to facilitate community consultation initially through feedback on public display of draft asset management plans prior to adoption by Council. Future revisions of the asset management plan will incorporate community consultation on service levels and costs of providing the service. This will assist Council and the community in matching the level of service needed by the community, service risks and consequences with the community's ability and desire to pay for the service.

3. LEVELS OF SERVICE

3.5 Customer Research and Expectations

3.1.1 Community consultation to determine customer expectations, needs and wishes for all Council services conducted for the development of Council's overarching Community Strategic Plan has guided the development of this asset management plan.

3.1.2 Consultation undertaken by Council which has informed the development of this plan includes:

- Listening Posts and Council's Postcard Project undertaken in preparation of the Community Strategic Plan 2022-2031
- On-site visits by Councillors and Council staff to all towns, villages and hamlets within the Shire during the development of the Council Open Space Strategy
- Engagement with local schools in undertaking developments to Alma Park and the Bundarra Multipurpose Courts
- Stakeholder meetings and surveys for projects under the Public Spaces Legacy Program (Rotary Park, Alma Park, Pioneer Park and the Glen and Constellations of the South)
- Stakeholder consultation on Fossicking Area upgrades Project

3.1.3 Council surveyed the community in December 2017 to better understand how the local community uses the Shire's public open spaces and recognise how Council can better serve the community through future developments.

3.1.4 Key outcomes of the survey are listed below:

- 39% of respondents said they accessed parks within the Shire on a weekly basis.
- The elements that the community liked the most about the open space facilities they visit was the proximity to their house and the shade amenity they provide.
- Features that the community valued most or wanted most in a park included play equipment, additional shade tree planting, and an increase to safety levels.
- Barriers for accessing open space facilities included lack of variety and issues relating to maintenance of the spaces.

3.1.5 Ongoing consultation provides insight on current customer expectations and therefore any comments or submissions received during the public exhibition period will be presented to Council for consideration.

3.1.6 Further investigation and consultation may be resourced should Council determine the need to do so.

3.6 Strategic and Corporate Goals

3.1.7 This plan is prepared under the direction of Council's vision, mission, goals and objectives as set out in the Community Strategic Plan.

3.1.8 **Council's Vision:** In 2032 the Uralla Shire community will be vibrant with a growing economy supporting a sustainable quality of life that values its heritage.

3.1.9 **Council’s Mission:** Uralla Shire Council listens to and facilitates the aspirations of the community.

3.1.10 **Council’s Community Strategic Objectives:**

1. We have an accessible, inclusive and sustainable community.
2. We drive the economy to support prosperity.
3. We are good custodians of our environment.
4. We are an independent shire and well-governed community.

3.1.11 Infrastructure assets play both a direct and an indirect role in achieving the strategic objectives of the Community Strategic Plan. The following table indicates how Council's open spaces and recreation assets play a role in the delivery of the key strategies linked to the Community Strategic Plan.

Table 3.2.5: Community Strategic Plan Strategic Objectives

Theme	Strategic Objective	Strategy
Society	We have an accessible, inclusive and sustainable community.	A growing community with an active volunteer base and participation in community events.
		A safe, active and healthy shire.
		A diverse and creative culture that celebrates our history.
		Access to and equity of services.
Economy	We drive the economy to support prosperity.	An attractive environment for the business sector.
		Grow and diversify employment, through existing and new businesses.
		Communities that are well serviced with essential infrastructure.
Environment	We are good custodians of our environment.	To preserve, protect and renew our beautiful natural environment.
		Maintain a healthy balance between development and the environment.
		Avoid, reduce, reuse (repair), and recycle (recover) wastage to minimise waste disposal.
		Secure, sustainable and environmentally sound water-cycle infrastructure and services.
Leadership	We are an independent shire and well-governed community.	Informed and collaborative leadership in our community.
		A strategic, accountable and representative Council.
		An efficient and effective independent local government.

3.1.12 The relevant organisational goals relating to this plan are listed in Table 3.2.6 below.

Table 3.2.6: Organisational Goals

Organisation Goals	How Goals are addressed
To effectively and responsibly manage, maintain and develop Council’s infrastructure, operational and financial assets.	Maintenance and application of this plan. Implement recommended improvements, commit required expenditure to maintain and renew assets.
To provide cultural and recreational facilities to serve the expectations of the community	Development of service levels and community consultation plan. Application of these to prioritise asset works required to meet these community needs.
To ensure that the community is appropriately consulted and well-informed concerning Council’s activities and to be responsive to the community’s needs.	Development of service levels and community consultation plan. Communication of the content of this AMP in terms of the asset portfolio, its condition and estimated expenditure required to bring it up to, and maintain, those levels of service.

3.7 Legislative Requirements

3.1.13 Council has to meet many legislative requirements including Australian and state legislation and regulations. Key legislation which is relevant to this plan is listed in Table 3.3.1 below.

3.8 Current Levels of Service

3.1.14 Council has defined service levels in two terms: community levels of service and technical levels of service.

Community Levels of Service relate to the service outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, cost effectiveness and legislative compliance.

Table 3.3.1: Legislative Requirements and Standards

Legislation	Requirement
<i>Local Government Act 1993 and Local Government (General) Regulation 2021</i>	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
<i>Environmental Planning and Assessment Act 1979 and Environmental Planning and Assessment Amendment Act 2008</i>	Sets the legislative requirements of public places to comply with the National Construction Codes.
Australian Accounting Standards	Sets out the financial reporting standards relating to the (re)valuation and depreciation of assets
<i>Disability Discrimination Act 1992</i>	An Act that bans discrimination of people based on a disability.
<i>Work Health and Safety Act 2011 and Work Health and Safety Regulation 2017</i>	Council must ensure a safe workplace for all its employees and the public.
<i>Civil Liability Act 2002</i>	Defines the liability of public authorities and the principles which establish the duty of care of a public authority.
<i>Protection of the Environment Act 1997</i>	To protect, restore and enhance the environment in NSW and to promote public access to information and involvement in environment protection.
<i>National Parks and Wildlife Act 1974</i>	Legislates conservation of nature and the conservation of cultural objects.
<i>Biodiversity Conservation Act 2016</i>	Sets the requirements to maintain a healthy, productive and resilient environment for the greatest well-being of the community.
<i>Cemeteries and Crematoria Act 2013 and Cemeteries and Crematoria Regulation 2014</i>	Sets the requirements for cemetery service providers.
<i>Crown Land Management Act 2016</i>	Provides for the consistent, efficient, fair and transparent management of Crown land reserves
Australian Standards for Playgrounds	Guides the development, installation, inspection, maintenance and operation of playgrounds.

3.1.15 Community levels of service measures used in the asset management plan are:

- Quality – How good is the service?
- Function – Does it meet users’ needs?
- Safety – Is the service safe?

3.1.16 **Technical Levels of Service** are operational or technical measures of performance which support the community service levels. These technical measures relate to the allocation of resources to service activities that Council undertakes to best achieve the desired community outcomes.

3.1.17 Technical service measures are linked to annual budgets, covering:

- Operations – the regular activities to provide services, such as cleaning of amenities, mowing, etc.
- Maintenance – the activities necessary to retain an asset as near as practicable to its original condition (e.g. routine inspections and maintenance.)
- Renewal/Rehabilitation – the activities that return the service capability of an asset up to that which it was as new. *Renewal* refers to a complete changeover (old to new.) *Rehabilitation* refers to refurbishing and upgrading components.
- Upgrade – the activities to provide a higher level of service (e.g. refurbishment of recreational facilities to accommodate additional services) or a new service that did not exist previously (e.g. construction of a new recreational facility).

3.9 Desired Levels of Service

3.1.18 Indications of desired levels of service are obtained from various sources including service requests and correspondence, feedback and maintenance schedules. These asset based level of service have not been fully consulted with the community and may likely be modified in time to fully match community expectations. Council’s current service levels are detailed in Table 3.5.2 below:

Table 3.5.2: Current and Desired Service Levels

Key Performance Measure	Level of Service	Performance Measure Process	Target Performance	Current Performance
COMMUNITY LEVELS OF SERVICE				
Quality	Parks and sporting facilities are well maintained, clean and safe to use	Inspections and maintenance activities are undertaken as scheduled	Frequency	90%
	Reduction of number of defects	Annual inspection	Reduce the number of high priority defects identified	100%
	Compliance with Council’s documented response time	Council complaints register	90%	90%
Function	Park facilities provide easy access and are accessible to everyone	Continuous monitoring as part of operational activities	Parks open and accessible to community 365 days/year, pending weather closures	100%
	Park facilities are provided that meet the needs of the community	Community feedback online form	< 10 complaints received per annum regarding overcrowding of facilities	90%
Safety	Safe park and sporting facilities are provided	Annual inspections, operational reports and safety audits	< 5 reported safety incidents per year in parks and reserves	100%
			Reduction of number of safety issues identified through audits	90%

TECHNICAL LEVELS OF SERVICE				
Operations	Access to facilities and services is affordable and cost effective	Review of benchmark with other councils	Total operating costs per hectare of park in line with benchmarking against comparable councils'	90%
Maintenance	Percent of physical assets in condition 3 or better	Condition assessment	80% for all assets	89%
		Review recent grant funded programs playground equipment, tennis court upgrade	Maintenance cost reduction for best value for resources used	0%
Renewal / Rehabilitation	Assets are managed with respect for future generations	Life cycle approach to managing assets	Prepare a 10 year asset condition and age based renewals plan. Ensure the plan is approved by authorities and updated every 4 years.	100%
	Assets meet financial sustainability ratios	Consumption ratio	Between 50% and 75%	46.1%
		Renewal funding ratio	Between 90% and 110%	0%
		Long term funding ratio	Between 95% and 105%	0%

3.10 Condition and Quality of Assets

- 3.1.19 The condition of Council's open spaces and recreation assets is currently assessed every five years. This asset condition information is then used to plan the timing of our maintenance and capital renewal activities.
- 3.1.20 Quality has more to do with manner and type of the asset rather than its condition. An asset may be poor in quality yet have a condition which is described as good.

3.1.21 Condition is a measure of an assets physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 1 - 5, where 1 = new and 5 = totally failed. Council’s condition rating matrix is set out in Table 3.6.3 below:

Table 3.6.3: Description of Condition

Condition Rating	Condition	Description	Guide	Residual life as a % of total life	Mean percentage residual life
1	Excellent	An asset in excellent overall condition.	Normal/planned maintenance required.	>86%	95%
2	Good	An asset in good overall condition with some possible early stages of slight deterioration evident, minor in nature and causing no serviceability issues.	Normal maintenance plus minor repairs required (to 5% or less of asset).	65 to 85%	80%
3	Satisfactory	An asset in fair overall condition with some deterioration evident, which may be slight or minor in nature and causing some serviceability issues.	Significant maintenance and/or repairs required (to 10-20% of asset).	41 to 64%	55%
4	Poor	An asset in poor overall condition, moderate to high deterioration evident.	Significant renewal required (to 10-40% of asset).	10 to 40%	35%
5	Worn	An asset in extremely poor condition or obsolete. The asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service in the near future.	Over 50% of the asset requires renewal.	<10%	5%

3.1.22 Open spaces and recreation assets in condition 4 will require renewal in the short- to medium-term. Assets in condition 5 may require urgent and immediate renewal or replacement. Funding may be needed to support the required level of renewals each year. Council will be allocating funds to an asset renewal reserve each year to help in managing these funding needs.

3.1.23 The condition of each open space and recreation asset has been assessed by estimating the proportion of each asset’s expected useful life that has been consumed.

3.1.24 A majority of Council’s open spaces and recreation assets (59%) have been commissioned in the last five years due to increased grant funding opportunities. Accordingly, a majority of assets are in excellent or good condition.

3.1.25 The current condition ratings of Council’s open spaces and recreation assets as at 30 June 2022 are summarised in Figure 3.6.7 below.



Figure 3.6.7: Asset Condition Profile as at 30 June 2022

3.11 Responsiveness

3.1.26 Council places a high emphasis on customer service and its responsiveness to customer enquiries. Council will maintain assets in a working condition and be responsive to the needs of the community now and into the future.

3.12 Customer satisfaction

3.1.27 Council will continue to provide services to the community in a manner that is efficient and effective. Council will continue to monitor community satisfaction with its current services and strive to improve community satisfaction where possible.

3.13 Affordability

3.1.28 Council will maintain its infrastructure assets in a cost effective affordable manner in accordance with responsible economic and financial management. In order for Council's assets to assist in meeting the strategic goals and in attaining optimum asset expenditure, Council will need to continually review its current operational strategies and adopt new and proven techniques to maintain assets in their current condition.

3.14 Sustainability

3.1.29 Council will maintain its assets in a manner to enable the long term financial sustainability for current and future generations. This will be achieved by ensuring efficient and effective service delivery and ensuring appropriate funds are allocated to maintain and renew infrastructure assets.

3.1.30 Where Council has provided an asset through grant funding, renewal or replacement of the asset may be subject to future grant funding

3.15 Health and Safety

- 3.1.31 Council will endeavour to identify and mitigate all key health and safety risks created by provision of services.
- 3.1.32 Each of the service level outcomes is related directly to Council's Community Strategic Plan by the way each asset class helps deliver the services required by the community. These service level outcomes are essential to maintain the asset portfolio to a satisfactory level, and also caters to the future demands of the community whilst balancing the potential risks to the community and Council.
- 3.1.33 Council will take measures to isolate unsafe areas until repairs can be made.

3.16 Financial Based Service Levels

- 3.1.34 The premise of asset management is that asset requirements and asset management strategies should be driven by defined and acceptable service levels and performance standards. This section defines the various factors that are considered relevant in determining the Levels of Service for Council's assets that have been used to provide the basis for the life cycle management strategies and works programme identified within this asset management plan.
- 3.1.35 Levels of Service is a generic term used to describe the quality of services provided by an asset. Specific financial based service levels are described in Table 3.12.2 below.

Table 3.12.2: Financial Based Service Levels

Asset Consumption Ratio	The average proportion of 'as new' condition remaining for assets. This ratio shows the written down current value of the local government's depreciable assets relative to their 'as new' value. It highlights the aged condition of a local government's stock of physical assets and the potential magnitude of capital outlays required in the future to preserve their service potential.
Asset Sustainability Ratio	Are assets being replaced at the rate they are wearing out? This ratio indicates whether a local government is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the rate of depreciation of assets for the same period. A local government would need to understand and be measuring its renewal expenditure to be able to determine this ratio.
Asset Renewal and Renewals Funding Ratio	Is there sufficient future funding for renewal and replacement of assets? This ratio indicates whether Council is allocating sufficient funds in its long term financial plan to adequately fund asset renewals.
Asset Backlog Ratio	This ratio shows what proportion the infrastructure backlog is against the total value of a council's infrastructure. The benchmark is less than 2%. The ratio is determined by dividing the estimated cost to bring assets to a satisfactory condition by the carrying value of infrastructure, building, other structures and depreciable land improvement assets.
Asset Maintenance Ratio	This ratio compares actual versus required annual asset maintenance for each asset class. A ratio of above 100% indicates that the council is investing enough funds that year to halt the infrastructure backlog from growing. The benchmark is greater than 100%.

4. FUTURE DEMAND

3.17 Demand forecast

4.1.1 The future infrastructure demand for community infrastructure and facilities is driven by changes and trends in population change, changes in demographics, lifestyle changes, residential occupancy levels, seasonal and climatic factors, consumer preferences and expectations, technological advancement, economic factors, agricultural practices, environmental awareness.

4.1.2 Demand factor trends and impacts on open spaces and recreation assets are summarised in Table 4.1.2 below.

Table 4.1.2: Demand Factors, Projections and Impact on Services

Demand driver	Present position	Projection	Impact on services
Population	5,971 (2021 Census)	The NSW Department of Planning and Environment has predicted minor annual decrease of 1.15% over the next 20 years to 5,450 in 2041. ¹	A decrease in population is anticipated to lead to decreased use of open spaces and recreation assets.
Demographics	In 2021, the median age of people in Uralla Shire was 47 years. People aged 65 years and over made up 23.2% of the population.	The working age population (aged 15-64) is estimated to decrease by 3,750 from 2016 to 2,900 in 2041. The number of people aged 65 and over is estimated to increase from 1,200 in 2016 to 1,700 by 2041.	A decrease in younger population is anticipated to lead to decreased use of open spaces and recreation assets. Accessible facilities will be required to meet the demands of an ageing population.
Lifestyle	Sporting, recreational and cultural activities are organised and supported throughout the Shire.	Residents will continue to demand and utilise the sporting, recreational and cultural activities that are currently on offer.	Demand for open spaces and recreation infrastructure which supports sporting, recreational and cultural activities is anticipated to remain steady.
Environmental awareness	The community and Council are more environmentally aware and responsible.	Energy efficiency in Council facilities will be identified as a priority.	Additional resources will be required for energy efficiency upgrades to recreation facilities.
Climate	Extremes increasing	An increase in average maximum temperatures, may result in increased public demand for certain open spaces and recreation assets including shade structures/shelters and tree plantings.	Additional costs may be incurred to fund additional facilities or structures with increased capacity. Increased likelihood of drought conditions will result in higher maintenance cost of parks and gardens and necessitate native and/or drought resistant plantings.

¹ <https://www.planning.nsw.gov.au/Research-and-Demography/Population-projections/Projections>
 Figures to be updated following release of 2021 census data (projected for June 2022.)

3.18 Changes in Technology

- 4.1.3 Technology changes may affect the delivery of infrastructure services as a result of improvements to construction materials, methods, maintenance and operations. These may potentially increase the life of some assets and reduce susceptibility to damage.
- 4.1.4 Technology changes are forecast to affect the delivery of services covered by this plan. Construction techniques, available materials and improvements to plant and equipment will evolve and will be assessed on merit and applied where efficiencies can be achieved in construction and maintenance practices.

3.19 Demand Management Plan

- 4.1.5 Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets, and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks, and managing failures.
- 4.1.6 Non-asset solutions focus on providing the required service without the need for Council to own the assets. Examples of non-asset solutions include providing services from existing infrastructure such as State-managed parks or sporting facilities that may be in another council area.
- 4.1.7 Opportunities identified to date for demand management are shown in Table 4.3.3 below. Further opportunities will be developed in future revisions of this plan.

Table 4.3.3: Demand Management Plan Summary

Demand driver	Demand Management Plan
Population	Develop upgrade and renewal works after consultation with the community and other stakeholders that will address their needs and expectations.
Demographics	Identify grant opportunities to ensure renewals and upgrades meet accessibility requirements.
Climate Change	Identify grant and funding opportunities to implement energy efficient features, which can be maximised during renewals and upgrades.

3.20 New Assets for Growth

- 4.1.8 New open spaces and recreation assets are those assets that Council did not previously possess, or infrastructure expenditure that upgrades or improves an existing asset beyond its existing capacity.
- 4.1.9 New assets may result from the need to support growth or to create additional service level capacity.
- 4.1.10 New assets and upgrade/expansion of existing assets are identified from various sources such as staff, councillor or community requests, proposals identified by strategic plans or reports, analysis of external plant hire charges incurred, testing or demonstrations of new technologies, or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary estimate. Verified proposals are ranked by priority and available funds are scheduled into replacement programs.

- 4.1.11 Acquiring new assets will commit Council to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations and maintenance costs.
- 4.1.12 Council does not currently anticipate demand for new open spaces and recreation assets over the lifetime of this plan. However, the Council is well focused on managing how recent grant funded programs such as replacement work for playground equipment, tennis court upgrade etc may add to asset maintenance costs.

DRAFT

5. LIFE CYCLE MANAGEMENT

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service while optimising life cycle costs.

3.21 Background Data

Physical Parameters

- 5.1.1 This plan covers the open spaces and recreation assets that serve the Uralla Shire’s community needs.
- 5.1.2 The asset inventory, values and conditions as per the current asset register are summarised in Table 5.1.2 below.

Table 5.1.2: Asset inventory, values and conditions

Open Spaces and Recreation Assets								
Gross Replacement Cost	Written Down Value	Annual Depreciation Expense	Condition					Unknown
			1	2	3	4	5	
\$2,854,439	\$1,822,600	\$ 202,882	59%	16%	22%	2%	0%	1%

Asset capacity and performance

- 5.1.3 Council’s services are generally provided to meet design standards where these are available.
- 5.1.4 No known service performance deficiencies are available, however deficiencies will be identified from the knowledge of Council management, community enquiries, and Council inspections in be included in the next update of this plan.

3.22 Operations and Maintenance Plan

Maintenance Plan

- 5.1.5 Council’s maintenance activities for open spaces and recreation assets include routine, proactive, specific and reactive maintenance.
- 5.1.6 Routine maintenance is the regular ongoing work that is necessary to keep assets operational and to help assets reach their useful life. It includes work on an asset where a portion may fail and needs immediate repair to make it operational again.
- 5.1.7 Proactive maintenance (or planned maintenance) is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.
- 5.1.8 Specific maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle. This work generally falls below the capital/maintenance threshold but may require a specific budget allocation.
- 5.1.9 In addition to planned maintenance, which is defined and scheduled over the medium-term, Council must also repair unforeseen damage caused by storms or accidents. This type of maintenance is referred to as either reactive or unplanned maintenance.

- 5.1.10 Council’s unplanned maintenance work is often carried out because of issues identified through customer requests for service.
- 5.1.11 Actual past operation and maintenance expenditure excluding depreciation is shown in Table 5.2.7 below.

Table 5.2.7: Historical operation and maintenance expenditure trends

Year	Operation and maintenance expenditure
2019/20	\$ 387,486
2020/21	\$ 524,572
2021/22	\$ 464,401

- 5.1.12 Assessment and prioritisation of reactive maintenance is undertaken by operational staff using experience and judgement.
- 5.1.13 Council’s current operation and maintenance expenditure are combined. Council will need to consider undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance as well as undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (eg 50 – 70% planned desirable as measured by cost).

Standards and specifications

- 5.1.14 Maintenance work is carried out by Council staff in accordance with the relevant Standards and Specifications.

Summary of future operations and maintenance expenditures

- 5.1.15 Future maintenance costs are forecast to trend in line with the value of the asset stock, plus an allowance for increase in levels of service over the planning period. Asset values are forecast to increase as assets age and require maintenance and renewal.
- 5.1.16 Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded, are to be included in the risk assessment process in the infrastructure risk management plan.
- 5.1.17 Maintenance is funded from the operating budget and grants where available.

Operations and Maintenance Strategies

- 5.1.18 Council will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. Effective operation and maintenance activities include:
 - Scheduling operations activities to deliver the defined level of service in the most efficient manner;
 - Maintaining and reviewing a current infrastructure risk register for assets on an annual basis. Present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council;
 - Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs;
 - Review asset utilisation to identify under-utilised assets and appropriate remedies, and over-utilised assets and customer demand management options; and

- Review management of operations and maintenance activities to obtain best value for resources used.

3.23 Renewal/Replacement Plan

5.1.19 Council will strive to operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manners through:

- Forecasting operations activities to deliver the defined level of service in the most efficient and cost effective manner
- Undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities;
- Developing infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment.
- Implement workforce training and development to meet required operations and maintenance needs;
- Identifying under and over-used assets, appropriate remedies and customer demand management choices,
- Maintaining a current hierarchy of critical assets and required operations and maintenance activities; and
- Developing and regularly reviewing appropriate emergency response capability .

5.1.20 Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

5.1.21 Capital renewal activities involve restoring, refurbishing or replacing an asset to bring it back to its original capacity and performance capability.

5.1.22 Renewal will be undertaken using 'low cost' renewal methods where practical. The aim of 'low cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than replacement costs.

5.1.23 The annual required renewal costs reflect the amount needed to be spent on assets that have deteriorated to a point at which renewal is required based on the community's level of service expectations.

5.1.24 Typically, open spaces and recreation assets in condition 4 will provide a poor level of service and will need to be renewed in the short-to medium-term and assets in condition 5 may require urgent and immediate renewal or replacement.

Renewal plan

5.1.25 Assets requiring renewal are identified from estimates of remaining life obtained from the condition survey. The estimated service life of open spaces and recreation assets varies by asset type as set out in Table 5.3.6 below.

Table 5.3.6: Open Spaces and Recreation Asset Service Life

Asset type	Asset Service Life (Years)
Soft fall	5
Cricket pitch	5
Shade sails	5-50
Liberty Swing	10
Shelters – (Park, BBQ)	10-30
Lighting – (Tennis Courts, Park)	10-30
BBQs	10-25
Caravan Park Camp Kitchen	15
Cemetery infrastructure (eg pergola, beams)	15-30
Playground, fitness equipment	15-25
Park tables/seating	15-30
Park Signage	15
Drinking fountain	15
Park bins	15
Drainage	20
Fencing	20
Water tank	20
Skate park	30
Caravan park septic	30
Caravan park electrical	30
Tennis courts	30
Multipurpose courts	50
Cemetery niche wall	100

5.1.26 Based on the asset conditions recorded in the asset register, approximately 49% of Council’s open spaces and recreation assets have a remaining life estimated to be greater than 15 years as shown in Figure 5.3.7 below.

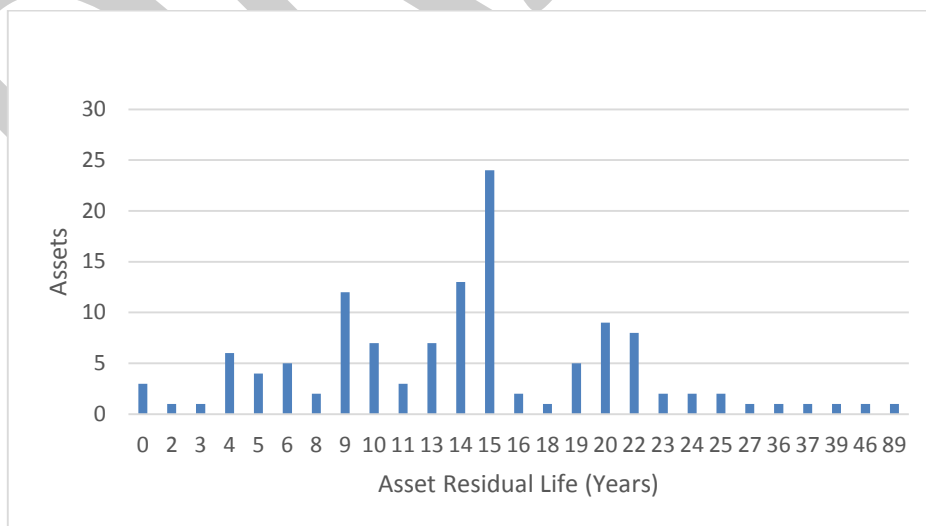


Figure 5.3.7: Open Spaces and Recreation Assets Residual Life as at 30 June 2021

5.1.27 Council’s next scheduled assessment will examine the condition of the open spaces and recreation assets and determine renewal requirements. This 10-year (2022-32) renewal plan

has been prepared with current condition information. This will be updated on completion of new assessment and included in future revisions of this plan.

Renewal and replacement strategies

5.1.28 Council will plan capital renewal and replacement projects to meet level of service objectives and minimise infrastructure service risks by:

- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner;
- Undertaking project scoping for all capital renewal and replacement projects to identify:
 - the service delivery 'deficiency', present risk, and optimum time for renewal/replacement;
 - the project objectives to rectify the deficiency; and
 - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency;
- Using 'low cost' renewal methods (cost of renewal is less than replacement) wherever possible;
- Maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets, and reporting Very High and High risks and residual risks after treatment to management and Council;
- Review current and required skills base and implement workforce training and development to meet required construction and renewal needs;
- Maintain a current hierarchy of critical assets and capital renewal treatments and timings required; and
- Review management of capital renewal and replacement activities to obtain best value for resources used.

Renewal standards

5.1.29 Renewal work is always carried out to current standards and capacity unless a reduced capacity can be justified.

Summary of projected renewal expenditure

5.1.30 Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The projected capital renewal program has been prepared for the next 10 years in this plan.

5.1.31 Deferred renewal, i.e. those assets identified for renewal and not scheduled for renewal in capital works programs, are to be included in the risk assessment process in the risk management plan.

5.1.32 Renewals are to be funded from capital works programs and grants where available.

Impact of Deferring Renewal Works

5.1.33 Renewal works identified in terms of renewal strategies may be deferred if the cost (or aggregate cost) is beyond the current financial ability to fund it. This can occur when there are

short term renewal profile peaks, or higher priority works are required on other infrastructure asset groups.

- 5.1.34 When renewal works are deferred, the impact of the deferral on the assets ability to still provide the required level of service will be assessed. Although the deferral of some renewal works may not impact significantly on the short-term operation of the assets, repeated deferral will create a liability (backlog) in the longer term.

3.24 Creation/Acquisition/Upgrade Plan

- 5.1.35 New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. These assets from growth are considered in Section 4.4 on page 13.

- 5.1.36 Council does currently anticipate any new open spaces and recreation assets over the lifetime of this plan. However, upgrades based on current condition rating has been planned in the medium term such as Fuller Park, Pioneer Park, The Glen and Rotary Park upgrades.

3.25 Disposal Plan

- 5.1.37 Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation.
- 5.1.38 No open spaces and recreation assets are currently identified for possible decommissioning and disposal.

DRAFT

6. RISK MANAGEMENT

3.26 Risk Assessment

6.1.1 Risk management is defined in AS/NZS 4360:2004 as “the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects”.

6.1.2 Council is committed to the identification and elimination or reduction of risks associated with hazards that arise throughout Council’s operations as far as reasonably practicable. Our risk assessment process includes:

- Identifying credible risks;
- Analysing the likelihood of the risk event occurring;
- Assessing the consequences should the event occur;
- Developing a risk rating (‘likelihood’ times ‘consequences’);
- Evaluating the risk; and
- Detailing a risk treatment plan for non-acceptable risks.

6.1.3 An assessment of risks associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a ‘financial shock’ to the organisation. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

6.1.4 Once the asset criticality and likelihood have been identified and rated, the risk score can be calculated. The risk matrix in Table 6.1.3 below shows the resulting range of ratings

Table 6.1.3: Uralla Shire Council Risk Matrix

	CONSEQUENCES				
LIKELIHOOD	Minimal	Minor	Moderate	Major	Catastrophic
Almost certain	Medium	Medium	High	Catastrophic	Catastrophic
Likely	Medium	Medium	High	Catastrophic	Catastrophic
Possible	Low	Medium	Medium	High	Catastrophic
Unlikely	Low	Low	Medium	High	High
Rare	Low	Low	Medium	Medium	High

3.27 Strategic Infrastructure Risks

6.1.5 Some high-level infrastructure based risks have been identified that are associated with the management of open spaces and recreation assets. These strategic risks are identified in Table 6.2.1 below.

3.28 Critical Assets

6.1.6 Council has not identified any open spaces and recreation assets as critical assets. However, Council will continue reviewing infrastructure risks and reporting in accordance to Table 6.3.1 below

Table 6.2.1: Strategic Infrastructure Risks

Risk Details / Event	Likelihood	Consequence	Risk	Existing Controls	Controls Adequate	Actions Needed / Treatment Plan
Poor design/construction causes damage or injury	Unlikely	Major	High	<ul style="list-style-type: none"> • Designs prepared and construction projects supervised by suitably qualified and experienced people • Repair structural faults or hazards that may injure an occupant 	Y	N/A
Damage caused by vandalism including graffiti	Possible	Moderate	Medium	<ul style="list-style-type: none"> • Install security systems • Hold adequate insurance 	Y	
Overall condition of assets decrease due to inadequate renewal and maintenance programs	Likely	Moderate	High	<ul style="list-style-type: none"> • Inspect assets regularly, Conduct routine maintenance and renewal work as required • Allocate funds to asset renewal reserve 	N	Develop asset inspection strategy and long term renewals plan
Changes in legislation affect Council's responsibilities	Unlikely	Moderate	Medium	Monitor legislative changes	Y	
Resource constraints affect the management of the assets	Possible	Major	High	None	N	Allocate funds to an asset renewal reserve
Failure of materials supplies	Possible	Moderate	Medium	None	N	Obtain alternative supply arrangements
Open spaces and recreation assets are damaged or destroyed by fire, severe storm, or flooding	Unlikely	Major	High	<ul style="list-style-type: none"> • Monitor known flooding hot spots • Hold adequate insurance 	Y	
Impact on climate change on assets	Possible	Major	High	Monitor conditions of assets	Y	.Develop strategies to manage climate change
Assets fail to meet the Disability Discrimination Act requirements or other codes	Possible	Minor	Medium	<ul style="list-style-type: none"> • Assess assets • Optimise funding 	Y	

6.1.7 Operations and maintenances activities may also be targeted to mitigate critical assets failure and maintain service levels. These activities may include increased inspection frequency and high

7. FINANCIAL SUMMARY

3.29 Financial Statements and Projections

- 7.1.1 This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide the sufficient level of service to the community over a 10 year period. This plan provides input into the long term financial plan aimed at providing the required services in a sustainable manner.
- 7.1.2 The total amount of expenditure for open spaces and recreation operations, maintenance and capital over the next ten years is forecast to be approximately \$12,090,879 with annual forecasted averaged expenditure \$1,209,088 (including new assets) and revenue of \$173,787. Forecasted operational expenditure for the ten year cycle will be approximately \$8,766,009 which equates to 73 % of the total forecasted expenditure (including capital renewals).
- 7.1.3 Projected operating (operations and maintenance) expenditure (assets) and depreciation expenditure and estimated income from open space and recreation assets are set out in Table 7.1.3 below.

Table 7.1.3: Projected Operating Expenditure, revenue level and expenditure deficit 2022 - 2032

Year	Projected operational Expenditure \$			Total income (\$)	Deficit (\$)
	Operation and maintenance (\$)	Depreciation (\$)	Total operational expenditure (\$)		
2022-23	523,876	202,882	726,758	155,900	-570,858
2023-24	577,228	231,504	808,732	159,331	-649,401
2024-25	593,369	237,292	830,661	162,996	-667,665
2025-26	610,383	243,224	853,607	166,906	-686,701
2026-27	619,962	249,305	869,267	171,076	-698,191
2027-28	635,339	255,537	890,876	175,350	-715,526
2028-29	650,444	261,925	912,369	179,730	-732,639
2029-30	666,566	268,474	935,040	184,220	-750,820
2030-31	682,433	275,186	957,619	188,823	-768,796
2031-32	699,015	282,065	981,080	193,540	-787,540
10 year=	6,258,615	2,507,394	8,766,009	1,737,872	-7,028,137
5 year=	2,924,818	1,164,207	4,089,025	816,209	-3,272,816

Renewals

- 7.1.4 Asset age and condition based renewals plans have been developed which provide a more realistic renewals pattern and renewals expenditure requirements. Although the plan provides optimal year of renewals for each asset, to set the estimate budget to match the pattern is not practical. Therefore, it is important to review the renewals plan against estimated depreciation and establish a reserve that can be used as required.

7.1.5 Projected capital expenditure (renewal and upgrade/expansion/new assets), net of disposal expenditure are set out in Table 7.1.4 below.

Table 7.1.4: Projected renewal capital cost net of disposals 2022 – 2032

Year	Projected capital renewals expenditure \$			Disposals	Net Capital Renewal Cost (\$)
	Capital Renewals (\$)	Upgrades/ New Assets (\$)	Renewal Capital Cost (\$)		
2022-23	121,472	1,696,000	1,817,472	0	1,817,472
2023-24	72,547	0	72,547	0	72,547
2024-25	64,589	0	64,589	0	64,589
2025-26	288,518	0	288,518	0	288,518
2026-27	150,331	0	150,331	0	150,331
2027-28	53,394	0	53,394	0	53,394
2028-29	0	0	0	0	0
2029-30	17,793	0	17,793	0	17,793
2030-31	94,301	0	94,301	0	94,301
2031-32	765,925	0	765,925	0	765,925
10 year=	1,628,870	1,696,000	3,324,870	0	3,324,870
5 year=	697,457	1,696,000	2,393,457	0	2,393,457

7.1.6 Note that all costs are shown in 2021 dollar values in Tables 7.1.3 and 7.1.4 above. (Shortfall gap : -ve = gap, +ve = surplus). Council has to monitor the budgeted and actual costs of routine activities undertaken and costs incurred to sustain the asset in a functional state in accordance with Special schedules – Local Government Code of Accounting 2021/22 – Section 4.

7.1.7 Combined projected operating (operations and maintenance) expenditure (assets) and capital renewal cost for open space and recreation assets are provided in Figure 7.1.7 below. The first year of this plan benefits from known grants for parks, gardens and open space asset renewals and upgrades.

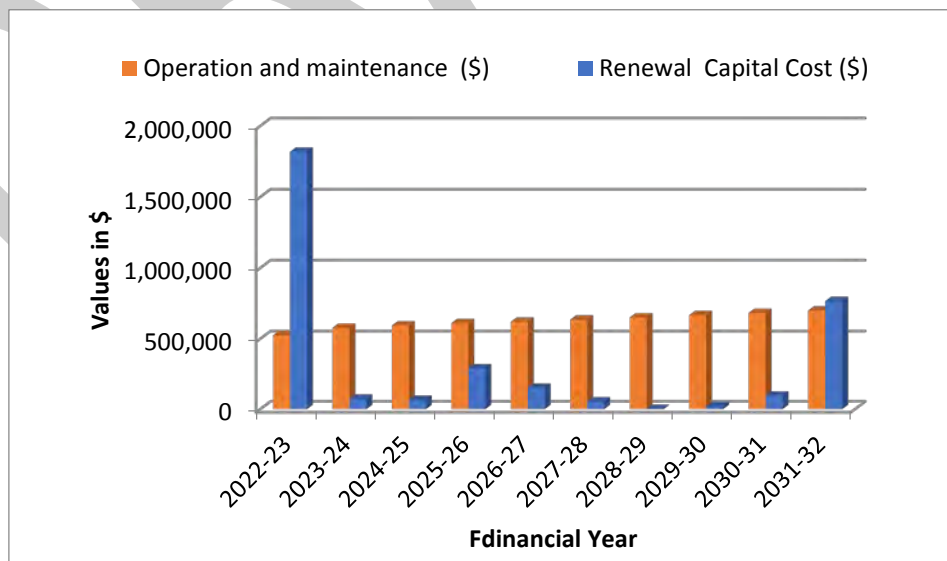


Figure 7.1.7. Operation and maintenance and capital renewal costs 2022-32

- 7.1.8 Council has not yet undertaken targeted consultation with the community regarding service levels and has not agreed to a condition level for Council's assets, therefore, the estimated cost to bring to a satisfactory standard (required renewals) has been measured against the condition 2 rating of 'Good' as stated in the Integrated Planning and Reporting Manual for local government in NSW.

Financial sustainability in service delivery

- 7.1.9 Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.
- 7.1.10 There are three key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.
- 7.1.11 The capacity to meet the projected/budgeted expenditures is dependent upon the capacity of the organisation to provide sufficient funding from its own resources to sustain the ongoing costs.
- 7.1.12 Life cycle costs (or whole of life costs) are the total annual costs that are required to sustain the service levels over the asset's life. Life cycle costs include the original purchase, operations, depreciation and maintenance expenditure to hold the asset over its period of use. The life cycle cost for the open spaces and recreation assets is \$876,601 per year (operations and maintenance expenditure plus depreciation expense).
- 7.1.13 A comparison should be used between the predicted life cycle costs and actual life cycle expenditure to highlight any differences. If the life cycle expenditure is more than that life cycle cost, it is most likely that charges will need to be increased to meet requirements.
- 7.1.14 Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operations, maintenance and capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals.
- 7.1.15 A shortfall between life cycle cost and life cycle expenditure is the life cycle gap.
- 7.1.16 Assets requiring renewal have been identified using Asset Register data to project the renewal costs for renewal years using acquisition year and useful life.
- 7.1.17 The expenditure projections in Tables 7.1.3 and 7.1.4 are calculated based on best practices. The allocation of adequate budget in each budget category demonstrates Council's knowledge and understanding of asset's life cycle requirements. Table 7.1.17 sets out Council's detailed Projected 10 year Capital works plan.
- 7.1.18 The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

- 7.1.19 Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and long term financial plan.

DRAFT

Table 7.1.17: Projected 10 year Capital Works Program 2022 – 2032

Financial Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	Total capital renewal cost
Cemeteries	0	0	0	0	0	0	0	4027	0	0	4027
Known grants for capital expansion/upgrades	0	0	0	0	0	0	0	0	0	0	0
Capital Renewals	0	0	0	0	0	0	0	4,027	0	0	4,027
Parking Facilities	0	0	11,740	0	0	0	0	0	0	0	11,740
Known grants for capital expansion/upgrades	0	0	0	0	0	0	0	0	0	0	0
Capital Renewals	0	0	11,740	0	0	0	0	0	0	0	11,740
Parks, Gardens and Open Space	1,734,768	0	12,485	101,482	10,851	53,394	0	13,766	59,055	185,877	2,171,677
Capital Renewals	38,768	0	12,485	101,482	10,851	53,394	0	13,766	59,055	185,877	475,677
Known grants for capital expansion /upgrades	1,696,000			0	0	0	0	0	0	0	1,696,000
Sporting Grounds & Facilities	82,704	57,047	28,625	184,836	139,480	0	0	0	29,246	554,998	1,076,936
Known grants for capital expansion/upgrades	0	0	0	0	0	0	0	0	0	0	0
Capital Renewals	82,704	57,047	28,625	184,836	139,480	0	0	0	29,246	554,998	1,076,936
Caravan Parks & Camping Grounds	0	15,500	11,740	2,200	0	0	0	0	6,000	25,050	60,490
Known grants for capital expansion/upgrades	0	0	0	0	0	0	0	0	0	0	0
Capital Renewals	0	15,500	11,740	2,200	0	0	0	0	6,000	25,050	60,490
Total capital renewal cost	1,817,472	72,547	64,590	288,518	150,331	53,394	0	17,793	94,301	765,925	3,324,870

Long term – 10 year financial planning period

- 7.1.20 This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.
- 7.1.21 The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is \$1,209,088 per year.
- 7.1.22 Estimated capital renewal funding is \$332,487 per year. This is the projected expenditures needed for upgrades and capital renewals needed to provide the services documented in the asset management plan.

Medium Term – 5 year financial planning period

- 7.1.23 The projected operations, maintenance and capital renewal expenditure required over the first 5 years of the planning period is \$320,967 per year.

Financial Sustainability Indicators

- 7.1.24 Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and funding to achieve financial sustainability.
- 7.1.25 Providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.
- 7.1.26 A gap between projected asset renewals, planned asset renewals, and funding indicates that further work is required to manage required service levels and funding to eliminate any funding gap.
- 7.1.27 Council manages the ‘gap’ by developing this asset management plan to provide guidance on future service levels and resources required to provide these services, and review future services, service levels, and costs with the community.

3.30 Funding Strategy

- 7.1.28 Council funds open spaces and recreation assets through grants, general funds, and borrowings. However, in some instances community clubs maintain some sports facilities.
- 7.1.29 Grant funding is required when major projects need to be undertaken.
- 7.1.30 General funds are used in two ways for our open spaces and recreation assets. Firstly, they are used to support the maintenance of our open spaces and recreation assets. Secondly, they are used to build an asset renewal reserve each year. However, general funds is never enough for the Council to achieve its organisation objectives. Other options such as creating income generating activities, grant funding for renewal projects, disposing surplus or underutilised assets and making greater use of under- used resources will be explored.
- 7.1.31 Council also has the option of borrowing to support investments in open spaces and recreation assets. This option requires careful monitoring of Council’s debt service ratio.
- 7.1.32 Council will apply Uralla Shire Council Section 7.12 Development Contributions Plan 2021 – Fixed Levy to provide the appropriate public facilities which are required to maintain and enhance amenity and service delivery within the area

3.31 Valuations

Asset valuations

7.1.33 The value of assets recorded in the asset register as at 30 June 2021 covered by this asset management plan is shown below. Open spaces and recreation assets were last revalued at 30 June 2021 and the following vales have been projected based on 2021 dollar values.

• Current Replacement Cost	\$2,854,439
• Depreciable Amount	\$2,058,291
• Annual Depreciation Expense	\$202,882
• First year capital renewal	\$121,472
• First year capital upgrade	\$1,696,000

7.1.34 Council’s sustainability reporting reports the rate of annual asset consumption and compares this to asset renewal and asset upgrade and expansion as follows:

• Asset Consumption (Depreciation Amount /Replacement cost) (Desired >= 100%)	78%
• Asset renewal ratio (Asset renewals/Depreciation) (Desired >= 100%)	60%
• Annual Upgrade/New (Capital upgrade exp/ Depreciable amount)	59%

7.1.35 Council is currently renewing assets at 60% of the rate they are being consumed of the rate they are being consumed (the benchmark is greater than 100%²) and upgrading its asset stock by 59%.

7.1.36 To provide services in a financially sustainable manner, Council will need to renew assets at the rate they are being consumed over the medium-long term, and fund the life cycle costs for all new assets and services in its long term financial plan. It may be cheaper in the long run to intervene more frequently than to allow an asset to fall into a condition requiring major works.

Valuation Forecasts

7.1.37 Asset values are forecast to increase over the first year planning period as due to grant funded renewal works.

7.1.38 Figure 7.3.6 below shows the projected replacement cost asset values over the planning period.

² Special schedules – Local Government Code of Accounting 2021/22 – Section 4

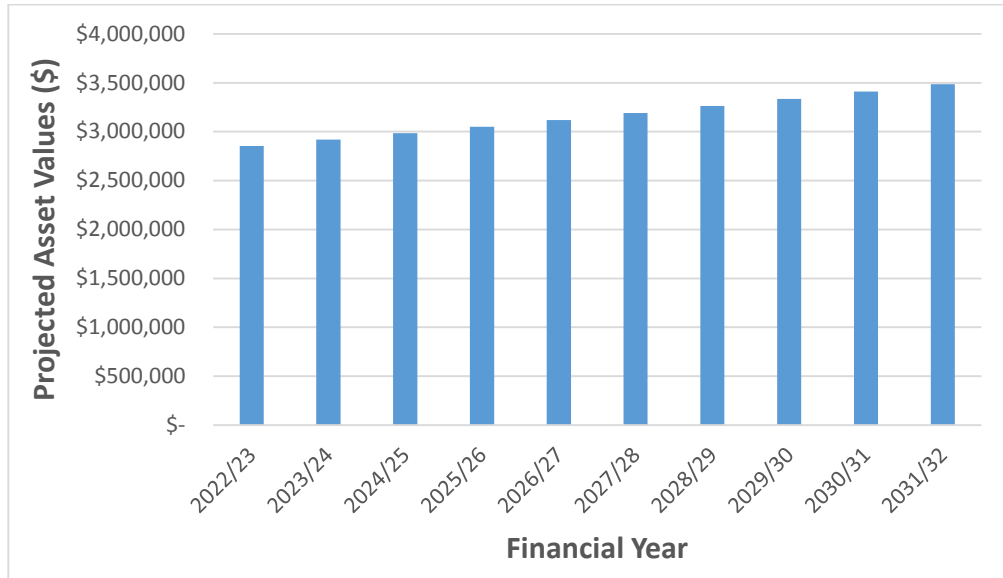


Figure 7.3.6: Projected Asset Values 2022 to 2032

7.1.39 Depreciation expense values are forecast in line with asset values as shown in Figure 7.3.7 below.

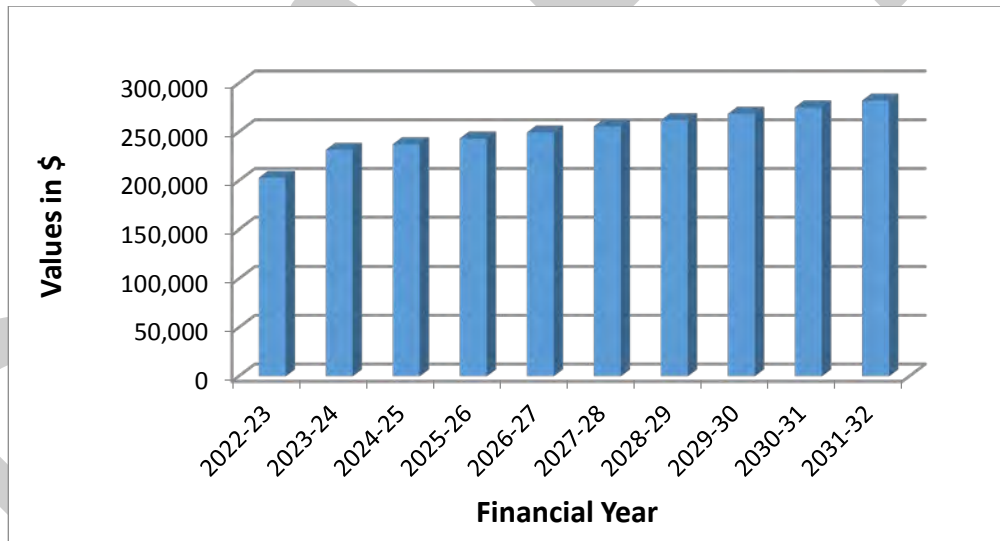


Figure 7.3.7: Projected Depreciation Expense

7.1.40 The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in Figure 7.3.8 below.

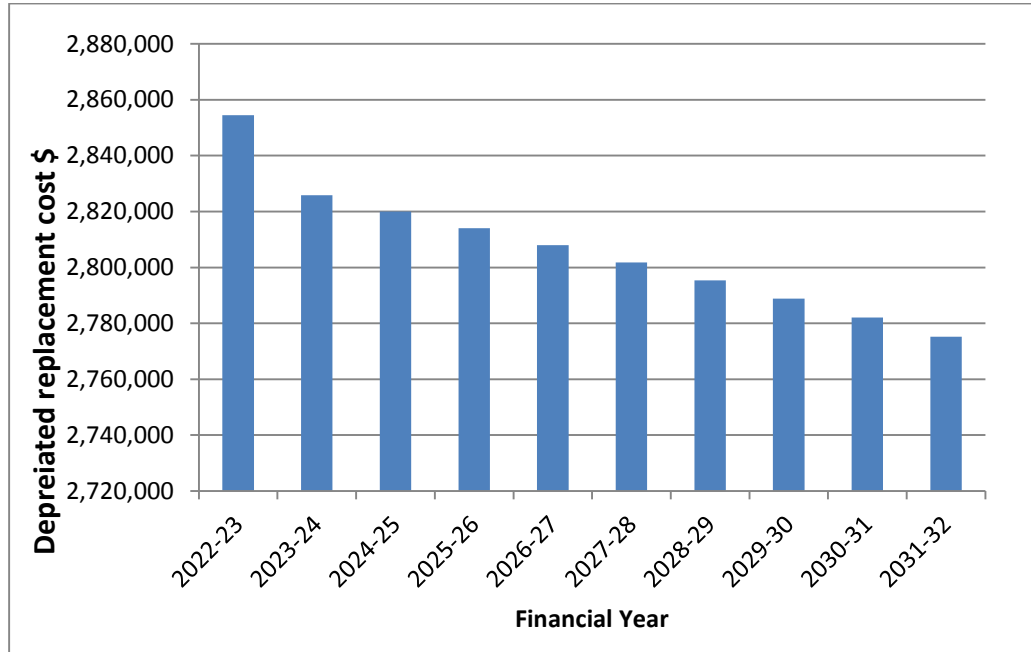


Figure 7.3.8: Projected Depreciated Replacement Cost

3.32 Factors affecting open spaces and recreation assets

Funding Uncertainties

- 7.1.41 Uralla Shire Council is highly reliant on grant funding and its rates revenues are limited.
- 7.1.42 Based on the size of our communities, it is difficult to fund the provision of our open spaces and recreation assets. Council will need to seek ongoing government funding, where available, to maintain and enhance our open spaces and recreation assets.

Council's asset renewal backlog

- 7.1.43 Assets that are below the minimum condition rating do not meet Council's minimum levels of service. Such assets will require renewal. These assets form part of Council's renewal backlog and Council should be ensuring that these assets are brought up to the agreed levels of service.
- 7.1.44 Council's asset renewal backlog will need to be funded.

Staff and resource shortages

- 7.1.45 As with financial constraints on the provision of our open spaces and recreation assets, difficulties in recruiting and retaining staff can be a challenge for Council. As a large rural Council, Council often faces challenges in filling technical and managerial positions. When technical or managerial positions are vacant it can affect Council's ability to provide some of the services expected by the community.

8. IMPROVEMENT PLAN AND MONITORING

3.33 Asset Management Practices

Accounting/Financial Systems

- 8.1.1 Council uses Authority and Magiq software for its financial/accounting systems. The system is managed by Council's Finance section and produces quarterly financial reports for Council, while also producing reports for annual financial statements for audit and production to the Uralla Shire community.
- 8.1.2 Council manages and is responsible for all of the accounting, budgeting and financial aspects of all of its assets. The primary issue for the financial systems section is to:
- Conduct regular asset valuations;
 - Ensure valuations match what is out in the field; and
 - Undertake regular updates to the system.

Accountabilities for Financial Systems

- 8.1.3 Under the *Local Government Act 1993*, Council must meet certain financial reporting requirements. These include budget reviews with all AMP sections within Council. Council must also provide an annual report outlining the year's achievements, in terms of meeting its objectives and performance targets as it had set out. The annual report also outlines the amount of expenditure required to meet the standards set in the asset plans, the amount of annual maintenance required to keep the assets at the level of service specified, and Council's maintenance program for the year in relation to the work carried out.
- 8.1.4 The determination of expenditure as capital or maintenance is a combination of purpose, value and economic life of the asset received from the expenditure. The guidelines for the determination are set out in Note C1-7 of the Annual Financial Statements as adopted annually by Council.
- 8.1.5 **Initial Recognition:** All non-current assets purchased are capitalised as the expenditure is incurred and assets are depreciated from the first full year of use. For the initial recognition, an asset's cost is measured at its fair value, plus all expenditure that is directly attributable to the acquisition. Where settlement of any part of an asset's cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of recognition or date of exchange of the asset to arrive at fair value. The discount rate used is Council's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.
- 8.1.6 **Materiality:** Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset. In determining and in annually reviewing such thresholds, regard is had to the nature of the asset and its estimated service life.
- 8.1.7 **Subsequent Costs:** Subsequent costs are added to an asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably.
- 8.1.8 **Maintenance:** All other expenditure on open spaces and recreation assets, including the excess of fair value addition expense noted above, is recorded as repairs and maintenance and charged to the Income Statement during the financial period in which they are incurred.

Asset Management Systems

- 8.1.9 A number of systems and registers are used by Council for the purpose of open spaces and recreation facilities asset management:
- Microsoft® Excel spreadsheets – manipulate, interrogate and report on asset data
 - Civica© “Authority” software – finance system
 - TRIM (© (HP Software Division) – records and document management
- 8.1.10 The responsibility for operating and maintaining the core Asset Management systems relating to open spaces and recreation assets is with the Asset Manager and the Executive Director Infrastructure and Development. The development of an annual budget allocation is between the Executive Director, the Manager Finance and IT, and the General Manager, based upon the ten year financial plan forward estimates. Responsibilities of key stakeholders are set out in Appendix A.
- 8.1.11 Currently, there is no core corporate system for asset management thus various duplications of assets records exist in different databases and have misaligned information. There are no direct links with operations and maintenance expenses and the individual asset.
- 8.1.12 The ongoing maintenance of this system should become a core function within Council’s operations. Linking Council’s asset management system and financial system (Authority) is identified as a key strategy to improve Council’s asset management practices.
- 8.1.13 The general ledger in Magiq Reporting and Authority may require recoding to allow Council to differentiate between operational costs, maintenance costs, upgrades, refurbishment and renewal costs. Further research is required to ascertain if this recoding is necessary

Information Flow Requirements and Processes

- 8.1.14 The key information flows *into* this asset management plan are:
- Council strategic and operational plans,
 - Service requests from the community,
 - Network assets information,
 - The unit rates for categories of work/materials,
 - Current levels of service, expenditures, service deficiencies and service risks,
 - Projections of various factors affecting future demand for services and new assets acquired by Council,
 - Future capital works programs, and
 - Financial asset values.
- 8.1.15 The key information flows *from* this asset management plan are:
- The projected Works Program and trends,
 - The resulting budget and long term financial plan expenditure projections, and
 - Financial sustainability indicators.
- 8.1.16 The information flows listed above will impact the Long Term Financial Plan, annual budget, and departmental business plans and budgets.

3.34 Improvement Program

8.1.17 The open spaces and recreation facilities asset management improvement program generated from this asset management plan is shown in Table 8.2.1.

Table 8.2.1: Improvement Program

No	Action	Priority	Responsibility	Timeline
1	Review and confirm expenditure for all categories into renewals, new, maintenance and operational	High	Asset Manager	Two years
2	Review and adopt acceptable Level of Services in consultation with community, update any changes and measure progress annually	High	Asset Manager	2024/25
3	Review and establish clear assumptions and approach for calculating depreciation and backlog. Apply this consistent approach across all asset sub categories to obtain most accurate backlog. Prioritise and create a plan to address the backlog by reaching an acceptable level, as consulted and agreed with the community	High	Asset Manager	2023/24
4	Prioritise and plan asset renewals to meet agreed service levels based on community's importance, asset category priority and site inspections. Standardise renewal expenditure where possible and reserve any extra funds separately for later use	High	Asset Manager	2024/25
5	Prioritise and plan asset renewals to meet agreed service levels based on community's importance, asset category priority and site inspections. Standardise renewal expenditure where possible and reserve any extra funds separately for later use	Medium	Asset Manager	2024
6	Review and update future life cycle costs (unit rates) to improve accuracy of estimated lifecycle costs	Medium	Asset Manager	2024

3.35 Monitoring and Review Procedures

8.1.18 This asset management plan will be reviewed during annual budget preparation and amended to recognise any material changes in service levels and/or resources available to provide those services as a result of the budget decision process.

8.1.19 This plan will be updated annually accurately represent the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into Council's long term financial plan.

8.1.20 This plan has a life of four years and is due for complete revision and updating within twelve months of each Council election.

3.36 Performance Measures

8.1.21 The effectiveness of the asset management plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this AMP are incorporated into the organisation's long term financial plan;
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the AMP; and
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the organisation's Strategic Plan and associated plans.

Key Performance Benchmarks

8.1.22 Council monitors and assesses its performance with respect to maintaining and renewing its assets using key performance benchmarks. These benchmarks are used to measure how well Council is meeting the community's expectations in relation to the condition of its assets.

8.1.23 Council recognises the importance of working with the local community when managing the Uralla Shire's assets on behalf of the community. Council works with the community in two important ways. Firstly, it creates community service expectations. These summarise what the community wants. Secondly, it measures its progress in meeting these community service expectations against key performance benchmarks.

8.1.24 By using community-focussed performance benchmarks, Council maintenance and improvements to open spaces and recreation assets are directly relevant to the community.

8.1.25 The key performance benchmarks that have been established for the open spaces and recreation assets are outlined in Table 3.5.2 on page 8.

REFERENCES

- 1 NSW Office of Local Government, 2021, *Integrated Planning & Reporting Handbook for Local Councils in NSW*, ISBN 978-1-922001-90-0, www.olg.nsw.gov.au.
- 2 Department for Victorian Communities (DVC), 2006, *Asset Investment Guidelines*, Glossary, Department for Victorian Communities, Local Government Victoria, Melbourne, <http://www.dpcd.vic.gov.au/localgovernment/publications-and-research/asset-management-and-financial>.
- 3 Institute of Public Works Engineering Australasia (IPWEA), 2006, *International Infrastructure Management Manual*, Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au.
- 4 Institute of Public Works Engineering Australasia (IPWEA), 2008, *NAMS.PLUS Asset Management* Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au/namsplus.
- 5 Institute of Public Works Engineering Australasia (IPWEA), 2009, *Australian Infrastructure Financial Management Guidelines*, Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au/AIFMG.
- 6 International Infrastructure Management Manual (IIMM) 6th edition, Institute of Public Works Engineering Australasia (IPWEA, 2021)

APPENDICES

- Appendix A Key Stakeholder Responsibilities
- Appendix B Glossary of Terms

Appendix A – Key Stakeholder Responsibilities

Stakeholder	Role in Open Spaces and Recreation Facilities Asset Management Plan
Councillors	<ul style="list-style-type: none"> • Represent needs of community. • Allocate resources in consultation with General Manager
General Manager	<ul style="list-style-type: none"> • Allocate resources to meet the organisation’s objectives in providing services while managing risks. • Authorise Delegations of Authority to undertake AMP works. • Ensure organisation is financial sustainable.
Manager Finance & IT	<ul style="list-style-type: none"> • Ensure organisation is financial sustainable.
Executive Director Infrastructure & Development	<ul style="list-style-type: none"> • Coordinate the budget. • Identify changes in work flows or Council requirements.
Asset Manager	<ul style="list-style-type: none"> • Schedule the works and maintenance as per the Asset Management Plan.
	<ul style="list-style-type: none"> • Oversee the works of the Asset Management Plan.
Contractors / Employees	<ul style="list-style-type: none"> • Undertake the works as per the schedule.
Residents, business owners, and members of the public	<ul style="list-style-type: none"> • Provide feedback to Council regarding services and customer service • Report safety and maintenance issues to Council regarding community infrastructure • Contribute to community engagement programs run by Council

DRAFT

Appendix B – Glossary of Terms

Annual service cost (ASC)

- 1) Reporting actual cost
The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.
- 2) For investment analysis and budgeting
An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operations, maintenance, depreciation, finance/opportunity and disposal costs, less revenue.

Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset condition assessment

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset management (AM)

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Average annual asset consumption (AAAC)*

The amount of an organisation's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

Capital expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital expenditure - expansion

Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the organisation's asset base, but may be associated with additional revenue from the new user group, eg. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Capital expenditure - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, eg. resurfacing or re-sheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

Capital expenditure - upgrade

Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operations and maintenance expenditure in the future because of the increase in the organisation's asset base, e.g. Widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

Capital funding

Funding to pay for capital expenditure.

Capital grants

Monies received generally tied to the specific projects for which they are granted, which are often upgrade and/or expansion or new investment proposals.

Capital investment expenditure

See capital expenditure definition

Capitalisation threshold

The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying amount

The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

Class of assets

See asset class definition

Component

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

Cost of an asset

The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, including any costs necessary to place the asset into service. This includes one-off design and project management costs.

Current replacement cost (CRC)

The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Depreciable amount

The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated replacement cost (DRC)

The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

Depreciation / amortisation

The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Economic life

See useful life definition.

Expenditure

The spending of money on goods and services. Expenditure includes recurrent and capital.

Fair value

The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arms length transaction.

Funding gap

A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in a future diminution of existing service levels.

Heritage asset

An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and

maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Impairment Loss

The amount by which the carrying amount of an asset exceeds its recoverable amount.

Infrastructure assets

Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, eg. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no separate market value.

Investment property

Property held to earn rentals or for capital appreciation or both, rather than for:

- (a) use in the production or supply of goods or services or for administrative purposes; or
- (b) sale in the ordinary course of business.

Key performance indicator

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

Level of service

The defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, acceptability and cost.

Life Cycle Cost

1. **Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
2. **Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual operations, maintenance and asset consumption expense, represented by depreciation expense. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Life Cycle Expenditure

The Life Cycle Expenditure (LCE) is the actual or planned annual operations, maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to average Life Cycle Cost to give an initial indicator of life cycle sustainability.

Loans / borrowings

See borrowings.

Maintenance

All actions necessary for retaining an asset as near as practicable to its original condition, including regular ongoing day-to-day work necessary to keep assets operating, egg road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

- **Planned maintenance**

Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

- **Reactive maintenance**

Unplanned repair work that is carried out in response to service requests and management/supervisory directions.

- **Significant maintenance**

Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

- **Unplanned maintenance**

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance and renewal gap

Difference between estimated budgets and projected required expenditures for maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

Maintenance and renewal sustainability index

Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (egg 5, 10 and 15 years).

Maintenance expenditure

Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Materiality

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

Modern equivalent asset

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

Net present value (NPV)

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Non-revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, e.g. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

Operations expenditure

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, e.g. power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

Operating expense

The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course

of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Pavement management system

A systematic process for measuring and predicting the condition of road pavements and wearing surfaces over time and recommending corrective actions.

PMS Score

A measure of condition of a road segment determined from a Pavement Management System.

Rate of annual asset consumption

A measure of average annual consumption of assets (AAAC) expressed as a percentage of the depreciable amount (AAAC/DA). Depreciation may be used for AAAC.

Rate of annual asset renewal

A measure of the rate at which assets are being renewed per annum expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of annual asset upgrade

A measure of the rate at which assets are being upgraded and expanded per annum expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

Recoverable amount

The higher of an asset's fair value, less costs to sell and its value in use.

Recurrent expenditure

Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operations and maintenance expenditure.

Recurrent funding

Funding to pay for recurrent expenditure.

Rehabilitation

See capital renewal expenditure definition above.

Remaining useful life

The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.

Renewal

See capital renewal expenditure definition above.

Residual value

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

Revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, e.g. public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

Risk management

The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or segment

A self-contained part or piece of an infrastructure asset.

Service potential

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Service potential remaining

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

Strategic Longer-Term Plan

A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in the council's longer-term plans such as

the asset management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where the council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

Specific Maintenance

Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, cycle, replacement of air conditioning equipment, etc. This work generally falls below the capital/maintenance threshold and needs to be identified in a specific maintenance budget allocation.

Sub-component

Smaller individual parts that make up a component part.

Useful life

Either:

- (a) the period over which an asset is expected to be available for use by an entity, or
- (b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the council.

Value in Use

The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets, whose future economic benefits are not primarily dependent on the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2009, Glossary

Department: Infrastructure and Development
Prepared by: Manager Development and Planning
TRIM Reference: UINT/22/11623
Attachments: UINT/22/11627 – 1. 2022-23 Review of Local Environmental Plan – Process

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Objective: 2 Economy: We drive the economy to support prosperity
Strategy: 2.2 Grow and diversify employment through existing and new businesses
Activity: 2.2.6 Review and update the Local Environmental Plan to provide desired land use zonings to encourage growth

SUMMARY:

1. This report sets out the statutory requirements Council must follow for the review and amendment of the Uralla Local Environmental Plan.

RECOMMENDATION:

That Council note the legislated Local Environmental Plan amendment process as set out in the report and the additional detail in the attachment which includes an additional community engagement in stage 1.

REPORT:

2. In the Delivery Program 2022-2026 and Operational Plan 2022-2023, Council has committed to *review and update the Local Environmental Plan to provide desired land use zonings to encourage growth* (Activity 2.2.6 and Action 2.2.6.1.)
3. The Uralla Local Environmental Plan was last amended in 2012.
4. The current Uralla Local Environmental Plan 2012 No 119 is published on the NSW Legislation website at the following link: <https://legislation.nsw.gov.au/view/pdf/asmade/epi-2012-119>
5. A **Local Environmental Plan** (LEP) is an **environmental planning instrument** (EPI) and statutory plan which provides the framework for development and land use decisions by establishing zoning and development standards, providing guidance for how land can be developed and used within a local area.
6. LEPs must comply with the common format and content of LEPs as outlined in the *Standard Instrument (Local Environmental Plans) Order 2006*.
7. To amend the LEP Council must follow a statutory process, as prescribed in Division 3.4 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).
8. The process to change the planning zones or controls set out in the LEP requires the preparation and assessment of a planning proposal, which sets out the justification and supporting information to allow an LEP to be amended or made.

9. The planning proposal will be reviewed by the NSW Department of Planning and Environment through the Gateway process, during which the Department reviews the strategic and site-specific merit, whether the planning proposal should proceed to public exhibition, and any conditions to be satisfied before the LEP is amended or made.
10. The Gateway Determination will identify whether a public hearing on the amendment will be required prior to the proposal progressing to public exhibition.
11. If supported, the planning proposal will be publicly exhibited to ensure effort is invested at appropriate stages of the process and that authority and government agency and community consultation is informed and effective.
12. Following public exhibition, the planning proposal is ultimately assessed by the local plan-making authority and determined. The local plan-making authority may be the Minister (or delegate) or Council, depending on the type of LEP amendment and if authorised by the Gateway Determination.
13. If the planning proposal is supported, the LEP is then made and notified.
14. The process to review the Uralla LEP in 2022/2023 is attached to this report (**Attachment 1**).
15. It is expected Council's LEP update will be a standard process, being site-specific LEP amendments seeking a change in planning controls that are consistent with the existing strategic planning framework.
16. The NSW Department of Planning and Environment provides the standard benchmark timeframe as set out in the table below:

Stage	Maximum Benchmark Timeframes (Working days)
Stage 1 – Pre-lodgement	50 days
Stage 2 – Planning Proposal	95 days
Stage 3 – Gateway Determination	25 days
Stage 4 – Post-Gateway	50 days
Stage 5 – Public Exhibition and Assessment	95 days
Stage 6 – Finalisation	55 days
Sub-total (Department target)	225 working days
Total (end to end)	320 days

Note: Department target of 225 working days is measured from Stage 3 – Stage 6 (inclusive).

17. An overview of each stage and required steps is included in Attachment 1.

A summary of the stages is as follows:

- a. **Stage 1: Pre-Lodgement** - Early analysis of the development potential of the relevant land including key environmental or site constraints, review of the strategic planning framework, obtaining advice and consultation with authorities and government agencies and identification of study requirements to underpin a planning proposal.

It is recommended that an additional community consultation process is undertaken at this stage.

- b. **Stage 2: Planning Proposal** - Staff prepare report to Council for Council endorsement to submit planning proposal to the Department for a Gateway Determination.
 - c. **Stage 3: Gateway Determination** - The Department assesses the strategic and site-specific merit of a planning proposal and issues a Gateway Determination specifying if the planning proposal should proceed, and whether consultation with authorities and government agencies is required.
 - d. **Stage 4: Post-Gateway** - Council reviews the Gateway Determination and actions any required conditions prior to public exhibition, including a public hearing.
 - e. **Stage 5: Public Exhibition and Assessment** - Consultation with the community, key authorities and government agencies as required. Review of the planning proposal to address conditions (if any) of Gateway determination and submissions. Report to Council for decision to proceed with the making of the LEP. Note, if Council not supportive the process commences again at stage 1.
 - f. **Stage 6: Finalisation** - Final assessment of the planning proposal by Parliamentary Counsel and, if supported, preparation of the draft LEP, review and finalisation. Once finalised, the LEP may be made, notified and come into effect.
18. A detailed outline of each stages of the LEP making and amending process is provided the Department at the following link: www.planning.nsw.gov.au/Plans-for-your-area/Local-Planning-and-Zoning/Making-and-Amending-LEPs
19. The *Local Environmental Plan Making Guidelines* published by the Department provides a detailed explanation of the steps of the NSW Local Environmental Plan (LEP) making process is available at the following link: www.planning.nsw.gov.au/-/media/Files/DPE/Guidelines/LEP-Making-Guideline.pdf

CONCLUSION:

20. That Council note the legislated process required for the review and amendment of the Uralla Local Environmental Plan.

COUNCIL IMPLICATIONS

21. **Community Engagement/Communication**
To be undertaken as prescribed by the *Environmental Planning and Assessment Act 1979* and in accordance with Council's Community Engagement Strategy. Council may elect to conduct extra, non-mandated, community consultation in the Pre-Lodgement stage as per the suggested process in Attachment 1 to this report.
22. **Policy and Regulation**
Community Participation Plan 2021
<https://www.uralla.nsw.gov.au/Council/Council-information/Publications#section-12>

Division 3.4 of the *Environmental Planning and Assessment Act 1979*
<https://legislation.nsw.gov.au/view/html/inforce/current/act-1979-203#pt.3-div.3.4>
23. **Financial/Long Term Financial Plan**
Council has budgeted \$33,000 for this work to commence in 2022/23.

24. **Asset management/Asset Management Strategy**

Not applicable

25. **Workforce/Workforce Management Strategy**

Not applicable

26. **Legal and Risk Management**

Legal and Reputation - An amendment to the LEP is a statutory process with legislated requirements under the EP&A Act. There is a risk of perceptions and/or actual corruption claims arising from changes to zoning process as some land owners will receive a pecuniary benefit from new zoning while other parties may consider that the changes are detrimental to their land. Council manages this risk by a comprehensive phase 1, following the statutory review process, and applying Council's Community Participation Plan consultation requirements.

27. **Performance Measures**

Not applicable

28. **Project Management**

Manager Development and Planning

2022-23 REVIEW OF LOCAL ENVIRONMENTAL PLAN – PROCESS

DRAFT 1 September 2022

UINT/22/11142

An LEP is an environmental planning instrument (EPI) and statutory plan. LEPs must comply with the common format and content of LEPs as outlined in the Standard Instrument (Local Environmental Plans) Order 2006 (Standard Instrument). If an LEP is to be amended the change is made through the preparation of a planning proposal. The planning proposal explains the intent of the proposed changes and the justification for the LEP amendments.

Stage 1: Pre-Lodgement

Early analysis of the development potential of the relevant land including key environmental or site constraints, review of the strategic planning framework, obtaining advice and consultation with authorities and government agencies and identification of study requirements to underpin a planning proposal.

Steps:

1. Determine purpose of the review; strategic intent and alignment with parent planning documents; opportunities; constraints; criteria.
 - Four phases: staff workshop, workshop with Development Working Group; workshop with Council, report to Council recommending community consultation and engagement.
2. Review opportunities, ideas and feedback against the purpose of the review, strategic intent and alignment with parent planning documents.
3. Prepare draft planning proposal
 - Three phases: staff and consultants; workshop with Development Working Group; out of session feedback from Mayor and councillors
4. Staff finalise and consultants finalise draft planning proposal

Stage 2:

Staff prepare report to Council – Council endorsement to submit planning proposal to the Department for a Gateway Determination.

Stage3: Gateway Determination

Department assesses the strategic and site-specific merit of a planning proposal and issues a Gateway determination specifying if the planning proposal should proceed and whether consultation with authorities and government agencies is required.

Stage4: Post- Gateway

Council reviews the Gateway determination and actions any required conditions prior to public exhibition.

1. Three phases: staff and consultants; workshop with Development Working Group; out of session feedback from Mayor and councillors / or workshop if required.
2. If required, report to Council to adopt any changes to be sought from the Department.

Stage5: Public Exhibition and Assessment

Consultation with the community, key authorities and government agencies (as required).

Review of the planning proposal to address conditions (if any) of Gateway determination and submissions.

Report to Council for decision to proceed with the making of the LEP. Note, if Council not supportive the process commences again at stage 1.

Stage 6: Finalisation

Final assessment of the planning proposal by Parliamentary Counsel and, if supported, preparation of the draft LEP, review and finalisation. Once finalised, the LEP may be made, notified and come into effect.

DRAFT

Department: Corporate Services
Prepared by: Manager Governance
TRIM Reference: UINT/22/10289
Attachment: UINT/22/9406 1. Code of Meeting Practice with proposed amendments

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Strategy: 4.1 Informed and collaborative leadership in our Community
Activity: 4.1.1 Elected members govern Council in accordance with the *Local Government Act 1993 (NSW)*

SUMMARY:

1. A new Model Code of Meeting Practice for Local Councils in NSW was prescribed under the *Local Government (General) Regulation 2021* on 19 November 2021 which was presented to Council at its meeting held on 26 July 2022.
2. The Model Meeting Code contains new provisions which allow Councils to permit individual Councillors to attend meetings by audio-visual link and to hold meetings by audio-visual link.
3. The proposed Code of Meeting Practice has been on public exhibition from 5 August to 19 September 2022.
4. The Order of Business for the Agenda was set by Council at its meeting held on 23 August 2022 (Resolution Number: 15.08/22)

RECOMMENDATION:

That the Code of Meeting Practice be adopted.

REPORT:

5. Council must adopt a Code of Meeting Practice that incorporates the mandatory provisions of the Model Meeting Code within 12 months of the Local Government elections. A Council's adopted Code of Meeting Practice must not contain provisions that are inconsistent with the mandatory provisions.
6. The Model Meeting Code contains new provisions that allow Councils to permit individual Councillors to attend meetings by audio-visual link and to hold meetings by audio-visual link in the event of natural disasters or public health emergencies. The provisions governing attendance at meetings by audio-visual link are non-mandatory. Council can choose not to adopt them or to adapt them to meet its own needs.
7. An amendment has also been made to the Model Meeting Code implementing recommendation 6 in Independent Commission Against Corruption's (ICAC) report in relation to its investigation of the former Canterbury City Council (Operation Dasha). ICAC recommended that the Model Meeting Code be amended to require that Council business papers include a reminder to Councillors of their oath or affirmation of office, and their conflict of interest disclosure obligations.

8. The yellow highlights within the attached Model Meeting Code indicate the proposed amendments.

Item	Previous	Recommendation
3.23	New – Included as part of the mandatory elements of new model	Retain
3.25	New – optional clause	Retain
4.2	New – optional clause	Retain
5.2	Amendment – optional clause	Retain
2.14	Amendment – optional clause	Retain
5.16 - 5.30	New – optional clause	Retain
5.44	New – optional clause	Retain
8.1	General Order to be fixed	Council fixed the general order on 23 August 2022 Resolution Number 15.08/22
8.2	Included not omitted	Omit
11.6 – 11.11	Included not omitted	Omit
14.20	New – optional clause	Retain
15.21- 15.22	New – optional clause	Retain
16.2	New – optional clause	Retain
19.2 (a)	New – optional clause	Retain
20.23 (a)	New – optional clause	Retain
Definitions	New reference to audio-visual link	Retain

9. *Feedback from Submissions.* No submissions were received.

CONCLUSION:

10. It is recommended that the option for holding meetings with audio-visual link be included in the Code of Meeting Practice.

COUNCIL IMPLICATIONS

11. Community Engagement/Communication

Under section 361 of the *Local Government Act 1993* (Act), before adopting a new code of meeting practice, Councils must first exhibit a draft of the code of meeting practice for at least 28 days and provide members of the community at least 42 days in which to comment on the draft code

12. Policy and Regulation

Local Government Act 1993
Local Government (General) Regulation 2021
Code of Meeting Practice

13. Financial/Long Term Financial Plan

Not Applicable.

14. Asset Management/Asset Management Strategy

Not Applicable.

15. **Workforce/Workforce Management Strategy**

Not Applicable.

16. **Legal and Risk Management**

Risk: The risk of adopting the new Model Code of Meeting Practice is low. Although it is recommended that Councillors attend the meetings in person where possible, the audio-visual link options provides other alternatives for Councillors who for a number of reasons may not be able to attend the meetings, or where it is not safe for Councillors to travel to meetings (eg weather conditions).

17. **Performance Measures**

That Council meet the obligations as set out in the *Local Government Act 1993*.

18. **Project Management**

Manager Governance



Policy:

**Code of Meeting
Practice**

2022

INFORMATION ABOUT THIS DOCUMENT

Date Adopted by Council	September 2022	Resolution No.	34.04/22
Document Owner	Director Corporate Services		
Document Development Officer	Manager Governance		
Review Timeframe	Within 12 months following an ordinary election (Local Government Act 1993 s360(3))		
Last Review Date:	July 2022	Next Scheduled Review Date	September 2025

Document History

Doc No.	Date Amended	Details/Comments eg Resolution No.
1	February 2019	Draft Policy presented to Ordinary Meeting of Council
2	April 2019	Policy finalised following submission period
3	February 2021	Policy amended at Council meeting 23 February 2021 to be placed on public exhibition (36.02/21)
4	24 December 2021	Ordinary Council Meeting 24 December 2021 – Amendment to meeting time at clause 3.1 (07.12/21)
5	26 April 2022	Ordinary Council Meeting 26 April 2022 – Amendment to meeting time at clauses 3.1, 18.1, 18.2, 18.3 (34.04/22)
6	July 2022	Inclusion of meetings held by audio visual link and statement of ethical obligations

Prepared in accordance with the prescribed provisions of the NSW Model Code of Meeting Practice 2018, under section 360 of the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2005* (the Regulation).

This code applies to all meetings of councils and committees of councils of which all the members are councillors (committees of council).

Related Legislation*	<i>Local Government Act 1993</i> <i>Local Government (General) Regulation 2021</i>
Related Policies	Code of Conduct 2020
Related Procedures/ Protocols, Statements, documents	NSW Model Code of Meeting Practice 2018

Table of Contents

1	INTRODUCTION	4
2	MEETING PRINCIPLES.....	4
3	BEFORE THE MEETING	4
4	PUBLIC FORUMS.....	9
5	COMING TOGETHER	11
6	THE CHAIRPERSON	15
7	MODES OF ADDRESS.....	16
8	ORDER OF BUSINESS FOR ORDINARY COUNCIL MEETINGS	16
9	CONSIDERATION OF BUSINESS AT COUNCIL MEETINGS	17
10	RULES OF DEBATE.....	19
11	VOTING.....	22
12	COMMITTEE OF THE WHOLE	23
13	DEALING WITH ITEMS BY EXCEPTION	23
14	CLOSURE OF COUNCIL MEETINGS TO THE PUBLIC	24
15	KEEPING ORDER AT MEETINGS	27
16	CONFLICTS OF INTEREST	30
17	DECISIONS OF THE COUNCIL	30
18	TIME LIMITS ON COUNCIL MEETINGS	32
19	AFTER THE MEETING.....	33
20	COUNCIL COMMITTEES.....	35
21	IRREGULARITIES	38
22	DEFINITIONS	39

1 INTRODUCTION

This Code of Meeting Practice 2022 is prepared in accordance with the prescribed NSW Model Code of Meeting Practice 2018, under section 360 of the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation).

This code applies to all meetings of councils and committees of councils of which all the members are councillors (committees of council).

Council committees whose members include persons other than councillors may adopt their own rules for meetings unless the council determines otherwise.

A council and a committee of the council of which all the members are councillors must conduct its meetings in accordance with the code of meeting practice adopted by the council.

2 MEETING PRINCIPLES

2.1 Council and committee meetings should be:

Transparent: Decisions are made in a way that is open and accountable.

Informed: Decisions are made based on relevant, quality information.

Inclusive: Decisions respect the diverse needs and interests of the local community.

Principled: Decisions are informed by the principles prescribed under Chapter 3 of the Act.

Trusted: The community has confidence that councillors and staff act ethically and make decisions in the interests of the whole community.

Respectful: Councillors, staff and meeting attendees treat each other with respect.

Effective: Meetings are well organised, effectively run and skilfully chaired.

Orderly: Councillors, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

3 BEFORE THE MEETING

Timing of ordinary council meetings

3.1 Ordinary meetings of the council will be held on the following occasions:

- February to November: on the fourth (4th) Tuesday of the month
- December – on the third (3rd) Tuesday of the month.
- January – No meeting held in January.
- Meetings to commence at 4:00pm and held at Uralla Shire Council Chambers.

3.2 Omitted

Note: Councils must use either clause 3.1 or 3.2

Note: Under section 365 of the Act, councils are required to meet at least ten (10) times each year, each time in a different month unless the Minister for Local Government has approved a reduction in the number of times that a council is required to meet

each year under section 365A.

Note: Under section 396 of the Act, county councils are required to meet at least four (4) times each year.

Note: Under section 400T of the Act, boards of joint organisations are required to meet at least four (4) times each year, each in a different quarter of the year.

Extraordinary meetings

- 3.3 If the mayor receives a request in writing, signed by at least two (2) councillors, the mayor must call an extraordinary meeting of the council to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt of the request. The mayor can be one of the two councillors requesting the meeting.

Note: Clause 3.3 reflects section 366 of the Act.

Notice to the public of council meetings

- 3.4 The council must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings and of each meeting of committees of the council.

Note: Clause 3.4 reflects section 9(1) of the Act.

- 3.5 For the purposes of clause 3.4, notice of a meeting of the council and of a committee of council is to be published before the meeting takes place. The notice must be published on the council's website, and in such other manner that the council is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.

- 3.6 For the purposes of clause 3.4, notice of more than one (1) meeting may be given in the same notice.

Notice to councillors of ordinary council meetings

- 3.7 The general manager must send to each councillor, at least three (3) days before each meeting of the council, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.

Note: Clause 3.7 reflects section 367(1) of the Act.

- 3.8 The notice and the agenda for, and the business papers relating to, the meeting may be given to councillors in electronic form, but only if all councillors have facilities to access the notice, agenda and business papers in that form.

Note: Clause 3.8 reflects section 367(3) of the Act.

Notice to councillors of extraordinary meetings

- 3.9 Notice of less than three (3) days may be given to councillors of an extraordinary meeting of the council in cases of emergency.

Note: Clause 3.9 reflects section 367(2) of the Act.

Giving notice of business to be considered at council meetings

- 3.10 A councillor may give notice of any business they wish to be considered by the council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the

meeting, the notice of motion must be in writing and must be submitted **eight (8)** business days before the meeting is to be held.

- 3.11 A councillor may, in writing to the general manager, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.
- 3.12 If the general manager considers that a notice of motion submitted by a councillor for consideration at an ordinary meeting of the council has legal, strategic, financial or policy implications which should be taken into consideration by the meeting, the general manager may prepare a report in relation to the notice of motion for inclusion with the business papers for the meeting at which the notice of motion is to be considered by the council.
- 3.13 **A notice of motion for the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the notice of motion. If the notice of motion does not identify a funding source, the general manager must either:**
- (a) prepare a report on the availability of funds for implementing the motion if adopted for inclusion in the business papers for the meeting at which the notice of motion is to be considered by the council, or**
 - (b) by written notice sent to all councillors with the business papers for the meeting for which the notice of motion has been submitted, defer consideration of the matter by the council to such a date specified in the notice, pending the preparation of such a report.**

Questions with notice

- 3.14 A councillor may, by way of a notice submitted under clause 3.10, ask a question for response by the general manager about the performance or operations of the council.
- 3.15 A councillor is not permitted to ask a question with notice under clause 3.14 that comprises a complaint against the general manager or a member of staff of the council, or a question that implies wrongdoing by the general manager or a member of staff of the council.
- 3.16 The general manager or their nominee may respond to a question with notice submitted under clause 3.14 by way of a report included in the business papers for the relevant meeting of the council or orally at the meeting.

Agenda and business papers for ordinary meetings

- 3.17 The general manager must cause the agenda for a meeting of the council or a committee of the council to be prepared as soon as practicable before the meeting.
- 3.18 The general manager must ensure that the agenda for an ordinary meeting of the council states:
- (a) all matters to be dealt with arising out of the proceedings of previous meetings of the council, and
 - (b) if the mayor is the chairperson – any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and
 - (c) all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and

- (d) any business of which due notice has been given under clause 3.10.
- 3.19 Nothing in clause 3.18 limits the powers of the mayor to put a mayoral minute to a meeting under clause 9.6.
- 3.20 The general manager must not include in the agenda for a meeting of the council any business of which due notice has been given if, in the opinion of the general manager, the business is, or the implementation of the business would be, unlawful. The general manager must report, without giving details of the item of business, any such exclusion to the next meeting of the council.
- 3.21 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the general manager, is likely to take place when the meeting is closed to the public, the general manager must ensure that the agenda of the meeting:
- (a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
 - (b) states the grounds under section 10A(2) of the Act relevant to the item of business.
- Note: Clause 3.21 reflects section 9(2A)(a) of the Act.*
- 3.22 The general manager must ensure that the details of any item of business which, in the opinion of the general manager, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to councillors for the meeting concerned. Such details must not be included in the business papers made available to the public and must not be disclosed by a councillor or by any other person to another person who is not authorised to have that information.

Statement of ethical obligations

- 3.23 Business papers for all ordinary and extraordinary meetings of the council and committees of the council must contain a statement reminding councillors of their oath or affirmation of office made under section 233A of the Act and their obligations under the council's code of conduct to disclose and appropriately manage conflicts of interest.

Availability of the agenda and business papers to the public

- 3.24 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of the council and committees of council, are to be published on the council's website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of the council, at the relevant meeting and at such other venues determined by the council.
- Note: Clause 3.24 reflects section 9(2) and (4) of the Act.*
- 3.25 Clause 3.24 does not apply to the business papers for items of business that the general manager has identified under clause 3.21 as being likely to be considered when the meeting is closed to the public.
- Note: Clause 3.25 reflects section 9(2A)(b) of the Act.*
- 3.26 For the purposes of clause 3.24, copies of agendas and business papers must be published on the council's website and made available to the public at a time that is as close as possible to the time they are available to councillors.

Note: Clause 3.26 reflects section 9(3) of the Act.

- 3.27 A copy of an agenda, or of an associated business paper made available under clause 3.24, may in addition be given or made available in electronic form.

Note: Clause 3.27 reflects section 9(5) of the Act.

Agenda and business papers for extraordinary meetings

- 3.28 The general manager must ensure that the agenda for an extraordinary meeting of the council deals only with the matters stated in the notice of the meeting.
- 3.29 Despite clause 3.28, business may be considered at an extraordinary meeting of the council, even though due notice of the business has not been given, if:
- (a) a motion is passed to have the business considered at the meeting, and
 - (b) the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.
- 3.30 A motion moved under clause 3.29(a) can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with.
- 3.31 Despite clauses 10.20–10.30, only the mover of a motion moved under clause 3.29(a) can speak to the motion before it is put.
- 3.32 A motion of dissent cannot be moved against a ruling of the chairperson under clause 3.29(b) on whether a matter is of great urgency.

Pre-meeting briefing sessions

- 3.33 Prior to each ordinary meeting of the council, the general manager may arrange a pre-meeting briefing session to brief councillors on business to be considered at the meeting. Pre-meeting briefing sessions may also be held for extraordinary meetings of the council and meetings of committees of the council.
- 3.34 Omitted
- 3.35 Pre-meeting briefing sessions may be held by audio-visual link.
- 3.36 The general manager or a member of staff nominated by the general manager is to preside at pre-meeting briefing sessions.
- 3.37 Councillors must not use pre-meeting briefing sessions to debate or make preliminary decisions on items of business they are being briefed on, and any debate and decision-making must be left to the formal council or committee meeting at which the item of business is to be considered.
- 3.38 Councillors (including the mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of a briefing at a pre-meeting briefing session, in the same way that they are required to do so at a council or committee meeting. The council is to maintain a written record of all conflict of interest declarations made at pre-meeting briefing sessions and how the conflict of interest was managed by the councillor who made the declaration.

4 PUBLIC FORUMS

4.1 The council may hold a public forum prior to each ordinary meeting of the council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to extraordinary council meetings and meetings of committees of the council.

4.2 Public forums may be held by audio-visual link.

4.3 Public forums are to be chaired by the mayor or their nominee.

4.4 To speak at a public forum, a person must first make an application to the council in the approved form. Applications to speak at the public forum must be received by **1 day** before the date on which the public forum is to be held, and must identify the item of business on the agenda of the council meeting the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item.

4.5 A person may apply to speak on no more than **1** item of business on the agenda of the council meeting.

4.6 Legal representatives acting on behalf of others are not to be permitted to speak at a public forum unless they identify their status as a legal representative when applying to speak at the public forum.

4.7 The general manager or their delegate may refuse an application to speak at a public forum. The general manager or their delegate must give reasons in writing for a decision to refuse an application [and this must be communicated as soon as practicable. This communication must include the right to make a written appeal to Council through the Mayor.]

4.8 No more than **3** speakers are to be permitted to speak 'for' or 'against' each item of business on the agenda for the council meeting.

4.9 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the general manager or their delegate may request the speakers to nominate from among themselves the persons who are to address the council on the item of business. If the speakers are not able to agree on whom to nominate to address the council, the general manager or their delegate is to determine who will address the council at the public forum.

4.10 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the general manager or their delegate may, in consultation with the mayor or the mayor's nominated chairperson, increase the number of speakers permitted to speak on an item of business, where they are satisfied that it is necessary to do so to allow the council to hear a fuller range of views on the relevant item of business.

4.11 Approved speakers at the public forum are to register with the council any written, visual or audio material to be presented in support of their address to the council at the public forum, and to identify any equipment needs no more than one (1) day before the public forum. The general manager or their delegate may refuse to allow such material to be presented and must provide written reasons for doing so. This communication must include the right to make a written appeal to Council through the Mayor.

4.12 The general manager or their delegate is to determine the order of speakers at the public forum.

- 4.13 Each speaker will be allowed **five (5)** minutes to address the council. This time is to be strictly enforced by the chairperson.
- 4.14 Speakers at public forums must not digress from the item on the agenda of the council meeting they have applied to address the council on. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.
- 4.15 A councillor (including the chairperson) may, through the chairperson, ask questions of a speaker following their address at a public forum. Questions put to a speaker must be direct, succinct and without argument.
- 4.16 Speakers are under no obligation to answer a question put under clause 4.15. Answers by the speaker, to each question are to be limited to **three (3)** minutes.
- 4.17 Speakers at public forums cannot ask questions of the council, councillors, or council staff.
- 4.18 The general manager or their nominee may, with the concurrence of the chairperson, address the council for up to **five (5)** minutes in response to an address to the council at a public forum after the address and any subsequent questions and answers have been finalised.
- 4.19 Where an address made at a public forum raises matters that require further consideration by council staff, the general manager may recommend that the council defer consideration of the matter pending the preparation of a further report on the matters.
- 4.20 When addressing the council, speakers at public forums must comply with this code and all other relevant council codes, policies, and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of the council's code of conduct or making other potentially defamatory statements.
- 4.21 If the chairperson considers that a speaker at a public forum has engaged in conduct of the type referred to in clause 4.20, the chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the chairperson's request, the chairperson may immediately require the person to stop speaking.
- 4.22 Clause 4.21 does not limit the ability of the chairperson to deal with disorderly conduct by speakers at public forums in accordance with the provisions of Part 15 of this code.
- 4.23 Where a speaker engages in conduct of the type referred to in clause 4.20, the general manager or their delegate may refuse further applications from that person to speak at public forums for such a period as the general manager or their delegate considers appropriate. Council will consider advice from the General Manager in reaching their decision.
- 4.24 Councillors (including the mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a public forum, in the same way that they are required to do so at a council or committee meeting. The council is to maintain a written record of all conflict of interest declarations made at public forums and how the conflict of interest was managed by the councillor who made the declaration.

Note: Public forums should not be held as part of a council or committee meeting. Council or committee meetings should be reserved for decision-making by the council or committee of council. Where a public forum is held as part of a council or

committee meeting, it must be conducted in accordance with the other requirements of this code relating to the conduct of council and committee meetings.

5 COMING TOGETHER

Attendance by councillors at meetings

- 5.1 All councillors must make reasonable efforts to attend meetings of the council and of committees of the council of which they are members.

Note: A councillor may not attend a meeting as a councillor (other than the first meeting of the council after the councillor is elected or a meeting at which the councillor takes an oath or makes an affirmation of office) until they have taken an oath or made an affirmation of office in the form prescribed under section 233A of the Act.

- 5.2 A councillor cannot participate in a meeting of the council or of a committee of the council unless personally present at the meeting, unless permitted to attend the meeting by audio-visual link under this code.

- 5.3 Omitted

- 5.4 Where a councillor is unable to attend one or more ordinary meetings of the council, the councillor should request that the council grant them a leave of absence from those meetings. This clause does not prevent a councillor from making an apology if they are unable to attend a meeting. However, the acceptance of such an apology does not constitute the granting of a leave of absence for the purposes of this code and the Act.

- 5.5 A councillor's request for leave of absence from council meetings should, if practicable, identify (by date) the meetings from which the councillor intends to be absent and the grounds upon which the leave of absence is being sought.

- 5.6 The council must act reasonably when considering whether to grant a councillor's request for a leave of absence.

- 5.7 A councillor's civic office will become vacant if the councillor is absent from three (3) consecutive ordinary meetings of the council without prior leave of the council, or leave granted by the council at any of the meetings concerned, unless the holder is absent because they have been suspended from office under the Act, or because the council has been suspended under the Act, or as a consequence of a compliance order under section 438HA.

Note: Clause 5.7 reflects section 234(1)(d) of the Act.

- 5.8 A councillor who intends to attend a meeting of the council despite having been granted a leave of absence should, if practicable, give the general manager at least two (2) days' notice of their intention to attend.

The quorum for a meeting

- 5.9 The quorum for a meeting of the council is a majority of the councillors of the council who hold office at that time and are not suspended from office.

Note: Clause 5.9 reflects section 368(1) of the Act.

- 5.10 Clause 5.9 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of the council.

Note: Clause 5.10 reflects section 368(2) of the Act.

- 5.11 A meeting of the council must be adjourned if a quorum is not present:
- (a) at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or
 - (b) within half an hour after the time designated for the holding of the meeting, or
 - (c) at any time during the meeting.
- 5.12 In either case, the meeting must be adjourned to a time, date, and place fixed:
- (a) by the chairperson, or
 - (b) in the chairperson's absence, by the majority of the councillors present, or
 - (c) failing that, by the general manager.
- 5.13 The general manager must record in the council's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of the council, together with the names of the councillors present.
- 5.14 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the health, safety or welfare of councillors, council staff and members of the public may be put at risk by attending the meeting because of a natural disaster or a public health emergency, the mayor may, in consultation with the general manager and, as far as is practicable, with each councillor, cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on the council's website and in such other manner that the council is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.
- 5.15 Where a meeting is cancelled under clause 5.14, the business to be considered at the meeting may instead be considered, where practicable, at the next ordinary meeting of the council or at an extraordinary meeting called under clause 3.3.

Meetings held by audio-visual link

- 5.16 A meeting of the council or a committee of the council may be held by audio-visual link where the mayor determines that the meeting should be held by audio-visual link because of a natural disaster or a public health emergency. The mayor may only make a determination under this clause where they are satisfied that attendance at the meeting may put the health and safety of councillors and staff at risk. The mayor must make a determination under this clause in consultation with the general manager and, as far as is practicable, with each councillor.
- 5.17 Where the mayor determines under clause 5.16 that a meeting is to be held by audio-visual link, the general manager must:
- (a) give written notice to all councillors that the meeting is to be held by audio-visual link, and
 - (b) take all reasonable steps to ensure that all councillors can participate in the meeting by audio-visual link, and
 - (c) cause a notice to be published on the council's website and in such other manner the general manager is satisfied will bring it to the attention of as many people as possible, advising that the meeting is to be held by audio-visual link and providing information about where members of the public may view the meeting.

5.18 This code applies to a meeting held by audio-visual link under clause 5.16 in the same way it would if the meeting was held in person.

Note: Where a council holds a meeting by audio-visual link under clause 5.16, it is still required under section 10 of the Act to provide a physical venue for members of the public to attend in person and observe the meeting.

Attendance by councillors at meetings by audio-visual link

5.19 Councillors may attend and participate in meetings of the council and committees of the council by audio-visual link with the approval of the council or the relevant committee.

5.20 A request by a councillor for approval to attend a meeting by audio-visual link must be made in writing to the general manager prior to the meeting in question and must provide reasons why the councillor will be prevented from attending the meeting in person.

5.21 Councillors may request approval to attend more than one meeting by audio-visual link. Where a councillor requests approval to attend more than one meeting by audio-visual link, the request must specify the meetings the request relates to in addition to the information required under clause 5.20.

5.22 The council must comply with the Health Privacy Principles prescribed under the *Health Records and Information Privacy Act 2002* when collecting, holding, using and disclosing health information in connection with a request by a councillor to attend a meeting by audio-visual link.

5.23 A councillor who has requested approval to attend a meeting of the council or a committee of the council by audio-visual link may participate in the meeting by audio-visual link until the council or committee determines whether to approve their request and is to be taken as present at the meeting. The councillor may participate in a decision in relation to their request to attend the meeting by audio-visual link.

5.24 A decision whether to approve a request by a councillor to attend a meeting of the council or a committee of the council by audio-visual link must be made by a resolution of the council or the committee concerned. The resolution must state:

- (a) the meetings the resolution applies to, and
- (b) the reason why the councillor is being permitted to attend the meetings by audio-visual link where it is on grounds other than illness, disability, or caring responsibilities.

5.25 If the council or committee refuses a councillor's request to attend a meeting by audio-visual link, their link to the meeting is to be terminated.

5.26 A decision whether to approve a councillor's request to attend a meeting by audio-visual link is at the council's or the relevant committee's discretion. The council and committees of the council must act reasonably when considering requests by councillors to attend meetings by audio-visual link. However, the council and committees of the council are under no obligation to approve a councillor's request to attend a meeting by audio-visual link where the technical capacity does not exist to allow the councillor to attend the meeting by these means.

5.27 The council and committees of the council may refuse a councillor's request to attend a meeting by audio-visual link where the council or committee is satisfied that the councillor has failed to appropriately declare and manage conflicts of interest, observe confidentiality or to comply with this code on one or more previous occasions they have attended a meeting of the council or a committee of the council by audio-visual link.

5.28 This code applies to a councillor attending a meeting by audio-visual link in the same way it would if the councillor was attending the meeting in person. Where a councillor is permitted to attend a meeting by audio-visual link under this code, they are to be taken as attending the meeting in person for the purposes of the code and will have the same voting rights as if they were attending the meeting in person.

5.29 A councillor must give their full attention to the business and proceedings of the meeting when attending a meeting by audio-visual link. Councillors may leave the meeting for short periods as appropriate and cameras must be on when speaking or voting.

5.30 A councillor must be appropriately dressed when attending a meeting by audio-visual link and must ensure that no items are within sight of the meeting that are inconsistent with the maintenance of order at the meeting or that are likely to bring the council or the committee into disrepute.

Entitlement of the public to attend council meetings

5.31 Everyone is entitled to attend a meeting of the council and committees of the council. The council must ensure that all meetings of the council and committees of the council are open to the public.

Note: Clause 5.31 reflects section 10(1) of the Act.

5.32 Clause 5.31 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.

5.33 A person (whether a councillor or another person) is not entitled to be present at a meeting of the council or a committee of the council if expelled from the meeting:

- (a) by a resolution of the meeting, or
- (b) by the person presiding at the meeting if the council has, by resolution, authorised the person presiding to exercise the power of expulsion.

Note: Clause 5.33 reflects section 10(2) of the Act.

Note: If adopted, clauses 15.14 and 15.15 confer a standing authorisation on all chairpersons of meetings of the council and committees of the council to expel persons from meetings. If adopted, clause 15.14 authorises chairpersons to expel any person, including a councillor, from a council or committee meeting. Alternatively, if adopted, clause 15.15 authorises chairpersons to expel persons other than councillors from a council or committee meeting.

Webcasting of meetings

5.34 All meetings of the council and committees of the council are to be webcast on the council's website. Uralla Shire Council meetings webcast will comprise of an audio recording of the meeting uploaded to the council website at a later time.

5.35 At the start of each meeting of the council or a committee of the council, the chairperson must inform the persons attending the meeting that:

- (a) the meeting is being recorded and made publicly available on the council's website, and
- (b) persons attending the meeting should refrain from making any defamatory statements.

- 5.36 At the start of each meeting the chairperson is to make a statement informing those in attendance that the meeting is being webcast and that those in attendance should refrain from making any defamatory statements.
- 5.37 A recording of each meeting of the Council and Committee of the Council is to be retained on the Council's website for 12 months. Recordings of meetings may be disposed of in accordance with the State Records Act 1998.

Attendance of the general manager and other staff at meetings

- 5.40 The general manager is entitled to attend, but not to vote at, a meeting of the council or a meeting of a committee of the council of which all of the members are councillors.

Note: Clause 5.42 reflects section 376(3) of the Act.

- 5.41 The general manager is entitled to attend a meeting of any other committee of the council and may, if a member of the committee, exercise a vote.

Note: Clause 5.42 reflects section 376(3) of the Act.

- 5.42 The general manager may be excluded from a meeting of the council or a committee while the council or committee deals with a matter relating to the standard of performance of the general manager or the terms of employment of the general manager.

Note: Clause 5.42 reflects section 376(3) of the Act.

- 5.43 The attendance of other council staff at a meeting, (other than as members of the public) shall be with the approval of the general manager.

- 5.44 The general manager and other council staff may attend meetings of the council and committees of the council by audio-visual-link. Attendance by council staff at meetings by audio-visual link (other than as members of the public) shall be with the approval of the general manager.

6 THE CHAIRPERSON

The chairperson at meetings

- 6.1 The mayor, or at the request of or in the absence of the mayor, the deputy mayor (if any) presides at meetings of the council.

Note: Clause 6.1 reflects section 369(1) of the Act.

- 6.2 If the mayor and the deputy mayor (if any) are absent, a councillor elected to chair the meeting by the councillors present presides at a meeting of the council.

Note: Clause 6.2 reflects section 369(2) of the Act.

Election of the chairperson in the absence of the mayor and deputy mayor

- 6.3 If no chairperson is present at a meeting of the council at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.

- 6.4 The election of a chairperson must be conducted:

- (a) by the general manager or, in their absence, an employee of the council designated by the general manager to conduct the election, or
 - (b) by the person who called the meeting or a person acting on their behalf if neither the general manager nor a designated employee is present at the meeting, or if there is no general manager or designated employee.
- 6.5 If, at an election of a chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.
- 6.6 For the purposes of clause 6.5, the person conducting the election must:
- (a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and
 - (b) then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.
- 6.7 The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.
- 6.8 Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

Chairperson to have precedence

- 6.9 When the chairperson rises or speaks during a meeting of the council:
- (a) any councillor then speaking or seeking to speak must cease speaking and, if standing, immediately resume their seat, and
 - (b) every councillor present must be silent to enable the chairperson to be heard without interruption.

7 MODES OF ADDRESS

- 7.1 If the chairperson is the mayor, they are to be addressed as 'Mr Mayor' or 'Madam Mayor'.
- 7.2 Where the chairperson is not the mayor, they are to be addressed as either 'Mr Chairperson' or 'Madam Chairperson'.
- 7.3 A councillor is to be addressed as 'Councillor [surname]'.
- 7.4 A council officer is to be addressed by their official designation or as Mr/Ms [surname].

8 ORDER OF BUSINESS FOR ORDINARY COUNCIL MEETINGS

- 8.1 At a meeting of the Council, the general order of business is as fixed by resolution of the Council [See Resolution 15.08/22, 23 August 2022].
- 8.2 Omitted
~~[The general order of business for an ordinary meeting of the council shall be:
 01 Opening and welcome~~

- ~~02 Prayer~~
- ~~03 Acknowledgement of country~~
- ~~04 Apologies and applications for a leave of absence by councillors~~
- ~~05 Disclosures and declaration of interests~~
- ~~06 Confirmation of minutes~~
- ~~07 Urgent, supplementary and late items of business~~
- ~~08 Written reports from delegates~~
- ~~09 Mayoral minute~~
- ~~10 Reports of committees~~
- ~~11 Reports to council~~
- ~~12 Motions on notice/Questions with notice~~
- ~~13 Confidential matters~~
- ~~14 Conclusion of the meeting]~~

Note: Councils must use either clause 8.1 or 8.2.

- 8.3 The order of business as fixed under clause 8.1 may be altered for a particular meeting of the council if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.

Note: If adopted, Part 13 allows council to deal with items of business by exception.

- 8.4 Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 8.3 may speak to the motion before it is put.

9 CONSIDERATION OF BUSINESS AT COUNCIL MEETINGS

Business that can be dealt with at a council meeting

- 9.1 The council must not consider business at a meeting of the council:
- (a) unless a councillor has given notice of the business, as required by clause 3.10, and
 - (b) unless notice of the business has been sent to the councillors in accordance with clause 3.7 in the case of an ordinary meeting or clause 3.9 in the case of an extraordinary meeting called in an emergency.
- 9.2 Clause 9.1 does not apply to the consideration of business at a meeting, if the business:
- (a) is already before, or directly relates to, a matter that is already before the council, or
 - (b) is the election of a chairperson to preside at the meeting, or
 - (c) subject to clause 9.9, is a matter or topic put to the meeting by way of a mayoral minute, or
 - (d) is a motion for the adoption of recommendations of a committee, including, but not limited to, a committee of the council.
- 9.3 Despite clause 9.1, business may be considered at a meeting of the council even though due notice of the business has not been given to the councillors if:
- (a) a motion is passed to have the business considered at the meeting, and

- (b) the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.
- 9.4 A motion moved under clause 9.3(a) can be moved without notice. Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 9.3(a) can speak to the motion before it is put.
- 9.5 A motion of dissent cannot be moved against a ruling by the chairperson under clause 9.3(b).

Mayoral minutes

- 9.6 Subject to clause 9.9, if the mayor is the chairperson at a meeting of the council, the mayor may, by minute signed by the mayor, put to the meeting without notice any matter or topic that is within the jurisdiction of the council, or of which the council has official knowledge.
- 9.7 A mayoral minute, when put to a meeting, takes precedence over all business on the council's agenda for the meeting. The chairperson (but only if the chairperson is the mayor) may move the adoption of a mayoral minute without the motion being seconded.
- 9.8 A recommendation made in a mayoral minute put by the mayor is, so far as it is adopted by the council, a resolution of the council.
- 9.9 A mayoral minute must not be used to put without notice matters that are routine and not urgent or matters for which proper notice should be given because of their complexity. For the purpose of this clause, a matter will be urgent where it requires a decision by the council before the next scheduled ordinary meeting of the council.
- 9.10 Where a mayoral minute makes a recommendation which, if adopted, would require the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan, it must identify the source of funding for the expenditure that is the subject of the recommendation. If the mayoral minute does not identify a funding source, the council must defer consideration of the matter, pending a report from the general manager on the availability of funds for implementing the recommendation if adopted.

Staff reports

- 9.11 A recommendation made in a staff report is, so far as it is adopted by the council, a resolution of the council.

Reports of committees of council

- 9.12 The recommendations of a committee of the council are, so far as they are adopted by the council, resolutions of the council.
- 9.13 If in a report of a committee of the council distinct recommendations are made, the council may make separate decisions on each recommendation.

Questions

- 9.14 A question must not be asked at a meeting of the council unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.10 and 3.14.

- 9.15 A councillor may, through the chairperson, put a question to another councillor about a matter on the agenda.
- 9.16 A councillor may, through the general manager, put a question to a council employee about a matter on the agenda. Council employees are only obliged to answer a question put to them through the general manager at the direction of the general manager.
- 9.17 A councillor or council employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to documents information. Where a councillor or council employee to whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next meeting of the council.
- 9.18 Councillors must put questions directly, succinctly, respectfully and without argument.
- 9.19 The chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a councillor or council employee.

10 RULES OF DEBATE

Motions to be seconded

- 10.1 Unless otherwise specified in this code, a motion or an amendment cannot be debated unless or until it has been seconded.

Notices of motion

- 10.2 A councillor who has submitted a notice of motion under clause 3.10 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.
- 10.3 If a councillor who has submitted a notice of motion under clause 3.10 wishes to withdraw it after the agenda and business paper for the meeting at which it is to be considered have been sent to councillors, the councillor may request the withdrawal of the motion when it is before the council.
- 10.4 In the absence of a councillor who has placed a notice of motion on the agenda for a meeting of the council:
- (a) any other councillor may, with the leave of the chairperson, move the motion at the meeting, or
 - (b) the chairperson may defer consideration of the motion until the next meeting of the council.

Chairperson's duties with respect to motions

- 10.5 It is the duty of the chairperson at a meeting of the council to receive and put to the meeting any lawful motion that is brought before the meeting.
- 10.6 The chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.

- 10.7 Before ruling out of order a motion or an amendment to a motion under clause 10.6, the chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.
- 10.8 Any motion, amendment, or other matter that the chairperson has ruled out of order is taken to have been lost.

Motions requiring the expenditure of funds

- 10.9 A motion or an amendment to a motion which if passed would require the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the motion. If the motion does not identify a funding source, the council must defer consideration of the matter, pending a report from the general manager on the availability of funds for implementing the motion if adopted.

Amendments to motions

- 10.10 An amendment to a motion must be moved and seconded before it can be debated.
- 10.11 An amendment to a motion must relate to the matter being dealt with in the original motion before the council and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or which is a direct negative of the original motion, must be ruled out of order by the chairperson.
- 10.12 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.
- 10.13 If an amendment has been lost, a further amendment can be moved to the motion to which the lost amendment was moved, and so on, but no more than one (1) motion and one (1) proposed amendment can be before council at any one time.
- 10.14 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.
- 10.15 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is lost, debate is to resume on the original motion.
- 10.16 An amendment may become the motion without debate or a vote where it is accepted by the councillor who moved the original motion.

Foreshadowed motions

- 10.17 A councillor may propose a foreshadowed motion in relation to the matter the subject of the original motion before the council, without a seconder during debate on the original motion. The foreshadowed motion is only to be considered if the original motion is lost or withdrawn and the foreshadowed motion is then moved and seconded. If the original motion is carried, the foreshadowed motion lapses.
- 10.18 Where an amendment has been moved and seconded, a councillor may, without a seconder, foreshadow a further amendment that they propose to move after the first amendment has been dealt with. There is no limit to the number of foreshadowed amendments that may be

put before the council at any time. However, no discussion can take place on foreshadowed amendments until the previous amendment has been dealt with and the foreshadowed amendment has been moved and seconded.

- 10.19 Foreshadowed motions and foreshadowed amendments are to be considered in the order in which they are proposed. However, foreshadowed motions cannot be considered until all foreshadowed amendments have been dealt with.

Limitations on the number and duration of speeches

- 10.20 A councillor who, during a debate at a meeting of the council, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.
- 10.21 A councillor, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.
- 10.22 A councillor must not, without the consent of the council, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time.
- 10.23 Despite clause 10.22, the chairperson may permit a councillor who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than five (5) minutes on that motion or amendment to enable the councillor to make a statement limited to explaining the misrepresentation or misunderstanding.
- 10.24 Despite clause 10.22, the council may resolve to shorten the duration of speeches to expedite the consideration of business at a meeting.
- 10.25 Despite clauses 10.20 and 10.21, a councillor may move that a motion or an amendment be now put:
- (a) if the mover of the motion or amendment has spoken in favour of it and no councillor expresses an intention to speak against it, or
 - (b) if at least two (2) councillors have spoken in favour of the motion or amendment and at least two (2) councillors have spoken against it.
- 10.26 The chairperson must immediately put to the vote, without debate, a motion moved under clause 10.25. A seconder is not required for such a motion.
- 10.27 If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause 10.20.
- 10.28 If a motion that the original motion or an amendment be now put is lost, the chairperson must allow the debate on the original motion or the amendment to be resumed.
- 10.29 All councillors must be heard without interruption and all other councillors must, unless otherwise permitted under this code, remain silent while another councillor is speaking.

- 10.30 Once the debate on a matter has concluded and a matter has been dealt with, the chairperson must not allow further debate on the matter.

11 VOTING

Voting entitlements of councillors

- 11.1 Each councillor is entitled to one (1) vote.

Note: Clause 11.1 reflects section 370(1) of the Act.

- 11.2 The person presiding at a meeting of the council has, in the event of an equality of votes, a second or casting vote.

Note: Clause 11.2 reflects section 370(2) of the Act.

- 11.3 Where the chairperson declines to exercise, or fails to exercise, their second or casting vote, in the event of an equality of votes, the motion being voted upon is lost.

Voting at council meetings

- 11.5 A councillor who is present at a meeting of the council but who fails to vote on a motion put to the meeting is taken to have voted against the motion.

- 11.6 Omitted.

- 11.7 Omitted.

- 11.8 Omitted.

- 11.9 Omitted.

- 11.10 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, the council may resolve that the voting in any election by councillors for mayor or deputy mayor is to be by secret ballot.

- 11.11 All voting at council meetings, (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of councillors who voted for and against each motion or amendment, (including the use of the casting vote), being recorded.

Note: If clause 11.11 is adopted, clauses 11.6 – 11.9 and clause 11.13 may be omitted.

Voting on planning decisions

- 11.12 The general manager must keep a register containing, for each planning decision made at a meeting of the council or a council committee (including, but not limited to a committee of the council), the names of the councillors who supported the decision and the names of any councillors who opposed (or are taken to have opposed) the decision.

- 11.13 Omitted.

- 11.14 Each decision recorded in the register is to be described in the register or identified in a manner that enables the description to be obtained from another publicly available document.

11.15 Clauses 11.12–11.14 apply also to meetings that are closed to the public.

Note: Clauses 11.12–11.15 reflect section 375A of the Act.

Note: The requirements of clause 11.12 may be satisfied by maintaining a register of the minutes of each planning decision.

12 COMMITTEE OF THE WHOLE

12.1 The council may resolve itself into a committee to consider any matter before the council.

Note: Clause 12.1 reflects section 373 of the Act.

12.2 All the provisions of this code relating to meetings of the council, so far as they are applicable, extend to and govern the proceedings of the council when in committee of the whole, except the provisions limiting the number and duration of speeches.

Note: Clauses 10.20–10.30 limit the number and duration of speeches.

12.3 The general manager or, in the absence of the general manager, an employee of the council designated by the general manager, is responsible for reporting to the council the proceedings of the committee of the whole. It is not necessary to report the proceedings in full, but any recommendations of the committee must be reported.

12.4 The council must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in the council's minutes. However, the council is not taken to have adopted the report until a motion for adoption has been made and passed.

13 DEALING WITH ITEMS BY EXCEPTION

13.1 The council or a committee of council may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution.

13.2 Before the council or committee resolves to adopt multiple items of business on the agenda together under clause 13.1, the chairperson must list the items of business to be adopted and ask councillors to identify any individual items of business listed by the chairperson that they intend to vote against the recommendation made in the business paper or that they wish to speak on.

13.3 The council or committee must not resolve to adopt any item of business under clause 13.1 that a councillor has identified as being one they intend to vote against the recommendation made in the business paper or to speak on.

13.4 Where the consideration of multiple items of business together under clause 13.1 involves a variation to the order of business for the meeting, the council or committee must resolve to alter the order of business in accordance with clause 8.3.

13.5 A motion to adopt multiple items of business together under clause 13.1 must identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.

13.6 Items of business adopted under clause 13.1 are to be taken to have been adopted unanimously.

13.7 Councillors must ensure that they declare and manage any conflicts of interest they may have in relation to items of business considered together under clause 13.1 in accordance with the

requirements of the council's code of conduct.

14 CLOSURE OF COUNCIL MEETINGS TO THE PUBLIC

Grounds on which meetings can be closed to the public

- 14.1 The council or a committee of the council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:
- (a) personnel matters concerning particular individuals (other than councillors),
 - (b) the personal hardship of any resident or ratepayer,
 - (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,
 - (d) commercial information of a confidential nature that would, if disclosed:
 - (i) prejudice the commercial position of the person who supplied it, or
 - (ii) confer a commercial advantage on a competitor of the council, or
 - (iii) reveal a trade secret,
 - (e) information that would, if disclosed, prejudice the maintenance of law,
 - (f) matters affecting the security of the council, councillors, council staff or council property,
 - (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
 - (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,
 - (i) alleged contraventions of the council's code of conduct.

Note: Clause 14.1 reflects section 10A(1) and (2) of the Act.

- 14.2 The council or a committee of the council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

Note: Clause 14.2 reflects section 10A(3) of the Act.

Matters to be considered when closing meetings to the public

- 14.3 A meeting is not to remain closed during the discussion of anything referred to in clause 14.1:
- (a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and
 - (b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the council or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

Note: Clause 14.3 reflects section 10B(1) of the Act.

- 14.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 14.1(g) unless the advice concerns legal matters that:
- (a) are substantial issues relating to a matter in which the council or committee is involved, and
 - (b) are clearly identified in the advice, and

- (c) are fully discussed in that advice.

Note: Clause 14.4 reflects section 10B(2) of the Act.

- 14.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 14.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 14.1.

Note: Clause 14.5 reflects section 10B(3) of the Act.

- 14.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:

- (a) a person may misinterpret or misunderstand the discussion, or
- (b) the discussion of the matter may:
 - (i) cause embarrassment to the council or committee concerned, or to councillors or to employees of the council, or
 - (ii) cause a loss of confidence in the council or committee.

Note: Clause 14.6 reflects section 10B(4) of the Act.

- 14.7 In deciding whether part of a meeting is to be closed to the public, the council or committee concerned must consider any relevant guidelines issued by the Departmental Chief Executive of the Office of Local Government.

Note: Clause 14.7 reflects section 10B(5) of the Act.

Notice of likelihood of closure not required in urgent cases

- 14.8 Part of a meeting of the council, or of a committee of the council, may be closed to the public while the council or committee considers a matter that has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed, but only if:

- (a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 14.1, and
- (b) the council or committee, after considering any representations made under clause 14.9, resolves that further discussion of the matter:
 - (i) should not be deferred (because of the urgency of the matter), and
 - (ii) should take place in a part of the meeting that is closed to the public.

Note: Clause 14.7 reflects section 10B(5) of the Act.

Representations by members of the public

- 14.9 The council, or a committee of the council, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

Note: Clause 14.9 reflects section 10A(4) of the Act.

- 14.10 A representation under clause 14.9 is to be made after the motion to close the part of the

meeting is moved and seconded.

- 14.11 Where the matter has been identified in the agenda of the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 14.9, members of the public must first make an application to the council in the approved form. Applications must be received by **four (4)** business days before the meeting at which the matter is to be considered.
- 14.12 The general manager (or their delegate) may refuse an application made under clause 14.11. The general manager or their delegate must give reasons in writing for a decision to refuse an application.
- 14.13 No more than **two (2)** speakers are to be permitted to make representations under clause 14.9.
- 14.14 If more than the permitted number of speakers apply to make representations under clause 14.9, the general manager or their delegate may request the speakers to nominate from among themselves the persons who are to make representations to the council. If the speakers are not able to agree on whom to nominate to make representations under clause 14.9, the general manager or their delegate is to determine who will make representations to the council.
- 14.15 The general manager (or their delegate) is to determine the order of speakers.
- 14.16 Where the council or a committee of the council proposes to close a meeting or part of a meeting to the public in circumstances where the matter has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, the chairperson is to invite representations from the public under clause 14.9 after the motion to close the part of the meeting is moved and seconded. The chairperson is to permit no more than **two (2)** speakers to make representations in such order as determined by the chairperson.
- 14.17 Each speaker will be allowed **five (5)** minutes to make representations, and this time limit is to be strictly enforced by the chairperson. Speakers must confine their representations to whether the meeting should be closed to the public. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

Expulsion of non-councillors from meetings closed to the public

- 14.18 If a meeting or part of a meeting of the council or a committee of the council is closed to the public in accordance with section 10A of the Act and this code, any person who is not a councillor and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.
- 14.19 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary restrain that person from re-entering that place for the remainder of the meeting.

Obligations of councillors attending meetings by audio-visual link

14.20 Councillors attending a meeting by audio-visual link must ensure that no other person is

within sight or hearing of the meeting at any time that the meeting is closed to the public under section 10A of the Act.

Information to be disclosed in resolutions closing meetings to the public

- 14.21 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:
- (a) the relevant provision of section 10A(2) of the Act,
 - (b) the matter that is to be discussed during the closed part of the meeting,
 - (c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

Note: Clause 14.21 reflects section 10D of the Act.

Resolutions passed at closed meetings to be made public

- 14.22 If the council passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.
- 14.23 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the chairperson under clause 14.22 during a part of the meeting that is webcast.

15 KEEPING ORDER AT MEETINGS

Points of order

- 15.1 A councillor may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.
- 15.2 A point of order cannot be made with respect to adherence to the principles contained in clause 2.1.
- 15.3 A point of order must be taken immediately it is raised. The chairperson must suspend the business before the meeting and permit the councillor raising the point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order – either by upholding it or by overruling it.

Questions of order

- 15.4 The chairperson, without the intervention of any other councillor, may call any councillor to order whenever, in the opinion of the chairperson, it is necessary to do so.
- 15.5 A councillor who claims that another councillor has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.

- 15.6 The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the council.
- 15.7 The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

Motions of dissent

- 15.8 A councillor can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.
- 15.9 If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been rejected as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.
- 15.10 Despite any other provision of this code, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

Acts of disorder

- 15.11 A councillor commits an act of disorder if the councillor, at a meeting of the council or a committee of the council:
- (a) contravenes the Act, the Regulation or this code, or
 - (b) assaults or threatens to assault another councillor or person present at the meeting, or
 - (c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the council or the committee, or addresses or attempts to address the council or the committee on such a motion, amendment or matter, or
 - (d) insults, makes unfavourable personal remarks about, or imputes improper motives to any other council official, or alleges a breach of the council's code of conduct, or
 - (e) says or does anything that is inconsistent with maintaining order at the meeting or is likely to bring the council or the committee into disrepute.

Note: Clause 15.11 reflects section 182 of the Regulation.

- 15.12 The chairperson may require a councillor:
- (a) to apologise without reservation for an act of disorder referred to in clauses 15.11(a), (b), or (e), or
 - (b) to withdraw a motion or an amendment referred to in clause 15.11(c) and, where appropriate, to apologise without reservation, or
 - (c) to retract and apologise without reservation for any statement that constitutes an act of disorder referred to in clauses 15.11(d) and (e).

Note: Clause 15.12 reflects section 233 of the Regulation.

How disorder at a meeting may be dealt with

- 15.13 If disorder occurs at a meeting of the council, the chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair. The council, on reassembling, must, on a question put from the chairperson, decide without debate whether

the business is to be proceeded with or not. This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of councillors.

Expulsion from meetings

15.14 Omitted.

15.15 All chairpersons of meetings of the council and committees of the council are authorised under this code to expel any person other than a councillor, from a council or committee meeting, for the purposes of section 10(2)(b) of the Act. Councillors may only be expelled by resolution of the council or the committee of the council.

Note: Councils may use either clause 15.14 or clause 15.15.

15.16 Clause 15.15 does not limit the ability of the council or a committee of the council to resolve to expel a person, including a councillor, from a council or committee meeting, under section 10(2)(a) of the Act.

15.17 A councillor may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for having failed to comply with a requirement under clause 15.12. The expulsion of a councillor from the meeting for that reason does not prevent any other action from being taken against the councillor for the act of disorder concerned.

Note: Clause 15.17 reflects section 233(2) of the Regulation.

15.18 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for engaging in or having engaged in disorderly conduct at the meeting.

15.19 Where a councillor or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.

15.20 If a councillor or a member of the public fails to leave the place where a meeting of the council is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the councillor or member of the public from that place and, if necessary, restrain the councillor or member of the public from re-entering that place for the remainder of the meeting.

How disorder by councillors attending meetings by audio-visual link may be dealt with

15.21 Where a councillor is attending a meeting by audio-visual link, the chairperson or a person authorised by the chairperson may mute the councillor's audio link to the meeting for the purposes of enforcing compliance with this code.

15.22 If a councillor attending a meeting by audio-visual link is expelled from a meeting for an act of disorder, the chairperson of the meeting or a person authorised by the chairperson, may terminate the councillor's audio-visual link to the meeting.

Use of mobile phones and the unauthorised recording of meetings

15.23 Councillors, council staff and members of the public must ensure that mobile phones are turned to silent during meetings of the council and committees of the council.

- 15.24 A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the council or a committee of the council without the prior authorisation of the council or the committee.
- 15.25 Without limiting clause 15.18, a contravention of clause 15.24 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.18. Any person who contravenes or attempts to contravene clause 15.24, may be expelled from the meeting as provided for under section 10(2) of the Act.
- 15.26 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place for the remainder of the meeting.

16 CONFLICTS OF INTEREST

- 16.1 All councillors and, where applicable, all other persons, must declare and manage any conflicts of interest they may have in matters being considered at meetings of the council and committees of the council in accordance with the council's code of conduct. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.

- 16.2 Councillors attending a meeting by audio-visual link must declare and manage any conflicts of interest they may have in matters being considered at the meeting in accordance with the council's code of conduct. Where a councillor has declared a pecuniary or significant non-pecuniary conflict of interest in a matter being discussed at the meeting, the councillor's audio-visual link to the meeting must be suspended or terminated and the councillor must not be in sight or hearing of the meeting at any time during which the matter is being considered or discussed by the council or committee, or at any time during which the council or committee is voting on the matter.

17 DECISIONS OF THE COUNCIL

Council decisions

- 17.1 A decision supported by a majority of the votes at a meeting of the council at which a quorum is present is a decision of the council.

Note: Clause 17.1 reflects section 371 of the Act

- 17.2 Decisions made by the council must be accurately recorded in the minutes of the meeting at which the decision is made.

Rescinding or altering council decisions

- 17.3 A resolution passed by the council may not be altered or rescinded except by a motion to that effect of which notice has been given under clause 3.10.

Note: Clause 17.3 reflects section 372(1) of the Act.

- 17.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.

Note: Clause 17.4 reflects section 372(2) of the Act.

- 17.5 If a motion has been lost, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with clause 3.10.

Note: Clause 17.5 reflects section 372(3) of the Act.

- 17.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been lost, must be signed by three (3) councillors if less than three (3) months has elapsed since the resolution was passed, or the motion was lost.

Note: Clause 17.6 reflects section 372(4) of the Act.

- 17.7 If a motion to alter or rescind a resolution has been lost, or if a motion which has the same effect as a previously lost motion is lost, no similar motion may be brought forward within three (3) months of the meeting at which it was lost. This clause may not be evaded by substituting a motion differently worded, but in principle the same.

Note: Clause 17.7 reflects section 372(5) of the Act.

- 17.8 The provisions of clauses 17.5–17.7 concerning lost motions do not apply to motions of adjournment.

Note: Clause 17.8 reflects section 372(7) of the Act.

- 17.9 A notice of motion submitted in accordance with clause 17.6 may only be withdrawn under clause 3.11 with the consent of all signatories to the notice of motion.

- 17.10 A notice of motion to alter or rescind a resolution relating to a development application must be submitted to the general manager no later than **three (3)** after the meeting at which the resolution was adopted.

- 17.11 A motion to alter or rescind a resolution of the council may be moved on the report of a committee of the council and any such report must be recorded in the minutes of the meeting of the council.

Note: Clause 17.11 reflects section 372(6) of the Act.

- 17.12 Subject to clause 17.7, in cases of urgency, a motion to alter or rescind a resolution of the council may be moved at the same meeting at which the resolution was adopted, where:

- (a) a notice of motion signed by three councillors is submitted to the chairperson, and
- (b) a motion to have the motion considered at the meeting is passed, and
- (c) the chairperson rules the business that is the subject of the motion is of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.

- 17.13 A motion moved under clause 17.12(b) can be moved without notice. Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 17.12(b) can speak to the motion before it is put.

- 17.14 A motion of dissent cannot be moved against a ruling by the chairperson under clause 17.12(c).

Recommitting resolutions to correct an error

- 17.15 Despite the provisions of this Part, a councillor may, with the leave of the chairperson, move to recommit a resolution adopted at the same meeting:
- (a) to correct any error, ambiguity or imprecision in the council's resolution, or
 - (b) to confirm the voting on the resolution.
- 17.16 In seeking the leave of the chairperson to move to recommit a resolution for the purposes of clause 17.15(a), the councillor is to propose alternative wording for the resolution.
- 17.17 The chairperson must not grant leave to recommit a resolution for the purposes of clause 17.15(a), unless they are satisfied that the proposed alternative wording of the resolution would not alter the substance of the resolution previously adopted at the meeting.
- 17.18 A motion moved under clause 17.15 can be moved without notice. Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 17.15 can speak to the motion before it is put.
- 17.19 A motion of dissent cannot be moved against a ruling by the chairperson under clause 17.15.
- 17.20 A motion moved under clause 17.15 with the leave of the chairperson cannot be voted on unless or until it has been seconded.

18 TIME LIMITS ON COUNCIL MEETINGS

- 18.1 Meetings of the council and committees of the council are to conclude no later than **9pm**.
- 18.2 If the business of the meeting is unfinished at **9pm** the council or the committee may, by resolution, extend the time of the meeting.
- 18.3 If the business of the meeting is unfinished at **9pm**, and the council does not resolve to extend the meeting, the chairperson must either:
- (a) defer consideration of the remaining items of business on the agenda to the next ordinary meeting of the council, or
 - (b) adjourn the meeting to a time, date and place fixed by the chairperson.
- 18.4 Clause 18.3 does not limit the ability of the council or a committee of the council to resolve to adjourn a meeting at any time. The resolution adjourning the meeting must fix the time, date and place that the meeting is to be adjourned to.
- 18.5 Where a meeting is adjourned under clause 18.3 or 18.4, the general manager must:
- (a) individually notify each councillor of the time, date and place at which the meeting will reconvene, and
 - (b) publish the time, date and place at which the meeting will reconvene on the council's website and in such other manner that the general manager is satisfied is likely to bring notice of the time, date and place of the reconvened meeting to the attention of as many people as possible.

19 AFTER THE MEETING

Minutes of meetings

19.1 The council is to keep full and accurate minutes of the proceedings of meetings of the council.

Note: Clause 19.1 reflects section 375(1) of the Act.

19.2 At a minimum, the general manager must ensure that the following matters are recorded in the council's minutes:

- (a) the names of councillors attending a council meeting and whether they attended the meeting in person or by audio-visual link,
- (b) details of each motion moved at a council meeting and of any amendments moved to it,
- (c) the names of the mover and seconder of the motion or amendment,
- (d) whether the motion or amendment was passed or lost, and
- (e) such other matters specifically required under this code.

19.3 The minutes of a council meeting must be confirmed at a subsequent meeting of the council.

Note: Clause 19.3 reflects section 375(2) of the Act.

19.4 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

19.5 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.

Note: Clause 19.5 reflects section 375(2) of the Act.

19.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

19.7 The confirmed minutes of a council meeting must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

Access to correspondence and reports laid on the table at, or submitted to, a meeting

19.8 The council and committees of the council must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.

Note: Clause 19.8 reflects section 11(1) of the Act.

19.9 Clause 19.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.

Note: Clause 19.9 reflects section 11(2) of the Act.

- 19.10 Clause 19.8 does not apply if the council or the committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.

Note: Clause 19.10 reflects section 11(3) of the Act.

- 19.11 Correspondence or reports to which clauses 19.9 and 19.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

Implementation of decisions of the council

19.12 The general manager is to implement, without undue delay, lawful decisions of the council.

Note: Clause 19.12 reflects section 335(b) of the Act.

20 COUNCIL COMMITTEES

Application of this Part

20.1 This Part only applies to committees of the council whose members are all councillors.

Council committees whose members are all councillors

20.2 The council may, by resolution, establish such committees as it considers necessary.

20.3 A committee of the council is to consist of the mayor and such other councillors as are elected by the councillors or appointed by the council.

20.4 The quorum for a meeting of a committee of the council is to be:

- (a) such number of members as the council decides, or
- (b) if the council has not decided a number – a majority of the members of the committee.

Functions of committees

20.5 The council must specify the functions of each of its committees when the committee is established but may from time to time amend those functions.

Notice of committee meetings

20.6 The general manager must send to each councillor, regardless of whether they are a committee member, at least three (3) days before each meeting of the committee, a notice specifying:

- (a) the time, date and place of the meeting, and
- (b) the business proposed to be considered at the meeting.

20.7 Notice of less than three (3) days may be given of a committee meeting called in an emergency.

Attendance at committee meetings

20.8 A committee member (other than the mayor) ceases to be a member of a committee if the committee member:

- (a) has been absent from three (3) consecutive meetings of the committee without having given reasons acceptable to the committee for the member's absences, or
- (b) has been absent from at least half of the meetings of the committee held during the immediately preceding year without having given to the committee acceptable

reasons for the member's absences.

- 20.9 Clause 20.8 does not apply if all of the members of the council are members of the committee.

Non-members entitled to attend committee meetings

- 20.10 A councillor who is not a member of a committee of the council is entitled to attend, and to speak at a meeting of the committee. However, the councillor is not entitled:
- (a) to give notice of business for inclusion in the agenda for the meeting, or
 - (b) to move or second a motion at the meeting, or
 - (c) to vote at the meeting.

Chairperson and deputy chairperson of council committees

- 20.11 The chairperson of each committee of the council must be:
- (a) the mayor, or
 - (b) if the mayor does not wish to be the chairperson of a committee, a member of the committee elected by the council, or
 - (c) if the council does not elect such a member, a member of the committee elected by the committee.
- 20.12 The council may elect a member of a committee of the council as deputy chairperson of the committee. If the council does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.
- 20.13 If neither the chairperson nor the deputy chairperson of a committee of the council is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.
- 20.14 The chairperson is to preside at a meeting of a committee of the council. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting, but if neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.

Procedure in committee meetings

- 20.15 Subject to any specific requirements of this code, each committee of the council may regulate its own procedure. The provisions of this code are to be taken to apply to all committees of the council unless the council or the committee determines otherwise in accordance with this clause.
- 20.16 Whenever the voting on a motion put to a meeting of the committee is equal, the chairperson of the committee is to have a casting vote as well as an original vote unless the council or the committee determines otherwise in accordance with clause 20.15.
- 20.17 Omitted.

Note: Clause 20.17 reflects section 397E of the Regulation.

- 20.18 Voting at a council committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

Closure of committee meetings to the public

- 20.19 The provisions of the Act and Part 14 of this code apply to the closure of meetings of committees of the council to the public in the same way they apply to the closure of meetings of the council to the public.
- 20.20 If a committee of the council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended, and report the resolution or recommendation to the next meeting of the council. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.
- 20.21 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 20.20 during a part of the meeting that is webcast.

Disorder in committee meetings

- 20.22 The provisions of the Act and this code relating to the maintenance of order in council meetings apply to meetings of committees of the council in the same way as they apply to meetings of the council.

Minutes of council committee meetings

- 20.23 Each committee of the council is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the following matters are recorded in the committee's minutes:

- (a) the names of councillors attending a meeting and whether they attended the meeting in person or by audio-visual link,
- (b) details of each motion moved at a meeting and of any amendments moved to it,
- (c) the names of the mover and seconder of the motion or amendment,
- (d) whether the motion or amendment was passed or lost, and
- (e) such other matters specifically required under this code.

20.24 Omitted

- 20.25 The minutes of meetings of each committee of the council must be confirmed at a subsequent meeting of the committee.
- 20.26 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
- 20.27 When the minutes have been confirmed, they are to be signed by the person presiding at

that subsequent meeting.

- 20.28 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.
- 20.29 The confirmed minutes of a meeting of a committee of the council must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of meetings of committees of the council on its website prior to their confirmation.

21 IRREGULARITIES

- 21.1 Proceedings at a meeting of a council or a council committee are not invalidated because of:
- (a) a vacancy in a civic office, or
 - (b) a failure to give notice of the meeting to any councillor or committee member, or
 - (c) any defect in the election or appointment of a councillor or committee member, or
 - (d) a failure of a councillor or a committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a council or committee meeting in accordance with the council's code of conduct, or
 - (e) a failure to comply with this code.

Note: Clause 21.1 reflects section 374 of the Act.

22 DEFINITIONS

the Act	means the <i>Local Government Act 1993</i>
act of disorder	means an act of disorder as defined in clause 15.11 of this code
amendment	in relation to an original motion, means a motion moving an amendment to that motion
audio recorder	any device capable of recording speech
audio-visual link	means a facility that enables audio and visual communication between persons at different places
business day	means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales
chairperson	in relation to a meeting of the council – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this code, and in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 20.11 of this code
this code	means the council’s adopted code of meeting practice
committee of the council	means a committee established by the council in accordance with clause 20.2 of this code (being a committee consisting only of councillors) or the council when it has resolved itself into committee of the whole under clause 12.1
council official	has the same meaning it has in the Model Code of Conduct for Local Councils in NSW
day	means calendar day
division	means a request by two councillors under clause 11.7 of this code requiring the recording of the names of the councillors who voted both for and against a motion
foreshadowed amendment	means a proposed amendment foreshadowed by a councillor under clause 10.18 of this code during debate on the first amendment
foreshadowed motion	means a motion foreshadowed by a councillor under clause 10.17 of this code during debate on an original motion
open voting	means voting on the voices or by a show of hands or by a visible electronic voting system or similar means
planning decision	means a decision made in the exercise of a function of a council under the <i>Environmental Planning and Assessment Act 1979</i> including any decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but not including the making of an order under Division 9.3 of Part 9 of that Act
performance improvement order	means an order issued under section 438A of the Act
quorum	means the minimum number of councillors or committee members necessary to conduct a meeting
the Regulation	means the <i>Local Government (General) Regulation 2021</i>
webcast	a video or audio broadcast of a meeting transmitted across the internet either concurrently with the meeting or at a later time
year	means the period beginning 1 July and ending the following 30 June

Department: Corporate Services
Prepared by: Manager Governance
TRIM Reference: UINT/22/1693
Attachments: UINT/21/10086 - 1. Nomination form
 UINT/21/14949 - 2. Extract: *Local Government (General) Regulations 2021*
 Schedule 7.

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Strategy: 4.1 Informed and collaborative leadership in our Community
Activity: 4.1.1 Elected members govern Council in accordance with the *Local Government Act 1993 (NSW)*

SUMMARY:

1. The purpose of this report is for Council to make a decision regarding the appointment of a Deputy Mayor in accordance with Section 231 of the *Local Government Act 1993*.

RECOMMENDATION:

- I. **That the Returning Officer announce the nominations for the position of Deputy Mayor.**

THEN

- II. **That should there be more than one nomination for the position, the method of election of the Deputy Mayor be by way of secret/open ballot.**

Following the declaration of the vote:

- III. **That Cr be appointed as Deputy Mayor for the period from 27 September 2022 until <<<to be inserted at the meeting: the Ordinary Meeting to be held in September 2023 / OR / the end of the Council term of office>>>.**

REPORT:

2. Under Section 231 of the *Local Government Act 1993* (the Act), a Council may elect a Deputy Mayor to assist the Mayor in the performance of their duties. Section 231 of the Act provides:

Section 231 Deputy mayor

- (1) *The councillors may elect a person from among their number to be the deputy mayor.*
- (2) *The person may be elected for the mayoral term or a shorter term.*
- (3) *The deputy mayor may exercise any function of the mayor at the request of the mayor or if the mayor is prevented by illness, absence or otherwise from exercising the function or if there is a casual vacancy in the office of mayor.*
- (4) *The councillors may elect a person from among their number to act as deputy mayor if the deputy mayor is prevented by illness, absence or otherwise from exercising a function under this section, or if no deputy mayor has been elected.*

3. Section 231 (2) of the Act provides that the Deputy Mayor may be elected for the mayoral term or a shorter term, such as:
 - For a period of 12 months
 - For another period determined by Council
4. Councils are not required under the Act to have a Deputy Mayor. Uralla Shire Council has traditionally appointed a Deputy Mayor for a period of one year
5. Schedule 7 (1) of the *Local Government (General) Regulation 2021* (the Regulation) states that the “General Manager (or a person appointed by the General Manager) is the Returning Officer.”
6. Schedule 7(2) of the Regulation provides:
 - (1) *A councillor may be nominated without notice for election as mayor or deputy mayor.*
 - (2) *The nomination is to be made in writing by 2 or more councillors (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing.*
 - (3) *The nomination is to be delivered or sent to the returning officer.*
 - (4) *The returning officer is to announce the names of the nominees at the council meeting at which the election is to be held.*

Nomination forms have been provided as an attachment to this business paper. Completed nomination forms must be returned to the General Manager prior to the commencement of the Council meeting.

7. Schedule 7(3) of the Regulation provides:
 - (1) *If only one councillor is nominated, that councillor is elected.*
 - (2) *If more than one councillor is nominated, the council is to resolve whether the election is to proceed by preferential ballot, by ordinary ballot; or by open voting.*
 - (3) *The election is to be held at the Council meeting at which the Council resolves the method of voting.*
 - (4) *In this clause:*
 - “**ballot**” *has its normal meaning of secret ballot;*
 - “**open voting**” *means voting by a show of hands or similar means.*
8. Schedule 7 parts 2, 3 and 4 of the Regulation prescribes the voting procedures (a copy of schedule 7 is attached).

CONCLUSION:

9. If Council wishes to have a Deputy Mayor it must resolve the appointment and term.

COUNCIL IMPLICATIONS

10. **Community Engagement/Communication**
Not applicable.
11. **Policy and Regulation**
 - *NSW Local Government Act 1993.*
 - *NSW Local Government Regulation (General) 2021.*
 - Code of Meeting Practice.

12. **Financial/Long Term Financial Plan**
Not applicable.
13. **Asset management/Asset Management Strategy**
Not applicable.
14. **Workforce/Workforce Management Strategy**
Not applicable.
15. **Legal and Risk Management**
Not applicable.
16. **Performance Measures**
Not applicable.
17. **Project Management**
General Manager



NOMINATION FORM – Deputy Mayor

To be completed and returned to the General Manager prior to the Council’s resolution for the Returning Officer to announce the declaration on nominations

*We, and
[Name of First Nominator] [Name of Second Nominator]

hereby nominate the following Councillor for the position of Deputy Mayor of Uralla Shire Council

Name of Councillor Nominee:

*Signed [First Nominator] Date:

*Signed [Second Nominator] Date:

Councillor Nominee

I accept my nomination for the position of Deputy Mayor of Uralla Shire Council.

*Signed [Councillor Nominee] Date:

Local Government (General) Regulation 2021

Current version for 26 November 2021 to date (accessed 15 December 2021 at 13:24)

Schedule 7

Schedule 7 Election of mayor by councillors

(Section 394)

Part 1 Preliminary

1 Returning officer

The general manager (or a person appointed by the general manager) is the returning officer.

2 Nomination

- (1) A councillor may be nominated without notice for election as mayor or deputy mayor.
- (2) The nomination is to be made in writing by 2 or more councillors (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing.
- (3) The nomination is to be delivered or sent to the returning officer.
- (4) The returning officer is to announce the names of the nominees at the council meeting at which the election is to be held.

3 Election

- (1) If only one councillor is nominated, that councillor is elected.
- (2) If more than one councillor is nominated, the council is to resolve whether the election is to proceed by preferential ballot, by ordinary ballot or by open voting.
- (3) The election is to be held at the council meeting at which the council resolves on the method of voting.
- (4) In this section—
ballot has its normal meaning of secret ballot.
open voting means voting by a show of hands or similar means.

Part 2 Ordinary ballot or open voting

4 Application of Part

This Part applies if the election proceeds by ordinary ballot or by open voting.

5 Marking of ballot-papers

- (1) If the election proceeds by ordinary ballot, the returning officer is to decide the manner in which votes are to be marked on the ballot-papers.
- (2) The formality of a ballot-paper under this Part must be determined in accordance with section 345 of this Regulation as if it were a ballot-paper referred to in that section.
- (3) An informal ballot-paper must be rejected at the count.

6 Count—2 candidates

- (1) If there are only 2 candidates, the candidate with the higher number of votes is elected.
- (2) If there are only 2 candidates and they are tied, the one elected is to be chosen by lot.

7 Count—3 or more candidates

- (1) If there are 3 or more candidates, the one with the lowest number of votes is to be excluded.
- (2) If 3 or more candidates then remain, a further vote is to be taken of those candidates and the one with the lowest number of votes from that further vote is to be excluded.
- (3) If, after that, 3 or more candidates still remain, the procedure set out in subsection (2) is to be repeated until only 2 candidates remain.
- (4) A further vote is to be taken of the 2 remaining candidates.
- (5) Section 6 of this Schedule then applies to the determination of the election as if the 2 remaining candidates had been the only candidates.
- (6) If at any stage during a count under subsection (1) or (2), 2 or more candidates are tied on the lowest number of votes, the one excluded is to be chosen by lot.

Part 3 Preferential ballot

8 Application of Part

This Part applies if the election proceeds by preferential ballot.

9 Ballot-papers and voting

- (1) The ballot-papers are to contain the names of all the candidates. The councillors are to mark their votes by placing the numbers “1”, “2” and so on against the various names so as to indicate the order of their preference for all the candidates.
- (2) The formality of a ballot-paper under this Part is to be determined in accordance with section 345 of this Regulation as if it were a ballot-paper referred to in that section.
- (3) An informal ballot-paper must be rejected at the count.

10 Count

- (1) If a candidate has an absolute majority of first preference votes, that candidate is elected.
- (2) If not, the candidate with the lowest number of first preference votes is excluded and the votes on the unexhausted ballot-papers counted to him or her are transferred to the candidates with second preferences on those ballot-papers.
- (3) A candidate who then has an absolute majority of votes is elected, but, if no candidate then has an absolute majority of votes, the process of excluding the candidate who has the lowest number of votes and counting each of his or her unexhausted ballot-papers to the candidates remaining in the election next in order of the voter’s preference is repeated until one candidate has received an absolute majority of votes. The latter is elected.
- (4) In this section, **absolute majority**, in relation to votes, means a number that is more than one-half of the number of unexhausted formal ballot-papers.

11 Tied candidates

- (1) If, on any count of votes, there are 2 candidates in, or remaining in, the election and the numbers of votes cast for the 2 candidates are equal—the candidate whose name is first chosen by lot is taken to have received an absolute majority of votes and is therefore taken to be elected.
- (2) If, on any count of votes, there are 3 or more candidates in, or remaining in, the election and the numbers of votes cast for 2 or more candidates are equal and those candidates are the ones with the lowest number of votes on the count of the votes—the candidate whose name is first chosen by lot is taken to have the lowest number of votes and is therefore excluded.

Part 4 General

12 Choosing by lot

To choose a candidate by lot, the names of the candidates who have equal numbers of votes are written on similar slips of paper by the returning officer, the slips are folded by the returning officer so as to prevent the names being seen, the slips are mixed and one is drawn at random by the returning officer and the candidate whose name is on the drawn slip is chosen.

13 Result

The result of the election (including the name of the candidate elected as mayor or deputy mayor) is—

- (a) to be declared to the councillors at the council meeting at which the election is held by the returning officer, and
- (b) to be delivered or sent to the Secretary and the Chief Executive Officer of Local Government NSW.

Department: Corporate Services
Prepared by: Manager Governance
TRIM Reference: UINT/22/1702

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Strategy: 4.1 Informed and collaborative leadership in our Community
Activity: 4.1.1 Elected members govern Council in accordance with the *Local Government Act 1993 (NSW)*

SUMMARY:

1. The purpose of this report is for Council to appoint its delegates to committees and external bodies upon which Council is represented.
2. Delegates can be elected for the term of Council or for a shorter period of time as determined by Council.

RECOMMENDATION:

That delegates be appointed to each of the committees for the period September 2022 to September 2023.

REPORT:

3. Following the Local Government Elections, Council is required to determine its delegates on committees, including those operated by Council and those operated by external stakeholders, and those external bodies on which Council is represented by an elected representative.
4. Over recent years Council has resolved to appoint Councillor delegates for a one-year term, with Councillors' committee assignments being reviewed in September each year. Council might consider extending the term to September 2024 (2 years)
5. In practice, delegates have generally served on the same committees for the term of Council.
6. Committees provide a key link between the community, State agencies and sector interest groups and Council. Committees provide advice and recommendations that help form the direction and policies of Council. The committees have no delegations from Council, meet quarterly or as required and are currently guided by Terms of Reference.
7. With respect to the Audit Risk and Improvement Committee (ARIC), Council at its meeting on 28 June 2022, resolved (29.06/22) the following:
 - i. *Council terminate the appointment of the current ARIC independent members; and*
 - ii. *Council review ARIC performance and define Council's expectations of ARIC in terms of s428A of the Local Government Act 1993;*
 - iii. *That the sitting fees for the Audit Risk and Improvement Committee independent members be reviewed in line with neighbouring Councils;*
 - iv. *Council call for expressions of interest for new membership of the Audit Risk and Improvement Committee once the fees have been determined.*

A report which included the sitting fees of the neighbouring Councils was circulated to ARIC in August. Council is yet to set the fees in order to expressions of interest for independent members to be called.

Specific Purpose Committees/Panel	Councillor Representatives
Audit Risk and Improvement Committee	
To provide independent assurance and assistance to Council on risk management, control, governance, and external accountability responsibilities.	<p>Council terminated the appointment for the Independent members at its Council meeting held 28 June 2022.</p> <p>ARIC is established in accordance with Guidelines under Section 23A LGA</p> <ol style="list-style-type: none"> 1. Cr _____ 2. Cr _____ <p>Councillors currently on the Committee representing Council are Crs Toomey and O'Connor</p>
Uralla Township and Environs Committee	
The Committee is established for the purpose of providing strategic advice to Council on the future development and redevelopment of public spaces in and near the township of Uralla.	<ol style="list-style-type: none"> 1. Cr _____ 2. Cr _____ <p>Councillors currently on the Committee representing Council are Crs Toomey and Doran</p>
Bundarra School of Arts Hall and Community Consultative Committee	
The Committee Manages the Bundarra School of Arts Hall; and provides advice to and working with Council for the benefit of Bundarra and the surrounding community on various community issues and projects from time to time	<ol style="list-style-type: none"> 1. Cr _____ 2. Cr _____ <p>Councillors currently on the Committee representing Council are Crs Crouch and Doran.</p>
Australia Day Committee	
The Australia Day Committee helps to plan a large community event, encouraging residents to nominate local individuals for their outstanding contributions to the Uralla Shire local government area	<ol style="list-style-type: none"> 1. Cr _____ 2. Cr _____ 3. Cr _____ <p>Councillors currently on the Committee representing Council are Crs Burrows and O'Connor</p>
Community Grants Panel	
The Community Grants Program Assessment Committee assesses applications to determine whether they meet the basic eligibility requirements.	<ol style="list-style-type: none"> 1. Cr _____ 2. Cr _____ 3. Cr _____ <p>Councillors currently on the Committee representing Council are Crs Petrov, Burrows and O'Connor</p>

Development Working Group	
<p>Support the promotion of Uralla Shire based businesses and industries to broader markets;</p> <p>Cooperatively engage with relevant bodies including but not limited to the Business Chamber, Regional Development Australia and the private sector to gain maximum benefit for the local community; and</p> <p>Contribute to Council's strategic and business planning process.</p>	<p>1. Cr _____</p> <p>2. Cr _____</p> <p>3. Cr _____</p> <p>Councillors currently on the Committee representing Council are Crs McMullen, Cr Bower and Cr Crouch</p>
Capital Works Working Group	
<p>Provides advice on the development of strategies for the effective maintenance and enhancement of Council's infrastructure;</p> <p>Provides information for the Asset Management Plans (AMP) so that the AMPs align with the community's needs; and</p> <p>Provides advice on Council's Plant Replacement Program to align with the Operational Plan, Delivery Program and Long Term Financial Plan.</p>	<p>1. Cr _____</p> <p>2. Cr _____</p> <p>3. Cr _____</p> <p>Councillors currently on the Committee representing Council are Crs Toomey, Cr Burrows and Cr Crouch</p>

External Boards, Committees and Organisations	Council Delegates
Central Northern Regional Library	
<p>Central Northern Regional Library serves the local government areas of Tamworth Regional Council, Narrabri Shire Council, Gwydir Shire Council, Liverpool Plains Shire Council, Uralla Shire Council and Walcha Shire. There are 15 libraries in all.</p>	<p>Cr _____</p> <p>Cr Petrov is currently on the Central Northern Regional Library Committee, representing Council</p>
Arts North West Strategic Advisory Council (SAC)	
<p>Arts North West has a two-tiered governance model – with a Strategic Advisory Council (SAC) that reports to a Board of Management. The SAC comprises delegates from the 12 LGAs, as well as four people from independent cultural organisations in our region.</p>	<p>Cr _____</p> <p>General Manager</p> <p>Cr Toomey and the General Manager (alternate) currently represent Council on the Arts North West Strategic Advisory Council.</p>

Local Traffic Committee	
The Local Traffic Committee is an advisory body only, having no decision making powers. It is, primarily, a technical review committee that is required to advise the Council on traffic related matters referred to it by Council.	Cr _____ Cr McMullen is currently on the Local Traffic Committee representing Council.
Mid North Weight of Loads	
The Mid North Weight of Loads Group works in co-operation with the New South Wales Roads and Maritime Services to protect and prolong the life of our roads by reducing the incidence of overloaded vehicles.	General Manager The General Manager is currently representing Council on the Mid North Weight of Loads Committee
Northern Joint Regional Planning Panel	
Regional planning panels provide independent, merit-based decision making and advice to the Minister for Planning on regionally significant development proposals.	1. General Manager 2. Cr _____ (Panel Member) 3. Cr _____ (Alternate) Cr Crouch (Panel Member) and Cr McMullen (Alternate) currently represent Council on the Northern Joint Regional Planning Panel
Winterbourne Wind Farm Community Consultative Committee	
The Community Consultative Committee (CCC) is a prerequisite condition of the Planning Secretary's Environmental Assessment Requirements (SEARs) prior to the lodgement of any Environmental Impact Statement (EIS) for the Winterbourne Wind Farm.	Cr _____ Cr Crouch currently represents Council on the Winterbourne Wind Farm Community Consultative Committee.
Thunderbolt Energy Community Consultative Committee	
The Community Consultative Committee (CCC) is a prerequisite condition of the Planning Secretary's Environmental Assessment Requirements (SEARs) prior to the lodgement of any Environmental Impact Statement (EIS) for the Thunderbolt Energy Wind Farm.	Cr _____ Cr Burrows currently represents Council on the Thunderbolt Energy Community Consultative Committee
New England Regional Energy Zone Reference Group	
EnergyCo has established the New England REZ Regional Reference Group. The Group brings together a range of regional stakeholders, including representatives of local councils, Aboriginal Land Councils and regional NSW Government agencies.	The Mayor and the General Manager currently represent Council on the New England Regional Energy Zone Reference Group as required by the Terms of Reference.

Rural Fire Service Liaison Committee	
The Liaison committee will be comprised of representatives of the NSW RFS, both staff and volunteer, and the Council to monitor the performance of the Agreement.	Cr _____ Cr Crouch and the General Manager currently represent Council on the Rural Fire Service Liaison Committee.
Reconnecting Regional NSW – Community Events Program Steering Group	
The Reconnecting Regional NSW – Community Events Program promotes the social and economic recovery of regional communities, by renewing social connections and providing a revenue-boost to local businesses, following the extended COVID-19 restrictions across regional NSW and impacts of border closures.	Cr _____ Cr _____ Cr _____ General Manager Councillor’s Burrows, Bower, McMullen and the General Manager (or delegate) are currently appointed.
Stronger Country Communities Round 5 – McMaugh Gardens Expansion Project Steering Group	
Council has resolved to submit an application to apply for the Stronger Country Communities Fund round five for the allocated \$895,592.67 for the McMaugh Gardens staged masterplan and stage 1 detailed design and construction; and if successful will form the appointed Project Steering Group.	Cr _____ Cr _____ Cr _____ General Manager Councillors Bower, Crouch, Burrows and the General Manager (or delegate) have been appointed.

CONCLUSION:

8. Council is asked to appoint its delegates and to determine the term of tenure for the external and internal committees as listed in this report.

COUNCIL IMPLICATIONS

9. Community Engagement/Communication

Informing only – letters to committees; update Council’s Website.

10. Policy and Regulation

The Local Government Act 1993

The Code of Meeting Practice 2021

Councillor Expenses and Facilities Policy 2022

11. Financial/Long Term Financial Plan

Expenses associated with undertaking relevant activities are claimable in accordance with Council's Councillor Expenses and Facilities Policy 2022. Travel reimbursement is budgeted each year using historical expense averages plus CPI.

12. Asset management/Asset Management Strategy

Not applicable.

13. Workforce/Workforce Management Strategy

The review may indicate that administrative support will be required to provide assistance to the Section 355 Committees; however minimal administration support is required for the external Committees.

14. Legal and Risk Management

The risk in terms of participating on Committees has been assessed as low.

15. Performance Measures

Council representatives attend most meetings for which they are Council's delegate.

16. Project Management

Not applicable.

Department: Corporate Services
Prepared by: Manager Governance
TRIM Reference: UINT/22/1701

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Strategy: 4.1 Informed and collaborative leadership in our Community
Activity: 4.1.1 Elected members govern Council in accordance with the *Local Government Act 1993 (NSW)*

SUMMARY:

1. Council adopted the Schedule of Meetings for 2022 (Minute Number 07.12/21) at the Ordinary Council meeting held on 24 December 2021 in accordance with the Code of Meeting Practice.
2. Council is required to meet at least 10 times each year, each time in a different month.
3. Council sets out its meeting cycle in the Code of Meeting practice; however, some adjustment is required to the December and April meeting dates due to the public holiday schedule.

RECOMMENDATION:

That Council:

1. **Adopt the Ordinary Meeting cycle for 2022-2023 as follows:**
 - Tuesday 25 October 2022
 - Tuesday 22 November 2022
 - Tuesday 13 December 2022
 - Tuesday 28 February 2023
 - Tuesday 28 March 2023
 - Wednesday 26 April 2023
 - Tuesday 23 May 2023
 - Tuesday 27 June 2023
 - Tuesday 25 July 2023
 - Tuesday 22 August 2023
 - Tuesday 26 September 2023
2. **Place a Public Notice on council's website, social media platform and in Council's newsletter detailing the date, commencement time and venue of each Ordinary Meeting scheduled for the 2022-2023 period, in accordance with Uralla Shire Council Code of Meeting Practice.**

REPORT:

4. Section 365 of the *Local Government Act 1993 (NSW)* (the Act) requires Council to meet at least ten (10) times each year, each time in a different month. Section 9(1) of the Act requires Council to give notice to the public of the times and places of its meetings.

5. The dates, times and venue are set in accordance in the schedule are in accordance with Council's Code of Meeting Practice which requires the ordinary meetings of Council to be scheduled as follows:

Timing of ordinary council meetings

3.1 *Ordinary meetings of the council will be held on the following occasions:*

- *February to November: on the fourth (4th) Tuesday of the month*
- *December – on the third (3rd) Tuesday of the month.*
- *January – No meeting held in January.*
- *Meetings to commence at 4:00pm and held at Uralla Shire Council Chambers.*
(please note time of commencement updated as at 26/9/2022)

Section 3, clauses 3.4, 3.5 and 3.6 set out the notice which must be given to the public as follows:

Notice to the public of Council meetings

3.4 *The council must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings and of each meeting of committees of the council.*

Note: Clause 3.4 reflects section 9(1) of the Act.

3.5 *For the purposes of clause 3.4, notice of a meeting of the council and of a committee of council is to be published before the meeting takes place. The notice must be published on the council's website, and in such other manner that the council is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.*

3.6 *For the purposes of clause 3.4, notice of more than one (1) meeting may be given in the same notice.*

6. Council has resolved in its Operational Plan for 2022/23 to hold one of its Ordinary Meetings in Bundarra. The General Manager will determine this in consultation with the Mayor and issue a Public Notice.

CONCLUSION:

7. Council can vary the day, time or venue of the meeting by resolution.

COUNCIL IMPLICATIONS

8. **Community Engagement/Communication**

Advertising in the Council newsletter, its social media platform and the website.

9. **Policy and Regulation**

Local Government Act 1993 (NSW)

Code of Meeting Practice

10. **Financial/Long Term Financial Plan**

There may be some costs involved should the meeting need to be held other than the Council chambers as a contractor would need to set up the audio system.

11. **Asset management/Asset Management Strategy**
Not applicable.
12. **Workforce/Workforce Management Strategy**
Administrative resources for running Council meetings have been budgeted for.
13. **Legal and Risk Management**
Advance setting of the Council meeting dates manages the risk of not achieving Council's statutory ordinary meeting requirements.
The timing of the meetings takes into consideration safety issues, particularly in winter when roads can be icy.
14. **Performance Measures**
At least 10 Ordinary Meetings of Council per year.
15. **Project Management**
Manager Governance

Department: Corporate Services
Prepared by: Manager Governance
TRIM Reference: UINT/22/1696

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal: 4.3 An efficient and effective independent local government
Strategy: 4.3.10 Facilitate the community's access to Council services

SUMMARY

1. Reporting on the complaints received by Council from 1 January 2022 to 30 June 2022.

RECOMMENDATION

That the report relating to complaints from 1 January 2022 to 30 June 2022 be noted.

REPORT

2. Within the Complaint Management Policy 2019, a complaint is defined as:

For the purpose of this policy a complaint is any expression of dissatisfaction with:

- *Level and quality of service or policies or procedures.*
- *Service provided by Council staff, contractors and systems.*
- *Impact of a particular policy and procedure.*
- *Council's decision making process.*
- *Corrupt conduct or failure to declare pecuniary interest/conflict of interest.*
- *Breach of Code of Conduct.*
- *Wrong or misleading advice.*

Additionally, a valid complaint is one where Council has or would appear to have failed to respond appropriately to a request for a service or a report. A complaint for the purpose of this policy does not include:

- *Matters or services not related to Council, Council staff or Councillors*
- *A request for services*
- *A request for information or explanation of policies or procedures or decisions of Council*
- *Reports of damaged or faulty infrastructure (e.g. road pothole)*
- *Reports of hazards (e.g. fallen tree branch)*
- *Reports concerning neighbours or neighbouring property (e.g. noise or unauthorised building works)*
- *Lodgement of an appeal to a Council decision, policy or procedure (e.g. a complaint about an approved development or draft policy or plan – unless this is a recorded as a complaint about Council's decision making process)*

Complaints, issues, management and resolution

	Alleged Issue(s)	Management	Resolution
1	Breach of Code of Meeting Practice	Resolved informally by Mayor and GM	Upheld
2	Breach of S 223	Advice sought and provided from OLG. Resolved.	Upheld
3	Corruption	Advice sought from OLG. Mandatory Reporting.	Unlikely to be advised
4	Planning issues (5)	Reviewed, procedures updated.	2 partially upheld, 3 not upheld
5	Planning issue	Reviewed.	Rejected (unsubstantiated)
6	Fraud	Investigation, IR action - resolved	Upheld

- Council received 6 complaints, three related to planning matters.

Continuous improvement

- Strategic monitoring of complaints by Council and executive provides an important opportunity to identify trends and consider continuous improvement requirements.
- The common themes emerging from this reporting period relates to planning and development matters.
- Training for all staff on the Code of Conduct occurred in the middle of last year and has been scheduled for October 2022.
- The Mayor, Councillors and key staff have completed induction training in code of conduct in January 2022, facilitated by Leanne Barnes from LGNSW.
- The Internal Reporting Policy was reviewed by Council at its meeting on 22 March 2022.

CONCLUSION:

- Council's complaint management process is important to both provide a mechanism for review, resolution and/or escalation as well as providing an important opportunity to review and improve the organisation's systems and performance.

COUNCIL IMPLICATIONS

- Community Engagement/ Communication (per engagement strategy)**
Public policy: Complaints Management on the Council website
Contact Council includes clear option to submit complaints and links customers to Council's policy.
- Policy and Regulation**
Complaints Management Policy 2019.
- Financial (LTFFP)**
Complaint management consumes staff resources and on occasion independent investigation costs; however, as a regulatory authority and service provider Council is required to resource this.

13. **Asset Management (AMS)**
Not Applicable.
14. **Workforce (WMS)**
Council has staff able to undertake some complaint management. Where complaint issues require independent and/or specialist review that is sourced externally.
15. **Legal and Risk Management**
Reputation risk: As a regulatory authority and service provider there is a significant risk to Council if it does not facilitate complaints submissions, review and rights to external review. To manage this risk, it is important that Council has a publicly available Complaints Management Policy which is appropriately implemented. Transparency via a biannual report to Council provides good management of this risk and demonstrates to the community that Council is committed to continuous improvement.
16. **Performance Measures**
In line with the Complaints Management Policy
17. **Project Management**
Manager Governance

14.15 SUPPORTING MEDICATION MANAGEMENT IN RESIDENTIAL AGED CARE INITIATIVE ELECTRONIC NATIONAL RESIDENTIAL MEDICATION CHART (eNRMC) ADOPTION GRANT



Department: Community Services
Prepared by: Director Community Services
TRIM Reference: UINT/22/11837 Supporting Medication Management in Residential Aged Care Initiative Electronic National Residential Medication Chart (eNRMC) Adoption Grant

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Objective: 4 We have an accessible, inclusive and sustainable community
Strategy: 1.4 Access to and equity of services and ethics

SUMMARY:

1. The Government announced the *Supporting Medication Management in Residential Aged Care Initiative* as part of the *Residential Aged Care Quality and Safety - Improving Access to Primary Care and other Health Services 2021-22* Budget measure.
2. Under the initiative, up to \$30 million (GST Exclusive) has been made available via a grant opportunity to incentivise the adoption of Electronic National Residential Medication Chart (eNRMC) Products in residential aged care facilities.
3. The Supporting Medication Management in Residential Aged Care Initiative Electronic National Residential Medication Chart (eNRMC) Adoption Grant Opportunity is administered by the Department of Health and Aged Care.
4. The first application round is now open and will close 30 March 2023 or earlier if funding is expended.
5. As a Tier 1 residential aged care facility McMaugh Gardens is eligible to apply for \$22,000.00 in Round 1.

RECOMMENDATION:

- I. **That Council submit an application to apply for \$22,000.00 Supporting Medication Management in Residential Aged Care Initiative Electronic National Residential Medication Chart (eNRMC) Adoption Grant as detailed in the report.**
- II. **Should Council be awarded the Supporting Medication Management in Residential Aged Care Initiative Electronic National Residential Medication Chart (eNRMC) Adoption Grant authorise the General Manager to execute the funding deed.**

REPORT:

6. In response to the Final Report of the Royal Commission into Aged Care Quality and Safety, the Australian Government is addressing widespread issues associated with medication management in residential aged care services
7. The Australian Government is supporting residential aged care facilities to adopt new technologies to help make sure medication use is effective and appropriate.

8. The Supporting Medication Management in Residential Aged Care Initiative Electronic National Residential Medication Chart (eNRMC) Adoption Grant opportunity will run over three rounds. The first round started in July 2022 and the last round will close on 19 December 2024.
9. Applicants must apply between the opening date in July 2022 and 30 March 2023 for the first round. Grant applications will be assessed on a rolling basis until available funding is expended. If funding is expended before the grant round closing date, the grant round will be closed early.
10. The desired outcome of the Supporting Medication Management in Residential Aged Care Initiative Electronic National Residential Medication Chart (eNRMC) Adoption Grant is to increase the use of Electronic National Residential Medication Chart Products in residential aged care facilities. The increased use of the Electronic National Residential Medication Chart contributes to improved medication management and safety practices and improved health outcomes for Australians in these settings.
11. Residential aged care facilities can spend the grant on goods or services that are directly related to the sourcing, adoption or use of an Electronic National Residential Medication Chart Product.
12. Eligible expenditure items include:
 - purchase of, or subscription to, Electronic National Residential Medication Chart (eNRMC) software modules
 - upgrade or purchase of hardware or infrastructure to enable the use of an Electronic National Residential Medication Chart (eNRMC) Product (such as Wi-Fi, computers, digital portable devices)
 - expenditure related to change management processes (such as wages/salaries incurred for additional hours of training, or developing policies, processes, training materials and support for pharmacy and GPs), and
 - other expenditure incurred which directly relates to the sourcing, adoption or use of a conformant Electronic National Residential Medication Chart Product.
13. McMaugh Gardens provides Permanent Residential Care for 35 residents and maintains a Residential Respite room. Currently McMaugh Gardens has a largely paper-based Medication Management System utilising Webstercare Unit Dose 7 Packaging System in collaboration with Uralla Pharmacy. The Supporting Medication Management in Residential Aged Care Initiative Electronic National Residential Medication Chart (eNRMC) Adoption Grant will provide for upgrade of the McMaugh Gardens Medication Management System to the Electronic Webstercare MedCare System including MedSig.
14. Through real-time medication ordering and administration recording, the Electronic National Residential Medication Chart system will enable McMaugh Gardens staff, visiting general practitioners, and Uralla Pharmacy to reduce the possibility of medication errors and gain greater flexibility and coordination in the way services are delivered. It also supports consumer-centred care and enhances communication between all those supporting the resident's clinical care.
15. The Electronic National Residential Medication Chart system benefits residents, providers, aged care staff, prescribers, and suppliers, through:
 - decreasing medication safety risks, such as inconsistencies between prescriber records and paper medication charts, also lessening time spent by suppliers reconciling these differences
 - increasing visibility of residents' medication records for prescribers, suppliers, and aged care staff
 - timely provision of medications

- alerts to advise of allergies or medication interactions, and reminders when new prescriptions or follow-up consultations will soon be required
- provision of real-time electronic collaboration and communication tools
- reducing administrative burden for aged care providers and staff, prescribers, and suppliers, and
- reducing the number of regular medications taken by an individual (polypharmacy).

CONCLUSION:

16. This report provides details, and recommends submitting an application for, the Supporting Medication Management in Residential Aged Care Initiative Electronic National Residential Medication Chart (eNRMC) Adoption Grant opportunity that is currently available to support McMaugh Gardens upgrade the current Medication Management System to an improved electronic system that will provide benefit for McMaugh Gardens staff and residents; Uralla Pharmacy and visiting General Practitioners.

COUNCIL IMPLICATIONS

17. **Community Engagement/Communication**

Updated information will be provided to relevant stakeholders through newsletters and the Councillor Bulletin

18. **Policy and Regulation**

Aged Care Act 1997

Aged Care Reform Program

19. **Financial/Long Term Financial Plan**

Benefit of reducing costs associated with the current largely paper-based Medication Management System which will off-set the new program costs.

20. **Asset management/Asset Management Strategy**

Upgraded and new software and hardware form part of the eligible

21. **Workforce/Workforce Management Strategy**

Implementation of an Electronic National Residential Medication Chart (eNRMC) System will reduce the administrative burden on staff associated with the current paper-based Medication Management System

22. **Legal and Risk Management**

Legal:

Upgrade to the Electronic National Residential Medication Chart (eNRMC) System will reduce the risks related to Medication Management in McMaugh Gardens. Full training and support is provided for successful implementation of the Electronic National Residential Medication Chart (eNRMC) adoption process

Financial:

Ongoing subscription for the Electronic National Residential Medication Chart (eNRMC) is off-set by the reduction in the costs associated with the paper-based system

Workforce:

The Supporting Medication Management in Residential Aged Care Initiative Electronic National Residential Medication Chart (eNRMC) Adoption Grant will provide for full training and support for staff, pharmacy and General Practitioners.

23. Reputation:

Accreditation of McMaugh Gardens maintained through meeting requirements of the Aged Care Quality and Safety Commission Audits including compliance with the Aged Care Reform Program

24. Performance Measures

Accreditation of McMaugh Gardens maintained.

25. Project Management

Director Community Services; Director of Nursing/Facility Manager McMaugh Gardens

Department: General Manager's Office
Prepared by: Executive Assistant
TRIM Reference: UINT/22/11745
Attachment: UINT/22/11991

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Strategy: 4.1 A strong, accountable and representative Council
Activity: 4.1.1 Provide clear direction for the community through the development of the Community Strategic Plan, Delivery Program, and Operational Plan

SUMMARY:

1. The purpose of this report is to provide Council with the Resolution Action Status updates as at 21 September 2022.

RECOMMENDATION:

That Council note the Resolution Action Status as at 21 September 2022.

REPORT:

2. Following every council meeting, the resolutions of Council which require action are compiled into a single document. This document is referred to as the Resolution Action Status.
3. The purpose of the Resolution Action Status is to track the progress of actions and provide confirmation to Council when these actions are complete.
4. The Resolution Action Status is presented to Council at its ordinary meetings.
5. Actions which were completed as at the date of the report to the last Council ordinary meeting, where the full resolution has been completed, have been removed from the document.

CONCLUSION:

6. The Resolution Action Status shows actions which are currently pending, in progress or completed since the last report.

DATE OF MEETING	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
23-Nov-15	24.11/15	Bergen Road Land Acquisition and Exchange for Road Works	That the Council approve for the exchange of land associated with the reconstruction of Bergen Road and authorise the General Manager to complete all documentation.	IDID	Sep-22	Notice of road closure was advertised in the Armidale Express in May 2022. Landowner was notified in July 2022. The gazettal of the road closure is now ready and once this is gazetted the lawyers will proceed to the Plan of Subdivision with the surveyor, Ms Van Eyk and Council.	B
25-Jul-16	18.07/16	2.18.06.10 Gazetting of Land Acquired for approaches to new Emu Crossing Bridge	That Council: 1. Proceed with the compulsory acquisition of the Land described as Lot 1, 2 and 3 in Deposited Plan 1208204 (and formerly known as part of Lot 38 in Deposited Plan 753662 and part of the Crown Land described as Lot 110 in Deposited Plan 753656) for the purpose of a public road in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991. 2. Make an application to the Minister and the Governor for approval to acquire the Land described as Lot 1, 2 and 3 in Deposited Plan 1208204 (and formerly known as part of Lot 38 in Deposited Plan 753662 and part of the Crown Land described as Lot 110 in Deposited Plan 753656) by compulsory process under Section 177 of the Roads Act 1993.	IDID	Jun-22	1. Noted.	COMPLETED & REPORTED TO COUNCIL
25-Jul-17	22.07/17	Report 11 - Uralla Sporting Complex	That Council; (a) endorse the proposed upgrades to the Uralla Sports complex including the construction of the canteen facilities and disabled toilets and access, (b) provide additional seating around the perimeters of the fields and oval if residual funding is available, and (c) develop a plan of management for the sharing of the facilities among the user groups, (d) staff investigate relocation and redevelopment of the playground area.	MDP MDP MDP MDP		a) Completed b) Seating provided through SCCF Round 2 funding. c) Draft completed. To be tabled following adoption of the Open Spaces Strategy. OSS exhibition completed. Minor amendments to be made to final version for Council adoption - presented to 24 May 2022 meeting. Adopted July 2022 meeting d) Playground completed. Funded under Stronger Country Communities Fund Round 1. Further works to the playground have been undertaken under SCCF Round2	COMPLETED & REPORTED TO COUNCIL COMPLETED & REPORTED TO COUNCIL B COMPLETED & REPORTED TO COUNCIL

DATE OF MEETING	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
23-Mar-21	17.03/21	Item 15.6 review of Council's Waste Management Operating and Service Delivery Environment	That Council: 1. Receive the reports with modifications as required: (1) USC Uralla Landfill - Site Development Plan V3; (2) USC Bundarra Landfill - Site Development Plan V2; (3) USC Kerbside Waste Collection Services Investigation V4; (4) USC Green Waste - Investigation V1; 2. Design and construct a waste transfer station for BWMF. 3. Terminate landfilling operations at the Bundarra Waste Management Facility (BWMF) to replace with a transfer station. 4. Commence the transportation of waste from Bundarra transfer station to Uralla. 5. Coordinate transfer bin collection routes with Bundarra and Kingstown facility following construction of transfer station. 6. Undertake investigation of options to transport waste to other landfills in the region. 7. Undertake the capping and rehabilitation of closed landfill cells at BWMF. 8. Commence discussions with neighbouring Councils regarding the potential for a region wide waste strategy. 9. Continue kerbside waste collection services for the current locations with current service standards. 10. Continue to address the further points in the reports	MWWS MWWS MWWS MWWS MWWS MWWS MWWS MWWS MWWS		Noted Design contract awarded. Pending Pending construction of waste transfer station at Bundarra Pending construction of waste transfer station at Bundarra Pending construction of waste transfer station at Bundarra Pending construction of waste transfer station at Bundarra Pending construction of waste transfer station at Bundarra Noted. Report for RFQ for wet hire kerbside collections to July meeting. Noted. Tenders accepted by Council for landfill compactor and wheel loader.	COMPLETED & REPORTED TO COUNCIL B A A A A A COMPLETED & REPORTED TO COUNCIL COMPLETED & REPORTED TO COUNCIL
27-Apr-21	26.04/21	Item 15.12 Public Spaces Legacy Program Project	That Council: 1. subject to funding of up to \$2,000,000 under the NSW Public Spaces Legacy Program, undertakes the following projects: a) The Constellations of The South at The Glen, adjacent Rotary Park upgrade and model boating lake, circa \$1,500,000; and b) Fibonacci theme at Pioneer Park circa \$500,000 2. authorise the General Manager to execute the proposed funding deed; 3. undertake further community consultation during the concept and detailed design phases of the projects; 4. Include the operating costs of the new capital works projects as part of development of the Long Term Financial Plan.	MDP MDP MDP CFO-DC		Grant funding is for these 2 projects. Detailed designs approved. Funding deed finalised and signed. Survey complete. Initial concept plans complete and signage being prepared. Public exhibition period complete and public information session conducted on 27 January. These costs have been included in the draft LTFP 2023-2032	B COMPLETED & REPORTED TO COUNCIL COMPLETED & REPORTED TO COUNCIL COMPLETED & REPORTED TO COUNCIL
27-Jul-21	07.07/21	12.2 MAYORAL MINUTE COUNCIL ADVOCACY - RE CLOSURE OF NAB URALLA BRANCH	That Council receive and note the Mayoral Minute regarding the action taken by Uralla Shire Council on behalf of the community in response to notice given by NAB to close Uralla Branch in October 2021 and, noting the closure of the NAB Uralla branch in October 2021, that Council proceed to tender for its banking services	MFIT		Staff have obtained template tender documents that will form the basis of the banking tender. Work will continue on this project over the coming months when replacement finance staff are appointed.	B

DATE OF MEETING	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
26-Oct-21	26.10/21	15.14 Recommendations of Workshop – Upgrades and Beautification of Fuller Park, Bridge Street Uralla	That Council i. Subject to grant funding being secured, approve the upgrades and improvements to Fuller Park, Uralla, as raised in the workshop and noted below: a) Planting of a few trees and removal of selected trees (see photo) \$1,000; b) Garbage bin or plaque relocation – to provide separation distance between the bin and plaque \$300; c) Removal of the 2 large Concrete pots \$500; d) Demolition and removal of the shelter \$500; e) Provision of two additional picnic shelters on the shelter slab \$12,000; f) Information inserts on picnic tables \$2,000; and g) Plaques to be cleaned and relocated together \$300.	IDID		Now funded under SCCF4. Deed signed -project in progress. All works complete except for information inserts on picnic tables - under development and the reinstatement of a three sided bus shelter.	B
22-Feb-22	08.02/22	9.1 15.1 Auditor Presentation on the Annual Financial Statements June 2021	i. That the presentation by the Auditor on the Annual Financial Statements and Auditor's Reports for the year ended 30 June 2021 be accepted, and ii. That Cr O'Connor's questions and answers be included in the March report to Council in reference to the agenda item 15.1 of the February meeting, and iii. That Councillors draft a letter to the Auditor General and Minister regarding the process of Council engagement with the auditor during the preparation of the financial statements prior to adoption by Council.	COUNCILLORS CFO-DC COUNCILLORS		Completed The Audit Office have advised that the questions raised should be put to management in the first instance. As the questions raised do not relate to the conduct of the audit, the Audit Office will not be providing any written responses for inclusion in the business papers. Councillors to provide letter content to Executive Assitant for Mayor's signature.	COMPLETED & REPORTED TO COUNCIL COMPLETED & REPORTED TO COUNCIL A
22-Mar-22	24.03/22	15.12 PROPOSED CHANGES TO REVENUE POLICY FOR SEWER AND TRADE WASTE CHARGES	That Council: 1) Change the wording of the Revenue Policy in relation to non-residential sewer and trade waste charges as follows: a) Sewer Charges – Non-Residential: In accordance with Sections 501 and 502 of the Local Government Act 1993, it is proposed to levy a charge on all non-residential consumers connected to, or capable of being connected to, the Uralla or Bundarra sewer systems for sewerage services, that is the greater of: i) A charge calculated according to Department of Planning, Industry and Environment, Liquid Trade Waste Management Guidelines – 2021 ii) A charge that is equal to the Sewerage Charges – Residential b) Trade Waste Charges: i) In accordance with Sections 501 and 502 of the Local Government Act 1993, it is proposed to levy a charge on all premises classified as dischargers of Liquid Trade Waste as per the Liquid Trade Waste Management Guidelines issued by the NSW Department of Planning Industry and Environment) that are connected to, or capable of being connected to, the Uralla or Bundarra sewer systems, according to Department of Planning, Industry and Environment, Liquid Trade Waste Management Guidelines – 2021 2) Place the revised wording of the Revenue Policy in relation to non-residential sewer and trade waste charges on public exhibition for a minimum of 28 days and, subject to no major objections being received, adopt the revised wording to the Revenue Policy; and	CFO-DC CFO-DC MFI		Public exhibition closed 15 July 2022. No submissions received.	COMPLETED & REPORTED TO COUNCIL COMPLETED & REPORTED TO COUNCIL COMPLETED & REPORTED TO COUNCIL

DATE OF MEETING	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
24-May-22	20.05/22	15.8 DRAFT OPERATIONAL PLAN, BUDGET, REVENUE POLICY AND FEES AND CHARGES FOR 2022-2023	<p>That:</p> <p>1. the Draft Operational Plan 2022-23 including the draft budget, draft revenue policy and draft fees and charges be placed on public exhibition from 25 May 2022 to 22 June 2022 and that any operational considerations and submissions from the public be collated for Council consideration at the 28 June 2022 Ordinary Meeting of Council;</p> <p>2. concurrently, Council vote funds [quantum retained in confidence] to engage an independent financial expert to assist Council with the review of the draft budget to identify any further saving and revenue options for the 2022-23 budget including:</p> <p>a. the forecast fees and charges revenue b. kerbside collections optimum service delivery method c. optimised staffing costs d. retaining services within budget</p> <p>3. the notice for the public exhibition is to advise that Council will be undertaking the above steps both during the public consultation period and in the first quarter of the 2022-23 financial year; and</p> <p>4. that the quantum in part 2 remain in confidence.</p>	MG		Adopted by Council 28/06/2022	COMPLETED & REPORTED TO COUNCIL
				GM		In progress - Consultant attended Finance Advisory Committee 14 June 2022; and FAC 20 September 2022	B
				MG		The Notice was amended as per Council's resolution	COMPLETED & REPORTED TO COUNCIL
				GM			COMPLETED & REPORTED TO COUNCIL
24-May-22	30.05/22	15.16 RECONNECTING REGIONAL NSW GRANT OPPORTUNITY – COMMUNITY EVENTS PROGRAM	<p>I. That Council resolve to submit an application to apply for the allocated \$239,651 Reconnecting Regional NSW – Community Events Program as detailed in the report.</p> <p>II. Should Council be awarded the Reconnecting Regional NSW – Community Events Program:</p> <p>a. the General Manager is authorised to execute the funding deed; and b. Councillor's Burrows, Bower, McMullen and the General Manager (or delegate) form a project steering group to engage with the local community and businesses to identify eligible projects/events.</p>	DCS		Steering Group Meeting held 14 June 2022. Expression Of Interest process completed. Steering Group review of applications Grant funding application submitted Further information provided to support application Waiting outcome of application	B
31-May-22	X14.05/22	9.1 CONFIDENTIAL – SUPPLY AND LAY ASPHALT; VARIOUS ROADS, URALLA SHIRE COUNCIL - AWARD OF TENDER	<p>That Council approve:</p> <p>i. the utilisation of Roadwork Industries Pty Ltd at their Schedule of Rates contract prices to carry-out asphalt works at King Street (Maitland Street to McMahon Street) and Uralla Street (Park Street to Salisbury Street), and to undertake additional asphaltting work around the school crossing upgrades at Park Street and Uralla Street for works up to \$208,240 (Excluding GST);</p> <p>ii. the utilisation of Roadwork Industries Pty Ltd at their Schedule of Rates contract prices to carry-out asphalt works at the school crossings at Park Street, Uralla; Wood Street, Uralla; and Bowline Street, Bundarra; for works up to \$94,622 (Excluding GST); and</p> <p>iii. the deferment of asphaltting of Dangar Street (from Mihi Street to Gostwyck Road) to a future road works program subject to available funding.</p>	MCI		Noted	B
				MCI		Noted	B
				MCI		Noted	COMPLETED & REPORTED TO COUNCIL
7-Jun-22	X02.06/22	8.1 QUARTERLY BUDGET REVIEW STATEMENT – THIRD QUARTER 2021-22 (MARCH 2022)	<p>I. That Council note the third quarter budget review summary for the 2021/22 financial year and adopt the remaining adjustments to budget allocations; and</p> <p>II. That a report be provided on the Uralla Landfill leachate costs of the excess (overflow) transport and monitoring.</p>	CFO-DC			COMPLETED & REPORTED TO COUNCIL
				MWWS		Pending	A

DATE OF MEETING	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
28-Jun-22	29.06/22	15.7 AUDIT RISK AND IMPROVEMENT COMMITTEE REVIEW	<p>i. Council terminate the appointment of the current ARIC independent members; and</p> <p>ii. Council review ARIC performance and define Council's expectations of ARIC in terms of s428A of the Local Government Act, 1993; and</p> <p>iii. That the sitting fees for the Audit Risk and Improvement Committee independent members be reviewed in line with neighbouring Councils; and</p> <p>iv. Council call for expressions of interest for new membership of the Audit Risk and Improvement Committee once the fees have been determined.</p>	GM MG MG MG		<p>Contact made by telephone and followed up with letter by email 30/06/22</p> <p>Update provided in ARIC agenda August 2022</p> <p>Review undertaken - presented in ARIC report</p> <p>Report requesting guidance from ARIC/Council presented in ARIC agenda 11 August 2022; a follow-up report scheduled for the October 2022 Ordinary Council meeting.</p>	<p>COMPLETED & REPORTED TO COUNCIL</p> <p>COMPLETED & REPORTED TO COUNCIL</p> <p>COMPLETED & REPORTED TO COUNCIL</p> <p>B</p>
28-Jun-22	32.06/22	15.10 AUSTRALIA DAY COMMITTEE DRAFT TERMS OF REFERENCE	That Council lay the matter on the table subject to Crs Burrows and Doran providing feedback to management	COUNCILLORS			A
28-Jun-22	35.06/22	15.11 DIVISION DECISION DA-3-3022 SUBDIVISION OF FOUR LOTS INTO SIX LOTS FITZROY STREET URALLA	<p>That Council</p> <p>I. resolve to approve Development Application 3/2022 for a four into six lot subdivision at Fitzroy Street Uralla, being Lots 1-3 and 17 Section 4 DP 759022 subject to the following conditions of consent: listed on pages 338-347 of the Business Agenda 28 June 2022; and</p> <p>II. Confirm the water flow into and under Hill St to require adequate drainage; and</p> <p>III. Council investigate the best mechanism to correct the boundary alignment and house set back on Lot No.152 DP 847705.</p>	MDP MDP MDP			<p>COMPLETED & REPORTED TO COUNCIL</p> <p>COMPLETED & REPORTED TO COUNCIL</p> <p>A</p>
26-Jul-22	10.07/22	15.3 PUBLIC SPACES LEGACY PROGRAM – DETAILED DESIGNS FOR PIONEER PARK AND THE GLEN	<p>That Council adopt the Public Spaces Legacy Program Pioneer Park and The Glen detailed designs and approve the projects proceeding to procurement and construction subject to:</p> <p>a. the separate decision of Council on tree types following discussion with local stakeholders; and</p> <p>b. the conditions of resolution X03.03/22:</p> <p>i. The Glen:</p> <ol style="list-style-type: none"> The model boating lake be established with a long reach excavator, no herbicide to be used; and Establish a panel of community members and councillors to select the Constellation of the South artist within the project budget; and <p>ii. A regular project report be provided to Council.</p>	MDP			B
26-Jul-22	11.07/22	15.4 WORKS PROGRESS REPORT AS AT 30 JUNE 2022	<p>That Council:</p> <p>I. approve the submission of a grant funding application in the revised amount of \$3,942,782 through the Fixing Country Roads Program for the upgrading of three sections of Thunderbolts Way between Uralla and Bundarra; and</p> <p>II. note the report less the attachment for the works completed or progressed during June 2022, and the works programmed for July 2022.</p>	MCI MCI		Noted	<p>B</p> <p>C</p>
26-Jul-22	13.07/22	15.6 CODE OF MEETING PRACTICE JULY 2022	<p>That the draft Code of Meeting Practice with the following amendments</p> <ul style="list-style-type: none"> with the addition of standard clause 8.1: 'At a meeting of the Council, the general order of business is as fixed by resolution of the Council', delete clause 8.2, change clause 4.11 from four days to one day, change clause 5.29 to acknowledge that Councillors can leave the meeting for short periods as appropriate and cameras must be on when speaking or voting, clauses 11.6-9 and 11.13 be omitted, and highlight non-mandatory clauses in red text <p>be placed on public exhibition for a period of no fewer than 42 days, and that if no submissions are received, be adopted.</p>	MG		Report to 27 September 2022 meeting.	C
26-Jul-22	14.07/22	15.7 CAPITAL WORKS WORKING GROUP -	<p>That Council:</p> <p>i. note the Capital Works Working Group 5 July meeting notes;</p>	MCI		Noted	C

DATE OF MEETING	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
		MEETING NOTES	<ul style="list-style-type: none"> ii. not accept any new contracts for civil works unless Council staff are fully tasked; and iii. approach the Local Member the Hon Adam Marshall MP now to request a Variation to the Grant to look at alternate water supply options to progress before the grant timeline expires. 	MCI		Noted	C
				MWWS		The funding deed already provides for a second branch of the project following completion of the groundwater analysis branch: Branch 2: investigate alternative sources other than groundwater (completion date: 19 June 2023)	B
26-Jul-22	17.07/22	15.8 DEVELOPMENT WORKING GROUP –	<p>That Council:</p> <ul style="list-style-type: none"> I. Note the Development Working Group 5 July 2022 meeting notes; and II. Adopt the Open Space Strategy with the inclusion of Mt Mutton walking track and the upgrades to the Rotary Park, Pioneer/Fibonacci Park and The Glen; and III. Provide information on the Open Space Strategy to the Uralla Township and Environs Committee (UTECC) as a resource document; and IV. Review the current state of the Digger Elks Bridge at Alma Park. 	MDP			C
				MDP		In progress	B
				MDP			A
				MCI		In progress	B
26-Jul-22	22.07/22	17.1 CONFIDENTIAL - KERBSIDE WASTE COLLECTION	<p>That Council:</p> <ul style="list-style-type: none"> I. commit in-principle to a preference for a holistic in-house waste management service; and II. extend the current contract for a further six months; and III. undertake a request for tender for two new garbage collection trucks (funding to be determined) IV. commence discussions with neighbouring councils toward a possible joint long-term shared waste services; and V. present Council with a holistic waste services business case. 	MWWS		Noted - for Council determination when considering business case(s) and longer-term strategy.	C
				MWWS			C
				MWWS		Preliminary quotes for trucks being sought to answer Mayor's questions and for further consideration before proceeding to tender.	B
				MWWS		Communications sent to neighbouring councils.	C
				MWWS			A
23-Aug-22	02.08/22	7.1 MINUTES of ORDINARY MEETING OF COUNCIL HELD 26 JULY 2022	AMENDMENTS from Cr Doran to amend resolution 10.07/22 to include full resolution X03.03/22 and delete the words 'MOTION Moved: Cr O'Connor/ Seconded: Cr Petrov'.	EA		Completed	C
23-Aug-22	03.08/22	10.1 DELEGATE REPORT – RURAL SKILLS FORUM HELD 4 AUGUST 2022	<p>That Council receive the report Rural Skills Forum held 4 August 2022 and that councillors:</p> <ul style="list-style-type: none"> I. engage with the community to identify skill shortages in Uralla Shire to enable effective lobbying of State and Federal Politicians; and II. further investigate the potential role and demand for a Country University Centre in Uralla and to report at the September Council meeting. 	COUNCILLORS			B
				COUNCILLORS			A
23-Aug-22	04.08/22	10.2 DELEGATE REPORT – COUNTRY MAYORS ASSOCIATION MEETING HELD 5 AUGUST 2022	<p>That Council:</p> <ul style="list-style-type: none"> I. Receive the report – Country Mayors Association meeting held 5 August 2022; and II. Conduct a public forum to consider the needs and opportunities for social housing in Uralla; and III. Continue to monitor changes to the biodiversity offset scheme and potential effects on Uralla Shire. 	COUNCILLORS		See delegate's progress report to 27 September 2022 meeting.	C
				COUNCILLORS		Preparation has commenced.	B
				COUNCILLORS			A
23-Aug-22	05.08/22	15.1 DA-35-2022 – PORTAL FRAMED ROOF STRUCTURE – 125 BRIDGE STREET URALLA	<p>That Council</p> <ul style="list-style-type: none"> i. note that page 33 of business paper site suitability as 'no' but clarified at the meeting as 'yes'; and ii. approve Development Application 35/2022 for a portal framed roof structure, at 125 Bridge Street (Lot 8 DP 23306) subject to the conditions of consent set out in the Business Paper on pages 24-29. 	MDP			C

DATE OF MEETING	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
23-Aug-22	06.08/22	15.2 SCOPE CHANGE OPTIONS FOR THE REFURBISHMENT OF THE URALLA COURTHOUSE	That Council				
			I. reject the Uralla Courthouse refurbishment project progress contained in report 15.2 to the Ordinary Council Meeting 26 July 2022;	MDP		Noted	C
			II. re-sheet the Courthouse roof with corrugated zincalume unfinished (not painted);	MDP			A
			III. relocate the solar panels from the Courthouse roof to an alternative roof on the same site; and IV. when applying State Environmental Planning Policy (Transport and Infrastructure) 2021 to Council developments, details of the developments be put on public display and neighbours be advised similar to the Development Application process.	MDP		Noted	C
23-Aug-22	10.08/22	15.4 DRAFT ASSET MANAGEMENT PLANS – PLANT AND EQUIPMENT AND TRANSPORT	That Council:				
			I. place the Plant and Equipment Asset Management Plan on public exhibition for 28 days and if no submissions are received adopt the plan; and	IDID		Plant and Equipment Asset Management Plan is on public exhibition until Thursday, 22 September 2022.	B
			II. place the Transport Asset Management Plan on public exhibition for 28 days and represent it to Council for consideration following a councillor workshop (part III of this motion); and	IDID		Transport Asset Management Plan is on public exhibition until Thursday, 22 September 2022.	B
			III. Conduct a councillor workshop on the Transport Asset Management Plan to consider:	IDID		Workshop organised for 11 October 2022	B
			a. current and past expenditure versus funds needed to maintain current service standards;	IDID		Councillor Workshop will be conducted in October 2022. This will allow sufficient time for feedback to come in from the community. The feedback can then be considered at the workshop.	B
			b. priorities of unsealed roads to be upgraded; and c. include levels of service.	IDID IDID			A A
23-Aug-22	13.08/22	15.5 WORKS PROGRESS REPORT AS AT JULY 2022	That Council notes: I. the works that have been completed during the month of July 2022; and II. the works that are programmed to be completed during the month of August 2022; and III. that a report on potential funding options for works on the Tolleys Gully Bridge project completion be provided to Council at the next Council meeting.	MCI		See report to September 27 2022 Ordinary Council Meeting.	C
23-Aug-22	14.08/22	15.6 OPERATIONAL PLAN 2021-22 QUARTERLY PROGRESS REPORT AS AT 30 JUNE 2022	i. That the 2021-22 Operational Plan Progress Report at 30 June 2022 be noted; and ii. organise a workshop to discuss future progress report, format and process.	IDCorpS		Workshop scheduled for 11 October 2022	B

DATE OF MEETING	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
23-Aug-22	15.08/22	15.7 SETTING THE GENERAL ORDER OF BUSINESS – CODE OF MEETING PRACTICE	That the general order of business be set as: 1. Opening and welcome 2. Prayer 3. Acknowledgement of country 4. Webcast information 5. Apologies and applications for a leave of absence by councillors 6. Disclosures and declaration of interests 7. Confirmation of minutes 8. Urgent, supplementary, and late items of business (includes petitions) 9. Public Forum 10. Written reports from delegates 11. Mayoral minute 12. Motions on notice/Questions with notice 13. Reports of committees 14. Reports to council 15. Confidential matters 16. Conclusion of the meeting	EA			C
23-Aug-22	18.08/22	15.8 STRONGER COUNTRY COMMUNITIES FUND – ROUND 5	That Council: I. submit an application to apply for the Stronger Country Communities Fund round five for the allocated \$895,592.67 for the McMaugh Gardens staged masterplan and stage 1 detailed design and construction as detailed in the report; and II. provide letters of support for community groups wishing to apply for the Stronger Country Communities Fund round five total allocation of \$407,087.58; and III. for Council to partner with community groups as the lead applicant where the proposal is for Council owned infrastructure; and IV. should Council be awarded the Stronger Country Communities Fund – Round Five: a. the General Manager is authorised to execute the funding deed; and b. Councillors Bower, Crouch, Burrows and the General Manager (or delegate) will form a project steering group; and c. Monthly reports to Council on progress.	DCS GM DCS GM DCS		Application in progress Application in progress Noted Noted	B B B C B
23-Aug-22	24.08/22	17.1 CONFIDENTIAL REPORT – INDUSTRIAL LAND SUBDIVISION STAGE 1	That Council approve expenditure in accordance with the report (transferred from the industrial land restriction) to obtain an independent valuation of the Council owned industrial land at Rowan Avenue, Uralla in order to provide a range of flexible sale options (as a whole, by stage, for different size blocks) un-serviced.	MDP			B

Department: Corporate Services
Prepared by: Manager Finance and Information Technology
TRIM Reference: UINT/22/11973
Attachments: Council's Investments as at 31 August, 2022
Schedule of loans as at 31 August, 2022

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Strategy: 4.3 An efficient and effective independent local government
Activity: 4.3.1 Operate in a financially compliant manner
Action: 4.3.1.13 Maximise return on investment within the risk parameters provided by the USC Investments Policy 2019.

SUMMARY:

1. Attached is a summary of bank accounts, term deposits, cash management account and investments in structured credit instruments. The investments have been made in accordance with the Act, the Regulations and Council's Investment Policy.

RECOMMENDATION:

That Council note:

- I. The cash position as at 31 July, 2022 consisting of cash and overnight funds of \$3,325,471, term deposits of \$17,050,000 totalling \$20,375,471 of readily convertible funds; and
- II. The loan position as at 31 July, 2022 totalling \$1,698,354
- III. The majority of Council's cash is externally restricted and not available for day to day operational expenditure. The unrestricted cash position as at 30 June, 2022 was forecast to be \$599,000 with the final value to be finalised upon audit of financial statements.

BACKGROUND:

2. In accordance with Regulation 212 of the *Local Government (General) Regulation 2021*, the following report is prepared about monies not currently required for use by Council and invested in forms of investment approved by Order of the Minister.

REPORT:

3. Current term deposits of \$17,050,000 spread over the next twelve months will receive a range of interest from 0.39% to 4.3% with an average rate of 2.03%. Diary of maturing dates and amounts is attached.
4. Council's General Fund bank balances (listed in the attachments) have been reconciled to the bank statement as at 31 August, 2022.

Key issues:

5. The Reserve Bank Board decided to increase the cash rate target by a further 50 basis points to 235 basis points and to increase the interest rate on Exchange Settlement balances by a further 50 basis points to 225 basis points. The Board expects to take further steps in the process of normalising monetary conditions in Australia over the months ahead. The size and timing of future interest rate increases will be guided by the incoming data and the Board's assessment of the

outlook for inflation and the labour market. The change in interest rates has resulted in higher investment returns both now and over the coming year.

Restricted and Unrestricted Cash, Cash Equivalents and Investments

6. Of the amount of cash disclosed in this report, not all of it is available for unrestricted use by Council. Some of it has been set aside to meet external restrictions, being those funds that have been provided for specific purposes such as developer contributions, government grants, loans, water supplies, sewer services and Aged Care Bonds. Some of the cash has also been set aside specifically to cover future commitments that Council has made relating to asset renewals, remediation works or leave provisions.
7. The unrestricted cash position as at 30 June, 2022 was forecast to be \$599,000 and the end-of-financial-year value is still being finalised as part of financial statement preparation.
8. The unrestricted cash position as of 30 June, 2022 will be provided as part of the Cash at Bank report upon completion of audit of the financial statements.

COUNCIL IMPLICATIONS:

9. Community Engagement/ Communication (per engagement strategy)

The report is included in the public agenda for every Ordinary Meeting of Council.

10. Policy and Regulation

Local Government Act 1993

Local Government (General) Regulations 2021

Order of the Minister re Investments

11. Financial (LTFP)

Current and forecast interest rates are an improvement on those budgeted, and should result in a minor increase on projected investment returns in the long term.

12. Asset Management (AMS)

N/A

13. Workforce (WMS)

N/A

14. Legal and Risk Management

The public presentation of this information and Council noting this report is an important part of Council's management of the risk of not maintaining compliance with the Minister's Orders regarding approved investment types and in-turn reduces the risk of future losses on investments.

15. Performance Measures

Adequate return on investment

Positive cash balance

16. Project Management

Manager Finance and Information Technology

Uralla Shire Council Investments at 31 August, 2022
--

Cash at Bank – Operating Accounts:

Institution	Account	Bank Statement
National Australia Bank	Main Account	\$1,350,847.16
National Australia Bank	Trust Account	\$31,296.33
Regional Australia Bank	USC	\$26,268.94
Term deposit interest accounts	USC	\$4,464.53
Total		\$1,412,876.96

Business Investment (Cash Management) Account

Institution	Interest rate	Balance
Professional Funds	0.15% above RBA cash rate	\$1,909,518.78
Total		\$1,909,518.78

Term Deposits:				
Institution	Term	Interest rate	Maturity	Balance
Commonwealth Bank	12 months	0.41%	6/09/2022	\$500,000.00
Commonwealth Bank	12 months	0.39%	15/12/2022	\$1,000,000.00
National Australia Bank	10 months	0.47%	15/12/2022	\$500,000.00
National Australia Bank	12 months	0.40%	19/12/2022	\$700,000.00
Suncorp	12 months	0.50%	28/12/2022	\$1,300,000.00
Commonwealth Bank	6 months	3.22%	29/12/2022	\$500,000.00
National Australia Bank	6 months	2.95%	1/02/2023	\$500,000.00
Bank of Queensland	11 months	0.70%	10/02/2023	\$800,000.00
National Australia Bank	7 months	2.25%	15/03/2023	\$500,000.00
Commonwealth Bank	12 months	0.55%	31/03/2023	\$1,350,000.00
National Australia Bank	11 months	0.92%	22/04/2023	\$500,000.00
Bank of Queensland	12 months	0.90%	15/05/2023	\$800,000.00
Westpac Banking Corporation	9 months	3.36%	23/05/2023	\$1,000,000.00
National Australia Bank	12 months	1.60%	31/05/2023	\$600,000.00
Suncorp	12 months	0.85%	2/06/2023	\$500,000.00
Westpac Banking Corporation	11 months	3.78%	15/06/2023	\$1,000,000.00
National Australia Bank	12 months	2.75%	20/06/2023	\$1,000,000.00
Bank of Queensland	12 months	3.15%	20/07/2023	\$500,000.00
Suncorp	12 months	2.00%	16/08/2023	\$500,000.00
Commonwealth Bank	12 months	4.15%	15/06/2023	\$1,000,000.00
Commonwealth Bank	12 months	4.30%	20/06/2023	\$1,000,000.00
Commonwealth Bank	12 months	3.92%	16/08/2023	\$1,000,000.00
Total				\$17,050,000.00

The above Term Deposit has been updated to reflect correct term as at 29/09/2022

Uralla Shire Council Loans at 31 August, 2022
--

Loans:		
Loan no.	Purpose	Balance
165	MGH Property	\$30,608.32
168	Community Centre	\$8,805.23
176	Library Extensions	\$52,210.27
177	Grace Munro Centre	\$41,806.50
187	Undergrounding Power and Main Street Upgrade	\$73,935.43
188	Paving and Power Undergrounding	\$21,837.37
189	Bridge Construction	\$162,140.87
190	Bridge construction & industrial land development	\$1,307,010.26
Total		\$ 1,698,354.25

15 CONFIDENTIAL MATTERS



15.1 CONFIDENTIAL – AWARD OF TENDER FOR PIONEER PARK REFURBISHMENT

Department:	Infrastructure and Development	
Prepared by:	Manager of Development and Planning	
TRIM Reference:	UINT/22/11017	
Attachments:	UINT/22/11523	1. Confidential - Tender
	UINT/22/11524	2. Confidential - Procurement Assessment Rating Form

This report is presented to the **CLOSED** section of the **27 September 2022 Council meeting** under section 10A (2)(d)(i) of the Local Government Act (NSW) 1993.

- (1) A council, or a committee of the council of which all the members are councillors, may close to the public so much of its meeting as comprises:
- (a) the discussion of any of the matters listed in subclause (2), or
 - (b) the receipt or discussion of any of the information so listed.
- (2) The matters and information are the following:
- (d) commercial information of a confidential nature that would, if disclosed:
 - (i) prejudice the commercial position of the person who supplied it.

Reason for closing the agenda item: competitive procurement process.

16 COMMUNICATION OF COUNCIL DECISIONS

17 CONCLUSION OF THE MEETING

END OF BUSINESS PAPER