



## **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.

### **BUDGET REVIEW & FINANCE**

### **COMMITTEE MEETING**

**15 March 2022**

**Commencing at 9:30am**

Kate Jessep  
**GENERAL MANAGER**

UINT/22/2854

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**1 OPENING & WELCOME**

**2 PRAYER**

**3 ACKNOWLEDGEMENT OF COUNTRY**

**4 WEBCAST INFORMATION**

**5 APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS**

**6 DISCLOSURES & DECLARATIONS OF INTEREST**

To be tabled at the Meeting.

**7 CONFIRMATION OF MINUTES**

7.1 BUDGET REVIEW & FINANCE COMMITTEE MEETING OF COUNCIL HELD 14  
SEPTEMBER 2021



## MINUTES

### Budget, Review and Finance Committee Meeting

14 September 2021 – 12:30pm Council Chambers

**Attendees:**

Mayor (Cr M Pearce)

Deputy Mayor (Cr I Strutt)

Cr M Dusing

Cr R Crouch

Cr N Ledger

Cr L Sampson (arrived at 12:34 via Zoom)

Cr T Toomey

Cr T O'Connor

Cr R Bell

General Manager – Ms K Jessep

Chief Financial Officer/Director Corporate Services – Mr S Paul

Director, Infrastructure of Development – Mr T Seymour

Director Community Services – Ms C Valencius

Manager Governance - Ms N Heaton

Manager Planning & Development – Mr M Clarkson

Communications Officer – Ms H McElnea

Minute Clerk – Ms W Westbrook

**Apologies: nil**

U/INT/21/1154

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UNCONFIRMED

## 1 OPENING AND WELCOME

The Chair declared the meeting open at 12:30pm.

## 2 PRAYER

The Chair read the prayer.

## 3 ACKNOWLEDGEMENT OF COUNTRY

The Chair acknowledged Country and Elders past and present.

## 4 WEBCAST INFORMATION

The Chair advised that the meeting is audio recorded and the recording is made available on Council's website after the meeting.

## 5 APOLOGIES, REQUESTS FOR LEAVE OF ABSENCE AND OBSERVERS

The Chair advised there were no applications for leave of absence received and noted Cr Sampson's absence. (Cr Sampson joined the meeting via Zoom at 12:34pm).

MOTION Moved: Cr Strutt / Seconded: Cr Toomey

That an apology be accepted from Cr Sampson.

For: Crs Dusting, Ledger, Strutt, Pearce, Crouch, Toomey, Bell, O'Connor

Against: NIL

Absent: Cr Sampson

BRFC01.09/21 CARRIED

## 6 DISCLOSURE AND DECLARATIONS OF INTEREST

There were no disclosure or declarations.

## 7 CONFIRMATION OF MINUTES

7.1 Minutes from the 8 June 2021 Budget Review & Finance Committee Meeting.

Minutes of, Budget, Review and Finance Committee Meeting held 8 June 2021 and the chair called for any amendments.

There were no amendments requested by Councillors.

MOTION Moved: Cr Strutt / Seconded: Cr Crouch

That Council adopt the minutes of the Budget, Review and Finance Committee meeting held 8 June 2021 as a true and correct record.

For: Crs Dusting, Ledger, Strutt, Pearce, Crouch, Toomey, Bell, O'Connor

Against: NIL

Absent: Cr Sampson

BRFC02.09/21 CARRIED

## 8 URGENT, SUPPLEMENTARY AND LATE ITEMS OF BUSINESS

NIL

12:34pm Cr Sampson joined the meeting via Zoom

## 9 REPORTS

### 9.1 PREPARATION OF DRAFT FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

MOTION Moved: Cr Ledger / Seconded: Cr Strutt  
That the report be received.

For: Crs Dusting, Ledger, Sampson, Strutt, Pearce, Crouch, Toomey, Bell, O'Connor

Against: Nil

Absent: Nil

BRFC03.09/21 CARRIED

## 10 CONFIDENTIAL BUSINESS

NIL

## 11 NEXT MEETING

Date of next BRFC meeting is 9 November 12:30pm.

## 12 MEETING CLOSED

Meeting closed at 12:40pm

## 13 CONFIRMATION OF MINUTES

COUNCIL MINUTES CONFIRMED BY:	
RESOLUTION NUMBER:	
DATE:	
CHAIR:	Mayor, Cr Michael Pearce
Presented to Council	27 September 2021 Ordinary Meeting

## 8 URGENT, SUPPLEMENTARY AND LATE ITEMS OF BUSINESS

Nil

## 9 REPORTS



### 9.1 TERMS OF REFERENCE FOR FINANCE ADVISORY COMMITTEE AND WORKING GROUPS

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<b>Department:</b>	Infrastructure & Development
<b>Prepared by:</b>	Manager Governance
<b>TRIM Reference:</b>	UINT/22/1493
<b>Attachments:</b>	UINT/22/2559 – Cr Crouch’s TOR UINT/22/1499 – Finance Advisory Committee TOR UINT/22/2561 – Development Working Group TOR UINT/22/2600 – Capital Works Working Group TOR

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#### LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

<b>Goal:</b>	4.2	An effective and efficient organisation that operates in a financially responsible and sustainable manner
<b>Strategy:</b>	4.2.2	Operate in a financially responsible and sustainable manner

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#### SUMMARY:

1. The purpose of this report is to recommend that the Committee dissolve the Budget Review and Finance Committee and constitute a Finance Advisory Committee with two working groups.

#### RECOMMENDATION:

**That the Budget Review and Finance Committee recommend to Council that:**

- I. **The Budget Review and Finance Committee be dissolved; and**
- II. **That the Finance Advisory Committee be constituted; and**
- III. **That the Terms of Reference for the Finance Advisory Committee, the Development Working Group and the Capital Works Working Group be placed on public exhibition for 28 days; and**
- IV. **If no submissions are received, that the Terms of Reference for the Finance Advisory Committee, the Development Working Group and the Capital Works Working Group be adopted.**



## REPORT:

2. On 18 October 2018 Council resolved the following:  
*Form a Budget Review and Finance Committee to examine Council's financial position and undertake a detailed review of Council's budget and expenditure. This committee to:*
- a. Be tasked with examining Council's budget and service delivery to keep the budget in surplus;*
  - b. Focus on key Council functions and clearly identify options to service level delivery and operating procedures necessary to support (a);*
  - c. Scrutinise discretionary expenditure, including cost benefit analyses as appropriate for recommendation to Council;*
  - d. Be a Committee of the whole;*
  - e. Meet monthly or more frequently if determined by the Committee; and*
  - f. Be chaired by a Councillor.*
- (Minute Number X4.10/18)

On 30 October 2018 the following was resolved:

*Modify resolution X4.10/18 by removing "2(e) Meet monthly or more frequently if determined by the Committee" and replacing it with "2(e) Meet monthly or as required by the Committee"*  
(Minute Number 21.10/18)

3. On 24 December 2021, Council resolved the following:  
*That council establish three (3) further committees as: 1. Financial advisory committee 2. Development advisory committee 3. Capital works advisory committee*  
(Minute Number 11.12/21)
4. A draft Terms of Reference document was provided by Councillor Crouch and can be found within the attachments.
5. The purpose and function of the draft submitted by Councillor Crouch has been included in a template document for the Finance Committee, Capital Works Working Group and the Development Committee. The Development Committee's proposed purpose and functions has been extended to include economic development.
6. The function of the Advisory Committee and each working groups has a linkage to the strategic objective(s) in the Community Strategic Plan 2022 – 2031.

## CONCLUSION:

7. It is recommended that Council dissolve the Budget Review and Finance Committee and establish the Advisory Committee and two working groups by placing the Terms of Reference on public exhibition and, if no submissions are received, adopting the Terms of Reference.

## COUNCIL IMPLICATIONS

8. **Community Engagement/Communication**  
The function of the Advisory Committee and each working groups has a linkage to the strategic objective(s) in the Community Strategic Plan 2022 – 2031.

That the Terms of Reference for the Finance Committee be placed on public exhibition for a period of 28 days.

**9. Policy and Regulation**

*Local Government Act 1993 (NSW) s355(b)*  
Community Engagement Policy 2014  
Community Engagement Strategy 2017

**10. Financial/Long Term Financial Plan**

1. To advise Council on budget initiatives necessary to achieve a break even or surplus position for its overall budget plans for annual budget and long term financial plan
2. Focus on Council's core services and clearly identify options to service level delivery necessary to support 1.
3. To advise Council on the development of a sustainable long term financial plan
4. To oversee Council's month on month budget position and advise Council on any necessary actions to meet Council's needs and objectives.
5. Additional costs will be incurred through higher staffing levels to support the provision of information pertaining to financial reporting and other committee objectives.

**11. Asset management/Asset Management Strategy**

The Advisory Committee and working groups are intended to support the development and implementation of Councils asset management strategy.

**12. Workforce/Workforce Management Strategy**

The Committee and Working Groups will be supported by the General Manager and key staff as well as administrative support when required.

**13. Legal and Risk Management**

Council's financial sustainability has been reported to be a high risk for Council. The Finance Advisory Committee and Working Groups are intended to assist Council to manage this risk.

**14. Performance Measures**

That Council achieve a financial break even or better result.

**15. Project Management**

General Manager

*Cr Crouch draft*

## **COUNCIL ADVISORY COMMITTEES**

### **Terms of Reference**

#### **CAPITAL WORKS ADVISORY COMMITTEE**

Terms of reference for The Uralla Shire Capital Works Advisory Committee, established under section 260 of the Local Government (General) Regulation 2005 (NSW) as approved by Council resolution \_\_\_\_\_.

The Uralla Shire Capital Works Advisory Committee has been established to advise Council on aspects related to its purpose as defined below. The Committee has no delegated decision-making authority and is not a decision-making body of Council. The primary function of the committee is to enable detailed analyses of Council functions related to its defined purpose within a local context.

#### **Short Description**

To advise Council on the adoption and regular updating of Asset Management Plans, to ensure the Plant Replacement Program is appropriate to Council's current and anticipated needs, the Plant Fund is balanced, and to ensure priority capital works projects are driven by effective and broad ranging community input.

#### **Delivery Program and Operational Plan Alignment**

- Communities that are well serviced with essential infrastructure
- A safe and efficient network of arterial roads and supporting infrastructure; town streets, footpaths and cycleways are adequately interconnected and maintained
- An effective and efficient organisation.

#### **Function**

1. To provide advice to Council on the development of strategies to ensure the effective maintenance and enhancement of Council's infrastructure
2. To oversight the annual updating of Council's Asset Management Plans ensuring they are informed by our community needs
3. To review Council's Plant Replacement Program and advise Council on the appropriateness to meet Councils needs

#### **Committee Composition**

The Uralla Shire Capital Works Advisory Committee, is to consist of a chair (elected by the Council) and two Councillors. All Councillors may attend committee meetings, provide and speak to agenda items, and speak for or against a motion at meetings. Voting, if necessary, is limited to the committee members.

Senior staff responsible for the area of the Community and Strategic Plan with which the committee is aligned will be required to attend to provide advice to the committee.

## **FINANCE ADVISORY COMMITTEE**

Terms of reference for The Uralla Shire Finance Advisory Committee, established under section 260 of the Local Government (General) Regulation 2005 (NSW) as approved by Council resolution \_\_\_\_\_.

The Uralla Shire Finance Advisory Committee has been established to advise Council on aspects related to its purpose as defined below. The Committee has no delegated decision-making authority and is not a decision-making body of Council. The primary function of the committee is to examine Council's financial position and advise Council on Council's budget and expenditure.

### **Short description**

To oversight the budget to ensure the aspirations of Council are achieved in an equitable, community supported manner focussing on the delivery of core services as effectively as possible.

### **Delivery Program and Operational Plan Alignment**

- An effective and efficient organisation that operates in a financially responsible and sustainable manner

### **Function**

1. To advise Council on budget initiatives necessary to achieve a break even or surplus position for its overall budget plans for 1, 5 and 10 years
2. Focus on Council's core services and clearly identify options to service level delivery and operating procedures necessary to support 1.;
3. To advise Council on the development of a sustainable long term financial plan
4. To oversight Council's month on month budget position and advise Council on any necessary actions to meet Councils needs and objectives

### **Committee Composition**

The Uralla Shire Finance Advisory Committee, is to be a committee of the whole. If the mayor does not wish to chair the Committee, then a chair be elected by the Council [s267 (b) of the Local Government (General) Regulation 2005].

Senior staff responsible for the area of the Community and Strategic Plan with which the committee is aligned will be required to attend to provide advice to the committee

## **DEVELOPMENT ADVISORY COMMITTEE**

Terms of reference for The Uralla Shire Development Advisory Committee, established under section 260 of the Local Government (General) Regulation 2005 (NSW), as approved by Council resolution \_\_\_\_\_.

The Uralla Shire Development Advisory Committee has been established to advise Council on aspects related to its purpose as defined below. The Committee has no delegated decision-making authority and is not a decision-making body of Council. The primary function of the committee is to enable detailed analyses of Council functions related to its defined purpose.

### **Short Description**

To oversight a fair, equitable, transparent and consistent approvals process, to engage with our community on major (>\$1M) and/or controversial developments, and assist prospective developers to engage with Uralla Shire Council.

### **Delivery Program and Operational Plan Alignment**

- An attractive environment for business, tourism and industry
- Growing diversified employment, education and tourism opportunities

### **Function**

1. To oversight a fair, equitable, transparent and consistent approvals process
2. To advise council on community engagement with major and/ or controversial developments
3. To advise council on council's response to SEARS for Regional and State significant projects
4. To advise Council on engagement with prospective developers to promote Uralla Shire

### **Committee Composition**

The Uralla Shire Development Advisory Committee, is to consist of a chair (elected by the Council) and two Councillors. All Councillors may attend committee meetings, provide and speak to agenda items, and speak for or against a motion at meetings. Voting, if necessary, is limited to the committee members.

Senior staff responsible for the area of the Community and Strategic Plan with which the committee is aligned will be required to attend to provide advice to the committee.



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### INFORMATION ABOUT THIS DOCUMENT

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<b>Related Legislation</b>	<i>Local Government Act 1993 (NSW)</i> <i>Local Government (General) Regulation 2021 (NSW)</i>
<b>Related Policies</b>	Uralla Shire Council Code of Conduct Uralla Shire Council Code of Meeting Practice Enterprise Risk Management Framework Policy 2020
<b>Related Procedures/ Protocols, Statements, documents</b>	

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## 1. Establishment

- 1.1 The Finance Advisory Committee (hereafter “the Committee”) is established under section 355(b) of the *Local Government Act 1993* (NSW) pursuant to Council resolution **XX.XX/XX** made **[Council Meeting date] 2022**.

## 2. Purpose and Objectives

- 2.1 Oversee the financial aspirations of Council in an equitable, community supported manner focussing on the delivery of core services as effectively as possible.

## 3. Term of Committee

- 3.1 The term of office for all Committee members will be for the term of the Council.

## 4. Functions and Duties

- 4.1 The functions of the Committee are to:
- 4.1.1 To advise on budget initiatives necessary to achieve a break even or surplus position for its overall budget plans including the annual budget and the long term financial plan.
  - 4.1.2 To focus on Council’s core services and clearly identify options to service level delivery necessary to support 4.1.1;
  - 4.1.3 To advise on the development and adoption of a sustainable Long Term Financial Plan;
  - 4.1.4 To oversee the month on month budget position and advise Council on any necessary actions to meet Council’s needs and objectives.
  - 4.1.5 Review recommendations presented by the Development Working Group and the Capital Works Working Group.  
(*CSP: We are a prosperous and well-governed community*)

## 5. Membership

- 5.1 The Committee is a Committee of the Whole. The membership shall consist of all elected members.
- 5.2 The General Manager and/or delegate(s) (as relevant to the agenda) will attend Committee meetings but will have no voting powers.
- 5.3 The Committee shall invite and/or permit other persons to attend Committee meetings as relevant to the agenda. These persons include, but are not limited to:
- 5.3.1.1 Representatives of Council’s external and internal auditors; and
  - 5.3.1.2 External subject matter experts.

## **6. Roles and Responsibilities**

- 6.1 The Committee has no executive powers, except those expressly provided by Council.
- 6.2 The responsibilities of the Members of the Committee are outlined below:
  - 6.2.1 Understand the relevant legislative and regulatory requirements appropriate to Council and particularly related to financial matters;
  - 6.2.2 Contribute the time needed to study and understand the relevant documentation and briefing materials provided;
  - 6.2.3 Apply good analytical skills, objectivity and good judgment;
  - 6.2.4 Express opinions frankly and respectfully, ask questions that go to the fundamental core of issues;
  - 6.2.5 Contribute to the debate so that the Committee can resolve strategic, implementable, recommendations to Council; and
  - 6.2.6 Comply with Council's Code of Conduct.
- 6.3 Meeting Procedure
  - 6.3.1 At least four meetings will be held each year with additional meetings scheduled as required to support preparation of each year's annual budget, long term financial plan preparation and review and annual financial statements.
  - 6.3.2 A meeting will be limited to a maximum of four hours' duration unless the Committee resolves to continue the meeting until a later time or the completion of business.
  - 6.3.3 The Minutes of the Committee will be confirmed and adopted by resolution of that Committee passed at a subsequent meeting of that Committee.
  - 6.3.4 The recommendations arising at Committee meetings are to be submitted to Council for consideration. As a Committee of the Whole such recommendations would normally be adopted; however, remain subject to a formal resolution of Council being made.
  - 6.3.5 The Uralla Shire Council Code of Meeting Practice applies to the meeting procedures of the Committee.

## **7. Code of Conduct and Conflict of Interest**

- 7.1 The Uralla Shire Council Code of Conduct applies to all Committee members.

## **8. Assessment**

- 8.1 The Chair of the Committee will initiate a review of the performance of the Committee at least once every two years. The review will be conducted with appropriate input from Council management and any other relevant stakeholders.

## **9. Limitation of Powers**

- 9.1 The Committee must not do anything or allow any person acting under its direction to do anything contrary to the interest of Council. For the purposes of this sub-clause, this includes but is not limited to, prohibiting the following:
- 9.1.1 Acting contrary to legislation and/or Council's policies;
  - 9.1.2 Advising any person that they may have a legal right or action against Council or any Council Official;
  - 9.1.3 Making any admission of liability or accepting liability on behalf of Council or the Committee;
  - 9.1.4 Acting contrary to Council's Code of Conduct;
  - 9.1.5 Acting outside the limits of the Committee's delegation; and
  - 9.1.6 Acting or presenting the Committee as independent of Council.

## **10. Operational Support**

- 10.1 Uralla Shire Council will support the Committee through the provision of:
- 10.1.1 A meeting place; and
  - 10.1.2 Secretariat support.

## **11. Alteration of Terms of Reference and Committee Dissolution**

- 11.1 These Terms of Reference may only be altered by Council resolution.
- 11.2 The Council may, at any time and either at its own initiative or upon request of the Committee, alter, delete, or add provisions to these Terms of Reference.
- 11.3 The Council may end the term of the Committee, by resolution to dissolve the Committee at its discretion.

## **12. Interpretation**

- 12.1 Any ambiguity or difficulty in interpretation of these Terms of Reference shall be referred to the Council for direction.

## **13. Dispute Resolution**

- 13.1 Where the Committee is unable to reach a determination on any issue, the Committee must refer that issue to the Chairperson for determination.
- 13.2 Where the Committee resolves that it is dissatisfied with the resolution of that dispute by the Chairperson it may, by notice in writing, request the General Manager review the issue.



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<b>Related Procedures/ Protocols, Statements, documents</b>	

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## **1. Establishment**

- 1.1 The Capital Works Working Group (hereafter “the Working Group”) is established pursuant to Council resolution XX.XX/XX made [Council Meeting date] 2022.
- 1.2 The Working Group reports to the Finance Advisory Committee.

## **2. Purpose and Objectives**

- 2.1 The Working Group has a strategic focus on issues and opportunities that are relevant across the Shire. It:
  - 2.1.1 Provides advice on the development of strategies for the effective maintenance and enhancement of Council’s infrastructure;
  - 2.1.2 Provides information for the Asset Management Plans (AMP) so that the AMPs align with the community’s needs; and
  - 2.1.3 Provides advice on Council’s Plant Replacement Program to align with the Operational Plan, Delivery Program and Long Term Financial Plan.

## **3. Term of Working Group**

- 3.1 The term of the Working Group will be reviewed within twelve months of its establishment.

## **4. Delegations**

- 4.1 The Working Group cannot make decisions on functions as set out in Section 377(1) of the Local Government Act 1993. The Council has not delegated any of its powers to the Working Group. Accordingly, all decisions of the Working Group will constitute recommendations to Council through the Finance Advisory Committee.

## **5. Functions and Duties**

- 5.1 The functions of the Working Group are to:
  - 5.1.1 Review the AMP and relevant strategies so that the Shire’s community is well serviced with essential services (*CSP: We drive the economy to support prosperity*)

## **6. Membership**

- 6.1 The membership shall consist of:
  - 6.1.1 Three Councillors
  - 6.1.2 The General Manager and/or delegate
- 6.2 Through the General Manager, key staff may be invited.

## **7. Roles and Responsibilities**

- 7.1 The Working Group has no executive powers, except those expressly provided by Council.
- 7.2 The responsibilities of the Members of the Working Group are outlined below:
  - 7.2.1 Understand the relevant legislative and regulatory requirements appropriate to Council;
  - 7.2.2 Contribute the time needed to study and understand the relevant documentation and briefing materials provided;
  - 7.2.3 Apply good analytical skills, objectivity and good judgment;
  - 7.2.4 Express opinions frankly and respectfully, ask questions that go to the fundamental core of issues; and
  - 7.2.5 Comply with Council's Code of Conduct.

## **8. Meeting Procedure**

- 8.1 Meeting will be held at least quarterly. The date, time and scheduling is to be agreed by the members.
- 8.2 A meeting will be limited to a maximum of two hours' duration unless the Working Group resolves to continue the meeting until a later time or the completion of business.
- 8.3 The General Manager is responsible for keeping notes as a record of the meeting.
- 8.4 Recommendations arising at Working Group meetings are to be submitted to the Finance Advisory Committee for consideration.

## **9. Quorum**

- 9.1 The quorum required for a meeting to commence will be a majority of current voting members (ie two members). A Working Group meeting will be adjourned and rescheduled if there is no quorum present within 15 minutes.

## **10. Operational Support**

- 10.1 Uralla Shire Council will support the Working Group through the provision of:
  - 10.1.1 A meeting place; and
  - 10.1.2 Secretariat support.



## **11. Alteration of Terms of Reference and Working Group Dissolution**

- 11.1 These Terms of Reference may only be altered by Council resolution.
- 11.2 The Council may, at any time and either at its own initiative or upon request of the Working Group, alter, delete, or add provisions to these Terms of Reference.
- 11.3 The Council may, by resolution, terminate the term of the Working Group at its discretion.

## **12. Interpretation**

- 12.1 Any ambiguity or difficulty in interpretation of these Terms of Reference shall be referred to the Council for direction.

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### INFORMATION ABOUT THIS DOCUMENT

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<b>Related Procedures/ Protocols, Statements, documents</b>	

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## **1. Establishment**

- 1.1 The Development Working Group (hereafter “the Working Group”) is established pursuant to Council resolution XX.XX/XX made [Council Meeting date] 2022.
- 1.2 The Working Group reports to the Finance Advisory Committee.

## **2. Purpose and Objectives**

- 2.1 The Working Group has a strategic focus on issues and opportunities that are relevant across the Shire to:
  - 2.1.1 Support the promotion of Uralla Shire based businesses and industries to broader markets;
  - 2.1.2 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
  - 2.1.3 Contribute to Council’s strategic and business planning process.

## **3. Term of Working Group**

- 3.1 The term of the Working Group will be reviewed within twelve months of its establishment.

## **4. Delegations**

- 4.1 The Working Group cannot make decisions on functions as set out in Section 377(1) of the Local Government Act 1993. The Council has not delegated any of its powers to the Working Group. Accordingly, all decisions of the Working Group will constitute recommendations to Council through the Finance Advisory Committee.

## **5. Functions and Duties**

- 5.1 The functions of the Working Group are to:
  - 5.1.1 Provide advice on the engagement with the community for major, and/or controversial developments;
  - 5.1.2 Promote sustainable community economic development opportunities;
  - 5.1.3 Provide advice and support to the Council in its economic and social initiatives including but not limited to:
    - 5.1.3.1 Providing advice in upholding a safe, active and healthy Shire (CSP: *We have an accessible, inclusive and sustainable community*);

- 5.1.3.2 Promoting the diverse and creative culture that celebrates Uralla Shire Council's history (*CSP: We have an accessible, inclusive and sustainable community*);;
- 5.1.3.3 Recommending improvements relating to accessibility and equity of services(*CSP: We have an accessible, inclusive and sustainable community*);
- 5.1.3.4 Investigating options for social and affordable housing within the Shire (*CSP: We have an accessible, inclusive and sustainable community*);
- 5.1.3.5 Providing input into Economic Development marketing materials (*CSP: We drive the economy to support prosperity*);
- 5.1.3.6 Promoting job creation and business retention materials (*CSP: We drive the economy to support prosperity*); and
- 5.1.3.7 Exploring opportunities for strengthening the Shire's business base including marketing and partnership initiative materials (*CSP: We drive the economy to support prosperity*).
- 5.1.4 Provide advice and recommendations with respect to relevant strategic planning matters to assist Council's decision making for the community of Uralla Shire.

## **6. Membership**

- 6.1 The membership shall consist of:
  - 6.1.1 Three Councillors
  - 6.1.2 The General Manager and/or delegate
- 6.2 Through the General Manager, key staff may be invited.

## **7. Roles and Responsibilities**

- 7.1 The Working Group has no executive powers, except those expressly provided by Council.
- 7.2 The responsibilities of the Members of the Working Group are outlined below:
  - 7.2.1 Understand and abide by the relevant legislative and regulatory requirements appropriate to Council;
  - 7.2.2 Contribute the time needed to study and understand the relevant documentation and briefing materials provided;
  - 7.2.3 Apply good analytical skills, objectivity and good judgment;
  - 7.2.4 Express opinions frankly and respectfully, ask questions that go to the fundamental core of issues; and

7.2.5 Comply with Council's Code of Conduct.

## **8. Meeting Procedure**

- 8.1 Meeting will be held at least quarterly. The date, time and scheduling is to be agreed by the members.
- 8.2 A meeting will be limited to a maximum of two hours' duration unless the Working Group resolves to continue the meeting until a later time or the completion of business.
- 8.3 The General Manager is responsible for keeping notes as a record of the meeting.
- 8.4 Recommendations arising at Working Group meetings are to be submitted to the Finance Advisory Committee for consideration.

## **9. Quorum**

- 9.1 The quorum required for a meeting to commence will be a majority of current voting members (ie two members). A Working Group meeting will be adjourned and rescheduled if there is no quorum present within 15 minutes.

## **10. Operational Support**

- 10.1 Uralla Shire Council will support the Working Group through the provision of:
  - 10.1.1 A meeting place; and
  - 10.2 Secretariat support.

## **11. Alteration of Terms of Reference and Working Group Dissolution**

- 11.1 These Terms of Reference may only be altered by Council resolution.
- 11.2 The Council may, at any time and either at its own initiative or upon request of the Working Group, alter, delete, or add provisions to these Terms of Reference.
- 11.3 The Council may, by resolution, terminate the term of the Working Group at its discretion.

## **12. Interpretation**

- 12.1 Any ambiguity or difficulty in interpretation of these Terms of Reference shall be referred to the Council for direction.

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**Department:** Corporate Services  
**Prepared by:** Chief Financial Officer / Director Corporate Services  
**TRIM Reference:** UINT/22/3117  
**Attachment:** UINT/22/3119 Budget Report 2022-23 version 1

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**LINKEAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

**Goal:** 4 An effective and efficient Organisation  
**Strategy:** 4.2.2 Operate in a financially sustainable manner

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**SUMMARY:**

1. The purpose of this report is to enable the Budget Review and Finance Committee to undertake a review of the first draft of the 2022-23 budget and provide direction for the development of version 2.
2. The attached papers provide an overview of the parameters used to draft version 1.
3. Following this meeting, preparation of version 2 of the budget, the draft work force management strategy, fees and charges and asset management plans will proceed for consideration at the next meeting of the Committee proposed for 12 April 2022.

**RECOMMENDATION:**

- I. **That the Budget Review and Finance Committee consider the version 1 draft 2022-23 budget at the meeting including the following areas:**
  - a. **Budget parameters**
  - b. **Significant changes**
  - c. **Each service area, including:**
    - i. **Changes to fixed operating costs**
    - ii. **Changes to forecast revenue**
    - iii. **Budget bids; community grants/donations; roads funding and expenditure; and capital expenditure.**
- II. **That the Budget Review and Finance Committee request version 2 of the draft 2022-23 budget include the following adjustments:**
  - a. <<<to be inserted at the meeting>>>

**REPORT:**

4. Preparation of the draft budget is part of the process to develop the suite of integrated planning and reporting (IP&R documents) by 30 June 2022. This process is particularly large in the first year of a term of Council and normally commences in October following the Council elections. As Council is aware, the 2020 local government elections were delayed by a year and three months.



5. The draft Community Strategic Plan has been prepared and is currently on public notice.
6. The following draft documents have been circulated for councillor input and are scheduled for consideration by Council at the March ordinary meeting for public exhibition:
  - a. draft Asset Management Policy
  - b. draft Asset Management Strategy
  - c. draft Transport Asset Management Plan
  - d. draft Plant and Equipment Asset Management Plan
7. Development of other draft asset management plans is ongoing, dependent on available resources.
8. Attached to this report is the Budget Report 2022-23 version 1 including:
  - a. Works Funding report
  - b. Capital expenditure
  - c. Draft Consolidated Income Statement before capital grants
  - d. Draft Consolidated Income Statement including capital grants
  - e. Draft Income Statement before capital grants – General Fund
  - f. Draft Income Statement before capital grants – Water Fund
  - g. Draft Income Statement before capital grants – Sewer Fund
  - h. Draft Income Statement before capital grants – McMaugh Gardens Fund
  - i. Draft Consolidated Income Statement before capital grants – High Level Income & Expenditure
  - j. Budget Bids
  - k. Budget Bids – Waste Water and Sewer
9. In order to review the draft budget and provide direction for the development of draft version 2, it is recommended that the Committee workshop the following:
  - a. Budget parameters
  - b. Significant changes
  - c. Each service area, including:
    - i. Changes to fixed operating costs
    - ii. Changes to forecast revenue
    - iii. Budget bids; community grants/donations; roads funding and expenditure; and capital expenditure.
10. Should the Committee need to discuss aspects of service areas that relate to employee positions and/or proposed contract amounts, it is recommended that the Committee move into closed session under s10A of the *Local Government Act 1993 (NSW)* (1) (a) and (2) (a)(c) and/or (i).

11. It is proposed that the next Committee meeting be scheduled for 12 April 2022 to consider:
  - a. Draft Budget 2022-23 version 2
  - b. Draft 2022-23 fees and charges
  - c. Draft Workforce Management Strategy (note: this may occur earlier subject to availability of consultant advisor)
  - d. Draft Delivery Program
  - e. Draft Operational Plan
12. Following the Committee's consideration of Budget 2022-23 version 2, work will commence to update the draft Long Term Financial Plan.

**CONCLUSION:**

13. The financial strategy to address the financial deficit will largely be dependent upon the approach taken. It might be a reduction of services, a change in service levels, a special rate variation, implementation of new revenue sources, increased fees and charges or a combination of one or more of these options.

**COUNCIL IMPLICATIONS**

**14. Community Engagement/Communication**

Public exhibition of all IP&R documents once fully drafted.

**15. Policy and Regulation**

*Local Government Act 1993 (NSW)*

*Local Government (General) Regulations 2021 (NSW)*

Office of Local Government, *Integrated Planning & Reporting: Guidelines*, September 2021

**16. Financial/Long Term Financial Plan**

Draft LTFP 2021 will be updated for Council endorsement following finalisation of the draft 2022-23 budget.

**17. Asset management/Asset Management Strategy**

The draft budget has been prepared using the current and draft asset management plans (current asset valuations) and known requirements.

**18. Workforce/Workforce Management Strategy**

Preparation of a draft WMS is underway. The Mayor and General Manager have met with a workforce consultant to seek expert advice and assistance with preparation of the strategy which will include a workshop with Council.

**19. Legal and Risk Management**

**Financial.** The Draft Budget 2022-23 version 1 forecasts a deficit which is assessed as **high risk**.

To manage this risk, last year Council prepared the *draft Long Term Financial Plan* and the *LTFP Explained* documents and undertook a community consultation process to commence discussions with the community about service levels and revenue opportunities.

Council included the following action in its 2021-22 Operational Plan:

4.2.2.1.7 Subject to Council resolution, undertake consultation and make an application for increase in rate revenue (special rate variation) in accordance with IPAR criteria (FFTF) (timing subject to a decision of the 2021-23 term of Council).

A budget bid has been prepared and costs included in the Draft Budget 2022-23 version 1 to undertake an organisation service review and special rate variation needs analysis and consultation.

## **20. Performance Measures**

Financial indicators as prepared in the draft LTFP.

## **21. Project Management**

General Manager and CFO/Director Corporate Services

# Uralla Shire Council Budget Year Ended 30 June 2023

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## Draft version 1 – Summary Report

UINT/22/

### **Introduction**

The draft budget 2022-23 version 1 has been prepared earlier than in previous years to enable direction from Council on service levels and revenue raising opportunities.

A range of fixed operational costs have increased significantly above the Independent Pricing and Regulatory Tribunal (IPART) rate cap increase of 0.7%, which represents \$28,000 of new revenue, including the following increased fixed costs:

- Wages – 2% award increase and 0.5% superannuation increase
- Insurance – 10%
- Fuel – Approximately 25%

Service area budgets propose the minimum resourcing considered necessary to maintain current standards and meet Council regulatory obligations.

Despite the fixed cost increases exceeding forecast revenue increases, the draft version 1 operating budget loss of \$1.805 million forecasts a similar deficit to last year's budget loss of \$1.826 million before capital grants.

This is the fifth year in a row that Council has drafted an operating deficit before capital grants and indicates the Shire is not financially sustainable.

Over the past four years Uralla Shire Council has been the recipient of significant State and Commonwealth Government grants that have helped restore some of our deteriorating buildings, enhance our public facilities and make some inroads into the backlog of road works.

In 2022-23, Council is expected to deliver an above-average amount of capital expenditure on the back of the continued State and Federal Government stimulus grants.

It will also continue to deliver the vital services that the community has come to expect, including water and sewer supply, garbage collection and waste facility together with library, visitor information, community support, home support and retirement home services.

## Underlying Parameters

As in previous years, the budget has been prepared with a series of underlying parameters and these have been summarised below.

Category	Background	Assumption
Rates	Indexed by estimated rises aligned to IPART guidance	0.7%
User Charges & Fees	Based on average increase to Council's major operating inputs (10% for water and sewer charges)	1.6 to 2.5%
Interest & Investment Revenue	Average estimated return from prevailing market	0.1 to 0.35%
Grants and Contributions - Operating	Based on estimated rises aligned to future CPI estimates	1.5% to 2.5%
Grants and Contributions - Capital	Based on estimated rises aligned to future CPI estimates	1.5% to 2.5%
Employee Costs	Already established award conditions or estimated wage price index plus SGC superannuation increase	2.0 to 2.5%
Materials & Contracts	Indexed by estimated rises aligned to future CPI estimates	1.5 to 2.5%
Borrowing Costs	Based on average long term rates and current market quotes	2.25 to 5.68%
Insurance	Indexed by estimated increase advised by insurer	10%

## Overall Performance

The consolidated financial performance of the Council for the year ended 30 June 2023 is noted below:

	2023 Budget	2022 Budget (original)	2021 Actuals
Revenue - operating	21,232,370	20,712,856	20,990,000
- capital	2,750,110	5,937,588	7,268,000
<i>Total revenue</i>	23,982,480	26,650,444	28,253,000
Less: Expenditure	23,037,569	22,539,567	22,855,000
Net operating result for the year (per budgeted income statement at attachment C)	<b>944,911</b>	4,110,877	5,398,000
Less: Capital grants	2,750,110	5,937,588	7,268,000
<b>Net operating result for the year before capital grants and before loss on disposal of assets*</b>	<b>(1,805,199)</b>	<b>(1,826,711)</b>	<b>(1,870,000)</b>

\*Loss on disposal of assets has only been excluded to make comparison between years easier

## Fund Performance

The financial performance of the individual funds, before capital grants, can be summarised as follows:

	2023 Budget	2022 Budget	2021 Actuals
General	(1,683,780)	(1,865,654)	(1,665,000)
McMaugh Gardens	217,301	193,311	202,000
<i>Sub-total</i>	(1,466,479)	(1,672,343)	(1,463,000)
Water	(267,295)	(278,322)	(397,000)
Sewer	(71,425)	123,954	(10,000)
<b>Net operating result for the year before capital grants and before loss on disposal of assets*</b>	<b>(1,805,199)</b>	<b>(1,826,711)</b>	<b>(1,870,000)</b>

\*Loss on disposal of assets has only been excluded to make comparison between years easier

## Significant Changes

After adjusting for capital grants, income remains relatively constant between years for all funds. Despite this consistency, there have, however, been a number of significant changes to specific income accounts in the 22/23 year, mostly associated with the water and sewer funds as noted below:

	2023 Budget	2022 Budget	2021 Actuals
<b>All Funds</b>			
Interest received	36,000	94,240	162,000
<b>General Fund</b>			
Roads to Recovery	596,106	596,106	894,159
RMS – Bike tracks	50,000	Nil	Nil
Section 7.12 contributions	60,000		
Section 7.11 contributions (old s. 94)	80,000	50,000	32,705
<b>Water Fund</b>			
Annual supply charge	644,235	583,810	528,448
User charges	598,400	605,000	504,944
IWCM funding	121,500	157,500	Nil
Water Supply Investigation	Nil	1,150,000	Nil
<b>Sewer Fund</b>			
Annual charge	942,960	858,000	714,000
IWCM funding	45,000		

There have also been a number of increases in operating expenditure as noted below.

	2023 Budget	2022 Budget	2021 Actuals
<b>All Funds</b>			
Wages – step increases	112,900	113,000	
Wages – workers compensation	600,000	669,000	551,174
Insurance	272,401	252,506	246,174
<b>General Fund</b>			
Election costs		53,000	

Elected members training - additional		20,000	
RFS charges	137,183	188,726	129,918
SES charges	8,984	8,809	11,720
Building certifier	100,000	100,000	56,372
<b>Water Fund</b>			
IWCM expenditure	135,000	175,000	Nil
<b>Sewer Fund</b>			
Operating costs - Bundarra	286,626	20,583	707
IWCM expenditure	50,000		

### **Special Notes**

There are a number of additional issues that need to be noted.

1. Both water and sewer access charges have been increased by 10%;
2. Water usage charges have increased by 10% based on the average usage over the past four years;
3. The Bundarra Sewer scheme is expected to be operational from March 2023 and as such, estimated expenditure of \$286,626 has been included for the year based on estimates for Uralla and the number of connections in each location;
4. Insurance costs are estimated to rise again by an estimated 10%;
5. RFS charges are based on last year but excluding previous year one-off charges;
6. Workers compensation is in line with estimates provided by Council's insurer;
7. No costs have been included for the development of the industrial land;
8. Rates have increased by 0.7% of \$28,761;
9. Interest payments are based on estimated loan calculations and current/fixed interest rates;
10. Depreciation is based on current year charges extrapolated for the full year. There are likely to be some increases to this estimate;
11. Overheads have only been applied to the Water Fund, Sewer Fund, McMaugh Gardens, TCS and TCT;
12. Public Spaces Legacy Project costs have been included as to 50% of the estimated additional operating (\$19,950) and depreciation (\$23,550) costs per the extraordinary meeting business paper of 8 March 2022. Full year cost will be included in the long term financial plan forward years totaling \$87,000 per year;
13. Community grants and contributions have been reduced as noted in the table below;
14. McMaugh Gardens is budgeted to make a profit based on higher consumer demand profiles;

### **Capital Expenditure**

Capital expenditure on roads should return to normal levels after this year.

### **Grant Funding**

The majority of Council's income comes from both State & Federal Government sources. Total government source funding is summarised below:

<b>Capital Grants</b>	
Public Spaces Legacy Fund	700,000

RMS Capital Repair Grant	184,148
Fixing Local Roads	758,625
Local Road & Community Infrastructure Program	1,107,337
<b>Total capital grants</b>	<b>2,750,110</b>
<b>Operating Grants</b>	
Pensioner rebates	109,268
Financial assistance grant – general	1,879,601
Financial assistance grant – roads	1,029,177
Roads to Recovery	596,106
RMS Block Grant	916,000
RMS Supplementary Grant	76,000
RMS Bike Track Grant	50,000
RMS Traffic Facilities Grant	47,380
RMS Street Light Grant	14,000
Youth Week & Naidoc Week & Australia Day funding	3,550
Library Council funding	75,250
Funding for IWC report	166,500
<b>Total operating grants</b>	<b>4,962,832</b>
<b>Other Government Funding through trading departments</b>	
McMaugh Gardens	2,513,059
TCS	2,120,000
TCT	721,624
<b>Total other government funding</b>	<b>5,354,683</b>
<b>Total State &amp; Federal Government Funding</b>	<b>10,317,515</b>

### ***Community Grants and Contributions***

A summary of the draft contributions to community groups or events is noted below.

	<b>2022-23</b>	<b>2021-22</b>
Thunderbolts Festival^		12,000
Lanterns Festival		3,000
Rotary Art Show		3,000
Next Wave Workshop Tour (previously Rec Ya Shorts)		2,500
Australia Day Activities	2,500	2,500
Other Uralla events	2,000	2,000
Community Grants Program		10,000
Street Stall	7,100	7,110
Pre-school rent		20,208
Youth Services, NAIDOC & s.355 Bundarra	6,850	6,850
School presentation nights	800	800
Elected member donations – NIAS & Bush Bursary	5,000	5,000
Arts North West	4,758	4,585
<b>Total</b>	<b>29,008</b>	<b>84,703</b>



^This event may not proceed in 2021.

### **Wages**

Total salary and wage budget	12,544,822
Less: Capitalised to projects	1,468,566
Net wages included in consolidated income statement	11,076,256

FTE is expected to be 135.28 based on the current service levels. This is an increase of approximately 3 full time positions on last year and relates to staffing for our home support service (1.5 FTE) and care needs at McMaugh Gardens (1.5).

Superannuation Guarantee Charge increase is 0.5% and award increase is 2.0% adding \$272,000 to wage costs for the year.

Grade and step adjustments represent 0.9% or approximately \$110,000

Total salary and wage budget is after 50% cut to overtime budget. Potential service cuts/risks associated with this reduction.

### **Roads Funding and Expenditure**

A summary of the estimated roads expenditure for the year, together with its funding source is noted in the Works Funding report included as Attachment A.

### **Capital Expenditure**

A summary of the capital expenditure for the year is provided as Attachment B.

### **Other Notes**

This year we have continued to use Magiq software to prepare the budgets. Information is summarised into the three organisational divisions with 13 departments and 51 services under that. There are minor variations between core data and Magiq mainly as a consequence of how it calculates wage costs but these are inconsequential to the overall results. The headings in the Magiq reports include one titled 2021/22 Full Year Budget. This column does not include all of the quarterly budget adjustments to be reported in QBRS2. Capital expenditure information in the numerous reports is difficult to summarise accurately due to the method used in the underlying software. It is therefore recommended that only the 2022-23 budget data be used for analysis.

Asset management costs included in the budget:

Revaluation - Property, plant and equipment, operational land, buildings	\$10,000
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## **Budget Bids**

A series of budget bids are included as attachments J and K. These bids are included for the Committee's consideration. Only the first two have been included within the draft budget. The bids can be summarised as follows:

<b>Capital budget bid – included in draft budget</b>	
Library - purchase and installation of exterior/outdoor digital lockers	2,000
<b>Operational budget bid – included in draft budget</b>	
Office of general manager - organisation service review and special rate variation needs analysis and consultation	63,000
<b>Operational budget bid – not included</b>	
Elected members council volunteer appreciation civic reception	2,000
Development and planning local environmental plan review and amendments	25,000
Elected members alternate location council meeting - meeting at Bundarra	3,750
Workshop apprentice mechanic	63,000
Civil works stormwater master plan - Uralla township	60,000
<b>Total:</b>	<b>153,750</b>

## **Conclusion**

There is likely to be some movement in the figures contained in this report during the remainder of the budget preparation process due to both internal and external factors including community feedback and subsequent Council decisions.

## **Attachments**

- A. Works Funding report
- B. Capital expenditure
- C. Draft Consolidated Income Statement before capital grants
- D. Draft Consolidated Income Statement including capital grants
- E. Draft Income Statement before capital grants – General Fund
- F. Draft Income Statement before capital grants – Water Fund
- G. Draft Income Statement before capital grants – Sewer Fund
- H. Draft Income Statement before capital grants – McMaugh Gardens Fund
- I. Draft Consolidated Income Statement before capital grants – High Level Income & Expenditure
- J. Budget Bids
- K. Budget Bids – Waste Water and Sewer

URALLA SHIRE COUNCIL																		
WORKS & CIVIL - FUNDING INFORMATION																		
YEAR ENDED 30 JUNE 2023																		
2022-2023 Maintenance and Capital Expenditure and Revenue																	3.00%	
Expense					Funding Source													
	Last Year	Based on Estimate	From AMP	Total	General Fund	External Funding	FAG	R2R	RMS -Block	RMS Supplementary	RMS (Capital) Repair	RMS Bike Tracks	RMS Traffic	RMS Black Spot/Safer Rds Program	Growing Local Economies	Other	Stormwater Levy	
	2021-2022 Budget	2022-2023 Budget	2022-2023 Budget	2022-2023 Budget														
<b>Maintenance</b>																		
<b>Local Roads</b>																		
Bridges - Local (3280)	\$67,885		\$16,000	\$16,000	\$16,000	\$0												
Footpaths (3300)	\$67,884		\$46,000	\$46,000	\$46,000	\$0												
K & G (3310)	\$27,154		\$9,000	\$9,000	\$9,000	\$0												
Sealed Urban Streets (3330), Urban Facilities	\$100,718		\$102,000	\$102,000	\$102,000	\$0												
Unsealed Urban Streets (3335)	\$20,529		\$20,700	\$20,700	\$20,700	\$0												
Sealed Rural Roads (3350)	\$397,253		\$360,000	\$360,000	\$313,054	\$46,946	\$46,946											
Unsealed Rural Roads (3360)	\$1,103,247		\$1,130,828	\$1,130,828	\$782,622	\$348,206	\$348,206											
Bike Tracks (3370)		\$0		\$0	\$0	\$0												
Road Safety (3380)	\$73,000	\$93,000		\$93,000	\$45,620	\$47,380							\$47,380					
Street Lighting (3390)	\$39,000	\$33,900		\$33,900	\$19,900	\$14,000												
Parking Facilities (3500)	\$5,251		\$5,413	\$5,413	\$5,413	\$0												\$14,000
<b>Other</b>																		
Street Cleaning (3440)	\$37,200	\$35,000		\$35,000	\$35,000	\$0												
Stormwater Drainage (3400)	\$22,000	\$15,600		\$15,600	\$15,600	\$0												
Quarry Operations (3520)	\$20,000	\$20,000		\$20,000	\$20,000	\$0												
<b>Regional Roads</b>																		
Bridges - Regional (3285)	\$67,885		\$7,000	\$7,000	\$0	\$7,000			\$7,000									
Sealed Regional Roads (3340)	\$361,624		\$397,481	\$397,481	\$0	\$397,481			\$397,481									
Unsealed Regional Roads (3345)	\$38,671		\$39,867	\$39,867	\$0	\$39,867			\$39,867									
	\$2,449,301	\$197,500	\$2,134,289	\$2,331,789														

URALLA SHIRE COUNCIL																		
WORKS & CIVIL - FUNDING INFORMATION																		
YEAR ENDED 30 JUNE 2023																		
2022-2023 Maintenance and Capital Expenditure and Revenue																	3.00%	
Expense					Funding Source													
	Last Year	Based on Estimate	From AMP	Total	General Fund	External Funding	FAG	R2R	RMS -Block	RMS Supplementary	RMS (Capital) Repair	RMS Bike Tracks	RMS Traffic	RMS Black Spot/Safer Rds Program	Growing Local Economies	Other	Stormwater Levy	
<b>CAPITAL</b>																		
<b>Local Roads</b>																		
Bridges - Local	\$0		\$0	\$0	\$0	\$0												
Footpaths	\$0		\$0	\$0	\$0	\$0												
K & G	\$70,600		\$70,600	\$70,600	\$0	\$70,600	\$70,600											
Sealed Urban Streets, Urban Facilities & Bus Shelters	\$254,096		\$167,148	\$167,148	\$0	\$167,148	\$0	\$167,148										
Unsealed Urban Streets	\$0		\$0	\$0	\$0	\$0												
Sealed Rural Roads	\$2,017,510		\$2,184,576	\$2,184,576	\$0	\$2,184,576		\$428,958						\$0			\$1,755,618	
Unsealed Rural Roads	\$920,054		\$634,769	\$634,769	\$0	\$634,769	\$524,425										\$110,344	
Bike Tracks		\$79,000		\$79,000	\$0	\$79,000	\$29,000					\$50,000						
Road Safety		\$10,000		\$10,000	\$0	\$10,000	\$10,000											
Street Lighting		\$0		\$0	\$0	\$0												
Parking Facilities	\$0		\$0	\$0	\$0	\$0												
<b>Other</b>																		
Street Cleaning		\$0		\$0	\$0	\$0												
Stormwater Drainage	\$33,000	\$33,037		\$33,037	\$0	\$33,037												\$33,037
Quarry Operations		\$0		\$0	\$0	\$0												
<b>Regional Roads</b>																		
Bridges - Regional	\$950,000		\$0	\$0	\$0	\$0												\$0
Sealed Regional Roads	\$694,868		\$709,800	\$709,800	\$0	\$709,800		\$449,652	\$76,000	\$184,148				\$0				
Unsealed Regional Roads	\$21,344		\$22,000	\$22,000	\$0	\$22,000		\$22,000										
	\$4,961,472	\$122,037	\$3,788,893	\$3,910,930														
<b>Total</b>	<b>\$7,410,773</b>	<b>\$319,537</b>	<b>\$5,923,182</b>	<b>\$6,242,719</b>	\$1,430,909	\$4,811,810	\$1,029,177	\$596,106	\$916,000	\$76,000	\$184,148	\$50,000	\$47,380	\$0	\$0	\$1,879,962	\$33,037	
						OK			\$916,000									

**Uralla Shire Council**  
**Budget for the Year Ending 30 June 2023**  
**CAPITAL EXPENDITURE - CONSOLIDATED**  
**Scenario: Base Case**

	<b>2022-2023 Budget</b>	<b>New asset or asset renewal</b>
<b>Organisational Services</b>		
<i>IT Services</i>		
Technology replacement	66,140	Renewal
<b>Infrastructure &amp; Development</b>		
Plant replacement program (net of sales)	1,304,545	Renewal
Depot - workshop safety audit action requirements	17,200	Renewal
<i>Works &amp; Civil</i>		
Stormwater drainage	33,037	New
Biketrack - Plane Avenue 158m south of East St to Ro	79,000	New
Kerb & Gutter	70,600	New
Road Safety	10,000	Renewal
Local Urban Streets		
Salisbury Street (Gostwyck Rd to Duke St)	40,880	Renewal
Salisbury Street (Bridge St to Queen St)	73,000	Renewal
Local Urban Streets Reseals	53,268	Renewal
Sealed Rural Roads		
Northeys Road (2 sections)	336,875	Renewal
Gostwyck Road (4 sections)	673,750	Renewal
Northeys Road (1 section)	269,500	Renewal
Kingstown Rd (2 sections)	336,875	Renewal
Gostwyck (1 section)	248,962	Renewal
Sealed road reseal program	318,614	Renewal
Regional Rural Unsealed Roads Re-sheeting	22,000	Renewal
Regional Rural Sealed Roads		
Thunderbolts Way (17,750 to 18,500) 750m	252,000	Renewal
Thunderbolts Way (19,000 to 19,750) 750m	252,000	Renewal
Thunderbolts Way (21750 to 22000) 100m - part s	33,600	Renewal
Thunderbolts Way (23500 to 23750) 200m	67,200	Renewal
Sealed Regional Road Reseal program	105,000	Renewal
Unsealed Rural Roads		
Rural Unsealed Roads Re-sheeting	634,769	Renewal
<i>Facilities &amp; Open Space</i>		
Caravan Parks		
Queen St - Electrical works upgrades	60,500	Renewal
Uralla Parks		
Pioneer, Rotary and The Glen	1,700,000	New
Swimming Pool		
Plant & Equipment	20,230	Renewal
Sporting Facilities		
General	33,000	Renewal

**Uralla Shire Council**  
**Budget for the Year Ending 30 June 2023**  
**CAPITAL EXPENDITURE - CONSOLIDATED**  
**Scenario: Base Case**

	<b>2022-2023 Budget</b>	<b>New asset or asset renewal</b>
Operational Buildings		
Administration - carpet and general works	53,500	Renewal
<i>Water</i>		
Uralla		
Various projects	313,210	Renewal
<i>Sewer</i>		
Uralla		
Various projects	312,500	Renewal
<i>Waste</i>		
Switchboard / power metering upgrade	15,000	Renewal
<b>Community Services</b>		
<i>Library</i>		
Collection/return lockers	2,000	New
<i>McMaugh Gardens</i>		
General furniture & equipment	50,000	Renewal
	<u>7,858,755</u>	

**Uralla Shire Council**  
**Draft Capital Expenditure Statement**  
**Consolidated Funds**  
**Excluding Capital Grants**  
**For the Year Ended 30 June 2023**

Service	2020/21 YTD Actuals June	2021/22 YTD Actuals June	2021/22 Full Year Budget	2022/23 Total Budget
<b>Grand Total</b>	<b>10,542,000</b>	<b>8,088,350</b>	<b>12,186,248</b>	<b>7,858,755</b>
<b>General Managers Office</b>	<b>0</b>	<b>10,607</b>	<b>79,800</b>	<b>66,140</b>
General Managers Office	0	9,219	10,000	2,500
Civic Leadership	0	9,219	10,000	2,500
Organisational Leadership	0	0	0	0
Communication	0	0	0	0
Finance	0	0	0	0
Financial Management	0	0	0	0
Human Resources	0	0	0	0
Human Resources	0	0	0	0
Governance & Information	0	1,388	69,800	63,640
Governance	0	0	0	0
Information Technology	0	1,388	69,800	63,640
Customer Service	0	0	0	0
<b>Community &amp; Cultural Services</b>	<b>0</b>	<b>102,781</b>	<b>90,000</b>	<b>52,000</b>
Community & Cultural Management	0	0	0	0
Community & Cultural Management	0	0	0	0
Community Services	0	87,270	40,000	2,000
Tourism & Promotion	0	87,270	40,000	0
Library Services	0	0	0	2,000
Community Development & Engagement	0	0	0	0
Community Care	0	15,510	50,000	50,000
Aging & Disability Services	0	0	0	0
Aged Care Facilities	0	15,510	50,000	50,000
<b>Infrastructure &amp; Development Services</b>	<b>10,542,000</b>	<b>7,974,962</b>	<b>12,016,448</b>	<b>7,740,615</b>
Infrastructure & Development Management	1,066,000	1,053,423	1,590,600	1,321,745
Infrastructure & Development Management	0	42,615	490,600	0
Plant	1,066,000	1,010,808	1,100,000	1,304,545
Depots	0	0	0	17,200
Emergency Services	0	0	0	0
Work in Progress	4,571,000			
Works & Civil	3,363,000	1,991,670	4,960,514	3,910,930
Sealed Roads	2,914,000	1,312,778	2,965,292	3,061,524
Unsealed Roads	178,000	420,328	941,844	656,769
Bridges & Culverts	20,000	136,840	950,000	0
Kerb & Gutter	0	4,340	70,320	70,600
Stormwater Drainage	39,000	3,966	33,058	33,037
Footpaths & Cycleways	212,000	92,627	0	79,000
Quarries & Pits	0	0	0	0
Parking Facilities	0	0	0	0
Road Safety	0	20,790	0	10,000
Facilities & Open Space	1,308,000	266,648	10,000	1,867,230
Swimming Complex	0	52,737	0	20,230
Parks, Gardens & Open Space	0	74,732	0	1,700,000
Sporting Grounds & Facilities	989,000	76,951	0	33,000
Public Buildings & Amenities	229,000	40,885	0	0

**Uralla Shire Council  
Draft Capital Expenditure Statement  
Consolidated Funds  
Excluding Capital Grants  
For the Year Ended 30 June 2023**

Service	2020/21 YTD Actuals June	2021/22 YTD Actuals June	2021/22 Full Year Budget	2022/23 Total Budget
Operational Buildings & Other Property	90,000	13,379	0	53,500
Cemeteries	0	2,109	10,000	0
Caravan Parks & Camping Grounds	0	5,856	0	60,500
Planning & Regulation	0	125	1,500	0
Land-Use Planning	0	125	1,500	0
Regulation & Enforcement	0	0	0	0
Environment	62,000	25,040	200,000	15,000
Waste Management	62,000	25,040	200,000	15,000
Environmental Management	0	0	0	0
Water-Cycle	172,000	4,638,056	5,253,834	625,710
Uralla Water Supply	165,000	82,045	1,879,000	313,210
Bundarra Water Supply	0	0	110,000	0
Uralla Sewerage Services	7,000	215	324,000	312,500
Bundarra Sewerage Services	0	4,555,795	2,940,834	0



**Uralla Shire Council**  
**Draft Income Statement**  
**Consolidated Funds**  
**Before Capital Grants**  
**For the Year Ended 30 June 2023**

Service	2020/21 YTD Actuals June	2021/22 YTD Actuals June	2021/22 Full Year Budget	2022/23 Total Budget
<b>Grand Total</b>	<b>2,354,437</b>	<b>(1,130,548)</b>	<b>1,826,603</b>	<b>1,805,199</b>
<b>General Managers Office</b>	<b>(4,139,458)</b>	<b>(4,000,115)</b>	<b>(4,278,310)</b>	<b>(3,240,098)</b>
General Managers Office	796,931	560,418	925,444	714,353
Civic Leadership	412,431	247,406	491,117	284,198
Organisational Leadership	384,501	313,012	434,327	430,155
Finance	(5,279,773)	(4,605,702)	(5,524,750)	(5,351,057)
Works/Labour Overhead	48,644	(16,534)	(34,952)	(80,044)
Rates & Revenue	(3,874,722)	(4,005,966)	(3,981,589)	(4,001,581)
General Purpose Revenue	0	0	0	0
Financial Management	(1,453,695)	(583,201)	(1,508,209)	(1,269,432)
Human Resources	(130,642)	(147,564)	(85,530)	232,994
Human Resources	(130,642)	(147,564)	(85,530)	232,994
Governance & Information	474,026	192,733	406,526	1,163,612
Governance	(536,709)	(411,178)	(542,266)	199,811
Information Technology	709,719	429,116	675,069	667,831
Records & Information	85,051	68,896	100,037	105,080
Customer Service	215,964	105,899	173,686	190,890
<b>Community &amp; Cultural Services</b>	<b>440,843</b>	<b>(272,489)</b>	<b>216,910</b>	<b>580,138</b>
Community & Cultural Management	0	(43,188)	0	0
Community & Cultural Management	0	(43,188)	0	0
Community Services	734,416	329,004	728,623	567,128
Tourism & Promotion	192,051	114,188	232,838	180,537
Library Services	263,352	82,588	266,079	238,953
Community Development & Engagement	279,013	132,228	229,706	147,638
Community Care	(293,572)	(558,306)	(511,713)	13,010
Aging & Disability Services	(90,937)	(1,065,226)	(328,843)	174,703
Community Transport	(282)	(18,222)	10,563	55,608
Aged Care Facilities	(202,353)	525,142	(193,433)	(217,301)
<b>Infrastructure &amp; Development Services</b>	<b>6,053,052</b>	<b>3,142,056</b>	<b>5,888,003</b>	<b>4,465,159</b>
Infrastructure & Development Management	565,157	147,926	529,486	1,234,780
Infrastructure & Development Management	(163,573)	(127,513)	0	795,810
Plant	(77,195)	(174,153)	(222,085)	(211,490)
Depots	530,869	311,102	397,605	374,003
Private Works	(12,725)	(12,361)	(1,461)	(15,498)
Emergency Services	204,792	57,757	259,796	202,175
Noxious Weeds	82,990	93,094	95,631	89,780
Works & Civil	3,622,104	2,872,474	3,688,331	2,552,443
Sealed Roads	1,034,356	1,012,632	1,280,699	930,454
Unsealed Roads	1,780,126	1,284,357	1,359,179	990,044
Street Lighting	(4,120)	17,337	24,405	19,900
Bridges & Culverts	441,333	295,739	600,818	451,645
Kerb & Gutter	37,901	44,927	67,579	(9,476)
Stormwater Drainage	41,167	24,889	46,259	31,527
Footpaths & Cycleways	141,890	87,092	188,477	26,330
Quarries & Pits	8,787	5,713	9,477	20,000
Parking Facilities	7,951	5,220	10,896	10,922

**Uralla Shire Council  
Draft Income Statement  
Consolidated Funds  
Before Capital Grants  
For the Year Ended 30 June 2023**

Service	2020/21 YTD Actuals June	2021/22 YTD Actuals June	2021/22 Full Year Budget	2022/23 Total Budget
Road Safety	132,715	94,568	100,542	81,097
Facilities & Open Space	1,000,995	644,317	859,513	797,116
Swimming Complex	156,462	116,188	150,731	138,582
Parks, Gardens & Open Space	318,816	166,773	236,656	270,504
Sporting Grounds & Facilities	115,390	71,797	97,708	85,731
Public Buildings & Amenities	235,328	169,156	192,137	194,275
Operational Buildings & Other Property	169,829	117,046	174,865	129,905
Cemeteries	20,204	8,078	18,172	(8,605)
Caravan Parks & Camping Grounds	(15,035)	(4,721)	(10,756)	(13,276)
Planning & Regulation	462,871	187,878	480,138	58,856
Land-Use Planning	144,060	22,827	106,044	(82,382)
Development Control	126,345	46,119	175,000	101,000
Public Health	(154)	7,403	2,028	(17,800)
Regulation & Enforcement	192,620	111,528	197,066	58,038
Environment	(9,120)	(471,701)	176,167	(516,756)
Waste Management	(191,860)	(607,931)	(111,643)	(656,059)
Environmental Management	182,740	136,231	287,810	139,303
Water-Cycle	411,044	(238,838)	154,368	338,720
Uralla Water Supply	220,764	107,883	170,438	146,711
Bundarra Water Supply	178,826	66,260	107,884	120,584
Uralla Sewerage Services	10,746	(292,436)	(18,693)	(76,932)
Bundarra Sewerage Services	707	(120,545)	(105,261)	148,357

**Uralla Shire Council  
Draft Income Statement  
Consolidated Funds  
Including Capital Grants  
For the Year Ended 30 June 2023**

Service	2020/21 YTD Actuals June	2021/22 YTD Actuals June	2021/22 Full Year Budget	2022/23 Total Budget
<b>Grand Total</b>	<b>(4,894,165)</b>	<b>(6,701,486)</b>	<b>(4,110,985)</b>	<b>(944,911)</b>
<b>General Managers Office</b>	<b>(4,139,458)</b>	<b>(3,998,057)</b>	<b>(4,278,310)</b>	<b>(3,240,098)</b>
General Managers Office	796,931	562,476	925,444	714,353
Civic Leadership	412,431	247,406	491,117	284,198
Organisational Leadership	384,501	315,070	434,327	430,155
Finance	(5,279,773)	(4,605,702)	(5,524,750)	(5,351,057)
Works/Labour Overhead	48,644	(16,534)	(34,952)	(80,044)
Rates & Revenue	(3,874,722)	(4,005,966)	(3,981,589)	(4,001,581)
General Purpose Revenue	0	0	0	0
Financial Management	(1,453,695)	(583,201)	(1,508,209)	(1,269,432)
Human Resources	(130,642)	(147,564)	(85,530)	232,994
Human Resources	(130,642)	(147,564)	(85,530)	232,994
Governance & Information	474,026	192,733	406,526	1,163,612
Governance	(536,709)	(411,178)	(542,266)	199,811
Information Technology	709,719	429,116	675,069	667,831
Records & Information	85,051	68,896	100,037	105,080
Customer Service	215,964	105,899	173,686	190,890
<b>Community &amp; Cultural Services</b>	<b>(240,361)</b>	<b>(656,350)</b>	<b>176,910</b>	<b>580,138</b>
Community & Cultural Management	0	(43,188)	0	0
Community & Cultural Management	0	(43,188)	0	0
Community Services	238,403	159,004	688,623	567,128
Tourism & Promotion	(292,832)	(55,812)	192,838	180,537
Library Services	252,222	82,588	266,079	238,953
Community Development & Engagement	279,013	132,228	229,706	147,638
Community Care	(478,764)	(772,166)	(511,713)	13,010
Aging & Disability Services	(90,937)	(1,047,317)	(328,843)	174,703
Community Transport	(282)	(10,646)	10,563	55,608
Aged Care Facilities	(387,545)	285,797	(193,433)	(217,301)
<b>Infrastructure &amp; Development Services</b>	<b>(514,346)</b>	<b>(2,047,079)</b>	<b>(9,585)</b>	<b>1,715,049</b>
Infrastructure & Development Management	565,157	99,231	529,486	1,234,780
Infrastructure & Development Management	(163,573)	(119,281)	0	795,810
Plant	(77,195)	(232,759)	(222,085)	(211,490)
Depots	530,869	312,782	397,605	374,003
Private Works	(12,725)	(12,361)	(1,461)	(15,498)
Emergency Services	204,792	57,757	259,796	202,175
Noxious Weeds	82,990	93,094	95,631	89,780
Works & Civil	1,318,952	1,073,083	1,050,243	502,333
Sealed Roads	(475,191)	92,825	(147,104)	(1,009,312)
Unsealed Roads	1,300,620	1,284,357	1,073,894	879,700
Street Lighting	(4,120)	17,337	24,405	19,900
Bridges & Culverts	127,234	(575,166)	(324,182)	451,645
Kerb & Gutter	37,901	44,927	67,579	(9,476)
Stormwater Drainage	41,167	24,889	46,259	31,527
Footpaths & Cycleways	141,890	88,212	188,477	26,330
Quarries & Pits	8,787	5,713	9,477	20,000
Parking Facilities	7,951	5,220	10,896	10,922

**Uralla Shire Council  
Draft Income Statement  
Consolidated Funds  
Including Capital Grants  
For the Year Ended 30 June 2023**

Service	2020/21 YTD Actuals June	2021/22 YTD Actuals June	2021/22 Full Year Budget	2022/23 Total Budget
Road Safety	132,715	84,768	100,542	81,097
Facilities & Open Space	(80,063)	(1,367,477)	859,513	97,116
Swimming Complex	23,590	116,188	150,731	138,582
Parks, Gardens & Open Space	62,117	(1,132,527)	236,656	(429,496)
Sporting Grounds & Facilities	(307,480)	(175,703)	97,708	85,731
Public Buildings & Amenities	87,815	(258,368)	192,137	194,275
Operational Buildings & Other Property	127,948	117,046	174,865	129,905
Cemeteries	20,204	8,358	18,172	(8,605)
Caravan Parks & Camping Grounds	(94,256)	(42,471)	(10,756)	(13,276)
Planning & Regulation	462,871	190,965	480,138	58,856
Land-Use Planning	144,060	24,885	106,044	(82,382)
Development Control	126,345	46,119	175,000	101,000
Public Health	(154)	7,403	2,028	(17,800)
Regulation & Enforcement	192,620	112,557	197,066	58,038
Environment	(9,120)	(461,243)	176,167	(516,756)
Waste Management	(191,860)	(597,473)	(111,643)	(656,059)
Environmental Management	182,740	136,231	287,810	139,303
Water-Cycle	(2,772,144)	(1,581,639)	(3,105,132)	338,720
Uralla Water Supply	162,643	108,186	(979,562)	146,711
Bundarra Water Supply	178,826	66,451	107,884	120,584
Uralla Sewerage Services	(39,134)	(292,436)	(18,693)	(76,932)
Bundarra Sewerage Services	(3,074,480)	(1,463,840)	(2,214,761)	148,357

**Uralla Shire Council**  
**Draft Income Statement**  
**General Fund (Excluding McMaugh Gardens)**  
**Excluding Capital Grants**  
**For the Year Ended 30 June 2023**

Service	2020/21 YTD Actuals June	2021/22 YTD Actuals June	2021/22 Full Year Budget	2022/23 Total Budget
<b>Grand Total</b>	<b>2,145,746</b>	<b>(1,417,939)</b>	<b>1,865,668</b>	<b>1,683,780</b>
<b>General Managers Office</b>	<b>(4,139,458)</b>	<b>(3,998,057)</b>	<b>(4,278,310)</b>	<b>(3,240,098)</b>
General Managers Office	796,931	562,476	925,444	714,353
Civic Leadership	412,431	247,406	491,117	284,198
Organisational Leadership	384,501	315,070	434,327	430,155
Finance	(5,279,773)	(4,605,702)	(5,524,750)	(5,351,057)
Works/Labour Overhead	48,644	(16,534)	(34,952)	(80,044)
Rates & Revenue	(3,874,722)	(4,005,966)	(3,981,589)	(4,001,581)
General Purpose Revenue	0	0	0	0
Financial Management	(1,453,695)	(583,201)	(1,508,209)	(1,269,432)
Human Resources	(130,642)	(147,564)	(85,530)	232,994
Human Resources	(130,642)	(147,564)	(85,530)	232,994
Governance & Information	474,026	192,733	406,526	1,163,612
Governance	(536,709)	(411,178)	(542,266)	199,811
Information Technology	709,719	429,116	675,069	667,831
Records & Information	85,051	68,896	100,037	105,080
Customer Service	215,964	105,899	173,686	190,890
<b>Community &amp; Cultural Services</b>	<b>643,196</b>	<b>(772,147)</b>	<b>410,343</b>	<b>797,439</b>
Community & Cultural Management	0	(43,188)	0	0
Community & Cultural Management	0	(43,188)	0	0
Community Services	734,416	329,004	728,623	567,128
Tourism & Promotion	192,051	114,188	232,838	180,537
Library Services	263,352	82,588	266,079	238,953
Community Development & Engagement	279,013	132,228	229,706	147,638
Community Care	(91,220)	(1,057,964)	(318,280)	230,311
Aging & Disability Services	(90,937)	(1,047,317)	(328,843)	174,703
Community Transport	(282)	(10,646)	10,563	55,608
<b>Infrastructure &amp; Development Services</b>	<b>5,642,008</b>	<b>3,352,264</b>	<b>5,733,635</b>	<b>4,126,439</b>
Infrastructure & Development Management	565,157	99,231	529,486	1,234,780
Infrastructure & Development Management	(163,573)	(119,281)	0	795,810
Plant	(77,195)	(232,759)	(222,085)	(211,490)
Depots	530,869	312,782	397,605	374,003
Private Works	(12,725)	(12,361)	(1,461)	(15,498)
Emergency Services	204,792	57,757	259,796	202,175
Noxious Weeds	82,990	93,094	95,631	89,780
<b>Works &amp; Civil</b>	<b>3,622,104</b>	<b>2,877,828</b>	<b>3,688,331</b>	<b>2,552,443</b>
Sealed Roads	1,034,356	1,016,585	1,280,699	930,454
Unsealed Roads	1,780,126	1,284,357	1,359,179	990,044
Street Lighting	(4,120)	17,337	24,405	19,900
Bridges & Culverts	441,333	296,019	600,818	451,645
Kerb & Gutter	37,901	44,927	67,579	(9,476)
Stormwater Drainage	41,167	24,889	46,259	31,527
Footpaths & Cycleways	141,890	88,212	188,477	26,330
Quarries & Pits	8,787	5,713	9,477	20,000
Parking Facilities	7,951	5,220	10,896	10,922
Road Safety	132,715	94,568	100,542	81,097

**Uralla Shire Council**  
**Draft Income Statement**  
**General Fund (Excluding McMaugh Gardens)**  
**Excluding Capital Grants**  
**For the Year Ended 30 June 2023**

Service	2020/21 YTD Actuals June	2021/22 YTD Actuals June	2021/22 Full Year Budget	2022/23 Total Budget
Facilities & Open Space	1,000,995	645,483	859,513	797,116
Swimming Complex	156,462	116,188	150,731	138,582
Parks, Gardens & Open Space	318,816	167,473	236,656	270,504
Sporting Grounds & Facilities	115,390	71,797	97,708	85,731
Public Buildings & Amenities	235,328	169,342	192,137	194,275
Operational Buildings & Other Property	169,829	117,046	174,865	129,905
Cemeteries	20,204	8,358	18,172	(8,605)
Caravan Parks & Camping Grounds	(15,035)	(4,721)	(10,756)	(13,276)
Planning & Regulation	462,871	190,965	480,138	58,856
Land-Use Planning	144,060	24,885	106,044	(82,382)
Development Control	126,345	46,119	175,000	101,000
Public Health	(154)	7,403	2,028	(17,800)
Regulation & Enforcement	192,620	112,557	197,066	58,038
Environment	(9,120)	(461,243)	176,167	(516,756)
Waste Management	(191,860)	(597,473)	(111,643)	(656,059)
Environmental Management	182,740	136,231	287,810	139,303

**Uralla Shire Council**  
**Draft Income Statement**  
**Water Fund**  
**Excluding Capital Grants**  
**For the Year Ended 30 June 2023**

Master Account	2020/21 YTD Actuals June	2021/22 YTD Actuals June	2021/22 Full Year Budget	2022/23 Total Budget
<b>Grand Total</b>	<b>399,591</b>	<b>174,637</b>	<b>278,322</b>	<b>267,295</b>
<b>Infrastructure &amp; Development Services</b>	<b>399,591</b>	<b>174,637</b>	<b>278,322</b>	<b>267,295</b>
<b>Water-Cycle</b>	<b>399,591</b>	<b>174,637</b>	<b>278,322</b>	<b>267,295</b>
<b>Uralla Water Supply</b>	<b>220,764</b>	<b>108,186</b>	<b>170,438</b>	<b>146,711</b>
21000. Uralla Water Supply Revenue	(932,486)	(732,150)	(1,186,206)	(1,197,984)
23000. Uralla Water Supply	1,153,250	840,336	1,356,644	1,344,695
<b>Bundarra Water Supply</b>	<b>178,826</b>	<b>66,451</b>	<b>107,884</b>	<b>120,584</b>
21500. Bundarra Water Supply Revenue	(134,420)	(122,752)	(199,529)	(185,086)
23500. Bundarra Water Supply	313,247	189,204	307,413	305,670

**Uralla Shire Council  
Draft Income Statement  
Sewer Fund  
Excluding Capital Grants  
For the Year Ended 30 June 2023**

Master Account	2020/21 YTD Actuals June	2021/22 YTD Actuals June	2021/22 Full Year Budget	2022/23 Total Budget
<b>Grand Total</b>	<b>11,453</b>	<b>(412,981)</b>	<b>(123,954)</b>	<b>71,425</b>
<b>Infrastructure &amp; Development Services</b>	<b>11,453</b>	<b>(412,981)</b>	<b>(123,954)</b>	<b>71,425</b>
<b>Water-Cycle</b>	<b>11,453</b>	<b>(412,981)</b>	<b>(123,954)</b>	<b>71,425</b>
<b>Uralla Sewerage Services</b>	<b>10,746</b>	<b>(292,436)</b>	<b>(18,693)</b>	<b>(76,932)</b>
31000. Uralla Sewerage Services Revenue	(770,846)	(782,158)	(739,770)	(859,834)
33100. Uralla Sewerage Services Asset Maintenance	781,592	489,722	721,077	782,902
<b>Bundarra Sewerage Services</b>	<b>707</b>	<b>(120,545)</b>	<b>(105,261)</b>	<b>148,357</b>
31500. Bundarra Sewerage Services Revenue	0	(121,267)	(125,844)	(138,269)
33500. Bundarra Sewerage Services Asset Maintenance	707	722	20,583	286,626



**Uralla Shire Council  
Draft Income Statement  
McMaugh Gardens  
Excluding Capital Grants  
For the Year Ended 30 June 2023**

Master Account	2020/21 YTD Actuals June	2021/22 YTD Actuals June	2021/22 Full Year Budget	2022/23 Total Budget
<b>Grand Total</b>	<b>(202,353)</b>	<b>526,684</b>	<b>(193,433)</b>	<b>(217,301)</b>
<b>Community &amp; Cultural Services</b>	<b>(202,353)</b>	<b>526,684</b>	<b>(193,433)</b>	<b>(217,301)</b>
<b>Community Care</b>	<b>(202,353)</b>	<b>526,684</b>	<b>(193,433)</b>	<b>(217,301)</b>
<b>Aged Care Facilities</b>	<b>(202,353)</b>	<b>526,684</b>	<b>(193,433)</b>	<b>(217,301)</b>
41000. Residential Aged Care Revenue	(3,382,554)	(1,622,374)	(3,339,866)	(3,568,417)
43000. Residential Aged Care Operations	3,180,201	2,149,058	3,146,433	3,351,116

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Before Capital Grants**  
**For the Year Ended 30 June 2023**

Account Type	2020/21 YTD Actuals June	2021/22 YTD Actuals June	2021/22 Full Year Budget	2022/23 Total Budget
<b>Grand Total</b>	<b>2,354,437</b>	<b>(1,129,599)</b>	<b>1,826,603</b>	<b>1,805,199</b>
<b>General Managers Office</b>	<b>(4,139,458)</b>	<b>(3,998,057)</b>	<b>(4,278,310)</b>	<b>(3,240,098)</b>
General Managers Office	796,931	562,476	925,444	714,353
Civic Leadership	412,431	247,406	491,117	284,198
03020. Elected Members Expenses	412,431	247,406	491,117	284,198
Expenditure	412,431	247,406	491,117	284,198
Organisational Leadership	384,501	315,070	434,327	430,155
03000. General Managers Office	384,501	315,070	434,327	430,155
Expenditure	384,501	315,070	434,327	430,155
Finance	(5,279,773)	(4,605,702)	(5,524,750)	(5,351,057)
Works/Labour Overhead	48,644	(16,534)	(34,952)	(80,044)
01580. Works/Labour Overheads Revenue	(79,948)	(95,619)	(35,000)	(80,000)
Income	(79,948)	(95,619)	(35,000)	(80,000)
03580. Works / Labour Overheads	2,940,971	2,009,780	3,319,978	3,561,600
Expenditure	2,940,971	2,009,780	3,319,978	3,561,600
03590. Works / Labour Overhead Recovery	(2,812,379)	(1,930,695)	(3,319,929)	(3,561,644)
Expenditure	(2,812,379)	(1,930,695)	(3,319,929)	(3,561,644)
Rates & Revenue	(3,874,722)	(4,005,966)	(3,981,589)	(4,001,581)
01110. Rates Revenue	(4,003,847)	(4,100,277)	(4,115,355)	(4,137,731)
Income	(4,003,847)	(4,100,277)	(4,115,355)	(4,137,731)
03110. Rates Section Operations	129,125	94,311	133,766	136,150
Expenditure	129,125	94,311	133,766	136,150
Financial Management	(1,453,695)	(583,201)	(1,508,209)	(1,269,432)
01120. Financial Control Revenue	(1,758,955)	(659,445)	(1,755,105)	(1,915,514)
Income	(1,758,955)	(659,445)	(1,755,105)	(1,915,514)
03120. Financial Control Operations	281,379	59,426	211,466	623,886
Expenditure	281,379	59,426	211,466	623,886
03121. Loan Repayments	23,881	16,817	35,430	22,196
Expenditure	23,881	16,817	35,430	22,196
Human Resources	(130,642)	(147,564)	(85,530)	232,994
Human Resources	(130,642)	(147,564)	(85,530)	232,994
01160. Human Resources	(4,691)	(7,792)	(15,000)	(15,000)
Income	(4,691)	(7,792)	(15,000)	(15,000)
03160. Human Resources	(125,951)	(139,772)	(70,530)	247,994
Expenditure	(125,951)	(139,772)	(70,530)	247,994
Governance & Information	474,026	192,733	406,526	1,163,612
Governance	(536,709)	(411,178)	(542,266)	199,811
01050. Other Governance	(5,000)	0	0	0
Income	(5,000)	0	0	0
03050. Other Governance	(531,709)	(411,178)	(542,266)	199,811
Expenditure	(531,709)	(411,178)	(542,266)	199,811
Information Technology	709,719	429,116	675,069	667,831
03140. IT Services	709,719	429,116	675,069	667,831
Expenditure	709,719	429,116	675,069	667,831
Records & Information	85,051	68,896	100,037	105,080
01150. Records Management & Access to Information	(1,134)	(791)	(800)	(700)

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Before Capital Grants**  
**For the Year Ended 30 June 2023**

Account Type	2020/21 YTD Actuals June	2021/22 YTD Actuals June	2021/22 Full Year Budget	2022/23 Total Budget
Income	(1,134)	(791)	(800)	(700)
03150. Records Management & Access to Information	86,186	69,687	100,837	105,780
Expenditure	86,186	69,687	100,837	105,780
<b>Customer Service</b>	<b>215,964</b>	<b>105,899</b>	<b>173,686</b>	<b>190,890</b>
03170. Customer Service	215,964	105,899	173,686	190,890
Expenditure	215,964	105,899	173,686	190,890
<b>Community &amp; Cultural Services</b>	<b>440,843</b>	<b>(245,463)</b>	<b>216,910</b>	<b>580,138</b>
<b>Community &amp; Cultural Management</b>	<b>0</b>	<b>(43,188)</b>	<b>0</b>	<b>0</b>
<b>Community &amp; Cultural Management</b>	<b>0</b>	<b>(43,188)</b>	<b>0</b>	<b>0</b>
03700. Community Services Operations Management	0	(43,188)	0	0
Expenditure	0	(43,188)	0	0
<b>Community Services</b>	<b>734,416</b>	<b>329,004</b>	<b>728,623</b>	<b>567,128</b>
<b>Tourism &amp; Promotion</b>	<b>192,051</b>	<b>114,188</b>	<b>232,838</b>	<b>180,537</b>
01920. Tourism Revenue	(8,088)	(1,050)	(16,600)	(16,700)
Income	(8,088)	(1,050)	(16,600)	(16,700)
03920. Tourism Operations	200,138	115,239	249,438	197,237
Expenditure	200,138	115,239	249,438	197,237
<b>Library Services</b>	<b>263,352</b>	<b>82,588</b>	<b>266,079</b>	<b>238,953</b>
01710. Libraries	(81,111)	(74,998)	(76,250)	(76,450)
Income	(81,111)	(74,998)	(76,250)	(76,450)
03710. Libraries	344,463	157,585	342,329	315,403
Expenditure	344,463	157,585	342,329	315,403
<b>Community Development &amp; Engagement</b>	<b>279,013</b>	<b>132,228</b>	<b>229,706</b>	<b>147,638</b>
01910. Uralla Events Promotion Revenue	(4,965)	(34,673)	(2,550)	(3,550)
Income	(4,965)	(34,673)	(2,550)	(3,550)
03910. Uralla Events Staging & Promotion	283,978	166,901	232,256	151,188
Expenditure	283,978	166,901	232,256	151,188
<b>Community Care</b>	<b>(293,572)</b>	<b>(531,280)</b>	<b>(511,713)</b>	<b>13,010</b>
<b>Aging &amp; Disability Services</b>	<b>(90,937)</b>	<b>(1,047,317)</b>	<b>(328,843)</b>	<b>174,703</b>
01866. Tablelands Community Support Options	(2,457,704)	(2,764,115)	(2,759,000)	(2,314,000)
Income	(2,457,704)	(2,764,115)	(2,759,000)	(2,314,000)
01867. Kamilaroi Ageing & Disability Services	(2,853)	(1,948)	(107,800)	0
Income	(2,853)	(1,948)	(107,800)	0
03866. Tablelands Community Support Options	2,240,609	1,635,195	2,375,735	2,440,251
Expenditure	2,240,609	1,635,195	2,375,735	2,440,251
03867. TCS Social Groups	129,011	83,550	162,222	48,452
Expenditure	129,011	83,550	162,222	48,452
<b>Community Transport</b>	<b>(282)</b>	<b>(10,646)</b>	<b>10,563</b>	<b>55,608</b>
01868. Tablelands Community Transport	(704,305)	(605,387)	(571,278)	(731,924)
Income	(704,305)	(605,387)	(571,278)	(731,924)
03868. Tablelands Community Transport	704,022	594,741	581,841	787,532
Expenditure	704,022	594,741	581,841	787,532
<b>Aged Care Facilities</b>	<b>(202,353)</b>	<b>526,684</b>	<b>(193,433)</b>	<b>(217,301)</b>
41000. Residential Aged Care Revenue	(3,382,554)	(1,622,374)	(3,339,866)	(3,568,417)
Income	(3,382,554)	(1,622,374)	(3,339,866)	(3,568,417)
43000. Residential Aged Care Operations	3,180,201	2,149,058	3,146,433	3,351,116
Expenditure	3,180,201	2,149,058	3,146,433	3,351,116

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Before Capital Grants**  
**For the Year Ended 30 June 2023**

Account Type	2020/21 YTD Actuals June	2021/22 YTD Actuals June	2021/22 Full Year Budget	2022/23 Total Budget
<b>Infrastructure &amp; Development Services</b>	<b>6,053,052</b>	<b>3,113,921</b>	<b>5,888,003</b>	<b>4,465,159</b>
<b>Infrastructure &amp; Development Management</b>	<b>565,157</b>	<b>99,231</b>	<b>529,486</b>	<b>1,234,780</b>
<b>Infrastructure &amp; Development Management</b>	<b>(163,573)</b>	<b>(119,281)</b>	<b>0</b>	<b>795,810</b>
01200. Engineering Operations Revenue	(140,426)	(769)	0	0
Income	(140,426)	(769)	0	0
03200. Engineering Operations Management	(23,146)	(118,512)	0	795,810
Expenditure	(23,146)	(118,512)	0	795,810
<b>Plant</b>	<b>(77,195)</b>	<b>(232,759)</b>	<b>(222,085)</b>	<b>(211,490)</b>
01550. Plant Disposal Proceeds Revenue	(136,528)	(138,197)	(85,560)	(120,000)
Income	(136,528)	(138,197)	(85,560)	(120,000)
03550. Plant Operating Expenses	59,333	(94,562)	(136,525)	(91,490)
Expenditure	59,333	(94,562)	(136,525)	(91,490)
<b>Depots</b>	<b>530,869</b>	<b>312,782</b>	<b>397,605</b>	<b>374,003</b>
03570. Works Depot Operations	530,869	312,782	397,605	374,003
Expenditure	530,869	312,782	397,605	374,003
<b>Private Works</b>	<b>(12,725)</b>	<b>(12,361)</b>	<b>(1,461)</b>	<b>(15,498)</b>
01600. Private Works Revenue	(533,420)	(42,442)	(100,000)	(100,000)
Income	(533,420)	(42,442)	(100,000)	(100,000)
03600. Private Works	520,695	30,081	98,539	84,502
Expenditure	520,695	30,081	98,539	84,502
<b>Emergency Services</b>	<b>204,792</b>	<b>57,757</b>	<b>259,796</b>	<b>202,175</b>
02070. Fire Control Revenue - RFS	(4,808)	0	(4,800)	(4,800)
Income	(4,808)	0	(4,800)	(4,800)
04070. Fire Control Expenses - RFS	190,141	45,795	247,660	192,281
Expenditure	190,141	45,795	247,660	192,281
04080. State Emergency Service Expenses	19,459	11,962	16,936	14,694
Expenditure	19,459	11,962	16,936	14,694
<b>Noxious Weeds</b>	<b>82,990</b>	<b>93,094</b>	<b>95,631</b>	<b>89,780</b>
03220. Noxious Weeds Expenditure	82,990	93,094	95,631	89,780
Expenditure	82,990	93,094	95,631	89,780
<b>Works &amp; Civil</b>	<b>3,622,104</b>	<b>2,877,828</b>	<b>3,688,331</b>	<b>2,552,443</b>
<b>Sealed Roads</b>	<b>1,034,356</b>	<b>1,016,585</b>	<b>1,280,699</b>	<b>930,454</b>
01330. Local Urban Streets Revenue	(293,194)	(127,048)	(254,096)	(167,148)
Income	(293,194)	(127,048)	(254,096)	(167,148)
01340. Regional Rural Sealed Roads Revenue	(842,556)	(864,100)	(872,344)	(923,133)
Income	(842,556)	(864,100)	(872,344)	(923,133)
01350. Sealed Rural Roads Revenue	(1,012,079)	(84,977)	(625,568)	(475,904)
Income	(1,012,079)	(84,977)	(625,568)	(475,904)
03330. Local Urban Streets Maintenance	352,430	222,781	396,018	238,790
Expenditure	352,430	222,781	396,018	238,790
03340. Regional Rural Sealed Roads Maintenance	1,551,767	803,179	1,283,037	1,096,163
Expenditure	1,551,767	803,179	1,283,037	1,096,163
03350. Sealed Rural Roads	1,277,987	1,066,750	1,353,652	1,161,686
Expenditure	1,277,987	1,066,750	1,353,652	1,161,686
<b>Unsealed Roads</b>	<b>1,780,126</b>	<b>1,284,357</b>	<b>1,359,179</b>	<b>990,044</b>
01345. Regional Rural Unsealed Roads Revenue	(58,215)	(60,015)	(60,015)	(61,867)
Income	(58,215)	(60,015)	(60,015)	(61,867)

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Before Capital Grants**  
**For the Year Ended 30 June 2023**

Account Type	2020/21 YTD Actuals June	2021/22 YTD Actuals June	2021/22 Full Year Budget	2022/23 Total Budget
01360. Unsealed Rural Roads Revenue	(482,668)	(259,732)	(634,769)	(872,631)
Income	(482,668)	(259,732)	(634,769)	(872,631)
03335. Unsealed Urban Streets Maintenance	48,877	28,525	46,318	20,700
Expenditure	48,877	28,525	46,318	20,700
03345. Regional Rural Unsealed Roads Maintenance	62,946	101,276	79,678	57,617
Expenditure	62,946	101,276	79,678	57,617
03360. Unsealed Rural Roads Maintenance	2,209,186	1,474,302	1,927,967	1,846,225
Expenditure	2,209,186	1,474,302	1,927,967	1,846,225
<b>Street Lighting</b>	<b>(4,120)</b>	<b>17,337</b>	<b>24,405</b>	<b>19,900</b>
01390. Street Lighting Revenue	(40,296)	(215)	(14,595)	(14,000)
Income	(40,296)	(215)	(14,595)	(14,000)
03390. Street Lighting Operations	36,175	17,552	39,000	33,900
Expenditure	36,175	17,552	39,000	33,900
<b>Bridges &amp; Culverts</b>	<b>441,333</b>	<b>296,019</b>	<b>600,818</b>	<b>451,645</b>
01285. Bridges - Regional	(91,229)	(67,885)	(67,885)	(7,000)
Income	(91,229)	(67,885)	(67,885)	(7,000)
03280. Bridges Maintenance	472,926	323,116	532,874	437,101
Expenditure	472,926	323,116	532,874	437,101
03285. Bridges - Regional	59,635	40,788	135,829	21,544
Expenditure	59,635	40,788	135,829	21,544
<b>Kerb &amp; Gutter</b>	<b>37,901</b>	<b>44,927</b>	<b>67,579</b>	<b>(9,476)</b>
01310. Kerb & Gutter Revenue	(70,600)	(35,300)	(70,600)	(70,600)
Income	(70,600)	(35,300)	(70,600)	(70,600)
03310. Kerb & Gutter Maintenance	108,501	80,227	138,179	61,124
Expenditure	108,501	80,227	138,179	61,124
<b>Stormwater Drainage</b>	<b>41,167</b>	<b>24,889</b>	<b>46,259</b>	<b>31,527</b>
01400. Stormwater Drainage Revenue	(30,711)	(33,086)	(32,488)	(33,037)
Income	(30,711)	(33,086)	(32,488)	(33,037)
03400. Stormwater Drainage Maintenance	71,878	57,975	78,747	64,564
Expenditure	71,878	57,975	78,747	64,564
<b>Footpaths &amp; Cycleways</b>	<b>141,890</b>	<b>88,212</b>	<b>188,477</b>	<b>26,330</b>
01370. Bike Track Revenue	(24,750)	(40,000)	0	(79,000)
Income	(24,750)	(40,000)	0	(79,000)
03300. Footpaths Maintenance	149,802	115,911	172,519	95,448
Expenditure	149,802	115,911	172,519	95,448
03370. Bike Track Maintenance	16,838	12,301	15,958	9,882
Expenditure	16,838	12,301	15,958	9,882
<b>Quarries &amp; Pits</b>	<b>8,787</b>	<b>5,713</b>	<b>9,477</b>	<b>20,000</b>
03520. Quarries & Pits Operations	8,787	5,713	9,477	20,000
Expenditure	8,787	5,713	9,477	20,000
<b>Parking Facilities</b>	<b>7,951</b>	<b>5,220</b>	<b>10,896</b>	<b>10,922</b>
03500. Parking Facilities	7,951	5,220	10,896	10,922
Expenditure	7,951	5,220	10,896	10,922
<b>Road Safety</b>	<b>132,715</b>	<b>94,568</b>	<b>100,542</b>	<b>81,097</b>
01380. Road Safety Revenue	(46,000)	(46,000)	(46,414)	(47,380)
Income	(46,000)	(46,000)	(46,414)	(47,380)
03380. Road Safety Expenditure	136,282	89,460	101,496	93,477

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Before Capital Grants**  
**For the Year Ended 30 June 2023**

Account Type	2020/21 YTD Actuals June	2021/22 YTD Actuals June	2021/22 Full Year Budget	2022/23 Total Budget
Expenditure	136,282	89,460	101,496	93,477
03440. Street Cleaning	42,432	51,108	45,460	35,000
Expenditure	42,432	51,108	45,460	35,000
<b>Facilities &amp; Open Space</b>	<b>1,000,995</b>	<b>645,483</b>	<b>859,513</b>	<b>797,116</b>
<b>Swimming Complex</b>	<b>156,462</b>	<b>116,188</b>	<b>150,731</b>	<b>138,582</b>
01720. Swimming Pool(s) Revenue	(25,340)	(24,652)	(36,200)	(26,205)
Income	(25,340)	(24,652)	(36,200)	(26,205)
03720. Swimming Pool(s) Operations	181,802	140,840	186,931	164,787
Expenditure	181,802	140,840	186,931	164,787
<b>Parks, Gardens &amp; Open Space</b>	<b>318,816</b>	<b>167,473</b>	<b>236,656</b>	<b>270,504</b>
01230. Uralla Parks & Reserves Revenue	(219)	0	(250)	0
Income	(219)	0	(250)	0
01235. Bundarra Parks & Reserves Revenue	(1,141)	(1,200)	(2,400)	(1,200)
Income	(1,141)	(1,200)	(2,400)	(1,200)
03230. Uralla Parks and Reserves	298,388	149,531	224,493	254,250
Expenditure	298,388	149,531	224,493	254,250
03235. Bundarra Parks and Reserves	21,788	19,143	14,813	17,454
Expenditure	21,788	19,143	14,813	17,454
<b>Sporting Grounds &amp; Facilities</b>	<b>115,390</b>	<b>71,797</b>	<b>97,708</b>	<b>85,731</b>
03240. Sport Grounds & Recreation Facilities	115,390	71,797	97,708	85,731
Expenditure	115,390	71,797	97,708	85,731
<b>Public Buildings &amp; Amenities</b>	<b>235,328</b>	<b>169,342</b>	<b>192,137</b>	<b>194,275</b>
01740. Public Halls	(48,628)	(24,441)	(51,550)	(50,018)
Income	(48,628)	(24,441)	(51,550)	(50,018)
03450. Public Amenities Maintenance	146,177	97,546	114,677	123,458
Expenditure	146,177	97,546	114,677	123,458
03740. Public Halls	137,780	96,237	129,010	120,835
Expenditure	137,780	96,237	129,010	120,835
<b>Operational Buildings &amp; Other Property</b>	<b>169,829</b>	<b>117,046</b>	<b>174,865</b>	<b>129,905</b>
01790. Pre-school Revenue	(19,807)	(13,331)	(20,208)	(20,616)
Income	(19,807)	(13,331)	(20,208)	(20,616)
01845. Grace Munro Income	(41,764)	(29,090)	(43,793)	(33,060)
Income	(41,764)	(29,090)	(43,793)	(33,060)
01850. Hill Street Aged Units Revenue	(29,725)	(22,503)	(29,952)	(30,750)
Income	(29,725)	(22,503)	(29,952)	(30,750)
02171. Mt Mutton & TV Blackspot Revenue	0	(10,652)	(3,540)	(3,750)
Income	0	(10,652)	(3,540)	(3,750)
03105. Council Administration Building Operations	59,295	45,727	60,438	53,168
Expenditure	59,295	45,727	60,438	53,168
03490. Commercial Property	74,535	53,623	72,953	58,503
Expenditure	74,535	53,623	72,953	58,503
03790. Pre-school	22,790	16,741	25,354	16,258
Expenditure	22,790	16,741	25,354	16,258
03845. Grace Munro Centre	67,268	50,357	73,172	61,446
Expenditure	67,268	50,357	73,172	61,446
03850. Hill Street Aged Units	22,669	16,334	25,737	21,606
Expenditure	22,669	16,334	25,737	21,606

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Before Capital Grants**  
**For the Year Ended 30 June 2023**

Account Type	2020/21 YTD Actuals June	2021/22 YTD Actuals June	2021/22 Full Year Budget	2022/23 Total Budget
03875. Street Stall Operations	14,569	9,841	14,704	7,100
Expenditure	14,569	9,841	14,704	7,100
<b>Cemeteries</b>	<b>20,204</b>	<b>8,358</b>	<b>18,172</b>	<b>(8,605)</b>
01530. Cemetery Revenue	(33,343)	(32,042)	(37,380)	(49,000)
Income	(33,343)	(32,042)	(37,380)	(49,000)
03530. Cemetery Operations	53,548	40,400	55,552	40,395
Expenditure	53,548	40,400	55,552	40,395
<b>Caravan Parks &amp; Camping Grounds</b>	<b>(15,035)</b>	<b>(4,721)</b>	<b>(10,756)</b>	<b>(13,276)</b>
02150. Caravan Parks & Camping Grounds Revenue	(104,041)	(74,473)	(100,000)	(111,400)
Income	(104,041)	(74,473)	(100,000)	(111,400)
04150. Caravan Parks & Camping Grounds Operation	89,006	69,752	89,244	98,124
Expenditure	89,006	69,752	89,244	98,124
<b>Planning &amp; Regulation</b>	<b>462,871</b>	<b>190,965</b>	<b>480,138</b>	<b>58,856</b>
<b>Land-Use Planning</b>	<b>144,060</b>	<b>24,885</b>	<b>106,044</b>	<b>(82,382)</b>
02010. Town Planning Office Revenue	(226,910)	(137,387)	(194,500)	(231,050)
Income	(226,910)	(137,387)	(194,500)	(231,050)
02015. Town Planning - S94 Contributions	(39,291)	(79,914)	(52,619)	(82,826)
Income	(39,291)	(79,914)	(52,619)	(82,826)
04010. Town Planning Office	410,261	242,186	353,163	231,494
Expenditure	410,261	242,186	353,163	231,494
<b>Development Control</b>	<b>126,345</b>	<b>46,119</b>	<b>175,000</b>	<b>101,000</b>
02020. Building Control Office Revenue	0	0	(1,000)	(1,000)
Income	0	0	(1,000)	(1,000)
03930. Heritage	19,563	12,685	24,028	2,000
Expenditure	19,563	12,685	24,028	2,000
04020. Building Control Office	106,782	33,434	151,972	100,000
Expenditure	106,782	33,434	151,972	100,000
<b>Public Health</b>	<b>(154)</b>	<b>7,403</b>	<b>2,028</b>	<b>(17,800)</b>
02100. Health Administration & Inspection Revenue	(24,899)	(11,425)	(27,000)	(25,000)
Income	(24,899)	(11,425)	(27,000)	(25,000)
04100. Health Administration & Inspection	24,746	18,828	29,028	7,200
Expenditure	24,746	18,828	29,028	7,200
<b>Regulation &amp; Enforcement</b>	<b>192,620</b>	<b>112,557</b>	<b>197,066</b>	<b>58,038</b>
02040. Animal Control Revenue	(56,896)	(39,188)	(53,000)	(58,600)
Income	(56,896)	(39,188)	(53,000)	(58,600)
04040. Animal Control	249,516	151,746	250,066	116,638
Expenditure	249,516	151,746	250,066	116,638
<b>Environment</b>	<b>(9,120)</b>	<b>(461,243)</b>	<b>176,167</b>	<b>(516,756)</b>
<b>Waste Management</b>	<b>(191,860)</b>	<b>(597,473)</b>	<b>(111,643)</b>	<b>(656,059)</b>
01420. Domestic Waste Revenue	(746,031)	(788,433)	(939,415)	(818,153)
Income	(746,031)	(788,433)	(939,415)	(818,153)
01430. Other Waste Management Revenue	(1,503,298)	(1,283,202)	(1,250,920)	(1,472,083)
Income	(1,503,298)	(1,283,202)	(1,250,920)	(1,472,083)
03420. Domestic Waste	580,591	645,984	558,382	757,316
Expenditure	580,591	645,984	558,382	757,316
03430. Other Waste Management	1,476,878	828,178	1,520,310	876,861
Expenditure	1,476,878	828,178	1,520,310	876,861

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Before Capital Grants**  
**For the Year Ended 30 June 2023**

Account Type	2020/21 YTD Actuals June	2021/22 YTD Actuals June	2021/22 Full Year Budget	2022/23 Total Budget
<b>Environmental Management</b>	<b>182,740</b>	<b>136,231</b>	<b>287,810</b>	<b>139,303</b>
04060. Environmental Management Operations	182,740	136,231	287,810	139,303
Expenditure	182,740	136,231	287,810	139,303
<b>Water-Cycle</b>	<b>411,044</b>	<b>(238,344)</b>	<b>154,368</b>	<b>338,720</b>
<b>Uralla Water Supply</b>	<b>220,764</b>	<b>108,186</b>	<b>170,438</b>	<b>146,711</b>
21000. Uralla Water Supply Revenue	(932,486)	(732,150)	(1,186,206)	(1,197,984)
Income	(932,486)	(732,150)	(1,186,206)	(1,197,984)
23000. Uralla Water Supply	1,153,250	840,336	1,356,644	1,344,695
Expenditure	1,153,250	840,336	1,356,644	1,344,695
<b>Bundarra Water Supply</b>	<b>178,826</b>	<b>66,451</b>	<b>107,884</b>	<b>120,584</b>
21500. Bundarra Water Supply Revenue	(134,420)	(122,752)	(199,529)	(185,086)
Income	(134,420)	(122,752)	(199,529)	(185,086)
23500. Bundarra Water Supply	313,247	189,204	307,413	305,670
Expenditure	313,247	189,204	307,413	305,670
<b>Uralla Sewerage Services</b>	<b>10,746</b>	<b>(292,436)</b>	<b>(18,693)</b>	<b>(76,932)</b>
31000. Uralla Sewerage Services Revenue	(770,846)	(782,158)	(739,770)	(859,834)
Income	(770,846)	(782,158)	(739,770)	(859,834)
33100. Uralla Sewerage Services Asset Maintenance	781,592	489,722	721,077	782,902
Expenditure	781,592	489,722	721,077	782,902
<b>Bundarra Sewerage Services</b>	<b>707</b>	<b>(120,545)</b>	<b>(105,261)</b>	<b>148,357</b>
31500. Bundarra Sewerage Services Revenue	0	(121,267)	(125,844)	(138,269)
Income	0	(121,267)	(125,844)	(138,269)
33500. Bundarra Sewerage Services Asset Maintenance	707	722	20,583	286,626
Expenditure	707	722	20,583	286,626



**CAPITAL BUDGET BID**

LIBRARY - Purchase and Installation of exterior/outdoor digital lockers - <i>included in draft budget v1</i>	\$2,000
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**OPERATIONAL BUDGET BID**

OFFICE OF GENERAL MANAGER - Organisation Service Review and Special Rate Variation Needs Analysis and Consultation - <i>included in draft budget v1</i>	\$63,000
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ELECTED MEMBERS Council volunteer appreciation Civic Reception	\$2,000
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DEVELOPMENT AND PLANNING Local Environmental Plan review and amendments	\$25,000
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ELECTED MEMBERS Alternate location Council Meeting - meeting at Bundarra	\$3,750
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WORKSHOP Apprentice Mechanic	\$63,000
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CIVIL WORKS Stormwater Master Plan - Uralla township	\$60,000
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Included in draft budget v1

<b>PROJECT</b>			
Name:	Purchase and Installation of exterior/outdoor digital lockers		WO #
<b>CAP Amount (\$):</b>	<b>\$ 2,000.00</b>	Subject to Grant Funding:	No
<b>OP Amount (\$):</b>	<b>\$ -</b>		

<b>DESCRIPTION</b>	
Proposal:	Purchase and install lockers/Premier Lockers, North Sydney
Purpose:	Provide 24 hour secure and weatherproof collection point for members
Location:	Under library verandah east facing in view of security cameras, Bridge Street Uralla
Commencement:	01-April-2022
Completion:	01-June-2022

<b>STRATEGIC REFERENCE</b>		
Reference	Number	Description
Approach:		
Strategy:		
Other References		
KPA	N/A	

<b>RISK MANAGEMENT</b>			
Risk Assessment	Project Approved:		Project Rejected:
Risks assessed:			
Risk mitigation:			

<b>ASSET RECOGNITION</b>			
Type of works:	%	Asset ID	Asset Description
Renewal			
New/Upgrade		N/A	

<b>PROJECT COSTING</b>						
Costing based on:	Quote from Supplier and approximation of installation costs					
Capital Description	Resource	Unit	Qty	Rate	On-costs	Total
Locker			4	\$ 159		\$ 636
Freight			1	\$ 462		\$ 462
Master Key			1	\$ 138		\$ 139
Numbered door plaques			4	\$ 6		\$ 24
<b>CAPITAL TOTAL</b>						<b>\$ 1,261</b>
<b>PROJECT COSTING ALLOCATION</b>						
Employee costs	Transport to site and installation by council staff					\$ 600
Consultants						\$ -
Contractors						\$ -
Materials						\$ -
Other						\$ -
<b>CAPITAL TOTAL</b>						<b>\$ 600</b>
Operating Costs this year						
						\$ -
						\$ -
						\$ -
<b>OPERATING TOTAL</b>						<b>\$ -</b>

<b>GRANT FUNDING</b>			
Source	Resource	Description	Amount
Grants - Federal			
Grants - State			
Grants - Other			
Subsidies & Contributions			
<b>TOTAL</b>			<b>\$ -</b>

<b>RESERVE FUNDING</b>		Amount
Unexpended Loans		
Developers Contributions		
Water/Sewer Funds		
Plant Fund		
Strategic Development		
Other		
<b>TOTAL</b>		<b>\$ -</b>

<b>FUTURE EXPENSES</b>		
Budget Type	Description	Amount
Operating	General Maintenance and depreciation	\$ 200
<b>TOTAL</b>		<b>\$ 200</b>

# OPERATING BUDGET PROPOSAL

YEAR ENDED 30 June, 2023

Included in draft budget v1

Name:	Organisation Service Review and Special Rate Variation Needs Analysis and Consultation	Job #	3020-440-603
Amount (\$):	\$ 63,000.00	Subject to Grant Funding:	

DESCRIPTION	
Proposal:	<p>That Council engage a suitably qualified independent consultant to:</p> <ol style="list-style-type: none"> <li>1. review Council's financial position including all services</li> <li>2. undertake a special rate variation needs analysis and associated community consultation to enable Council to consider:                             <ol style="list-style-type: none"> <li>a. opportunities for service delivery efficiency gains</li> <li>b. opportunities for increased revenue (other than rates)</li> <li>c. the requirement for application to the Independent Pricing and Regulatory Tribunal (IPART) NSW.</li> </ol> </li> </ol>
Purpose:	<p>The purpose of the project is to determine the need for Council to apply to IPART and to prepare all associated documentation including community consultation for Council to consider its intention (or otherwise) to:</p> <ol style="list-style-type: none"> <li>1. apply for a special variation increase by mid-November 2022 (due date set by IPART, was 26 November 2021 for 22/23 FY); and</li> <li>2. submit the application by end January 2023 (due date set by IPART, was 7 February 2022 for 22/23 FY).</li> </ol>
Location:	Uralla Shire Council
Commencement:	15-July-2022
Completion:	06-February-2023

STRATEGIC REFERENCE		
Reference	Number	Description
Goal:	4.2	An effective and efficient organisation.
Strategy:	4.2.1	Provide a range of services that meet benchmarks determined with the community, having regard to quality and cost.
	4.2.2	Operate in a financially responsible and sustainable manner.
Other References:		Draft Long Term Financial Plan 2021 Draft Long Term Financial Plan 2021 Explained Draft Community Strategic Plan 2022 - 2031 Draft Delivery Program 2022 - 2024 <a href="https://www.ipart.nsw.gov.au/Home/Industries/Local-Government/For-Councils/Apply-for-a-special-variation-or-minimum-rate-increase">https://www.ipart.nsw.gov.au/Home/Industries/Local-Government/For-Councils/Apply-for-a-special-variation-or-minimum-rate-increase</a>
Op Plan Action	4.2.2.1.7	Subject to Council resolution, undertake consultation and make an application for increased in rate revenue (special rate variation) in accordance with IPART criteria (FFTF) (timing subject to a decision of the 2021-23 term of Council)

<b>RISK MANAGEMENT</b>				
Risk Assessment	Project Approved:	Low	Project Rejected:	High
Risks assessed:	Financial: the risk of not undertaking the financial assessment and community consultation proposed in this project is assessed as moderate to high risk.			
Risk mitigation:	Draft LTFP and associated documentation and initial community engagement (19 September - 25 October 2021); Independent consultant engaged to undertake a full, desk-top, review with benchmarking to assess current services, operating efficiency opportunities, other revenue opportunities as well as rate variation needs with associated community engagement.			

<b>PROJECT COSTING</b>						
Costing based on:						
Description	Resource	Unit	Qty	Rate	On-costs	Total
LG finance and services consultant - service assessment and needs analysis - <i>preliminary estimate</i>	consultant	RFQ	1	\$ 40,000		\$ 40,000
LG finance and services consultant - community consultation - <i>preliminary estimate</i>	consultant	RFQ	1	\$ 20,000		\$ 20,000
Executive, finance,	staff	hours	840	\$ -		\$ -
Advertising	purchase	fee	4	\$ 750		\$ 3,000
				\$ -		\$ -
				\$ -		\$ -
				\$ -		\$ -
<b>TOTAL</b>						<b>\$ 63,000</b>

<b>GRANT FUNDING</b>			
Source	Resource	Description	Amount
Grants - Federal			
Grants - State			
Grants - Other			
Subsidies & Contributions			
<b>TOTAL</b>			<b>\$ -</b>

<b>RESERVE FUNDING</b>		
Reserve	Amount	
Unexpended Loans		
Developers Contributions		
Water/Sewer Funds		
Plant Fund		
Strategic Development	\$ 63,000	
Other		
<b>TOTAL</b>		<b>\$ 63,000.00</b>

<b>FUTURE EXPENSES</b>		
Description:	Amount	
<b>TOTAL</b>		<b>\$ -</b>

# OPERATING BUDGET PROPOSAL

YEAR ENDED 30 June, 2023

Name:	COUNCIL VOLUNTEER APPRECIATION - CIVIC RECEPTION	Job #	3020-331-603
Amount (\$):	\$ 2,000.00	Subject to Grant Funding:	

DESCRIPTION	
Proposal:	Mayor, councillors, executive and key staff (volunteer coordinators) host a civic reception (drinks, hors d'oeuvres) to thank Council's volunteers (November) - plan for 100 people (guests/volunteers and hosts). Seek to engage local service group to provide food; GM to EmCee, Mayor - official appreciation / thank you speech and draw lucky door prizes); Councillors and staff to host (serve drinks and take platters around). Staff to arrange e-invitations, rsvps, door prize tickets, and decorations/music.
Purpose:	Council has an action 2021/22 to develop a Volunteer Strategy and grow Council's volunteers across a range of service areas (TCT, McMaugh Gardens, Library, VIC, bush regeneration). Well run volunteer programs are good for the community, Council and volunteers themselves. Volunteer programs have been adversely affected by the pandemic shut-downs. As part of the revitalization of Council's volunteer programs, it is proposed that a civic reception hosted by the Mayor, councillors, executive and key staff to show appreciation is a small expense in return for a significant contribution of resource (time) by volunteers. If successful this could become an annual event.
Location:	Uralla Neighbourhood Centre
Commencement:	01-October-2021
Completion:	30-November-2021

STRATEGIC REFERENCE		
Reference	Number	Description
Goal:		
Strategy:		
Other References		
KPA	N/A	

RISK MANAGEMENT			
Risk Assessment	Project Approved:	Low	Project Rejected:
			High
Risks assessed:	Reputation and safety risk - low - the event can be risk managed and should contribute to Council's positive reputation of providing services to the community in collaboration with volunteers.		

Risk mitigation:	WHS risks associated with the event to be identified and risk managed.
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**PROJECT COSTING**

Costing based on:						
Description	Resource	Unit	Qty	Rate	On-costs	Total
Drinks	purchase		300	\$ 3		\$ 900
Ice	purchase		5	\$ 5		\$ 25
Food	purchase		1	\$ 800		\$ 800
Decorations	prurchase		1	\$ 150		\$ 150
Door prizes - gift vouchers	purchase		5	\$ 25.00		\$ 125.00
Invitations - electronic only	email			\$ -		\$ -
Event planning and	staff			\$ -		\$ -
<b>TOTAL</b>						<b>\$ 2,000</b>

**GRANT FUNDING**

Source	Resource	Description	Amount
Grants - Federal			
Grants - State			
Grants - Other			
Subsidies & Contributions			
<b>TOTAL</b>			<b>\$ -</b>

**RESERVE FUNDING**

Reserve	Amount	
Unexpended Loans		
Developers Contributions		
Water/Sewer Funds		
Plant Fund		
Strategic Development		
Other		
<b>TOTAL</b>		<b>\$ -</b>



# OPERATING BUDGET PROPOSAL

YEAR ENDED 30 June, 2023

Name:	Local Environmental Plan review and amendments	Job #	
Amount (\$):	\$ 25,000.00	Subject to Grant Funding:	No

DESCRIPTION	
Proposal:	Review and update the Local Environmental Plan. LEP land stock review and amendments
Purpose:	<p>The LEP guides planning decisions for local government areas through zoning and development controls.</p> <p>To support development, undertake:</p> <ul style="list-style-type: none"> <li>- Land stock review.</li> <li>- identify associated rezonings</li> <li>- assess need for conservation areas</li> </ul>
Location:	Uralla, Kentucky and Rocky River
Commencement:	01-July-2022
Completion:	01-March-2023

STRATEGIC REFERENCE		
Reference	Number	Description
Approach:		
Strategy:	2.2.1	Provide land use planning that facilitates employment creation
Other References		LSPS
KPA	N/A	

RISK MANAGEMENT				
Risk Assessment	Project Approved:	Low	Project Rejected:	High
Risks assessed:	Rejection by DPIE			
Risk mitigation:	Document aligns with LSPS and other strategic documents, development data, Ministerial Directions.			

<b>PROJECT COSTING</b>						
Costing based on:						
Description	Resource	Unit	Qty	Rate	On-costs	Total
Consultant			1	\$ 25,000		\$ 25,000
MDP			1	\$ 5,000		\$ 5,000
Admin			1	\$ 3,000		\$ 3,000
						\$ -
						\$ -
						\$ -
<b>TOTAL</b>						<b>\$ 33,000</b>

<b>GRANT FUNDING</b>			
Source	Resource	Description	Amount
Grants - Federal			
Grants - State			
Grants - Other			
Subsidies & Contributions			
<b>TOTAL</b>			<b>\$ -</b>

<b>RESERVE FUNDING</b>	
Reserve	Amount
Unexpended Loans	
Developers Contributions	
Water/Sewer Funds	
Plant Fund	
Strategic Development	
Other	
<b>TOTAL</b>	
	<b>\$ -</b>

<b>FUTURE EXPENSES</b>	
Description:	Amount
	\$ 33,000
<b>TOTAL</b>	
	<b>\$ 33,000</b>

# OPERATING BUDGET PROPOSAL

YEAR ENDED 30 June, 2023

Name:	Alternate location Council Meetings	Job #	3020-
Amount (\$):	\$ 3,675.00	Subject to Grant Funding:	

DESCRIPTION	
Proposal:	That Council conduct one meeting within the year in Bundarra.
Purpose:	
Location:	Bundarra School of the Arts Hall
Commencement:	15-July-2022
Completion:	30-June-2023

STRATEGIC REFERENCE		
Reference	Number	Description
Goal:	4	A strong accountable and representative Council
Strategy:	4.1.2	Engage with the community effectively and use community input to inform decision making.
Other References:		<a href="https://www.ipart.nsw.gov.au/Home/Industries/Local-Government/For-Councils/Apply-for-a-special-variation-or-minimum-rate-increase">https://www.ipart.nsw.gov.au/Home/Industries/Local-Government/For-Councils/Apply-for-a-special-variation-or-minimum-rate-increase</a>
Op Plan Action	New	Conduct one Ordinary Council meeting at Bundarra.

RISK MANAGEMENT				
Risk Assessment	Project Approved:	Low	Project Rejected:	High
Risks assessed:	Service Delivery: the risk of not meeting Council's webcasting obligations			
Risk mitigation:	Engage external sound technician to capture audio webcast for the meeting.			

<b>PROJECT COSTING</b>						
Costing based on:						
Description	Resource	Unit	Qty	Rate	On-costs	Total
Audio technician -estimate			1	\$ 2,000		\$ 2,000
Hall booking fee and cleaning			1	\$ 175		\$ 175
Governance/communications staff overtime if after-hours TBD	staff			\$ -		\$ -
Advertising	purchase	fee	2	\$ 750		\$ 1,500
				\$ -		\$ -
				\$ -		\$ -
				\$ -		\$ -
<b>TOTAL</b>						<b>\$ 3,675</b>

<b>GRANT FUNDING</b>			
Source	Resource	Description	Amount
Grants - Federal			
Grants - State			
Grants - Other			
Subsidies & Contributions			
<b>TOTAL</b>			<b>\$ -</b>

<b>RESERVE FUNDING</b>		
Reserve	Amount	
Unexpended Loans		
Developers Contributions		
Water/Sewer Funds		
Plant Fund		
Strategic Development		
Other		
<b>TOTAL</b>		<b>\$ -</b>

<b>FUTURE EXPENSES</b>		
Description:	Amount	
<b>TOTAL</b>		<b>\$ -</b>

# OPERATING BUDGET PROPOSAL

YEAR ENDED 30 June, 2023

Name:	Apprentice mechanic		Job #	
Amount (\$):	\$ 63,000.00	Subject to Grant Funding:	no	

DESCRIPTION	
Proposal:	Resource an apprentice mechanic at the Uralla Depot Workshop
Purpose:	An apprentice mechanic will increase the productivity of the workshop, enhance turn-around on breakdowns, reduce outsourcing of repairs and reduce plant hire (for off-line plant). The additional mechanic will improve workshop safety by reducing lone worker occurrences and create improved succession planning. Furthermore, apprenticeship positions contribute to career commencement opportunities for our community and enhance our reputation as an employer of choice.
Location:	Uralla Depot
Commencement:	01-July-2022
Completion:	30 June 2023*

STRATEGIC REFERENCE		
Reference	Number	Description
Approach:		
Strategy:		
Other References		
KPA	N/A	

RISK MANAGEMENT				
Risk Assessment	Project Approved:	Low	Project Rejected:	High
Risks assessed:	<p>Service Delivery - currently - several times per month offline plant due to breakdowns - <i>medium risk</i>.</p> <p>Safety - currently - frequently send out a mechanic on their own creating a lone worker risk. - <i>medium to high risk</i>.</p>			
Risk mitigation:	<p><b>Service Delivery</b> - currently mechanics repair breakdowns as quickly as possible, and hire equipment is sourced if available. An apprentice mechanic would enhance the workshop capability to improve turn-around time on plant breakdowns.</p> <p><b>Safety</b> - mobile phone (not always in range) and two-way radio - not always in range. An apprentice mechanic would be sent out with the mechanic to improve team safety and a faster on-site repair or recovery of plant.</p>			

<b>PROJECT COSTING</b>						
Costing based on:	HR discussion and award rates					
Description	Resource	Unit	Qty	Rate	On-costs	Total
Wage						\$ 47,500
Superannuation						\$ 4,980
Overheads						\$ 10,520
						\$ -
						\$ -
						\$ -
<b>TOTAL</b>						<b>\$ 63,000</b>

<b>GRANT FUNDING</b>			
Source	Resource	Description	Amount
Grants - Federal			
Grants - State			
Grants - Other			
Subsidies & Contributions		Potentially up to \$10,000 per annum (to be determined)	
<b>TOTAL</b>			<b>\$ -</b>

<b>RESERVE FUNDING</b>	
Reserve	Amount
Unexpended Loans	
Developers Contributions	
Water/Sewer Funds	
Plant Fund	
Strategic Development	
Other	
<b>TOTAL</b>	
	<b>\$ -</b>

<b>FUTURE EXPENSES</b>	
Description:	Amount
Wages, super, overheads	\$ 63,000
annual increase	1260
<b>TOTAL</b>	
	<b>\$ 64,260</b>

# OPERATING BUDGET PROPOSAL

YEAR ENDED 30 June, 2023

Name:	URALLA STORMWATER MASTER PLAN TO SUPPORT	Job #	
Amount (\$):	\$ 60,000.00	Subject to Grant Funding:	

DESCRIPTION	
Proposal:	Engage suitably qualified engineers, surveyor and draining experts to design a stormwater master plan and program of works. Extent of project to be scoped within proposed budget.
Purpose:	<p>Prepare a stormwater master plan that:</p> <ul style="list-style-type: none"> <li>documents current stormwater system</li> <li>documents deficiencies in current stormwater system</li> <li>plans for future sub-division requirements of the stormwater system</li> <li>documents a 10-year program of forecast stormwater system</li> </ul> <p>Future greenfield site developments / sub-divisions will over-time contribute to the master plan.</p>
Location:	Uralla township existing and including land zoned for development
Commencement:	01-July-2022
Completion:	01-June-2023

STRATEGIC REFERENCE		
Reference	Number	Description
Approach:	3.4.3	Communities are well serviced with essential infrastructure
Strategy:		Ensure adequate stormwater and drainage infrastructure is provided, maintained and renewed.
Other References		
KPA	N/A	

RISK MANAGEMENT			
Risk Assessment	Project Approved:	Low	Project Rejected:
			High
Risks assessed:	Without a stormwater master plan, it is difficult to appropriately manage current and future (sub-divisions - new and infill) stormwater requirements. <i>High risk.</i>		
Risk mitigation:	Stormwater master plan will enable planning and development over time of the Uralla township stormwater system supporting the current residential area as well as future development.		

<b>PROJECT COSTING</b>						
Costing based on:	Estimated cost of consultancy					
Description	Resource	Unit	Qty	Rate	On-costs	Total
Consultancy		1	1	\$ 80,000		\$ 60,000
						\$ -
						\$ -
						\$ -
						\$ -
						\$ -
<b>TOTAL</b>						<b>\$ 60,000</b>

<b>GRANT FUNDING</b>			
Source	Resource	Description	Amount
Grants - Federal			
Grants - State			
Grants - Other			
Subsidies & Contributions		section 7.12 fees should be used to fund works such as stormwater master planning and subsequent works.	60,000
<b>TOTAL</b>			<b>\$ 60,000.00</b>

<b>RESERVE FUNDING</b>	
Reserve	Amount
Unexpended Loans	
Developers Contributions	
Water/Sewer Funds	
Plant Fund	
Strategic Development	
Other	
<b>TOTAL</b>	
	<b>\$ -</b>

<b>FUTURE EXPENSES</b>	
Description:	Amount
To be determined via a stormwater asset management plan	
<b>TOTAL</b>	
	<b>\$ -</b>



## ATTACHMENT K TO ITEM 9.2

### Projects and Capex - Waste, Water and Sewer 2022/23

AREA	Master.Sub.Account	TYPE	TITLE	DESCRIPTION	ESTIMATE	REMARKS	COUNCIL FUNDING %	COUNCIL FUNDING \$	EXTERNAL FUNDING	
WASTE	03430.0350.0410	OPERATIONAL PROJECT	Master Plan for Waste Facility (MRF upgrade, filling, closure plans)	There are no strategic plans for Uralla Landfill: need to understand final landform (volume, years remaining), potential for new lined cell on south side, upgrades to the Materials Recovery Facility.	\$100,000		1	\$100,000	\$0	Budget bid
WASTE	07430.0820.0401	CAPITAL ASSET	Leachate transfer pipeline (NEW)	Key to stop overflows of leachate to environment and EPA prosecution (1.7km pipe from leachate dam to sewer manhole near Wrench King). Pump and pipeline.	\$80,000		1	\$80,000	\$0	May be done before June 2022
WASTE	07430.0820.0401	CAPITAL ASSET	Elevated roof at customer waste transfer bins Uralla Landfill (UPGRADE)	Roof of the customer disposal area is too low, safety issue for customers, complaint received.	\$60,000		1	\$60,000	\$0	Budget bid
WASTE	07430.0820.0401	CAPITAL ASSET	New recycling wall bins Uralla landfill (UPGRADE)	Bin system is safety issue (bins too heavy)	\$40,000		1	\$40,000	\$0	Budget bid
WASTE	07430.0820.0401	CAPITAL ASSET	New waste transfer station Bundarra (NEW)	Site running out of room to bury waste. Need transfer station with 4 x roll on, roll off bins + partial capping of the site. Note ProTerra report \$785k including capping and rehab of full site.	\$350,000	Check for EPA grants	1	\$350,000	\$0	Budget bid
WASTE	07430.0820.0401	CAPITAL ASSET	Switchboard / power metering upgrade Uralla Landfill (UPGRADE)	Serious electrical safety issue to due substandard previous works.	\$15,000		1	\$15,000	\$0	
								<b>\$645,000</b>	<b>\$0</b>	

AREA	Master.Sub.Account	TYPE	TITLE	DESCRIPTION	ESTIMATE	REMARKS	COUNCIL FUNDING %	COUNCIL FUNDING \$	EXTERNAL FUNDING	
WATER SUPPLY	23000.0350.0401	OPERATIONAL PROJECT	IWCM water	Future water strategy, DPIE requirement	\$100,000	90% DPIE funded	0.1	\$10,000	\$90,000	IWCM
WATER SUPPLY	23000.0350.0401	OPERATIONAL PROJECT	Water hammer investigation	Investigation of excess number of water main breaks. Monitoring and reporting	\$12,000		1	\$12,000	\$0	
WATER SUPPLY	23000.0350.0401	OPERATIONAL PROJECT	Dam storage volume survey (bathymetry)-Uralla and Bundarra	Accurate assessment of volume of dams. Part of drought security study & IWCM	\$35,000	90% DPIE funded	0.1	\$3,500	\$31,500	IWCM
WATER SUPPLY	23000.0596.0401	OPERATIONAL PROJECT	Dam safety - condition inspection dive on trunnion pipe	Only water intake to Treatment Plant, last inspected 2012	\$7,000		1	\$7,000	\$0	
WATER SUPPLY	23000.0350.0401	OPERATIONAL PROJECT	Drinking Water Annual report to NSW Health	NSW Health regulatory requirement, consultant	\$6,000		1	\$6,000	\$0	
WATER SUPPLY	27000.0700.0401	CAPITAL ASSET	Telemetry upgrade (water component) (UPGRADE)	Major and overdue upgrade to modern SCADA system for remote visibility of the water system. Existing system old, unreliable, limited usefulness.	\$200,000		1	\$200,000	\$0	
WATER SUPPLY	27000.0781.0507	CAPITAL ASSET	Water meter replacements, 100 nos. (RENEW)	Programmed renewal of old, under-recording meters	\$30,000	this would be by internal labour and stores materail	1	\$30,000	\$0	
WATER SUPPLY	27000.0700.0401	CAPITAL ASSET	Water Works Road gravel resheeting (RENEW)	Road in poor condition, needs better drainage	\$50,000		1	\$50,000	\$0	
WATER SUPPLY	27000.0700.0401	CAPITAL ASSET	Groundwater production drilling (NEW) - carryover of grant ?	Production well phase of groundwater project	\$500,000	<b>IMPORTANT:</b> assumes permitted to carry over residual of current Groundwater grant to 22/23 (supposed to be finished by 30/6/22). 100% DPIE-funded	0	\$0	\$500,000	Budget bid
WATER SUPPLY	27000.0781.0507	CAPITAL ASSET	Replacement of service lines (RENEW)	Programmed replacement of old galvanised iron small pipes	\$30,000	some by underbore contract, some by internal staff	1	\$30,000	\$0	
								Note: approximates with M&L estimate	\$348,500	

AREA	Master.Sub.Account	TYPE	TITLE	DESCRIPTION	ESTIMATE	REMARKS	COUNCIL FUNDING %	COUNCIL FUNDING \$	EXTERNAL FUNDING		
SEWER	33100.0600.0401	OPERATIONAL PROJECT	Clean and CCTV condition rating Uralla sewers	Formal condition assessment of sewers to program future replacement of sewers. 5000m at \$10/lin metre typical	\$50,000		1	\$50,000	\$0	Budget bid	
SEWER	33100.0600.0401	OPERATIONAL PROJECT	Manhole detailed condition assessment	Condition assessment of 25% of sewer manholes for programming renewals. FITT Resources quote 2020	\$20,000		1	\$20,000	\$0	Budget bid	
SEWER	33100.0600.0401	OPERATIONAL PROJECT	IWCM sewer	Sewer share of the IWCM project strategy project	\$50,000	90% DPIE funded	0.1	\$5,000	\$45,000	IWCM	
SEWER	33100.0600.0401	OPERATIONAL PROJECT	Infiltration/smoke testing study	Investigations of how so much rainwater getting into sewer (overloads the STP)	\$20,000		1	\$20,000	\$0	Budget bid	
SEWER	37000.0801.0401	CAPITAL ASSET	Telemetry upgrade (sewer component) (UPGRADE)	Major and overdue upgrade to modern SCADA system for remote visibility of the sewer system (STP and pump stations)	\$85,000		1	\$85,000	\$0		
SEWER	37000.0801.0401	CAPITAL ASSET	New switchboards at Sewage Pumping Stations connected to telemetry & plug-in power (UPGRADE)	Control boards for all 6 sewage pumping stations dilapidated, not telemetry-enabled. Assume \$25k each (small boards). Tie in with the grant.	\$150,000	<b>IMPORTANT:</b> This project to be coordinated with the Black Summer Bushfire Recovery Grants Program (BSBR001416) in particular last Milestone on page 5 of <b>UO/21/3780</b> so the boards compatible with generators.	1	\$150,000	\$0		
SEWER	37000.0801.0401	CAPITAL ASSET	Manhole relining (25 nos) (RENEW)	Relining of poor condition manholes. Assume \$2500 ea based on Killard quote	\$62,500		1	\$62,500	\$0		
SEWER	37000.0801.0401	CAPITAL ASSET	Lining alum tank bund at Uralla STP (UPGRADE)	Small tank bund eaten out of by acidic material, needs epoxy coating	\$15,000		1	\$15,000	\$0		
								<b>\$407,500</b>			

Note: Approximates with M&L estimate

## 10 CONCLUSION OF THE MEETING

END OF  
Budget, Review & Finance Committee  
BUSINESS AGENDA