



# **URALLA SHIRE COUNCIL BUSINESS PAPER**

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

## **ORDINARY COUNCIL MEETING**

**29 June 2021**

**Commencing at 12:30pm**

Kate Jessep  
**GENERAL MANAGER**



UINT/21/7695

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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 table at the Meeting.

**7 CONFIRMATION OF MINUTES**

Minutes to be confirmed at the 29 June 2021 Meeting of Council:

**7.1 MINUTES OF ORDINARY MEETING OF COUNCIL HELD 25 MAY 2021**



## MINUTES of

### ORDINARY MEETING OF COUNCIL

Held on 25 May 2021 at 12:30pm

#### Attendance at Meeting:

##### Councillors:

Cr M Pearce (Mayor)  
Cr I Strutt (Deputy Mayor)  
Cr R Bell  
Cr R Crouch  
Cr M Dusting  
Cr N Ledger  
Cr T O'Connor (departed 5.11pm)  
Cr T Toomey  
Cr L Sampson

##### Staff:

Ms K Jessep, General Manager  
Mr S Paul, Chief Financial Officer  
Mr T Seymour, Director Development & Infrastructure  
Ms C Valencius, Executive Manager Corporate Services  
Ms N Heaton, Coordinator Governance & Risk  
Ms W Westbrook, Minute Clerk  
Mr M Clarkson, Manager Planning & Development  
Ms H McElnea, Communication & Engagement Officer

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## 1 OPENING & WELCOME

The chair declared the meeting opened at 12:35pm.

## 2 PRAYER

The Chair read the prayer.

## 3 ACKNOWLEDGEMENT TO COUNTRY

The Chair read the acknowledgement to country.

## 4 WEBCAST INFORMATION

The Chair advised the meeting was recorded, with the recording to be made available on Council's website following the meeting.

## 5 APOLOGIES & APPLICATION FOR LEAVE OF ABSENCES BY COUNCILLORS

The Chair advised there were no apologies.

The Chair advised there were no applications for leave of absence received.

## 6 DISCLOSURES & DECLARATIONS OF INTERESTS

The Chair received the following declarations of non-pecuniary Conflict of Interest Declarations in relation to the 25 May 2021 Meeting

COUNCILLOR	ITEM OR REPORT NUMBER	PECUNIARY OR NON-PECUNIARY INTEREST	NATURE OF INTEREST
T. Toomey	15.3	Non-pecuniary	Friendship

## 7 CONFIRMATION OF MINUTES

Minutes confirmed at the 25 May 2021 Meeting:

### 7.1 MINUTES ORDINARY MEETING 27 APRIL 2021

MOTION Moved: Cr Crouch/ Seconded: Cr Strutt

That Council adopt the minutes the meeting held 27 April 2021, with the following amendments:

1. Signatures received for Basic (Primitive) Camping at The Glen as 41 not 3;
2. Signatures received for Upgrades to Rotary Park, opposite The Glen, as 41, not 42;
3. Delete: "(not dated) and advised the petitions"; insert: "Cr T Toomey tabled a petition on behalf of community members. The petition contains the following nine (9) projects along with the supporting signatures. These supporting signatures were provided in person at the public meeting of Thursday 22 April, at the Uralla Bowling Club, attended by around 50 people, at Burnet's Books on the following 4 days, and by email."  
(numbers to be corrected with signatures received and number of emails submitted)
4. Delegates report for Mayoral Claim was incorrectly recorded, change to actual amount of \$508.64; and
5. Page 6 Item 6 Nature of interest for Cr Crouch should read "On the Board of the Uralla Showground Land Manager who has a financial association with the Uralla Pony Club"

as a true and correct record.

FOR: Cr M Pearce, Cr R Bell, Cr R Crouch, Cr N Ledger, Cr T O'Connor, Cr L Sampson,  
Cr I Strutt, Cr T Toomey.

AGAINST: Cr M Dusting.

ABSENT: NIL

01.05/21 CARRIED

## 8 TABLING OF REPORTS & PETITIONS

No petitions tabled.

Report late item 9.1 – updated pages tabled: page 16 and pages 54-70.

Report item 16.3 – total estimated electrical costs for property owners to connect to Bundarra Sewer tabled.

## 9 LATE ITEMS/REPORTS OF BUSINESS, URGENT SUPPLEMENTARY

The Chair advised there was no urgent, supplementary items. The Chair referred Councillors to the late items of business recommended for addition to the published Meeting Agenda.

### 9.1 LATE REPORT TO COUNCIL- DRAFT OPERATIONAL PLAN AND BUDGET 2021-2022

### 9.2 LATE REPORT TO COUNCIL - GRACE PERIOD FOR PRIVATE WORKS AND ONSITE PRESSURE SYSTEM WORKS TO CONNECT TO BUNDARRA SEWERAGE SCHEME

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

To consider Late Items of Business as additions to the Meeting Agenda.

That the late Item 9.1 of business be considered following Item 15.11 in the Meeting Agenda.

That the late Item 9.2 of business be considered following Item 15.5 in the Meeting Agenda.

FOR: Cr M Pearce, Cr R Bell, Cr R Crouch, Cr M Dusting, Cr N Ledger, Cr T O'Connor,  
Cr L Sampson, Cr I Strutt, Cr T Toomey.

AGAINST: NIL

ABSENT: NIL

02.05/21 CARRIED UNANIMOUSLY

PROCEDURAL MOTION Moved: Cr Toomey / Seconded: Cr Bell

That the Notice of Motion Item 16.3 of business be heard following Item 15.4 in the Meeting Agenda.

FOR: Cr R Bell, Cr R Crouch, Cr M Dusting, Cr N Ledger, Cr T O'Connor, Cr L Sampson,  
Cr T Toomey.

AGAINST: Cr I Strutt, Cr M Pearce.

ABSENT: NIL

03.05/21 CARRIED

## 10 WRITTEN REPORT FROM DELEGATES

### 10.1 WRITTEN DELEGATE REPORT - CENTRAL NORTHERN REGIONAL LIBRARY MEETING, AND THE NSW PUBLIC LIBRARY NORTH EAST FULL ZONE - SUBMITTED BY CR I STRUTT

MOTION Moved: Cr Strutt/ Seconded: Cr Dusting

That Council receive the report on the Central Northern Regional Library General Meeting of 21 April 2021, and the NSW PLA North East Full Zone Meeting of 13 May 2021.

FOR: Cr M Pearce, Cr R Bell, Cr R Crouch, Cr M Dusting, Cr N Ledger, Cr T O'Connor,  
Cr L Sampson, Cr I Strutt, Cr T Toomey.

AGAINST: Nil

ABSENT: Nil

04.05/21

CARRIED UNANIMOUSLY

### 10.2 ACTIVITIES SUMMARIES

Councillors provided a verbal account of activities/meetings they have attended for the month

COUNCILLOR NAME:		Mark Dusting
COUNCIL MEETING DATE:		25 May 2021
DATE	COMMITTEE/MEETING/EVENT	LOCATION
4 May 2021	Budget Review and Finance Committee	Uralla - Chambers
18 May 2021	Northern Tablelands Regional Weed Committee	Armidale
18 May 2021	GM workshop and briefing - Insurance – JLT - Workers Comp & WHS - StateCover	Uralla - Chambers
25 May 2021	Council Ordinary Meeting	Uralla - Chambers
Expense Claims Total		\$0

COUNCILLOR NAME:		Robert Crouch
COUNCIL MEETING DATE:		25 May 2021
DATE	COMMITTEE/MEETING/EVENT	LOCATION
4 May 2021	Budget Review and Finance Committee	Uralla - Chambers
7 May 2021	Joint Forum New England Renewable Energy Zone	Uralla Memorial Hall
10 May 2021	UTEC (observer)	Uralla - Chambers
11 May 2021	ARIC (observer)	Uralla - Chambers
11 May 2021	GM workshop and briefing - The Glen – on site - Pioneer Park – one site - Long Term Financial Plan LTFP	Uralla - Chambers
18 May 2021	GM workshop and briefing - Insurance - JLT - Workers Comp & WHS - StateCover	Uralla - Chambers
25 May 2021	Council Ordinary Meeting	Uralla - Chambers
Expense Claims Total		\$0

<b>COUNCILLOR NAME:</b>		Levi Sampson
<b>COUNCIL MEETING DATE:</b>		25 May 2021
<b>DATE</b>	<b>COMMITTEE/MEETING/EVENT</b>	<b>LOCATION</b>
4 May 2021	Budget Review and Finance Committee	Uralla - Chambers
11 May 2021	GM workshop and briefing - The Glen – on site - Pioneer Park – one site - Long Term Financial Plan LTFP	Uralla - Chambers
25 May 2021	Council Ordinary Meeting	Uralla - Chambers
Expense Claims Total		\$93.84

<b>COUNCILLOR NAME:</b>		Natasha Ledger
<b>COUNCIL MEETING DATE:</b>		25 May 2021
<b>DATE</b>	<b>COMMITTEE/MEETING/EVENT</b>	<b>LOCATION</b>
4 May 2021	Budget Review & Finance Committee Meeting	Uralla - Chambers
8 May 2021	Bundarra School of Arts Hall	Bundarra
7 May 2021	Joint Forum New England Renewable Energy Zone	Uralla Memorial Hall
11 May 2021	Audit Risk & Improvement Committee Meeting	Uralla - Chambers
18 May 2021	GM workshop and briefing - Insurance – JLT - Workers Comp & WHS - StateCover	Uralla - Chambers
24 May 2021	NEJO Observer	Glen Innes
25 May 2021	Council Ordinary Meeting	Uralla - Chambers
Expenses Claim April & May Total		\$486.47

<b>COUNCILLOR NAME:</b>		Tara Toomey
<b>COUNCIL MEETING DATE:</b>		25 May 2021
<b>DATE</b>	<b>COMMITTEE/MEETING/EVENT</b>	<b>LOCATION</b>
4 May 2021	Budget Review and Finance Committee	Uralla - Chambers
7 May 2021	Joint Forum New England Renewable Energy Zone	Uralla Memorial Hall
10 May 2021	UTEC	Uralla - Chambers
11 May 2021	ARIC	Uralla - Chambers
11 May 2021	GM workshop and briefing - The Glen – on site - Pioneer Park – one site Long Term Financial Plan LTFP	Uralla - Chambers
18 May 2021	GM workshop and briefing - Insurance – JLT - Workers Comp & WHS - StateCover	Uralla - Chambers
25 May 2021	Council Ordinary Meeting	Uralla - Chambers
Expense Claims Total		\$0

<b>COUNCILLOR NAME:</b>		Robert Bell
<b>COUNCIL MEETING DATE:</b>		25 May 2021
<b>DATE</b>	<b>COMMITTEE/MEETING/EVENT</b>	<b>LOCATION</b>
4 May 2021	Budget Review and Finance Committee	Uralla - Chambers
7 May 2021	Joint Forum New England Renewable Energy Zone	Uralla Memorial Hall
8 May 2021	Bundarra Sewerage Meeting	Bundarra
11 May 2021	GM workshop and briefing - The Glen – on site - Pioneer Park – one site - Long Term Financial Plan LTFP	Uralla - Chambers
18 May 2021	GM workshop and briefing - Insurance – JLT - Workers Comp & WHS - StateCover	Uralla - Chambers
25 May 2021	Council Ordinary Meeting	Uralla - Chambers
Expense Claims Total		\$0

<b>COUNCILLOR NAME:</b>		Tom O'Connor
<b>COUNCIL MEETING DATE:</b>		25 May 2021
<b>DATE</b>	<b>COMMITTEE/MEETING/EVENT</b>	<b>LOCATION</b>
9 Feb 2021	Audit, Risk and Improvement Committee	Uralla - Chambers
Noon on 9 Feb 2021 to 8 May 2021	Leave of absence	On leave
11 May 2021	Audit, Risk and Improvement Committee	Uralla - Chambers
25 May 2021	Council meeting	Uralla - Chambers
Expense Claims Total		\$0

<b>COUNCILLOR NAME:</b>		Isabel Strutt
<b>COUNCIL MEETING DATE:</b>		25 May 2021
<b>DATE</b>	<b>COMMITTEE/MEETING/EVENT</b>	<b>LOCATION</b>
4 May 2021	Budget Review & Finance Committee Meeting	Uralla - Chambers
7 May 2021	Joint Forum New England Renewable Energy Zone	Uralla Memorial Hall
10 May 2021	UTEC Meeting	Uralla - Chambers
11 May 2021	ARIC Meeting – Observer	Uralla - Chambers
11 May 2021	GM workshop and briefing - The Glen – on site - Pioneer Park – one site - Long Term Financial Plan LTFP	The Glen, Pioneer Park and Uralla - Chambers
13 May 2021	NSW Public Libraries Association North East Full Zone Meeting	Walcha
18 May 2021	GM workshop and briefing - Insurance – JLT - Workers Comp & WHS - StateCover	Uralla - Chambers
16 May 2021	Centenary of Gostwyck Church	Gostwyck
19 May 2021	Mayor's Volunteer's Morning Tea	Uralla - Chambers
25 May 2021	Council Ordinary Meeting	Uralla – Chambers
Expense Claims Total		\$0

<b>COUNCILLOR NAME:</b>		Michael Pearce
<b>COUNCIL MEETING DATE:</b>		25 May 2021
<b>DATE</b>	<b>COMMITTEE/MEETING/EVENT</b>	<b>LOCATION</b>
28 April 2021	Mayor's Office – Admin. 2AD Radio interview. New England Renewable Energy Zone ( REZ ) Regional Reference Group meeting.	Uralla - Chambers  Armidale
29 April 2021	Mayor's Office – Admin.	Uralla - Chambers
03 May 2021	Mayor's Office - Admin	Uralla - Chambers
07 May 2021	Mayor's Office – Admin. Joint Forum New England Renewable Energy Zone	Uralla – Chambers Uralla Memorial Hall
10 May 2021	Mayor's Office – Admin.	Uralla - Chambers
11 May 2021	Mayor's Office – Admin. Audit, Risk and Improvement Committee, ARIC – Observer. Councillor Strategic workshop.	Uralla - Chambers
12 May 2021	Mayor's Office – Admin. 2AD Radio interview	Uralla - Chambers
13 May 2021	Mayor's Office - Admin	Uralla - Chambers
17 May 2021	Mayor's Office – Admin. Interview panel regarding Executive Officer position for New England Joint Organisation, NEJO	Uralla - Chambers
18 May 2021	Mayor's Office – Admin. Councillor Strategic Workshop.	Uralla - Chambers
20 May 2021	Mayor's Office – Admin. Northern Inland Regional Waste group meeting. Chair meeting, Non-Council delegate.	Uralla - Chambers
24 May 2021	New England Joint Organisation ( NEJO ) Board meeting.	Glen Innes
25 May 2021	Mayor's Office – Admin. May Council meeting.	Uralla - Chambers
Expense Claims Total May 2021		\$359.04

The Chair advised the Delegates report have been tabled.

## 11 ITEMS PASSED IN BULK

There were no items passed in bulk.

## 12 MAYORAL MINUTE

No Mayoral Minute presented.

## 13 PUBLIC FORUM/PRESENTATIONS

No Speakers/Presentation.

## 14 REPORT OF COMMITTEES



### 14.1 MINUTES OF THE AUDIT RISK & IMPROVEMENT COMMITTEE MEETING HELD 11 MAY 2021

MOTION Moved: Cr Ledger/ Seconded: Cr Strutt

That the Minutes from the Audit Risk and Improvement Committee meeting held on 11 May 2021 be noted and that Council endorse the recommendations therein.

AMENDMENT: Cr Toomey/ Cr Bell

That

- I. the Minutes from the Audit Risk and Improvement Committee meeting held on 11 May 2021 be received, and
- II. that Council remind ARIC the committee is to provide advice to Council and cannot task the General Manager, and
- III. endorse the recommendations therein.

FOR: Cr R Bell, Cr R Crouch, Cr M Dusting, Cr T O'Connor, Cr L Sampson, Cr I Strutt, Cr T Toomey.

AGAINST: Cr M Pearce, Cr N Ledger.

ABSENT: NIL

05.05/21

CARRIED

The amendment become the substantive motion.

MOTION Moved: Cr Toomey/ Cr Bell

That

- I. the Minutes from the Audit Risk and Improvement Committee meeting held on 11 May 2021 be received, and
- II. that Council remind ARIC the committee is to provide advice to Council and cannot task the General Manager, and
- III. endorse the recommendations therein.

FOR: Cr R Bell, Cr R Crouch, Cr M Dusting, Cr T O'Connor, Cr L Sampson, Cr I Strutt, Cr T Toomey.

AGAINST: Cr M Pearce, Cr N Ledger.

ABSENT: NIL

06.05/21

CARRIED

### 14.2 MINUTES OF THE BUDGET REVIEW & FINANCE COMMITTEE MEETING HELD 4 MAY 2021

MOTION Moved: Cr Ledger / Seconded: Cr Strutt

That Council note the Minutes of the Budget Review & Finance Committee Meeting held 4 May 2021.

FOR: Cr M Pearce, Cr R Bell, Cr R Crouch, Cr M Dusting, Cr N Ledger, Cr T O'Connor, Cr L Sampson, Cr I Strutt, Cr T Toomey.

AGAINST: NIL

ABSENT: NIL

07.05/21

CARRIED UNANIMOUSLY

#### 14.3 MINUTES OF THE BUNDARRA s355 SCHOOL OF ARTS COMMITTEE MEETINGS HELD 4 NOVEMBER 2020- 3 FEBRUARY 2021

PROCEDURAL MOTION Moved: Cr Bell/ Seconded: Cr Ledger

To move to Committee of the Whole.

08.05/21 CARRIED UNANIMOUSLY

Councillors held a detailed discussion in committee regarding the report.

PROCEDURAL MOTION Moved: Cr Strutt / Seconded: Cr Bell

To resume Standing Orders.

09.05/21 CARRIED UNANIMOUSLY

The Chair outlined details of the discussion held in committee.

MOTION Moved: Cr Ledger/ Seconded: Cr Strutt

That Council receive the minutes of the Bundarra School of Arts Hall s355 Committee meetings held 4 November 2020 and 3 February 2021.

FOR: Cr M Pearce, Cr R Bell, Cr R Crouch, Cr M Disting, Cr N Ledger, Cr T O'Connor,  
Cr L Sampson, Cr I Strutt, Cr T Toomey.

AGAINST: NIL

ABSENT: NIL

10.05/21 CARRIED UNANIMOUSLY

#### 14.4 MINUTES OF THE URALLA TOWNSHIP & ENVIRONS COMMITTEE MEETINGS HELD FEBRUARY – APRIL 2021

MOTION Moved: Cr Toomey/ Seconded: Cr Strutt

That Council

1. Receive advice from Cr Disting, our delegate to and Chair of the New England Weeds Authority, on the progress of investigations into privet management in the Uralla Shire.
2. Receive a report from the General Manager on the annual plan of management for the maintenance of the CBD gardens blisters, and the funds allocated to the 21/22 budget.
3. Note the draft open spaces is still in development and has not been presented to Council or the community. Council advise UTEC that until a FINAL version of the Open Spaces Strategy is adopted by Council it is not appropriate for the DRAFT content to be relied upon or referred to as part of their deliberations.
4. Advise UTEC that the monthly meetings are permitted on the understanding that staff will only attend the quarterly meeting.
5. Receive the minutes of the Uralla Township and Environs Committee meetings held 9 February 2021, 8 March 2021, and 12 April 2021.

FOR: Cr M Pearce, Cr R Bell, Cr R Crouch, Cr M Disting, Cr N Ledger, Cr T O'Connor,  
Cr L Sampson, Cr I Strutt, Cr T Toomey.

AGAINST: NIL

ABSENT: NIL

11.05/21 CARRIED UNANIMOUSLY

## 15 REPORTS TO COUNCIL

### 15.1 CASH AT BANK AND INVESTMENTS

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

That Council note:

1. The cash position as at 30 April, 2021 consisting of cash and overnight funds of \$2,259,694, term deposits of \$14,907,319 totalling \$17,167,013 of readily convertible funds; and
2. The loan position as at 30 April, 2021 totalling \$2,016,276; and
3. The projected unrestricted cash position as at 30 June, 2021 totalling \$2,395,000.

FOR: Cr M Pearce, Cr R Bell, Cr R Crouch, Cr M Dusing, Cr N Ledger, Cr T O'Connor,  
Cr L Sampson, Cr I Strutt, Cr T Toomey.

AGAINST: NIL

ABSENT: NIL

12.05/21 CARRIED UNANIMOUSLY

### 15.2 QUARTERLY BUDGET REVIEW STATEMENTS – THIRD QUARTER 2021

PROCEDURAL MOTION Moved: Cr Toomey/ Seconded: Cr Bell

To move to Committee of the Whole.

13.05/21 CARRIED UNANIMOUSLY

Councillors held a detailed discussion in committee regarding the report.

PROCEDURAL MOTION Moved: Cr Dusing/ Seconded: Cr Crouch

To resume Standing Orders.

14.05/21 CARRIED UNANIMOUSLY

The Chair outlined details of the discussion held in committee.

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

- a. That the third quarter budget review summary for the 2020/21 financial year be received and noted; and
- b. That the adjustments to budget allocations, including transfers to and from reserves, be adopted.

FOR: Cr M Pearce, Cr R Bell, Cr R Crouch, Cr M Dusing, Cr N Ledger, Cr T O'Connor,  
Cr L Sampson, Cr I Strutt.

AGAINST: Cr T Toomey.

ABSENT: NIL

15.05/21 CARRIED

### 15.3 MODIFICATION OF DA-47-2018 SUBDIVISION

Cr Toomey, having previously declared a conflict of interest, left the meeting at 1:52pm.

**MOTION Moved: Cr Crouch/ Seconded: Cr Bell**

**That Council resolve to modify condition 12 of Development Application 47/2018 from:**

The driveway in the access handle to proposed Lot 163 is to be gravel and bitumen sealed or concreted for a width of 3 metres and for the length of proposed Lot 162. This is to be constructed to a standard approved by the Director of Infrastructure and Regulation and is to be at the expense of the developer.

**To:**

The driveway in the access handle to proposed Lot 163 is to be gravel for a width of 3 metres and for the length of proposed Lot 162. This is to be constructed to a standard approved by the Director of Infrastructure and Development and is to be at the expense of the developer.

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

**FOR:** Cr M Pearce, Cr R Bell, Cr R Crouch, Cr M Dusting, Cr N Ledger, Cr T O'Connor, Cr L Sampson, Cr I Strutt.

**AGAINST:** NIL.

**ABSENT:** Cr T Toomey (declared a non-pecuniary interest)

16.05/21 **CARRIED**

Cr Toomey returned to meeting at 1.54pm

### 15.4 BUNDARRA SEWERAGE SCHEME- PROJECT UPDATE REPORT

**PROCEDURAL MOTION Moved: Cr Pearce - Chair/ Seconded: Cr Dusting**

To move to Committee of the Whole.

17.05/21 **CARRIED UNANIMOUSLY**

**PROCEDURAL MOTION Moved: Cr Dusting/ Seconded: Cr Ledger**

To resume Standing Orders.

18.05/21 **CARRIED UNANIMOUSLY**

**MOTION Moved: Cr Ledger/ Seconded: Cr Bell**

**That Council receive the Bundarra Sewerage Scheme – Project Update Report.**

**FOR:** Cr M Pearce, Cr R Bell, Cr R Crouch, Cr M Dusting, Cr N Ledger, Cr T O'Connor, Cr L Sampson, Cr I Strutt, Cr T Toomey.

**AGAINST:** NIL

**ABSENT:** NIL

19.05/21 **CARRIED UNANIMOUSLY**

### 16.3 NOTICE OF MOTION - CONNECTION COSTS FOR PROPERTIES IN THE BUNDARRA SEWERAGE SCHEME

MOTION Moved: Cr Bell/ Seconded: Cr Strutt

That Council:

- a. be advised of the total of the estimated cost of each property owner to connect to the new scheme;
- b. seek the approval of the Grant Funding body to expense all residents' connection costs from within the current contingencies budget;
- c. approve the Private Works under Section 67, NSW Local Government Act 1993 from the Sewer Fund;
- d. request the contractor confirm the variation amount for the work and bring it back to Council for consideration;
- e. be provided with details for the Project Manager including qualifications and experience; and
- f. seek the support of our Local State Government member, the Hon. Adam Marshall, Member for Northern Tablelands for this resolution.

FOR: Cr M Pearce, Cr R Bell, Cr R Crouch, Cr M Dusting, Cr N Ledger, Cr T O'Connor, Cr L Sampson, Cr I Strutt, Cr T Toomey.

AGAINST: NIL

ABSENT: NIL

20.05/21 CARRIED UNANIMOUSLY

### 15.5 SHORT TERM LOAN AGREEMENTS FOR ELECTRICAL /PLUMBING UPGRADES – BUNDARRA SEWERAGE

Following the decision of council at item 16.3, Item 15.5 was not considered at this meeting.

Cr Ledger left the meeting 2:15pm

Cr Ledger returned to the meeting 2:16pm

Cr Toomey left the meeting 2:23pm

Cr Toomey returned to the meeting 2:25pm

### 9.2 LATE REPORT TO COUNCIL - GRACE PERIOD FOR PRIVATE WORKS AND ONSITE PRESSURE SYSTEM WORKS TO CONNECT TO BUNDARRA SEWERAGE SCHEME

Following the decision of council at item 16.3, Item 9.2 was not considered at this meeting.

## 15.6 PROJECTS SUBJECT TO GRANT FUNDING - PRIORITY LIST FOR COMMUNITY CONSULTATION

PROCEDURAL MOTION Moved: Cr Pearce - Chair / Seconded: Cr Dusting  
To move to Committee of the Whole.

21.05/21 CARRIED UNANIMOUSLY

Councillors held a detailed discussion in committee regarding the report.

PROCEDURAL MOTION Moved: Cr Dusting / Seconded: Cr Strutt

To resume Standing Orders.

22.05/21 CARRIED UNANIMOUSLY

The Chair outlined details of the discussion held in committee.

MOTION Moved Cr Toomey/ Seconded Cr O'Connor

That Council reaffirms its position that it:

1. retains the projects:
  - a. Constellations of the South
  - b. adjacent Rotary Park upgrade and model boating lake together with Fibonacci theme at Pioneer park;
  - c. prioritised by Council Resolution 26.04/21 1a) and 1b) as the first priority for applicable grant funding applications,
2. endorses the Industrial Land at Rowan Ave as a Council top priority, and
3. Requests the General Manager lodge applications for these projects under all available grant opportunities, including Building Better Regions Fund round 6 and the currently open Stronger Country Communities Fund round 4.

FOR: Cr R Bell, Cr R Crouch, Cr M Dusting, , Cr T O'Connor, Cr L Sampson, Cr T Toomey.

AGAINST: Cr Dusting, Cr N Ledger, Cr M Pearce, Cr I Strutt.

ABSENT: NIL

23.05/21 CARRIED

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

That Council:

Endorse the *Proposed Project List* (listed below) of future capital projects, the progress of which are subject to future grant funding:

<i>Project Title</i>	<i>Estimated Cost<sup>1</sup></i>
1. McMaugh Gardens upgrades – Outstanding works identified in Sixhills report (eg replacement of smoke alarms; extension of pathways; storm water drainage works; roof maintenance; widen doorways; routine re-painting and maintenance, upgrades to handrails, ramps, etc)	\$320,000
2. Uralla CBD Digital upgrade – Install WIFI/visual displays	\$50,000
3. Bridge Street Upgrade – Development of detailed design through community consultation and construction in accordance with consultation outcomes	\$1,500,000
4. Gilmore Park Toilets	\$50,000
5. Uralla Library refurbishment including building works and equipment (High Technology Hub) and study spaces. Additional scoping required.	\$360,000
6. Uralla Township Entry Signs/Structures	\$50,000

<sup>1</sup> Cost as at last project budget estimate. Some projects may require additional investigation to determine up-to-date cost estimates and/or project scopes. Up-to-date project estimates would be provided to Council at the time of the funding application.

7. Pioneer Park – Minor gardening and landscaping works	\$50,000
8. Mt Mutton Reservoir Murals	\$50,000
9. Uralla Court House restoration and refurbishment. Additional scoping required.	\$925,000
10. Upgrades/Maintenance to Council Chambers – Flooring	\$40,000
11. Upgrades/Maintenance to Council Chambers – Heating/cooling, furniture	\$120,000
12. Uralla Visitor Information Centre – Park seating and shelter upgrade	\$45,000
13. McMaugh Gardens upgrades – Addition of 14 rooms. Additional scoping required.	\$800,000
14. McMaugh Gardens upgrades – Internal footpaths	\$20,000
15. Installation of rainwater tanks on all public buildings. Additional scoping required.	\$160,000
16. Plant or plant production for waste at Council's waste facility	\$200,000
17. Barry Munday Reserve upgrade – Munday's Lane and Thomas Lagoon entry way, car park, viewing platform, maps	\$52,000
18. Bridge Street footpath upgrades - Hill Street intersection to King Street (both sides)	\$70,000
19. Uralla Main Street garden upgrade	Not yet scoped
20. Rocky River Shared Bike Footpath – From Rocky River to Uralla	\$810,000
21. Kingstown Hall upgrades following community consultation.	\$50,000
22. Dangars Lagoon Rest Stop	\$20,000
23. Council Depot buildings refurbishment – Asbestos removal, lead paint removal, update offices	\$500,000
24. Building Extension – Civic Centre/Administration Offices	Not yet scoped
25. Skate Park Upgrade	\$80,000
26. Amphitheatre in Alma Park	\$50,000
27. Bundarra Swimming Pool	Not yet scoped
28. Emu Crossing Campground Upgrades – Shower block and solar lighting	\$140,000
29. Bundarra Park upgrades – Fitness equipment and recommendations by Bundarra School of Arts Hall Committee	\$30,000
30. Walking track - Mt Mutton to Wooldridge Fossicking Reserve along Rocky Creek	Not yet scoped
31. Fuller Park upgrade - Gardening and landscaping works	\$120,000
32. McMaugh Gardens upgrades – Staff lunchroom	\$30,000
33. Welcome to Uralla Shire signage – 8 entry signs on roads on Shire boundary	\$20,000
34. Bundarra Town Entrance Signs	\$7,500
35. Uralla CBD Carpark Toilets	\$80,000
36. Kentucky Memorial Hall air conditioners	\$25,000
37. Uralla Memorial Hall – Tiered seating	Not yet scoped
38. Racecourse Lagoon – Installation of composting toilets	\$60,000
39. McMaugh Gardens upgrade – Install bi-fold glass doors between the main dining/lounge and outside BBQ area	Not yet scoped
40. McMaugh Gardens upgrade – Install a lower false ceiling in the main dining/lounge room	Not yet scoped
41. Uralla Sports Complex – Rendering of buildings (Tennis club house, toilets, change rooms and squash courts)	\$55,000
42. Uralla Swimming Pool upgrade to year-round swimming pool with rehabilitation facilities	Not yet scoped
43. Uralla Sports Complex Bitumen Carpark	\$30,000
44. Barry Munday Reserve improvements (shelter, court improvements, tennis nets, BBQ facility, toilet, water tank)	\$175,000
45. Barry Munday Reserve removal of unsafe trees	\$15,000
46. All-weather walking track and bridge crossing at The Glen	\$110,000

47. Bundarra footpath extension and Park upgrades	\$30,000
48. Lions Park Bundarra – Updating of facilities including push-button gas BBQs, shelters and seating	Not yet scoped
49. Invergowrie Tennis Court upgrade/refurbishment	Not yet scoped
50. Bundarra Cemetery upgrades	Not yet scoped
51. Replacement of amenities at Wooldridge Fossicking Reserve	\$200,000
52. Bike/walking track - Alma Park to Fossicking Reserve	Not yet scoped
53. Mt Mutton Mountain Bike Track	Not yet scoped
54. Kellys Plains Road landscape	\$30,000
55. Zero energy resource centre	Not yet scoped
56. Agricultural centre	Not yet scoped
57. Tele Health centre	Not yet scoped

Place the *Proposed Project List* on public exhibition for a period of not fewer than 28 days and undertake community consultation during the period to ascertain the level of community support for the proposed projects and assist Council to allocate prioritisation when funding opportunities arise.

FOR: Cr M Pearce, Cr R Bell, Cr M Dusing, Cr N Ledger, Cr T O'Connor, Cr L Sampson, Cr I Strutt.

AGAINST: Cr R Crouch, Cr T Toomey.

ABSENT: NIL

24.05/21

CARRIED

Chair called for a short break at 2:48pm.

Meeting resumed at 2:57pm.

#### 15.7 COUNCIL SUBMISSION ON THUNDERBOLT ENERGY HUB SEARS

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

1. Advise the General Manager that Council is losing confidence in the General Manager to:
  - a. implement, without undue delay, lawful decisions of the council, and,
  - b. to ensure the Mayor and other councillors are given timely information necessary to effectively discharge their functions.
2. Point 2 in Resolution 17.02/21 be fully implemented forthwith including the comments received from Councillors.

FOR: Cr R Bell, Cr T O'Connor, Cr R Crouch, Cr T Toomey.

AGAINST: Cr M Pearce, Cr M Dusing, Cr N Ledger, Cr L Sampson, Cr I Strutt.

ABSENT: NIL

MOTION LOST

MOTION Moved: Cr Strutt/ Seconded: Cr Dusting  
That Council:

- I. Note that the Planning Secretary's Environmental Assessment Requirements (SEARs) for the Thunderbolt Energy Hub SEARS is adequate for informing the developer of General Requirements, Key Issues, Plans and Documents, and Consultation that are to be addressed in the environmental impact statement.
- II. Writes to the developer confirming its position in that Council endorses sustainable development within the Shire, and expects the Development Application to be considered in the context of our Community Strategic Plan, particularly the following stated goals:
  - a) To preserve, protect and renew our beautiful environment;
  - b) Maintain a healthy balance between development and the environment;
  - c) An attractive environment for business, tourism and industry;
  - d) Growing and diversified employment, education and tourism opportunities;and further,
  - f) A 'cradle to grave' approach should be taken to ensure the project is environmentally sustainable during construction, operation, and decommissioning through appropriate bonding arrangements with the NSW Government;
  - g) That local employment be preferred;
  - h) Systems be put in place to preserve environmental values;
  - i) Any upgrades and maintenance to Council infrastructure to service the construction and/or operation of the development should be at the developer's expense;
  - j) No council infrastructure should be negatively impacted by the renewable energy project's construction and or operation; and
  - k) Protection of the amenity of residents surrounding the renewable energy projects and along transport routes should be the paramount consideration in the decision-making process.

FOR: Cr M Pearce, Cr M Dusting, Cr N Ledger, Cr L Sampson, Cr I Strutt.

AGAINST: Cr R Bell, Cr T O'Connor, Cr R Crouch, Cr T Toomey.

ABSENT: NIL

25.05/21 CARRIED

#### 15.8 PRIORITISED PROJECTS FOR UPGRADING GRAVEL TO SEALED ROADS

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

26.05/21 CARRIED UNANIMOUSLY

Cr Ledger left meeting 4:08pm  
Cr Ledger returned to meeting 4:09pm

Councillors held a detailed discussion in committee regarding the report.

PROCEDURAL MOTION Moved: Cr Toomey / Seconded: Cr Strutt  
To resume Standing Orders.

27.05/21 CARRIED UNANIMOUSLY  
The Chair outlined details of the discussion held in committee.

MOTION Moved: Cr Bell / Seconded: Cr Toomey

That Council:

1. Provide a current Transport Asset Management Plan including priorities for existing sealed roads rehabilitation;
2. Road hierarchy to be included in the road prioritisation tool.

FORESHADOWED MOTION – Crs Ledger and Strutt foreshadowed moving the recommendation in the business papers.

MOTION Moved: Cr Bell / Seconded: Cr Toomey

That Council:

1. Provide a current Transport Asset Management Plan including priorities for existing sealed roads rehabilitation;
2. Road hierarchy to be included in the road prioritisation tool.

FOR: Cr Crouch, Cr Toomey, Cr Bell, Cr O'Connor.

AGAINST: Cr Dusting, Cr Sampson, Cr Ledger, Cr Strutt, Cr Pearce.

ABSENT: NIL

MOTION LOST

FORSHADOWED MOTION

MOTION Moved: Cr Ledger / Seconded: Cr Strutt

That Council:

- I. Approve the following road upgrades utilising Local Roads and Community Infrastructure grant funding in 21/22

Road Name	Section	Length (m)	Year	Cost estimate (\$)
Old Gostwyck Road	To Corey Road	1,100	21/22	153,480
Corey Road	Full length	440	21/22	48,220
Harriet Gully Road	Full Length	760	21/22	83,300
				285,000

- II. Subject to additional grant funding, adopt the gravel roads upgrade to sealed roads prioritisation list as follows for subsequent years

Road Name	Section	Length (m)	Priority	Cost estimate (\$)
Gostwyck Road	14.9 to 16.9 km	2,000	1	490,000
Bendemeer Road	0.5 to 2.5 km	2,000	2	490,000
Gostwyck Road	16.9 to 19.0 km	2,100	3	515,000
Williams Road	0.2 to 2 km	1,800	4	441,000

- III. Places the other candidate roads list on public exhibition and invite nominations from the community for other gravel road candidate projects for investigation and prioritisation in the future.

FOR: Cr Dusting, Cr Sampson, Cr Ledger, Cr Strutt, Cr Pearce.

AGAINST: Cr Crouch, Cr Toomey, Cr Bell, Cr O'Connor.

ABSENT: NIL

28.05/21 CARRIED

## 15.9 WORKS PROGRAM

**MOTION Moved: Cr Strutt/ Seconded: Cr Dusting**

That Council receive the report for the works completed or progressed during April 2021 and works programmed for May 2021.

**FOR:** Cr Dusting, Cr Crouch, Cr Sampson, Cr Ledger, Cr Toomey, Cr Bell, Cr O'Connor, Cr Strutt, Cr Pearce.

**AGAINST:** NIL

**ABSENT:** NIL

29.05/21 CARRIED UNANIMOUSLY

## 15.10 OPERATIONAL PLAN 2020-21 QUARTERLY PROGRESS REPORT AS AT 31 MARCH 2021

**PROCEDURAL MOTION Moved: Cr O'Connor / Seconded: Cr Bell**

To move to Committee of the Whole.

30.05/21 CARRIED UNANIMOUSLY

Councillors held a detailed discussion in committee regarding the report.

**PROCEDURAL MOTION Moved: Cr Dusting / Seconded: Cr Sampson**

To resume Standing Orders.

31.05/21 CARRIED UNANIMOUSLY

The Chair outlined details of the discussion held in committee.

**MOTION Moved: Cr Ledger/ Seconded: Cr Strutt**

That the 2020-21 Operational Plan Progress Report at 31 March 2021 be received.

**FOR:** Cr Dusting, Cr Crouch, Cr Sampson, Cr Ledger, Cr Toomey, Cr Bell, Cr O'Connor, Cr Strutt, Cr Pearce.

**Against:** NIL

**Absent:** NIL

32.05/21 CARRIED UNANIMOUSLY

## 15.11 RESOLUTIONS REGISTER ACTIONS STATUS

**PROCEDURAL MOTION Moved: Cr Toomey / Seconded: Cr Strutt**

To move to Committee of the Whole.

33.05/21 CARRIED UNANIMOUSLY

Councillors held a detailed discussion in committee regarding the report.

**PROCEDURAL MOTION Moved: Cr Dusting/ Seconded: Cr Sampson**

To resume Standing Orders.

34.05/21 CARRIED UNANIMOUSLY

The Chair outlined details of the discussion held in committee.

**MOTION Moved: Cr Strutt / Seconded: Cr Ledger**

That Council receive the Resolution Action Status as at 19 May 2021.

FOR: Cr Dusting, Cr Crouch, Cr Sampson, Cr Ledger, Cr Toomey, Cr Bell, Cr O'Connor, Cr Strutt, Cr Pearce.

AGAINST: NIL

ABSENT: NIL

35.05/21 CARRIED UNANIMOUSLY

## 9.1 LATE REPORT TO COUNCIL- DRAFT OPERATIONAL PLAN AND BUDGET 2021-2022

PROCEDURAL MOTION Moved: Cr Bell/ Seconded: Cr Toomey

To move to Committee of the Whole.

36.05/21 CARRIED UNANIMOUSLY

PROCEDURAL MOTION Moved: Cr Toomey / Seconded: Cr Bell

That at 4.56pm move out of Committee, extend the meeting past 5pm, and resume Committee of the Whole.

37.05/21 CARRIED UNANIMOUSLY

Councillors held a detailed discussion in committee regarding the report.

PROCEDURAL MOTION Moved: Cr Dusting / Seconded: Cr Crouch

To resume Standing Orders.

38.05/21 CARRIED UNANIMOUSLY

The Chair outlined details of the discussion held in committee.

Cr Ledger left the meeting 5:08pm

Cr Ledger returned to the meeting at 5:09pm

MOTION Moved: Cr Bell/ Seconded: Cr Dusting

That the Draft Operational Plan and Budget for 2021-2022 with the following amendments:

- Restrictions for the General Fund and McMaugh Fund corrected as tabled at the meeting;
- Capital expenditure description be amended to Local Rural Unsealed Roads Re-sheeting;
- Page 32 - table row one – Hawthorne Drive –: modify project budget and grant funding to \$1,080,620 reference to stage 2; and add the note: 'stage 1 commenced 2020/21';
- Page 16 – insert heading page for Part 2: Delivery Program 2017-2022 & Operational Plan 2021-2022;
- limit swimming pool entry fee increase from \$3.60 to \$4.00; and
- limit building inspection fees increases to 5%;

be placed on public exhibition from 26 May 2021 to 23 June 2021 and that a report be presented to the 29 June 2021 Ordinary Council meeting.

FOR: Cr M Pearce, Cr R Bell, Cr M Dusting, Cr T O'Connor, Cr L Sampson, Cr I Strutt, Cr T Toomey.

AGAINST: Cr R Crouch, Cr N Ledger.

ABSENT: NIL

39.05/21 CARRIED

Cr O'Connor left meeting 5:11pm

## 16 MOTIONS ON NOTICE QUESTIONS WITH NOTICE

### 16.1 RESPONSE TO QUESTION – HILL ST & MT MITCHEL ROAD AUDIT FROM APRIL 2021 ORDINARY MEETING

MOTION Moved: Cr Ledger / Seconded: Cr Strutt

That Council receive the response to the question from Councillor Ledger at the 27 April 2021 Ordinary Meeting of Council.

FOR: Cr Dusting, Cr Sampson, Cr Ledger, Cr Toomey, , Cr Strutt, Cr Pearce.

AGAINST: Cr Crouch, Cr Bell.

ABSENT: Cr O'Connor.

40.05/21 CARRIED

### 16.2 RESPONSE TO QUESTION - LOCAL EMERGENCY RISK MANAGEMENT STUDY FROM APRIL 2021 ORDINARY MEETING

MOTION Moved: Cr Toomey/ Seconded: Cr Sampson

That Council receive the response to the question from the 27 April 2021 Ordinary Meeting of Council.

FOR: Cr Dusting, Cr Sampson, Cr Ledger, Cr Toomey, , Cr Strutt, Cr Pearce, Cr Crouch, Cr Bell.

AGAINST: NIL

ABSENT: Cr O'Connor.

41.05/21 CARRIED

## 17 CONFIDENTIAL MATTERS

The Chair advised there were no confidential matters to be heard at the 25 May 2021 Meeting.

## 18 CLOSURE OF MEETING

The Meeting was closed at 5:16pm.

## 19 COUNCIL MINUTES CONFIRMED

COUNCIL MINUTES CONFIRMED BY:

RESOLUTION NUMBER:

DATE:

MAYOR:

Councillor Michael Pearce



## MINUTES of

## EXTRAORDINARY MEETING OF COUNCIL

Held on 15 Jun 2021 at 1:05pm

### Attendance at Meeting:

#### Councillors:

Cr M Pearce (Mayor)  
Cr I Strutt (Deputy Mayor)  
Cr R Bell  
Cr R Crouch  
Cr M Dusting  
Cr N Ledger  
Cr T O'Connor (departed 1.58pm)  
Cr T Toomey  
Cr L Sampson

#### Staff:

Ms K Jessep, General Manager  
Mr S Paul, Director Corporate Services/ Chief Financial Officer  
Mr T Seymour, Director Development & Infrastructure  
Ms C Valencius, Executive Manager Corporate Services  
Ms N Heaton, Coordinator Governance & Risk (Minute Taker)  
Mr M Clarkson, Manager Planning & Development

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## **1 OPENING & WELCOME**

The chair declared the meeting opened at 1.05pm.

## **2 PRAYER**

The Chair read the prayer.

## **3 ACKNOWLEDGEMENT TO COUNTRY**

The Chair read the acknowledgement to country.

### **WEBCAST INFORMATION**

The Chair advised the meeting was recorded, with the recording to be made available on Council's website following the meeting.

## **4 APOLOGIES & APPLICATION FOR LEAVE OF ABSENCES BY COUNCILLORS**

The Chair advised there were no apologies received. Cr O'Connor advised he needed to leave to attend another appointment at 2pm.

## **5 DISCLOSURES & DECLARATIONS OF INTERESTS**

The Chair advised there were no disclosures or declarations made.

## **6 REPORTS TO COUNCIL**

### **6.1. 2021-22 Crown Reserves Improvement Fund Program**

**PROCEDURAL MOTION Moved: Cr O'Conner / Seconded: Cr Strutt**

**To move to Committee of the Whole.**

**X01.06/21 CARRIED UNANIMOUSLY**

Councillors held a detailed discussion in committee regarding the report.

Cr Bell left the Chamber at 1.46pm.

Cr Bell returned to the Chamber at 1.47pm.

**PROCEDURAL MOTION Moved: Cr Ledger / Seconded: Cr O'Connor**

**To resume Standing Orders.**

**X02.06/21 CARRIED UNANIMOUSLY**

The Chair outlined details of the discussion held in committee.

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

That Council apply for grant funding under the Crown Reserves Improvement Fund Program for the following projects:

- I. Crown Reserve 25105 – Saumarez Ponds Recreation Reserve (also known as the Barry Munday Reserve) improvements at a total application up to \$175,000; and
- II. Crown Reserve 91185 – Wooldridge Recreation and Fossicking Area Reserve amenities at a total application up to \$120,000; and
- III. Subject to the grant funding budget being approved, include additional operating costs (maintenance and depreciation – estimated at \$18,440 per annum [2021 dollars]) in the applicable 2021/22 budget review process.

X03.06/21 CARRIED

For: Crs Disting, Ledger, Sampson, Strutt, Pearce, O'Connor

Against: Crs Crouch, Toomey, Bell,

Cr O'Connor left the meeting at 1.58pm.

The Mayor called for a short adjournment to attend a pre-arranged workshop at 1.59pm.

The meeting resumed at 2.45pm.

## 6.2 Project Nominations for Stronger Country Communities Fund Round 4

PROCEDURAL MOTION Moved: Cr Crouch / Seconded: Cr Bell

To move to Committee of the Whole.

X04.06/21 CARRIED UNANIMOUSLY

Councillors held a detailed discussion in committee regarding the report.

PROCEDURAL MOTION Moved: Cr Disting/ Seconded: Cr Toomey

To resume Standing Orders.

X05.06/21 CARRIED UNANIMOUSLY

The Chair outlined details of the discussion held in committee.

MOTION Moved: Cr Toomey/ Seconded: Cr Strutt

That Council apply for grant funding under the Stronger Country Communities Fund Round Four for the following projects in order of preference:

- I. Renewal works at McMaugh's Gardens identified in the Sixhills Report at \$320,000;
- II. Support an additional sum for the required works for the Glen Precinct and Pioneer Park, for the sum of \$300,000; and
- III. Support an additional sum up to \$80,000 for the required work for Fuller Park.

AMENDMENT

Moved Cr Ledger

- I. Renewal works at McMaugh's Gardens identified in the Sixhills Report at \$320,000;
- II. Upgrade to the Skate Park up to \$80,000; and
- III. Support an additional sum up to \$80,000 for the required work for Fuller Park.

The Amendment lapsed due to a lack of a Seconder.

The MOTION was put to the

vote **X06.06/21 CARRIED**

For: Crs Dusting, Sampson, Strutt, Pearce, Crouch, Toomey, Bell  
Against: Cr Ledger

### 6.3 Central Northern Regional Library (CNRL) Agreement

The Mayor called for a short adjournment at 3.27pm.

The Meeting resumed at 3.32 pm.

**MOTION Moved: Cr Strutt / Seconded: Cr Dusting**

**That in relation to the report "Central Northern Regional Library", Council:**

- I. receive and note the minutes from the CNRL Ordinary Meeting held 21 April 2021;
- II. approve the extension of the current CNRL Library Agreement for a further five-year period from 1 July 2021 to 30 June 2026; and
- III. agree to affix the Seal of Council to the Central Northern Regional Library Agreement 2021.

**X07.06/21 CARRIED UNANIMOUSLY**

For: Crs Dusting, Ledger, Sampson, Strutt, Pearce, Crouch, Toomey, Bell  
Against: Nil

## 7 CLOSURE OF MEETING

The meeting was closed at 3.36pm.

## 8 COUNCIL MINUTES CONFIRMED

COUNCIL MINUTES CONFIRMED BY:	
RESOLUTION NUMBER:	
DATE:	
MAYOR:	Councillor Michael Pearce



## MINUTES

### Budget, Review and Finance Committee Meeting

4 May 2021 – 10:30am, Council Chambers

**Attendees:**

Cr I Strutt (Deputy Mayor - Chair)

Cr M Disting (departed 11.45 – returned 1:52pm)

Cr R Crouch

Cr N Ledger

Cr L Sampson (arrived 10.44am)

Cr T Toomey

Cr R Bell

General Manager – Kate Jessep

Chief Financial Officer – Simon Paul

Executive Manager, Corporate Services – Christine Valencius (departed 12.45pm)

Coordinator, Governance & Risk

Manager, Planning & Development – Matt Clarkson (item 9.5 only)

Heidi McElnea, Communications Officer

Minute Clerk – Wendy Westbrook

**Apologies:**

Cr O'Connor on leave

Mayor M Pearce

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**1 MEETING OPEN**

The Chair declared the meeting open at 12:32pm.

**2 WELCOME**

The Chair welcomed attendees to the meeting.

**3 PRAYER**

The Chair read the prayer.

**4 ACKNOWLEDGEMENT OF COUNTRY**

The Chair acknowledged Country and Elders past and present.

**5 WEBCAST INFORMATION**

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

**6 APOLOGIES, REQUESTS FOR LEAVE OF ABSENCE AND OBSERVERS**

Moved: Cr Dusting/Seconder: Cr Crouch

The chair noted apologies from Cr Pearce (will be absent) Cr Sampson (will be arriving late) and Cr Dusting (leaving at 11:45am)

BRFC01.05/21 CARRIED UNANIMOUSLY

**7 DISCLOSURE AND DECLARATIONS OF INTEREST**

There were no disclosure or declarations made.

**8 CONFIRMATION OF MINUTES**

8.1 Minutes from the 13 April 2021 Budget Review & Finance Committee Meeting.

MOTION Moved: Cr Crouch / Seconded: Cr Dusting

Minutes of, Budget, Review and Finance Committee Meeting held 13 April 2021.

MOTION Moved: Cr / Seconded: Cr

That Council adopt the minutes of the Budget, Review and Finance Committee meeting held 13 April 2021, as a true and correct record.

FOR: Crs M Dusting, B Crouch, N Ledger, T Toomey, R Bell, I Strutt

AGAINST: Nil

BRFC02.05/21 CARRIED UNANIMOUSLY

## 9 REPORTS

### 9.1 Horizontal Service Review Progress

MOTION Moved: Cr Crouch / Seconded: Cr Dusting

That the Committee note the progress on Horizontal Service Review recommendations from the Committee meeting of 9 February 2021 as detailed in table 1 of this report.

FOR: Crs M Dusting, B Crouch, N Ledger, T Toomey, R Bell, I Strutt.

AGAINST: Nil

BRFC03.05/21 CARRIED UNANIMOUSLY

### 9.2 Progress on Recommendations from BR&FC Meeting 13 April 2021

MOTION Moved: Cr Crouch / Seconded: Cr Ledger

That the Committee note the progress on recommendations from the Committee meeting of 13 April 2021 as detailed in table 1 of this report.

FOR: Crs M Dusting, B Crouch, N Ledger, I Strutt.

AGAINST: Crs T Toomey, R Bell

BRFC04.05/21 CARRIED

Cr Sampson arrived at meeting 10:44am.

### 9.3 Review of Councillor Proposals to Help Balance the Budget for 2021/2022

MOTION Moved: Cr Crouch / Seconded: Cr Dusting

That the Committee advise Council that the report on the proposals has been received and will be further considered as part of agenda Item 9.9.

FOR: Crs M Dusting, B Crouch, L Sampson, N Ledger, T Toomey, R Bell, I Strutt.

AGAINST: Nil

BRFC05.05/21 CARRIED UNANIMOUSLY

### 9.4 Community Engagement Progress Report

MOTION Moved: Cr Bell / Seconded: Cr Ledger

That the contents of this report and attachment be received by the Committee.

FOR: Crs M Dusting, B Crouch, L Sampson, N Ledger, T Toomey, R Bell, I Strutt.

AGAINST: Nil

BRFC06.05/21 CARRIED UNANIMOUSLY

## 9.5 Section 7.12 Plans – Development Consent Levies

Cr Dusting left the meeting as per Item 5 at 11.45am.

**MOTION Moved:** Cr Crouch / **Seconded:** Cr Bell

The Committee recommend to Council that consideration be given to the application of 7.12

Development Consent levies at:

- 0.0% for all development valued at \$100,000 or less;
- 0.5% for all development valued at \$100,001 up to \$200,000; and
- 1.0% for all development valued in excess of \$200,000;

subject to the development:

- a) not otherwise being covered by an existing development contribution plan; or
- b) not otherwise being exempt from contributions.

**FOR:** Crs B Crouch, L Sampson, N Ledger, T Toomey, R Bell, I Strutt.

**AGAINST:** Nil

BRFC07.05/21 CARRIED UNANIMOUSLY

The Chair called for an adjournment:

The meeting adjourned at 11:53am

The meeting returned at 12:06pm

**PROCEDURAL MOTION Moved:** Cr Crouch **Seconded:** Cr Ledger

Move Item 9.6 be considered after 9.8 in conjunction with item 9.9.

**FOR:** Crs B Crouch, L Sampson, N Ledger, T Toomey, R Bell, I Strutt.

**AGAINST:** Nil.

BRFC08.05/21 CARRIED UNANIMOUSLY

## 9.7 Explanation of Increase in Water Fund Depreciation Expenditure

**MOTION Moved:** Cr Crouch / **Seconded:** Cr Sampson

That the Committee note the report.

**FOR:** Crs B Crouch, L Sampson, N Ledger, I Strutt.

**AGAINST:** R Bell, T Toomey.

BRFC09.05/21 CARRIED

## 9.8 Explanation of Increase in Water Fund Operating Expenditure

**MOTION Moved:** Cr Bell / **Seconded:** Cr Crouch

That the Committee note the report.

**FOR:** Crs B Crouch, L Sampson, N Ledger, T Toomey, R Bell, I Strutt.

**AGAINST:** Nil

BRFC10.05/21 CARRIED UNANIMOUSLY

## 9.6 Draft Operational Plan 2021/22

**MOTION Moved: Cr Sampson / Seconded: Cr Bell**

That the Committee receive the Draft Operational Plan 2021/22 version 0.1 and recommend that draft version 0.2 be presented to Council at its Ordinary Council meeting in May 2021 including the following amendments:

- a) 4.1.4.1.1 Advocate the needs of the Shire to State and Federal Governments including Telco/mobile service coverage and State Significant Development fees to be paid directly to Council; and
- b) Add an action:
  - a. Customer service - service review (in-house);
  - b. Amend in the 2021/22 Operational Plan an action to undertake consultation for a Special Rate Variation, with timing subject to a decision of the 2021-23 term of council;
  - c. Amend 2.2.2.1.5 'Apply for grant funding and, subject to securing grant funding, commence construction of Stage 1 (or 1A) of the Rowan Avenue, Uralla, light industrial subdivision, together with undertaking community consultation and obtaining approvals as required;

**FOR:** Crs B Crouch, L Sampson, T Toomey, R Bell, I Strutt

**AGAINST:** N Ledger

BRFC11.05/21 **CARRIED**

Cr Sampson left the meeting 12:48pm.

Cr Sampson returned to meeting at 12:50pm

The Chair called for a break at 1:00pm

The Chair resumed the meeting at 1:13pm

Cr Bell left the meeting 1:25pm

Cr Bell returned to meeting at 1:26pm

Cr Ledger left the meeting 1:46pm

Cr Ledger returned to the meeting 1:47

Cr Dusting returned to the meeting 1:52pm

## 9.9 Preparation of Version 0.3 of Draft 2021/22 Budget

**MOTION Moved: Cr Dusting / Seconded: Cr Toomey**

That the Committee recommends to Council that version 0.3 of the Draft Budget 2021-22 be prepared for public consultation with the following inclusions/exclusions:

- a) Continue to review the service standards to assess the reductions/savings possible.
- b) Reduce community grants scheme to \$10,000 per annum;
- c) Cease provision for restoration of quarries and pits by \$20,000;
- d) Remove budget for COVID related costs saving \$13,000 subject to COVID 19 restrictions;
- e) Review the plant replacement program;
- f) Reduce operating hours for customer service by a minimum of one hour per day in casual staff by closing customer service one hour per day for lunch, saving \$12,900;

- g) Undertake an assessment of:
  - a. staff turnover from termination to recruitment period and possible vacancy dollar (\$) savings; and
  - b. savings in wages in vacancy periods over the past 3 years;
- h) Assessment of the cost benefit of waste collection in-house compared to contracted services;
- i) Not seal gravel roads or build footpaths (not extend the sealed road network or the footpath network) unless fully funded by grant funding.

FOR: Crs B Crouch, L Sampson, T Toomey, R Bell, I Strutt.

AGAINST: N Ledger

BRFC12.05/21 CARRIED

## 10 CONFIDENTIAL BUSINESS

Nil

## 11 NEXT MEETING

Date of next BRFC meeting is 8 June 2021 commencing 12:30pm.

## 12 MEETING CLOSED

Meeting closed at 2:59pm.

## 13 CONFIRMATION OF MINUTES

COUNCIL MINUTES CONFIRMED BY:	
RESOLUTION NUMBER:	
DATE:	
CHAIR:	Deputy Mayor, Cr Isabel Strutt
Presented to Council	Ordinary Meeting 25 May 2021

## 8 TABLING OF PETITIONS

## 9 URGENT, SUPPLEMENTARY AND LATE ITEMS OF BUSINESS

9.1 LATE REPORTS TO COUNCIL - ADOPTION OF OPERATIONAL PLAN AND BUDGET 2021-2022

9.2 URGENT ITEMS - NIL

9.3 SUPPLEMENTARY ITEMS - NIL

## 10 WRITTEN REPORTS FROM DELEGATES

10.1 DELEGATE REPORT - NEW ENGLAND WEEDS AUTHORITY – PROGRESS OF INVESTIGATIONS IN TO PRIVET MANAGEMENT IN THE URALLA SHIRE



**Attachment:** UI/21/3460 Letter from Weeds Authority sent to Council

### REPORT:

At the Uralla Shire Council Meeting held on 25 May 2021 within the Business Papers, Item Number 14.4 Minutes of the Uralla Township & Environs Committee meeting on page 61, paragraph 8, reference is made to Privet Management in Uralla Shire (8th March 2021). The Committee recommended *that Council consults with NEWA in regard to helping raise awareness about the management of this noxious weed in the Shire of Uralla.*

Comment- Council has a delegate on the New England County Council.

Extract from the Minutes of the Uralla Shire Council Meeting held on 25 May 2021 [page 11, Item 14.4 (Minute Number 11.5/21)].

*Receive advice from Cr Dusting, our delegate to and Chair of the New England Weeds Authority, on the progress of investigations into privet management in the Uralla Shire.*

*Moved Cr Toomey / Seconded Cr Strutt.*

A handwritten signature in black ink, appearing to read 'Mark Dusting', written over a horizontal line.

Please find within the attachments a copy of a letter from New England Weeds Authority regarding privet.

Submitted by Cr Mark Dusting

**END OF REPORT**

17 June 2021

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

Dear Ms Jessep

**Request for Information on Privet**

Reference is made to Uralla Shire Councils recent request to provide information and advice on the types of privet and the inspection process for privet in Uralla Shire Council. This request was made through the New England Weeds Authority (NEWA) Chairman at its Meeting of 15<sup>th</sup> June held at Uralla Shire Council Chambers and in response to a motion of a Council Committee.

I would like to provide a general history being;

- Traditionally, privet has been dealt with on a complaints basis only.
- In 2018-19 NEWA were receiving a lot of complaints from Armidale residents about privet so a whole of town inspection program was implemented.
- Following on from the good results of the Armidale trial, Uralla, Guyra and Walcha townships were inspected for privet.
- In Uralla, 47 properties were identified as having privet. These inspections were done from the road so staff may not always see every privet.
- Letters were sent to the owners of these properties.
- Landholders are encouraged to report Privet on neighbouring properties. NEWA ensures landowners remain anonymous and generally landholders that have Privet are unaware that they even have it.
- 80-90% of landholders will control Privet once they are aware of the issues.
- The attached Map identifies the properties that had Privet during 2018-19

During 2018-19 the New England area was in the middle of a bad drought. This gave NEWA the opportunity to control a lot of privet on council land and on roadsides.

In Uralla, Privet was removed around Alma Park, within Uralla and Rocky Creeks and also near The Glen adjacent to the New England Highway. The cost of removal was paid for by Uralla Shire Council on a contract basis.

NEWA staff regularly meet with landholders and residents across its region to discuss privet. This has recently been in the Armidale Township and Glen Innes town areas but also across the peri urban areas of Uralla Shire. NEWA staff undertake this educational role on a daily basis and are very happy to hear from residents and to meet to discuss the removal of privet but also to look for and address other higher class weed eradication.

As we move into winter it is an ideal time for landowners and council to control privet.

There are two types of Privet found in the New England Area being "Broad Leaf Privet" (*Ligustrum lucidum*) and "Narrow Leaf Privet" (*Ligustrum sinense*). I have attached information sheets on the plants and treatment options.

If Uralla Council has concerns about privet on its land, please advise NEWA to allow our staff to inspect the area and to develop a control plan for the privet removal and long term control. NEWA staff will then advise the Uralla Shire Council staff on how to undertake and follow up on this removal work.

Should you have any questions in relation to this letter please contact me.

Yours faithfully



G. A. Wilcox

**Acting General Manager**

Attachments

Privet information sheet

Map of privet in Uralla Shire



## Department of Primary Industries

### Privet - broad-leaf

*Ligustrum lucidum*



Broad-leaf privet (Photo: Elissa van Oosterhout)

- This plant should not be sold in parts of NSW

### Profile

#### How does this weed affect you?

Privets are considered to be serious environmental weeds throughout Australia. Infestations threaten biodiversity, including endangered plant and animal species and ecological communities. Dense stands of privet prevent other vegetation surviving or establishing. Broad-leaf privet invades ecosystems including subtropical and coastal rainforests, rainforest margins, warm-temperate and dry rainforest, wet and dry eucalypt forests, grassy woodlands, grasslands and riparian vegetation.

It is reported that privet pollen causes allergic reactions and hay fever. It is unlikely that the pollen of privet is strongly allergenic; however, cross-reactivity can occur where people who are sensitive to grass pollen can become sensitive to privet, producing allergic reactions. It is thought that the perfume of privet flowers causes these reactions, not the pollen. Reactions occur commonly during spring and early summer when privets

produce masses of flowers and pollen. These include allergy-like symptoms such as asthma and irritation of mucous membranes. In one extreme case, hospitalisation resulting in near death occurred after the patient was exposed to privet.

Privet berries and leaves have been reported by overseas sources to be mildly toxic to humans and livestock if ingested in large amounts; however, no known cases of poisoning have occurred in Australia.

Privets invade native and plantation forest industries, orchards and pastures in Australia. Costs of control are high and yields are reduced by the presence of privet in these production systems.

### Where is it found?

Broad-leaf privet originates from eastern Asia. It occurs as a widespread weed in coastal and tableland areas of New South Wales.

### How does it spread?

Privet seeds are commonly spread by fruit-eating birds. Birds such as pied currawongs, silver-eyes and rosellas can spread the seed widely into previously uninfested areas. Privet seedlings often germinate in clusters, as a result of birds regurgitating the seeds. Birds and rabbits assist germination by removal of the soft coating around the seed.

Privets are also spread through the sale of garden plants from nurseries and markets, the dumping of garden waste containing seeds and the sale of foliage in floral arrangements containing fruit and seeds. Seeds can also be spread in flowing water.

### What does it look like?

Broad-leaf privet grows as an evergreen shrub or small tree to a height of 4–10 m. The brown bark is covered in small white lenticels (pores that allow gas exchange).

Pointed oval-shaped leaves occur in opposite pairs, and are 4–13 cm long and 3–6 cm wide. The upper leaf surface is dark green and glossy or shiny while the under-surface is paler with distinct veins. Leaves are hairless.

Cream or white tubular flowers with four petal-like lobes occur in branched clusters – each flower is 3.5–6.0 mm long. Flowers have a sickly sweet fragrance.

Berries are 9 mm long and 12 mm in diameter, and are green when young, turning red through to blue to glossy or purplish black as they ripen. Berries usually contain two oval-shaped ribbed seeds 5 mm long. Roots are woody, branching, thickened at the crown and mostly shallow.

### What type of environment does it grow in?

Broad-leaf privets prefer warm, humid environments with moderate to high soil moisture throughout the year. Creeks, gullies and drainage lines are favoured by both species, but seedlings are able to establish in drier areas if run-off water is temporarily available. Both species occur in areas with rainfall between 700–1600 mm. Its seedlings can tolerate very low light levels, allowing them to persist beneath dense canopies of vegetation.

Privets have been found growing in a range of soil types, from pure sands through to friable loams, and almost pure clays. However, it is generally agreed that privets thrive on more fertile shale or clay-derived soils found in riparian areas.

### Acknowledgements

**Authors:** Elissa van Oosterhout, J. Mowatt, Leon Smith, Stephen Johnson.

Technical reviewers: Stephen Johnson, Birgitte Verbeek.

### References

Hardin, D. (1992), *Ligustrum vulgare* L. New South Wales Flora Online, Royal Botanic Gardens and Domain Trust, Sydney.

Johnson, S. (2009), Review of the declaration of *Ligustrum* (privet) species in NSW, NSW Department of Primary Industries, Orange.

Johnson, S. B. (2009), 'Privet species – are we sitting on species time bombs?', in Proceedings of the 15th Biennial NSW Weeds Conference, Narrabri, NSW Department of Primary Industries, Orange.

## More information

- PlantNET NSW FloraOnline, *Ligustrum lucidum*. Royal Botanical Gardens and Domain Trust. (<https://plantnet.rbgsyd.nsw.gov.au/cgi-bin/NSWfl.pl?page=nswfl&M=sp&name=Ligustrum~lucidum>)
- Weed Futures: Determining current and future weed threats in Australia, *Ligustrum lucidum*. Macquarie University. (<https://weedfutures.net/species.php?id=1117>)

## Control

The following are guiding principles for privet control and management.

- Locate, map and monitor the extent of an infestation and any changes in weediness, as well as any cultivated plants in the locality of the infestation.
- Identify key sites, assets or industries at risk from the infestation (natural ecosystems, human health, primary production, etc.).
- Control infestations in close proximity to the identified key sites/assets/industries, aiming to reduce weed density.
- Prevent spread from cultivated plants in the locality.
- Continue to control growth and spread of the infestation.

## Controlling spread

Wide dispersal of seed by birds cannot be controlled; therefore controlling the spread of privet requires the removal of seed trees and young seedlings before they produce seed.

## Follow up control and revegetation

Many attempts to control or remove privet have failed because of its ability to regenerate vigorously from root and stem suckers. Follow-up control measures are critical for successful removal. The removal of large numbers of privet bushes from other vegetation can cause enough disturbance that reinfestation occurs. Revegetation with appropriate species, along with ongoing weed control, can assist with preventing reinfestation. Where privet is providing a replacement habitat and food source for fruit-eating birds, control efforts must ensure that removal is undertaken gradually in combination with revegetation with suitable species.

## Manual removal

Manual removal techniques such as the original 'Bradley method' allow for good control of privet with minimal disturbance to the surrounding vegetation. These techniques involve hand-weeding of small and medium-sized privet plants, where the gaps left by weeding must be similar to those that occur naturally after the death of a native plant. Soil disturbance should also be minimised.

Broad-leaf privet is easy to pull up when it has a stem diameter of less than 2–3 cm, particularly after rain. Similar sized small-leaf privet is more difficult to remove as the stems are more likely to break from the root system when pulled, leaving viable root segments capable of regeneration. Small-leaf privets should be dug out and the plants placed upside-down to dry out the roots.

## Control with herbicides

Foliar treatments can be made to flushes of seedlings and groups of plants up to 3 m high. Plants must be actively growing, not under heat or moisture stress, and complete coverage of the foliage is necessary to ensure successful control. Foliar treatments are appropriate where infestations contain dense stands of privet and little or no other valuable vegetation.

Basal bark applications are appropriate for treating larger individual plants in amongst other vegetation. Every trunk or stem arising from the ground must be treated.

Stem injection is also appropriate for treating larger individual plants in amongst other vegetation. Stem injection has been found to be the most cost-effective method of control in terms of volume of herbicide and

labour costs. It is also most effective in terms of reducing off-target herbicide damage to other vegetation.

Where it is possible or desirable to completely remove whole plants, herbicide treatment of the cut stumps must be carried out in order to prevent regrowth from stumps. Cut-stump application of herbicides is very effective for controlling young plants, suckers or regrowth.

## Mechanical removal

Earth-moving machinery may be suitable for removal of dense stands of privet if high levels of soil disturbance can be tolerated. Large areas of seedlings or regrowth can be slashed. These methods will reduce the seeding capacity of a large infestation, but will not eradicate it. Follow-up with herbicide control or manual removal may provide higher levels of control. These areas should also be revegetated with trees, shrubs, ground covers or pastures and repeatedly hand-weeded or slashed thereafter. Mechanical removal is not recommended in steep areas or near water courses.

## Fire

Burning is generally ineffective against privet. Privet thickets are of low flammability and bushfires do not readily move through privet-dominated vegetation. Even when fire is very intense, privets are able to regenerate rapidly by sprouting or suckering. There is evidence to suggest that both broad and small-leaf privets can recover after high intensity fires have killed the above-ground plant material (flowering has reoccurred within 3 years). Fire has been used as an initial control measure, followed up by treatment of regrowth with cut stump herbicide applications the following year. Persistent annual cool burns have been shown to eliminate small-leaf and European privet in southern USA, and it is thought that frequent fires probably assist with controlling seedling establishment of privet in infested eucalypt forests and woodlands in Australia.

## Biological control

There are no introduced biological control agents available for privet control in Australia.

## Reducing nutrient levels

Increased nutrient levels often contribute to the presence of privet infestations. Reducing or stopping the movement of nutrients in water from residential or industrial areas into riparian areas may help prevent establishment of large privet infestations.

## Herbicide options

### WARNING - ALWAYS READ THE LABEL

Users of agricultural or veterinary chemical products must always read the label and any permit, before using the product, and strictly comply with the directions on the label and the conditions of any permit. Users are not absolved from compliance with the directions on the label or the conditions of the permit by reason of any statement made or not made in this information. To view permits or product labels go to the Australian Pesticides and Veterinary Medicines Authority website [www.apvma.gov.au](http://www.apvma.gov.au)

See Using herbicides (<http://www.dpi.nsw.gov.au/biosecurity/weeds/weed-control>) for more information.

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#### **Glyphosate 360 g/L** (Various products)

Rate: Undiluted (1–2 mL per cut)

Comments: Stem injection technique, as per label.

Withholding period: Nil.

Herbicide group: M, Inhibitors of EPSP synthase

Resistance risk: Moderate

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#### **Metsulfuron-methyl 300 g/kg + Aminopyralid 375 g/kg** (Stinger™)

Rate: 20 g per 100 L of water

Comments: Hand gun application.

Withholding period: 3 - 56 days (see label)

Herbicide group: B, Inhibitors of acetolactate synthase (ALS inhibitors) + I, Disruptors of plant cell growth (synthetic auxins)

Resistance risk: High/Moderate

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**Metsulfuron-methyl 600 g/kg** (Various products)

Rate: 10 g per 100 L of water

Comments: Apply to bushes up to 3 m high; complete coverage is essential.

Withholding period: Nil (recommended not to graze for 7 days before treatment and for 7 days after treatment to allow adequate chemical uptake in target weeds).

Herbicide group: B, Inhibitors of acetolactate synthase (ALS inhibitors)

Resistance risk: High

**Metsulfuron-methyl 600 g/kg** (Various products)

Rate: 1 g/L + organosilicone penetrant

Comments: Gas gun / Splatter gun application. Apply only to bushes up to 3 m high when in full leaf and actively growing. Thorough coverage is essential.

Withholding period: Nil (recommended not to graze for 7 days before treatment and for 7 days after treatment to allow adequate chemical uptake in target weeds).

Herbicide group: B, Inhibitors of acetolactate synthase (ALS inhibitors)

Resistance risk: High

**Picloram 44.7 g/kg + Aminopyralid 4.47 g/L** (Vigilant II ®)

Rate: Undiluted

Comments: Cut stump/stem injection application. Apply a 3–5 mm layer of gel for stems less than 20 mm.

Apply 5 mm layer on stems above 20 mm .

Withholding period: Nil.

Herbicide group: I, Disruptors of plant cell growth (synthetic auxins)

Resistance risk: Moderate

**Triclopyr 240 g/L + Picloram 120 g/L** (Access™ )

Rate: 1.0 L per 30 L of diesel

Comments: Basal bark/cut stump application.

Withholding period: Nil

Herbicide group: I, Disruptors of plant cell growth (synthetic auxins)

Resistance risk: Moderate

**Triclopyr 600 g/L** (Garlon® 600)

Rate: 1.0 L per 12 L of diesel

Comments: Basal bark/cut stump application.

Withholding period: Nil.

Herbicide group: I, Disruptors of plant cell growth (synthetic auxins)

Resistance risk: Moderate

## Biosecurity duty

The content provided here is for information purposes only and is taken from the *Biosecurity Act 2015* and its subordinate legislation, and the Regional Strategic Weed Management Plans (published by each Local Land Services region in NSW). It describes the state and regional priorities for weeds in New South Wales, Australia.

Area	Duty
All of NSW	<b>General Biosecurity Duty</b> <i>All plants are regulated with a <b>general biosecurity duty</b> to prevent, eliminate or minimise any biosecurity risk they may pose. Any person who deals with any plant, who knows (or ought to know) of any biosecurity risk, has a duty to ensure the risk is prevented, eliminated or minimised, so far as is reasonably practicable.</i>

Area	Duty
<b>Central Tablelands</b> Exclusion zone: urban areas of Bathurst Council, Blayney Council, Lithgow Council, Oberon Council, and Orange City Council	<b>Regional Recommended Measure</b> <i>Whole region: The plant should not be bought, sold, grown, carried or released into the environment. Exclusion zone: The plant is prevented from flowering and fruiting. Land managers should mitigate spread from their land. Land managers should mitigate the risk of the plant being introduced to their land. Outside exclusion zone: Land managers reduce impacts from the plant on priority assets.</i>
<b>Northern Tablelands</b>	<b>Regional Recommended Measure</b> <i>Land managers should mitigate the risk of new weeds being introduced to their land. Land managers should mitigate spread from their land. The plant should not be bought, sold, grown, carried or released into the environment.</i>



Broad-leaf privet infestation. (Photo: Elissa van Oosterhout)



Broad-leaf privet fruit. (Photo: John Hosking.)



Broad-leaf privet leaves. (Photo: Ann Loughran.)



Broad-leaf privet flowers. (Photo: Elissa van Oosterhout.)



Broadleaf privet can produce many seeds which can be spread by birds. (Photo: John Hosking.)



All privets have characteristic pore-like lenticels. (Photo: Birgitte Verbeek)

Reviewed 2018



trading as  
**NEW ENGLAND WEEDS  
AUTHORITY**  
ABN 35 514 070 354

## PRIVET (*Ligustrum* spp)

### **Broad Leaf Privet (*Ligustrum lucidum*)**

A large shrub to small tree, reaching a maximum height of 12 metres.

**Leaves:** Shiny dark green on the upper side, paler and duller on the underside. 50 - 100mm long.  
**Flowers:** Occur in late spring to summer with pollen being released in December and January.



### **Narrow leaf Privet (*Ligustrum sinense*)**

More common of the two species, reaching a maximum height and width of 5 metres. It is distinguished from its larger relative by the size of its leaves.  
**Leaves:** Shiny and dark green and smaller than the broad leaf variety (*Ligustrum lucidum*).  
**Flowers:** Are much the same as the larger leaf variety but occur in Spring.



**Fruit:** Are much the same as the larger leaf variety.

### **European Privet (*Ligustrum vulgare*)**

Less common than either of the other two species. A 3-4 metre tall shrub. Unpruned canopies are rounded.

**Leaves:** Thick and shiny 30 - 60mm long with bluntly pointed tips.

**Flowers:** Strongly scented and occur in Spring.

**Fruit:** Short stalked glossy blackish berries.



## **HEAD OFFICE**

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Armidale NSW 2350**

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**Email: [newa@newa.nsw.gov.au](mailto:newa@newa.nsw.gov.au)**

## **MANAGEMENT PLAN FOR**

# **PRIVET**

**Declaration:** Privet is classified as a Class 4 noxious weed in the New England Weeds Authority Area.

Under the *Noxious Weeds Act of 1993* as amended:

The control objective of Class 4 noxious weeds is that they must be managed in such a way as to 'minimise the negative impact of the weed on the economy, community or the environment of New South Wales'.

The growth and spread of the plant must be controlled according to the measures specified in a Management Plan published by the Local Control Authority (in this case the New England Weeds Authority).

## **CONTROL MEASURES**

The New England Weeds Authority will control Privet growing on all land for which it has the responsibility to control weeds under the Noxious Weeds Act 1993 as amended.

Owners/Occupiers of land are required to actively control Privet to prevent it from spreading, and its numbers and distribution must be reduced.

Owners/Occupiers of infested land are required to prevent Privet from flowering and fruiting (ie privet must be hedged and kept trimmed, especially when flowering).

Owners/Occupiers of infested land will be encouraged to totally remove privet from their land. Privet may be 'removed' by:

Removing the whole plant, including the roots; OR

Cutting down the plant and treating the stump with a herbicide registered for such purposes; OR

Stem-injection of the plant with a herbicide registered for the purpose; OR

Over-all spraying of the foliage with a herbicide registered for the control of privet.

# The Northern Tablelands Regional Strategic Weed Management Plan 2017 - 2022

## Weed Control Management Plan: Privet Sp.

Botanical Name: *Ligustrum lucidum* Common Names: Broad leaf, Tree or Large Leaf Privet  
 Botanical Name: *Ligustrum sinense* Common Names: Small Leaf Privet, Chinese Privet



**Northern Tablelands Regional Priority Weeds Objective – ASSET PROTECTION (Whole of Region)**  
 This weed is widely distributed in some areas of the region. Their spread must be minimised to protect priority sites.

### General Biosecurity Duty

All plants are regulated with a **general biosecurity duty** to prevent, eliminate or minimise any biosecurity risk they may pose. Any person who deals with any plant, who knows (or ought to know) of any biosecurity risk, has a duty to ensure the risk is prevented, eliminated or minimised, so far as is reasonably practicable.

### Regional Recommended Measure:

#### Outcomes to demonstrate compliance with GBD

- Land managers should prevent spread from their land, where feasible.
- Land managers should mitigate the risk of new weeds being introduced to their land.
- The plant should not be bought, sold, grown, carried or released into the environment.

### New England Weeds Authority Local Control Requirements

Owners/Occupiers of land are required to prevent Privet from flowering and fruiting (ie Privet must be hedged and kept trimmed, especially when flowering).

Owners/Occupiers of infested land will be encouraged to totally remove Privet from their land.



Small Leaf Privet Photo: NSW DPI

Privets are considered to be serious environmental weeds throughout Australia. Infestations threaten biodiversity, including endangered plant and animal species and ecological communities. Dense stands of privet prevent other vegetation surviving or establishing. Broad-leaf privet invades ecosystems including subtropical and coastal rainforests, rainforest margins, warm-temperate and dry rainforest, wet and dry eucalypt forests, grassy woodlands, grasslands and riparian vegetation.

Privet seeds are commonly spread by fruit-eating birds. Birds such as pied currawongs, silver-eyes and rosellas can spread the seed widely into previously uninfested areas. Privet seedlings often germinate in clusters, as a result of birds regurgitating the seeds. Birds and rabbits assist germination by removal of the soft coating around the seed.

Privets are also spread through the sale of garden plants from nurseries and markets, the dumping of garden waste containing seeds and the sale of foliage in floral arrangements containing fruit and seeds. Seeds can also be spread in flowing water.

**Penalty for not complying with the general biosecurity duty or a direction issued under the Biosecurity Act 2015.**

The maximum penalty is:

- in the case of an individual—\$220,000 and, in the case of a continuing offence, a further penalty of \$55,000 for each day the offence continues, or
- in the case of a corporation—\$440,000 and, in the case of a continuing offence, a further penalty of \$110,000 for each day the offence continues.

The maximum penalty for an offence that is committed negligently is:

- in the case of an individual—\$1,100,000 and, in the case of a continuing offence, a further penalty of \$137,500 for each day the offence continues, or
- in the case of a corporation—\$2,200,000 and, in the case of a continuing offence, a further penalty of \$275,000 for each day the offence continues.

**Linkage to Plans/Strategies**

- Northern Tablelands Regional Strategic Weed Management Plan 2017-2022
- NSW Biosecurity Strategy 2013-2021
- NSW Biosecurity Act 2015
- Pesticides Act 1999 and Pesticide Regulation 2017



**Download the weedwise app for detailed information on the management and control of priority weeds in our area.**



**Broad Leaf Privet Photo: NSW DPI**

**References**

- *NSW DPI Website /Weedwise/ Noxious and Environmental Weed Control Handbook*

**For Further Information:**

New England Weeds Authority, 2/129 Rusden St Armidale NSW 2350 PH: (02) 6770 3602 [www.newa.com.au](http://www.newa.com.au)

or

NSW DPI Weedwise: <http://weeds.dpi.nsw.gov.au/> and Northern Tablelands Local Land Services: <https://northerntablelands.ils.nsw.gov.au/biosecurity>

**Disclaimer:**

This document has been prepared by the Northern Tablelands Regional Weed Committee and Local Government Control Authorities in good faith and on the basis of best available information. Users of this document must obtain their own specific advice and conduct their own investigations and assessments of their individual circumstances.

## 10.2 DELEGATE REPORT – WINTERBOURNE WIND FARM COMMUNITY CONSULTATIVE COMMITTEE

### REPORT:

On the evening of 7 June 2021, I attended a meeting of the Winterbourne Wind Farm Community Consultative Committee in Walcha, as the council delegate.

The minutes of the meeting and copies of presentations made to the meeting can be found at:

[Winterbournewind Farm](#)

This was the second meeting of the Committee and consisted of administrative matters relating to the committee, a presentation on progress and the opportunity to ask questions.

Key points from the presentation include:

- Construction is expected to start in early 2023
- Winterbourne Wind Farm will have a capacity of 700MW, will generate up to 210 direct jobs for two years and provide 16 permanent service jobs in the Walcha Area
- Progress
  - Contract arrangements for land are being finalised
  - Wind monitoring systems have been installed
  - Turbine sites and road layout are being modified
  - EIS preparation is well advanced
  - Grid modelling studies underway
  - Community consultation in progress.

Details were presented on sections of the EIS including Biodiversity, noise, traffic and transport and Aboriginal Heritage assessment.

Questions related to:

- Decommissioning
- Long term impact on Walcha
- Lights on the turbines
- Community engagement including consultation with local groups such as NSW Farmers and business groups
- Alternate transport routes: Terrible Vale Road is now unlikely to be further considered as an alternate route.
- Ownership of the Transmission lines
- Bushfire fighting impacts
- Aggregate and water transport and sourcing

Submitted by Cr Bob Crouch

**END OF REPORT**

## **11 ITEMS PASSED IN BULK**

To be received at the Meeting.

[Councillors, I am (Chair/Mayor) seeking to have some agenda items dealt with, in bulk, by Exception – as per Section 13 of Council’s Code of Meeting Policy.

I will now read and call though the agenda list items – Reports of Committees and Reports to Council to be adopted by Exception and ask Councillor to identify any individual items of business listed, that Councillors intend to VOTE against the recommendation as recorded in the Business paper – or that they wish to speak on]

## **12 MAYORAL MINUTE**

Nil

## **13 PUBLIC FORUM/PRESENTATION**

## 14 REPORT OF COMMITTEES

### 14.1 NOMINATION FOR S355 BUNDARRA SCHOOL OF ARTS COMMITTEE MEMBERSHIP

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Department: Department of Infrastructure and Development  
Prepared by: *Director of Infrastructure and Development*  
TRIM Reference: UINT/21/6774  
Attachments: Nil

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#### LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal: 4.1 A strong, accountable and representative Council  
Strategy: 4.1.2 Engage with the community effectively and use community input to inform decision making

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#### SUMMARY:

1. A request has been received by Ms Nagle to become a member of the s355 Bundarra School of Arts Hall Committee.

#### RECOMMENDATION:

**That Council note the application from Ms Tracey Nagle to be a member of the s355 Bundarra School of Arts Hall Committee, and invite nominations from members of the public interested in being a member of the Committee.**

#### REPORT:

2. Ms Nagle has submitted an application to become a member of the s355 Bundarra School of Arts Hall Committee. A copy of Ms Nagle's resume has been circulated to Councillors.
3. The s355 Bundarra School of Arts Committee Constitution allows for 12 members and there are currently five vacancies.
4. Under Clause 3.1 of the Constitution, the Constitution (and hence the term of the Committee) concludes three months after the next Local Government election.
5. Section 5.4 of the Constitution states: "Should a casual vacancy arise, the Committee Secretary should promptly advise Council. Council will invite nominations from members of the public interested in being a member of the Committee and shall fill the vacancy from the nominations received."
6. The Committee has not requested Council to take action to fill the casual vacancies and given the proximity to the Council election it would be reasonable to not fill vacancies until the next scheduled process to issue a public call for nominations.
7. Following the next Council election, it is anticipated that Council will review its requirement for s355 committees of Council and the governance arrangements for those committees before any public call for membership nominations.

8. While Council may wish to appoint Ms Nagle to the Committee for the remainder of its term, technically this cannot be accommodated as Council has not undertaken a public invitation for nominations.

**CONCLUSION:**

9. It is recommended that Council note Ms Nagle's application and invite nominations from the community to fill the vacancies on the s355 Bundarra School of the Arts Committee.
10. Alternatively, Council could thank Ms Nagle for her expression of interest and advise that it will not be calling for a public expression of interest process for s355 Committee membership at this time given the current term of the Committee expires at the end of this year.

**COUNCIL IMPLICATIONS:**

**11. Community Engagement/ Communication**

Ms Nagle's email was acknowledged on 3 June 2021. An email will be sent to Ms Nagle communicating Council's resolution.

**12. Policy and Regulation**

s355 Bundarra School of Arts Committee Constitution.

**13. Financial /Long Term Financial Plan**

N/A

**14. Asset Management / Asset Management Strategy**

N/A

**15. Workforce / Workforce Management Strategy**

Some Administration resources to update the circulation lists.

**16. Legal and Risk Management**

Clause 5 of the s355 Bundarra School of Arts Committee states in its Constitution:

Appointment of Members

- 5.1 Within six (6) months following a Council election, Council shall hold a public meeting to call for nominations for membership of the Committee for the term of the Council. Council will determine the date for the public meeting, in consultation with the existing Committee should such Committee exist, and shall advertise it prior to the meeting.
- 5.2 At the public meeting, nominations shall be called for membership of the Committee. All former members of the Committee are eligible for re-nomination.
- 5.3 All nominations shall be forwarded to Council for consideration by Council at a Council meeting. Council shall either appoint all nominees to the Committee or, if more than twelve (12) persons, then Council may select a number from those nominated, the method of selection being at Council's sole discretion.

- 5.4 Should a casual vacancy arise, the Committee Secretary should promptly advise Council. Council will invite nominations from members of the public interested in being a member of the Committee and shall fill the vacancy from the nominations received.

Ms Nagle's resume indicates that she has the skills to contribute to the s355 Bundarra School of Arts Committee. The risk is assessed as low.

## **6 Performance Measures**

The performance measures are as set out in the Bundarra School of Arts Hall Committee Constitution 2017.

## **7 Project Management**

Director of Infrastructure and Development.

## 15 REPORTS TO COUNCIL



### Item 15.1 | Cash at Bank and Investments

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Department:	Finance
Prepared by:	Chief Financial Officer
TRIM	Container U21/6687
Attachments	Council's Investments as at 31 May, 2021 Schedule of loans as at 31 May, 2021

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#### LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	4.2	An effective and efficient organisation.
Strategy:	4.2.2	Operate in a financially responsible and sustainable manner.
Activity:	4.2.2.1	Maintain and control financial system and improve long-term sustainability
Action:	4.2.2.1.5	Maximise return on investment within risk parameters provided by the USC Investments Policy 2019.

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#### SUMMARY:

Attached is a summary of bank accounts, term deposits, cash management account and investments in structured credit instruments. The investments have been made in accordance with the Act, the Regulations and Council's Investment Policy.

#### RECOMMENDATION:

That Council note:

- i. The cash position as at 31 May, 2021 consisting of cash and overnight funds of \$2,682,324, term deposits of \$14,107,319 totalling \$16,789,643 of readily convertible funds; and
- ii. The loan position as at 31 May, 2021 totalling \$1,981,743; and
- iii. The projected unrestricted cash position as at 30 June, 2021 totalling \$2,395,000.

#### BACKGROUND:

In accordance with Regulation 212 of the Local Government (General) Regulations 2005, the following report is prepared about monies not currently required for use by Council and invested in forms of investment approved by Order of the Minister.

#### REPORT:

Current term deposits of \$14,107,319 spread over the next twelve months will receive a range of interest from .27% to .95% with an average rate of .6%. Diary of maturing dates and amounts is attached.

Council's General Fund bank balances (listed in the attachments) have been reconciled to the bank statement as at 31 May, 2021.

#### KEY ISSUES:

The official interest rate remains at 0.25%. The Reserve Bank has indicated that rates will not rise until employment improves and wages increase. The current low interest rates will continue to result in reduced investment returns over the coming year.

#### Restricted and Unrestricted Cash, Cash Equivalents and Investments

Of the amount of cash disclosed in this report, not all of it is available for unrestricted use by Council. Some of it has been set aside to meet external restrictions, being those funds that have been provided for specific purposes such as developer contributions, government grants, loans, water supplies, sewer services and Aged Care Bonds. Some of the cash has also been set aside specifically to cover future commitments that Council has made relating to asset renewals, remediation works or leave provisions.

As at 30 June, 2020, Restricted and Unrestricted funds were fully funded by Cash and Investments (see Note 7(c) of the Annual Financial Statements).

Based on the third Quarterly Budget Review Statement for the quarter ended 31 March, 2021, it is projected that the Restricted and Unrestricted cash at the end of the financial year will be follows:

	30 June, 2020	Projected 30 June, 2021
Externally restricted	9,365,000	7,711,000
Internally restricted	4,583,000	3,623,000
Unrestricted	1,410,000	2,395,000
<b>Total Cash &amp; Investments</b>	<b>15,358,000</b>	<b>13,729,000</b>

**Note:** Restrictions are as noted in the Quarterly Budget Review Statement.

#### **COUNCIL IMPLICATIONS:**

##### **1. Community Engagement/ Communication (per engagement strategy)**

N/A

##### **2. Policy and Regulation**

Local Government Act 1993

Local Government (General) Regulations

Order of the Minister re Investments

##### **3. Financial (LTFP)**

Current interest rates affect Council's ability to meet projected investment returns therefore reducing forecast revenue in the long term.

##### **4. Asset Management (AMS)**

N/A

##### **5. Workforce (WMS)**

N/A

##### **6. Legal and Risk Management**

The public presentation of this information and Council noting this report is an important part of Council's management of the risk of not maintaining compliance with the Minister's Orders regarding approved investment types and in-turn reduces the risk of future losses on investments.

##### **7. Performance Measures**

N/A

##### **8. Project Management**

N/A

	<b>Uralla Shire Council</b>			
	<b>Investments at 31 May, 2021</b>			
	<b>Cash at Bank – Operating Accounts:</b>			
	<b>Institution</b>	<b>Account</b>	<b>Bank Statement</b>	
	National Australia Bank	Main Account	\$817,871.46	
	National Australia Bank	Trust Account	\$31,296.33	
	Community Mutual	Bundarra RTC	\$26,110.42	
	<b>Total</b>		<b>\$875,278.21</b>	
	<b>Business Investment (Cash Management) Account</b>			
	<b>Institution</b>	<b>Interest rate</b>	<b>Balance</b>	
	Professional Funds	0.15% above RBA cash rate	\$1,807,045.72	
	<b>Total</b>		<b>\$1,807,045.72</b>	
<b>Term Deposits:</b>				
	<b>Institution</b>	<b>Term</b>	<b>Interest rate</b>	<b>Maturity</b>
				<b>Balance</b>
	Westpac Banking Corporation	12 months	0.95%	19/06/2021
	Commonwealth Bank	10 months	0.68%	19/07/2021
	Westpac Banking Corporation	12 months	0.85%	25/07/2021
	Suncorp	7 months	0.60%	20/08/2021
	Westpac Banking Corporation	11 months	0.65%	25/08/2021
	AMP	9 months	0.70%	31/08/2021
	ANZ	11 months	0.58%	31/08/2021
	Commonwealth Bank	12 months	0.71%	16/09/2021
	National Australia Bank	9 months	0.40%	12/10/2021
	Suncorp	12 months	0.90%	22/10/2021
	Suncorp	12 months	0.90%	26/10/2021
	National Australia Bank	10 months	0.39%	22/11/2021
	Westpac Banking Corporation	10 months	0.27%	8/01/2022
	Bank of Queensland	10 months	0.35%	17/01/2022
	Bank of Queensland	11 months	0.35%	10/02/2022
	National Australia Bank	11 months	0.33%	8/03/2022
	National Australia Bank	12 months	0.37%	1/04/2022
	Suncorp	12 months	0.40%	15/04/2022
	Suncorp	12 months	0.40%	22/04/2022
	National Australia Bank	12 months	0.35%	21/05/2022
	<b>Total</b>			<b>\$14,107,318.76</b>

	<b>Uralla Shire Council</b>			
	<b>Loans at 31 May, 2021</b>			
<b>Loans:</b>				
<b>Loan no.</b>	<b>Purpose</b>	<b>Balance</b>		
165	MGH Property	\$38,458.79		
168	Community Centre	\$19,805.07		
176	Library Extensions	\$101,080.70		
177	Grace Munro Centre	\$80,897.89		
181	Creative Village Works	\$0.00		
186	Public Toilets Pioneer Park	\$0.00		
187	Undergrounding Power and Main Street Upgrade	\$101,897.52		
188	Paving and Power Undergrounding	\$27,375.77		
189	Bridge Construction	\$182,716.86		
190	Bridge construction & industrial land development	\$1,429,510.26		
<b>Total</b>		<b>\$ 1,981,742.86</b>		

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**Department:** Finance  
**Prepared by:** Management Accountant  
**TRIM Reference:** UINT/21/7344  
**Attachments:** UINT/21/7605 - Draft LTFP 2022-2031 - with Base and Balanced Cases

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### LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

<b>Goal:</b>	4.2	An effective and efficient organisation
<b>Strategy:</b>	4.2.2	Operate in a financially responsible and sustainable manner
<b>Activity:</b>	4.2.2.1	Maintain and control financial system and improve long term financial sustainability
<b>Action:</b>	4.2.2.1.1	Undertake recommendation of the Budget Review & Finance committee (BRFC)

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### SUMMARY:

1. This report provides Council with the opportunity to undertake the recommendations of the Budget Review and Finance Committee (BRFC), as a first step in community consultation to work towards the adopted resolutions of Council, being to:
  - a. Set a strategic objective for the General Fund to achieve a balanced operating result before capital grants by 2022/23.
  - b. Set a strategic objective for both the Water and Sewer Funds to operate during the next ten years at a balanced operating position.
2. The Draft Long Term Financial Plan is a consultative document.

### RECOMMENDATION:

**That Council undertake community consultation on Council's long term financial sustainability to enable the next term of Council to adopt a sustainable Long Term Financial Plan (LTFP) that includes a balanced operating outcome before capital grants for all funds by:**

- i. endorsing the recommendation of the Budget Review and Finance Committee to place the Draft LTFP 2022-2031 on public exhibition for a minimum period of 28 days; and
- ii. engaging the services of a suitably qualified consultant to undertake an independent community survey process in order to gain an understanding of the community's current preferences for Council's financial sustainability options including:
  - increases in revenue; and/or
  - decreases in service levels; and/or
  - alternative methods of service delivery; and
- iii. Collating the information from (i) and (ii) above into a strategic plan (including an LTFP) that enables Council to remain an independent and financially sustainable shire.

**REPORT:**

3. The purpose of the LTFP is to forecast the financial outcomes for Council over the next ten years.

4. Council has previously resolved:

**OM 04.08/20 That Council:**

*Set a strategic objective for the General Fund to achieve a balanced operating result before capital grants by 2022/2023 - including the full funding of depreciation, amortisation and impairment of intangible assets and infrastructure, property, plant equipment, and to build reserves of \$4 million over the remaining seven years of the long term financial plan (LTFP).*

**OM12.02/20**

*Set a strategic objective for both the Water and Sewer Funds to operate during the next ten years at a balanced operating position including the full funding of depreciation, amortisation and impairment of intangible assets and infrastructure, property, plant equipment, and the modelling of tiered water pricing.*

5. To achieve Council's resolutions, the attached Long Term Financial Plan has been built based on a number of factors, including:

- a. 2020 actual costs
- b. current operating budget
- c. known capital costs and asset management plan projections
- d. work force management plan projections
- e. resolutions of Council for other specific items
- f. one-off items, e.g. 2021/22 includes \$53,162 for election costs
- g. specific projects, particularly capital; e.g. Bundarra Sewer Scheme
- h. indexation assumptions, generally taken from State or Federal estimates in the initial years and extrapolated
- i. specific indexation variations have been noted in table 1 below.
- j. other key issues have been noted in table 2 below

Fund	Indexation name	Indexation Year	Indexation %
Water Fund	Annual charges	2022/23	10%
		2023/24	10%
		2024/25	10%
		2025/26	10%
		2026/27	10%
		2027/28	10%
Sewer Fund	Annual charges	2022/23	10%

General Fund	Rates – cumulative and ongoing	2022/23	25%
		2023/24	10%
		2024/25	10%
	Interest rates on investments	2021/22	0.4%
		2022/23	0.6%
		2023/24	0.8%
		2024/25	1.3%
		2025/26	1.5%
		2026/27	2.0%
		2027/28	2.5%
		2028/29	3.0%
		2029/30	3.0%
		2030/31	3.0%

**Table 2 – Other key issue**

Fund	Issue	Amount
Consolidated	No change to full time equivalents	
	No estimated employee grade and step increases in years beyond 2021/22	
General Fund	Maintenance costs for new infrastructure	
	<i>Capital grants included:</i>	
	RMS Regional Road capital – indexed annually	184,148
	Fixing Local Roads – 2021/22	810,465
	Fixing Local Roads – 2022/23	516,000
	Fixing Local Roads – 2023/24	516,000
	Local Roads and Community Infrastructure Program – 2021/22	555,440
	Local Roads and Community Infrastructure Program – 2022/23	550,000
	Removed industrial land development other than \$490,600 initial costs in 2021/22, awaiting government grant funding to continue	Save \$1 mil
	No maintenance costs for new infrastructure being built under Public Spaces Legacy Fund – no known estimates	
	Specific data on road rehabilitations and reseals is still being developed by our engineer	
Sewer Fund	No capital expenditure for Bundarra sewer scheme other than initial construction cost – no known estimates available	
McMaugh Fund	Estimated capital expenditure relates only to furniture, fixtures and fittings	

## **CONCLUSION:**

6. Without the annual charge and rate increases noted in table 1, all funds would be in loss for the entirety of the LTFP, resulting in negative unrestricted funds or significant borrowings. Council should never borrow money to support operating losses.
7. The model has therefore been presented to achieve the desired strategic outcomes articulated by the Budget Review and Finance Committee, to balance the Funds over the term of the LTFP.

## **COUNCIL IMPLICATIONS:**

### **8. Community Engagement/ Communication.**

Public exhibition supported with a professional, independent, community survey process.

### **9. Policy and Regulation**

*Local Government Act 1993 (NSW)* s 8A Guiding principles for councils; s 8B Principles of sound financial management.

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

Additional costs for an independent professional survey to be adjusted through quarterly budget review statements (QBRs).

### **11. Asset Management (AMS)**

Asset Management Plan projections have been included in the LTFP.  
Changes to the LTFP may impact life of assets and ability to continue to use infrastructure.

### **12. Workforce (WMS)**

Work force management plan projections have been included in the LTFP.

### **13. Legal and Risk Management**

Continued review of costs and revenue raising opportunities is necessary to confidently assess the risk of financial sustainability.

### **14. Performance Measures**

Adoption of draft LTFP.

### **15. Project Management**

Chief Financial Officer.

# LONG TERM FINANCIAL PLAN - 2031



Disclaimer Information

Copyright

Prepared By:

Version:

Version no.	Updated by:	Date:	Nature of changes
1	MNGT ACC	17 June 2021	Initial Draft

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## Integrated Planning and Reporting Framework

In October 2009, the NSW Government's new framework for strategic planning and reporting for local council's came into effect through the introduction of the Local Government Amendment (Planning & Reporting) Act 2009. This act amended the NSW Local Government Act 1993 with regard to Council's strategic planning and reporting requirements.

The Integrated Planning & Reporting framework requires council's to better integrate their various plans and to plan holistically for the future. It requires council's and their communities to have informed discussions about funding priorities, acceptable service levels and to plan in partnership for a more sustainable future.

The framework is an improved way of doing business and ensures that all of council's plans and policies work together to achieve the community's goals. Each council must prepare a number of plans, which provide details on how the Council intends to deliver services and infrastructure across both the short and long term, based on the community priorities that have been identified through community engagement programs.

The Integrated Planning and Reporting Framework is captured in the diagram opposite:



## **Introduction**

This Long Term Financial Plan has been prepared to:

- confirm and communicate Council's financial objectives and forecasts for the planning period to the community and all of Council's stakeholders; and
- guide the preparation of Council's Annual Budget and Delivery Program within the context of long term financial sustainability.

The Plan provides a framework for sustainable financial management balancing our environmental, social, economic and governance objectives whilst delivering services and facilities to the people of the Uralla Shire Council area.

The Plan provides direction for future service planning and is a critical tool in identifying, leveraging and managing Council's key strengths, risks and opportunities with regard to Council's ongoing capacity and long term financial stability. It also provides a prudent and sustainable financial framework for the longer term from which Council will develop its Operating and Delivery Programs.

The plan is not a static document and will be reviewed annually as part of Council's strategic planning and budget process to ensure it remains reflective of the prevailing internal and external environment.

## **Aim of this plan**

- Establish a long term financial direction encompassing appropriate performance measures against which Council's strategies, policies, plans and financial performance can be measured.
- Establish a robust and prudent financial framework, to which strategies can be integrated to achieve planned outcomes.
- Assist in eliminating strategic financial risks and identify Council's financial strengths and opportunities to be leveraged.
- Ensure that Council complies with sound financial management principles, as required by legislation and adopted plans for the long-term financial sustainability of Council.

## Background

Like the majority of Council's in NSW, Uralla Council faces a major challenge in funding its ongoing services whilst simultaneously maintaining and replacing its community assets in a manner which maintains their capacity into the future and at the same time, attempting to keep rates at an equitable and affordable level throughout the community.

The combination of increased costs for labour and materials, increasing demand for services, increased level of services (particularly new capital infrastructure which is grant funded with zero funding for the associated ongoing operating costs), the shifting of costs from other levels of government, together with a legislative cap on revenue generated from rates (rate pegging), all contribute to a challenging financial environment within which to operate. Essentially, every year operating costs are increased in excess of Council's allowed revenue increases. Therefore, at the core of Uralla Shires future financial sustainability will be the ability to adapt and respond to the challenges we face in delivering services more efficiently, providing increased operational productivity and developing opportunities to generate additional revenue sources.

Long Term Financial Planning (LTFP) is vital for informing Council, our community and other stakeholders about the long term financial position and sustainability of our organisation. The aim of our plan is not only to ensure the financial sustainability of Council over the longer term, but also to provide for the appropriate maintenance and replacement of Council's assets into the future.

The long term financial plan will provide (but not be limited to) the following key benefits:

- An indication of the future financial position and performance of Council;
- A projection of the holistic long term costs of decisions to fully inform debate and ultimately strategic decision making;
- A tool to assist Council to determine the financial sustainability of both current and projected future service levels;
- A method to determine the risks in adopting future strategic directions;
- The capability for Council and the community to test the outcomes of scenarios resulting from different policy settings and service levels;
- A mechanism to test the robustness and sensitivity of key assumptions underpinning a range of strategic planning alternatives; and
- A vital contribution to the development of Council's Asset Management Strategy and all of Council's plans.

## Current Financial Position

Council's current financial position continues to be moderate with a General fund operating deficit/break-even that needs to be rectified in the near term and an unrestricted cash balance that needs to increase.

The audited Financial Statements at the 30<sup>th</sup> June 2020 showed cash and investments of \$15.358 million, being made up of Externally Restricted cash reserves (such as Water, Sewer, Developer Contributions and unexpended grants) totalling \$9.365 million, Internally Restricted cash reserves totalling \$4.583 million and Unrestricted cash reserves of \$1.410 million.

The key performance measures for June 2020 upon which council was measured were as follows:

- Operating Performance ratio – (2.40)% (should be greater than 0)
- Unrestricted Current Ratio – 2.36x (above 1.5:1 is considered healthy)
- Debt Service Cover Ratio – 10.92x (above 2.0 is considered healthy)
- Own Source Operating Revenue Ratio – 63.98% (above 60% is considered acceptable)
- Rates & Annual Charges Outstanding Ratio – 11.76% (below 10% is considered acceptable)
- Cash Expense Cover Ratio – 9.99 months (above 3 months is considered healthy)
- Building and infrastructure renewals ratio – 121.8% (above 100% is considered appropriate)

## Major Revenue Source

### *Rating*

Income from rates and annual charges forms a considerable part of Council's total overall revenue, equating to 32.04% of total income for the 2019/20 financial year (excluding capital grants and profits on the disposal of assets). Rating income is generated from three rating categories, being residential, business and farmland.

Uralla Council's rate base consists of approximately 3,046 rateable properties which in 2021/22 are estimated to generate general rates of approximately \$4.115 million across the three categories. This income constitutes a significant funding source for the delivery of services to the Uralla Shire community.

Council's rates and annual charges revenue as a proportion of total revenue over the past 5 years were as follows:

Year	%
2020	28.01
2019	29.91
2018	28.84
2017	28.63
2016	26.61

#### *Other Income*

Council has full control over fee for service revenue in commercial activities. This provides an opportunity to assist in providing financial sustainability and reducing their impact upon the general budget.

#### **Revenue Strategy**

The following items are to be pursued as a strategic means of reducing costs and growing our revenue base ultimately increasing income and reducing the reliance on any one revenue source:

- Review all fees and charges and levels of cost recovery with particular attention to discretionary user fees in non-core service areas;
- Identify and seek additional grant funding;
- Review Council's Borrowing Policy and utilisation of debt;
- Review Council's Section 7.11 Plans and Policies;
- Investigate opportunities for entrepreneurial activities;
- Identify opportunities to rationalise Council's asset base;
- Review service levels and service delivery methods;
- Investigate options for collaboration and/or resource sharing with other Council's to achieve more efficient service delivery; and
- Consult the community about a special rate variation.

## **Financial Planning Strategies**

The key objective of the long term financial plan remains the achievement of financial sustainability across the short, medium and longer term while still achieving Council's broader vision and community goals.

The financial plan is based on the following key strategies:

### *Sustainability*

- Provide spending on infrastructure renewal so that Council's physical assets are maintained to standards that provide functionality and serviceability as noted in the adopted and draft management plans.
- Rate increases are equitable and not excessive.
- Provide a pricing strategy for services based on Council's preferred options for service delivery and subsidisation vs user-pays principles.
- New or expansionary community assets to be funded via property development and s64 and s7.11 developer contributions.

### *Liquidity*

- Council has sufficient available cash to meet its debts as and when they fall due.
- Avoid budgets where the liquidity ratios fall below target.
- Utilise loan funds for renewal and replacement for capital purposes and to achieve inter-generational equity in the absence of pre-established reserves to fund this expenditure.
- Utilise a range of reserves to smooth cash flow, particularly in relation to large asset classes and unpredictable outlays such as Employee Leave Entitlement, Waste Management, Plant Replacement and Community Care functions.

## Key Financial Assumptions

As part of undertaking financial modelling, key assumptions that underpin the estimates must be made. The following assumptions have been used in the modelling contained within this plan:

Category	Background	Assumption
Rates	Indexed by estimated rises aligned to future CPI estimates & IPART guidance	2.0 to 2.5%
User Charges & Fees	Based on average increase to Council's major operating inputs	1.9 to 2.5%
Interest & Investment Revenue	Average estimated return from prevailing market	0.1 to 2.5%
Grants and Contributions - Operating	Based on estimated rises aligned to future CPI estimates	1.75 to 2.25%
Grants and Contributions - Capital	Based on estimated rises aligned to future CPI estimates	1.75 to 2.25%
Employee Costs	Already established award conditions or estimated wage price index	2.0 to 2.25%
Superannuation	Already established award conditions or estimated wage price index	2.0 to 2.25%
Materials & Contracts	Indexed by estimated rises aligned to future CPI estimates	1.8 to 2.50%
Borrowing Costs	Based on average long term rates and current market quotes	1.85% to 8.75%

- Uralla Shires population has been forecast to continue to remain steady over the period of this plan with no implied dwelling increase over the next ten years. This assumption is based on annual growth estimated by the NSW Department of Planning and Environment.
- Salary increases have been determined based on already adopted award increases for the first year of the plan and an estimated increase of between 2.0 and 2.25% for the remainder.

## Financial Performance Measures

Council measures its financial performance reporting in accordance with the Statement of Performance Measures contained within Note 26 of the Local Government Code of Accounting Practice and Financial Reporting (Dec 2020).

Council will review the long term financial Plan each year as part of the development of the next annual Operating Plan. The review will include an assessment of the previous year's performance in terms of the accuracy of the projections made compared with the actual results. The outcome will be used to improve the accuracy of the LTFP over the longer term. The major indicators include:

Measure	What it measures	Target	Calculation
Operating Performance Ratio	Council's ability to keep operating expenditure at a level below operating revenue.	>0	Operating revenue - Operating expense / Total Operating Revenue
Debt Service Ratio	The impact that loan principal and interest repayments have on the annual discretionary revenue of Council.	>2x	Debt Service costs / Income from continuing operations less capital income
Unrestricted Current Ratio	To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of council.	1.5:1	Current assets less all external restrictions / Current liabilities less specific purpose liabilities
Rates & Charges Outstanding percentage	The impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery policy and efforts.	<10%	Outstanding rates and annual charges / Revenue from rates and annual charges collectible
Asset Renewals Ratio	Assess Council's ability to renew its Infrastructure assets compared with the consumption (depreciation) of those assets.	>100%	Value of asset renewals / Depreciation expense for the assets

## Financial Plan Scenarios

In developing the long term financial plan, two scenarios have been established to model Council's financial performance and position over the next 10 years as follows:

1. Base case scenario
2. Planned scenario

The scenarios have been informed by prior year costs with existing service levels, known future projects and estimates based on these numbers. This model includes the integration of the Transport Asset Management Plan and the Building Asset Management Plan. It also includes draft Water and Sewer Asset Management Plans. Council has also received a draft report from Sixhills Group Pty Ltd outlining likely capital expenditure on upgrade, renewal and/or refurbishment requirements for McMaugh Gardens that has been integrated within these scenarios. Consideration has been given to Council's current Workforce Plan. The options attached can be summarised as follows:

Fund	Option	Description
General	Base Plan	An increase of 2% for the 1 <sup>st</sup> year (2021/22), with 2.5% increase over all other years from 2022/23 to 2030/31.
	Planned Scenario	An increase of 2% for the 1 <sup>st</sup> year (2021/22), with a cumulative and ongoing increase of 25% for the 2022/23 year, 10% increase for the 2023/24 & 2024/25 years, and 2.5% for the remaining years to 2030/31.
Water	Base Plan	For Annual Charges - An increase of 10% for the 1 <sup>st</sup> year (2021/22), and 2.50% for all years from 2022/23 to 2031/31. For User Charges & Fees - An increase of 10% for the 1 <sup>st</sup> year (2021/22), followed by a range of increases starting at 1.9% in 2022/23 to 2.5% from 2026/27 onwards.
	Planned Scenario	For Annual Charges - An increase of 10% up to and including the 2027/28 year, and 2.5% for the remaining years. For User Charges & Fees - An increase of 10% for the 1 <sup>st</sup> year (2021/22), followed by a range of increases starting at 1.9% in 2022/23 to 2.5% from 2026/27 onwards.
Sewer	Base Plan	For Annual Charges - An increase of 2% for the 1 <sup>st</sup> year (2021/22), and a 2.50% increase for the remaining years. For User Charges & Fees - An increase of 2% for the 1 <sup>st</sup> year (2021/22), followed by a range of increases starting at 1.9% in 2022/23 to 2.5% from 2026/27 onwards.
	Planned Scenario	For Annual Charges - An increase of 2% for the 1 <sup>st</sup> year (2021/22), with 10% for the 2022/23 year and 2.5% for the remaining years. For User Charges & Fees - An increase of 2% for the 1 <sup>st</sup> year (2021/22), followed by a range of increases starting at 1.9% in 2022/23 to 2.5% from 2026/27 onwards.

## 1. Base Case Scenario

This Base Case Scenario is based on the growth of rating income being limited to the rate pegging percentage as determined by IPART without any variation, whilst continuing with current asset maintenance spending levels set to meet expected performance and service levels and their planned lifecycle. **The Base Case Scenario highlights the revenue deficiency that Council faces with current service levels. Without reductions in service levels and/or increases in revenue, the base case scenarios forecasts that Council will have insufficient unrestricted cash to operate by the end of 2024/25.**

The projected General Fund net operating result before grants and contributions provided for capital purposes over the 10 year period would be a deficit of over \$19.7 million. The net decrease in cash, cash equivalents and investments for the Consolidated General Fund over the 10 year period is over \$12.6 million. These reductions represent funds used for operational needs and this practice is often referred to as 'living beyond ones means'.

Under this Scenario, the General Fund internal & unrestricted funds will be used up by the end of the 2024/2025 financial year, and an overdraft will first be required from the 2026/27 financial year. This outlines the difficult position Council faces in aligning current service levels, asset maintenance and improvement with current income levels, especially rates income.

The Base Case Scenario includes a first year increase in annual charges for water of 10% , and includes the reintroduction of an annual sewer charge for the residents of Bundarra, as a first step in delivering the Council resolution to "Set a strategic objective for both the Water and Sewer Funds to operate during the next ten years at a balanced operating position including the full funding of depreciation, amortisation and impairment of intangible assets and infrastructure, property, plant, equipment". No further increases beyond the rate peg % have been made to the revenue side of the Water and Sewer Funds have been made in the Base Case Scenario. As a consequence, it is expected that operational borrowings will be required in the Water Fund from July 2027. Again, this is an indication of 'living beyond ones means'.

The Base Case Scenario is assessed as high risk as it does not deliver a sustainable position and would in fact require either a significant reduction in levels of service/ discontinuation of services, an increase in the asset backlog ratio and/or significant borrowings in order to sustain the proposed operational budget.

An additional risk is that in any of the forward years the Federal Government could decide to cease the prepayment of the Financial Assistance Grant. This would require council to borrow a further \$1.38M above what has already been detailed above.

*Note:* The net operating result before grants and contributions provided for capital purposes is the better measure for income statement purposes because it is assumed that any capital grants will be spent on capital expenditure and should not be used to support operating expenditure.

## 2. Planned Scenario

This scenario includes a range of revenue increases aimed at balancing the General, Water and Sewer Funds over the full term of the plan. Each Fund option stands on its own applying user-pay cost recovery to achieve long term sustainability. Alternatively, reductions in expenditure equivalent to the proposed revenue increases could be built into the scenario provided. There is also an opportunity to reconsider a series of expenditure reductions that have previously been reviewed over the past two years. **This scenario requires community engagement to enable council to decide on the preferred option to achieve financial sustainability.**

### Alternative Scenarios

One alternative to revenue increases would be to reduce service levels and hence a corresponding reduction in costs.

The Alternative Scenarios are yet to be developed and could emerge through the community engagement process of the Planned Scenarios above, together with changes to service levels. Examples of such service/cost reductions could be to:

- reduce community grants scheme;
- review the plant replacement program;
- reduce operating hours for customer service such as Library opening hours or Visitor Information Centre accreditation;
- reduced/delayed replacement of vacated staff positions with no backfill (temporary reduction/cessation of service);;
- establish shared services with other Council's;
- outsource services such as waste collection; and
- reduce the number of times each class of unsealed road may be graded each period.

The Consolidated Base Case Scenario identifies that the required reductions from 2021/22 to 2029/31 vary from \$1.8 million up to \$2.2 million. To achieve a financially sustainable future, possible options to deliver a balanced long term financial plan might include Council workshops to further consider the following:

- a) A review of current service standards
- b) Shire continuity and council sustainability including a review of financial performance measures;
- c) Community engagement on the above to address:
  - I. How Council increases revenue by approximately \$2.2million per year,
  - II. How Council decreases service levels by approximately \$2.2 million per year, or
  - III. A combination of I) and II)

## Sensitivity Analysis/Risk Assessment

The LTFP 2031 is a continuation of Council's previous long term financial plan under the new Integrated Planning and Reporting Framework requirements. However, it should be noted that some of Council's reconstructed Resourcing Strategy plans are still being finalised. The LTFP now incorporates the adopted Transport Asset Management Plan and the Buildings Asset Management Plan. It also incorporates draft Plant & Equipment Asset Management Plan (adjusted), draft Water Asset Management Plan and a draft Sewer Asset Management Plan. Other capital expenditure and maintenance projections in this plan have been based on historical information and some more accurate estimates for the first year of the plan.

The following risk factors have been considered in the development of this long term financial plan and whilst some factors would only have a minor impact on the projections, others could have a more significant impact.

Areas which would have a particular impact on the projections, should they occur, include:

- Estimates to fund infrastructure renewal, replacement and significant on-going asset maintenance being inaccurate;
- Rates increase being lower than anticipated;
- Construction costs being higher than anticipated;
- Utility expenses being higher than estimated;
- Significant fluctuations in the rate of return for investments;
- Workers compensation insurance costs;
- Further spikes in the payments required to the Defined Benefit Superannuation scheme;
- Award determined staff related expenses increasing more than anticipated.

There are also external factors beyond the influence of Council which could also impact on the model, including:

- Further cost shifting from other levels of Government;
- Freezes to the indexation of recurrent operating grants;
- Changes to the taxation regime;
- Changes to the superannuation guarantee legislation;
- Forced amalgamation of Council's;
- Natural Disasters.

## **Scenarios by Fund**

**Base Case Scenario – All Funds and consolidated**

**Planned Scenario – All Funds and consolidated**

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## LONG TERM FINANCIAL PLAN - 2031

Uralla Shire Council  
Year Ended 30 June 2022  
**INCOME STATEMENT - CONSOLIDATED**  
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											2.49%	2.49%
<b>Revenue:</b>											2.50%	2.50%
Rates & Annual Charges	6,644,000	6,710,618	7,122,291	7,299,536	7,481,212	7,667,430	7,858,304	8,053,949	8,254,486	8,460,036	8,670,725	8,886,680
User Charges & Fees	5,075,000	5,508,577	5,498,890	5,606,999	5,732,213	5,865,325	6,006,745	6,156,913	6,310,836	6,468,607	6,630,322	6,796,080
Other Revenues	575,000	400,565	495,995	507,403	519,073	531,012	543,225	555,719	568,501	581,576	594,953	608,637
Grants & Contributions provided for Operating Purposes	8,089,000	8,264,115	7,501,440	7,472,760	7,627,485	7,803,585	7,965,350	8,130,756	8,299,883	8,472,815	8,665,639	8,846,440
Grants & Contributions provided for Capital Purposes	2,988,000	8,783,071	5,774,553	1,253,719	707,943	196,262	200,678	205,193	209,810	214,530	219,357	224,293
Interest & Investment Revenue	352,000	150,300	94,240	152,761	162,294	192,473	177,859	206,281	245,156	287,348	301,034	302,228
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	207,733	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>23,723,000</b>	<b>30,024,979</b>	<b>26,487,409</b>	<b>22,293,178</b>	<b>22,230,221</b>	<b>22,256,087</b>	<b>22,752,161</b>	<b>23,308,811</b>	<b>23,888,672</b>	<b>24,484,913</b>	<b>25,082,029</b>	<b>25,664,359</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	9,707,000	10,157,027	10,748,448	10,964,838	11,211,547	11,483,807	11,721,742	11,985,482	12,255,155	12,550,896	12,812,841	13,101,130
Borrowing Costs	149,000	132,103	98,013	109,667	98,139	89,177	82,392	77,077	71,976	65,373	59,870	17,228
Materials & Contracts	5,142,000	5,093,048	4,868,511	4,805,635	4,909,380	5,250,356	5,161,870	5,314,568	5,416,499	5,455,357	5,560,670	5,480,271
Depreciation & Amortisation	4,750,000	4,912,306	4,875,761	5,132,345	5,260,654	5,392,170	5,526,974	5,665,149	5,806,778	5,951,947	6,100,746	6,253,264
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,484,000	1,874,565	1,948,834	1,980,186	2,024,740	2,070,297	2,116,879	2,164,508	2,213,210	2,263,007	2,313,925	2,365,988
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	955,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>22,187,000</b>	<b>22,169,050</b>	<b>22,539,567</b>	<b>22,992,671</b>	<b>23,504,460</b>	<b>24,285,806</b>	<b>24,609,858</b>	<b>25,206,784</b>	<b>25,763,617</b>	<b>26,286,580</b>	<b>26,848,051</b>	<b>27,217,881</b>
<b>Operating Result from Continuing Operations</b>	<b>1,536,000</b>	<b>7,855,929</b>	<b>3,947,842</b>	<b>(699,493)</b>	<b>(1,274,239)</b>	<b>(2,029,719)</b>	<b>(1,857,697)</b>	<b>(1,897,973)</b>	<b>(1,874,945)</b>	<b>(1,801,668)</b>	<b>(1,766,022)</b>	<b>(1,553,523)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>1,536,000</b>	<b>7,855,929</b>	<b>3,947,842</b>	<b>(699,493)</b>	<b>(1,274,239)</b>	<b>(2,029,719)</b>	<b>(1,857,697)</b>	<b>(1,897,973)</b>	<b>(1,874,945)</b>	<b>(1,801,668)</b>	<b>(1,766,022)</b>	<b>(1,553,523)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(1,452,000)</b>	<b>(927,142)</b>	<b>(1,826,711)</b>	<b>(1,953,212)</b>	<b>(1,982,182)</b>	<b>(2,225,981)</b>	<b>(2,058,374)</b>	<b>(2,103,166)</b>	<b>(2,084,755)</b>	<b>(2,016,198)</b>	<b>(1,985,379)</b>	<b>(1,777,816)</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**INCOME STATEMENT - GENERAL FUND**  
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											2.49%	2.49%
<b>Revenue:</b>											2.50%	2.50%
Rates & Annual Charges	5,511,000	5,532,104	5,739,282	5,881,952	6,028,188	6,178,081	6,331,721	6,489,202	6,650,619	6,816,073	6,985,662	7,159,492
User Charges & Fees	3,542,000	3,884,830	3,775,904	3,847,646	3,932,294	4,022,737	4,119,283	4,222,265	4,327,822	4,436,017	4,546,918	4,660,590
Other Revenues	542,000	423,582	526,153	538,255	550,634	563,299	576,255	589,509	603,067	616,938	631,128	645,643
Grants & Contributions provided for Operating Purposes	5,495,000	6,138,613	5,072,144	5,172,855	5,275,832	5,399,020	5,506,683	5,616,768	5,729,330	5,844,425	5,978,110	6,098,442
Grants & Contributions provided for Capital Purposes	2,500,000	4,220,567	2,515,053	1,253,719	707,943	196,262	200,678	205,193	209,810	214,530	219,357	224,293
Interest & Investment Revenue	190,000	76,990	54,116	104,815	103,149	104,493	76,577	68,577	69,516	70,557	71,621	60,708
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	207,733	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>17,780,000</b>	<b>20,484,419</b>	<b>17,682,652</b>	<b>16,799,242</b>	<b>16,598,041</b>	<b>16,463,891</b>	<b>16,811,195</b>	<b>17,191,513</b>	<b>17,590,164</b>	<b>17,998,541</b>	<b>18,432,795</b>	<b>18,849,168</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	6,729,000	7,324,270	7,964,622	8,103,915	8,286,253	8,492,693	8,663,329	8,858,254	9,057,565	9,281,360	9,469,740	9,682,810
Borrowing Costs	141,000	123,382	93,131	105,231	94,181	85,767	79,557	74,678	69,543	62,885	57,326	14,627
Materials & Contracts	3,162,000	3,607,567	3,264,377	3,288,980	3,377,738	3,720,124	3,549,190	3,681,799	3,777,747	3,788,949	3,824,673	3,762,722
Depreciation & Amortisation	3,857,000	4,016,210	4,017,481	4,117,918	4,220,866	4,326,388	4,434,548	4,545,411	4,659,047	4,775,523	4,894,911	5,017,284
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,435,000	1,622,434	1,693,642	1,709,983	1,748,458	1,787,798	1,828,024	1,869,154	1,911,210	1,954,212	1,998,182	2,043,141
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	745,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>16,069,000</b>	<b>16,693,862</b>	<b>17,033,253</b>	<b>17,326,027</b>	<b>17,727,496</b>	<b>18,412,770</b>	<b>18,554,647</b>	<b>19,029,296</b>	<b>19,475,111</b>	<b>19,862,929</b>	<b>20,244,832</b>	<b>20,520,583</b>
<b>Operating Result from Continuing Operations</b>	<b>1,711,000</b>	<b>3,790,557</b>	<b>649,399</b>	<b>(526,785)</b>	<b>(1,129,455)</b>	<b>(1,948,879)</b>	<b>(1,743,451)</b>	<b>(1,837,783)</b>	<b>(1,884,947)</b>	<b>(1,864,388)</b>	<b>(1,812,037)</b>	<b>(1,671,415)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>1,711,000</b>	<b>3,790,557</b>	<b>649,399</b>	<b>(526,785)</b>	<b>(1,129,455)</b>	<b>(1,948,879)</b>	<b>(1,743,451)</b>	<b>(1,837,783)</b>	<b>(1,884,947)</b>	<b>(1,864,388)</b>	<b>(1,812,037)</b>	<b>(1,671,415)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(789,000)</b>	<b>(430,010)</b>	<b>(1,865,654)</b>	<b>(1,780,504)</b>	<b>(1,837,398)</b>	<b>(2,145,141)</b>	<b>(1,944,129)</b>	<b>(2,042,976)</b>	<b>(2,094,756)</b>	<b>(2,078,919)</b>	<b>(2,031,394)</b>	<b>(1,895,708)</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**INCOME STATEMENT - WATER FUND**  
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	480,000	493,349	553,622	567,463	581,649	596,190	611,095	626,372	642,032	658,083	674,535	691,398
User Charges & Fees	560,000	603,465	612,018	627,276	642,937	658,996	675,463	692,350	709,658	727,400	745,585	764,224
Other Revenues	-	8,000	4,000	4,092	4,186	4,282	4,381	4,482	4,585	4,690	4,798	4,908
Grants & Contributions provided for Operating Purposes	541,000	55,133	196,603	16,977	17,359	17,749	18,148	18,557	18,974	19,401	19,838	20,284
Grants & Contributions provided for Capital Purposes	220,000	376,911	1,150,000	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	62,000	29,730	19,492	21,507	23,032	28,135	28,539	31,873	34,872	39,020	38,879	38,066
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>1,863,000</b>	<b>1,566,588</b>	<b>2,535,735</b>	<b>1,237,314</b>	<b>1,269,163</b>	<b>1,305,352</b>	<b>1,337,626</b>	<b>1,373,633</b>	<b>1,410,121</b>	<b>1,448,594</b>	<b>1,483,635</b>	<b>1,518,881</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	581,000	405,306	413,070	421,331	430,811	440,505	450,416	460,550	470,913	481,508	492,342	503,420
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	1,109,000	652,530	729,776	608,656	606,345	581,168	603,371	640,720	627,461	629,361	678,665	636,395
Depreciation & Amortisation	451,000	450,615	435,975	446,874	458,046	469,497	481,235	493,266	505,597	518,237	531,193	544,473
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	4,000	71,549	85,236	87,367	89,333	91,343	93,398	95,499	97,648	99,845	102,092	104,389
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>2,145,000</b>	<b>1,580,000</b>	<b>1,664,057</b>	<b>1,564,229</b>	<b>1,584,536</b>	<b>1,582,513</b>	<b>1,628,419</b>	<b>1,690,035</b>	<b>1,701,619</b>	<b>1,728,951</b>	<b>1,804,292</b>	<b>1,788,676</b>
<b>Operating Result from Continuing Operations</b>	<b>(282,000)</b>	<b>(13,412)</b>	<b>871,678</b>	<b>(326,915)</b>	<b>(315,373)</b>	<b>(277,161)</b>	<b>(290,793)</b>	<b>(316,402)</b>	<b>(291,498)</b>	<b>(280,357)</b>	<b>(320,657)</b>	<b>(269,795)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(282,000)</b>	<b>(13,412)</b>	<b>871,678</b>	<b>(326,915)</b>	<b>(315,373)</b>	<b>(277,161)</b>	<b>(290,793)</b>	<b>(316,402)</b>	<b>(291,498)</b>	<b>(280,357)</b>	<b>(320,657)</b>	<b>(269,795)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(502,000)</b>	<b>(390,323)</b>	<b>(278,322)</b>	<b>(326,915)</b>	<b>(315,373)</b>	<b>(277,161)</b>	<b>(290,793)</b>	<b>(316,402)</b>	<b>(291,498)</b>	<b>(280,357)</b>	<b>(320,657)</b>	<b>(269,795)</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**INCOME STATEMENT - SEWER FUND**  
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	653,000	685,165	829,387	850,122	871,375	893,159	915,488	938,375	961,835	985,881	1,010,528	1,035,791
User Charges & Fees	7,000	6,727	7,530	7,673	7,842	8,022	8,215	8,420	8,631	8,846	9,068	9,294
Other Revenues	12,000	1,000	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	13,000	13,235	15,737	16,091	16,453	16,823	17,202	17,589	17,985	18,389	18,803	19,226
Grants & Contributions provided for Capital Purposes	138,000	4,030,631	2,109,500	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	54,000	24,400	12,960	8,132	9,276	12,179	12,954	18,102	20,127	19,471	18,993	18,914
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>877,000</b>	<b>4,761,158</b>	<b>2,975,114</b>	<b>882,018</b>	<b>904,946</b>	<b>930,184</b>	<b>953,859</b>	<b>982,486</b>	<b>1,008,577</b>	<b>1,032,587</b>	<b>1,057,391</b>	<b>1,083,226</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	193,000	196,395	210,522	236,153	241,467	246,900	252,455	258,135	263,943	269,882	275,955	282,164
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	254,000	233,892	247,905	267,261	269,939	278,744	281,678	290,745	293,948	303,289	306,772	313,400
Depreciation & Amortisation	220,000	218,804	213,564	353,593	362,433	371,494	380,781	390,301	400,058	410,060	420,311	430,819
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	7,000	83,693	69,669	80,042	81,843	83,684	85,567	87,492	89,461	91,474	93,532	95,636
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>674,000</b>	<b>732,784</b>	<b>741,660</b>	<b>937,049</b>	<b>955,681</b>	<b>980,821</b>	<b>1,000,481</b>	<b>1,026,673</b>	<b>1,047,410</b>	<b>1,074,704</b>	<b>1,096,569</b>	<b>1,122,019</b>
<b>Operating Result from Continuing Operations</b>	<b>203,000</b>	<b>4,028,374</b>	<b>2,233,454</b>	<b>(55,031)</b>	<b>(50,736)</b>	<b>(50,637)</b>	<b>(46,623)</b>	<b>(44,187)</b>	<b>(38,833)</b>	<b>(42,117)</b>	<b>(39,178)</b>	<b>(38,793)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>203,000</b>	<b>4,028,374</b>	<b>2,233,454</b>	<b>(55,031)</b>	<b>(50,736)</b>	<b>(50,637)</b>	<b>(46,623)</b>	<b>(44,187)</b>	<b>(38,833)</b>	<b>(42,117)</b>	<b>(39,178)</b>	<b>(38,793)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>65,000</b>	<b>(2,257)</b>	<b>123,954</b>	<b>(55,031)</b>	<b>(50,736)</b>	<b>(50,637)</b>	<b>(46,623)</b>	<b>(44,187)</b>	<b>(38,833)</b>	<b>(42,117)</b>	<b>(39,178)</b>	<b>(38,793)</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**INCOME STATEMENT - AGED CARE (MCMAUGH) FUND**  
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>											2.50%	2.50%
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	966,000	1,013,554	1,103,438	1,124,403	1,149,140	1,175,570	1,203,784	1,233,879	1,264,726	1,296,344	1,328,752	1,361,971
Other Revenues	21,000	14,000	11,800	12,071	12,349	12,633	12,924	13,221	13,525	13,836	14,154	14,480
Grants & Contributions provided for Operating Purposes	2,040,000	2,057,134	2,216,956	2,266,838	2,317,841	2,369,993	2,423,318	2,477,842	2,533,594	2,590,600	2,648,888	2,708,488
Grants & Contributions provided for Capital Purposes	130,000	154,962	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	46,000	19,180	7,672	18,307	26,837	47,666	59,790	87,729	120,642	158,299	171,540	184,539
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>3,203,000</b>	<b>3,258,830</b>	<b>3,339,866</b>	<b>3,421,619</b>	<b>3,506,168</b>	<b>3,605,862</b>	<b>3,699,815</b>	<b>3,812,671</b>	<b>3,932,486</b>	<b>4,059,078</b>	<b>4,163,335</b>	<b>4,269,478</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	2,204,000	2,231,057	2,160,234	2,203,439	2,253,016	2,303,709	2,355,542	2,408,542	2,462,734	2,518,146	2,574,804	2,632,737
Borrowing Costs	8,000	8,721	4,882	4,436	3,958	3,410	2,835	2,399	2,433	2,488	2,544	2,601
Materials & Contracts	617,000	645,076	672,411	687,753	703,454	719,522	777,966	752,796	770,020	787,647	805,687	824,150
Depreciation & Amortisation	222,000	226,677	208,741	213,960	219,309	224,791	230,411	236,171	242,076	248,127	254,331	260,689
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	38,000	96,889	100,287	102,794	105,107	107,472	109,890	112,363	114,891	117,476	120,119	122,822
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	210,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>3,299,000</b>	<b>3,208,420</b>	<b>3,146,555</b>	<b>3,212,381</b>	<b>3,284,843</b>	<b>3,358,904</b>	<b>3,476,645</b>	<b>3,512,271</b>	<b>3,592,153</b>	<b>3,673,884</b>	<b>3,757,484</b>	<b>3,842,999</b>
<b>Operating Result from Continuing Operations</b>	<b>(96,000)</b>	<b>50,411</b>	<b>193,311</b>	<b>209,238</b>	<b>221,325</b>	<b>246,958</b>	<b>223,170</b>	<b>300,399</b>	<b>340,333</b>	<b>385,195</b>	<b>405,850</b>	<b>426,480</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(96,000)</b>	<b>50,411</b>	<b>193,311</b>	<b>209,238</b>	<b>221,325</b>	<b>246,958</b>	<b>223,170</b>	<b>300,399</b>	<b>340,333</b>	<b>385,195</b>	<b>405,850</b>	<b>426,480</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(226,000)</b>	<b>(104,551)</b>	<b>193,311</b>	<b>209,238</b>	<b>221,325</b>	<b>246,958</b>	<b>223,170</b>	<b>300,399</b>	<b>340,333</b>	<b>385,195</b>	<b>405,850</b>	<b>426,480</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**BALANCE SHEET - CONSOLIDATED**  
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	1,401,000	728,501	424,822	664,709	1,036,614	1,326,814	1,711,760	1,059,102	-	-	-	-
Investments	13,957,000	12,969,874	10,248,090	8,870,827	7,664,977	5,286,791	3,564,463	3,077,041	3,016,169	3,016,169	3,016,169	3,016,169
Receivables	2,929,000	2,313,363	1,990,045	1,882,243	1,851,476	1,806,659	1,827,527	1,868,183	1,911,676	1,956,221	2,003,529	2,050,256
Inventories	231,000	324,715	303,322	306,204	314,127	341,925	329,557	340,973	349,539	351,492	355,386	351,655
Contract assets	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	36,000	78,110	75,375	76,095	77,985	83,325	81,731	84,261	86,312	87,232	88,500	88,464
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>18,859,000</b>	<b>16,719,564</b>	<b>13,346,654</b>	<b>12,105,078</b>	<b>11,250,179</b>	<b>9,150,515</b>	<b>7,820,038</b>	<b>6,734,560</b>	<b>5,668,695</b>	<b>5,716,113</b>	<b>5,768,584</b>	<b>5,811,544</b>
<b>Non-Current Assets</b>												
Inventories	-	-	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852
Infrastructure, Property, Plant & Equipment	233,683,000	243,117,160	249,791,760	250,116,281	249,537,102	249,512,368	248,853,753	247,954,837	247,895,933	247,012,502	245,507,471	243,862,629
Right of use assets	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
<b>Total Non-Current Assets</b>	<b>233,761,000</b>	<b>243,195,160</b>	<b>250,342,612</b>	<b>250,667,133</b>	<b>250,087,954</b>	<b>250,063,220</b>	<b>249,404,605</b>	<b>248,505,689</b>	<b>248,446,785</b>	<b>247,563,354</b>	<b>246,058,323</b>	<b>244,413,481</b>
<b>TOTAL ASSETS</b>	<b>252,620,000</b>	<b>259,914,724</b>	<b>263,689,266</b>	<b>262,772,211</b>	<b>261,338,133</b>	<b>259,213,735</b>	<b>257,224,643</b>	<b>255,240,249</b>	<b>254,115,481</b>	<b>253,279,467</b>	<b>251,826,906</b>	<b>250,225,025</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	845,591	1,922,131	2,318,988	2,368,925
Payables	5,357,000	5,005,041	5,085,037	5,121,330	5,182,946	5,276,984	5,309,597	5,380,411	5,448,126	5,508,007	5,570,390	5,623,479
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	44,000	57,011	41,756	35,368	32,931	30,793	31,410	32,041	32,686	33,345	34,107	34,797
Lease liabilities	15,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	265,000	238,040	247,468	219,018	186,579	164,624	157,867	163,773	171,426	146,542	152,073	-
Provisions	2,199,000	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>7,880,000</b>	<b>7,569,110</b>	<b>7,643,279</b>	<b>7,644,734</b>	<b>7,671,475</b>	<b>7,741,419</b>	<b>7,767,892</b>	<b>7,845,243</b>	<b>8,766,846</b>	<b>9,879,043</b>	<b>10,344,577</b>	<b>10,296,219</b>
<b>Non-Current Liabilities</b>												
Lease liabilities	63,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
Borrowings	1,924,000	1,728,703	1,481,235	1,262,217	1,075,638	911,014	753,147	589,374	417,948	271,406	119,333	119,333
Provisions	2,821,000	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>4,808,000</b>	<b>4,557,685</b>	<b>4,310,217</b>	<b>4,091,199</b>	<b>3,904,620</b>	<b>3,739,996</b>	<b>3,582,129</b>	<b>3,418,356</b>	<b>3,246,930</b>	<b>3,100,388</b>	<b>2,948,315</b>	<b>2,948,315</b>
<b>TOTAL LIABILITIES</b>	<b>12,688,000</b>	<b>12,126,795</b>	<b>11,953,496</b>	<b>11,735,933</b>	<b>11,576,095</b>	<b>11,481,415</b>	<b>11,350,021</b>	<b>11,263,599</b>	<b>12,013,776</b>	<b>12,979,431</b>	<b>13,292,892</b>	<b>13,244,534</b>
<b>Net Assets</b>	<b>239,932,000</b>	<b>247,787,929</b>	<b>251,735,771</b>	<b>251,036,278</b>	<b>249,762,039</b>	<b>247,732,319</b>	<b>245,874,623</b>	<b>243,976,650</b>	<b>242,101,704</b>	<b>240,300,037</b>	<b>238,534,015</b>	<b>236,980,492</b>
<b>EQUITY</b>												
Retained Earnings	74,321,000	82,176,929	86,124,771	85,425,278	84,151,039	82,121,319	80,263,623	78,365,650	76,490,704	74,689,037	72,923,015	71,369,492
Revaluation Reserves	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	239,932,000	247,787,929	251,735,771	251,036,278	249,762,039	247,732,319	245,874,623	243,976,650	242,101,704	240,300,037	238,534,015	236,980,492
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>239,932,000</b>	<b>247,787,929</b>	<b>251,735,771</b>	<b>251,036,278</b>	<b>249,762,039</b>	<b>247,732,319</b>	<b>245,874,623</b>	<b>243,976,650</b>	<b>242,101,704</b>	<b>240,300,037</b>	<b>238,534,015</b>	<b>236,980,492</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**BALANCE SHEET - GENERAL FUND**  
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	1,224,000	373,709	-	-	-	-	-	-	-	-	-	-
Investments	6,757,000	6,757,000	5,257,645	4,305,995	3,488,148	1,458,379	108,301	-	-	-	-	-
Receivables	2,417,000	1,738,677	1,416,328	1,294,504	1,249,355	1,189,798	1,195,559	1,220,733	1,248,362	1,276,656	1,307,314	1,336,982
Inventories	231,000	324,715	303,322	306,204	314,127	341,925	329,557	340,973	349,539	351,492	355,386	351,655
Contract assets	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	36,000	78,110	75,375	76,095	77,985	83,325	81,731	84,261	86,312	87,232	88,500	88,464
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>10,970,000</b>	<b>9,577,212</b>	<b>7,357,671</b>	<b>6,287,798</b>	<b>5,434,615</b>	<b>3,378,427</b>	<b>2,020,148</b>	<b>1,950,967</b>	<b>1,989,213</b>	<b>2,020,379</b>	<b>2,056,200</b>	<b>2,082,101</b>
<b>Non-Current Assets</b>												
Inventories	-	-	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852
Infrastructure, Property, Plant & Equipment	205,744,000	210,372,945	212,601,991	212,934,274	212,505,448	212,525,959	212,017,899	211,290,481	211,404,668	210,705,583	209,398,837	207,970,276
Right of use assets	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
<b>Total Non-Current Assets</b>	<b>205,822,000</b>	<b>210,450,945</b>	<b>213,152,843</b>	<b>213,485,126</b>	<b>213,056,300</b>	<b>213,076,811</b>	<b>212,568,751</b>	<b>211,841,333</b>	<b>211,955,520</b>	<b>211,256,435</b>	<b>209,949,689</b>	<b>208,521,128</b>
<b>TOTAL ASSETS</b>	<b>216,792,000</b>	<b>220,028,157</b>	<b>220,510,514</b>	<b>219,772,923</b>	<b>218,490,914</b>	<b>216,455,238</b>	<b>214,588,900</b>	<b>213,792,300</b>	<b>213,944,733</b>	<b>213,276,814</b>	<b>212,005,888</b>	<b>210,603,229</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	1,127,099	3,259,892	4,567,248	5,191,755	5,558,805
Payables	2,920,000	2,568,041	2,648,037	2,684,330	2,745,946	2,839,984	2,872,597	2,943,411	3,011,126	3,071,007	3,133,390	3,186,479
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	44,000	57,011	41,756	35,368	32,931	30,793	31,410	32,041	32,686	33,345	34,107	34,797
Lease liabilities	15,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	256,000	231,782	240,711	211,734	178,697	156,116	157,361	163,773	171,426	146,542	152,073	-
Provisions	2,199,000	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>5,434,000</b>	<b>5,125,852</b>	<b>5,199,522</b>	<b>5,200,450</b>	<b>5,226,593</b>	<b>5,295,911</b>	<b>5,330,386</b>	<b>6,535,342</b>	<b>8,744,148</b>	<b>10,087,160</b>	<b>10,780,343</b>	<b>11,049,099</b>
<b>Non-Current Liabilities</b>												
Lease liabilities	63,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
Borrowings	1,889,000	1,697,766	1,457,055	1,245,321	1,066,624	910,508	753,147	589,374	417,948	271,406	119,333	119,333
Provisions	2,821,000	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>4,773,000</b>	<b>4,526,748</b>	<b>4,286,037</b>	<b>4,074,303</b>	<b>3,895,606</b>	<b>3,739,490</b>	<b>3,582,129</b>	<b>3,418,356</b>	<b>3,246,930</b>	<b>3,100,388</b>	<b>2,948,315</b>	<b>2,948,315</b>
<b>TOTAL LIABILITIES</b>	<b>10,207,000</b>	<b>9,652,600</b>	<b>9,485,559</b>	<b>9,274,753</b>	<b>9,122,199</b>	<b>9,035,401</b>	<b>8,912,515</b>	<b>9,953,698</b>	<b>11,991,078</b>	<b>13,187,548</b>	<b>13,728,658</b>	<b>13,997,414</b>
<b>Net Assets</b>	<b>206,585,000</b>	<b>210,375,557</b>	<b>211,024,956</b>	<b>210,498,171</b>	<b>209,368,716</b>	<b>207,419,836</b>	<b>205,676,385</b>	<b>203,838,602</b>	<b>201,953,655</b>	<b>200,089,267</b>	<b>198,277,230</b>	<b>196,605,815</b>
<b>EQUITY</b>												
Retained Earnings	56,855,000	60,645,557	61,294,956	60,768,171	59,638,716	57,689,836	55,946,385	54,108,602	52,223,655	50,359,267	48,547,230	46,875,815
Revaluation Reserves	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	206,585,000	210,375,557	211,024,956	210,498,171	209,368,716	207,419,836	205,676,385	203,838,602	201,953,655	200,089,267	198,277,230	196,605,815
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>206,585,000</b>	<b>210,375,557</b>	<b>211,024,956</b>	<b>210,498,171</b>	<b>209,368,716</b>	<b>207,419,836</b>	<b>205,676,385</b>	<b>203,838,602</b>	<b>201,953,655</b>	<b>200,089,267</b>	<b>198,277,230</b>	<b>196,605,815</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**BALANCE SHEET - WATER FUND**  
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	91,000	302,701	-	-	-	-	-	-	-	-	-	-
Investments	2,300,000	2,300,000	1,910,880	1,508,940	1,137,536	802,619	437,627	60,872	-	-	-	-
Receivables	335,000	328,897	339,371	347,836	356,522	365,428	374,561	383,925	393,523	403,361	413,445	423,781
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>2,726,000</b>	<b>2,931,598</b>	<b>2,250,251</b>	<b>1,856,776</b>	<b>1,494,058</b>	<b>1,168,048</b>	<b>812,187</b>	<b>444,796</b>	<b>393,523</b>	<b>403,361</b>	<b>413,445</b>	<b>423,781</b>
<b>Non-Current Assets</b>												
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	14,251,000	14,031,990	15,585,015	15,651,575	15,698,919	15,747,769	15,812,836	15,863,825	15,915,435	15,968,356	16,022,270	16,077,497
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>14,251,000</b>	<b>14,031,990</b>	<b>15,585,015</b>	<b>15,651,575</b>	<b>15,698,919</b>	<b>15,747,769</b>	<b>15,812,836</b>	<b>15,863,825</b>	<b>15,915,435</b>	<b>15,968,356</b>	<b>16,022,270</b>	<b>16,077,497</b>
<b>TOTAL ASSETS</b>	<b>16,977,000</b>	<b>16,963,588</b>	<b>17,835,266</b>	<b>17,508,350</b>	<b>17,192,977</b>	<b>16,915,817</b>	<b>16,625,023</b>	<b>16,308,622</b>	<b>16,308,958</b>	<b>16,371,717</b>	<b>16,435,714</b>	<b>16,501,278</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	291,834	634,951	1,019,606	1,354,963
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>291,834</b>	<b>634,951</b>	<b>1,019,606</b>	<b>1,354,963</b>
<b>Non-Current Liabilities</b>												
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>291,834</b>	<b>634,951</b>	<b>1,019,606</b>	<b>1,354,963</b>
<b>Net Assets</b>	<b>16,977,000</b>	<b>16,963,588</b>	<b>17,835,266</b>	<b>17,508,350</b>	<b>17,192,977</b>	<b>16,915,817</b>	<b>16,625,023</b>	<b>16,308,622</b>	<b>16,017,123</b>	<b>15,736,766</b>	<b>15,416,109</b>	<b>15,146,314</b>
<b>EQUITY</b>												
Retained Earnings	8,019,000	8,005,588	8,877,266	8,550,350	8,234,977	7,957,817	7,667,023	7,350,622	7,059,123	6,778,766	6,458,109	6,188,314
Revaluation Reserves	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	16,977,000	16,963,588	17,835,266	17,508,350	17,192,977	16,915,817	16,625,023	16,308,622	16,017,123	15,736,766	15,416,109	15,146,314
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>16,977,000</b>	<b>16,963,588</b>	<b>17,835,266</b>	<b>17,508,350</b>	<b>17,192,977</b>	<b>16,915,817</b>	<b>16,625,023</b>	<b>16,308,622</b>	<b>16,017,123</b>	<b>15,736,766</b>	<b>15,416,109</b>	<b>15,146,314</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**BALANCE SHEET - SEWER FUND**  
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	11,000	-	-	-	-	-	-	-	684	6,022	24,485	43,774
Investments	2,400,000	1,412,874	579,565	555,892	539,293	525,793	518,535	516,169	516,169	516,169	516,169	516,169
Receivables	104,000	74,373	89,866	92,101	94,397	96,753	99,170	101,649	104,190	106,795	109,465	112,201
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>2,515,000</b>	<b>1,487,247</b>	<b>669,431</b>	<b>647,993</b>	<b>633,690</b>	<b>622,546</b>	<b>617,705</b>	<b>617,818</b>	<b>621,043</b>	<b>628,986</b>	<b>650,119</b>	<b>672,144</b>
<b>Non-Current Assets</b>												
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	9,257,000	14,313,127	17,364,397	17,330,804	17,294,371	17,254,877	17,213,096	17,168,795	17,126,737	17,076,678	17,016,367	16,955,548
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>9,257,000</b>	<b>14,313,127</b>	<b>17,364,397</b>	<b>17,330,804</b>	<b>17,294,371</b>	<b>17,254,877</b>	<b>17,213,096</b>	<b>17,168,795</b>	<b>17,126,737</b>	<b>17,076,678</b>	<b>17,016,367</b>	<b>16,955,548</b>
<b>TOTAL ASSETS</b>	<b>11,772,000</b>	<b>15,800,374</b>	<b>18,033,828</b>	<b>17,978,797</b>	<b>17,928,061</b>	<b>17,877,424</b>	<b>17,830,801</b>	<b>17,786,614</b>	<b>17,747,780</b>	<b>17,705,663</b>	<b>17,666,485</b>	<b>17,627,692</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Current Liabilities</b>												
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Assets</b>	<b>11,772,000</b>	<b>15,800,374</b>	<b>18,033,828</b>	<b>17,978,797</b>	<b>17,928,061</b>	<b>17,877,424</b>	<b>17,830,801</b>	<b>17,786,614</b>	<b>17,747,780</b>	<b>17,705,663</b>	<b>17,666,485</b>	<b>17,627,692</b>
<b>EQUITY</b>												
Retained Earnings	6,049,000	10,077,374	12,310,828	12,255,797	12,205,061	12,154,424	12,107,801	12,063,614	12,024,780	11,982,663	11,943,485	11,904,692
Revaluation Reserves	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	11,772,000	15,800,374	18,033,828	17,978,797	17,928,061	17,877,424	17,830,801	17,786,614	17,747,780	17,705,663	17,666,485	17,627,692
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>11,772,000</b>	<b>15,800,374</b>	<b>18,033,828</b>	<b>17,978,797</b>	<b>17,928,061</b>	<b>17,877,424</b>	<b>17,830,801</b>	<b>17,786,614</b>	<b>17,747,780</b>	<b>17,705,663</b>	<b>17,666,485</b>	<b>17,627,692</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**BALANCE SHEET - AGED CARE (MCMAUGH) FUND**  
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	75,000	52,091	424,822	664,709	1,036,614	1,326,814	1,711,760	2,186,201	2,705,453	3,274,046	3,867,888	4,501,070
Investments	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Receivables	73,000	171,417	144,480	147,803	151,202	154,680	158,238	161,877	165,600	169,409	173,306	177,292
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>2,648,000</b>	<b>2,723,508</b>	<b>3,069,302</b>	<b>3,312,511</b>	<b>3,687,817</b>	<b>3,981,494</b>	<b>4,369,997</b>	<b>4,848,078</b>	<b>5,371,053</b>	<b>5,943,455</b>	<b>6,541,193</b>	<b>7,178,362</b>
<b>Non-Current Assets</b>												
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	4,431,000	4,399,098	4,240,357	4,199,628	4,038,364	3,983,763	3,809,922	3,631,734	3,449,093	3,261,885	3,069,998	2,859,309
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>4,431,000</b>	<b>4,399,098</b>	<b>4,240,357</b>	<b>4,199,628</b>	<b>4,038,364</b>	<b>3,983,763</b>	<b>3,809,922</b>	<b>3,631,734</b>	<b>3,449,093</b>	<b>3,261,885</b>	<b>3,069,998</b>	<b>2,859,309</b>
<b>TOTAL ASSETS</b>	<b>7,079,000</b>	<b>7,122,606</b>	<b>7,309,659</b>	<b>7,512,140</b>	<b>7,726,181</b>	<b>7,965,257</b>	<b>8,179,919</b>	<b>8,479,813</b>	<b>8,820,146</b>	<b>9,205,341</b>	<b>9,611,191</b>	<b>10,037,671</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	9,000	6,258	6,757	7,284	7,882	8,508	506	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>2,446,000</b>	<b>2,443,258</b>	<b>2,443,757</b>	<b>2,444,284</b>	<b>2,444,882</b>	<b>2,445,508</b>	<b>2,437,506</b>	<b>2,437,000</b>	<b>2,437,000</b>	<b>2,437,000</b>	<b>2,437,000</b>	<b>2,437,000</b>
<b>Non-Current Liabilities</b>												
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	35,000	30,937	24,180	16,896	9,014	506	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>35,000</b>	<b>30,937</b>	<b>24,180</b>	<b>16,896</b>	<b>9,014</b>	<b>506</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>2,481,000</b>	<b>2,474,195</b>	<b>2,467,937</b>	<b>2,461,180</b>	<b>2,453,896</b>	<b>2,446,014</b>	<b>2,437,506</b>	<b>2,437,000</b>	<b>2,437,000</b>	<b>2,437,000</b>	<b>2,437,000</b>	<b>2,437,000</b>
<b>Net Assets</b>	<b>4,598,000</b>	<b>4,648,411</b>	<b>4,841,722</b>	<b>5,050,960</b>	<b>5,272,285</b>	<b>5,519,243</b>	<b>5,742,413</b>	<b>6,042,813</b>	<b>6,383,146</b>	<b>6,768,341</b>	<b>7,174,191</b>	<b>7,600,671</b>
<b>EQUITY</b>												
Retained Earnings	3,398,000	3,448,411	3,641,722	3,850,960	4,072,285	4,319,243	4,542,413	4,842,813	5,183,146	5,568,341	5,974,191	6,400,671
Revaluation Reserves	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	4,598,000	4,648,411	4,841,722	5,050,960	5,272,285	5,519,243	5,742,413	6,042,813	6,383,146	6,768,341	7,174,191	7,600,671
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>4,598,000</b>	<b>4,648,411</b>	<b>4,841,722</b>	<b>5,050,960</b>	<b>5,272,285</b>	<b>5,519,243</b>	<b>5,742,413</b>	<b>6,042,813</b>	<b>6,383,146</b>	<b>6,768,341</b>	<b>7,174,191</b>	<b>7,600,671</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**CASH FLOW STATEMENT - CONSOLIDATED**  
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	6,463,000	7,303,044	7,104,643	7,297,945	7,479,581	7,665,759	7,856,590	8,052,193	8,252,686	8,458,191	8,668,833	8,884,742
User Charges & Fees	5,036,000	5,433,480	5,497,030	5,598,524	5,723,282	5,856,090	5,997,193	6,147,035	6,300,711	6,458,228	6,619,684	6,785,176
Investment & Interest Revenue Received	428,000	150,365	115,257	163,361	172,704	223,511	196,821	206,643	243,674	285,828	299,476	300,631
Grants & Contributions	10,511,000	17,175,663	13,493,146	8,817,401	8,370,116	8,030,280	8,157,248	8,326,971	8,500,513	8,677,959	8,874,145	9,060,920
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	1,415,000	656,845	601,068	528,154	523,931	534,465	535,680	547,858	560,453	573,337	586,174	600,001
<b>Payments:</b>												
Employee Benefits & On-Costs	(9,743,000)	(10,166,561)	(10,727,155)	(10,959,583)	(11,205,517)	(11,477,641)	(11,715,438)	(11,979,035)	(12,248,563)	(12,544,156)	(12,805,950)	(13,094,084)
Materials & Contracts	(6,206,000)	(5,231,661)	(4,858,782)	(4,805,448)	(4,909,239)	(5,255,385)	(5,156,300)	(5,315,191)	(5,416,320)	(5,453,388)	(5,559,154)	(5,476,696)
Borrowing Costs	(122,000)	(133,075)	(99,337)	(111,043)	(99,349)	(90,198)	(83,284)	(77,977)	(72,912)	(66,352)	(60,707)	(18,097)
Bonds & Deposits Refunded	(1,000)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,128,000)	(2,399,734)	(1,890,080)	(1,962,354)	(1,988,961)	(2,020,852)	(2,092,909)	(2,124,477)	(2,174,157)	(2,226,245)	(2,277,103)	(2,332,035)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>6,653,000</b>	<b>12,788,365</b>	<b>9,235,790</b>	<b>4,566,958</b>	<b>4,066,548</b>	<b>3,466,030</b>	<b>3,695,602</b>	<b>3,784,019</b>	<b>3,946,083</b>	<b>4,163,402</b>	<b>4,345,398</b>	<b>4,710,560</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	16,150,000	987,126	2,721,784	1,377,263	1,205,850	2,378,185	1,722,328	487,422	60,872	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	224,000	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	(15,207,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(7,889,000)	(14,225,733)	(12,023,213)	(5,456,866)	(4,681,475)	(5,367,436)	(4,868,360)	(4,766,232)	(5,747,874)	(5,068,516)	(4,595,714)	(4,608,423)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(6,722,000)</b>	<b>(13,238,607)</b>	<b>(9,301,429)</b>	<b>(4,079,603)</b>	<b>(3,475,625)</b>	<b>(2,989,251)</b>	<b>(3,146,032)</b>	<b>(4,278,810)</b>	<b>(5,687,002)</b>	<b>(5,068,516)</b>	<b>(4,595,714)</b>	<b>(4,608,423)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Other Financing Activity Receipts	1,120,000	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(238,000)	(222,257)	(238,040)	(247,468)	(219,018)	(186,579)	(164,624)	(157,867)	(163,773)	(171,426)	(146,542)	(152,073)
Repayment of lease liabilities (principal repayments)	(16,000)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	(1,000,000)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(134,000)</b>	<b>(222,257)</b>	<b>(238,040)</b>	<b>(247,468)</b>	<b>(219,018)</b>	<b>(186,579)</b>	<b>(164,624)</b>	<b>(157,867)</b>	<b>(163,773)</b>	<b>(171,426)</b>	<b>(146,542)</b>	<b>(152,073)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(203,000)</b>	<b>(672,499)</b>	<b>(303,679)</b>	<b>239,887</b>	<b>371,905</b>	<b>290,200</b>	<b>384,946</b>	<b>(652,658)</b>	<b>(1,904,693)</b>	<b>(1,076,540)</b>	<b>(396,858)</b>	<b>(49,936)</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>1,604,000</b>	<b>1,401,000</b>	<b>728,501</b>	<b>424,822</b>	<b>664,709</b>	<b>1,036,614</b>	<b>1,326,814</b>	<b>1,711,760</b>	<b>1,059,102</b>	<b>(845,591)</b>	<b>(1,922,131)</b>	<b>(2,318,988)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>1,401,000</b>	<b>728,501</b>	<b>424,822</b>	<b>664,709</b>	<b>1,036,614</b>	<b>1,326,814</b>	<b>1,711,760</b>	<b>1,059,102</b>	<b>(845,591)</b>	<b>(1,922,131)</b>	<b>(2,318,988)</b>	<b>(2,368,925)</b>
Cash & Cash Equivalents - end of the year	1,401,000	728,501	424,822	664,709	1,036,614	1,326,814	1,711,760	1,059,102	(845,591)	(1,922,131)	(2,318,988)	(2,368,925)
Investments - end of the year	13,957,000	12,969,874	10,248,090	8,870,827	7,664,977	5,286,791	3,564,463	3,077,041	3,016,169	3,016,169	3,016,169	3,016,169
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>15,358,000</b>	<b>13,698,375</b>	<b>10,672,912</b>	<b>9,535,536</b>	<b>8,701,591</b>	<b>6,613,605</b>	<b>5,276,223</b>	<b>4,136,143</b>	<b>2,170,579</b>	<b>1,094,039</b>	<b>697,181</b>	<b>647,244</b>
<b>Representing:</b>												
- External Restrictions	9,503,000	8,454,661	6,420,329	6,247,703	6,566,671	6,843,838	7,192,257	7,627,269	8,134,626	8,706,068	9,274,855	9,911,969
- Internal Restrictions	4,583,000	3,321,896	2,819,574	2,844,163	2,870,526	2,898,971	2,929,559	2,962,356	2,997,166	3,032,971	3,070,073	3,070,073
- Unrestricted	1,272,000	1,921,818	1,433,009	443,670	(735,606)	(3,129,203)	(4,845,593)	(6,453,482)	(8,961,213)	(10,645,001)	(11,647,747)	(12,334,797)
	<b>15,358,000</b>	<b>13,698,375</b>	<b>10,672,912</b>	<b>9,535,536</b>	<b>8,701,591</b>	<b>6,613,605</b>	<b>5,276,223</b>	<b>4,136,143</b>	<b>2,170,579</b>	<b>1,094,039</b>	<b>697,181</b>	<b>647,244</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**CASH FLOW STATEMENT - GENERAL FUND**  
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	6,089,718	5,742,001	5,883,825	6,030,108	6,180,048	6,333,737	6,491,269	6,652,738	6,818,244	6,987,888	7,161,773
User Charges & Fees	-	3,819,583	3,778,154	3,846,164	3,930,546	4,020,869	4,117,289	4,220,138	4,325,641	4,433,782	4,544,627	4,658,242
Investment & Interest Revenue Received	-	66,287	76,623	115,659	113,808	135,787	95,800	69,208	68,308	69,320	70,352	59,407
Grants & Contributions	-	10,487,657	7,804,350	6,517,496	6,018,463	5,625,715	5,698,580	5,812,983	5,929,960	6,049,569	6,186,616	6,312,922
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	778,278	604,289	562,329	558,891	570,230	572,267	585,287	598,742	612,508	626,246	640,994
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(7,333,803)	(7,943,329)	(8,098,659)	(8,280,222)	(8,486,527)	(8,657,024)	(8,851,807)	(9,050,973)	(9,274,620)	(9,462,849)	(9,675,763)
Materials & Contracts	-	(3,746,179)	(3,254,648)	(3,288,793)	(3,377,598)	(3,725,153)	(3,543,619)	(3,682,423)	(3,777,568)	(3,786,979)	(3,823,157)	(3,759,147)
Borrowing Costs	-	(124,354)	(94,456)	(106,607)	(95,391)	(86,788)	(80,449)	(75,577)	(70,479)	(63,865)	(58,164)	(15,496)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(2,147,603)	(1,634,888)	(1,692,151)	(1,712,678)	(1,738,353)	(1,804,054)	(1,829,123)	(1,872,157)	(1,917,450)	(1,961,361)	(2,009,188)
<b>Net Cash provided (or used in) Operating Activities</b>	-	7,889,583	5,078,097	3,739,262	3,185,926	2,495,827	2,732,527	2,739,953	2,804,213	2,940,509	3,110,199	3,373,746
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	1,499,355	951,650	817,848	2,029,769	1,350,077	108,301	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(8,524,422)	(6,719,379)	(4,450,201)	(3,792,040)	(4,346,899)	(3,926,488)	(3,817,993)	(4,773,233)	(4,076,438)	(3,588,164)	(3,588,723)
<b>Net Cash provided (or used in) Investing Activities</b>	-	(8,524,422)	(5,220,024)	(3,498,551)	(2,974,192)	(2,317,130)	(2,576,411)	(3,709,692)	(4,773,233)	(4,076,438)	(3,588,164)	(3,588,723)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(215,452)	(231,782)	(240,711)	(211,734)	(178,697)	(156,116)	(157,361)	(163,773)	(171,426)	(146,542)	(152,073)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(215,452)	(231,782)	(240,711)	(211,734)	(178,697)	(156,116)	(157,361)	(163,773)	(171,426)	(146,542)	(152,073)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(850,291)	(373,709)	0	0	0	0	(1,127,099)	(2,132,793)	(1,307,355)	(624,507)	(367,050)
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	1,224,000	373,709	(0)	-	0	0	0	(1,127,099)	(3,259,892)	(4,567,248)	(5,191,755)
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	<b>373,709</b>	<b>(0)</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,127,099)</b>	<b>(3,259,892)</b>	<b>(4,567,248)</b>	<b>(5,191,755)</b>	<b>(5,558,805)</b>
Cash & Cash Equivalents - end of the year	1,224,000	373,709	(0)	-	0	0	0	(1,127,099)	(3,259,892)	(4,567,248)	(5,191,755)	(5,558,805)
Investments - end of the year	6,757,000	6,757,000	5,257,645	4,305,995	3,488,148	1,458,379	108,301	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>7,981,000</b>	<b>7,130,709</b>	<b>5,257,645</b>	<b>4,305,995</b>	<b>3,488,148</b>	<b>1,458,379</b>	<b>108,301</b>	<b>(1,127,099)</b>	<b>(3,259,892)</b>	<b>(4,567,248)</b>	<b>(5,191,755)</b>	<b>(5,558,805)</b>
<b>Representing:</b>												
- External Restrictions	2,126,000	2,025,086	1,515,884	1,528,984	1,864,050	2,199,433	2,535,157	2,874,849	3,214,977	3,555,604	3,896,741	4,216,741
- Internal Restrictions	4,583,000	3,321,896	2,819,574	2,844,163	2,870,526	2,898,971	2,929,559	2,962,356	2,997,166	3,032,971	3,070,073	3,070,073
- Unrestricted	1,272,000	1,783,727	922,187	(67,152)	(1,246,428)	(3,640,025)	(5,356,415)	(6,964,304)	(9,472,035)	(11,155,823)	(12,158,569)	(12,845,619)
	<b>7,981,000</b>	<b>7,130,709</b>	<b>5,257,645</b>	<b>4,305,995</b>	<b>3,488,148</b>	<b>1,458,379</b>	<b>108,301</b>	<b>(1,127,099)</b>	<b>(3,259,892)</b>	<b>(4,567,248)</b>	<b>(5,191,755)</b>	<b>(5,558,805)</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**CASH FLOW STATEMENT - WATER FUND**  
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	504,280	547,383	566,030	580,181	594,685	609,552	624,791	640,411	656,421	672,832	689,652
User Charges & Fees	-	594,388	608,119	620,321	635,798	651,676	667,957	684,652	701,768	719,313	737,296	755,728
Investment & Interest Revenue Received	-	33,979	19,156	21,429	22,953	28,054	28,456	31,788	34,784	38,931	38,788	37,972
Grants & Contributions	-	432,044	1,346,603	16,977	17,359	17,749	18,148	18,557	18,974	19,401	19,838	20,284
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	8,000	4,000	4,092	4,186	4,282	4,381	4,482	4,585	4,690	4,798	4,908
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(405,306)	(413,070)	(421,331)	(430,811)	(440,505)	(450,416)	(460,550)	(470,913)	(481,508)	(492,342)	(503,420)
Materials & Contracts	-	(652,530)	(729,776)	(608,656)	(606,345)	(581,168)	(603,371)	(640,720)	(627,461)	(629,361)	(678,665)	(636,395)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(71,549)	(85,236)	(87,367)	(89,333)	(91,343)	(93,398)	(95,499)	(97,648)	(99,845)	(102,092)	(104,389)
<b>Net Cash provided (or used in) Operating Activities</b>	-	443,306	1,297,179	111,494	133,987	183,430	181,309	167,500	204,501	228,042	200,452	264,342
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	389,120	401,940	371,404	334,917	364,993	376,755	60,872	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(231,605)	(1,989,000)	(513,434)	(505,391)	(518,347)	(546,302)	(544,255)	(557,207)	(571,158)	(585,107)	(599,700)
<b>Net Cash provided (or used in) Investing Activities</b>	-	(231,605)	(1,599,880)	(111,494)	(133,987)	(183,430)	(181,309)	(167,500)	(496,335)	(571,158)	(585,107)	(599,700)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	211,701	(302,701)	(0)	-	-	(0)	0	(291,834)	(343,116)	(384,655)	(335,358)
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	91,000	302,701	-	(0)	(0)	(0)	(0)	(0)	(291,834)	(634,951)	(1,019,606)
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	<b>302,701</b>	<b>-</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(291,834)</b>	<b>(634,951)</b>	<b>(1,019,606)</b>	<b>(1,354,963)</b>
Cash & Cash Equivalents - end of the year	91,000	302,701	-	(0)	(0)	(0)	(0)	(0)	(291,834)	(634,951)	(1,019,606)	(1,354,963)
Investments - end of the year	2,300,000	2,300,000	1,910,880	1,508,940	1,137,536	802,619	437,627	60,872	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>2,391,000</b>	<b>2,602,701</b>	<b>1,910,880</b>	<b>1,508,940</b>	<b>1,137,536</b>	<b>802,619</b>	<b>437,627</b>	<b>60,872</b>	<b>(291,834)</b>	<b>(634,951)</b>	<b>(1,019,606)</b>	<b>(1,354,963)</b>
<b>Representing:</b>												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,391,000	2,602,701	1,910,880	1,508,940	1,137,536	802,619	437,627	60,872	(291,834)	(634,951)	(1,019,606)	(1,354,963)
	<b>2,391,000</b>	<b>2,602,701</b>	<b>1,910,880</b>	<b>1,508,940</b>	<b>1,137,536</b>	<b>802,619</b>	<b>437,627</b>	<b>60,872</b>	<b>(291,834)</b>	<b>(634,951)</b>	<b>(1,019,606)</b>	<b>(1,354,963)</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**CASH FLOW STATEMENT - SEWER FUND**  
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	709,046	815,259	848,090	869,293	891,025	913,301	936,133	959,537	983,525	1,008,113	1,033,316
User Charges & Fees	-	5,955	7,318	7,635	7,797	7,975	8,164	8,366	8,575	8,790	9,009	9,235
Investment & Interest Revenue Received	-	30,919	11,806	7,966	9,106	12,005	12,775	17,919	19,939	19,279	18,796	18,712
Grants & Contributions	-	4,043,866	2,125,237	16,091	16,453	16,823	17,202	17,589	17,985	18,389	18,803	19,226
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	1,000	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(196,395)	(210,522)	(236,153)	(241,467)	(246,900)	(252,455)	(258,135)	(263,943)	(269,882)	(275,955)	(282,164)
Materials & Contracts	-	(233,892)	(247,905)	(267,261)	(269,939)	(278,744)	(281,678)	(290,745)	(293,948)	(303,289)	(306,772)	(313,400)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(83,693)	(69,669)	(80,042)	(81,843)	(83,684)	(85,567)	(87,492)	(89,461)	(91,474)	(93,532)	(95,636)
<b>Net Cash provided (or used in) Operating Activities</b>	-	4,276,805	2,431,525	296,327	309,401	318,501	331,742	343,634	358,684	365,338	378,463	389,289
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	987,126	833,309	23,673	16,599	13,499	7,258	2,366	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(5,274,931)	(3,264,834)	(320,000)	(326,000)	(332,000)	(339,000)	(346,000)	(358,000)	(360,000)	(360,000)	(370,000)
<b>Net Cash provided (or used in) Investing Activities</b>	-	(4,287,805)	(2,431,525)	(296,327)	(309,401)	(318,501)	(331,742)	(343,634)	(358,000)	(360,000)	(360,000)	(370,000)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(11,000)	-	(0)	(0)	0	-	(0)	684	5,338	18,463	19,289
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	11,000	-	-	(0)	(0)	(0)	(0)	(0)	684	6,022	24,485
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	-	-	(0)	(0)	(0)	(0)	(0)	684	6,022	24,485	43,774
Cash & Cash Equivalents - end of the year	11,000	-	-	(0)	(0)	(0)	(0)	(0)	684	6,022	24,485	43,774
Investments - end of the year	2,400,000	1,412,874	579,565	555,892	539,293	525,793	518,535	516,169	516,169	516,169	516,169	516,169
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>2,411,000</b>	<b>1,412,874</b>	<b>579,565</b>	<b>555,892</b>	<b>539,293</b>	<b>525,793</b>	<b>518,535</b>	<b>516,169</b>	<b>516,853</b>	<b>522,191</b>	<b>540,654</b>	<b>559,943</b>
<b>Representing:</b>												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,411,000	1,412,874	579,565	555,892	539,293	525,793	518,535	516,169	516,853	522,191	540,654	559,943
	<b>2,411,000</b>	<b>1,412,874</b>	<b>579,565</b>	<b>555,892</b>	<b>539,293</b>	<b>525,793</b>	<b>518,535</b>	<b>516,169</b>	<b>516,853</b>	<b>522,191</b>	<b>540,654</b>	<b>559,943</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**CASH FLOW STATEMENT - AGED CARE (MCMAUGH) FUND**  
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	-	1,013,554	1,103,438	1,124,403	1,149,140	1,175,570	1,203,784	1,233,879	1,264,726	1,296,344	1,328,752	1,361,971
Investment & Interest Revenue Received	-	19,180	7,672	18,307	26,837	47,666	59,790	87,729	120,642	158,299	171,540	184,539
Grants & Contributions	-	2,212,096	2,216,956	2,266,838	2,317,841	2,369,993	2,423,318	2,477,842	2,533,594	2,590,600	2,648,888	2,708,488
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(84,417)	38,737	8,748	8,949	9,155	9,366	9,581	9,802	10,027	10,258	10,494
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(2,231,057)	(2,160,234)	(2,203,439)	(2,253,016)	(2,303,709)	(2,355,542)	(2,408,542)	(2,462,734)	(2,518,146)	(2,574,804)	(2,632,737)
Materials & Contracts	-	(645,076)	(672,411)	(687,753)	(703,454)	(719,522)	(777,966)	(752,796)	(770,020)	(787,647)	(805,687)	(824,150)
Borrowing Costs	-	(8,721)	(4,882)	(4,436)	(3,958)	(3,410)	(2,835)	(2,399)	(2,433)	(2,488)	(2,544)	(2,601)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(96,889)	(100,287)	(102,794)	(105,107)	(107,472)	(109,890)	(112,363)	(114,891)	(117,476)	(120,119)	(122,822)
<b>Net Cash provided (or used in) Operating Activities</b>	-	178,671	428,989	419,875	437,233	468,272	450,024	532,931	578,686	629,513	656,285	683,182
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(194,775)	(50,000)	(173,231)	(58,044)	(170,190)	(56,570)	(57,984)	(59,434)	(60,920)	(62,443)	(50,000)
<b>Net Cash provided (or used in) Investing Activities</b>	-	(194,775)	(50,000)	(173,231)	(58,044)	(170,190)	(56,570)	(57,984)	(59,434)	(60,920)	(62,443)	(50,000)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(6,805)	(6,258)	(6,757)	(7,284)	(7,882)	(8,508)	(506)	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(6,805)	(6,258)	(6,757)	(7,284)	(7,882)	(8,508)	(506)	-	-	-	-
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(22,909)	372,731	239,887	371,905	290,200	384,946	474,441	519,252	568,593	593,842	633,182
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	75,000	52,091	424,822	664,709	1,036,614	1,326,814	1,711,760	2,186,201	2,705,453	3,274,046	3,867,888
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	<b>52,091</b>	<b>424,822</b>	<b>664,709</b>	<b>1,036,614</b>	<b>1,326,814</b>	<b>1,711,760</b>	<b>2,186,201</b>	<b>2,705,453</b>	<b>3,274,046</b>	<b>3,867,888</b>	<b>4,501,070</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	75,000	52,091	424,822	664,709	1,036,614	1,326,814	1,711,760	2,186,201	2,705,453	3,274,046	3,867,888	4,501,070
<b>Investments - end of the year</b>	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>2,575,000</b>	<b>2,552,091</b>	<b>2,924,822</b>	<b>3,164,709</b>	<b>3,536,614</b>	<b>3,826,814</b>	<b>4,211,760</b>	<b>4,686,201</b>	<b>5,205,453</b>	<b>5,774,046</b>	<b>6,367,888</b>	<b>7,001,070</b>
<b>Representing:</b>												
- External Restrictions	2,437,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	138,000	138,091	510,822	750,709	1,122,614	1,412,814	1,797,760	2,272,201	2,791,453	3,360,046	3,953,888	4,587,070
	<b>2,575,000</b>	<b>2,552,091</b>	<b>2,924,822</b>	<b>3,164,709</b>	<b>3,536,614</b>	<b>3,826,814</b>	<b>4,211,760</b>	<b>4,686,201</b>	<b>5,205,453</b>	<b>5,774,046</b>	<b>6,367,888</b>	<b>7,001,070</b>

Uralla Shire Council

Year Ended 30 June 2022

INCOME STATEMENT - CONSOLIDATED

Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	6,644,000	6,710,618	7,122,291	8,327,408	8,965,516	9,662,650	9,958,669	10,267,616	10,590,365	10,854,312	11,124,857	11,402,167
User Charges & Fees	5,075,000	5,508,577	5,498,890	5,606,999	5,732,213	5,865,325	6,006,745	6,156,913	6,310,836	6,468,607	6,630,322	6,796,080
Other Revenues	575,000	400,565	495,995	507,403	519,073	531,012	543,225	555,719	568,501	581,576	594,953	608,637
Grants & Contributions provided for Operating Purposes	8,089,000	8,264,115	7,501,440	7,472,760	7,627,485	7,803,585	7,965,350	8,130,756	8,299,883	8,472,815	8,665,639	8,846,440
Grants & Contributions provided for Capital Purposes	2,988,000	8,783,071	5,774,553	1,253,719	707,943	196,262	200,678	205,193	209,810	214,530	219,357	224,293
Interest & Investment Revenue	352,000	150,300	94,240	152,761	162,294	192,473	177,859	206,281	245,156	287,348	301,034	302,228
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	207,733	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>23,723,000</b>	<b>30,024,979</b>	<b>26,487,409</b>	<b>23,321,050</b>	<b>23,714,524</b>	<b>24,251,306</b>	<b>24,852,526</b>	<b>25,522,478</b>	<b>26,224,551</b>	<b>26,879,188</b>	<b>27,536,162</b>	<b>28,179,845</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	9,707,000	10,157,027	10,748,448	10,964,838	11,211,547	11,483,807	11,721,742	11,985,482	12,255,155	12,550,896	12,812,841	13,101,130
Borrowing Costs	149,000	132,103	98,013	109,667	98,139	89,177	82,392	77,077	71,976	65,373	59,870	17,228
Materials & Contracts	5,142,000	5,093,048	4,868,511	4,805,635	4,909,380	5,250,356	5,161,870	5,314,568	5,416,499	5,455,357	5,560,670	5,480,271
Depreciation & Amortisation	4,750,000	4,912,306	4,875,761	5,132,345	5,260,654	5,392,170	5,526,974	5,665,149	5,806,778	5,951,947	6,100,746	6,253,264
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,484,000	1,874,565	1,948,834	1,980,186	2,024,740	2,070,297	2,116,879	2,164,508	2,213,210	2,263,007	2,313,925	2,365,988
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	955,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>22,187,000</b>	<b>22,169,050</b>	<b>22,539,567</b>	<b>22,992,671</b>	<b>23,504,460</b>	<b>24,285,806</b>	<b>24,609,858</b>	<b>25,206,784</b>	<b>25,763,617</b>	<b>26,286,580</b>	<b>26,848,051</b>	<b>27,217,881</b>
<b>Operating Result from Continuing Operations</b>	<b>1,536,000</b>	<b>7,855,929</b>	<b>3,947,842</b>	<b>328,379</b>	<b>210,065</b>	<b>(34,500)</b>	<b>242,668</b>	<b>315,693</b>	<b>460,934</b>	<b>592,608</b>	<b>688,111</b>	<b>961,963</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>1,536,000</b>	<b>7,855,929</b>	<b>3,947,842</b>	<b>328,379</b>	<b>210,065</b>	<b>(34,500)</b>	<b>242,668</b>	<b>315,693</b>	<b>460,934</b>	<b>592,608</b>	<b>688,111</b>	<b>961,963</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(1,452,000)</b>	<b>(927,142)</b>	<b>(1,826,711)</b>	<b>(925,340)</b>	<b>(497,879)</b>	<b>(230,762)</b>	<b>41,991</b>	<b>110,500</b>	<b>251,124</b>	<b>378,078</b>	<b>468,753</b>	<b>737,670</b>

Uralla Shire Council

Year Ended 30 June 2022

INCOME STATEMENT - GENERAL FUND

Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	5,511,000	5,532,104	5,739,282	6,806,098	7,360,499	7,967,267	8,165,636	8,368,965	8,577,377	8,790,999	9,009,962	9,234,399
User Charges & Fees	3,542,000	3,884,830	3,775,904	3,847,646	3,932,294	4,022,737	4,119,283	4,222,265	4,327,822	4,436,017	4,546,918	4,660,590
Other Revenues	542,000	423,582	526,153	538,255	550,634	563,299	576,255	589,509	603,067	616,938	631,128	645,643
Grants & Contributions provided for Operating Purposes	5,495,000	6,138,613	5,072,144	5,172,855	5,275,832	5,399,020	5,506,683	5,616,768	5,729,330	5,844,425	5,978,110	6,098,442
Grants & Contributions provided for Capital Purposes	2,500,000	4,220,567	2,515,053	1,253,719	707,943	196,262	200,678	205,193	209,810	214,530	219,357	224,293
Interest & Investment Revenue	190,000	76,990	54,116	104,815	103,149	104,493	76,577	68,577	69,516	70,557	71,621	60,708
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	207,733	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>17,780,000</b>	<b>20,484,419</b>	<b>17,682,652</b>	<b>17,723,388</b>	<b>17,930,352</b>	<b>18,253,077</b>	<b>18,645,111</b>	<b>19,071,276</b>	<b>19,516,922</b>	<b>19,973,467</b>	<b>20,457,095</b>	<b>20,924,075</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	6,729,000	7,324,270	7,964,622	8,103,915	8,286,253	8,492,693	8,663,329	8,858,254	9,057,565	9,281,360	9,469,740	9,682,810
Borrowing Costs	141,000	123,382	93,131	105,231	94,181	85,767	79,557	74,678	69,543	62,885	57,326	14,627
Materials & Contracts	3,162,000	3,607,567	3,264,377	3,288,980	3,377,738	3,720,124	3,549,190	3,681,799	3,777,747	3,788,949	3,824,673	3,762,722
Depreciation & Amortisation	3,857,000	4,016,210	4,017,481	4,117,918	4,220,866	4,326,388	4,434,548	4,545,411	4,659,047	4,775,523	4,894,911	5,017,284
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,435,000	1,622,434	1,693,642	1,709,983	1,748,458	1,787,798	1,828,024	1,869,154	1,911,210	1,954,212	1,998,182	2,043,141
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	745,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>16,069,000</b>	<b>16,693,862</b>	<b>17,033,253</b>	<b>17,326,027</b>	<b>17,727,496</b>	<b>18,412,770</b>	<b>18,554,647</b>	<b>19,029,296</b>	<b>19,475,111</b>	<b>19,862,929</b>	<b>20,244,832</b>	<b>20,520,583</b>
<b>Operating Result from Continuing Operations</b>	<b>1,711,000</b>	<b>3,790,557</b>	<b>649,399</b>	<b>397,362</b>	<b>202,856</b>	<b>(159,693)</b>	<b>90,464</b>	<b>41,980</b>	<b>41,811</b>	<b>110,538</b>	<b>212,263</b>	<b>403,492</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>1,711,000</b>	<b>3,790,557</b>	<b>649,399</b>	<b>397,362</b>	<b>202,856</b>	<b>(159,693)</b>	<b>90,464</b>	<b>41,980</b>	<b>41,811</b>	<b>110,538</b>	<b>212,263</b>	<b>403,492</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(789,000)</b>	<b>(430,010)</b>	<b>(1,865,654)</b>	<b>(856,358)</b>	<b>(505,087)</b>	<b>(355,955)</b>	<b>(110,214)</b>	<b>(163,213)</b>	<b>(167,999)</b>	<b>(103,992)</b>	<b>(7,095)</b>	<b>179,199</b>

Uralla Shire Council

Year Ended 30 June 2022

INCOME STATEMENT - WATER FUND

Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	480,000	493,349	553,622	608,984	669,883	736,871	810,558	891,614	980,775	1,005,295	1,030,427	1,056,188
User Charges & Fees	560,000	603,465	612,018	627,276	642,937	658,996	675,463	692,350	709,658	727,400	745,585	764,224
Other Revenues	-	8,000	4,000	4,092	4,186	4,282	4,381	4,482	4,585	4,690	4,798	4,908
Grants & Contributions provided for Operating Purposes	541,000	55,133	196,603	16,977	17,359	17,749	18,148	18,557	18,974	19,401	19,838	20,284
Grants & Contributions provided for Capital Purposes	220,000	376,911	1,150,000	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	62,000	29,730	19,492	21,507	23,032	28,135	28,539	31,873	34,872	39,020	38,879	38,066
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>1,863,000</b>	<b>1,566,588</b>	<b>2,535,735</b>	<b>1,278,836</b>	<b>1,357,396</b>	<b>1,446,033</b>	<b>1,537,089</b>	<b>1,638,875</b>	<b>1,748,864</b>	<b>1,795,806</b>	<b>1,839,527</b>	<b>1,883,671</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	581,000	405,306	413,070	421,331	430,811	440,505	450,416	460,550	470,913	481,508	492,342	503,420
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	1,109,000	652,530	729,776	608,656	606,345	581,168	603,371	640,720	627,461	629,361	678,665	636,395
Depreciation & Amortisation	451,000	450,615	435,975	446,874	458,046	469,497	481,235	493,266	505,597	518,237	531,193	544,473
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	4,000	71,549	85,236	87,367	89,333	91,343	93,398	95,499	97,648	99,845	102,092	104,389
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>2,145,000</b>	<b>1,580,000</b>	<b>1,664,057</b>	<b>1,564,229</b>	<b>1,584,536</b>	<b>1,582,513</b>	<b>1,628,419</b>	<b>1,690,035</b>	<b>1,701,619</b>	<b>1,728,951</b>	<b>1,804,292</b>	<b>1,788,676</b>
<b>Operating Result from Continuing Operations</b>	<b>(282,000)</b>	<b>(13,412)</b>	<b>871,678</b>	<b>(285,393)</b>	<b>(227,139)</b>	<b>(136,480)</b>	<b>(91,330)</b>	<b>(51,160)</b>	<b>47,245</b>	<b>66,855</b>	<b>35,235</b>	<b>94,995</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(282,000)</b>	<b>(13,412)</b>	<b>871,678</b>	<b>(285,393)</b>	<b>(227,139)</b>	<b>(136,480)</b>	<b>(91,330)</b>	<b>(51,160)</b>	<b>47,245</b>	<b>66,855</b>	<b>35,235</b>	<b>94,995</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(502,000)</b>	<b>(390,323)</b>	<b>(278,322)</b>	<b>(285,393)</b>	<b>(227,139)</b>	<b>(136,480)</b>	<b>(91,330)</b>	<b>(51,160)</b>	<b>47,245</b>	<b>66,855</b>	<b>35,235</b>	<b>94,995</b>

Uralla Shire Council

Year Ended 30 June 2022

INCOME STATEMENT - SEWER FUND

Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	653,000	685,165	829,387	912,326	935,134	958,512	982,475	1,007,037	1,032,213	1,058,018	1,084,469	1,111,580
User Charges & Fees	7,000	6,727	7,530	7,673	7,842	8,022	8,215	8,420	8,631	8,846	9,068	9,294
Other Revenues	12,000	1,000	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	13,000	13,235	15,737	16,091	16,453	16,823	17,202	17,589	17,985	18,389	18,803	19,226
Grants & Contributions provided for Capital Purposes	138,000	4,030,631	2,109,500	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	54,000	24,400	12,960	8,132	9,276	12,179	12,954	18,102	20,127	19,471	18,993	18,914
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>877,000</b>	<b>4,761,158</b>	<b>2,975,114</b>	<b>944,222</b>	<b>968,705</b>	<b>995,537</b>	<b>1,020,846</b>	<b>1,051,148</b>	<b>1,078,955</b>	<b>1,104,725</b>	<b>1,131,332</b>	<b>1,159,015</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	193,000	196,395	210,522	236,153	241,467	246,900	252,455	258,135	263,943	269,882	275,955	282,164
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	254,000	233,892	247,905	267,261	269,939	278,744	281,678	290,745	293,948	303,289	306,772	313,400
Depreciation & Amortisation	220,000	218,804	213,564	353,593	362,433	371,494	380,781	390,301	400,058	410,060	420,311	430,819
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	7,000	83,693	69,669	80,042	81,843	83,684	85,567	87,492	89,461	91,474	93,532	95,636
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>674,000</b>	<b>732,784</b>	<b>741,660</b>	<b>937,049</b>	<b>955,681</b>	<b>980,821</b>	<b>1,000,481</b>	<b>1,026,673</b>	<b>1,047,410</b>	<b>1,074,704</b>	<b>1,096,569</b>	<b>1,122,019</b>
<b>Operating Result from Continuing Operations</b>	<b>203,000</b>	<b>4,028,374</b>	<b>2,233,454</b>	<b>7,173</b>	<b>13,024</b>	<b>14,716</b>	<b>20,364</b>	<b>24,474</b>	<b>31,545</b>	<b>30,021</b>	<b>34,763</b>	<b>36,997</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>203,000</b>	<b>4,028,374</b>	<b>2,233,454</b>	<b>7,173</b>	<b>13,024</b>	<b>14,716</b>	<b>20,364</b>	<b>24,474</b>	<b>31,545</b>	<b>30,021</b>	<b>34,763</b>	<b>36,997</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>65,000</b>	<b>(2,257)</b>	<b>123,954</b>	<b>7,173</b>	<b>13,024</b>	<b>14,716</b>	<b>20,364</b>	<b>24,474</b>	<b>31,545</b>	<b>30,021</b>	<b>34,763</b>	<b>36,997</b>

Uralla Shire Council

Year Ended 30 June 2022

INCOME STATEMENT - AGED CARE (MCMAUGH) FUND

Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	966,000	1,013,554	1,103,438	1,124,403	1,149,140	1,175,570	1,203,784	1,233,879	1,264,726	1,296,344	1,328,752	1,361,971
Other Revenues	21,000	14,000	11,800	12,071	12,349	12,633	12,924	13,221	13,525	13,836	14,154	14,480
Grants & Contributions provided for Operating Purposes	2,040,000	2,057,134	2,216,956	2,266,838	2,317,841	2,369,993	2,423,318	2,477,842	2,533,594	2,590,600	2,648,888	2,708,488
Grants & Contributions provided for Capital Purposes	130,000	154,962	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	46,000	19,180	7,672	18,307	26,837	47,666	59,790	87,729	120,642	158,299	171,540	184,539
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>3,203,000</b>	<b>3,258,830</b>	<b>3,339,866</b>	<b>3,421,619</b>	<b>3,506,168</b>	<b>3,605,862</b>	<b>3,699,815</b>	<b>3,812,671</b>	<b>3,932,486</b>	<b>4,059,078</b>	<b>4,163,335</b>	<b>4,269,478</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	2,204,000	2,231,057	2,160,234	2,203,439	2,253,016	2,303,709	2,355,542	2,408,542	2,462,734	2,518,146	2,574,804	2,632,737
Borrowing Costs	8,000	8,721	4,882	4,436	3,958	3,410	2,835	2,399	2,433	2,488	2,544	2,601
Materials & Contracts	617,000	645,076	672,411	687,753	703,454	719,522	777,966	752,796	770,020	787,647	805,687	824,150
Depreciation & Amortisation	222,000	226,677	208,741	213,960	219,309	224,791	230,411	236,171	242,076	248,127	254,331	260,689
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	38,000	96,889	100,287	102,794	105,107	107,472	109,890	112,363	114,891	117,476	120,119	122,822
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	210,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>3,299,000</b>	<b>3,208,420</b>	<b>3,146,555</b>	<b>3,212,381</b>	<b>3,284,843</b>	<b>3,358,904</b>	<b>3,476,645</b>	<b>3,512,271</b>	<b>3,592,153</b>	<b>3,673,884</b>	<b>3,757,484</b>	<b>3,842,999</b>
<b>Operating Result from Continuing Operations</b>	<b>(96,000)</b>	<b>50,411</b>	<b>193,311</b>	<b>209,238</b>	<b>221,325</b>	<b>246,958</b>	<b>223,170</b>	<b>300,399</b>	<b>340,333</b>	<b>385,195</b>	<b>405,850</b>	<b>426,479</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(96,000)</b>	<b>50,411</b>	<b>193,311</b>	<b>209,238</b>	<b>221,325</b>	<b>246,958</b>	<b>223,170</b>	<b>300,399</b>	<b>340,333</b>	<b>385,195</b>	<b>405,850</b>	<b>426,479</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(226,000)</b>	<b>(104,551)</b>	<b>193,311</b>	<b>209,238</b>	<b>221,325</b>	<b>246,958</b>	<b>223,170</b>	<b>300,399</b>	<b>340,333</b>	<b>385,195</b>	<b>405,850</b>	<b>426,479</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**BALANCE SHEET - CONSOLIDATED**  
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	1,401,000	728,501	424,822	696,649	1,611,976	1,687,712	2,588,123	3,761,411	4,149,183	5,455,425	7,516,307	9,954,253
Investments	13,957,000	12,969,874	10,248,090	9,845,092	9,556,826	9,356,868	9,184,926	9,066,236	9,044,255	9,044,255	9,017,717	9,017,717
Receivables	2,929,000	2,313,363	1,990,045	1,973,822	1,997,229	2,018,431	2,077,197	2,140,309	2,191,880	2,251,563	2,325,537	2,403,696
Inventories	231,000	324,715	303,322	306,204	314,127	341,925	329,557	340,973	349,539	351,492	355,386	351,655
Contract assets	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	36,000	78,110	75,375	76,095	77,985	83,325	81,731	84,261	86,312	87,232	88,500	88,464
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>18,859,000</b>	<b>16,719,564</b>	<b>13,346,654</b>	<b>13,202,861</b>	<b>13,863,144</b>	<b>13,793,261</b>	<b>14,566,533</b>	<b>15,698,190</b>	<b>16,126,169</b>	<b>17,494,966</b>	<b>19,608,447</b>	<b>22,120,786</b>
<b>Non-Current Assets</b>												
Inventories	-	-	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852
Infrastructure, Property, Plant & Equipment	233,683,000	243,117,160	249,791,760	250,116,281	249,537,102	249,512,368	248,853,753	247,954,837	247,895,933	247,012,502	245,507,471	243,862,629
Right of use assets	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
<b>Total Non-Current Assets</b>	<b>233,761,000</b>	<b>243,195,160</b>	<b>250,342,612</b>	<b>250,667,133</b>	<b>250,087,954</b>	<b>250,063,220</b>	<b>249,404,605</b>	<b>248,505,689</b>	<b>248,446,785</b>	<b>247,563,354</b>	<b>246,058,323</b>	<b>244,413,481</b>
<b>TOTAL ASSETS</b>	<b>252,620,000</b>	<b>259,914,724</b>	<b>263,689,266</b>	<b>263,869,994</b>	<b>263,951,098</b>	<b>263,856,481</b>	<b>263,971,139</b>	<b>264,203,879</b>	<b>264,572,954</b>	<b>265,058,321</b>	<b>265,666,770</b>	<b>266,534,267</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	5,357,000	5,005,041	5,085,037	5,191,241	5,283,735	5,412,336	5,448,332	5,522,615	5,593,885	5,657,410	5,723,528	5,780,445
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	44,000	57,011	41,756	35,368	32,931	30,793	31,410	32,041	32,686	33,345	34,107	34,797
Lease liabilities	15,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	265,000	238,040	247,468	219,018	186,579	164,624	157,867	163,773	171,426	146,542	152,073	-
Provisions	2,199,000	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>7,880,000</b>	<b>7,569,110</b>	<b>7,643,279</b>	<b>7,714,645</b>	<b>7,772,264</b>	<b>7,876,771</b>	<b>7,906,627</b>	<b>7,987,447</b>	<b>8,067,015</b>	<b>8,106,315</b>	<b>8,178,726</b>	<b>8,084,260</b>
<b>Non-Current Liabilities</b>												
Lease liabilities	63,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
Borrowings	1,924,000	1,728,703	1,481,235	1,262,217	1,075,638	911,014	753,147	589,374	417,948	271,406	119,333	119,333
Provisions	2,821,000	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>4,808,000</b>	<b>4,557,685</b>	<b>4,310,217</b>	<b>4,091,199</b>	<b>3,904,620</b>	<b>3,739,996</b>	<b>3,582,129</b>	<b>3,418,356</b>	<b>3,246,930</b>	<b>3,100,388</b>	<b>2,948,315</b>	<b>2,948,315</b>
<b>TOTAL LIABILITIES</b>	<b>12,688,000</b>	<b>12,126,795</b>	<b>11,953,496</b>	<b>11,805,844</b>	<b>11,676,884</b>	<b>11,616,767</b>	<b>11,488,756</b>	<b>11,405,803</b>	<b>11,313,945</b>	<b>11,206,703</b>	<b>11,127,041</b>	<b>11,032,575</b>
<b>Net Assets</b>	<b>239,932,000</b>	<b>247,787,929</b>	<b>251,735,771</b>	<b>252,064,150</b>	<b>252,274,214</b>	<b>252,239,714</b>	<b>252,482,383</b>	<b>252,798,076</b>	<b>253,259,010</b>	<b>253,851,618</b>	<b>254,539,729</b>	<b>255,501,692</b>
<b>EQUITY</b>												
Retained Earnings	74,321,000	82,176,929	86,124,771	86,453,150	86,663,214	86,628,714	86,871,383	87,187,076	87,648,010	88,240,618	88,928,729	89,890,692
Revaluation Reserves	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	239,932,000	247,787,929	251,735,771	252,064,150	252,274,214	252,239,714	252,482,383	252,798,076	253,259,010	253,851,618	254,539,729	255,501,692
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>239,932,000</b>	<b>247,787,929</b>	<b>251,735,771</b>	<b>252,064,150</b>	<b>252,274,214</b>	<b>252,239,714</b>	<b>252,482,383</b>	<b>252,798,076</b>	<b>253,259,010</b>	<b>253,851,618</b>	<b>254,539,729</b>	<b>255,501,692</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**BALANCE SHEET - GENERAL FUND**  
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	1,224,000	373,709	-	-	496,427	230,278	686,188	1,318,916	1,116,557	1,773,744	3,151,744	4,833,164
Investments	6,757,000	6,757,000	5,257,645	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595
Receivables	2,417,000	1,738,677	1,416,328	1,374,962	1,378,727	1,379,298	1,416,372	1,456,647	1,484,156	1,526,477	1,582,663	1,642,597
Inventories	231,000	324,715	303,322	306,204	314,127	341,925	329,557	340,973	349,539	351,492	355,386	351,655
Contract assets	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	36,000	78,110	75,375	76,095	77,985	83,325	81,731	84,261	86,312	87,232	88,500	88,464
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>10,970,000</b>	<b>9,577,212</b>	<b>7,357,671</b>	<b>7,281,855</b>	<b>7,791,861</b>	<b>7,559,421</b>	<b>8,038,442</b>	<b>8,725,393</b>	<b>8,561,159</b>	<b>9,263,540</b>	<b>10,702,887</b>	<b>12,440,474</b>
<b>Non-Current Assets</b>												
Inventories	-	-	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852
Infrastructure, Property, Plant & Equipment	205,744,000	210,372,945	212,601,991	212,934,274	212,505,448	212,525,959	212,017,899	211,290,481	211,404,668	210,705,583	209,398,837	207,970,276
Right of use assets	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
<b>Total Non-Current Assets</b>	<b>205,822,000</b>	<b>210,450,945</b>	<b>213,152,843</b>	<b>213,485,126</b>	<b>213,056,300</b>	<b>213,076,811</b>	<b>212,568,751</b>	<b>211,841,333</b>	<b>211,955,520</b>	<b>211,256,435</b>	<b>209,949,689</b>	<b>208,521,128</b>
<b>TOTAL ASSETS</b>	<b>216,792,000</b>	<b>220,028,157</b>	<b>220,510,514</b>	<b>220,766,981</b>	<b>220,848,161</b>	<b>220,636,232</b>	<b>220,607,194</b>	<b>220,566,726</b>	<b>220,516,679</b>	<b>220,519,975</b>	<b>220,652,576</b>	<b>220,961,602</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,920,000	2,568,041	2,648,037	2,754,241	2,846,735	2,975,336	3,011,332	3,085,615	3,156,885	3,220,410	3,286,528	3,343,445
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	44,000	57,011	41,756	35,368	32,931	30,793	31,410	32,041	32,686	33,345	34,107	34,797
Lease liabilities	15,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	256,000	231,782	240,711	211,734	178,697	156,116	157,361	163,773	171,426	146,542	152,073	-
Provisions	2,199,000	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>5,434,000</b>	<b>5,125,852</b>	<b>5,199,522</b>	<b>5,270,361</b>	<b>5,327,382</b>	<b>5,431,263</b>	<b>5,469,121</b>	<b>5,550,447</b>	<b>5,630,015</b>	<b>5,669,315</b>	<b>5,741,726</b>	<b>5,647,260</b>
<b>Non-Current Liabilities</b>												
Lease liabilities	63,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
Borrowings	1,889,000	1,697,766	1,457,055	1,245,321	1,066,624	910,508	753,147	589,374	417,948	271,406	119,333	119,333
Provisions	2,821,000	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>4,773,000</b>	<b>4,526,748</b>	<b>4,286,037</b>	<b>4,074,303</b>	<b>3,895,606</b>	<b>3,739,490</b>	<b>3,582,129</b>	<b>3,418,356</b>	<b>3,246,930</b>	<b>3,100,388</b>	<b>2,948,315</b>	<b>2,948,315</b>
<b>TOTAL LIABILITIES</b>	<b>10,207,000</b>	<b>9,652,600</b>	<b>9,485,559</b>	<b>9,344,664</b>	<b>9,222,988</b>	<b>9,170,753</b>	<b>9,051,250</b>	<b>8,968,803</b>	<b>8,876,945</b>	<b>8,769,703</b>	<b>8,690,041</b>	<b>8,595,575</b>
<b>Net Assets</b>	<b>206,585,000</b>	<b>210,375,557</b>	<b>211,024,956</b>	<b>211,422,317</b>	<b>211,625,173</b>	<b>211,465,479</b>	<b>211,555,944</b>	<b>211,597,923</b>	<b>211,639,734</b>	<b>211,750,272</b>	<b>211,962,535</b>	<b>212,366,027</b>
<b>EQUITY</b>												
Retained Earnings	56,855,000	60,645,557	61,294,956	61,692,317	61,895,173	61,735,479	61,825,944	61,867,923	61,909,734	62,020,272	62,232,535	62,636,027
Revaluation Reserves	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	206,585,000	210,375,557	211,024,956	211,422,317	211,625,173	211,465,479	211,555,944	211,597,923	211,639,734	211,750,272	211,962,535	212,366,027
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>206,585,000</b>	<b>210,375,557</b>	<b>211,024,956</b>	<b>211,422,317</b>	<b>211,625,173</b>	<b>211,465,479</b>	<b>211,555,944</b>	<b>211,597,923</b>	<b>211,639,734</b>	<b>211,750,272</b>	<b>211,962,535</b>	<b>212,366,027</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**BALANCE SHEET - WATER FUND**  
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	91,000	302,701	-	-	-	-	-	-	-	3,172	-	28,461
Investments	2,300,000	2,300,000	1,910,880	1,545,932	1,257,666	1,057,708	885,766	767,076	745,095	745,095	718,557	718,557
Receivables	335,000	328,897	339,371	352,365	366,147	380,775	396,320	412,860	430,476	441,238	452,269	463,576
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>2,726,000</b>	<b>2,931,598</b>	<b>2,250,251</b>	<b>1,898,297</b>	<b>1,623,813</b>	<b>1,438,483</b>	<b>1,282,086</b>	<b>1,179,936</b>	<b>1,175,572</b>	<b>1,189,505</b>	<b>1,170,827</b>	<b>1,210,594</b>
<b>Non-Current Assets</b>												
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	14,251,000	14,031,990	15,585,015	15,651,575	15,698,919	15,747,769	15,812,836	15,863,825	15,915,435	15,968,356	16,022,270	16,077,497
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>14,251,000</b>	<b>14,031,990</b>	<b>15,585,015</b>	<b>15,651,575</b>	<b>15,698,919</b>	<b>15,747,769</b>	<b>15,812,836</b>	<b>15,863,825</b>	<b>15,915,435</b>	<b>15,968,356</b>	<b>16,022,270</b>	<b>16,077,497</b>
<b>TOTAL ASSETS</b>	<b>16,977,000</b>	<b>16,963,588</b>	<b>17,835,266</b>	<b>17,549,872</b>	<b>17,322,733</b>	<b>17,186,252</b>	<b>17,094,922</b>	<b>17,043,762</b>	<b>17,091,007</b>	<b>17,157,861</b>	<b>17,193,096</b>	<b>17,288,091</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Current Liabilities</b>												
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Assets</b>	<b>16,977,000</b>	<b>16,963,588</b>	<b>17,835,266</b>	<b>17,549,872</b>	<b>17,322,733</b>	<b>17,186,252</b>	<b>17,094,922</b>	<b>17,043,762</b>	<b>17,091,007</b>	<b>17,157,861</b>	<b>17,193,096</b>	<b>17,288,091</b>
<b>EQUITY</b>												
Retained Earnings	8,019,000	8,005,588	8,877,266	8,591,872	8,364,733	8,228,252	8,136,922	8,085,762	8,133,007	8,199,861	8,235,096	8,330,091
Revaluation Reserves	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	16,977,000	16,963,588	17,835,266	17,549,872	17,322,733	17,186,252	17,094,922	17,043,762	17,091,007	17,157,861	17,193,096	17,288,091
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>16,977,000</b>	<b>16,963,588</b>	<b>17,835,266</b>	<b>17,549,872</b>	<b>17,322,733</b>	<b>17,186,252</b>	<b>17,094,922</b>	<b>17,043,762</b>	<b>17,091,007</b>	<b>17,157,861</b>	<b>17,193,096</b>	<b>17,288,091</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**BALANCE SHEET - SEWER FUND**  
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	11,000	-	-	31,940	78,935	130,620	190,175	256,294	327,173	404,462	496,676	591,558
Investments	2,400,000	1,412,874	579,565	579,565	579,565	579,565	579,565	579,565	579,565	579,565	579,565	579,565
Receivables	104,000	74,373	89,866	98,692	101,153	103,678	106,268	108,924	111,647	114,439	117,299	120,232
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>2,515,000</b>	<b>1,487,247</b>	<b>669,431</b>	<b>710,197</b>	<b>759,653</b>	<b>813,863</b>	<b>876,008</b>	<b>944,783</b>	<b>1,018,386</b>	<b>1,098,466</b>	<b>1,193,540</b>	<b>1,291,355</b>
<b>Non-Current Assets</b>												
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	9,257,000	14,313,127	17,364,397	17,330,804	17,294,371	17,254,877	17,213,096	17,168,795	17,126,737	17,076,678	17,016,367	16,955,548
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>9,257,000</b>	<b>14,313,127</b>	<b>17,364,397</b>	<b>17,330,804</b>	<b>17,294,371</b>	<b>17,254,877</b>	<b>17,213,096</b>	<b>17,168,795</b>	<b>17,126,737</b>	<b>17,076,678</b>	<b>17,016,367</b>	<b>16,955,548</b>
<b>TOTAL ASSETS</b>	<b>11,772,000</b>	<b>15,800,374</b>	<b>18,033,828</b>	<b>18,041,001</b>	<b>18,054,024</b>	<b>18,068,740</b>	<b>18,089,104</b>	<b>18,113,578</b>	<b>18,145,123</b>	<b>18,175,144</b>	<b>18,209,907</b>	<b>18,246,903</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Current Liabilities</b>												
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Assets</b>	<b>11,772,000</b>	<b>15,800,374</b>	<b>18,033,828</b>	<b>18,041,001</b>	<b>18,054,024</b>	<b>18,068,740</b>	<b>18,089,104</b>	<b>18,113,578</b>	<b>18,145,123</b>	<b>18,175,144</b>	<b>18,209,907</b>	<b>18,246,903</b>
<b>EQUITY</b>												
Retained Earnings	6,049,000	10,077,374	12,310,828	12,318,001	12,331,024	12,345,740	12,366,104	12,390,578	12,422,123	12,452,144	12,486,907	12,523,903
Revaluation Reserves	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	11,772,000	15,800,374	18,033,828	18,041,001	18,054,024	18,068,740	18,089,104	18,113,578	18,145,123	18,175,144	18,209,907	18,246,903
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>11,772,000</b>	<b>15,800,374</b>	<b>18,033,828</b>	<b>18,041,001</b>	<b>18,054,024</b>	<b>18,068,740</b>	<b>18,089,104</b>	<b>18,113,578</b>	<b>18,145,123</b>	<b>18,175,144</b>	<b>18,209,907</b>	<b>18,246,903</b>

Uralla Shire Council

Year Ended 30 June 2022

BALANCE SHEET - AGED CARE (MCMAUGH) FUND

Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	75,000	52,091	424,822	664,709	1,036,614	1,326,814	1,711,760	2,186,201	2,705,453	3,274,046	3,867,888	4,501,070
Investments	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Receivables	73,000	171,417	144,480	147,803	151,202	154,680	158,238	161,877	165,600	169,409	173,306	177,292
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>2,648,000</b>	<b>2,723,508</b>	<b>3,069,302</b>	<b>3,312,511</b>	<b>3,687,817</b>	<b>3,981,494</b>	<b>4,369,997</b>	<b>4,848,078</b>	<b>5,371,053</b>	<b>5,943,455</b>	<b>6,541,193</b>	<b>7,178,362</b>
<b>Non-Current Assets</b>												
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	4,431,000	4,399,098	4,240,357	4,199,628	4,038,364	3,983,763	3,809,922	3,631,734	3,449,093	3,261,885	3,069,998	2,859,309
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>4,431,000</b>	<b>4,399,098</b>	<b>4,240,357</b>	<b>4,199,628</b>	<b>4,038,364</b>	<b>3,983,763</b>	<b>3,809,922</b>	<b>3,631,734</b>	<b>3,449,093</b>	<b>3,261,885</b>	<b>3,069,998</b>	<b>2,859,309</b>
<b>TOTAL ASSETS</b>	<b>7,079,000</b>	<b>7,122,606</b>	<b>7,309,659</b>	<b>7,512,140</b>	<b>7,726,181</b>	<b>7,965,257</b>	<b>8,179,919</b>	<b>8,479,813</b>	<b>8,820,146</b>	<b>9,205,341</b>	<b>9,611,191</b>	<b>10,037,671</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	9,000	6,258	6,757	7,284	7,882	8,508	506	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>2,446,000</b>	<b>2,443,258</b>	<b>2,443,757</b>	<b>2,444,284</b>	<b>2,444,882</b>	<b>2,445,508</b>	<b>2,437,506</b>	<b>2,437,000</b>	<b>2,437,000</b>	<b>2,437,000</b>	<b>2,437,000</b>	<b>2,437,000</b>
<b>Non-Current Liabilities</b>												
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	35,000	30,937	24,180	16,896	9,014	506	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>35,000</b>	<b>30,937</b>	<b>24,180</b>	<b>16,896</b>	<b>9,014</b>	<b>506</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>2,481,000</b>	<b>2,474,195</b>	<b>2,467,937</b>	<b>2,461,180</b>	<b>2,453,896</b>	<b>2,446,014</b>	<b>2,437,506</b>	<b>2,437,000</b>	<b>2,437,000</b>	<b>2,437,000</b>	<b>2,437,000</b>	<b>2,437,000</b>
<b>Net Assets</b>	<b>4,598,000</b>	<b>4,648,411</b>	<b>4,841,722</b>	<b>5,050,960</b>	<b>5,272,285</b>	<b>5,519,243</b>	<b>5,742,413</b>	<b>6,042,813</b>	<b>6,383,146</b>	<b>6,768,341</b>	<b>7,174,191</b>	<b>7,600,671</b>
<b>EQUITY</b>												
Retained Earnings	3,398,000	3,448,411	3,641,722	3,850,960	4,072,285	4,319,243	4,542,413	4,842,813	5,183,146	5,568,341	5,974,191	6,400,671
Revaluation Reserves	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	4,598,000	4,648,411	4,841,722	5,050,960	5,272,285	5,519,243	5,742,413	6,042,813	6,383,146	6,768,341	7,174,191	7,600,671
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>4,598,000</b>	<b>4,648,411</b>	<b>4,841,722</b>	<b>5,050,960</b>	<b>5,272,285</b>	<b>5,519,243</b>	<b>5,742,413</b>	<b>6,042,813</b>	<b>6,383,146</b>	<b>6,768,341</b>	<b>7,174,191</b>	<b>7,600,671</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**CASH FLOW STATEMENT - CONSOLIDATED**  
Scenario: Balanced Case 1

	Actuals 2019/20 \$	Current Year 2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	Projected Years					
							2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	6,463,000	7,303,044	7,104,643	8,327,556	8,964,255	9,661,390	9,951,298	10,259,488	10,581,405	10,852,050	11,122,539	11,399,790
User Charges & Fees	5,036,000	5,433,480	5,497,030	5,598,524	5,723,282	5,856,090	5,997,193	6,147,035	6,300,711	6,458,228	6,619,684	6,785,176
Investment & Interest Revenue Received	428,000	150,365	115,257	139,955	149,037	191,644	167,964	194,027	246,310	274,750	276,972	273,466
Grants & Contributions	10,511,000	17,175,663	13,493,146	8,817,401	8,370,116	8,030,280	8,157,248	8,326,971	8,500,513	8,677,959	8,874,145	9,060,920
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	1,415,000	656,845	601,068	528,154	523,931	534,465	535,680	547,858	560,453	573,337	586,174	600,001
<b>Payments:</b>												
Employee Benefits & On-Costs	(9,743,000)	(10,166,561)	(10,727,155)	(10,959,583)	(11,205,517)	(11,477,641)	(11,715,438)	(11,979,035)	(12,248,563)	(12,544,156)	(12,805,950)	(13,094,084)
Materials & Contracts	(6,206,000)	(5,231,661)	(4,858,782)	(4,805,448)	(4,909,239)	(5,255,385)	(5,156,300)	(5,315,191)	(5,416,320)	(5,453,388)	(5,559,154)	(5,476,696)
Borrowing Costs	(122,000)	(133,075)	(99,337)	(111,043)	(99,349)	(90,198)	(83,284)	(77,977)	(72,912)	(66,352)	(60,707)	(18,097)
Bonds & Deposits Refunded	(1,000)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,128,000)	(2,399,734)	(1,890,080)	(1,962,354)	(1,988,961)	(2,020,852)	(2,092,909)	(2,124,477)	(2,174,157)	(2,226,245)	(2,277,103)	(2,332,035)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>6,653,000</b>	<b>12,788,365</b>	<b>9,235,790</b>	<b>5,573,163</b>	<b>5,527,554</b>	<b>5,429,793</b>	<b>5,761,452</b>	<b>5,978,698</b>	<b>6,277,438</b>	<b>6,546,183</b>	<b>6,776,601</b>	<b>7,198,443</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	16,150,000	987,126	2,721,784	402,998	288,266	199,958	171,942	118,690	21,981	-	26,538	-
Sale of Infrastructure, Property, Plant & Equipment	224,000	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	(15,207,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(7,889,000)	(14,225,733)	(12,023,213)	(5,456,866)	(4,681,475)	(5,367,436)	(4,868,360)	(4,766,232)	(5,747,874)	(5,068,516)	(4,595,714)	(4,608,423)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(6,722,000)</b>	<b>(13,238,607)</b>	<b>(9,301,429)</b>	<b>(5,053,868)</b>	<b>(4,393,209)</b>	<b>(5,167,478)</b>	<b>(4,696,418)</b>	<b>(4,647,543)</b>	<b>(5,725,893)</b>	<b>(5,068,516)</b>	<b>(4,569,176)</b>	<b>(4,608,423)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Other Financing Activity Receipts	1,120,000	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(238,000)	(222,257)	(238,040)	(247,468)	(219,018)	(186,579)	(164,624)	(157,867)	(163,773)	(171,426)	(146,542)	(152,073)
Repayment of lease liabilities (principal repayments)	(16,000)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	(1,000,000)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(134,000)</b>	<b>(222,257)</b>	<b>(238,040)</b>	<b>(247,468)</b>	<b>(219,018)</b>	<b>(186,579)</b>	<b>(164,624)</b>	<b>(157,867)</b>	<b>(163,773)</b>	<b>(171,426)</b>	<b>(146,542)</b>	<b>(152,073)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(203,000)</b>	<b>(672,499)</b>	<b>(303,679)</b>	<b>271,827</b>	<b>915,327</b>	<b>75,736</b>	<b>900,411</b>	<b>1,173,288</b>	<b>387,772</b>	<b>1,306,241</b>	<b>2,060,882</b>	<b>2,437,946</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>1,604,000</b>	<b>1,401,000</b>	<b>728,501</b>	<b>424,822</b>	<b>696,649</b>	<b>1,611,976</b>	<b>1,687,712</b>	<b>2,588,123</b>	<b>3,761,411</b>	<b>4,149,183</b>	<b>5,455,425</b>	<b>7,516,307</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>1,401,000</b>	<b>728,501</b>	<b>424,822</b>	<b>696,649</b>	<b>1,611,976</b>	<b>1,687,712</b>	<b>2,588,123</b>	<b>3,761,411</b>	<b>4,149,183</b>	<b>5,455,425</b>	<b>7,516,307</b>	<b>9,954,253</b>
Cash & Cash Equivalents - end of the year	1,401,000	728,501	424,822	696,649	1,611,976	1,687,712	2,588,123	3,761,411	4,149,183	5,455,425	7,516,307	9,954,253
Investments - end of the year	13,957,000	12,969,874	10,248,090	9,845,092	9,556,826	9,356,868	9,184,926	9,066,236	9,044,255	9,044,255	9,017,717	9,017,717
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>15,358,000</b>	<b>13,698,375</b>	<b>10,672,912</b>	<b>10,541,741</b>	<b>11,168,802</b>	<b>11,044,581</b>	<b>11,773,049</b>	<b>12,827,648</b>	<b>13,193,439</b>	<b>14,499,680</b>	<b>16,534,024</b>	<b>18,971,971</b>
<b>Representing:</b>												
- External Restrictions	9,503,000	8,454,661	6,420,329	6,340,308	6,806,008	7,283,318	7,891,601	8,653,163	9,561,441	10,551,123	11,548,605	12,625,131
- Internal Restrictions	4,583,000	3,321,896	2,819,574	2,844,163	2,870,526	2,898,971	2,929,559	2,962,356	2,997,166	3,032,971	3,070,073	3,070,073
- Unrestricted	1,272,000	1,921,818	1,433,009	1,357,270	1,492,268	862,292	951,889	1,212,129	634,831	915,586	1,915,347	3,276,767
	<b>15,358,000</b>	<b>13,698,375</b>	<b>10,672,912</b>	<b>10,541,741</b>	<b>11,168,802</b>	<b>11,044,581</b>	<b>11,773,049</b>	<b>12,827,648</b>	<b>13,193,439</b>	<b>14,499,680</b>	<b>16,534,024</b>	<b>18,971,971</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**CASH FLOW STATEMENT - GENERAL FUND**  
Scenario: Balanced Case 1

	Actuals 2019/20 \$	Current Year 2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	Projected Years					
							2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	6,089,718	5,742,001	6,820,101	7,367,776	7,975,231	8,168,240	8,371,634	8,580,112	8,793,803	9,012,836	9,237,345
User Charges & Fees	-	3,819,583	3,778,154	3,846,164	3,930,546	4,020,869	4,117,289	4,220,138	4,325,641	4,433,782	4,544,627	4,658,242
Investment & Interest Revenue Received	-	66,287	76,623	92,982	90,414	104,225	67,284	56,972	71,368	58,303	47,912	32,307
Grants & Contributions	-	10,487,657	7,804,350	6,517,496	6,018,463	5,625,715	5,698,580	5,812,983	5,929,960	6,049,569	6,186,616	6,312,922
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	778,278	604,289	562,329	558,891	570,230	572,267	585,287	598,742	612,508	626,246	640,994
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(7,333,803)	(7,943,329)	(8,098,659)	(8,280,222)	(8,486,527)	(8,657,024)	(8,851,807)	(9,050,973)	(9,274,620)	(9,462,849)	(9,675,763)
Materials & Contracts	-	(3,746,179)	(3,254,648)	(3,288,793)	(3,377,598)	(3,725,153)	(3,543,619)	(3,682,423)	(3,777,568)	(3,786,979)	(3,823,157)	(3,759,147)
Borrowing Costs	-	(124,354)	(94,456)	(106,607)	(95,391)	(86,788)	(80,449)	(75,577)	(70,479)	(63,865)	(58,164)	(15,496)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(2,147,603)	(1,634,888)	(1,692,151)	(1,712,678)	(1,738,353)	(1,804,054)	(1,829,123)	(1,872,157)	(1,917,450)	(1,961,361)	(2,009,188)
<b>Net Cash provided (or used in) Operating Activities</b>	-	7,889,583	5,078,097	4,652,862	4,500,201	4,259,448	4,538,514	4,608,083	4,734,647	4,905,051	5,112,706	5,422,216
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	1,499,355	38,050	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(8,524,422)	(6,719,379)	(4,450,201)	(3,792,040)	(4,346,899)	(3,926,488)	(3,817,993)	(4,773,233)	(4,076,438)	(3,588,164)	(3,588,723)
<b>Net Cash provided (or used in) Investing Activities</b>	-	(8,524,422)	(5,220,024)	(4,412,151)	(3,792,040)	(4,346,899)	(3,926,488)	(3,817,993)	(4,773,233)	(4,076,438)	(3,588,164)	(3,588,723)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(215,452)	(231,782)	(240,711)	(211,734)	(178,697)	(156,116)	(157,361)	(163,773)	(171,426)	(146,542)	(152,073)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(215,452)	(231,782)	(240,711)	(211,734)	(178,697)	(156,116)	(157,361)	(163,773)	(171,426)	(146,542)	(152,073)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(850,291)	(373,709)	0	496,427	(266,148)	455,909	632,729	(202,359)	657,187	1,378,000	1,681,420
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	1,224,000	373,709	(0)	0	496,427	230,278	686,188	1,318,916	1,116,557	1,773,744	3,151,744
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	<b>373,709</b>	<b>(0)</b>	<b>0</b>	<b>496,427</b>	<b>230,278</b>	<b>686,188</b>	<b>1,318,916</b>	<b>1,116,557</b>	<b>1,773,744</b>	<b>3,151,744</b>	<b>4,833,164</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	1,224,000	373,709	(0)	0	496,427	230,278	686,188	1,318,916	1,116,557	1,773,744	3,151,744	4,833,164
<b>Investments - end of the year</b>	6,757,000	6,757,000	5,257,645	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>7,981,000</b>	<b>7,130,709</b>	<b>5,257,645</b>	<b>5,219,595</b>	<b>5,716,022</b>	<b>5,449,874</b>	<b>5,905,783</b>	<b>6,538,512</b>	<b>6,336,152</b>	<b>6,993,339</b>	<b>8,371,339</b>	<b>10,052,759</b>
<b>Representing:</b>												
- External Restrictions	2,126,000	2,025,086	1,515,884	1,528,984	1,864,050	2,199,433	2,535,157	2,874,849	3,214,977	3,555,604	3,896,741	4,216,741
- Internal Restrictions	4,583,000	3,321,896	2,819,574	2,844,163	2,870,526	2,898,971	2,929,559	2,962,356	2,997,166	3,032,971	3,070,073	3,070,073
- Unrestricted	1,272,000	1,783,727	922,187	846,448	981,446	351,470	441,067	701,307	124,009	404,764	1,404,525	2,765,945
	<b>7,981,000</b>	<b>7,130,709</b>	<b>5,257,645</b>	<b>5,219,595</b>	<b>5,716,022</b>	<b>5,449,874</b>	<b>5,905,783</b>	<b>6,538,512</b>	<b>6,336,152</b>	<b>6,993,339</b>	<b>8,371,339</b>	<b>10,052,759</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**CASH FLOW STATEMENT - WATER FUND**  
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	504,280	547,383	603,253	663,579	729,937	802,930	883,223	971,546	1,002,756	1,027,825	1,053,521
User Charges & Fees	-	594,388	608,119	620,321	635,798	651,676	667,957	684,652	701,768	719,313	737,296	755,728
Investment & Interest Revenue Received	-	33,979	19,156	21,198	22,692	27,761	28,128	31,421	34,375	38,883	38,739	37,923
Grants & Contributions	-	432,044	1,346,603	16,977	17,359	17,749	18,148	18,557	18,974	19,401	19,838	20,284
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	8,000	4,000	4,092	4,186	4,282	4,381	4,482	4,585	4,690	4,798	4,908
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(405,306)	(413,070)	(421,331)	(430,811)	(440,505)	(450,416)	(460,550)	(470,913)	(481,508)	(492,342)	(503,420)
Materials & Contracts	-	(652,530)	(729,776)	(608,656)	(606,345)	(581,168)	(603,371)	(640,720)	(627,461)	(629,361)	(678,665)	(636,395)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(71,549)	(85,236)	(87,367)	(89,333)	(91,343)	(93,398)	(95,499)	(97,648)	(99,845)	(102,092)	(104,389)
<b>Net Cash provided (or used in) Operating Activities</b>	-	443,306	1,297,179	148,486	217,125	318,389	374,360	425,565	535,226	574,330	555,397	628,161
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	389,120	364,948	288,266	199,958	171,942	118,690	21,981	-	26,538	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(231,605)	(1,989,000)	(513,434)	(505,391)	(518,347)	(546,302)	(544,255)	(557,207)	(571,158)	(585,107)	(599,700)
<b>Net Cash provided (or used in) Investing Activities</b>	-	(231,605)	(1,599,880)	(148,486)	(217,125)	(318,389)	(374,360)	(425,565)	(535,226)	(571,158)	(558,569)	(599,700)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	211,701	(302,701)	(0)	0	0	0	0	0	3,172	(3,172)	28,461
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	91,000	302,701	-	(0)	(0)	(0)	(0)	0	0	3,172	0
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	<b>302,701</b>	-	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>3,172</b>	<b>0</b>	<b>28,461</b>
Cash & Cash Equivalents - end of the year	91,000	302,701	-	(0)	(0)	(0)	(0)	0	0	3,172	0	28,461
Investments - end of the year	2,300,000	2,300,000	1,910,880	1,545,932	1,257,666	1,057,708	885,766	767,076	745,095	745,095	718,557	718,557
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>2,391,000</b>	<b>2,602,701</b>	<b>1,910,880</b>	<b>1,545,932</b>	<b>1,257,666</b>	<b>1,057,708</b>	<b>885,766</b>	<b>767,076</b>	<b>745,095</b>	<b>748,267</b>	<b>718,557</b>	<b>747,018</b>
<b>Representing:</b>												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,391,000	2,602,701	1,910,880	1,545,932	1,257,666	1,057,708	885,766	767,076	745,095	748,267	718,557	747,018
	<b>2,391,000</b>	<b>2,602,701</b>	<b>1,910,880</b>	<b>1,545,932</b>	<b>1,257,666</b>	<b>1,057,708</b>	<b>885,766</b>	<b>767,076</b>	<b>745,095</b>	<b>748,267</b>	<b>718,557</b>	<b>747,018</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**CASH FLOW STATEMENT - SEWER FUND**  
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	709,046	815,259	904,201	932,900	956,222	980,128	1,004,631	1,029,747	1,055,490	1,081,877	1,108,924
User Charges & Fees	-	5,955	7,318	7,635	7,797	7,975	8,164	8,366	8,575	8,790	9,009	9,235
Investment & Interest Revenue Received	-	30,919	11,806	7,469	9,094	11,992	12,762	17,905	19,925	19,265	18,781	18,698
Grants & Contributions	-	4,043,866	2,125,237	16,091	16,453	16,823	17,202	17,589	17,985	18,389	18,803	19,226
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	1,000	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(196,395)	(210,522)	(236,153)	(241,467)	(246,900)	(252,455)	(258,135)	(263,943)	(269,882)	(275,955)	(282,164)
Materials & Contracts	-	(233,892)	(247,905)	(267,261)	(269,939)	(278,744)	(281,678)	(290,745)	(293,948)	(303,289)	(306,772)	(313,400)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(83,693)	(69,669)	(80,042)	(81,843)	(83,684)	(85,567)	(87,492)	(89,461)	(91,474)	(93,532)	(95,636)
<b>Net Cash provided (or used in) Operating Activities</b>	-	4,276,805	2,431,525	351,940	372,995	383,685	398,555	412,118	428,880	437,289	452,213	464,883
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	987,126	833,309	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(5,274,931)	(3,264,834)	(320,000)	(326,000)	(332,000)	(339,000)	(346,000)	(358,000)	(360,000)	(360,000)	(370,000)
<b>Net Cash provided (or used in) Investing Activities</b>	-	(4,287,805)	(2,431,525)	(320,000)	(326,000)	(332,000)	(339,000)	(346,000)	(358,000)	(360,000)	(360,000)	(370,000)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(11,000)	-	31,940	46,995	51,685	59,555	66,118	70,880	77,289	92,213	94,883
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	11,000	-	-	31,940	78,935	130,620	190,175	256,294	327,173	404,462	496,676
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	-	-	<b>31,940</b>	<b>78,935</b>	<b>130,620</b>	<b>190,175</b>	<b>256,294</b>	<b>327,173</b>	<b>404,462</b>	<b>496,676</b>	<b>591,558</b>
Cash & Cash Equivalents - end of the year	11,000	-	-	31,940	78,935	130,620	190,175	256,294	327,173	404,462	496,676	591,558
Investments - end of the year	2,400,000	1,412,874	579,565	579,565	579,565	579,565	579,565	579,565	579,565	579,565	579,565	579,565
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>2,411,000</b>	<b>1,412,874</b>	<b>579,565</b>	<b>611,505</b>	<b>658,500</b>	<b>710,185</b>	<b>769,740</b>	<b>835,859</b>	<b>906,738</b>	<b>984,027</b>	<b>1,076,241</b>	<b>1,171,123</b>
<b>Representing:</b>												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,411,000	1,412,874	579,565	611,505	658,500	710,185	769,740	835,859	906,738	984,027	1,076,241	1,171,123
	<b>2,411,000</b>	<b>1,412,874</b>	<b>579,565</b>	<b>611,505</b>	<b>658,500</b>	<b>710,185</b>	<b>769,740</b>	<b>835,859</b>	<b>906,738</b>	<b>984,027</b>	<b>1,076,241</b>	<b>1,171,123</b>

Uralla Shire Council  
Year Ended 30 June 2022  
**CASH FLOW STATEMENT - AGED CARE (MCMAUGH) FUND**  
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	-	1,013,554	1,103,438	1,124,403	1,149,140	1,175,570	1,203,784	1,233,879	1,264,726	1,296,344	1,328,752	1,361,971
Investment & Interest Revenue Received	-	19,180	7,672	18,307	26,837	47,666	59,790	87,729	120,642	158,299	171,540	184,539
Grants & Contributions	-	2,212,096	2,216,956	2,266,838	2,317,841	2,369,993	2,423,318	2,477,842	2,533,594	2,590,600	2,648,888	2,708,488
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(84,417)	38,737	8,748	8,949	9,155	9,366	9,581	9,802	10,027	10,258	10,494
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(2,231,057)	(2,160,234)	(2,203,439)	(2,253,016)	(2,303,709)	(2,355,542)	(2,408,542)	(2,462,734)	(2,518,146)	(2,574,804)	(2,632,737)
Materials & Contracts	-	(645,076)	(672,411)	(687,753)	(703,454)	(719,522)	(777,966)	(752,796)	(770,020)	(787,647)	(805,687)	(824,150)
Borrowing Costs	-	(8,721)	(4,882)	(4,436)	(3,958)	(3,410)	(2,835)	(2,399)	(2,433)	(2,488)	(2,544)	(2,601)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(96,889)	(100,287)	(102,794)	(105,107)	(107,472)	(109,890)	(112,363)	(114,891)	(117,476)	(120,119)	(122,822)
<b>Net Cash provided (or used in) Operating Activities</b>	-	178,671	428,989	419,875	437,233	468,272	450,024	532,931	578,686	629,513	656,285	683,182
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(194,775)	(50,000)	(173,231)	(58,044)	(170,190)	(56,570)	(57,984)	(59,434)	(60,920)	(62,443)	(50,000)
<b>Net Cash provided (or used in) Investing Activities</b>	-	(194,775)	(50,000)	(173,231)	(58,044)	(170,190)	(56,570)	(57,984)	(59,434)	(60,920)	(62,443)	(50,000)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(6,805)	(6,258)	(6,757)	(7,284)	(7,882)	(8,508)	(506)	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(6,805)	(6,258)	(6,757)	(7,284)	(7,882)	(8,508)	(506)	-	-	-	-
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(22,909)	372,731	239,887	371,905	290,200	384,946	474,441	519,252	568,593	593,842	633,182
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	75,000	52,091	424,822	664,709	1,036,614	1,326,814	1,711,760	2,186,201	2,705,453	3,274,046	3,867,888
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	<b>52,091</b>	<b>424,822</b>	<b>664,709</b>	<b>1,036,614</b>	<b>1,326,814</b>	<b>1,711,760</b>	<b>2,186,201</b>	<b>2,705,453</b>	<b>3,274,046</b>	<b>3,867,888</b>	<b>4,501,070</b>
Cash & Cash Equivalents - end of the year	75,000	52,091	424,822	664,709	1,036,614	1,326,814	1,711,760	2,186,201	2,705,453	3,274,046	3,867,888	4,501,070
Investments - end of the year	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>2,575,000</b>	<b>2,552,091</b>	<b>2,924,822</b>	<b>3,164,709</b>	<b>3,536,614</b>	<b>3,826,814</b>	<b>4,211,760</b>	<b>4,686,201</b>	<b>5,205,453</b>	<b>5,774,046</b>	<b>6,367,888</b>	<b>7,001,070</b>
<b>Representing:</b>												
- External Restrictions	2,437,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	138,000	138,091	510,822	750,709	1,122,614	1,412,814	1,797,760	2,272,201	2,791,453	3,360,046	3,953,888	4,587,070
	<b>2,575,000</b>	<b>2,552,091</b>	<b>2,924,822</b>	<b>3,164,709</b>	<b>3,536,614</b>	<b>3,826,814</b>	<b>4,211,760</b>	<b>4,686,201</b>	<b>5,205,453</b>	<b>5,774,046</b>	<b>6,367,888</b>	<b>7,001,070</b>

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<b>Department:</b>	<b>Infrastructure &amp; Development</b>
<b>Prepared by:</b>	<b><i>Manager of Development and Planning</i></b>
<b>TRIM Reference:</b>	UINT/21/7236
<b>Attachments:</b>	UINT/21/7334 1. Revised Uralla Shire Local Strategic Planning Statement 2021 UI/21/1414 2. LSPS Engagement Report UINT/21/7333 3. LSPS Survey Monkey Results UI/21/3410 4. LSPS Submission NSW Farmers Association Uralla Branch UI/21/3411 5. LSPS Submission DPIE Biodiversity and Conservation UI/21/3413 6. LSPS Submission Uralla Shire Business Chamber UI/21/3414 7. LSPS Submission Tamworth Regional Council

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#### LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

<b>Goal:</b>	2.2	Growing diversified employment, education and tourism opportunities
<b>Strategy:</b>	2.2.1	Provide land use planning that facilitates employment creation
<b>Activity:</b>	2.2.1.1	Optimise land use planning instruments to support employment creating business and industries
<b>Action:</b>	2.2.1.1.1	Monitor and review Council's Local Environment Plan and other strategic and supporting planning documents.

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#### SUMMARY:

1. This report is to present to Council the revised Local Strategic Planning Statement 2021 (LSPS) at attachment 1 for adoption.

#### RECOMMENDATION:

**That Council adopt the Uralla Shire Local Strategic Planning Statement 2021 as amended.**

#### REPORT:

2. In March 2018, amendments to the *Environmental Planning and Assessment Act 1979* (EP&A Act) introduced new requirements for councils to prepare and make local strategic planning statements.
3. The LSPS was presented to Council at the 25 February 2020 ordinary meeting for public exhibition. Council resolved at OM 33.02:

*That discussion on this Local Strategic Planning Statement 2020 be included in a March Councillor Strategic Planning Workshop.*

4. Due to COVID-19 restrictions, several scheduled Councillor Workshops did not occur. The consultant that prepared the LSPS conducted a workshop with Councillors on 14 July 2020 where feedback was provided on the contents of the LSPS. A revised draft generally incorporating the proposed amendments was prepared and at the 25 August Ordinary Council meeting it was resolved to put the document on public exhibition until 25 September. Thirteen (13) submissions were received during the exhibition period and the recommendations within were generally incorporated. Eighteen (18) surveys were also completed with the responses considered in preparation of the final draft of the LSPS.
5. The draft Uralla Shire Local Strategic Planning Statement 2020 was presented to the 29 September 2020 Extraordinary Council meeting for adoption. At that meeting Council resolved via motion X04.09/20 to:
  1. *Adopt the draft Uralla Shire Local Strategic Planning Statement 2020, as amended, as a first step in the continuing process of community consultation and feedback to enhance the strategic plan;*
  2. *By 30 January 2021 commence public consultation to revise the LSPS to reflect community views as required by the initial instruction from the NSW Government;*
  3. *By 30 June 2021 submit a revised version of the LSPS.*
6. Local strategic planning statements must set out:
  - the 20-year vision for land use in the local area;
  - the special characteristics which contribute to local identity;
  - shared community values to be maintained and enhanced, and
  - how growth and change will be managed into the future.
7. Councils are required to show how their vision gives effect to the regional or district plan, based on local characteristics and opportunities, and the council's own priorities in the community strategic plan it prepares under local government legislation.

### **Community Consultation**

8. Consultation was undertaken for the 2021 LSPS via the following actions:
  - Public exhibition 29 January 2021 until 19 April 2021.
  - Exhibited on website and links on Council's Facebook page.
  - Hard copies available at Chambers, Invergowrie, Bundarra, Kingstown, Kentucky.
  - Online survey concluding 19 April 2021.
  - Public meetings in Uralla and Bundarra.
  - Emails to: Department Planning Industry and Environment, Uralla Township and Environs Committee, Uralla Historical Society, all schools, Bundarra s355 Committee, NSW Farmers (including presentation), Rural Fire Services, Transport for NSW, Crown Lands, Department of Premier and Cabinet, Fire and Rescue, Local Land Services, Armidale, Walcha and Tamworth councils.

### **Submissions, Survey and Engagement Report**

9. A range of amendments have been made to the current LSPS as recommended in the consultation report at attachment 2 as a result of the consultation undertaken (see attachments 3-7).
10. In summary, the amendments include:

- P5 – Revised graphic reflecting additional actions.
- P6 – Inclusion of renewable energy as a driver of growth.
- P12 – Inclusion of whiskey distillery as an existing industry.
- P16 – Amended vision to include the adjective innovative.
- P20 – Inclusion of adequate supply of land stock for residential and commercial development as a requirement for renewable energy projects.
- P21 – new actions:
  - 5.1.2 Support residential expansion around urban centres where the intensification of land use does not fragment viable extensive agriculture holdings.
  - 5.1.4 Undertake a review of all available commercial and residential land stock and develop a growth strategy to accommodate a minimum 1% annual population growth.
  - 5.1.9 Identify opportunities to increase water security and actively explore possible funding options.
- P22 – New solar image.
- P27 – Separation of action 5.3.1 and new action 5.3.4 Facilitate re-zonings around economic hubs that would encourage the development of sunrise industries.
- P32 – Correction of New England North West Regional Plan from 2017 to 2036.
- P35 – New action 6.2.4 Consider and implement a range of urban design land use planning strategies to create healthy built environments utilising the Urban Design for Regional NSW guidance from the Government Architect NSW.
- P42 - Amended action 7.2.3 Support the development of small to large scale renewable energy projects development in appropriate locations.
- P46 – Amended action 8.2.1 Prepare development contributions plans such as Section 7.11 and 7.12 Contributions Plans to fund infrastructure identified as necessary to support growth.
- P47 – New sentence “Continuous, high-quality walking routes between major facilities need to be developed and streets need safe, pleasant and attractive walking routes” and amended action 8.3.2 Plan for a safe and accessible pedestrian pathway in smaller villages including Bundarra, Invergowrie, Kentucky and Kingstown.

**11. Amendments were not made in the following circumstances:**

- The proposed amendment was not related to strategic land use planning.
- The proposed amendment was inconsistent with the guidelines provided by DPIE.
- The proposed amendment was not of a scale and nature achievable by a small regional council.
- The content was already addressed in the LSPS or regional plan.
- The proposed inclusion of an aim or action was neither an aim nor action for the purposes of the LSPS guidelines.
- The proposed amendment was too detailed in scope for a strategic planning document.

## **CONCLUSION:**

- 12.** It is recommended that the revised Uralla Shire Local Strategic Planning Statement 2021, which includes amendments made following review of submissions, engagement report and survey data, be adopted.

## **COUNCIL IMPLICATIONS:**

### **13. Community Engagement / Communication**

Public exhibition and community consultation was undertaken from 29 January 2021 until 19 April 2021. A consultation report is provided as Attachment 2.

### **14. Policy and Regulation**

Environmental Planning & Assessment Act 1979

New England North West Regional Plan 2036

Uralla Shire Council Community Strategic Plan 2017-2027

### **15. Financial / Long Term Financial Plan**

Nil

### **16. Asset Management / Asset Management Strategy**

Nil

### **17. Workforce / Workforce Management Strategy**

Resourced with Council's existing workforce and via engagement of a planning consultant.

### **18. Legal and Risk Management**

Nil

### **19. Performance Measures**

Nil

### **20. Project Management**

Nil

# Uralla Shire Local Strategic Planning Statement



## Acknowledgement of Country

Uralla Shire Council acknowledges the traditional custodians of the land, and pays respect to Elders past, present and future. This Plan acknowledges a strong belief amongst Aboriginal people that if we care for Country, it will care for us. This is supported by the knowledge that the health of a people and their community is reliant on a strong physical and emotional connection to place.

Conserving Aboriginal heritage and respecting the Aboriginal community's right to determine how it is identified and managed, will preserve some of the world's longest standing spiritual, historical, social and educational values. To that end, all our work seeks to uphold the idea that if we care for Country, it will care for us.

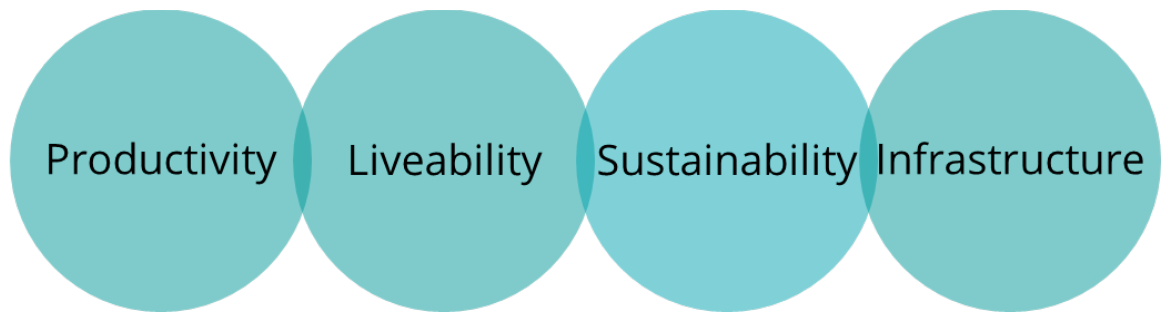
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# 1. About this Statement

THE URALLA SHIRE LOCAL STRATEGIC PLANNING STATEMENT (LSPS) PLANS FOR THE URALLA SHIRE COMMUNITY'S ECONOMIC, SOCIAL AND ENVIRONMENTAL LAND USE NEEDS OVER THE NEXT 20 YEARS TO 2040

The Uralla Shire LSPS sets a clear line of sight between the key strategic directions of:



These four themes are integral to how the Uralla Shire will grow and evolve. The four themes and actions contained in this LSPS build on the strategic planning actions already contained within the vision of the Uralla Shire Community Strategic Plan 2017-2027. This plan was built on previous extensive community engagement using award winning International Association for Public Participation (iap2) consultation framework.

The LSPS is based on local characteristics and opportunities and is supported by a planning framework including the New England North West Regional Plan 2036. Alignment of the LSPS with both the Uralla Shire Community Strategic Plan 2017-2027 and New England North West Regional Plan 2036 is provided in Appendix B. The LSPS has also been developed to align with the Southern New England High Country Regional Economic Development Strategy 2018-2022.

The Uralla Shire LSPS has been prepared in accordance with the requirements of Section 3.9 of the *Environmental Planning and Assessment Act 1979* (refer over the page for legislative context). It will inform the development of Council's Local Environmental Plan (LEP) and Development Control Plan (DCP), broader Council policies and strategies, and the assessment of planning proposals for changes to Council's planning controls (refer to Figure 1).

The LSPS applies to the whole Uralla Shire Local Government Area (LGA).

The LSPS is a key document to guide local strategic planning in Uralla Shire.

The LSPS details how the vision will be implemented, and the places activated, monitored and managed. The LSPS will be monitored and actions implemented through staging, sequencing and re-visioning with continual amendments to improve and reflect the desired change.



IMAGE: McCrossin's Mill Museum  
Source: Destination NSW

THE  
URALLA  
SHIRE LSPS  
INCLUDES:

A 20-YEAR  
VISION

THE CONTEXT OF THE AREA,  
HAVING REGARD TO ECONOMIC,  
SOCIAL AND ENVIRONMENTAL  
MATTERS

PLANNING  
PRIORITIES  
THAT GUIDE  
LOCAL LAND  
USE  
PLANNING

PRINCIPLES  
THAT  
UNDERPIN  
PLANNING  
PRIORITIES  
AND ACTIONS

ACTIONS WE WILL TAKE TO HELP  
ACHIEVE THE PRIORITIES  
IMPLEMENTATION PROGRAM

## LEGISLATIVE CONTEXT

Section 3.9 of the *Environmental Planning and Assessment Act 1979* requires a LSPS to include or identify the following:

- a) the basis for strategic planning in the area, having regard to economic, social and environmental matters,
- b) the planning priorities for the area that are consistent with any strategic plan applying to the area and (subject to any such strategic plan) any applicable community strategic plan under section 402 of the *Local Government Act 1993*,
- c) the actions required to achieve those planning priorities, and
- d) the basis on which the council is to monitor and report on the implementation of those actions.

The LSPS gives effect to the New England North West Regional Plan 2036, implementing the directions and actions at a local level (refer to Figure 1).

The LSPS works with Council's Community Strategic Plan, which has a similar but broader purpose on how Council will work to meet the community's needs. The LSPS's planning priorities, strategic directions and actions provide the rationale for decisions about how we will use our land to achieve the community's broader goals.



**Figure 1 Relationship of the Uralla Shire LSPS to key plans**

# URALLA SHIRE LOCAL STRATEGIC PLANNING STATEMENT OUTCOME

1 Vision

4 Directions

13 Planning Priorities

44 Actions

## 2. Context

### OUR PLACE

Located on the New England Tablelands, Uralla Shire is known for its undulating, beautiful landscapes.

Our landscape is composed of vivid contrasts, an ancient history, and a bright future. It covers over 3,230 square kilometres across terrain that contains World Heritage listed areas, spectacular gorges and rainforests to productive agricultural lands. It is truly a unique part of Australia.

Several spectacular rivers run through the Uralla Shire, including the Gwydir and Macleay rivers and their tributaries, winding through the landscape before departing to the west and east of the Shire. These rivers each have rich stories from their gold mining past, but connections with the landscape back thousands of years is embodied in the Aniwan Way.

Another unique distinction is our people. The community spirit and resilience of the people of Uralla Shire is seen as a particular strength: the community is friendly, connected and has a commitment to their home. Located in the New England North West, growth is being driven largely by tourism, lifestyle migration and renewable energy. Additionally, the mild temperate climate, good rainfall and productive soils provide the foundation for a diverse and productive agricultural base.

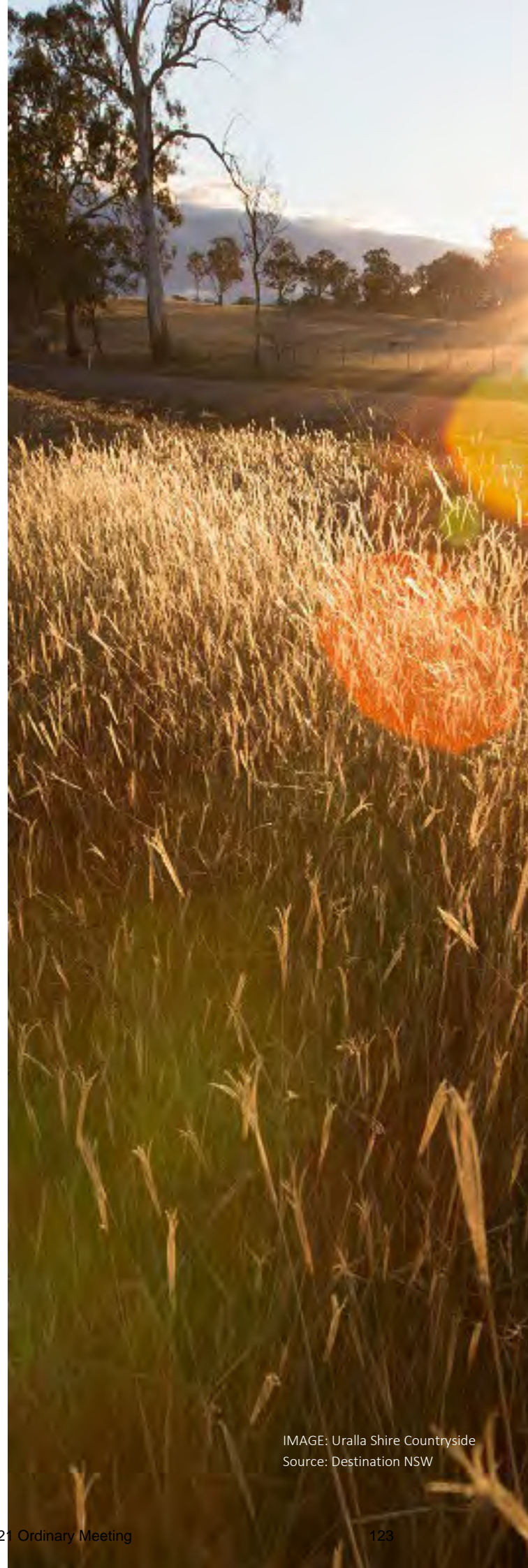


IMAGE: Uralla Shire Countryside  
Source: Destination NSW

## URALLA SHIRE IN THE NEW ENGLAND NORTH WEST REGION

THE URALLA SHIRE'S POSITION ON THE PLATEAU OF THE GREAT DIVIDING RANGE, RANGING IN ALTITUDE FROM APPROXIMATELY 600M TO 1400M ABOVE SEA LEVEL, PROVIDES ONE OF THE MOST DYNAMIC, PRODUCTIVE AND LIVEABLE PARTS OF NSW.

The Uralla Shire's landscape underpins innovative opportunities in tourism, renewable energy and agriculture. Its main economic driver is primary production, which is based on soils derived from the granite and trap geology (sedimentary and metamorphic rocks) capped in many places by basalt flows. The cold dry winter and hot wet summer suit specialist fine wool production whilst historically the richer basalt derived soils have been used for growing fruit. More recently, the cool climate, clear air and proximity to major transmission lines has favoured targeting of the Shire for renewable energy development.

The name "Uralla" was taken by European settlers from the dialect of the local Aniwan people and means "meeting place". The township of Uralla is located at the intersection of Thunderbolt's Way and the New England Highway. Thunderbolt's Way is a growing tourist route whilst the New England Highway is the main inter-regional transport corridor, giving easy passenger and freight access to Sydney and Brisbane. Uralla is also served daily by a passenger train service from Sydney. Uralla Shire is in close proximity to a regional airport with carriers flying direct to Sydney and Brisbane.

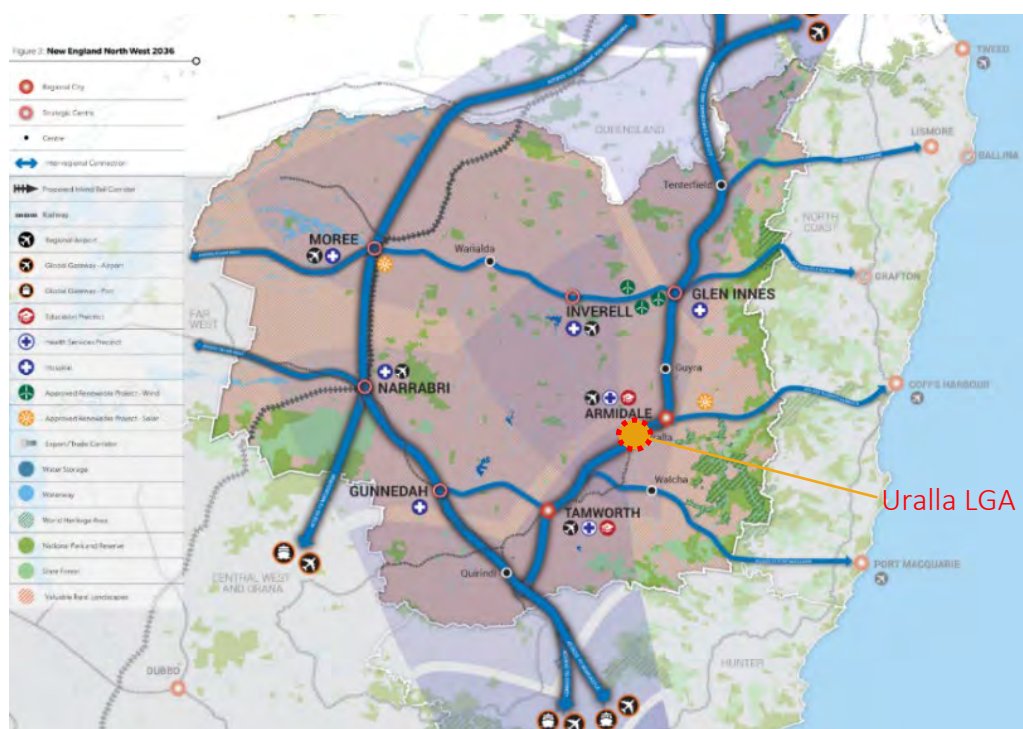


Figure 2: Geographical extent of the New England North West as shown in the New England North West Regional Plan



**6,048**  
Residents in 2016



**65%**  
Households are couple only or lone person in 2036



**1,711**  
Persons aged over 65 in 2041



**2,582**  
Dwellings counted in 2016



**14.1%**  
Residents are aged 5 -14 years old, which is 2% higher than regional NSW



**85%**  
Of dwellings were single houses in 2016



**419**  
Residents identify as Aboriginal in 2016



**42%**  
Of households own their home



IMAGE: McCrossin's Mill Museum  
Source: Destination NSW

## OUR COMMUNITY AND PLACES

**URALLA SHIRE HAS A STRONG SENSE OF COMMUNITY. THE RURAL LIFESTYLE TOGETHER WITH A STRONG, ATTRACTIVE NETWORK OF CENTRES, MAKES THE SHIRE A GREAT PLACE TO LIVE, WORK AND VISIT.**

Uralla Shire contains a number of local communities, each of which has a distinct history and character. While the majority of the Shire's residents live in the vibrant Uralla township (2,400 people), a significant number of the population live in its other centres including Invergowrie, Saumarez, Arding (1,100 people), Bundarra (400), Rocky River (250), Kentucky (150), Kingstown (100) and Wollun (70).

Over time, each centre has capitalised on its locational advantages, anchoring them as drivers of economic and housing growth and diversity throughout the Shire. Their unique sense of place in a rural setting appeals to the residents and contributes to their growth and prosperity.

At the heart of the Shire is the town of Uralla. The town has a scenic country character with its rich environment underpinning the town's strong tourism sector. Boasting a rich history, the town of Uralla has more than 50 buildings and sites of heritage significance and has noteworthy visitor attractions nearby, such as Thunderbolt's Rock, the stunning Gostwyck Chapel, and historic Yarrowyck cave paintings. The town of Uralla enjoys a substantial number of services and facilities including restaurants, bakeries and cafés, a local supermarket, various specialised retail services, schools, police station, swimming pool, community centre incorporating community support services, residential aged care facility, library, churches, sporting clubs, historical museum, post office, banks and visitor information centre.

The Bundarra community developed adjacent to George Clerk's original 1836 settlement on the Gwydir River. It has traditionally been home to contractors and labourers supporting the surrounding rural properties. This is still reflected in the relatively high proportion of the workforce who listed their occupation as labourers or machinery operators in the 2016 census. The village is enriched by its services and facilities including police station, school, churches, an aged care facility, agricultural supplies, garage, hotel, sporting club/golf course, community technology centre, general store (including a post office), and takeaway stores.

The village of Kentucky is surrounded by rich farmland and picturesque open spaces. As a close-knit community Kentucky has a church, a community hall, general store, Landcare Group, New South Wales Rural Fire Service Station and a public school. Its community strengths are historically linked to a returned soldiers settlement, developed along the railway line between Kentucky and Wollun, with an area of 7,319 acres divided

into 80 small holdings. At its peak, 1,200 acres were planted to apples, pears, cherries, and plums. The area now specialises in grazing, mainly of superfine merinos and beef cattle. Niche industries occupy many of the small holdings as well as a boutique distillery and brewery.

Kingstown is a scenic rural village and one of the earliest European settlements in Uralla Shire. The village originally grew from 'Stony Batter', a large pastoral station developed around 1835 that extended from the Macdonald River to the Gwydir.

Rocky River is an important Australian historic village that was founded from gold mining in the 1800s. At its zenith in 1858 it had an in excess of 5,000 people, 20 hotels, boarding houses, stores, churches and schools. Today this village supports a school.

The Invergowrie, Saumarez, Arding areas are rural residential settlements while other smaller settlements such as Yarrowyck and Wollun developed around other major holdings.

Uralla Shire is a highly liveable rural area where there is a great sense of wellbeing. The population has easy access to high-quality local jobs, community facilities, essential services, healthcare, education, social and cultural activities, affordable/diverse housing and recreation spaces. Residents and visitors have a strong connection with natural areas such as national parks, reserves and beautiful bushland that are common throughout the shire. The culture and natural environment support quality of life and allow people to explore, connect, play, innovate and thrive.



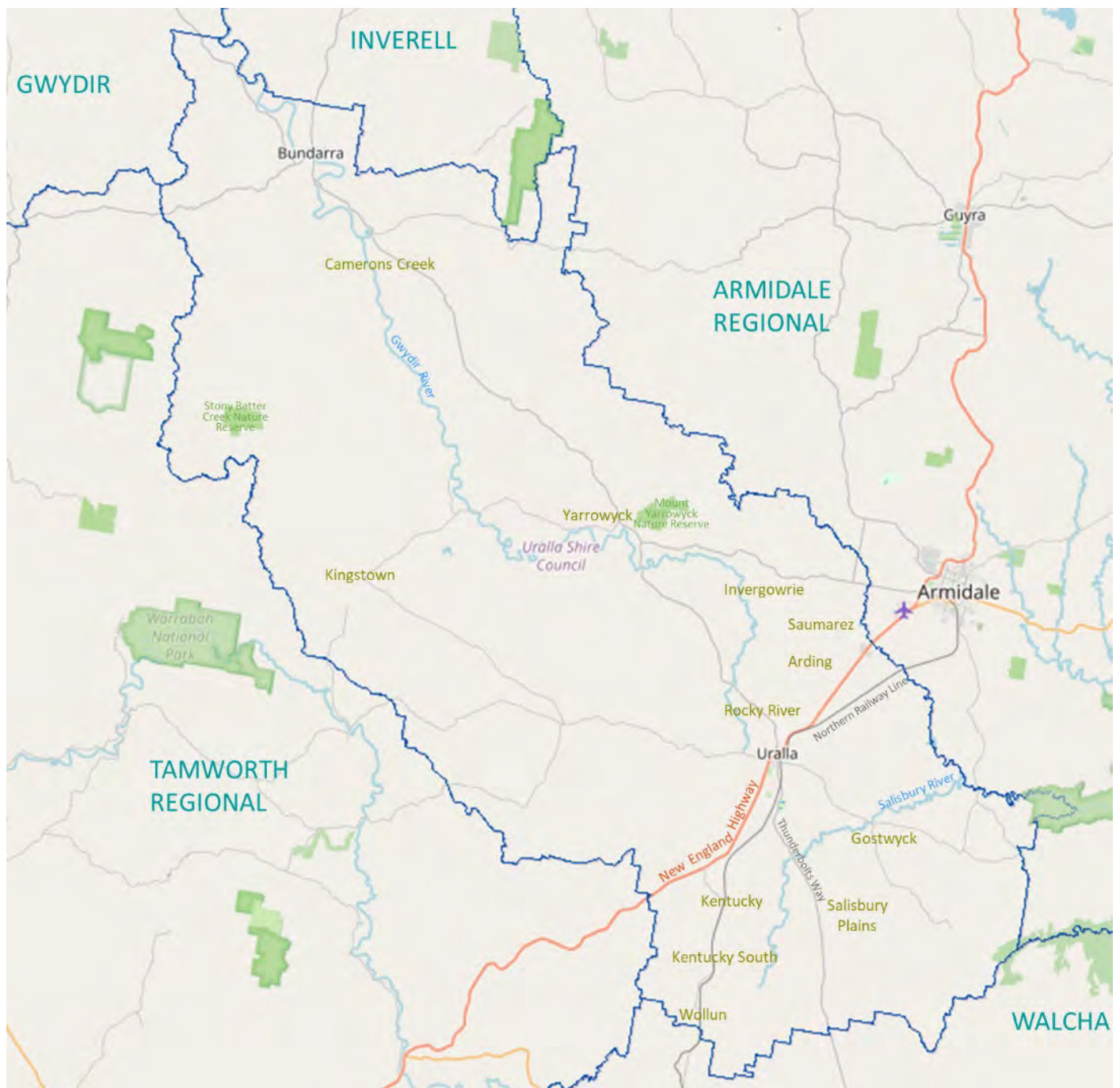


Figure 3: Uralla Shire

## OUR ECONOMY

### THE URALLA SHIRE'S ROLE AS A LIVE/WORK DESTINATION IS UNDERPINNED BY ITS STRONG AND GROWING AGRICULTURAL ECONOMY, ENHANCED ROAD LINKS, AND ITS GROWING VISITOR ECONOMY.

The largest industry in the Uralla Shire continues to be primary production. Agriculture was worth \$58 million value-added to the Uralla Shire economy in 2017. The primary production sector will continue to be a prominent job generator, including through research opportunities associated with the University of New England and the CSIRO, which runs an agricultural research station near the town of Uralla. The main primary production industries are cattle for meat, cropping, sheep for meat and fine wool, as well as stud stock production to support the meat and wool enterprises. Uralla Shire is known to produce some of the finest wool in Australia.

The cooler temperatures and high elevations are also suitable for growing produce such as apples, pears, plums, and cherries. Fruit and horticulture contribute just over \$1 million to the Shire economy annually with the smaller orchard blocks being increasingly used for artisan products. The Shire also has several vineyards combining cool climate wine production with restaurant facilities and which provide significant tourism opportunities.

Along with the major industries, there are several small industries and/or manufacturing activities such as a foundry, orchards, herb packaging facility, brewery, steel fabrication, wool garment production, goat milk products, specialist food producers, vineyards, wineries, **whiskey distillery** and gin distillery. Uralla Shire is also the home of Lockheed Martin's satellite tracking station, which is part of a global network of ground-based facilities used to control satellites.

The proximity of the Shire to the University of New England, Armidale is reflected in the significance of higher education as a source of income for the Shire Residents (5% for Uralla Shire compared to a national average of 1.5%.)

Uralla Shire has a growing visitor economy with its emerging artisan products, such as pottery, painting, sculpture, textiles, distilled spirits, arts, crafts, locally brewed beer, skincare products, and gift lines being developed by local producers. Seasonal variation also contributes to the Uralla Shire's visitor economy.

More recent developments also include proposals to construct major renewable energy (solar and wind) establishments, battery storage facility, and industrial land subdivision.



**30%**

Of residents are employed in agriculture



**27%**

Residents have a university qualification



**87%**

Of the land area is used for agriculture



**\$214M**

Gross regional product



**\$1M**

Is the total gross value of fruit and horticulture grown in Uralla in 2015



**\$245,000**

Median house price (3 bedroom)



**\$5M**

was the value of tourism to the Uralla economy



**2nd**

Largest employer in Uralla Shire is education and training



## NATURAL ENVIRONMENT

OUR COMMUNITY PLACES A VERY HIGH CULTURAL VALUE ON THE NATURAL ENVIRONMENT AND OTHER OUTDOOR ENVIRONMENTS, AS THESE FEATURES UNDERPIN OUR LIFESTYLE.

Uralla Shire contains some of the highest-elevation country in Australia and makes for cool to cold winters and mild summers. Due to its recent (in geological terms) volcanic history, much of the Shire is covered in a layer of basalt soil, which has long been utilised for agriculture, in particular, fine wool and fruit (apples and stone fruit) growing.

Much of the basalt tablelands was originally covered in Stringybark and Box Gum grassy Woodlands. New England Peppermint Woodlands were found in depressions, hollows and along low-lying watercourses on the tablelands. Ribbon Gum – Mountain Gum communities are also present on high elevation slopes.

Due to its rich agricultural and mining history, around two thirds of the Shire is cleared of vegetation. Only pockets of native vegetation remain in the main agricultural precincts. There are also active landcare and revegetation projects. Approximately one third of the LGA is currently forested, particularly around the steeper hills and the western areas where the Shire falls away into granite country, that provide habitats for many species of plants and animals.

National parks cover 1,262 hectares (not including nature reserves) of the Shire. The Shire is located on the edge of Oxley Wild Rivers National Park and contains two nature reserves including,

- Mount Yarrowyck Nature Reserve
- Stony Batter Creek Nature Reserve

Mount Yarrowyck Nature Reserve protects an Aboriginal cave painting site and much of the natural environment of Mount Yarrowyck, while Stony Batter Creek Nature Reserve contains an extensive number of indigenous flora and fauna species with the native flora list for the reserve currently consisting of more than 280 individual species. The Uralla flower, *Cheiranthra telfordii*, is unique to the Shire and has been adopted as a floral emblem displayed on the northern entrance sign on the New England Highway.

Uralla Shire is on the eastern edge of the Murray Darling Basin. Rivers and creeks flowing west and north flow directly into this system via the Gwydir River, while rivers to the east of the divide flow into the Macleay River system. The Shire also contains significant areas of Upland Wetlands such as Dangar's and Racecourse Lagoons. These Upland Wetlands are endangered ecological communities unique to higher altitude watersheds (above 900m) and each species is interdependent on the associated species to survive.

## Uralla Shire Opportunities

Today, Uralla Shire remains proudly 'rural'. The community values the area as it is, but also wants to create more opportunities for the future. Growth in agriculture, tourism and industry are most likely to bring these opportunities over time, with key opportunities over the next 20 years including the following.

### **The heritage and character of our towns and villages is part of our identity**

A distinct sense of place exists within each village and this is to be preserved and enhanced. The urban areas are modest, contained and contribute to local and regional tourism.

### **A sunny and windy location - good for renewables**

Due to the area's location on the Great Dividing Range, solar and wind farming is seen as a looming high value industry for the Shire with several large-scale renewable energy projects in the planning, construction and development stages.

### **Accessible centre**

Uralla Shire has excellent transport access links. Proximity to transport corridors is likely to become more of a competitive advantage over the next 20 years and will make the retention of food resources close to growing markets increasingly important.

### **Growth in things that grow**

The traditional economic strengths of Uralla, such as manufacturing, agriculture and agribusiness, will remain important towards 2040.

### **Creativity is in our bones - creative and artisan industries**

The area is already known as the New England textile and art retreat and is establishing a name for its artisan products such as the distilleries, vineyards, brewery and goat products.

### **Affordable alternative**

Uralla Shire is becoming an attractive alternative given the relative affordability of housing compared to surrounding LGAs, combined with the rural lifestyle and amenity.

### 3. Local Strategic Planning Vision

An integrated community developing a vibrant, **innovative** and sustainable future that is built upon the foundations of our past.

A growing community of small-town values connected closely with our citizens which continues to foster quality residential and commercial development.

A community in which the rural New England character is preserved, and lifestyle choices are provided with sustainably planned, well serviced development within safe and friendly neighbourhoods.

An inviting and creative destination that excites the senses and celebrates its rural heritage.

A community dedicated to minimising its ecological footprint, and an environment that is nurtured, healthy, protected and provides opportunities for its sustainable use.

New and existing industries which provide opportunities for a range of local employment and training options, complemented by thriving town centres.

Innovation with imagination will guide Uralla Shire to a progressive and exciting tomorrow, instilling pride and spirit in our citizen centred community.

An independent, strong and engaged community, with a respected leadership which provides for the future needs of its people in a sustainable and financially responsible manner.


## 4. Directions and Planning Priorities

The following directions and planning priorities are the backbone to achieving the community's vision for Uralla Shire. While the directions and planning priorities may change over time, the following will be a constant driving force for future generations to ensure that the Shire is competitive, liveable, sustainable and resilient.



**PRODUCTIVITY**

- Support and manage rural landscapes
- Support new industries on employment lands
- Grow creative and artisan industries
- Support the visitor economy




**LIVEABILITY**

- Living in Uralla LGA
- Places and CBD designed for people
- Celebrate the Shire's heritage assets
- The land of our First People



**SUSTAINABILITY**

- Protect and restore natural habitats
- Adapt to a changing climate



**INFRASTRUCTURE**

- Protect and enhance freight and transport infrastructure
- Manage infrastructure provision
- Creating a pedestrian friendly Uralla Shire

## 5. Productivity



IMAGE TOP: VINEYARD IN URALLA SHIRE  
IMAGE BOTTOM: FINE WOOL PRODUCTION

## 5.1 Support and manage rural landscapes

The Shire's rural landscapes drive the economy. Our strategic location on a national freight and tourist route, access to Sydney, Newcastle, Tamworth and Armidale airports as well as access to a substantial regional population all provide an advantage that may be further developed. The Shire's agriculture and tourism industries have demonstrated resilience and capacity to adapt in the face of significant climatic, economic and policy challenges. These adaptations have included modernisation, increasing productivity, maintaining and enhancing environmental sustainability, and remaining competitive in a global market.

Rural areas should be protected to support agricultural uses as well as diversify to complement the productive capability of the land. The Shire features productive soils and cool climates that complement horticulture, viticulture, cropping and grazing - all strengths of the area. Proximity to transport corridors presents as a substantial competitive advantage that must be maintained.

Improvement in productivity (per hectare) should also be encouraged. This can be achieved by moving to higher value systems, the integration of productivity with the promotion of landscape sustainability, ecosystem services, tourism and a move to more intensive production systems in appropriate areas of the Shire.

Land suitable for agricultural production is a valuable, finite commodity that is to be managed to ensure its long-term protection for future generations. New England North West Climate Change Snapshot (Adapt NSW) predictions show minimum temperatures increasing by 1.6 to 2.7°C, autumn rainfall increasing and winter rainfall decreasing. Severe fire weather days are predicted to increase. These changes need to be recognised in the planning process and capitalised on where possible.

Future planning in the Shire must support rural land use changes permitting a range of land uses that enable farming communities to respond to changing conditions, be they climatic or economic.

Immediate threats to important agricultural land include access to the agricultural supply chain. The continued access to the agricultural supply chain and protection of it will promote this industry through the efficient use of land and infrastructure. This is discussed further in Section 8.1.

Changing seasonal conditions may present opportunities for some producers to develop new practices and increase productivity in some locations and variation to activities. For example, new crops may be grown in some areas that experience more rain, leading to emerging opportunities to diversify agricultural production. Future planning in the Shire will support rural land use changes that enable farming communities to respond to changing conditions, be they climatic or economic.

Moving forward, the key challenges to the Shire will include amending its planning controls to protect its valuable agricultural land while providing adequate residential land stock with minimal land use conflicts. Good planning will help to drive increased returns and diversification while meeting community demands for responsible land-use, addressing

sustainability, carbon retention and adaptation to changing business circumstances and a changing climate. More intensive land-use may be suitable in selected areas to capitalise on the “clean and green” image of local hands on production. This planning can also promote the integration of ecosystem services, such as the provision of wildlife corridors to enable flora and fauna adaptation to a changing climate.

A key challenge for land use planning is to enable flexibility in rural land use while avoiding land use conflict. Flexibility should be provided to enable farmers to adapt to changing markets and climatic conditions, diversify economies such as for tourism purposes while ensuring that land uses that could permanently remove land from productive use or result in land use conflict are avoided. The need for effective and reliable internet connections throughout the Shire will remain important as e-commerce continues to grow.

Opportunities exist for a range of land uses in rural areas that are complementary to agricultural production, including tourism and renewable energy generation, which could provide alternative income streams for farmers. As an example, in high amenity areas opportunities exist for on-farm accommodation as well as activities to broaden the tourism products on offer and augment farm income such as destination weddings.

The majority of Uralla Shire has high solar and wind energy potential. The LGA is the prime location for the future generation of renewable energy and has been identified as one of the key renewable energy precincts in NSW under the New England North West Regional Plan 2036. The continued growth of the renewable energy sector over the next 20 years presents opportunities for the Shire and mapping these areas may assist growth of this industry. It must however also be recognised that this development needs to be managed to minimise adverse impacts on the local environment and on agricultural productivity. Locational requirements for power generation within Uralla Shire include:

- Proximity to the energy source and to parts of the electricity grid with spare capacity,
- The ability to create buffers to sensitive land uses,
- Access to appropriate transport infrastructure;
- **An adequate supply of land stock for residential and commercial development,** and
- Limiting impacts on existing land uses and prominent vistas.

No.	Action	Timing
5.1.1	Identify potential solar and wind energy clusters to support the production of renewable energy in appropriate locations in proximity to TransGrid infrastructure.	Short
5.1.2	Support residential expansion around urban centres where the intensification of land use does not fragment viable extensive agriculture holdings.	Medium
5.1.3	Sustainable land management practices and effective property scale planning are implemented and provide resilience to the anticipated effects of a changing climate.	Medium
5.1.4	Undertake a review of all available commercial and residential land stock and develop a growth strategy to accommodate a minimum 1% annual population growth.	Medium
5.1.5	Facilitate ongoing agricultural productivity and investment in high value agriculture by critically assessing proposals for non-agricultural uses within areas of important farmland and preventing encroachment of incompatible uses.	Long
5.1.6	Continue to protect important farmland to help grow Uralla Shire as an important food bowl for domestic and international exports.	Ongoing
5.1.7	Identify and encourage tourism opportunities that are compatible with and which support sustainable primary production.	Ongoing
5.1.8	Facilitate the integration of ecosystem services and sustainable land management with profitable property management to enhance native flora and fauna and provide resilience to the anticipated effects of a changing climate.	Ongoing
5.1.9	Identify opportunities to increase water security and actively explore possible funding options.	Ongoing



## 5.2 Support new industries on employment lands

The LGA currently has five separate zoned areas for employment land uses. While areas on the highway are well utilised, some zoned employment lands have significant vacant and undeveloped land. Council needs to determine the amount of industrial land that is available to meet current and future demand.

New industries in Uralla Shire are likely to build on existing assets and advantages, and opportunities for diversification will be encouraged. Opportunities include:

- Agribusinesses such as more processing of the Shire's agricultural produce,
- Value-adding agricultural opportunities such as branding, process and packaging or biotechnologies,
- Proximity of research institutes such as University of New England and CSIRO, and
- Taking advantage of existing assets around Uralla, including its supply of industrial land and transport access through the highway for transport and logistics industries.

Agribusiness sustains much of the local economy of Uralla Shire. Diversification has helped to expand agricultural activities, businesses and industries, making agribusiness one of the most important economic sectors. The agribusiness sector will grow with better recognition, protection and expansion of the agricultural supply chain.

The Shire will continue to attract business through its current competitive strengths, which include its excellent access to transport corridors and its position in supply chains. Opportunities for the LGA's economy to evolve and diversify should be strongly encouraged to significantly expand its economic base in high value innovative industry sectors and increase the number of knowledge sector jobs. The Shire should capitalise on new infrastructure, such as the NBN, and seek to leverage these investments and support industry focused around skills, innovation and technology, as well as home-based enterprises.

Significant employment-generating uses in the Shire include manufacturing, service industries, freight and logistics, as well as research and development. A key strength of Uralla Shire is the strong relationship that exists between agriculture and research and development undertaken by the University of New England and CSIRO.

Growth near the Armidale Regional Airport will be likely over the next 20 years, in particular near the new business park. Vacant and development ready employment land has the potential to support value adding industries. Local service industry and rural industry associated with agriculture will continue to be an important source of employment in the future. If needed, Council may have to identify the need for more industrial zoned land in certain locations to support local employment opportunities as required.

No.	Action	Timing
5.2.1	Address infrastructure and development opportunity deficiencies where they constrain the expansion or establishment of industry.	Short
5.2.2	Encourage agribusiness diversification, value-adding opportunities, and more intensive agriculture by reviewing and amending local plans to ensure land use zoning and definitions reflect industry requirements.	Medium
5.2.3	Encourage the development of small and large-scale value-adding activity that complements primary production in the local area, provided it does not adversely impact on areas of primary production significance.	Ongoing
5.2.4	Support the provision of an adequate supply of serviced employment land by monitoring the land <b>stock</b> to ensure a rolling supply remains available.	Ongoing

#### VALUE – ADDING

The term ‘value adding’ refers to the various value-adding activities that occur along the supply chain of every industry sector—from primary production through processing and transport to marketing and sales. Value-adding may include supplying new products or different varieties, changing presentation to meet market requirements, providing expertise and/or services and promotion and marketing activities to differentiate products.

Value-added agriculture generally focuses on production or manufacturing processes, marketing or services that increase the value of primary agricultural commodities. This is often done by increasing appeal to the consumer and the consumer's willingness to pay a premium over similar but undifferentiated products. In agriculture, value-adding can be achieved on-farm, post farm gate, or as a combination of the two. On-farm value adding can be achieved through harnessing science and new technologies to create greater efficiencies and cost competitiveness in farm production.

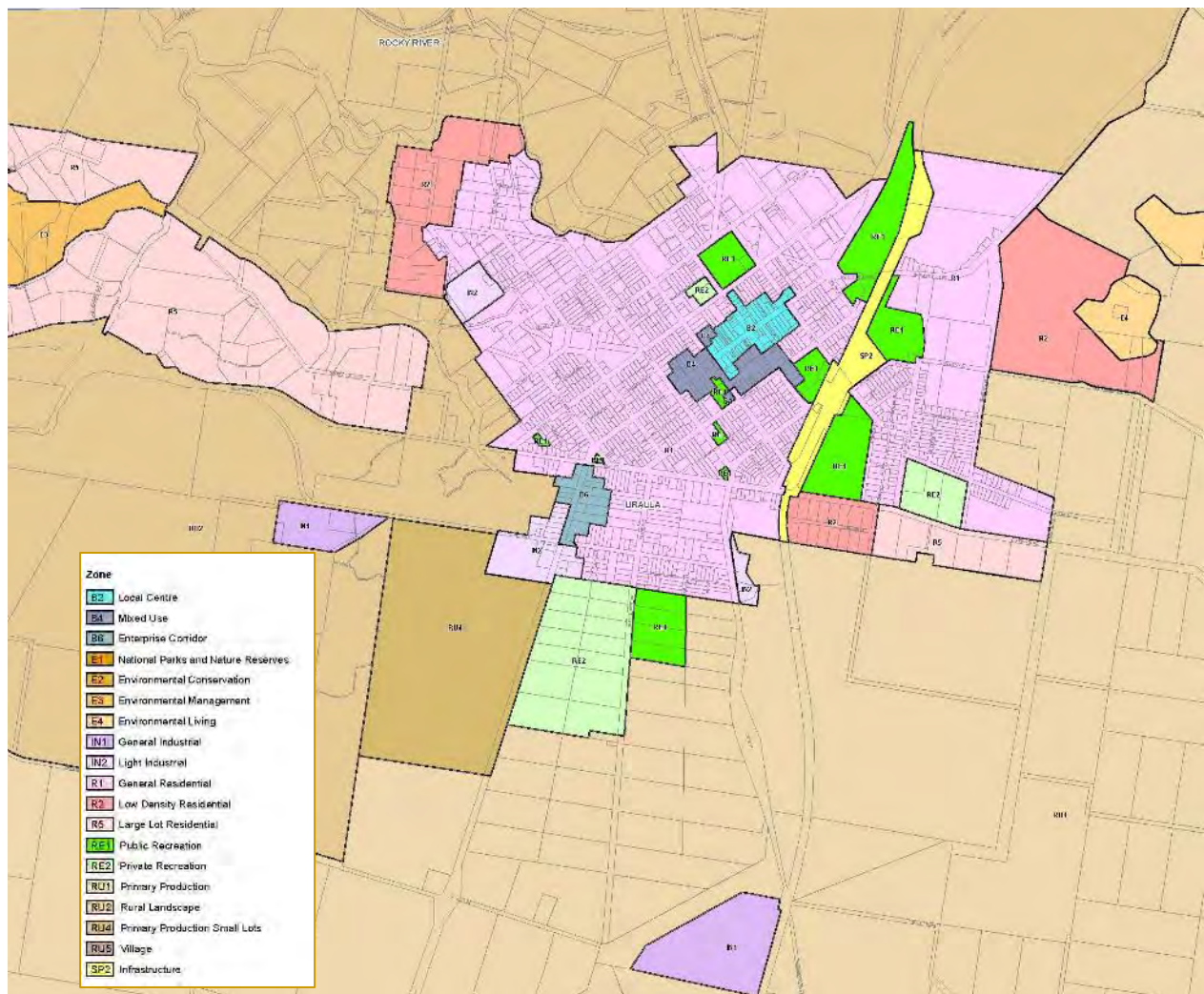


Figure 4: Uralla Local Environmental Plan 2012, depicting the current employment and business zones in the town of Uralla

### 5.3 Grow creative and artisan industries

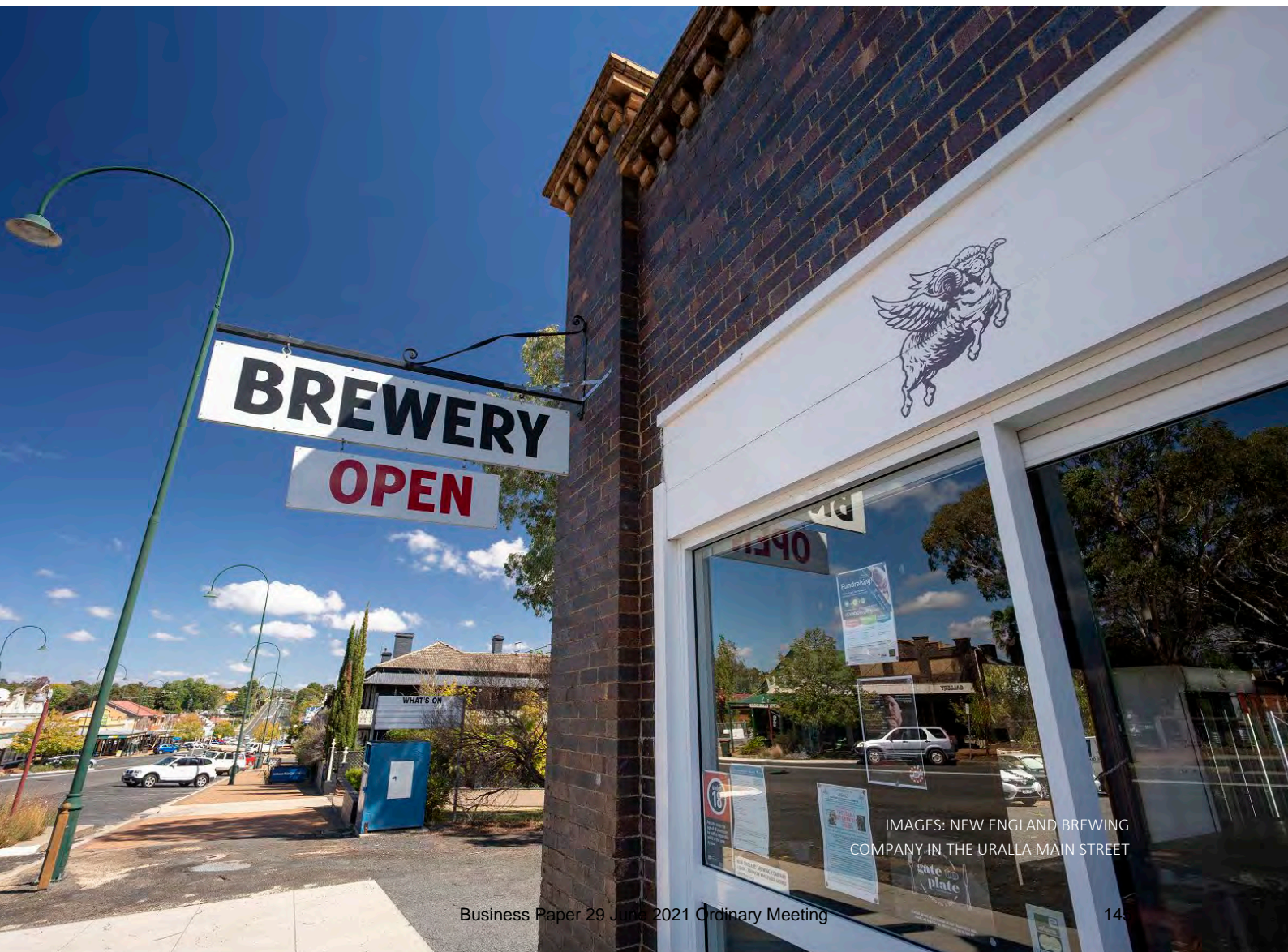
Uralla Shire already has a dynamic creative and artisan industry. The Uralla Shire has developed its reputation as a vibrant and creative hub with blooming businesses such as pottery, painting, sculpture, textiles, distilled spirits, arts, crafts, locally brewed beer, confectionery, skincare products and various other specialised shops as well as dining experiences.

There is intrinsic value in creativity and artisan industries, including the important cultural, economic and social benefits it delivers. It has an important leadership role to play in nurturing a successful future for both artists, crafters, food and beverage makers as well as the many people and professions who are engaged directly through the industries.

A productive artisan and creative sector is recognised as a marker of a vital and successful economy and a liveable community. A strong and vibrant creative and artisan sector has value in itself, however also has broad reaching positive effects on the economy and community, driving value in related industries such as tourism, retail and hospitality. Visitors are increasingly looking for destination 'authentic' experiences, creative expression and the opportunity to enjoy fresh local produce.

Recognising the need to build a stronger creative and artisan presence is needed in order to highlight Uralla Shire's strengths and unique characteristics whilst building on the successes and preparing for growth. This dynamic industry will be supported and facilitated by ensuring spaces and facilities are created that encourage cultural innovation and new forms of artistic expression as well as building capacity to support the growth of the food and beverage tourism industry. This may include events celebrating the Shire's offerings which will help these creative and artisan industries remain sustainable and attract investment.

No.	Action	Timing
5.3.1	Develop LEP and DCP controls that respond to a growing need for social infrastructure including temporary uses such as markets in community centres; facilitate public art in public and private development as well as the use of vacant tenancies for arts, cultural or creative industries.	Short
5.3.2	Investigate opportunities for shared use of government-owned property such as schools, hospitals, libraries, galleries and theatres or community centres for creative uses and/or exhibition spaces.	Long
5.3.3	Distinguish Uralla Shire from other destinations as a creative work and artisan destination.	Ongoing
5.3.4	Facilitate rezonings around economic hubs that would encourage the development of sunrise industries.	
5.3.5	Work with NSW Department of Planning, Industry and Environment to investigate options for amending the standard Local Environmental Plan to provide opportunities for artisan spaces within Uralla CBD.	



IMAGES: NEW ENGLAND BREWING  
COMPANY IN THE URALLA MAIN STREET

## 5.4 Support the visitor economy

Uralla Shire contains some of the region's most valued natural and heritage assets, picturesque landscapes and rustic towns that are uniquely Australian. The area's heritage and clean, green, natural image enhance its appeal as a tourist destination, especially its villages, scenic drives, and various restaurants and cafes.

Tourism expenditure in Uralla Shire is approximately \$6 million a year. Uralla Shire has a number of major tourism drawcards including its gold mining heritage, McCrossin's Mill Museum, heritage walks, vineyards, Captain Thunderbolt historical elements, gin and whiskey distillery, Gostwyck Chapel, Deeargee Woolshed and the natural environment such as the Mount Yarrowyck Nature Reserve. Uralla also supports exciting events such as the Thunderbolts Festival and the Seasons of New England Expo which draw visitors to the area. These features support a strong tourism industry that has considerable potential for further investment and growth over the next 20 years. There is an identified opportunity to broaden the tourism industry by improving the quality of visitor experiences and upgrading a range of tourism assets. The built heritage of Uralla Shire, often associated with the area's wool and gold mining past, is a key attraction for visitors.

The natural landscapes and environmental features of the Shire also attract many visitors for nature-based tourism including the national parks and nature reserves. The area offers opportunities for camping and four-wheel drive expeditions. Land use planning will need to continue to play an important role in protecting and managing the built environment and environmental assets.

Over the next 20 years, it is expected that additional tourism opportunities will emerge. Ongoing planning and investment should occur to develop and protect tourism assets and create new drawcards and significant precincts to attract visitors to Uralla Shire to be a part of its country charm. Further tourism growth will require promotion and continued investment in existing tourist attractions, as well as strategically located accommodation and facilities to access new attractions. There may be opportunities to attract private investment for appropriate tourism infrastructure on public land, including national parks and reserves, to benefit tourism. Flexibility should also be supported for the development of agri-tourism opportunities, in conjunction with agricultural use.

No.	Action	Timing
5.4.1	<p>Protect, enhance and promote the assets that attract tourists and are of value to the community, including:</p> <ul style="list-style-type: none"> <li>Reinforcing the desired roles of various villages and areas in the Uralla Shire tourist experience.</li> <li>Scenic tourist drives and natural and rural landscapes, including historic farmhouses in scenic locations.</li> <li>Heritage, cultural and/or built character of towns, including town entrances or gateways.</li> <li>Providing appropriate protection for environmental assets that underpin ecotourism or recreational opportunities.</li> <li>Increasing visual access to the environments by establishing lookouts, walking trails, picnic areas and interpretive signage in appropriate locations.</li> <li>Facilitating tourism-related developments such as restaurants, festivals, community events, specialist retail and accommodation that add value to existing economic activities.</li> </ul>	Ongoing

# 6. Livability



IMAGE TOP: THUNDERBOLT FESTIVAL PARADE

IMAGE BOTTOM: NEW ENGLAND HIGHWAY, URALLA



6.1 The land of our first people

The Aniwan and Kamilaroi people are the traditional owners of the country that encompasses current day Uralla Shire. There are currently 419 Aboriginal persons living in Uralla Shire. This equates to 6.9% of the population which is significantly more than the State average of 2.9%. Mount Yarrowyck Nature Reserve protects an Aboriginal cave painting site.

The First Nations people in Uralla Shire have contributed significantly to the cultural, sporting and economic development of our shire.

Cultural heritage is important to Aboriginal people as it provides present and future generations with a sense of identity and connection to Country. Uralla Shire has many important sites and attributes of Aboriginal heritage such as middens with over 191 sites already recorded. It is important to preserve these important artefacts and sites and increase public understanding of their significance.

These places holds special meaning for the Aniwan and Kamilaroi people and are highly valued by the wider Aboriginal community. Further research and collaboration with our Aboriginal community is required to better understand and protect Uralla Shire’s broader Aboriginal cultural heritage sites and values through a Cultural Heritage Study. Additionally, comprehensive and up to date mapping of all Aboriginal Cultural Heritage values and sites in the LGA is still to be completed, as the known sites and Aboriginal Places do not necessarily represent the complete extent of such sites and places within the LGA. Council will seek funds to undertake further studies in partnership with the Aboriginal community to ensure that tangible and intangible Aboriginal cultural heritage values are fully assessed and considered as part of any planning and development process so that future adverse impacts are avoided.

The New England North West Regional Plan 2036 includes actions to collaborate and partner with Aboriginal communities in the planning process. Meaningful engagement with Aboriginal communities should be ongoing to support and address current constraints to economic participation and to ensure their culture is shared with the broader community as appropriate.

The active involvement of Traditional Custodians in planning and decision-making processes is imperative, particularly given the high number of cultural sites and artefacts to be identified and considered in Uralla Shire.

No.	Action	Timing
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6.1.1 Recognise and reflect the economic and social needs of Aboriginal communities in land use planning through consultation and engagement with those communities. Ongoing

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6.1.2 Preparation of an Aboriginal Cultural Heritage Study to inform amendments to the Uralla LEP 2012 to protect Aboriginal cultural heritage and cultural landscapes. Map and provide appropriate existing archaeological studies, due diligence surveys and relevant reports to Heritage NSW to assist proponents with the development assessment process. Short Term

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6.1.3 Develop a framework for Uralla Shire Council to embrace and celebrate our Aboriginal culture and heritage including the following. Ongoing

- Initiatives to improve engagement with the Aboriginal Community.
  - Engage with the Local Aboriginal Community to ensure their culture is shared with the broader community as appropriate.
  - The identification and development of strategies and programs to tell the story of a local area, and the diversity of its history and culture.
  - Continue to develop and support public programs, activities and operations that promote cultural diversity and provide opportunities for indigenous and intercultural learning opportunities.
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## 6.2 Places and CBD designed for people

Uralla Shire is a highly liveable place with an agreeable climate, beautiful landscape and a strong sense of community. Promoting and enhancing the Shire's liveability will ensure its residents stay positive about their communities. Liveable places also attract highly skilled and creative people who drive innovation and economic growth.

An identifiable sense of place emerges from a unique set of characteristics and quality—visual, cultural, environmental and social. Communities with a high level of attachment to where they live, shop, and do something for recreation, also tend to have a high rate of economic growth. Place-making is a strategy designed to promote people's health, happiness, prosperity and wellbeing within this context.

Recognising the value of place-making in shaping and enhancing distinctive and positive communities, and by successfully reinforcing local identity, will help create social and economic dividends for each community. Understanding the unique character of each village in Uralla Shire is important in providing an exceptional experience for residents and visitors. This should include identifying opportunities with the community to strengthen and maintain what makes the character of each place distinct.

The Uralla CBD offers residents and visitors a wide range of options for employment, dining, beverages, local produce, art, recreation and living. Uralla CBD has a history of outstanding public works, formal parks and attractive public spaces such as the new playground at Alma Park in Uralla. This legacy needs to be maintained and extended to make all parts of the centre and surrounds more liveable within the context of their existing and future character and form.

Simple and effective ways to improve liveability could be through creating more shade areas. Given the Uralla Shire's climate there is an emphasis on the need to plant trees and build other shade structures in areas such as playgrounds or sporting fields. Tree and other plantings have multiple benefits of providing protection from the sun and to some extent rain and wind, whilst providing a more visually appealing streetscape, reinforcing environmentally sustainable practices, providing focal points for resting or pedestrian spaces and creating microclimate improvements.

Ensuring the continued primacy of the CBD, where the greatest level of public infrastructure investment has occurred, is an important land use planning objective. Out-of-centre commercial activity, such as shops or offices, should be avoided to ensure that it does not detract from the viability and vibrancy of the CBD. A more focused place-making approach in the CBD should be adopted to strengthen the design quality of public spaces, accessibility and the interfaces between private developments and the public domain.

No.	Action	Timing
6.2.1	Seek opportunities to enhance place making features of the Uralla CBD to ensure its character is developed and that the streets and parks are attractive, pleasant places for people to visit, shop and do something for recreation.	Short
6.2.2	Support government and community place-making efforts and the important role of local character to enhance Uralla Shire's reputation for liveability and economic vitality.	Short to medium
6.2.3	Support place making opportunities by investigating more opportunities for shade strategies and implementing the Urban Tree Policy.	Ongoing
6.2.4	Consider and implement a range of urban design land use planning strategies to create healthy built environments utilising the Urban Design for Regional NSW guidance from the Government Architect NSW.	Ongoing



### 6.3 Celebrate the Shire's heritage assets

The Uralla Shire's heritage and culturally significant buildings and places give it a distinct character linked to the attitudes and values that have shaped its role in NSW history. Uralla Shire Council is proactive in this space with several heritage studies completed and conservation areas identified and protected under the Uralla LEP 2012. The Uralla LEP 2012 includes 55 listed heritage items and 4 conservation areas. It is also part of the State, National and World heritage listed 'Gondwana Rainforests of Australia' and has a further 5 items listed on the State Heritage Register.

The main commercial area in Uralla contains a distinctive collective of period shop fronts dating from the late 19th century and into the first part of last century. A recent heritage study stated, *'individual period shopfronts are becoming scarce and as a collective, and a collective spanning such an historic date range as in Uralla, is rare'*. Together with the unique range of retail and dining offerings, this heritage is a community asset and a cultural tourism attraction.

The Rocky River goldfield conservation area has also been identified as a rare asset. The Rocky River goldfield became the richest field in NSW, producing over 30,000 ounces of gold in 1863. The heritage significance of its physical remains of mining are a significant part of NSW and Australian history. Valuable assets such as the goldfields need careful management as they can enliven history, engender a sense of identity, and provide a window on the past that can guide us in the future.

These areas and sites and their cultural assets in particular are valuable for tourism due to their rareness. Many tourists seek heritage tourism experiences and in planning for the next 20 years, heritage places must continue to be protected to help contribute to the sense of place, economy, and employment.

It is also important for the ongoing conservation and retention of many cultural heritage items that they have a useful purpose. There is also opportunity for our heritage to be better promoted and preserved. For heritage to be valued and preserved, the community and visitors need to be able to engage with individual heritage items and places and easily understand their stories. Adaptive or sympathetic use of heritage items can promote heritage conservation and appreciation, especially in areas where resources are limited.

Council aims to improve planning controls to promote restoration, preservation and adaptive reuse of items as well as improving the availability and accessibility of information telling our stories of the past to current and future generations. Promoting the adaptive reuse of our heritage can bring forth economic growth in our tourism and retail sectors

Development can also have the potential to impact on existing and yet to be identified cultural heritage items. Where impacts from new development near heritage areas cannot be avoided, proposals that reduce the extent and severity of any impacts through sympathetic design should be encouraged.

No.	Action	Timing
6.3.1	Preserve and enhance the heritage character of areas or places that are strongly valued for their unique design and tourism appeal. This could include recognising and recording the desired character of areas with significant heritage to ensure the design of buildings and public places, such as streetscapes and entrances, supports desired directions. It may also include working proactively with developers at the earliest stage to ensure that streetscapes and entrances are preserved.	Ongoing
6.3.2	Accommodate appropriate development opportunities that facilitate the adaptive or sympathetic use of heritage items.	Ongoing
6.3.3	Promote and encourage heritage tourism programs and events	Ongoing



## 6.4 Living in the Uralla Shire Local Government Area (LGA)

Many residents live in or around the towns of Uralla and Bundarra, while a number of settlements and rural residential areas are dispersed through the remainder of the Shire to support its remaining residents. Smaller settlements and rural areas in Uralla Shire rely on larger settlements such as Tamworth, Armidale and Inverell for higher order health and education services and major shopping needs. The relatively remote nature of many areas in Uralla Shire, such as Bundarra, means that small towns and settlements are more self-sufficient than similar-sized communities closer to the regional cities. The amenity and country ambiance of these areas provides its unique attraction especially given access through the internet and relatively short travel times.

Settlement planning in the Uralla Shire is based on strong social and economic interrelationships within the Shire and across LGA boundaries. The sharing of resources, services and economic development initiatives between communities is one way to assist in maintaining the viability of small settlements and minimising the social and economic disadvantage associated with a lack of access to services or employment. This requires future land use and infrastructure planning to consider each community individually.

The decline in household size and the ageing of the population will mean more housing variety is needed to support changing lifestyles. A challenge for Uralla Shire is the mismatch between the available housing stock or land and the needs of residents, such as smaller housing for the aged.

Attracting and retaining younger age groups for education and employment will be critical to maintain a diverse community and assist in housing investment. Future growth should also be promoted in locations that build on existing and potential strengths, as well as infrastructure and services that have capacity. Limiting development in places that are difficult to service adequately may assist in improving existing areas.

Housing for temporary workers associated with large renewable energy projects needs to be considered in the planning and development stage as projects develop.

No.	Action	Timing
6.4.1	Continue to monitor residential and commercial land stock to determine whether rezoning is required to accommodate long term needs of the community and unforeseen growth pressures.	Short to medium
6.4.2	Investigate options to provide housing and accommodation for temporary employees involved in construction of renewable energy projects to enable access to services and community integration as well as social cohesion with the existing communities.	Ongoing

# 7. Sustainability



IMAGE TOP: NATIONAL PARKS IN URALLA LGA

IMAGE BOTTOM: SWAMP WALLABY

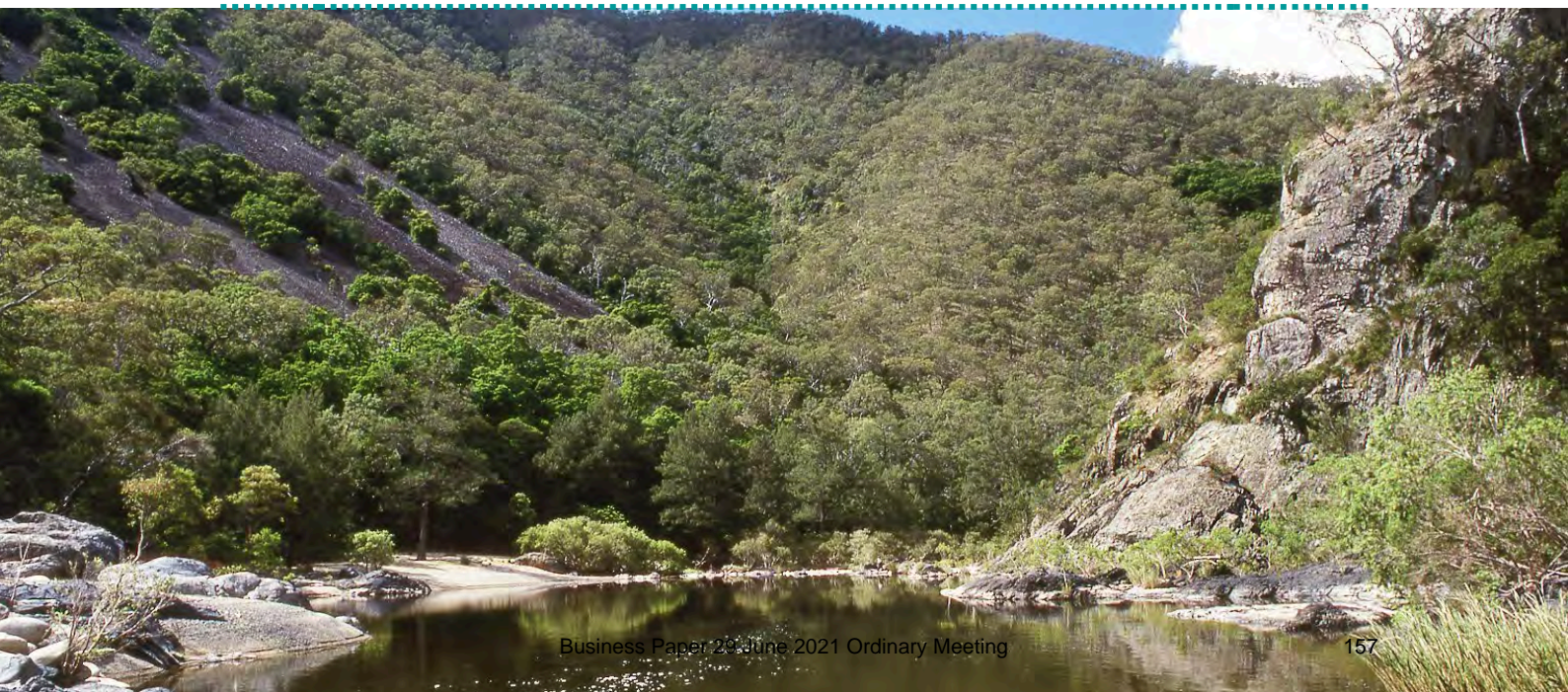
## 7.1 Protect and restore natural habitats

Uralla Shire contains a number of unique and special ecosystems including threatened ecological communities and endangered ecosystems. These include The Uplands Wet Lands of the New England Tablelands, the New England Peppermint Woodland, the Ribbon Gum-Mountain Gum-Snowy Gum Grassy Forest, and the White Box-Yellow Box-Blakely's Red Gum Woodland. Each system contains its own threatened and endangered species. The Shire also contains extensive areas of potential Koala habitat.

The protection of the Shire's environmental assets and associated biodiversity is essential. A healthy ecology and rich biodiversity are valuable in their own right and help create more liveable towns that can strengthen Uralla Shire's competitive advantage. Protecting the remaining assets and regenerating more assets also enhances the overall capacity of the Shire to respond to and be resilient to the effects of a changing climate.

While many of these assets need to be managed and protected, they can also create opportunities, especially around nature-based tourism and providing ecosystem services. This is especially true for the features that have strong links with other LGA's or act as a water supply for external areas due to the natural flow of many rivers within Uralla Shire. As such, biodiversity decisions can have far-reaching implications. Biodiversity is key opportunity to reposition the Shire as a nature-based tourist destination.

No.	Action	Timing
7.1.1	Where appropriate, encourage the integration of tourism and environmental assets for the overall benefit of the region.	Short
7.1.2	Enhance and protect existing native and remnant flora and fauna through revegetation and biodiversity programs.	Ongoing
7.1.3	Maintain collaborative working relationships with primary producers and rural land owners to identify and protect native and remnant vegetation and wildlife corridors.	Ongoing



## 7.2 Adapt to a changing climate

New England Northwest Climate Change Snapshot (Adapt NSW) predicts temperatures in the Shire will increase, minimums by 1.6 to 2.7 °C and maximums by 1.9 to 2.7 °C. Rainfall will decrease over winter and increase in autumn, and become more variable. The bushfire [forest fire] danger index will also increase. These changes will have a severe, adverse impact on our native ecosystems and on individual species. The changes will increase fire risk to property, and they will impact on water supply as well as agricultural productivity which will present challenges to be addressed and opportunities to be capitalised on.

In adapting to the changing climate there will be need for Council to work with Landcare, Government Departments and landowners to facilitate the provision of effective corridors for the movement of species (flora and fauna) and adaptation to climate changes across the Shire/Region.

In terms of water supply, there will be need to plan for more efficient water use in urban and rural areas and to provide for increasing variability in the supply. Uralla Shire will need to source alternative supplementary water supplies for Uralla and Bundarra or adapt to increasing variability in supply. In recent years state and local government and rural communities have improved water security through augmentation of supply, the introduction of permanent water conservation, and measures such as wastewater re-use and stormwater harvesting. Improved water efficiency of buildings and the incorporation of water-sensitive urban design (WSUD) principles in the development process will lead to more efficient water consumption.

Some areas on the tablelands are however predicted to get more rainfall as a result of changing weather patterns. The predicted increasing rainfall may provide the area's primary producers with a variety of opportunities. Over the next 20 years Council will need to consider options for additional water storage if rainfall continues to increase. Council is currently developing an Integrated Water Management Catchment Plan. The Plan is a proactive approach to catchment management, recognising it as an important barrier to water quality risks especially with a changing climate in Uralla Shire.

Fires are expected to become more frequent and more severe. This must be planned for and managed, particularly in large lot residential and environmental zones. Land use planning can assist in emergency management-decision making to reduce the likely effect and consequences of natural hazards.

The increased temperature will improve liveability compared to surrounding regions, with lower elevations where temperatures may increase to uncomfortable levels. This could be capitalised on in promotion of the Shire as a destination.

Agricultural systems will need to adapt to increased variability in feed and water supply and the impact on the natural systems.

The central section of Uralla Shire has been targeted by the State Government for renewable energy development. Renewable energy is predicted to be a growth industry in Uralla, and it is important to continue to investigate ways to organise land use such that it supports renewable and clean energy technologies. These opportunities suit the Uralla Shire climate due to its high wind and solar energy potential, providing an ongoing competitive advantage.

These initiatives will extend the life and reliability of the Shire's water and energy supplies and allow the population and economy to grow without placing unsustainable demands on our natural resources. The impact on the landscape and the community needs to be taken into account in the planning process.

The changing climate presents numerous risks which may include an increase in natural hazards, including an increase in bushfire hazards and severity of storm events as well as reduced water availability. The increased risk of bushfire is especially relevant to the Shire as it may have implications for the tourism industry and cultural heritage assets in particular.

Land-use planning can assist in emergency management decision-making to reduce the likelihood, effect and consequences of natural hazards. At-risk areas will be identified using the best available information and provisions will be updated to respond to those risks.

No.	Action	Timing
7.2.1	Energy efficiency and reduction of greenhouse gases from electricity usage are improved through adjustments to building siting, orientation, design, construction and use of technologies.	Ongoing
7.2.2	Enhance the resilience and capacity of natural assets to adapt to a changing climate and buffer people, infrastructure and biodiversity from the impact of extreme events. Use disaster risk management planning, adaptation strategies and avoidance of exposure to high-risk areas to minimise Uralla Shire's vulnerability to associated impacts as well as water efficiency measures.	Ongoing
7.2.3	Support the development of small to large scale renewable energy projects in appropriate locations.	Ongoing
7.2.4	Support Uralla Shire's Integrated Water Management Catchment Plan by undertaking the strategies within the plan.	Ongoing

## Zero Net Energy Town

The NSW Government, through the Office of Environment and Heritage, has supported the Zero Net Energy Town (Z-NET) initiative to develop a case study of how Uralla could be Australia's first 100% renewable community and to establish a blueprint for others to follow.

A zero net energy town is a community that reduces and balances its local energy needs with a 100% renewable energy supply. This is done firstly by reducing energy use and then importing or locally producing enough energy to meet or exceed the community's demand.

The Z-NET initiative initially encompasses stationary energy and excludes transport fuels such as petrol and diesel. Uralla's current stationary energy needs comprise electricity (49%) and firewood (45%) with a modest use of LPG gas (6%). Uralla energy consumers currently spend a total of approximately \$12M per year to meet their energy needs. The project was managed by the Z-NET Consortium, led by Starfish Initiatives.



Uralla Case Study

# 8. Infrastructure



IMAGE TOP: **MANAGE AND IMPROVE** THE EFFICIENCY OF TRANSPORT NETWORKS

IMAGE BOTTOM: PROMOTING A PEDESTRIAN FRIENDLY URALLA

## 8.1 Manage and enhance freight and transport infrastructure

The town of Uralla is located at the intersection of Thunderbolts Way and the New England Highway. Thunderbolts Way is a growing tourist route whilst the New England Highway is the main intra and inter-regional transport corridor, giving easy passenger and freight access to Armidale, Sydney and Brisbane.

Safe and efficient transport of freight and passengers on these corridors is critical to the Shire's prosperity. There is currently a heavy reliance on these transport corridors for transport of people and goods, including as a tourism passage. Upgrades to the New England Highway, such as from Willow Tree to Armidale, will continue to provide a safe and efficient corridor. The New England Joint Organisation is currently developing a Road Network Strategy. The strategy will investigate ways that freight can access road, rail and air transport which is critical to supporting and growing the region's economy and agricultural production.

Growing infrastructure demand supports the movement of freight associated with the region's agricultural products to key transport facilities such as ports and markets. This at times can result in increasing conflicts between freight and other network users on existing road networks. The effective integration of roads to export markets is essential to support the competitiveness of Uralla Shire and the tablelands into the future. Uralla Shire supports Transport NSW initiatives including New England Highway Improvements (Willow Tree to Armidale) and the New England North West Regional Transport Plan to assist in the growing movement of freight through the region.

The integration of major logistics and freight corridors in the Shire, in conjunction with potential freight hubs, will be considered with a view to the long-term freight demand of New England North West. This LSPS seeks to optimise freight-related activities and support efficient and effective operations including protecting the corridors from land-use conflicts. With future growth in agricultural output, consolidating logistics functions into freight hubs can improve the efficiency of freight distribution to external markets.

No.	Action	Timing
8.1.1	Understand and ensure efficient ways to transport products between producers and markets including managing the local network to improve capacity, safety and functionality.	Short
8.1.2	Manage and improve the efficiency of transport networks, infrastructure and corridors from incompatible land uses.	Medium

## 8.2 Managing the provision of infrastructure

Timely provision of infrastructure and services is required to support future growth and change in Uralla Shire. Areas in Uralla Shire that are zoned but not yet developed may have to be reviewed to accommodate demand into the future. The delivery of new areas over the next 20 years will need to be planned for in a timely and economic manner that minimises expenditure.

Infrastructure is the backbone to the liveability of the area, connecting the community to the broader region and making it an attractive place for investment and economic development. The long distances to regional cities from parts of the Shire means that these areas need to maintain a degree of self-sufficiency. Growth in the villages in the Shire will result in demand for additional water, energy and utility infrastructure. Infrastructure supporting rural activities must be designed at a scale appropriate for use.

The effective and efficient planning and provision of new infrastructure, upgrades and maintenance will be achieved through improved coordination, collaboration, consultation and innovation. To achieve this, a shared level of understanding of issues and priorities between all levels of government, infrastructure providers, and the community is required. Efficient use of existing systems and preservation and identification of utility infrastructure corridors will be important over the next 20 years.

No.	Action	Timing
8.2.1	Prepare development contributions plans such as Section 7.11 and 7.12 Contributions Plans to fund infrastructure identified as necessary to support growth.	Short
8.2.2	Identify key regional priorities for improved utilities, energy and telecommunications infrastructure and seek funding to implement these projects.	Medium
8.2.3	Promote infrastructure planning that is coordinated with development needs and the key locations for growth.	Ongoing

### 8.3 Creating a pedestrian friendly Uralla Shire

Supporting land-use planning outcomes that reduce reliance on motor vehicles where possible will be important over the next 20 years. While the more remote areas in Uralla Shire are unlikely to require further connections, within the Uralla and Bundarra town centres improving pedestrian connections will be important not only for residents but also for visitors to enjoy all the unique offerings in a safe and accessible way. Improving connections within the Uralla town centre to link key activity generators such as popular restaurants or schools will be integral to a healthier and more liveable environment for all.

Research shows that people walk more when they have access to pedestrian routes and connections that are safe, direct and pleasant to use. Importantly, it is also well recognised that walkable neighbourhoods increase potential for incidental expenditure and are beneficial to the economy of main streets and retail centres.

Uralla Shire Council adopted a Pedestrian Access and Mobility Plan (PAMP) in August 2019. The plan has been prepared to guide the future provision and management of pedestrian facilities within the town of Uralla. The aim of the PAMP is to develop a long-term strategy and action plan for the development of pedestrian facilities within Uralla in a coordinated and strategic approach that provides safe, convenient and connected pedestrian routes and infrastructure to the community. The PAMP includes various works to improve pedestrian and access mobility facilities in Uralla.

Improving the pedestrian environment in existing areas can be achieved by creating quality pedestrian links and short cuts. This is not only key in larger towns such as Uralla, but the same can also apply to villages such as Bundarra and Invergowrie. Cohesive and connected pedestrian and cycling movement networks in these areas can provide improved access to natural environments, increasing the health and wellbeing of residents in these smaller communities.

High-quality pedestrian infrastructure like footpaths and crossings are also important to ensure communities, businesses and services are accessible to people with mobility limitations. Continuous, high-quality walking routes between major facilities need to be developed and streets need safe, pleasant and attractive walking routes. Planning of the Uralla town centre to support walking and cycling will have the potential to generate significant benefits to residents and visitors.

No.	Action	Timing
8.3.1	Plan for a continuous, safe and accessible pedestrian network around the Uralla town centre and identify and enhance major pedestrian links, including those that intersect with the highway by undertaking actions contained within the Uralla PAMP.	Short to long
8.3.2	Plan for a safe and accessible pedestrian pathway in smaller villages including Bundarra, Invergowrie, Kentucky and Kingstown.	Short to long

## 9. Implementation

Implementing the Uralla Shire LSPS will require sustained, coordinated action by all levels of government, the private sector and the community. Planning at a local scale will help achieve a better balance between jobs and population changes across the LGA and provide a basis for cross boundary collaboration with (and between) local governments.

The Uralla Shire LSPS outlines a long-term land use vision and strategy for the Uralla Shire LGA that will be realised through:

- Amendments to Council plans and policies that provide the delivery framework for Council's strategic planning,
- Ongoing advocacy, and
- Decisions of Council.

### 9.1 Monitoring and reporting

The Uralla Shire LSPS is a living document that will be updated regularly. Legislation requires a review at least every seven years. Council will align this work to the integrated planning and reporting framework by:

- Reviewing actions contained in this plan at least every four years as the Community Strategic Plan is reviewed to reflect a shared view on the future for the Uralla Shire,
- Linking actions with our Delivery Program and Operational Plan, and
- Reporting on the planning priorities and actions in our annual report.

Council will monitor, review and report on its LSPS to ensure that its planning priorities are being achieved. Council will use the existing Integrated Planning and Reporting (IP&R) framework under the *Local Government Act 1993* for the purpose of monitoring implementation of the LSPS.

### 9.2 Timeframes

The Uralla Shire LSPS has an active, foreseeable planning horizon of 20 years. The strategies and actions in this plan accommodate, at least, this 20-year horizon. The implementation of the Uralla Shire LSPS will be an ongoing program of work through the delivery of the identified actions. Each action presented will be delivered over the 20-year timeframe. Actions have been proposed as either short-term (0-5 years), medium-term (5-10 years) or long-term (10+ years) in order to stage the delivery of the actions. The delivery of the actions presented will be dependent on Council resources and other funding.

## Appendix A – **Glossary**

ABS	Australian Bureau of Statistics
Climate Change	A change in the state of the climate that can be identified by changes in the mean and/ or the variability of its properties, and that persists for an extended period, typically decades or longer (Garnaut Review, 2008)
CBD	Central Business District
CSP	Community Strategic Plan
DCP	Development Control Plan
EP&A	Environmental Planning and Assessment Act 1979
Employment Lands	Employment lands has the same definition as the New England North West Regional Plan, 2036 and includes land zoned IN1 General Industrial, IN3 Heavy Industry and B5 Business Development under the Uralla Local Environmental Plan 2012
Greenfield	Undeveloped land identified for residential or industrial/commercial development
Infill	Development of unused or under-utilised land in existing urban areas. Most infill development sites are in centres such as the Uralla CBD, offering the possibility of better utilising existing infrastructure to accommodate population growth
IP&R	Integrated Planning and Reporting
LEP	Local Environmental Plan
LGA	Local Government Area
LG Act	Local Government Act 1993
LSPS	Local Strategic Planning Statement
LALC	Local Aboriginal Land Council

## **Appendix B – Relationship to New England North West Regional Plan and the Uralla Shire Community Strategic Plan**

Uralla Shire LSPS – Planning Priority	New England North West (NENW) Regional Plan 2036	Uralla Shire Community Strategic Plan (CSP) 2017 – 2027
<b>PRODUCTIVITY</b>		
5.1 - Support and manage rural landscapes	<p>Planning priority 5.1 and associated actions are consistent with the following in the NENW Regional Plan</p> <ul style="list-style-type: none"> <li>• Direction 1: Expand agribusiness and food processing sectors</li> <li>• Direction 2: Build agricultural productivity</li> <li>• Direction 3: Protect and enhance productive agricultural lands</li> <li>• Direction 5: Grow New England North West as the renewable energy hub of NSW</li> </ul>	<p>Planning priority 5.1 and associated actions are consistent with the following in the Uralla Shire CSP</p> <ul style="list-style-type: none"> <li>• 2.1 An attractive environment for business, tourism and industry</li> </ul>
5.2 - Support new industries on employment lands	<p>Planning priority 5.2 and associated actions are consistent with the following in the NENW Regional Plan</p> <ul style="list-style-type: none"> <li>• Direction 1: Expand agribusiness and food processing sectors</li> <li>• Direction 6: Deliver new industries of the future</li> <li>• Direction 7: Build strong economic centres</li> </ul>	<p>Planning priority 5.2 and associated actions are consistent with the following in the Uralla Shire CSP</p> <ul style="list-style-type: none"> <li>• 2.1 An attractive environment for business, tourism and industry</li> <li>• 2.2 Growing and diversified employment, education and tourism opportunities</li> </ul>
5.3 -Grow creative and artisan industries	<p>Planning priority 5.3 and associated actions are consistent with the following in the NENW Regional Plan</p> <ul style="list-style-type: none"> <li>• Direction 7: Build strong economic centres</li> <li>• Direction 8: Expand tourism and visitor opportunities</li> <li>• Direction 17: Strengthen community resilience</li> </ul>	<p>Planning priority 5.3 and associated actions are consistent with the following in the Uralla Shire CSP</p> <ul style="list-style-type: none"> <li>• 2.1 An attractive environment for business, tourism and industry</li> <li>• 2.2 Growing and diversified employment, education and tourism opportunities</li> </ul>
5.4- Support the visitor economy	<p>Planning priority 5.4 and associated actions are consistent with the following in the NENW Regional Plan</p>	<p>Planning priority 5.4 and associated actions are consistent with the following in the Uralla Shire CSP</p>

Uralla Shire LSPS – Planning Priority	New England North West (NENW) Regional Plan 2036	Uralla Shire Community Strategic Plan (CSP) 2017 – 2027
	<ul style="list-style-type: none"> <li>Direction 8: Expand tourism and visitor opportunities</li> </ul>	<ul style="list-style-type: none"> <li>2.1 An attractive environment for business, tourism and industry</li> </ul>
<b>LIVEABILITY</b>		
6.1 - The land of our first people	<p>Planning priority 6.4 and associated actions are consistent with the following in the NENW Regional Plan</p> <ul style="list-style-type: none"> <li>Direction 22: Increase the economic self-determination of Aboriginal communities</li> <li>Direction 23: Collaborate with Aboriginal communities to respect and protect Aboriginal culture and heritage</li> </ul>	<p>Planning priority 6.4 and associated actions are consistent with the following in the Uralla Shire CSP</p> <ul style="list-style-type: none"> <li>1.1 - A proud, unique and inviting community</li> <li>1.3 A diverse and creative culture</li> </ul>
6.2 - Places and CBD designed for people	<p>Planning priority 6.2 and associated actions are consistent with the following in the NENW Regional Plan</p> <ul style="list-style-type: none"> <li>Direction 17: Strengthen community resilience</li> </ul>	<p>Planning priority 6.2 and associated actions are consistent with the following in the Uralla Shire CSP</p> <ul style="list-style-type: none"> <li>1.1 - A proud, unique and inviting community</li> </ul>
6.3 - Celebrate the Shire's heritage assets	<p>Planning priority 6.3 and associated actions are consistent with the following in the NENW Regional Plan</p> <ul style="list-style-type: none"> <li>Direction 24: Protect the region's historic heritage assets</li> </ul>	<p>Planning priority 6.3 and associated actions are consistent with the following in the Uralla Shire CSP</p> <ul style="list-style-type: none"> <li>3.1 To preserve, protect and renew our beautiful natural environment</li> </ul>
6.4 - Living in the Uralla Shire LGA	<p>Planning priority 6.1 and associated actions are consistent with the following in the NENW Regional Plan</p> <ul style="list-style-type: none"> <li>Direction 18: Provide great places to live</li> <li>Direction 20: Deliver greater housing diversity to suit changing needs</li> <li>Direction 21: Deliver well planned rural residential housing</li> </ul>	<p>Planning priority 6.1 and associated actions are consistent with the following in the Uralla Shire CSP</p> <ul style="list-style-type: none"> <li>1.1 - A proud, unique and inviting community</li> </ul>

Uralla Shire LSPS – Planning Priority	New England North West (NENW) Regional Plan 2036	Uralla Shire Community Strategic Plan (CSP) 2017 – 2027
<b>SUSTAINABILITY</b>		
7.1 - Protect and restore natural habitats	Planning priority 7.1 and associated actions are consistent with the following in the NENW Regional Plan <ul style="list-style-type: none"> <li>• Direction 10: Sustainably manage and conserve water resources</li> <li>• Direction 11: Protect areas of potential high environmental value</li> </ul>	Planning priority 7.1 and associated actions are consistent with the following in the Uralla Shire CSP <ul style="list-style-type: none"> <li>• 3.1 To preserve, protect and renew our beautiful natural environment</li> <li>• 3.2 Maintain a healthy balance between development and the environment</li> </ul>
7.2 - Adapt to a changing climate	Planning priority 7.2 and associated actions are consistent with the following in the NENW Regional Plan <ul style="list-style-type: none"> <li>• Direction 10: Sustainably manage and conserve water resources</li> <li>• Direction 12: Adapt to natural hazards and a changing climate</li> </ul>	Planning priority 7.2 and associated actions are consistent with the following in the Uralla Shire CSP <ul style="list-style-type: none"> <li>• 3.2 Maintain a healthy balance between development and the environment</li> </ul>
<b>INFRASTRUCTURE</b>		
8.1 - <b>Manage</b> and enhance freight and transport infrastructure	Planning priority 8.1 and associated actions are consistent with the following in the NENW Regional Plan <ul style="list-style-type: none"> <li>• Direction 13: Expand emerging industries through freight and logistics connectivity</li> <li>• Direction 14: Enhance transport and infrastructure networks</li> </ul>	Planning priority 8.1 and associated actions are consistent with the following in the Uralla Shire CSP <ul style="list-style-type: none"> <li>• 2.3 A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycleways that are adequate, interconnected and maintained</li> </ul>
8.2 – Managing the provision of infrastructure	Planning priority 8.2 and associated actions are consistent with the following in the NENW Regional Plan <ul style="list-style-type: none"> <li>• Direction 16: Coordinate infrastructure delivery</li> </ul>	Planning priority 8.2 and associated actions are consistent with the following in the Uralla Shire CSP <ul style="list-style-type: none"> <li>• 2.4 Communities that are well serviced with essential infrastructure</li> </ul>

Uralla Shire LSPS – Planning Priority	New England North West (NENW) Regional Plan 2036	Uralla Shire Community Strategic Plan (CSP) 2017 – 2027
8.3 Creating a pedestrian friendly Uralla Shire	<p>Planning priority 8.3 and associated actions are consistent with the following in the NENW Regional Plan</p> <ul style="list-style-type: none"> <li>• Direction 19: Support healthy, safe, socially engaged and well-connected communities</li> </ul>	<p>Planning priority 8.3 and associated actions are consistent with the following in the Uralla Shire CSP</p> <ul style="list-style-type: none"> <li>• 1.2 A safe, active and healthy shire</li> <li>• 2.3 A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycleways that are adequate, interconnected and maintained</li> </ul>



Image: Thunderbolt's Statue

## Uralla Shire Council

### Local Strategic Planning Statement Stakeholder Engagement Report

March 2021



## Acknowledgment of Country

Locale Consulting acknowledges the Aniwani people, the custodians of the land to which this plan applies. We pay our respect to all Aboriginal people of this land and to Elders past, present and future.



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### Document Control

Job Number: 2021/658  
Job Name: Uralla Local Strategic Planning Statement – Exhibition consultation  
Client: Uralla Shire Council  
Job Contacts: Matt Clarkson - Manager of Development and Planning  
Document Name: Stakeholder Engagement Report

Version	Date	Author	Reviewer	Approved
Draft	10.03.21	Katrina Burbidge	Steve Thompson	Steve Thompson

### Disclaimer:

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# 1. Introduction

## 1.1 Project background and report purpose

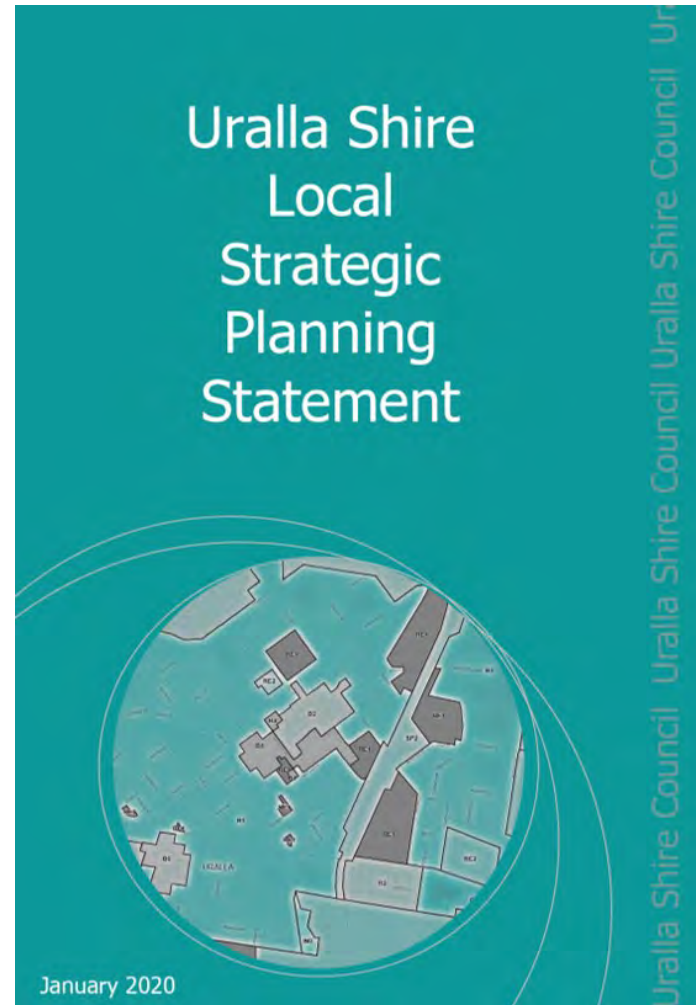
The purpose of this Community Engagement Report (Report) is to document the initial consultation activities and outcomes for the exhibition of the Uralla Local Strategic Planning Statement. In doing so, the Report identifies key directions to inform the Uralla Local Strategic Planning Statement moving forward.

This Report focusses on open house events which occurred on 18 and 19 February 2021. Submissions or further consultation during the exhibition of the Uralla Local Strategic Planning Statement are to be considered separately.

The Local Strategic Planning Statement plans for the Uralla community's economic, social and environmental land use needs over the next 20 years. The Uralla Local Strategic Planning Statement is a key document to guide local land use planning in Uralla Shire.

The Uralla Local Strategic Planning Statement was adopted by Uralla Shire Council at its meeting on 29 September 2020. Further, Council resolved to exhibit the adopted Local Strategic Planning Statement *"in the continuing process of community consultation and feedback to enhance the strategic plan"*.

Subsequently, the adopted document has been placed on exhibition for further comment. An overview of the Uralla Local Strategic Planning Statement is provided in Section 2.



## 2. Project Context

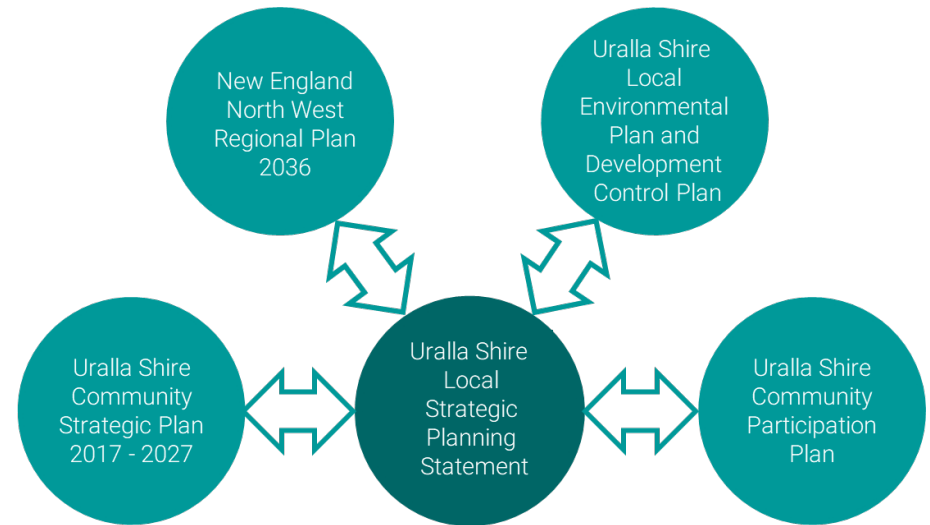
In March 2018, amendments to the *Environmental Planning and Assessment Act 1979* (EP&A Act) introduced new requirements for councils to prepare and make local strategic planning statements.

The Uralla Local Strategic Planning Statement was subsequently prepared in accordance with the requirements of Section 3.9 of the EP&A Act. It will inform the development of Council's Local Environmental Plan (LEP) and Development Control Plan (DCP), broader Council policies and strategies, and the assessment of planning proposals for changes to Council's planning controls.

The Uralla Local Strategic Planning Statement applies to the whole Uralla Shire Local Government Area. The Uralla Local Strategic Planning Statement includes:

- A 20-year vision
- The context of the area, having regard to economic, social and environmental matters
- Planning priorities that guide local land use planning
- Principles that underpin planning priorities and actions, and
- Actions we will take to help achieve the priorities implementation program.

The Uralla Local Strategic Planning Statement sets a clear line of sight between the key strategic directions of productivity, sustainable, liveability and infrastructure.



**Relationship of the Uralla Shire LSPS to key plans**

### 3. Consultation Activities

The adopted Uralla Local Strategic Planning Statement's exhibition was open from 12 February 2021 to 19 April 2021. To capture the variety of stakeholder interests and ideas, and to allow the community to understand the Uralla Local Strategic Planning Statement, two open house events were undertaken.

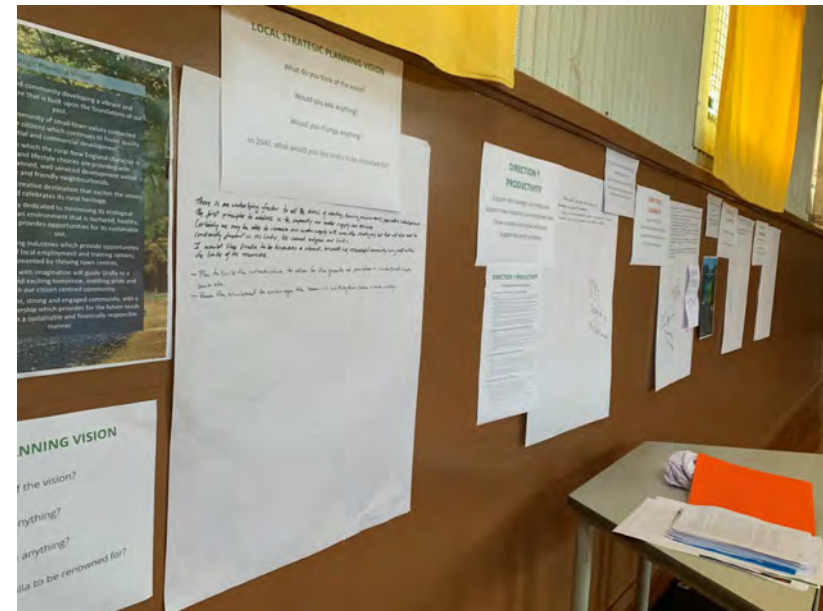
An open house event is a form of engagement that allowed the community to 'drop in' and learn about the Uralla Local Strategic Planning Statement. It provided a flexible platform for asking questions, discussing issues of importance, and giving feedback. The open house events emphasised one-on-one interactions and enabled people to stay for as long as they liked or needed.

The open house events were held at the following times and locations.

- Thursday 18 February 2021 at the Uralla Memorial Hall, Uralla from 6pm
- Friday, 19 February 2021 at the Bundarra School of Arts Hall, Bundarra from 6pm

A total of nine stakeholders attended the open house event at Uralla. No external stakeholders attended in the event at Bundarra. Several Councillors did however attend both meetings.

Council officers have undertaken other consultation activities during the exhibition of the Uralla Local Strategic Planning Statement. Submissions and other consultation activities will be reviewed separately from the process outlined in this Report.



## 4. Consultation Outcomes

This section provides a summary of key consultation outcomes. This section aims to document information and ideas gained during the open house events that inform the review of the Uralla Local Strategic Planning Statement.

### 4.1 Key comments from stakeholders

#### **Vision**

- Uralla should be known as a vibrant, innovative, resourceful community, living well within the limits of its resources.
- The vision needs to include the word 'growth'. This equals more jobs, better spending on infrastructure, and the provision of services.

#### **Growth**

- Need to address the water supply capacity to service any future growth. While increasing the water supply is possible, we cannot outgrow Uralla's limited water supply.
- Due to growth, there is a need to rezone more areas within the town (Uralla) to encourage rural residential, commercial and industrial development.
- Need for a residential and commercial strategy to understand and manage growth in Uralla.
- Investment in renewable energy will provide growth in housing which should be considered.

## **Rural**

- Allow for smaller rural holdings to encourage diversity of enterprise.
- The Uralla Local Strategic Planning Statement needs a balanced approach to renewable energy.

## **Productivity**

- Action 5.3.1 – Separate actions into two different actions as it is too long and confusing, as suggested below.
  1. Respond to a growing need for social infrastructure, including encouraging temporary uses such as markets, and facilitate public art in public and private development, and the use of vacant tenancies for pop up shops, arts, cultural or creative industries.
  2. Work with NSW Department of Planning, Industry and Environment to investigate options for amending the standard Local Environmental Plan to provide opportunities for artisan spaces within Uralla CBD.

## **Economy**

- Encourage a working from home and home industry environment to take advantage of the current migration trend to regional areas.
- Include a specific action regarding encouraging events such as Council to fund the Thunderbolts festival.
- Need for more commercial space in Uralla as no vacancies and very few opportunities to build.
- Need more references or discussion regarding events to grow the tourism industry.

## **Housing**

- Council needs to encourage the development of subdivisions and streamline applications to meet demand.
- Include an action to develop a residential strategy that considers small lot housing.
- Subdivision at Invergowrie should be discounted from the Uralla supply as it supplies Armidale.
- The supply of residential land needs to consider owners land banking and the development of only one house on potential subdivision sites. These areas could be discounted from the residential supply, so there is a rolling supply of land available for growth.
- The stakeholder proposed that Uralla needs 20 new dwellings per year, which equate to 400 dwellings in 20 years. The Uralla Local Strategic Planning Statement should plan for the additional houses.

## **Liveability**

- A tree planting initiative will contribute to liveability.

## **Infrastructure**

- Plan to build infrastructure to allow for the growth of population and industry.
- With respect to Action 8.3.2:
  - include Kingstown and Kentucky in action as areas to plan for pedestrian pathways.
  - Not all areas need a pathway. Reword action to rationalise the provision of paths between major facilities.

### Consultation process for the draft document

- Comments regarding lack of consultation during the exhibition of the draft Plan and lack of consideration of submissions.

### General comments

- The figures cited need to be as close as possible to the reference.
- Figures should be labelled underneath the figure, not above.
- Remove photo behind the diagrams on Page 5 as this challenging to read.
- On Page 6, *"growth is being driven largely by tourism and lifestyle migration"* - this statement needs to include renewable energy as the primary rationale for growth in Uralla.
- On Page 7, *"Its main economic driver is primary production, which is based on soils derived from the granite and trap geology (sedimentary and metamorphic rocks) capped in many places by basalt flows."* - reference to soils and rocks should be removed as it needs a source.
- On Page 12, include whisky distillery as a small industry in Uralla.

## 4.2 Detailed comments from Councillors

During the open house events, some Councillors also provided comments on the Uralla Local Strategic Planning Statement. A summary of these comments includes:

- On Page 9 (paragraph 3) – amend to include Mount Yarrowyck.
- Under infrastructure include as an action, B double access to farms.
- Need for upgrade to Barraba Road, including Bakers Creek crossing.
- Advocate to Transport NSW to reduce bus stop area to less than 2.2 kms.
- Consider areas for small lot housing.
- Small solar farms needed to offset carbon neutral businesses.
- More flexibility required within the residential zones.
- Need to identify Aboriginal heritage and development of a management plan for this in the future.
- Ensure there are appropriate services for the renewable energy sector.

## 5. Recommended directions

The stakeholders and their involvement in the open house events have helped inform key recommendations for amendments to the Uralla Local Strategic Planning Statement. Many comments provided by stakeholders have already been contained within the Uralla Local Strategic Planning Statement. The following directions apply to any gaps that have not been previously considered.

The key directions to consider following the exhibition include the following.

- **Commercial strategy:** various stakeholders commented on the lack of vacant space available in the Uralla CBD. Commercial centres are areas of employment opportunities and are important for job growth. To ensure there is enough well priced commercial land available in the right locations, the development of a commercial strategy may be warranted. While the immediate supply of land may be sufficient, an action with a medium-term objective to address the future need for commercial land is recommended to inform future strategic direction.
- **Residential strategy:** several stakeholders discussed the long term needs to provide residential housing, including a wider choice of housing types. This included the need for any future strategy to address discounting existing zoned areas due to owners unlikely to develop or constrained areas. Similar to the commercial strategy, while there is no immediate need, it should be considered as a medium-term action.
- **Amendments to specific actions:**
  - Action 5.3.1 – separate this action into two distinct actions so the direction is clear and transparent.
  - Action 8.3.2 - include Kingstown and Kentucky and reword the action to rationalise the provision of paths between major facilities only.
- **Events:** several stakeholders were concerned that events did not have prominence in the Plan. Events are not a specific land-use issue and generally considered in councils' community strategic plans or tourism strategies. In saying this, the prospect of growing events in Uralla could be emphasised in the Uralla Local Strategic Planning Statement to facilitate tourism growth.
- **General amendments:** several stakeholders provided specific recommendations to the community profile (Chapter 2) and layout. These changes are recommended, as stated in Section 4 of this Report under "general comments".

#1

**COMPLETE**

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**Last Modified:** Friday, March 12, 2021 2:35:43 PM  
**Time Spent:** 00:44:36  
**IP Address:** 14.200.142.156

## Page 2: Productivity

**Q1**

How can Council, the community, or other levels of government help support primary producers? Please specify.

Better transport facilities, roads & links to enable farmers to get product to market economically

**Q2**

What types of businesses or industries would you like to see attracted to the Shire?

**Research & Development,**  
**Service Industries,**  
**Retail**

**Q3**

What barriers exist, if any, to attracting businesses to Uralla Shire?

Minimal industrial land for light industry, non-cable NBN in many places, difficult to get DA's approved promptly

**Q4**

What opportunities or initiatives could make this happen?

Better Council planning for interaction with developers and/or business owners.

**Q5**

What do you think would help the local Uralla Shire economy thrive?

Less turnover of Council staff and a requirement that Council staff be residents of Uralla.

## Page 3: Liveability

**Q6**

The Local Strategic Planning Statement outlines ways to improve the liveability of the Uralla Shire. What do you think would make Uralla Shire a better place to live?

Move heavy transport from the main street to bypass roads but keep the tourist access available with a similar plan as Moree or Singleton for shopping centre access for light vehicles.

**Q7**

What opportunities or initiatives could make this happen?

Forgo the use of non-resident consultants & advisers who have little local knowledge & on a cost/ benefit basis are a liability to Council finances..

---

Page 4: Sustainability

**Q8**

What are the top priorities for a sustainable Uralla Shire?

Better water storage & filtration to avoid the recent problems due to drought, encourage sale of local produce where possible to negate the purchase of imported items.

**Q9**

What opportunities or initiatives could make this happen?

A town plan that encourages diversity of shops rather than allow several of the same type, causing a dilution of available income & opportunities.

**Q10**

What could Uralla Shire do to become more resilient in regards to:

Changing Climate

**As Uralla has minimal environmental unfriendly industries, there is not much that can be achieved on a broad scale.**

Water Security

**Better & improved storage capacity & up to date filtration systems.**

---

Page 5: Infrastructure

**Q11**

How could infrastructure better connect Uralla Shire regionally and to other Local Government areas?

Consider lobbying the government to extend the railway to Brisbane to encourage better public transport & freight options, or, at least, to link to the new high speed railway west of us.

**Q12**

What infrastructure investments could be made to improve economic growth for Uralla Shire?

Better passenger & freight facilities at Uralla Station to encourage a higher usage of the current transport system, with, possibly freight reintroduced from Sydney or Newcastle.

**Q13**

What are the barriers, if any, to using your local pedestrian paths and cycle ways?

Danger to personal safety because of poor infrastructure, traffic control is minimal, cycle ways almost non-existent.

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Page 6

**Q14****65+**

What is your age group? (optional)

---

**Q15****Uralla**

In which Locality do you reside? (optional)

---

**Q16**

Other (please specify):  
email from Council

How did you hear about this survey? (optional)

---

#2

INCOMPLETE

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**IP Address:** 1.129.105.8

## Page 2: Productivity

**Q1** Respondent skipped this question

How can Council, the community, or other levels of government help support primary producers? Please specify.

**Q2** **Manufacturing,**  
**Service Industries,**  
**Creative & Artisan Industries**

What types of businesses or industries would you like to see attracted to the Shire?

**Q3** Respondent skipped this question

What barriers exist, if any, to attracting businesses to Uralla Shire?

**Q4** Respondent skipped this question

What opportunities or initiatives could make this happen?

**Q5** Respondent skipped this question

What do you think would help the local Uralla Shire economy thrive?

## Page 3: Liveability

**Q6**

The Local Strategic Planning Statement outlines ways to improve the liveability of the Uralla Shire. What do you think would make Uralla Shire a better place to live?

More walking/cycling trails connected and connecting parkland and sights.

**Q7**

What opportunities or initiatives could make this happen?

Building trails

---

Page 4: Sustainability

<b>Q8</b>	Respondent skipped this question
What are the top priorities for a sustainable Uralla Shire?	

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<b>Q9</b>	Respondent skipped this question
What opportunities or initiatives could make this happen?	

---

<b>Q10</b>	Respondent skipped this question
What could Uralla Shire do to become more resilient in regards to:	

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Page 5: Infrastructure

<b>Q11</b>	Respondent skipped this question
How could infrastructure better connect Uralla Shire regionally and to other Local Government areas?	

---

<b>Q12</b>	Respondent skipped this question
What infrastructure investments could be made to improve economic growth for Uralla Shire?	

---

<b>Q13</b>	Respondent skipped this question
What are the barriers, if any, to using your local pedestrian paths and cycle ways?	

---

---

Page 6

<b>Q14</b>	Respondent skipped this question
What is your age group? (optional)	

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<b>Q15</b>	Respondent skipped this question
In which Locality do you reside? (optional)	

---

<b>Q16</b>	Respondent skipped this question
How did you hear about this survey? (optional)	

---

## #3

COMPLETE

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**Last Modified:** Thursday, March 18, 2021 12:33:20 PM  
**Time Spent:** 01:11:36  
**IP Address:** 203.40.70.11

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## Page 2: Productivity

## Q1

How can Council, the community, or other levels of government help support primary producers? Please specify.

Through a dedicated council committee charged with interaction between council and agribusiness stakeholders which would have a strong voice in council policy making to facilitate growth in the sector through sustainable and profitable development projects

---

## Q2

What types of businesses or industries would you like to see attracted to the Shire?

**Research & Development,**

**Manufacturing,**

**Service Industries,**

**Retail,**

Other (please specify):

I feel that council is missing the opportunity to exploit the growing number of EV's present on our roads through the absence of EV charging stations which would attract a different socio economic visitor population who would spend time and money in our community

---

## Q3

What barriers exist, if any, to attracting businesses to Uralla Shire?

An understanding of the types of businesses preferred. It is obvious that tourism is a growing and significant business for the Shire yet there doesn't seem to be recognition of this. The streetscape of Bridge Street leading into and out of the CBD is atrocious with poor paving and little or no maintenance of existing pathways. The CBD is looking shabby. Council holds back on those existing, successful business to improve their presence in the CBD.

---

## Q4

What opportunities or initiatives could make this happen?

A more conciliatory attitude by council to enhance the street presence of our businesses with the outcome of an interesting and attractive streetscape as exhibited by Inverell. Kill the weeds in the footpaths in the CBD and repave the streets leading into that precinct.

Council has demonstrated time and again that grant monies for development is spent yet maintenance of those developments is terrible. Clean up Uralla Creek in the CBD, make the Creek Walk something to enjoy for both visitors and locals.

---

**Q5**

What do you think would help the local Uralla Shire economy thrive?

Council support and contribution towards festivals, street markets to exploit the town to make it more attractive. The financial demographics of the shire are changing with tourism becoming an ever increasing contributor to the local economy.

## Page 3: Liveability

**Q6**

The Local Strategic Planning Statement outlines ways to improve the liveability of the Uralla Shire. What do you think would make Uralla Shire a better place to live?

Make the shire neater. Poor or no control of weeds is a major distraction to the beauty of the shire, Poorly or non maintained pathways, creeks in public areas choked by noxious weeds are significant factors in undermining the liveability within the shire.

**Q7**

What opportunities or initiatives could make this happen?

A Clean Up Uralla Creek initiative would be a good start.

Council is a poor role model for the community. This is demonstrated by the condition of Uralla Creek at the backdoor of the council chambers.

## Page 4: Sustainability

**Q8**

What are the top priorities for a sustainable Uralla Shire?

Improving our public spaces and natural assets. Weed control is virtually non existent. Fallen trees in our public areas are left where they fall, there is no recognizable maintenance of our existing assets let alone seeking to develop more.

**Q9**

What opportunities or initiatives could make this happen?

Council to purchase or hire appropriate machinery to deal with the need to tidy up its public assets

**Q10**

What could Uralla Shire do to become more resilient in regards to:

Changing Climate

**Implement a tree growing plan for all new building developments**

Water Security

**Introduce a waste water recycling infrastructure to supplement existing water reservoirs. Mandate on-site water storage for household use.**

## Page 5: Infrastructure

**Q11**

How could infrastructure better connect Uralla Shire regionally and to other Local Government areas?

Due to the new bridge program, there are larger trucks travelling through Uralla to and from Thunderbolt's Way. In the longterm, council should consider and plan for a heavy vehicle by-pass for the township and CBD to expedite heavy vehicle traffic through our suburban roads and improve safety for other drivers and pedestrians.

**Q12**

What infrastructure investments could be made to improve economic growth for Uralla Shire?

Provision of EV charging points in the Uralla CBD. A suggested location would be adjacent to or opposite Progress Park in Salisbury Street.

**Q13**

What are the barriers, if any, to using your local pedestrian paths and cycle ways?

Poorly maintained footpaths, overgrown by weeds at the northern end of Bridge Street. Irregular, periodic mowing of existing pathway infrastructure e.g. the Creek Walk.  
Identification of cycleways. Do they exist?

Page 6

**Q14**

65+

What is your age group? (optional)

**Q15**

Uralla

In which Locality do you reside? (optional)

**Q16**

Other (please specify):  
email from council

How did you hear about this survey? (optional)

## #4

COMPLETE

**Collector:** Web Link 2 - s...mail database (Web Link)  
**Started:** Wednesday, March 24, 2021 6:29:57 PM  
**Last Modified:** Wednesday, March 24, 2021 7:02:17 PM  
**Time Spent:** 00:32:19  
**IP Address:** 116.251.25.58

## Page 2: Productivity

## Q1

How can Council, the community, or other levels of government help support primary producers? Please specify.

Publishing plain english documents related to the conduct of their business. Conduct open days where community members not engaged in primary production can meet with primary producers to learn about their business, how it benefits the community, etc

## Q2

**Research & Development,**

What types of businesses or industries would you like to see attracted to the Shire?

**Creative & Artisan Industries**

## Q3

What barriers exist, if any, to attracting businesses to Uralla Shire?

The poor interpretation and communication of necessary planning permissions by relevant Council staff. Employing a qualified certifier for more than half a day a week. Lack of transparency/accountability and inconsistent decisions by Council staff for business to conduct its business. A lack of a career path for people living in the Shire to become Council employees. The Code of Conduct for Council employees should be routinely published and available for Shire residents to reference as required.

## Q4

What opportunities or initiatives could make this happen?

Employing locals for local jobs. Providing Council scholarships for locals to pursue studies in local government with a requirement for employment in the Shire. Properly enforcing the Code of Conduct for Council employees.

## Q5

What do you think would help the local Uralla Shire economy thrive?

Employ a full time certifier for necessary infrastructure projects, engage in alternative industries other than building industry 'hubs', maintaining the critical heritage street scape of Uralla which is becoming rare in rural NSW. Make Uralla unique not the same as any other New England town.

## Page 3: Liveability

**Q6**

The Local Strategic Planning Statement outlines ways to improve the liveability of the Uralla Shire. What do you think would make Uralla Shire a better place to live?

Creating sympathetic visual architecture in the township, attracting then supporting small businesses related to medical services, fashion and artisan creators, tradies, related support financial systems. It doesn't have tone big - it needs to be in the Shire, it needs to be local. Fix the main street issue re speed - 40km/h one from north of St Joseph's to south of the vet's premises.

**Q7**

What opportunities or initiatives could make this happen?

Attract small service businesses employing <5 people, integrate technology services, deal with the inadequate NBN delivery for local businesses (and not all businesses in Uralla Shire are in Uralla).

## Page 4: Sustainability

**Q8**

What are the top priorities for a sustainable Uralla Shire?

Enact the strongest environmental protections for development based on the science not the local state member's political aspirations. Enable infrastructure development of large and small size for households to use minimal resources eg not force sewerage systems on a community when no science supported the infrastructure. Look for small scale industry that is developing recycling/low waste technology. Support the local use of these technologies by enabling infrastructure for household and businesses to access. Do something about whatever is going on at the tip - it is disgraceful. If there is a problem with the amount of waste Uralla Shire residents are producing, what workshops, information etc can be delivered to encourage minimal waste.

**Q9**

What opportunities or initiatives could make this happen?

Attract small scale industries and those seeking to develop the technology to the Shire. Anywhere in the Shire not just the town of Uralla.

**Q10**

What could Uralla Shire do to become more resilient in regards to:

Changing Climate

**Follow the science and not National Party politics**

Water Security

**Follow the science and not National Party politics**

## Page 5: Infrastructure

**Q11**

How could infrastructure better connect Uralla Shire regionally and to other Local Government areas?

Actively campaign for and defend rail infrastructure and its maintenance across the state. Make reliable internet and mobile phone services an essential priority everywhere not just in town. Stop kowtowing to state and federal politicians. Critical infrastructure to ensure every corner of the Shire has reliable access the internet attracts business.

**Q12**

What infrastructure investments could be made to improve economic growth for Uralla Shire?

Read above.

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**Q13**

What are the barriers, if any, to using your local pedestrian paths and cycle ways?

Main street - the chairs and tables outside food eateries restrict safe walking areas. The Pie Mechanic area is a civil suit waiting to happen. Ban bicycles on the pedestrian areas of the main street, too narrow.

---

Page 6

**Q14****55-64**

What is your age group? (optional)

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**Q15****Respondent skipped this question**

In which Locality do you reside? (optional)

---

**Q16**

How did you hear about this survey? (optional)

Other (please specify):

my research - Council has poor communication methods  
assuming everyone has equal access to website,  
Facebook etc.

---

#5

**COMPLETE**

**Collector:** Web Link 1 - Public Notice (Web Link)  
**Started:** Friday, April 16, 2021 10:43:32 AM  
**Last Modified:** Friday, April 16, 2021 10:53:35 AM  
**Time Spent:** 00:10:03  
**IP Address:** 203.40.9.168

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## Page 2: Productivity

**Q1**

How can Council, the community, or other levels of government help support primary producers? Please specify.

Improve road access for B doubles

Be more flexible in subdivision to enable unproductive sections of a property be used for lifestyle blocks

---

**Q2**

What types of businesses or industries would you like to see attracted to the Shire?

**Agribusiness,**

**Manufacturing,**

**Service Industries,**

**Freight & Logistics,**

**Retail,**

**Creative & Artisan Industries**

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**Q3**

What barriers exist, if any, to attracting businesses to Uralla Shire?

Distance form Sydney/Brisbane  
availability of adequate land

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**Q4**

What opportunities or initiatives could make this happen?

Complete councils industrial subdivision  
Zone more land industrial

---

**Q5**

What do you think would help the local Uralla Shire economy thrive?

Promotion

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## Page 3: Liveability

**Q6**

The Local Strategic Planning Statement outlines ways to improve the liveability of the Uralla Shire. What do you think would make Uralla Shire a better place to live?

Its pretty good now

**Q7**

What opportunities or initiatives could make this happen?

Get more building blocks on the market. Encourage smaller productive blocks around Uralla with rural residential on the less productive land

## Page 4: Sustainability

**Q8**

What are the top priorities for a sustainable Uralla Shire?

Proper integration of sustainability and productivity capitalizing on tourist potential

**Q9**

What opportunities or initiatives could make this happen?

Assistance with developments of agritourism

**Q10**

What could Uralla Shire do to become more resilient in regards to:

Changing Climate

**Promotion of climate and lifestyle**

Water Security

**Ensure water security via dam or bore water**

## Page 5: Infrastructure

**Q11**

How could infrastructure better connect Uralla Shire regionally and to other Local Government areas?

Maintain and enhance the highways

Create a freight hub

**Q12**

What infrastructure investments could be made to improve economic growth for Uralla Shire?

Water security

Roads

**Q13**

What are the barriers, if any, to using your local pedestrian paths and cycle ways?

Road crossing

Connectivity to out of town areas. EG Rocky River

---

Page 6

**Q14****65+**

What is your age group? (optional)

---

**Q15****Saumarez**

In which Locality do you reside? (optional)

---

**Q16****Word of mouth**

How did you hear about this survey? (optional)

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NSW Farmers Association Uralla Branch

Ms Kate Jessep  
General Manger  
Uralla Shire Council

18<sup>th</sup> April 2021

Dear Kate,

## **Submission re the Uralla Local Planning Strategic Statement**

The Uralla Branch of the NSW Farmers Association are pleased to be able to provide this submission on the Uralla Local Strategic Planning Statement. This submission is based upon feedback at a workshop attended by 17 of our members held on the 24 February 2021. The ideas generated from this workshop formed the basis of this submission which has been provided to the broader membership for comment and input.

The farming community in the Uralla Shire is a significant contributor to the prosperity of the shire – through primary production, and value adding, as users of local businesses; and has been identified in the Uralla LSPS as the largest source of employment - with 30% of the shire residents employed in agriculture. It is therefore of importance that the Uralla LSPS supports the continuing development and growth of the agricultural sector.

Owners of farmland also significantly contribute to the financial base of Uralla Shire Council's operations. Around 58% of the general rates collected within the shire are levied on farmlands, despite representing only 20% of the assessable properties within the Shire.

If Uralla Shire is to remain a viable independent Shire, it is critically important that this reliance on revenue from farmland rates is addressed. The Uralla Strategic Planning Statement provides an important underpinning document which will be utilised to identify and support growth opportunities for the Shire, broadening both the economic activity of the Shire, and the operational income for Uralla Shire Council.

To provide resilience Uralla Shire should actively encourage opportunities that encourage growth in the urban/rural residential sector, thus increasing the rating base, to not only distribute the rate burden more equitably across the whole of the Uralla Shire population, but to provide the resourcing to carry out many of the aspirations articulated in the Uralla LSPS.

## **The Uralla LSPS**

The vision identified in the Uralla LSPS is built upon community consultation and captures and articulates a broad range of aspirations. The document is well written in describing the advantages and opportunities our Shire presents.

The vision is underpinned by four key directions, thirteen planning priorities and thirty-four actions to achieve these priorities.

However, many of these actions are in fact aims, rather than actions which can be implemented, monitored, and reported upon. The usefulness of the Uralla LSPS would be greatly enhanced if the document clearly identified actions that will meet these aims and provide a set of KPIs that can be utilised by Council and the community to monitor the implementation of these actions. Council staff should look to incorporating these actions within their operational plans and facilitate opportunities that meet the identified actions. A proactive can-do approach is required by Council to maximise the outcomes of the Uralla LSPS process.

NSW Farmers strongly recommends that Council:

- Facilitate well planned and resourced community/business workshops to further develop the aims (currently called actions) into actions, which identify the resourcing required, and partnership opportunities to bring these actions to fruition.
- Identify how Council can be proactive in assisting growth
- Provide a liaison officer for those with development ideas for the shire to assist in enacting that development
- Improve the communication channels between Council and residents
- Review how rates are levied within the shire, to provide a more equitable approach between rural and urban residents, in funding operations and actions identified in the LSPS.
- Provide links within the Uralla LSPS to other key planning documents and operational plans. Further update the Uralla Shire web page to improve the “findability” of these documents, by providing a quick link button for accessing Council documents and publications (currently these are accessed by stepping through three sub menus).

## **Actions to be incorporated into the Uralla LSPS**

From the workshop held by NSW Farmers a list of competitive advantages was identified. These are listed in Table 1. Whilst some of these have already been noted within the plan, the LSPS should be reviewed to incorporate these where appropriate. Some of the identified advantages could be worked into existing actions identified, as well as used to develop additional actions to incorporate in the LSPS.

The workshop participants were then asked to identify opportunities to leverage economic development within the shire. Four key opportunities were identified, and NSW Farmers members would like to see these developed into actions that are incorporated within the LSPS. These opportunities are presented in Table 2 and linked to appropriate priorities in the Uralla LSPS.

## **The Future**

Uralla Branch of the NSW Farmers Association would like to thank Council for the opportunity to provide input to the LSPS. We see the call for public submissions as the first stage of an ongoing process designed to implement and monitor the actions identified within the Uralla Local Strategic Planning Statement.

The Uralla LSPS has provided an opportunity to develop an outline of the direction for growth in the Uralla Shire. The greater challenge will be in turning the words into actions – actions that are built with community input, facilitated by Council with resourcing and support, and monitored against KPIs. It will also be critical to build upon and maintain the channels of communication between the community and Council so that the Uralla LSPS becomes a living adaptive document, rather than an underutilised bookshelf report.

The members of the Uralla NSW branch look forward to ongoing involvement in building the prosperity of our Shire.

Yours Sincerely,

Richard Daugherty

Chairman

NSW Farmers Uralla Branch

***See attached:***

***Notes from Workshop held at Why Worry Winery 24 February 2021***

## Notes from Workshop held at Why Worry Winery 24 February 2021

**Table 1. - What are the Uralla Shire top 4 competitive advantages?**

<p><b>1.1. Location &amp; Transport:</b></p> <ul style="list-style-type: none"> <li>• halfway between Sydney and Brisbane</li> <li>• Highway through centre of town – i.e., not bypassed</li> <li>• On crossroads of major roads – i.e., a road hub for tourism</li> <li>• Has a railway station</li> <li>• Proximity to regional airport</li> </ul>	<p><b>1.2. Infrastructure</b></p> <ul style="list-style-type: none"> <li>• One of 3 NSW Sustainable Energy Hubs</li> <li>• Has 2 fibre optic cables that provide connectivity potential</li> <li>• Close by to UNE &amp; CSIRO research station - assists innovation</li> <li>• Close by to both Armidale and Tamworth – opportunity to capitalise on their growth initiatives</li> </ul>
<p><b>1.3. Societal</b></p> <ul style="list-style-type: none"> <li>• Has vibrant main street</li> <li>• Progressive and artisan businesses</li> <li>• Relative low crime rate in comparison to other inland towns</li> <li>• Natural Environment is a drawcard</li> <li>• Z Net - Uralla's drive toward sustainability seen as an attractive option for many environmentally aware potential residents/businesses</li> <li>• Excellent nearby educational opportunities – Uralla provides an option for rural lifestyle that can still access this</li> </ul>	<p><b>1.4. Environmental Factors</b></p> <ul style="list-style-type: none"> <li>• Climate - has distinct seasons - drawcard for tourism</li> <li>• Climate change – our area may be seen as being a favourable/attractive option for business/residing in the face of changing climates</li> <li>• Rainfall - - high rainfall area – however current water storage is insufficient for current needs and growth</li> </ul>

**Table 2 Identified Opportunities**

Opportunity	LSLS Priority Area
<p><b>Facilitate Regional Development off the sustainable energy hub opportunity</b></p> <ul style="list-style-type: none"> <li>• E.g., Reduction in energy costs for compatible industries to establish</li> <li>• proactive contribution from Council in attracting new industries and ensuring residential options for workers</li> <li>• piggyback on NSW Farmers regionalisation paper initiatives and opportunities</li> <li>• In pursuing development also consider the impact this has on tourism – i.e., impact on “green” tourism</li> </ul>	<p><b>6. Liveability</b> 6.4 - Living in the Uralla Shire LGA</p> <p><b>5. Productivity</b> 5.2 - Support new industries on employment lands 5.1 - Support and manage rural landscapes</p> <p><b>7.Sustainability</b> 7.2.3 -Support the development of renewable energy development in appropriate locations</p> <p><b>8. Infrastructure</b> 8.2 – Managing infrastructure provision</p>
<p><b>Facilitate attracting work from home “tree changers” to Uralla</b></p> <ul style="list-style-type: none"> <li>• Covid has shown work from home an option for many white-collar workers</li> <li>• Council to support the operation of a business hub that can be utilised by work from home business – e.g., high volume printer, courier to airport availability of meeting rooms</li> <li>• Work with Telstra to upgrade Uralla to state-of-the-art communications (e.g., hard wired NBN) to attract this demographic</li> <li>• Will require proactive planning commitment from USC to open suitable and varied zonings</li> <li>• Incorporate “commons area” into development attracting those looking for increased self sufficiency</li> <li>• ZNet sustainability initiatives are an attraction</li> </ul>	<p><b>6. Liveability</b> 6.2 - Places and CBD designed for people 6.4 - Living in the Uralla Shire LGA</p> <p><b>5. Productivity</b> Work from home provides an opportunity to boost productivity of the Shire and is a different form of creative industry</p> <p><b>8. Infrastructure</b> 8.2 – Managing infrastructure provision</p>
<p><b>Capitalise on the Clean Green credentials of our region’s agriculture &amp; explore offset opportunities with Natural Capital Accounting</b></p> <ul style="list-style-type: none"> <li>• Carbon - satellite carbon monitoring now</li> </ul>	<p><b>5. Productivity</b> 5.1 Support and manage rural landscapes</p> <p><b>7.Sustainability</b></p>

<p>possible and is showing Ag as carbon +ve</p> <ul style="list-style-type: none"> <li>• Suppliers looking for clean green suppliers and their stories Wilmot Cattle Co Ebor an example</li> <li>• Involve CSIRO – tradable carbon</li> <li>• Partnership with City based Council looking for offsets</li> </ul>	
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Our Ref: DOC21/148955  
Your Ref: E-mail dated 01/03/2021

General Manager  
Uralla Shire Council  
PO Box 106  
Uralla NSW 2358

Attention: Mr Matt Clarkson

Dear Ms Jessep

**RE: Draft Uralla Local Strategic Planning Statement**

Thank you for your e-mail dated 1 March 2021 about the public exhibition of the Draft Uralla Local Strategic Planning Statement (LSPS) seeking comments from the Biodiversity and Conservation Division (BCD) of the Biodiversity, Conservation and Science Directorate in the Environment, Energy and Science Group of the Department of Planning, Industry and Environment. I appreciate the opportunity to provide input.

The BCD was formerly part of the Office of Environment and Heritage, but now forms part of a Group that has responsibilities relating to biodiversity (including threatened species and ecological communities, or their habitats), National Parks and Wildlife Service estate, climate change, sustainability, flooding, coastal and estuary matters.

We have reviewed the draft LSPS and compared it to the draft version dated 28 August 2020 that we commented on in our letter dated 25 September 2020. While we note there have been some additional actions included in the latest draft LSPS, none of the recommended actions we provided in this letter have been included.

This is disappointing, particularly as the text under Section 7.1 states the protection of the Shire's environmental assets and associated biodiversity is essential.

Our previous recommendations provided some specific ways that biodiversity protection could be achieved. Whilst actions 7.1.2 and 7.1.3 are well-intentioned they lack specific details including clear outcomes such as producing local scale native vegetation mapping and implementing land use planning and development controls to protect areas of high environmental value.

As the purpose of the LSPS is to set out a 20 year vision for land uses which will guide and indicate what significant changes are planned for Local Environmental Plans and Development Control Plans for Uralla Shire to deliver the vision, we again urge the council to consider our previous recommended actions as provided in our letter dated 25 September 2020 (see **Attachment 1**) for inclusion in the LSPS.

We attempted to contact the relevant council officer prior to finalising this response in the timeframe available, without success, but we would be pleased to discuss this advice further with the council.

If you have any questions on this matter then please contact Ms Rachel Lonie, Senior Conservation Planning Officer, at [rachel.lonie@environment.nsw.gov.au](mailto:rachel.lonie@environment.nsw.gov.au) or 6650 7130.

Yours sincerely



16 April 2021

**DIMITRI YOUNG**  
**Senior Team Leader Planning, North East Branch**  
**Biodiversity and Conservation**

Enclosure: Attachment 1. Previous advice to Uralla Shire Council dated 25 September 2020

cc: Ms Lucy Walker, Director Northern, Local Regional Planning, Planning and Assessment Group



Our Ref: DOC20/712546

Your Ref: Exhibition of Uralla Shire Council Draft Local Strategic Planning Statement

General Manager  
Uralla Shire Council  
PO Box 106  
Uralla NSW 2358

Attention: Mr Matt Clarkson

Dear Ms Jessep

**RE: Exhibition of Uralla Shire Council Draft Local Strategic Planning Statement**

Thank you for your e-mail dated 31 August 2020 about the exhibition of the Uralla Shire Council Draft Local Strategic Planning Statement (the LSPS), inviting comments from the Biodiversity and Conservation Division (BCD) of the Environment, Energy and Science Group in the NSW Department of Planning, Industry and Environment. I appreciate the opportunity to provide input.

On 1 July 2020 Aboriginal cultural heritage (ACH) regulatory functions were transferred from the BCD to Heritage NSW in the Department of Premier and Cabinet. For advice on ACH please contact Heritage NSW at [heritagemailbox@environment.nsw.gov.au](mailto:heritagemailbox@environment.nsw.gov.au).  
provide any advice on Aboriginal cultural heritage. I suggest you direct any further e-mails to Their website can be accessed at <https://www.heritage.nsw.gov.au/>

The BCD provided the council with recommended planning priorities and detailed actions for inclusion in the LSPS in our letter dated 24 October 2019 (previous BCD recommendations). We subsequently provided maps for use in preparing the LSPS by e-mail dated 7 February 2020.

We have reviewed the LSPS and congratulate the council on the preparation of this document. The LSPS contains much in the narrative about the importance of the environment and biodiversity within the Local Government Area (LGA), however this is not reflected in the actions within the LSPS. By contrast the LSPS does contain several strong actions with respect to climate change. The BCD provides comments and recommendations to enhance and improve the LSPS. These are discussed in detail in **Attachment 1** to this letter.

In summary, the BCD recommends:

Consider adding the following biodiversity actions to the LSPS:

1. Focus development to areas of least biodiversity sensitivity and implement the 'avoid, minimise, offset' hierarchy to biodiversity and areas of High Environmental Value.
2. Undertake native vegetation mapping for the LGA to identify areas of High Environmental Value, including biodiversity, at a local scale.
3. Rezone areas of High Environmental Value to an environmental zone (preferably E2

Environmental Conservation).

4. Include additional local provisions with associated map overlays for other biodiversity values and biodiversity corridors in the LEP.
5. Promote enhancement of areas of High Environmental Value and biodiversity corridors on private land through biodiversity stewardship site agreements and conservation agreements.
6. Update development control plan/s consistent with the State Environmental Planning Policy (Vegetation in Non-rural Areas) 2017 to regulate vegetation clearing in non-rural areas of the LGA.
7. Consider the impacts of climate change on biodiversity, such as ecosystem change and species shift, in the council's decision making.

For Planning Priority 5.1- Support and manage rural landscapes:

8. Consider the 'Grazing', 'Agricultural production' and 'Communities' transition models in the *Western Enabling Regional Adaptation New England North West region report (2017)* prepared by the Department of Planning, Industry and Environment (DPIE), to generate further actions to manage potential economic impacts of climate change.

For Planning Priority 5.2 -Support new industries on employment lands:

9. Consider including action 6.1 from the New England North-West Regional Plan to encourage green industries by reviewing local plans to ensure land use zonings reflect industry requirements.

For Planning Priority 6.2 - Places and CBD designed for people:

10. Consider and implement a range of urban design and land use planning strategies to create healthy built environments utilising the Urban Design for Regional NSW guidance from the Government Architect NSW.

For Planning Priority 7.2 - Adapt to changing climate:

11. Consider the regional systems transition model as outlined in the Western Enabling Regional Adaptation New England North West region report (2017) when developing operational policy, undertaking strategic planning, delivering council programs and assessing future infrastructure needs.
12. To enable communities and individuals to be better prepared and more resilient, identify and manage potential risks of climate change (such as heat, floods, storms and drought) on Council's assets and services utilising NSW Government's Guide to Climate Change Risk Assessment for NSW Local Government.
13. Assess LGA-wide carbon emissions and develop and implement a plan to reduce emissions in consultation with the community, referencing the Uralla Shire emissions snapshot available at <https://snapshotclimate.com.au/locality/australia/new-south-wales/uralla/>
14. Continue to consider updated climate change information and monitor and report to the community on progress against climate resilience and net zero goals.
15. Consider including action 5.2 from the New England North-West Regional Plan to facilitate appropriate smaller-scale renewable energy projects using biowaste, solar, wind, hydro, geothermal or other innovative storage technologies

If you have any questions about this advice, please do not hesitate to contact me, at dimitri.young@environment.nsw.gov.au or 6659 8272.

Yours sincerely



25 September 2020

**DIMITRI YOUNG**  
**Senior Team Leader Planning, North East Branch**  
**Biodiversity and Conservation**

Enclosure: Attachment 1: BCD Detailed Comments – Exhibition Uralla Shire Council Local Strategic Planning Statement

cc: Ms Lucy Walker, Planning and Assessment Group

## **Attachment 1: Detailed BCD Comments – Exhibition of Uralla Shire Council Draft Local Strategic Planning Statement**

The Biodiversity and Conservation Division (BCD) provided the Uralla Shire Council with recommended planning priorities and detailed actions for inclusion in the Local Strategic Planning Statement (LSPS) in our letter dated 24 October 2019 (previous BCD recommendations). We also provided maps of elevation, High Environmental Value (HEV), biodiversity corridors, Aboriginal Cultural Heritage sites, regional reserves, and woody vegetation for use in preparing the LSPS by e-mail dated 7 February 2020.

We have reviewed the LSPS and provide the following comments and recommendations to enhance and improve the LSPS.

### Planning Priority 7.1 – Protect and Restore Natural Habitats

The BCD recognises biodiversity actions within this planning priority. We support the three actions within this planning priority. We consider action 7.1.3 to maintain collaborative working relationships with primary producers and rural landowners to identify and protect native and remnant vegetation and wildlife corridors, to be a critical action in the protection of biodiversity on private lands. We congratulate the council on the inclusion of this action.

It is unclear what forms the protection or management on private land may take. Ideally the BCD would advise with receptive landowners, the establishment of biodiversity stewardship sites or conservation agreements on private land where there were confirmed biodiversity values, and/or a change in zoning of those lands to an E2 Environment Conservation Zone.

We consider that there are several actions from the previous BCD recommendations that could be added into this planning priority to achieve some specific biodiversity outcomes.

#### *BCD Recommendations:*

The council should consider adding the following biodiversity actions to the LSPS:

1. Focus development to areas of least biodiversity sensitivity and implement the 'avoid, minimise, offset' hierarchy to biodiversity and areas of High Environmental Value.
2. Undertake native vegetation mapping for the LGA to identify areas of High Environmental Value, including biodiversity, at a local scale.
3. Rezone areas of High Environmental Value to an environmental zone (preferably E2 Environmental Conservation).
4. Include additional local provisions with associated map overlays for other biodiversity values and biodiversity corridors in the LEP.
5. Promote enhancement of areas of High Environmental Value and biodiversity corridors on private land through biodiversity stewardship site agreements and conservation agreements.
6. Update development control plan/s consistent with the State Environmental Planning Policy (Vegetation in Non-rural Areas) 2017 to regulate vegetation clearing in non-rural areas of the LGA.
7. Consider the impacts of climate change on biodiversity, such as ecosystem change and species shift, in the council's decision making.

## Climate Change

The BCD recognises the inclusion of climate change and emissions reduction actions in the LSPS under Planning Priority 7.2 - Adapt to changing climate. The broad actions identified here could result in a variety of positive outcomes. The narrative accompanying this planning priority also covers off well on relevant climate change issues.

There is scope however to include some of the previous BCD recommended actions in this planning priority and other planning priorities within the LSPS. These are detailed in the recommendations below.

### *BCD Recommendations*

For Planning Priority 5.1- Support and manage rural landscapes:

8. Consider the 'Grazing', 'Agricultural production' and 'Communities' transition models in the *Western Enabling Regional Adaptation New England North West region report (2017)* prepared by the Department of Planning, Industry and Environment (DPIE), to generate further actions to manage potential economic impacts of climate change.

For Planning Priority 5.2 -Support new industries on employment lands:

9. Consider including action 6.1 from the New England North-West Regional Plan to encourage green industries by reviewing local plans to ensure land use zonings reflect industry requirements.

For Planning Priority 6.2 - Places and CBD designed for people:

10. Consider and implement a range of urban design and land use planning strategies to create healthy built environments utilising the Urban Design for Regional NSW guidance from the Government Architect NSW.

For Planning Priority 7.2 - Adapt to changing climate:

11. Consider the regional systems transition model as outlined in the Western Enabling Regional Adaptation New England North West region report (2017) when developing operational policy, undertaking strategic planning, delivering council programs and assessing future infrastructure needs.
16. To enable communities and individuals to be better prepared and more resilient, identify and manage potential risks of climate change (such as heat, floods, storms and drought) on Council's assets and services utilising NSW Government's Guide to Climate Change Risk Assessment for NSW Local Government.
17. Assess LGA-wide carbon emissions and develop and implement a plan to reduce emissions in consultation with the community, referencing the Uralla Shire emissions snapshot available at <https://snapshotclimate.com.au/locality/australia/new-south-wales/uralla/>
18. Continue to consider updated climate change information and monitor and report to the community on progress against climate resilience and net zero goals.
19. Consider including action 5.2 from the New England North-West Regional Plan to facilitate appropriate smaller-scale renewable energy projects using biowaste, solar, wind, hydro, geothermal or other innovative storage technologies.

## Uralla Shire Business Chamber: Comments on Local Strategic Planning Statement

We note that the Local Strategic Planning Statement is a significant document that underpins strategic planning in Uralla Shire. It outlines the planning priorities and the actions required to achieve those planning priorities. As such it is important that the plan be structured to drive development according to our community's goals and aspirations.

The LSPS the USBC circulated links to the LSPS and at its meeting of 1 April, 2021, the USBC brainstormed comments on the Uralla Shire Local Strategic Planning Statement to developed the following response. These comments relate only to those at the meeting and do not represent a position of the USBC.

1. The LSPS would benefit by the inclusion of an executive summary briefly outlining the vision and key actions that will be implemented to develop employment opportunities within Uralla Shire to progress and grow the Shires Economy; eg., the planning priorities.
2. Forward projections of population growth, need for services, employment lands and infrastructure appear to be based on projections from past growth. We should consider following the proactive approach of Tamworth Regional Council, projecting an increase 20% above the base line projection. This approach is critical to ensuring adequate land is available into the future and it can be justified by taking into account the declaration of the area a Renewable Energy Zone by the NSW Government.
3. The potential impact of the "Renewable Energy Zone" has been mentioned but the full potential impact has not been factored into the LSPS. Particularly the potential impact on the need for residential (at all levels) and employment land at all levels.
4. Combining the above two points the plan should present a forward-thinking vision that will aim to overachieve, rather than underachieve or merely maintain the status quo. This is particularly important in the current climate of growth for Regional NSW.

Bob Crouch

Secretary USBC

16 April 2021

**Matt Clarkson**

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**From:** Spicer, Andrew <a.spicer@tamworth.nsw.gov.au>  
**Sent:** Thursday, 18 March 2021 8:26 AM  
**Subject:** Uralla Shire Council Local Strategic Planning Statement - Exhibition

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Dear General Manager,

Tamworth Regional Council would like to congratulate Uralla Shire Council on the completion and exhibition of their Local Strategic Planning Statement.

The document provides a good overview of Uralla in the context of the New England North West Region and addresses key themes that fit well with Tamworth's priorities.

While the all the Directions and Planning Priorities listed are valuable, as a bordering Council, the priority 'support and manage rural landscape's and the chapter on Sustainability particularly resonate with the directions of Tamworth Regional Council.

The document itself presents very well and in particular the use of very high quality photography makes it engaging and accessible for interested stakeholders.

Thank you very much for the opportunity to make comment on the *Uralla Shire Local Strategic Planning Statement*.

Regards

**Andrew Spicer**

Acting Manager Integrated Planning

Planning & Compliance Directorate

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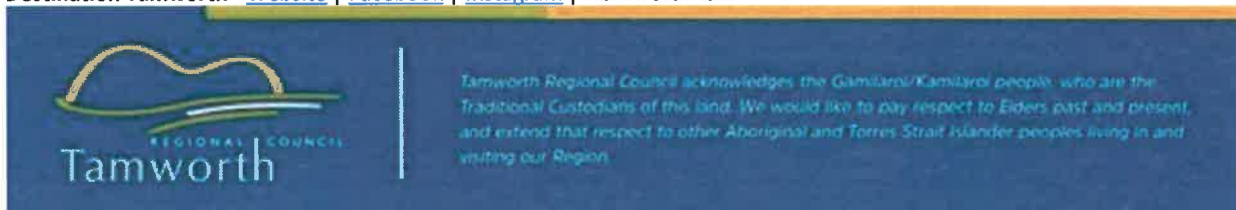
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**Department:** Infrastructure & Development  
**Prepared by:** Director Infrastructure & Development  
**TRIM Reference:** UINT/21/7259

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**LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

**Goal:** 1.1 A proud, unique and inviting community  
**Strategy:** 1.1.1 Provide vibrant and welcoming town centres, streets and meeting places  
**Activity:** 1.1.1.1 Maintain parks, gardens and open spaces

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**SUMMARY:**

1. This report provides the annual plan of management for the maintenance of the CBD gardens blisters and the funds allocated in the 2021/22 budget.

**RECOMMENDATION:**

**That Council receive the advice regarding the annual maintenance of the Uralla CBD garden blisters.**

**REPORT:**

2. At its 25 May 2021 Ordinary Meeting, Council resolved at OM 11.05/21 (in part):

*That Council:*

2. *Receive a report from the General Manager on the annual plan of management for the maintenance of the CBD gardens blisters, and the funds allocated to the 21/22 budget.*
3. Council currently undertakes maintenance of the Uralla CBD blisters in conjunction with shop owners and residents in Bridge Street. There are 21 blisters in total in Bridge Street and 4 in Salisbury Street outside the Council Chambers. Five of the blisters in Bridge Street are maintained by residents/shop keepers.
4. The balance of the blisters are maintained by the Town Crew whereby the Town Crew weed and as required, fertilise annually, hedge/prune as required, tree trimming to manage the canopy to provide for visibility and pedestrian mobility.
5. Annuals are planted in the blister outside The Brewery in spring. Mulching is provided to some of the blisters if warranted and can be accommodated with depth from top of kerb to top of soil. Weed spraying is undertaken in conjunction with weed spraying in Bridge Street on a 6 weekly basis.
6. The painting of the kerbing blister surrounds is undertaken every 5 years or so and is now due.

7. Presentation maintenance (tidy up) is typically undertaken prior to Thunderbolts Festival, Christmas, and Anzac Day
8. Maintenance of the blisters is contained within the facilities and open space service area.
9. Expenditure associated with facilities and open space as contained in the draft 2021/22 budget totals \$592,008. Expenditure included in the draft 2021/22 budget for Uralla Parks & Reserves totals \$198,915.
10. Expenditure to maintain the Uralla CBD blisters is estimated at up to \$5,000 per year.

**CONCLUSION:**

11. This report outlines the works that are typically undertaken for the maintenance of the Uralla CBD garden blisters pursuant to OM 11.05/21 for Council's information.

**COUNCIL IMPLICATIONS:**

**12. Community Engagement / Communication**

Council services for the 2021/22 financial year outlined in the Draft Operational Plan & Budget 2021-22 placed on public display from 26 May 2021 to 23 June 2021.  
Ongoing consultation with the Uralla Township and Environs Committee.

**13. Policy and Regulation**

Procurement Policy, Workforce Management Strategy.

**14. Financial / Long Term Financial Plan**

Per draft budget 2021/22, facilities and open space expenditure at \$592,008 and Uralla Parks & Reserves at \$198,915. Amounts not yet adopted by Council.

**15. Asset Management / Asset Management Strategy**

Asset Management Plan not developed

**16. Workforce / Workforce Management Strategy**

Council works staff.

**17. Legal and Risk Management**

Maintaining Council assets to minimise risk exposure.

**18. Performance Measures**

Works completed to desired levels of service.

**19. Project Management**

Manager Civil Infrastructure.

## 15.5 THUNDERBOLT ENERGY HUB – WIND FARM - COMMUNITY CONSULTATIVE COMMITTEE REPRESENTATIVE



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**Department:** Infrastructure & Development  
**Prepared by:** Manager of Development and Planning  
**TRIM Reference:** UINT/21/6756  
**Attachments:** UINT/21/6757 - Community Consultative Committee Guidelines

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### LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

**Goal:** 2.2 Growing diversified employment, education and tourism opportunities.  
**Goal:** 4.1 A strong, accountable and representative Council.  
**Strategy:** 4.1.4 Provide strong representation for the community at the regional, state and federal levels.

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### SUMMARY:

1. This report provides information on the establishment of a Community Consultative Committee for the Thunderbolt Energy Hub – Wind Farm and the option of Council selecting a representative for the Committee.

### RECOMMENDATION:

**That Council nominate \_\_\_\_\_ as Council's representative, and \_\_\_\_\_ as Council's alternate representative, for the Thunderbolt Energy Hub – Wind Farm Community Consultative Committee.**

### REPORT:

2. Establishment of a Community Consultative Committee (CCC) is a prerequisite condition of the Planning Secretary's Environmental Assessment Requirements (SEARs) prior to the lodgement of any Environmental Impact Statement (EIS) for the Thunderbolt Energy Hub – Wind Farm.
3. The Independent Chair of the Thunderbolt Energy Hub CCC has contacted Council inviting the nomination of a Council representative on the Committee.
4. Council may decide to nominate an elected representative or an appropriate staff member, with the option of nominating either as the alternate.
5. The CCC will operate under the auspice of the NSW Department of Planning, Industry and Environment in accordance with the attached guidelines.
6. All members of the Thunderbolt Energy Hub CCC are required to sign a Code of Conduct Form and a Pecuniary and Non-Pecuniary Interest Form (see attachment 1).

7. It is expected that there may be 2-3 meetings prior to the submission of the EIS and then, depending on the outcomes of the approval process, meetings are likely to be held on a quarterly basis during construction and operation phases.
8. The main goal of the CCC is to assist in the facilitation of information exchange between the proponent and the community. The committee is not a decision making nor policy making group.

#### **CONCLUSION:**

9. It is recommended that Council write to the Independent Chair of the Thunderbolt Energy Hub – Wind Farm Community Consultative Committee and advise of Council's determination regarding a representative on the CCC.
10. Alternatively, Council can write to the Independent Chair of the Thunderbolt Energy Hub – Wind Farm Community Consultative Committee and notify them that Council does not wish to nominate a representative.

#### **COUNCIL IMPLICATIONS:**

##### **11. Community Engagement/ Communication (per engagement strategy)**

The invitation by the Independent Chair of the Thunderbolt Energy Hub – Wind Farm CCC to nominate a representative to the Committee presents as an opportunity for Council to actively provide input into the preparation of the EIS.

##### **12. Policy and Regulation**

Nil

##### **13. Financial (LTFP)**

Nil

##### **14. Asset Management (AMS)**

Nil

##### **15. Workforce (WMS)**

Nil

##### **16. Legal and Risk Management**

A Council representative on the Thunderbolt Energy Hub – Wind Farm CCC may subsequently be unable to vote on matters related to the Thunderbolt Energy Hub – Wind Farm development.

##### **17. Performance Measures**

Nil

##### **18. Project Management**

Nil

January 2019

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The Department of Planning and Environment (the Department) is committed to community engagement in the NSW planning system. It recognises that people should have a say in matters that affect their lives, and that community engagement results in better planning outcomes.

State significant projects are large, complex, and can have major economic, social and environmental impacts over a long time.

The Department encourages proponents to consult widely with the community and stakeholder groups at all stages of these projects.

This is to ensure that the community and stakeholder groups are:

- o kept informed of the status of projects, any new initiatives, and the performance of proponents
- o consulted on the development of projects, management plans and proposed changes to approved projects
- o able to provide feedback to proponents on key issues that may arise during the development or implementation of projects.

Effective community engagement can occur in many ways, and proponents should be innovative when they engage with the community and use a range of tools and techniques. They should also tailor their engagement to reflect the scale and nature of the project and its potential impacts.

For many years, Community Consultative Committees have played an important role in ensuring proponents engage with the community and stakeholder groups on State significant projects.

The Department has developed this guideline to clarify the roles and responsibilities of Community Consultative Committees, and to help these committees operate effectively.

This guideline will apply to the establishment and operation of all new Community Consultative Committees, and to the ongoing operation of existing committees (to the extent they are relevant).

If there is any doubt about the application of this guideline, the matter should be referred to the Department for resolution.

This guideline will be reviewed every 5 years to keep it up to date.

## **1 Purpose of the committee**

The purpose of a Community Consultative Committee is to provide a forum for discussion between a proponent and representatives of the community, stakeholder groups and the local council on issues directly relating to a specific State significant project.

A Community Consultative Committee is not a decision-making or regulatory body: it performs an advisory and consultative role.

Government agencies will remain responsible for ensuring proponents comply with any statutory obligations.

More specifically, the purpose of the committee is to:

1. establish good working relationships and promote information sharing between the proponent, local community, stakeholder groups and councils on individual State significant projects

2. allow the proponent to keep the community informed about projects, seek community views on projects, and respond to matters raised by the community
3. allow community members and local councils to seek information from the proponent and give the proponent feedback on the development and implementation of projects to assist with the delivery of balanced social, environmental and economic outcomes for the community, including:
  - the development of new projects or proposed changes to approved projects
  - the implementation of any conditions of approval and management plans
  - the results of any monitoring, annual reviews or independent audits
  - community concerns about the project
  - the resolution of community complaints
  - any community initiatives.

## 2 Establishment of the committee

The Department will decide whether a Community Consultative Committee should be established for a State significant project, considering factors such as:

- the scale and nature of the project and its potential impacts
- the level of public interest in the project
- the proponent's community engagement strategy
- whether a Community Consultative Committee would complement any other consultation initiatives being undertaken.

If a proponent's community engagement strategy accords with best practice and is appropriately tailored to the particular characteristics of a project, there should be no need for a Community Consultative Committee in the early stages of a project.

For some long linear infrastructure projects, such as major road or rail projects, the Department may require several committees to be established, covering different areas of the project.

If the Department decides a Community Consultative Committee is warranted, it will require proponents to establish these committees either:

- early in the assessment process through the Planning Secretary's environmental assessment requirements (SEARs) for the project
- following approval through the conditions of approval for the project.

It may also specify other matters in these requirements or conditions, such as the composition of the committee and frequency of committee meetings.

In cases where proponents are required to establish Community Consultative Committees in the SEARs, the Department will not exhibit the project application before the proponent has complied with the relevant SEARs.

## **3 Members of the committee**

### **3.1 Membership of the committee**

The committee will comprise:

1. an independent chairperson
2. up to seven community and stakeholder representatives
3. a council representative from each of the local government areas concerned
4. up to three representatives from the proponent including the person with direct responsibility for environmental management of the project.

The Department will not be a member of any committee but may attend certain committee meetings.

### **3.2 Independent chairperson**

The independent chairperson must be:

- a convener, facilitator, mediator and advisor for the committee
- independent and impartial
- the key contact between the committee and the Department.

The Department will recruit, appoint and review the performance of all independent chairpersons.

The Department has established a pool of suitable independent chairpersons for Community Consultative Committees and will update this pool regularly.

Members of this pool have:

- experience in community relations, facilitation, mediation or public advocacy
- an understanding of the regulatory requirements for State significant projects, and the issues associated with these projects
- a proven track record in convening and managing stakeholder committees with independence.

A list of the members of this pool and a summary of their credentials is published on the Department's website.

The Planning Secretary of the Department (or a nominated representative) will appoint the independent chairperson for individual projects from the pool, after confirming the person has no conflicts of interest.

Proponents must pay the chairperson's standard fees, as well as the fees of any note-taker the chairperson may use to take the minutes of any meeting.

The independent chairperson must oversee the preparation and publication of the minutes of committee meetings, and report annually to the Department on the operation of the committee.

A copy of the committee's annual report will be published on the Department's website.

The Department may review the performance of the independent chairperson at any time.

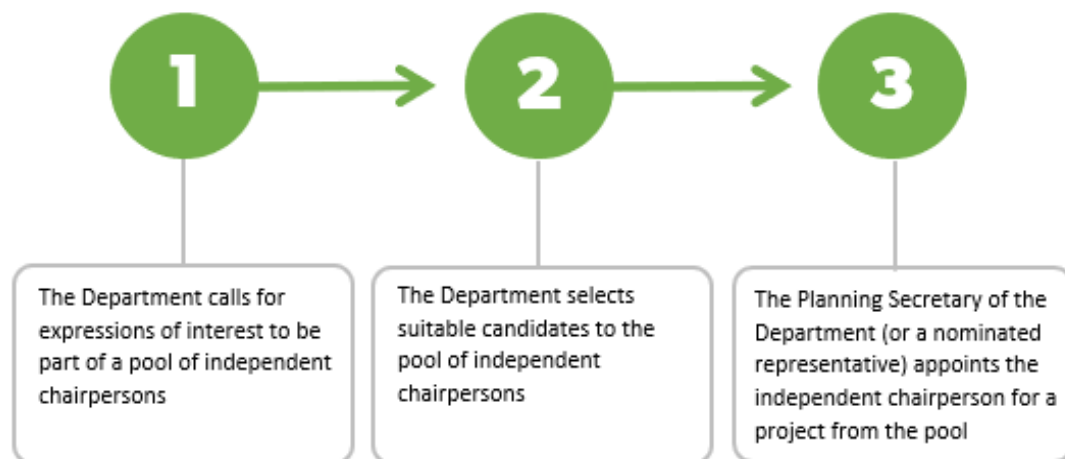
If the proponent or more than half the community representatives have concerns about the conduct or performance of the independent chairperson (e.g. there is an ongoing perception of bias, inappropriate control,

refusal to share information or to adhere to the wishes of the committee), they may refer the matter to the Department. The Department will examine the concerns and determine what, if any, action should be taken.

If the Planning Secretary of the Department (or a nominated representative) decides to replace the independent chairperson or the independent chairperson resigns from the committee, the Planning Secretary of the Department (or a nominated representative) will appoint a new chairperson from the pool.

This appointment will be made within two weeks of the Planning Secretary's decision or the Department being notified of the resignation.

### 3.3 Selection process for the independent chairperson



### 3.4 Community representatives

Community representatives will be selected from the local community or stakeholder groups.

Employees or contractors of the proponent are not eligible to be appointed as community representatives.

Local community representatives must:

- be current residents or landowners within the affected local government area/s
- demonstrate involvement in local community groups and/or activities
- have knowledge and awareness of the project and related issues of concern to the local community
- be able to represent and communicate the interests of the affected local community
- be willing to adhere to the committee's code of conduct.

Representatives of stakeholder groups must:

- be a member of a stakeholder group with an interest in the project, including an industry, community, environmental or Aboriginal group
- have knowledge and awareness of the project and related issues of concern
- be able to represent and communicate the interests of the group or community
- be willing to adhere to the committee's code of conduct.

### 3.5 Appointing community representatives

The independent chairperson is to oversee the selection process for the community representatives of the Community Consultative Committee.

After consulting with the independent chairperson, the proponent is to seek expressions of interest for the committee by placing at least two advertisements in local or regional media publications (i.e. newspapers) (refer to the Toolkit of Resources) and advertising through one or more of the following avenues:

- local businesses
- community or sporting centres
- local council websites.

The advertising period must give community members sufficient time to apply and should be no less than 28 days.

Applications can be emailed or mailed directly to the independent chairperson.

Within two weeks of the end of the advertising period, the independent chairperson must:

- review the applications against the relevant selection criteria
- send a copy of all the applications to the Department
- make a recommendation to the Department on who should be appointed to the committee, including any alternate representatives for local community members, and provide reasons why they should be appointed.

Within two weeks of receiving these recommendations, the Planning Secretary of the Department (or a nominated representative) will appoint the community representatives to the committee and any alternate representatives, and formally notify the successful and unsuccessful applicants, the independent chairperson and the proponent of the decision.

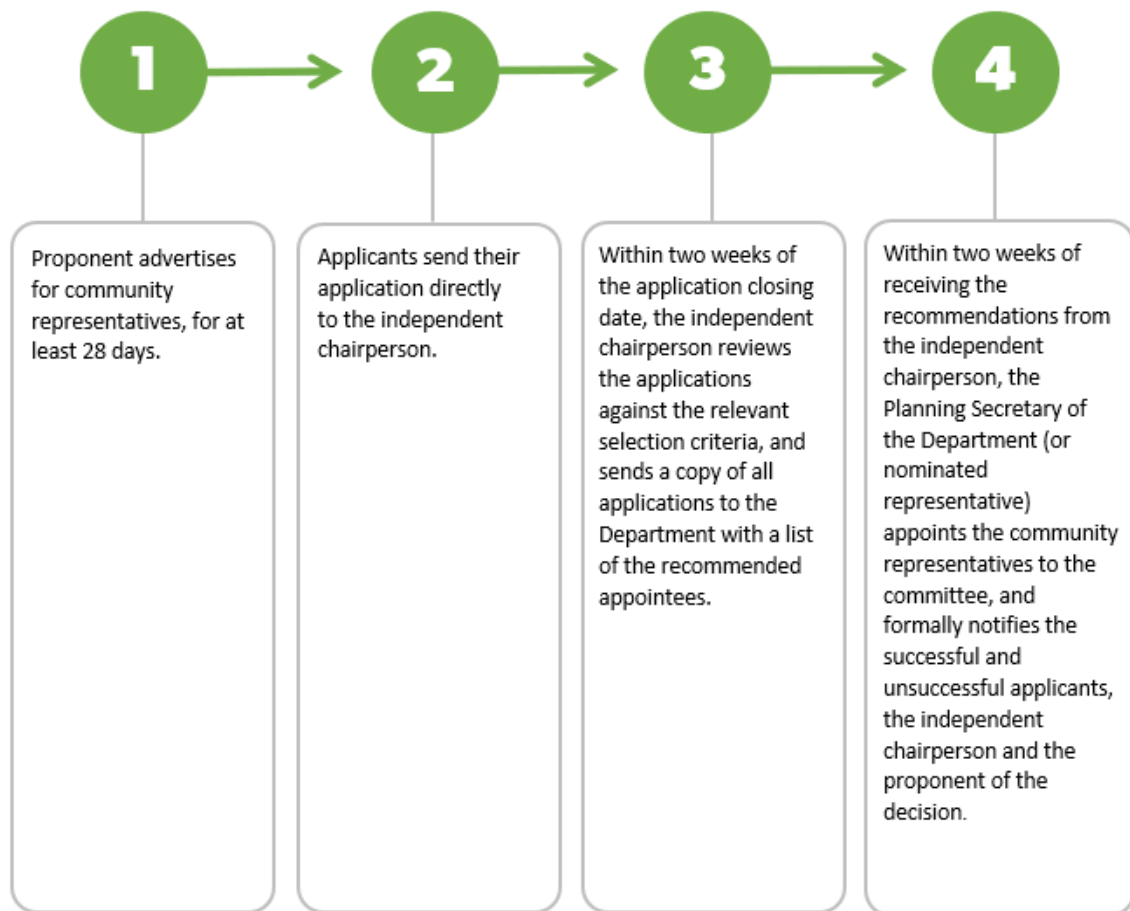
The Department may review the performance of community representatives at any time.

If the independent chairperson has concerns about the conduct of a member of the committee, they may refer the matter to the Department. The Department will examine these concerns and determine what, if any, action should be taken.

If the Department decides to replace a community representative on the committee or a community representative resigns from the committee, the Planning Secretary of the Department (or a nominated representative) will appoint a new representative to the committee in consultation with the independent chairperson.

This appointment will be made within two weeks if a suitable replacement is available or following the standard selection process.

### 3.6 Selection process for community representatives



### 3.7 Proponent and council representatives

The proponent and local council will appoint their representatives directly to the committee.

### 3.8 Alternate representatives

If the independent chairperson is unable to attend a committee meeting, the Department will appoint another person from the pool to chair the meeting.

If a representative from a stakeholder group, local council, or the proponent is unable to attend a meeting they must notify the independent chairperson as soon as possible and nominate an alternative representative from their organisation or group to attend the meeting.

If a local community representative is unable to attend a meeting they must notify the independent chairperson as soon as possible so the chairperson can select an alternate representative to attend the meeting.

The use of alternate representatives should be kept to a minimum.

The independent chairperson may request the replacement of any member who fails to attend three consecutive committee meetings.

## 4 Committee meetings

### 4.1 Frequency, timing and location of meetings

The committee should determine the frequency of committee meetings, after considering factors such as the:

- size and complexity of the project
- stage of the project
- level of public interest
- sensitivity of the site and surrounds.

In some cases, however, the Department will determine the frequency of the meetings in consultation with the independent chairperson.

The frequency of meetings may vary over time as a project moves through different stages. For instance, a committee may meet at least four times a year during construction, but only once or twice a year during operations.

If there are important and urgent matters requiring consideration, any member of the committee may ask the independent chairperson to convene an extraordinary meeting of the committee.

The independent chairperson must decide whether the extraordinary meeting is warranted, or whether the matters can be addressed in other ways.

Members should be given at least four weeks notice before a regular committee meeting, and two weeks notice before an extraordinary meeting.

The proponent must provide suitable facilities for committee meetings, and the meetings should be held at a time and place generally convenient to all committee members.



In areas with a high concentration of State significant projects, consideration should be given to holding joint Community Consultative Committee meetings from time to time.

These meetings should focus on matters that are of common interest to these committees, such as the cumulative impacts of the projects.

## **4.2 Meeting proceedings**

Committees should follow good meeting practice and adopt standard procedures for their meetings.

The independent chairperson must:

- formulate the agenda for all meetings in consultation with the members of the committee
- convene and run meetings in a fair and independent manner
- facilitate discussion to ensure all members have an opportunity to speak and share their views
- identify any items of a confidential nature and assist committee members to understand how this information may, or may not, be used
- support constructive dialogue
- resolve disagreements or differences of opinion in a fair, transparent and supportive manner.

Any member may propose a matter for inclusion on the agenda, either before or during a meeting, providing the matter is within the purpose of the committee. This may include inviting a technical expert to present to the committee.

The independent chairperson must ensure that issues raised by community representatives on behalf of the community are properly considered.

If agenda items are supported by detailed reports, then these reports must be distributed to members at least one week before the meeting.

Late items may be deferred to a following meeting.

The committee may decide to undertake regular site visits of the project in conjunction with its meetings, or at other convenient times.

Committee meeting agenda items would normally be expected to include:

1. Apologies.
2. Declaration of pecuniary or other interests.
3. Business arising from previous minutes - response to issues raised or provision of additional information requested.
4. Correspondence.
5. Proponent reports and overview of activities, including:
  - progress of the project
  - issues arising from site visits
  - monitoring and environmental performance

- community complaints and response to these complaints
  - information provided to the community and any feedback.
6. Other agenda items.
  7. General business.
  8. Next meeting.

### **4.3 Minutes of meetings**

The independent chairperson must prepare minutes for each committee meeting.

These minutes must:

- provide an accurate summary of the matters that were discussed at the meeting, including any community concerns expressed and inquiries made
- record the dissenting views of members on a matter
- clearly identify the actions to be taken before the next meeting, who is responsible for these actions, and by when.

The independent chairperson may employ a note taker to assist with this task and recover any associated costs from the proponent.

Within one week of a meeting, the independent chairperson must distribute the draft minutes to all committee members.

Committee members have one week to provide their feedback to the independent chairperson.

Within two weeks of receiving this feedback, the independent chairperson must finalise the minutes in consultation with the members, and ensure the proponent publishes them on its website (in a web accessible format).

If there are any disagreements between members on the minutes, the independent chairperson will have the final say on the matter.

Recording of meetings - by recording device, telephone or any other electronic device is not permitted without the prior agreement of the independent chairperson and the committee.

### **4.4 Conduct of committee members**

All members, including the independent chairperson and alternative representatives, must sign a code of conduct agreement before they join a Community Consultative Committee (refer to the Toolkit of Resources), and comply with this code while they are members of the committee.

The independent chairperson must bring any breach of the code to the attention of the persons concerned.

This may take the form of a verbal warning during a meeting, which is formally recorded in the meeting's minutes, or a written warning following the meeting.

Following three warnings, the independent chairperson may ask the Department to replace the member if it is a community representative, or the proponent or local council to replace their member.

Similarly, the independent chairperson may request the replacement of any member who fails to attend three consecutive committee meetings.

#### **4.5 Attendance by non-committee members**

Members may ask the independent chairperson to invite non-committee members to attend meetings, either as observers or to provide advice to the committee.

This may include:

- representatives of the Department or other State government agencies
- technical experts or consultants
- members of the general public.

The independent chairperson is to consult with the other members of the committee before issuing the invitation. If there is any disagreement between the members about the invitation, the independent chairperson will have the final say on the matter.

Non-committee members cannot participate in the business of a meeting unless they are invited to do so by the independent chairperson.

#### **4.6 Pecuniary and other interests**

All members must sign a declaration of pecuniary and non-pecuniary interest before they join the Community Consultative Committee (refer to the Toolkit of Resources) and keep this declaration up to date while they are members of the committee.

These declarations should include any pecuniary or other interest (including any payment, gift or benefit) intended or likely to influence - or that could be reasonably perceived by an impartial observer as intended or likely to influence - the member to:

- act in a particular way (including making a particular decision)
- fail to act in a particular circumstance
- otherwise deviate from the proper exercise of their duty as a member.

Examples of pecuniary or other interests include holding shares in an entity carrying out the project, holding a private contract with the proponent, holding voluntary acquisition or mitigation rights under the proponent's consent, or receiving sitting fees or payments of personal expenses from the proponent; and if the member represents a stakeholder group, if the stakeholder group has received funding or a grant from the proponent.

This guideline establishes no requirement in respect of personal interests other than declaration. However, the committee may determine that a personal interest is sufficient that a member should withdraw from discussion on a particular issue.

#### **4.7 Committee training**

The independent chairperson should ensure new members are given suitable induction training to equip them for their role on the committee.

The committee may seek funding or other assistance from the proponent for training members or developing the skills of the committee.

This may include training in:

- communications and conflict resolution
- best practice environmental management and community relations.

The proponent should support any reasonable requests from the committee for such training.

#### **4.8 Committee funding and remuneration**

The committee may seek annual or one-off funding from the proponent to help it perform its functions effectively. It is up to the proponent whether or not it agrees to such requests.

Community representatives are not eligible to receive sitting fees from the proponent, but may seek reimbursement of personal out of pocket expenses associated with attending meetings. It is up to the proponent whether or not it agrees to these expenses being paid.

If fees or expenses are paid to members for meetings, then the fact that a payment is being made (and not the actual amount) should be declared as a pecuniary interest and recorded in the minutes of the meeting.

#### **4.9 Review of a committee's effectiveness**

If the independent chairperson has concerns about the effectiveness of the committee they may refer the matter to the Department.

The Department will examine these concerns and determine what, if any, action should be taken.

If the committee is found to be ineffective, the Department may decide to dissolve or reconstitute the committee.

#### **4.10 Dispute resolution**

Although the committee is not a decision-making or regulatory body, and consensus is not required on all matters, it should discuss and try to resolve any disagreements between members.

The independent chairperson is responsible for trying to resolve any disputes that arise, either between members of the committee or between the members of the committee and the proponent.

If the independent chairperson is unable to resolve the dispute, then they may refer the matter the Department for resolution or advice.

The Department's decision on the matter will be final.

### **5 Responsibilities of the proponent**

The proponent must provide the committee with timely, accurate and comprehensive reports on the project, including the status of the project, existing operations, environmental performance and community relations. This does not include matters of a financial or commercial nature.

The proponent must also provide the committee with copies of:

- the project's consent and other relevant documents, including management plans
- results of environmental monitoring

- annual review or compliance reports
- audit reports
- reports on community concerns or complaints and the proponent's response to these matters
- any other information specified by the Department.

These documents may be provided electronically, but hard copies of the documents should be provided to individual committee members upon request.

The proponent should consult with the committee before it lodges any applications with the Department and notify committee members when these applications are lodged.

The proponent must respond to any questions asked or advice given by the committee about the proponent's environmental performance or community relations. These responses must be given to members within 28 days of a committee meeting, unless the meeting's minutes specify otherwise.

Finally, the proponent must organise site visits for the committee if requested by the independent chairperson.

## **6 Communication with the broader community**

Committee members are encouraged to discuss concerns and disseminate information about the project with the wider community, including stakeholder groups.

Where appropriate, the independent chairperson may also give briefings to stakeholder groups. In these cases, the independent chairperson must report back to the committee on the outcomes of these briefings.

With the agreement of the whole committee, the committee may agree to release statements or other information to the media or to adopt other approaches to public dissemination of information. However, only the independent chairperson may speak publicly on behalf of the committee.

Individual committee members may make comments to the media or in public forums on behalf of themselves or their stakeholder groups, but not on behalf of the committee.

There is a presumption that documents and other information provided to the committee can generally be made available to the community.

However, committee members may ask for certain information (e.g. a declaration of interest, site visit photos, or information which the proponent considers to be commercial-in-confidence) to be kept confidential by the committee.

If there is any disagreement between members of the committee on whether such information should be kept confidential, the independent chairperson will have the final say on the matter.

If the committee or independent chairperson decides that a matter discussed at a meeting is to be kept confidential, members must respect this confidentiality and refrain from discussing the matter with other parties outside the meeting.

The name, credentials and (if the member agrees) contact details of all members of the Community Consultative Committee must be published in a prominent position on the proponent's website.

Requests from the public for items to be included on the committee's agenda may be directed to individual members or the independent chairperson.

## Glossary of Terms

**Community** – A group of people living in a specific geographical area or with mutual interests that could be affected by a State significant project

**Environment** – includes all aspects of the surroundings of humans, whether affecting any human as an individual or in his or her social groupings

**Proponent** – The person or entity seeking approval for a State significant project, or acting on an approval for a State significant project

**Stakeholder group** – a group or organisation — including an industry, community, environmental or Aboriginal group — that represents several people with an interest in a State significant project

**State significant project** – a project that is defined as State significant development or State significant infrastructure under the Environmental Planning & Assessment Act 1979

Proponents must advertise for the community representatives of Community Consultative Committees. This advertising should be placed in local or regional media publications, on websites, and at local councils, businesses, or prominent community or sporting centres. Members of the local community or stakeholder groups with a particular interest in the project should also be notified.

Community members should be given at least 28 days to apply. All applications must be sent to the independent chairperson of the committee.

The independent chairperson is to review the applications against the relevant selection criteria (see page 5 of the guideline) and recommend the community representatives for the committee to the Department. The Planning Secretary of the Department (or nominated representative) will consider the recommendation and appoint the community representatives to the committee. A sample advertisement for community representatives is provided below.

This advertisement should be tailored to the specific circumstances of the project, and include information on the:

- State significant project
- current stage of the project (approval is being sought or the project is approved, and construction is scheduled to start shortly).

It should also clearly identify the selection criteria for local community representatives and representatives of stakeholder groups.

**NOMINATIONS ARE OPEN FOR APPOINTMENT OF COMMUNITY MEMBERS TO THE [INSERT DEVELOPMENT NAME] COMMUNITY CONSULTATIVE COMMITTEE**

### **Want to contribute to your community?**

Many State significant projects in NSW have Community Consultative Committees.

These committees provide a forum for open dialogue between the proponent and representatives of the local community, stakeholder groups and local councils on issues directly relating to the project.

We are looking for a mix of people who live locally or are members of a stakeholder group (community, environment, Aboriginal or industry) to join our new [INSERT DEVELOPMENT NAME] Community Consultative Committee.

Your role as a committee member is voluntary.

Selection criteria: You will be expected to contribute constructively to committee discussions, attend around (four) meetings a year, and communicate information about [INSERT DEVELOPMENT NAME] between the committee and the broader community.

If you would like to apply, download a copy of the relevant nomination form at [INSERT DPE WEBSITE DETAILS]. Contact [INSERT INDEPENDENT CHAIRPERSON DETAILS] at [INSERT INDEPENDENT CHAIRPERSON CONTACT DETAILS] for more information.

Applications must be lodged by [INSERT DATE] and sent to the independent chairperson of the Community Consultative Committee at [INSERT NAME AND CONTACT DETAILS OF INDEPENDENT CHAIRPERSON]

## Nomination details

I hereby nominate to be a local community representative on the [DEVELOPMENT NAME]

..... Community Consultative Committee.

I accept that selection and appointment to the committee will be subject to my:

- being a current resident or landowner in the affected local government area/s
- being able to demonstrate my involvement in local community groups or activities
- having knowledge and awareness of the project and related issues of concern to the local community
- being able to represent and communicate the interests of the affected local community
- being willing to adhere to the committee's code of conduct.

I have attached a supporting letter demonstrating how I meet the above criteria for membership.

## Signed declaration

If appointed to the committee, I:

- confirm that I am aware of my responsibilities as a local community representative on the [DEVELOPMENT NAME]  
..... Community Consultative Committee;
- accept that the position is voluntary with no entitlement to remuneration
- agree to sign and comply with the committee's code of conduct agreement
- agree to sign a declaration of pecuniary and non-pecuniary interests and keep this declaration up to date.

Name .....

Phone number .....

Address .....

Stakeholder group (if relevant) .....

Signature and date .....

**This signed nomination form and supporting letter must be sent directly to the independent chairperson of the Community Consultative Committee and not to the Department of Planning and Environment. The independent chairperson's details can be found on the advertisement calling for nominations.**

## Nomination details

I hereby nominate to be a community representative on the [DEVELOPMENT NAME]

..... Community Consultative Committee.

I accept that selection and appointment to the committee will be subject to my:

- being a member of a stakeholder group with an interest in the project, including an industry, community, environmental or Aboriginal group
- having knowledge and awareness of the project and related issues of concern
- being able to represent and communicate the interests of the group or community
- being willing to adhere to the committee's code of conduct.

I have attached a supporting letter demonstrating how I meet the above criteria for membership.

## Signed declaration

If appointed to the Committee, I:

- confirm that I am aware of my responsibilities as a community representative on the [DEVELOPMENT NAME]  
..... Community Consultative Committee;
- accept that the position is voluntary with no entitlement to remuneration;
- agree to sign and comply with the committee's code of conduct agreement; and
- agree to sign a declaration of pecuniary and non-pecuniary interests and keep this declaration up to date.

Name .....

Phone number .....

Address .....

Stakeholder group .....

Signature and date .....

**This signed nomination form and supporting letter must be sent directly to the Community Consultative Committee Independent Chairperson and not to the Department of Planning and Environment. The Independent Chairperson's details can be found on the advertisement calling for nominations.**

As a condition of engagement, the independent chairperson of a Community Consultative Committee must agree to adhere to the following code of conduct.

### **Accepted behaviour**

As the independent chairperson of the [INSERT DEVELOPMENT NAME] Community Consultative Committee, I understand I am expected to:

- personally chair all committee meetings, or if I can't be present get the Planning Secretary of the Department to appoint an alternate chairperson for the meeting from its pool of independent chairpersons
- oversee the appointment of community representatives to the committee
- ensure that all matters dealt with by the committee fit within the purpose of the committee
- act as a convener, facilitator, mediator and advisor for the committee to ensure that members can put forward views and that they are not interrupted
- be independent and impartial with respect to all members of the committee
- create an atmosphere of open and constructive participation by the members of the committee where they can communicate relevant concerns, interests and ideas and express their reasons for any disagreement
- actively work with the members of the committee to try and resolve any disputes that may arise during the committee's activities
- ensure confidential matters handled by the committee are kept confidential
- be the key contact between the committee and the Department and other external parties
- advise the Department as soon as possible of any potential or actual conflict of interest that may affect my ability to fulfil my role on the committee
- ensure members of the committee comply with the code of conduct, and issue warnings to members who do not comply with this code
- review the performance of the committee from time to time and refer any matters of concern to the Department.

### **Signed declaration**

As the independent chairperson of the committee, I agree to abide by this code of conduct.

I further declare that I have no conflicts of interest in relation to appointment to this committee.

Name .....

Contact details .....

Address .....

Signature and date .....

As a condition of engagement, all members of the Community Consultative Committee must agree to adhere to the following code of conduct.

**Accepted behaviour**

As a member of the [INSERT DEVELOPMENT NAME] Community Consultative Committee, I understand I am expected to:

- attend committee meetings, at dates and times set by the committee’s independent chairperson
- advise the independent chairperson in advance if I am unable to attend meetings
- respectfully engage with other members of the Committee
- contribute to an atmosphere of open and constructive participation
- openly communicate relevant concerns, interests and ideas and make reasons for any disagreement clear in a constructive and thoughtful manner
- put forward views but also remain committed to open and shared dialogue
- actively work with the members of the committee to try and resolve any disputes that may arise during the committee’s activities
- ensure confidential matters handled by the committee are kept confidential, and refrain from discussing these matters with other parties outside meetings
- not interrupt when another member is speaking
- not speak publicly on behalf of the committee
- not misrepresent the views of other members of the committee outside meetings
- immediately advise the independent chairperson during meetings of any potential or actual conflict of interest relating to matters under discussion
- abide by the directions of the independent chairperson.

I understand that if I miss three consecutive meetings I may be replaced on the Committee.

**Signed declaration**

As a member of the committee, I agree to abide by this code of conduct.

Name .....

Contact details .....

Address .....

Stakeholder group (if you relevant) .....

Signature and date .....

All members of Community Consultative Committees must sign a declaration of pecuniary and non-pecuniary interests before they join the committee and keep this declaration up to date while they are members on the committee.

This declaration is designed to protect the integrity of the committee and the reputation of its members.

Examples of pecuniary interest may include but are not limited to:

- holding shares in an entity proposing or carrying out all or part of a State significant project
- holding a private contract with the proponent
- holding voluntary acquisition or mitigation rights under the proponent's consent
- receiving sitting fees or payments of personal expenses from the proponent
- a member representing a stakeholder group and the stakeholder group has received funding or grants from the proponent.

**A pecuniary interest** is an interest a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person. Money does not have to change hands for there to be a pecuniary interest.

**A non-pecuniary interest** is a private or personal interest a person has that does not amount to a pecuniary interest but that may arise from family or personal relationships, involvement in community, social or other cultural groups that may include an interest of a financial nature.

#### **A No pecuniary or non-pecuniary interest to declare**

As a member of the [INSERT DEVELOPMENT NAME] Community Consultative Committee I declare that I have no pecuniary or non-pecuniary interest to prevent me from carrying out my role on the [INSERT DEVELOPMENT NAME] Community Consultative Committee impartially and in the best interests of the local and broader community.

Should this change, I agree to update this declaration and advise the committee accordingly.

Name .....

Signature .....

Date .....

#### **B Pecuniary or non-pecuniary interest to declare**

As a member of the [INSERT DEVELOPMENT NAME] Community Consultative Committee, I declare that I have the following interests (tick as appropriate) that are relevant to the operation of the committee:

☐ **Pecuniary interest. Please provide details:**

.....

.....  
.....

☐ **Non-pecuniary interest. Please provide details:**

.....  
.....  
.....

Should this change, I agree to update this declaration and advise the committee accordingly.

I understand this declaration, and any subsequent actions that flow from this declaration, will be noted the committee's meeting notes, and that the independent chairperson of the committee may ask me to withdraw from discussion on particular issues.

Name .....

Signature .....

Date .....

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**Department:** Infrastructure & Development  
**Prepared by:** Manager Civil Infrastructure  
**TRIM Reference:** UINT/21/6868  
**Attachments:** UINT/21/6869 June - Attachment Works Program to 30 May 2021

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#### **LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

**Goal: 2.3** A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycle ways that are adequate, interconnected and maintained

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

**Activity: 2.3.1.1** Deliver road and drainage maintenance services and capital works programs

**Action: 2.3.1.1.1** Deliver sealed roads bitumen maintenance program in line with established service levels and intervention points - per Transport Asset Management Plan

**2.3.1.1.2** Deliver sealed roads capital renewal program - per Transport Asset Management Plan

**2.3.1.1.4** Deliver unsealed roads grading program in line with established service levels and intervention points - per Transport Asset Management Plan

**2.3.1.1.5** Deliver unsealed roads re-sheeting program in line with established service levels – per Transport Asset Management Plan

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#### **SUMMARY:**

1. The purpose of this report is to inform Council of the works that have been completed or progressed to the following month, and works being undertaken in the current month.

#### **RECOMMENDATION:**

**That Council receive the report on works completed or progressed during May 2021 and works programmed for June 2021.**

#### **BACKGROUND:**

2. Council is kept informed on the progress of maintenance and construction works within the Shire.

## REPORT:

### 3. Works Undertaken in May 2021

- **Main Road Maintenance**

MR73 Thunderbolts Way (Walcha)	Bitumen patching
Thunderbolts Way and Bundarra Road	Bitumen patching
Gwydir River Road	Bitumen patching
- **Sealed Roads Maintenance**

Uralla Streets and Rural Roads	Bitumen patching. Mowing
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- **Unsealed Roads Maintenance Grading**

Gills Road, Hillview Road	Graded
Mt Drummond Road,	Graded
Spring Gully Road, Reids Road	Graded
Ingledale Road, Yarrowyck	Graded
Crossing,	Graded
Blue Mountain Road, Val View	Graded
Road	Graded
Wilkinsons Road, Jacksons Road	Graded
Holloways Lane, Jenkins Road,	Graded
Thomas Lagoon Road, Talisker Road,	Graded
Bullens Road, Anderson Road,	Graded
Williams Road, Goodes Road,	Graded
Yellowbox Drive, Lawson Road,	
Rocky Cliff Road, Ferris Lane	
- **Construction**

Thunderbolts Way (Tarana Curve)	Completed widening, sealed and guardrail installation
Hawthorne Drive improvement	Repaired soft patches and continue sub-base course construction
- **Bridge / Sign**

Spring Gully Box Culvert	Completed repair
Hawthorne Drive Improvement	Supported construction
- **Town and Parks**

Uralla	Undertook recreational area maintenance, cemetery maintenance, clean gutters, mowing, sporting field linemarking, tree pruning, weed spraying
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#### **4. Works to be continued/undertaken in June 2021**

- **Regional Sealed Road Maintenance** Bitumen patching, mowing
- **Rural Sealed Roads Maintenance** Bitumen patching. Mowing
- **Unsealed Roads Maintenance** Grading – Saumarez War Service Road, Bakers Creek Road, Lindon Road, Kentucky area, Glenburnie Road, Borgers Road, Enmore area, Kelly's Plain area
- **Bridge/Sign** Plane Avenue shared path construction, Bundarra Town footpath construction
- **Construction** Continue Hawthorne Drive improvement  
Hawthorne Drive Stage 2 preparation
- **Town Area** General maintenance and upkeeping

#### **5. The following road projects are funded and to be undertaken in coming months.**

- Project: Thunderbolts Way rehabilitation  
Funded: Block Grant
- Project: Old Gostwyck Road, Harriet Gully Road and Corey Road upgrade  
Funded: LRCI
- Project: Hawthorne Drive upgrade stage 2  
Funded: FLR

#### **CONCLUSION:**

6. The report provides Council information on the works completed or progressed during May 2021 and works programmed for June 2021.

#### **COUNCIL IMPLICATIONS:**

##### **7. Community Engagement/ Communication (per engagement strategy)**

Weekly posts to Council's facebook and internal weekly bulletin keep the community informed of progress.

##### **8. Policy and Regulation**

Procurement Policy; Infrastructure Asset Management Policy; and other applicable Civil Infrastructure and Works policies of Council  
Local Government Act (1993), Roads Act (1993), Work Health & Safety Act (2011), Environmental Planning & Assessment Act (1979) and Australian Standards.

##### **9. Financial (LTFFP)**

In accordance with budget.

**10. Asset Management (AMS)**

In accordance with Asset Management Plan.

**11. Workforce (WMS)**

Council staff and contractors.

**12. Legal and Risk Management**

Maintaining Council assets to minimise legal and risk exposure.

**13. Performance Measures**

Works completed to appropriate standards.

**14. Project Management**

Works Manager, Overseer & Director Infrastructure & Development



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**Department:** Infrastructure & Development  
**Prepared by:** *Project Manager*  
**TRIM Reference:** UINT/21/7339  
**Attachments:** UINT/21/7356 -1. Cashflow  
UINT/21/7467 -2. Bundarra Program Gantt Chart Rev4 – 17June21

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### LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

**Goal:** 3.4 Secure sustainable and environmentally sound water-cycle infrastructure and services

**Strategy:** 2.4.2 Maintain and renew the sewerage network infrastructure to ensure the provision of efficient and environmentally-sound sewerage services

**Activities:** 3.4.2.1 Provide Sewerage Services

**Action:** 3.4.2.1.3 Undertake the project management of the construction phase of the Bundarra Sewerage Scheme through the engagement of project management staff or consultant

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### SUMMARY:

1. Uralla Shire Council has entered into a contract with Ledonne Constructions to install a Low Pressure sewerage system within the village of Bundarra. This will provide reticulated sewerage to 171 developed properties within the village.
2. The construction contract was awarded in December 2020, with a 12 month construction timeframe.

### RECOMMENDATION:

**That Council receive the Bundarra Sewerage Scheme – Project Update Report.**

### REPORT:

3. The project is in the construction phase.
4. The bulk earthworks at the Sewer Treatment Plant (STP) are complete. Also at the STP, the irrigation pump shed is complete and the irrigation component is being constructed. The plumbing and wiring and installation of the solar powered pump is underway.
5. The sewer rising main from the corner of Oliver and Bombelli Streets is in place. There are some pit vents and valves being installed, prior to testing and commissioning.
6. The low pressure mains throughout the village of Bundarra are being under bored. Twenty five percent of the sewer lines from the pressure sewerage unit's (PSU's) located in properties to the street mains have been completed. The pressure units are yet to be

installed in property owners' gardens. The electrical control panels for the PSU's have also been installed at 25% of residential buildings.

7. On-property audits have been completed by the contractor Ledonne Constructions, and their electrical subcontractor. This is to individually plan the layout, and also advise of the upgrades to the existing plumbing and electrical systems that are required.

8. During the May 2021 Ordinary Council meeting it was resolved as follows:

*That Council:*

- a. be advised of the total of the estimated cost of each property owner to connect to the new scheme;*
  - b. seek the approval of the Grant Funding body to expense all residents' connection costs from within the current contingencies budget;*
  - c. approve the Private Works under Section 67, NSW Local Government Act 1993 from the Sewer Fund;*
  - d. request the contractor confirm the variation amount for the work and bring it back to Council for consideration;*
  - e. be provided with details for the Project Manager including qualifications and experience; and*
  - f. seek the support of our Local State Government member, the Hon. Adam Marshall, Member for Northern Tablelands for this resolution.*
9. Advice provided at the May meeting estimated a cost of \$620,000 excluding GST.
  10. Council has written to the funding body and confirmation has been provided that the contingency can be spent in the way requested in paragraph 8(b).
  11. A report to Council will be required to approve the works in accordance with Section 67, NSW local Government Act, 1993 **prior** to the works commencing.
  12. The contractor has provided an amount for the variation that will be provided as a separate report to Council given the approval from the State Government and upon receipt of validation by an independent quantity surveyor.
  13. The Project Manager's qualifications were advised in the 28 May 2021 Councillor Bulletin.
  14. Uralla Shire Council has written to Local State Government member, the Hon. Adam Marshall, Member for Northern Tablelands in accordance with the resolution.

#### **CONCLUSION:**

15. There appear to be adequate funds to progress the variation providing for the upgrades to the non-compliant electrical and drainage private works of the buildings to be connected.

16. The funding partner has approved the expenditure in principle advising that Council needs to be confident that the prices quoted represents value for money and is within the existing grant funding allocation.
17. The electrical and drainage upgrade works should be at costs that represent value for money.

#### **COUNCIL IMPLICATIONS:**

#### **18. Community Engagement / Communication**

Progress updates have been provided to the community using the Uralla Shire Council Website and Councillor Bulletin on a monthly basis. There is a segment on USC webpage on major projects which provides details on the progress of the Bundarra Sewerage Scheme. A Frequently Asked Questions section has been created on Councils Website which provides specific information to residents about enquiries related to their situation.

In November 2020, Council implemented a Communications Plan for the imminent construction phase of the project. This included The Mayor Michael Pearce and the Local Member at a "Turning the First Sod", media releases, and radio interviews. Information sheets have been provided, giving updates about the project and its progress.

There are regular reports to Council, informing of progress and budgetary status.

#### **19. Policy and Regulation**

Section 67, NSW local Government Act, 1993

#### **20. Financial / Long Term Financial Plan**

	GST EXC	\$
<b>Ledonne Tender</b>	<b>7,061,369</b>	<b>\$7,061,369</b>
<b>Variations claimed</b>		
Oxidation pond and irrigation trenching in rock	108,813	
<b>Variations approved to be claimed</b>		
Design Variations	16,987	
Rock Extra 2 projected	42,727	
Extra Pressure units missed in the design 4 @ \$14.5K	58,000	
Dismantling Joints	1,573	
Variations initial contract + projections	228,100	\$228,100
<b>Ledonne Contract + Variations</b>		<b>\$7,289,469</b>

Council costs inc project management to date		\$41,453
<b>Total expenditure and commitments to date</b>		<b>\$7,330,922</b>
Council Commitment		\$1,785,113
Grant funding capped maximum with contingency.		\$6,113,220
<b>Total Available</b>		<b>\$7,898,333</b>
Remaining contingency and provision for project management.		\$567,411

*Tabulated financial position June 2021, USC contract with RFT10031531 with Ledonne Constructions*

Uralla Shire Council has engaged Ledonne Constructions for the above Tender price plus some additional variations noted to date. The residual funding available for contingencies and project management is \$608,864.

Attachment 1 is the cash flow document, which shows the claims to date of \$3,320,206.88 (GST INC) with the project at 42% paid up to progress claim number 5 overall.

## **21. Asset Management / Asset Management Strategy**

Uralla Shire Council will take on additional infrastructure as a result of the installation of the system. This requires “Capitalising of the Sewerage Assets” and inclusion in Council’s Asset Management system which will be depreciated as per normal Council accounting practises. The individual lots will continue to be charged for the sewer connection as per Council’s Revenue Policy.

## **22. Workforce / Workforce Management Strategy**

Additional staffing will be required to undertake normal operations and maintenance work and has been included in the 2021/22 Draft Operational Plan and Budget. Council staff will require up-skilling to monitor and operate the scheme. There are some automated systems which provide remote warnings of systems which require maintenance.

## **23. Legal and Risk Management**

The sewerage system will be compliant into the future with Sanitation Standards for residential dwellings. This also alleviates the risk of environmental problems which could arise from overflow drainage and flooding events.

## **24. Performance Measures**

The project is planned to be completed in early 2022. Attachment 2 is a Gantt chart showing the projected Milestone completions.

## **25. Project Management**

Uralla Shire Council has a Project Manager assigned to this construction project. Reporting is carried out on a monthly basis, to the Department of Planning, Industry & Environment, Water; claims are submitted in accordance with the Funding Deed, specified Milestone Payments.

BUNDARRA SEWERAGE SCHEME - CONTRACT RFT 10031531														
	ITEM	VALUE	PC 1 Jan-21	PC 2 Feb-21	PC 3 Mar-21	PC 4 Apr-21	PC 5 May-21	PC 6 Jun-21	PC 7 Jul-21	PC 8 Aug-21	PC 9 Sep-21	PC 10 Oct-21	PC 11 Nov-21	PC 12 Dec-21
1	<b>BUNDARRA SEWERAGE SCHEME</b>	<b>\$7,767,506.00</b>												
1	PRELIMINARIES & PROJECT MANAGEMENT establishment, docs. Survey,O&M, WAE	\$242,445 \$242,445	\$60,900	\$26,033	\$8,505	\$2,245	\$2,245			\$20,000	\$20,000	\$20,000	\$75,000	\$1,545
2	RETICULATION SYSTEM & ON PROPERTY WORKS	\$3,765,454												
	streetmains incl bridge crossing, ezydump	\$1,344,932	\$20,000	\$5,200	\$13,200	\$47,130	\$221,900	\$150,000	\$150,000	\$140,000	\$134,932			
	BKs & BK-main poly - ALL	\$754,352			\$7,732	\$0	\$12,075	\$150,000	\$100,000	\$54,352	\$100,000			
	ON PROPERTY WORKS incl PU-BK poly	\$1,666,170		\$108,000	\$37,951	\$154,100	\$67,518	\$300,000	\$250,000	\$200,000	\$166,170	\$100,000	\$100,000	
3	TRANSFER PUMPING STATION	\$637,087												
	Obrien Electrical / Ledonne	\$207,870		\$5,000	\$11,267	\$46,077	\$74,606							
	Xylem / ledonne	\$336,766		\$18,000	\$123,717	\$10,000	\$32,619	\$21,766						
	other - construct	\$92,451			\$7,492	\$53,150	\$7,492	\$7,451						
4	SEWER RISING MAIN	\$783,211												
	Ledonne	\$783,211	\$20,000	\$49,000	\$114,345	\$211,869	\$99,600	\$50,000	\$63,211					
5	CONSTRUCTION OF STP	\$2,227,511												
	Ponds	\$839,499		\$141,000	\$126,467	\$302,422	\$362,517	\$139,499						
	Fencing	\$155,132	\$45,000	\$2,000		\$0	\$0	\$30,132	\$78,000					
	Pipelines & flow structures	\$136,629			\$0	\$11,036	\$22,098							
	Effluent irrigation system	\$803,526		\$0	\$53,310	\$76,522	\$120,443	\$150,000						
	Electrical - Obrien & Solar Depot & ledonne	\$292,725	\$30,000	\$11,000	\$0	\$78,622	\$46,665	\$80,000						
6	PROVISION OF SPARES	\$44,240												
	spares	\$44,240											\$20,000	\$24,240
7	<b>RATE ITEMS</b>	<b>\$48,550</b>												
	Extra over rock at SPS	\$9,000				\$0	\$0							
	Extra over unsuitable trench foundation	\$9,550				\$0	\$0							
	Extra over rock at STP	\$30,000				\$30,000	\$119,694							
8	<b>SCHEDULE OF OPTIONAL WORK</b>	<b>\$19,008</b>												
	Access rd off MT DRUMMOND to Irrigation Pump Shed	\$19,008				\$9,504	\$7,604	\$2,000						
	<b>Total</b>	<b>\$7,767,506.00</b>												
9	<b>VARIATIONS</b>	<b>\$18,686.13</b>	\$0	\$0	\$0	\$0	\$17,073	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Actual Monthly Claim</b>		\$179,114	\$367,375	\$517,991	\$1,039,170	\$1,216,556	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Predicted Cashflow @ January 2021		\$175,900	\$755,000	\$1,453,000	\$1,438,275	\$1,353,025	\$952,856	\$563,211	\$414,352	\$321,102	\$120,000	\$195,000	\$25,785
	<b>Revised Contract Sum (incl. GST)</b>	<b>\$7,786,192.13</b>												
	Payment to date	\$2,103,650.75												
	<b>This Claim</b>	<b>\$1,216,556.13</b>												
	Balance to Complete	\$4,465,985.25												
	% Complete	42.64%												

Ledonne Constructions Pty Ltd								Construction of Bundarra Sewerage Scheme - Program - Rev 4																RFT10031531							
ID	Task Mod	Task Name	Duration	Start	Finish	Predecessors	% Complete	<div>NovDecQtr 1, 2021JanFebMarQtr 2, 2021AprMayJunQtr 3, 2021JulAugSepQtr 4, 2021OctNovDecQtr 1, 2022JanFebMarQtr 2, 2022AprMayJun</div>																							
1		Construction of Bundarra Sewerage Scheme - RFT 10031531	362.4 days	Mon 23-11-20	Wed 04-05-22		57%	<div></div>																							
2		Pre-Construction	172 days	Mon 23-11-20	Thu 29-07-21		90%	<div>Pre-Construction</div>																							
3		Award -23 Nov 2020	0 days	Mon 23-11-20	Mon 23-11-20		100%	<div>23-11</div>																							
4		Prepare and Submit Management Plans	20 days	Mon 23-11-20	Fri 18-12-20	3	100%	<div>Prepare and Submit Management Plans</div>																							
5		Prepare and Submit Revised Construction Programme	11 days	Mon 23-11-20	Mon 07-12-20	3	100%	<div>Prepare and Submit Revised Construction Programme</div>																							
6		Submission of Undertakings	11 days	Mon 23-11-20	Mon 07-12-20	3	100%	<div>Submission of Undertakings</div>																							
7		Submission of Insurances	11 days	Mon 23-11-20	Mon 07-12-20	3	100%	<div>Submission of Insurances</div>																							
8		Set up site compound - site establishment	15 days	Tue 08-12-20	Wed 06-01-21	7	100%	<div>Set up site compound - site establishment</div>																							
9		Prepare and Submit Dilapidation Records	15 days	Tue 08-12-20	Wed 06-01-21	7	100%	<div>Prepare and Submit Dilapidation Records</div>																							
10		Principal Review and Acceptance	8 days	Mon 21-12-20	Fri 08-01-21	4,5,6,7	100%	<div>Principal Review and Acceptance</div>																							
11		Approval to Commence Construction	0 days	Fri 08-01-21	Fri 08-01-21	10	100%	<div>Approval to Commence Construction</div>																							
12		Procure HDPE Pipe for Reticulation Network	40 days	Wed 06-01-21	Thu 27-05-21	3FS+25 days	100%	<div>Procure HDPE Pipe for Reticulation Network</div>																							
13		Procure Pressure Units	60 days	Mon 23-11-20	Thu 29-07-21	3	50%	<div>Procure Pressure Units</div>																							
14		Procure HDPE Pipe for Rising Main	20 days	Wed 06-01-21	Tue 02-02-21	3FS+25 days	100%	<div>Procure HDPE Pipe for Rising Main</div>																							
15		Procure Package Pump Station	50 days	Wed 06-01-21	Tue 16-03-21	3FS+25 days	100%	<div>Procure Package Pump Station</div>																							
16		Procure Irrigation System	50 days	Wed 06-01-21	Mon 21-06-21	3FS+25 days	100%	<div>Procure Irrigation System</div>																							
17		Construction	334.4 days	Mon 11-01-21	Wed 04-05-22		46%	<div>Construction</div>																							
18		Milestone 1 - STP & Irrigation System	152.4 days	Mon 11-01-21	Wed 11-08-21		79%	<div>Milestone 1 - STP &amp; Irrigation System</div>																							
19		Staged Preparation of STP Site incl temp access, strip and level site	26 days	Mon 11-01-21	Mon 15-02-21	11,8,9	100%	<div>Staged Preparation of STP Site incl temp access, strip and level site</div>																							
20		Staged Bulk Excavation of STP ponds	48 days	Mon 18-01-21	Wed 24-03-21	11,19SS+5 days	100%	<div>Staged Bulk Excavation of STP ponds</div>																							

Project: C:\Users\Kevin\Docum  
Date: 17 June 2021

Task

Split

Milestone

Summary

Project Summary

Inactive Task

Inactive Milestone

Inactive Summary

Manual Task

Duration-only

Manual Summary Rollup

Manual Summary

Start-only

Finish-only

External Tasks

External Milestone

Deadline

Critical

Critical Split

Progress

Manual Progress

Page 1

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	% Complete																									
								Nov	Dec	Qtr 1, 2021			Qtr 2, 2021			Qtr 3, 2021			Qtr 4, 2021			Qtr 1, 2022			Qtr 2, 2022							
21		Detailed Excavation of Oxidation Pond 1 (incl deepened section, interconnecting pipework, tyne face and compact & rock breaching as required)	15 days	Mon 08-02-21	Mon 21-06-21	20SS+15 days	90%																									
22		Detailed Excavation of Oxidation Pond 2 (incl interconnecting pipework, tyne face and lime/compact clay layer	15 days	Fri 26-02-21	Tue 22-06-21	21	90%																									
23		Detailed Excavation of Maturation Pond 1 (incl interconnecting pipework, tyne face and lime/compact clay layer	15 days	Fri 12-03-21	Thu 24-06-21	22	90%																									
24		Detailed Excavation of Maturation Pond 2 (incl interconnecting pipework, tyne face and lime/compact clay layer	15 days	Fri 26-03-21	Fri 25-06-21	23	90%																									
25		Detailed Excavation of Winter Storage Pond (incl tyne face and lime/compact clay layer, irrigation inlet system & overflow pipe)	15 days	Fri 09-04-21	Tue 29-06-21	24,20	90%																									
26		Strip Topsoil & Level Irrigation Site	5 days	Tue 09-03-21	Tue 18-05-21	19FS+15 days	100%																									
27		Irrigation Pump Building Foundations & Base Slab	5 days	Tue 16-03-21	Mon 22-03-21	26	100%																									
28		Steel Frame for Building	5 days	Tue 23-03-21	Mon 29-03-21	27	100%																									
29		Roofing	5 days	Tue 30-03-21	Mon 05-04-21	28	100%																									
30		Doors & Louvres	5 days	Tue 06-04-21	Mon 12-04-21	29	100%																									
31		Mech Elec Fitout Irrigation Building	40 days	Tue 13-04-21	Fri 09-07-21	30	80%																									
32		Supply & Install Irrigation System, incl rock excavation	60 days	Tue 16-03-21	Mon 26-07-21	26	65%																									
33		System Commissioning	5 days	Mon 26-07-21	Mon 02-08-21	32,31,25	0%																									
34		Final Trim of Batters & Site Restoration	5 days	Mon 02-08-21	Mon 09-08-21	33	0%																									
35		Prepare and submit Draft WAE & Draft O&M	10 days	Fri 09-07-21	Fri 23-07-21	31	0%																									

Project: C:\Users\Kevin\Docum  
Date: 17 June 2021

Task

Split

Milestone

Summary

Project Summary

Inactive Task

Inactive Milestone

Inactive Summary

Manual Task

Duration-only

Manual Summary Rollup

Manual Summary

Start-only

Finish-only

External Tasks

External Milestone

Critical

Critical Split

Progress

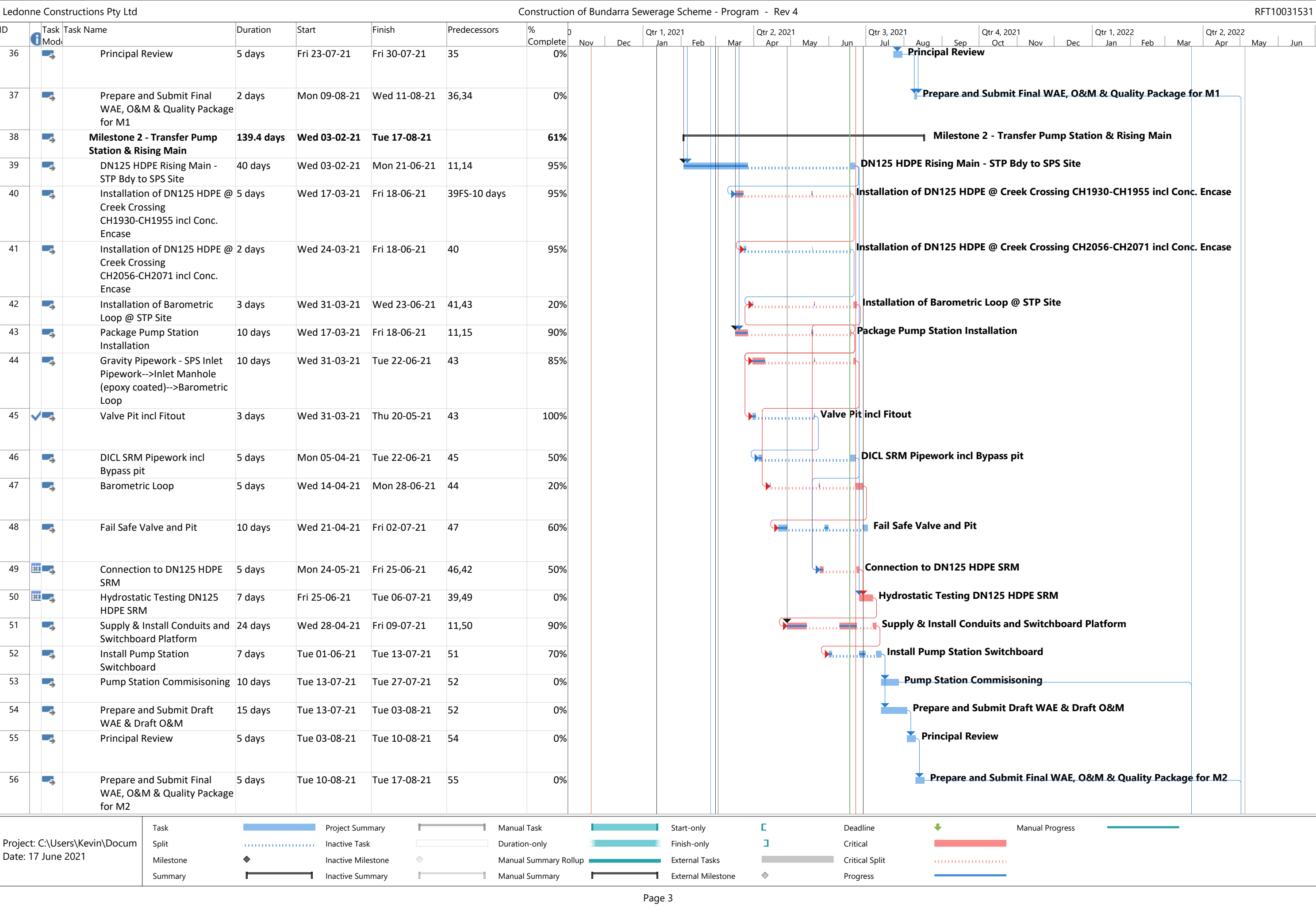
Deadline

Manual Progress

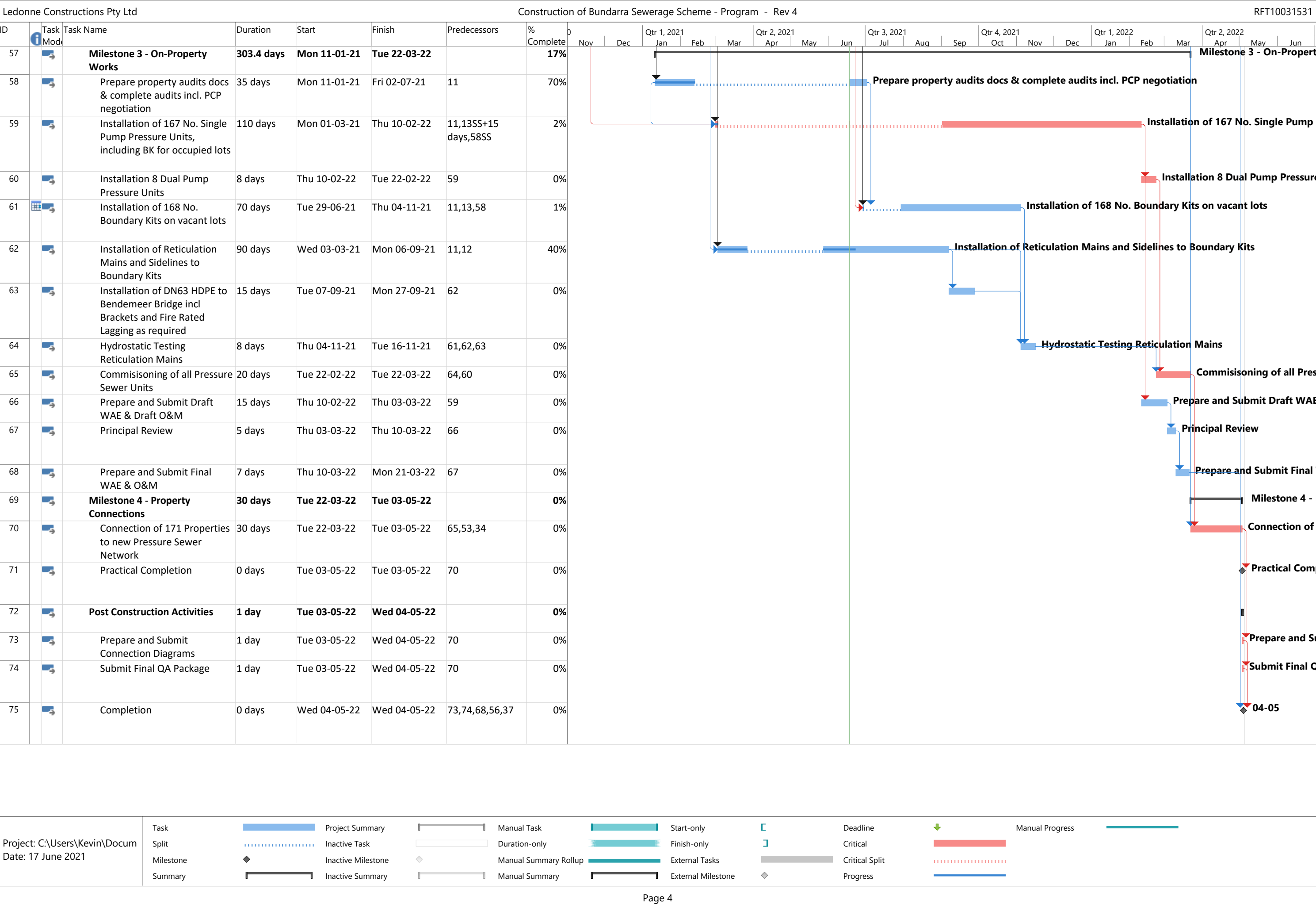
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**Department:** Infrastructure & Development  
**Prepared by:** *Manager Civil Infrastructure*  
**TRIM Reference:** UINT/21/7332  
**Attachments:** UINT/21/7508 – Fixing Local Roads Round 3  
**Guidelines 2021**

#### LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

**Goal:** 2.3 A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycle ways that are adequate, interconnected and maintained  
**Strategy:** 2.3.1 Provide an effective road network that balances asset conditions with available resources and asset utilisation  
**Activity:** 2.3.1.1 Deliver road and drainage maintenance services and capital works programs

#### SUMMARY:

1. The purpose of this report is provide Council with a recommendation of candidate sealed rural roads for rehabilitation under the application for Fixing Local Roads (FLR) Round 3 funding. The application closes at 5pm on 5 July 2021. A copy of the Guidelines is provided as Attachment 1.

#### RECOMMENDATION:

That Council makes an application for funding under Round 3 of the Fixing Local Roads program for up to \$1,010,625 being 75% of the costs for rehabilitation of the candidate roads as follows:

Road Name	Length (m)	Year	Cost estimate
Kingstown Road	1,500	21/22 & 22/23	\$336,875
Gostwyck Road	2,500	21/22 & 22/23	\$673,750
Northeys Road	1,500	21/22 & 22/23	\$336,875
		<b>TOTAL</b>	<b>\$1,347,500</b>

**REPORT:**

2. The selection of these roads is derived from the Shepherd Report and is based on the remaining useful life of the pavement.
3. The candidate roads:

Road Name	Chainage (m) From	Chainage (m) To	Length (m)	Cost	Remaining life in years (from Shepherd)	Amount to be included in FLR
Kingstown Road	1	251	250	\$67,375	1	\$67,375
	1001	1501	500	\$134,750	1,1	\$134,750
	1751	2001	250	\$67,375	1	\$67,375
	2501	2751	250	\$67,375	1	\$67,375
Gostwyck Road	2000	2250	250	\$67,375	1	\$67,375
	2500	3750	1250	\$336,875	1,1,1,1,1	\$336,875
	5250	5750	500	\$134,750	1,1	\$134,750
	6250	6750	500	\$134,750	1,1	\$134,750
Northeys Road	1,000	1,500	500	\$134,750	1,1	\$134,750
	2,500	3,250	750	\$202,125	1,1,1	\$202,125
<b>Total</b>						<b>\$1,347,500</b>

4. The selection of the candidate roads are based on the identified remaining pavement useful life. Sections of Kingstown Road, Gostwyck Road and Northeys Road with only 1 year of remaining useful life have been selected as candidate projects for the Fixing Local Road Round 3 funding.
5. Onsite validation will be undertaken to confirm actual chainages and inform the funding application.
6. Applicants can apply for up to 100 per cent of the value of the project, but co-contributions from council are strongly encouraged and will be considered relevant to council's funding position. The guidelines state, 'A general rule of thumb is a minimum

co-contribution of 25 per cent.’ The cost estimate is based on a rehabilitation cost of \$269,500 per km. Actual costs can be impacted by local and external factors.

7. If the application is successful, the project needs to commence within six months and be completed within 24 months after finalisation of the funding deed.

#### **CONCLUSION:**

8. The grant funding will assist Council to rehabilitate the pavement of selected elements of Council’s road network that have been assessed as having reached the end of the pavement’s service life.

#### **COUNCIL IMPLICATIONS:**

9. **Community Engagement / Communication**

Weekly posts to Council’s Facebook and internal weekly bulletin keep the community informed of progress.

10. **Policy and Regulation**

Procurement Policy; Infrastructure Asset Management Policy; and other applicable Civil Infrastructure and Works policies of Council  
Local Government Act (1993), Roads Act (1993), Work Health & Safety Act (2011), Environmental Planning & Assessment Act (1979) and Australian Standards

11. **Financial / Long Term Financial Plan**

If awarded, the additional funding contributes to improved long term financial outcomes while delivering desired service levels. Works will be funded as to 75% from FLR and the remainder is likely to come from R2R funding.

12. **Asset Management / Asset Management Strategy**

In accordance with draft Asset Management Plan and recent condition assessment

13. **Workforce / Workforce Management Strategy**

Council staff and contractors

14. **Legal and Risk Management**

Maintaining Council assets to minimise legal and risk exposure

15. **Performance Measures**

Works completed to appropriate standards

16. **Project Management**

Manager Civil Infrastructure, Overseer, and Director Infrastructure and Development

# Fixing Local Roads

## Program Guidelines



**Transport for NSW**

**Tel:** 8202 2200 **Fax:** 8202 2209

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PO Box K659, Haymarket NSW 1240

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## Message from the Minister

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The NSW Government understands that many rural and regional councils in NSW are struggling to cope with the financial burden of maintaining local roads. We recognise that this task is even tougher during economic challenges and natural disasters.

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Fixing Local Roads is a game-changer for regional and rural councils in NSW. This five-year \$500 million program is specifically designed to help regional and rural councils carry out vital maintenance and repair work on local roads. It is an investment in the road network that our families use every day that underpin our regional economies and that drive growth.

Delivering better roads mean safer, faster and more reliable trips enabling our communities to grow, businesses can thrive and local motorists can get home sooner and safer.



Paul Toole  
Minister for Regional Transport and Roads

The Fixing Local Roads Program will be delivered in multiple rounds and is available to 93 regional councils, Unincorporated Far West and Lord Howe Island which will be able to apply for grants to repair priority local roads.

In 2020, the Australian Government committed an additional \$191 million to the Fixing Local Roads Program to support economic activity in regional NSW. This increased the total funding for the Fixing Local Roads Program to \$691 million.

Round 1 of the Fixing Local Roads Program has seen funding of over \$243 million provided to 84 councils to deliver 253 projects.

Round 2 of the Fixing Local Roads Program has seen further funding of \$150 million provided to 90 councils to deliver 108 projects.

Through Fixing Locals Roads, the NSW Government is supporting regional and rural NSW to be a great place to live and work.

I look forward to seeing the impact this program has in our communities.

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# Introduction

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The NSW Government has committed \$500 million to a Fixing Local Roads Program to improve local roads across rural and regional NSW. This investment will help reduce the maintenance backlog for councils, targeting roads that do not meet the freight significance or benefit to cost ratio (BCR) requirements of the current Fixing Country Roads (FCR) program. Fixing Local Roads aims to fund improvements to local roads that will deliver smoother, safer and more reliable journeys.

Councils are now invited to submit applications for the next round of the program to further support investment in road improvements.

These guidelines provide an overview of the Fixing Local Roads Program, the eligibility criteria, and details about the application and assessment process which have been refined for Fixing Local Roads Round 3.

## Overview

---

Fixing Local Roads will provide funding to councils to repair, maintain or seal priority or important local roads.

In recognition of the changing economic environment and need to stimulate regional economies, we have refined the outcomes for the Fixing Local Roads Program to ensure applications for the best-suited projects are submitted.

Projects will be selected for funding based on the ability to deliver against the following:

- Promotes regional economic activity
- Enhances regional connectivity and sustainability
- Enables a safer regional road network
- Evidence of on time delivery with agreed milestones in previous rounds.

Accordingly, it is important for applications to include relevant evidence and information which demonstrates how the projects can deliver the outcomes of the Program.

These Guidelines will support councils in preparing applications by having a strong understanding of the types of projects which

will deliver the best community and value for money outcomes and the way in which the applications are evaluated.

To inform project selection, Transport for NSW will be considering the following attributes specific to the road, or the project outcomes:

- Projects which are able to commence in the first six months from receipt of a signed funding deed
- Projects which create jobs and economic growth
- Current road condition
- Local road function and importance
- The infrastructure risk rating of the road
- Frequency of lane/road closures due to weather or heavy haulage.

We will also give consideration to councils which may be experiencing hardship or choose to nominate projects which connect indigenous communities.

Demonstration of co-contribution, or leveraging other grant programs to optimise outcomes, will also be considered in the evaluation process.

## Alignment with Future Transport Strategy 2056

Transport for NSW's Future Transport Strategy 2056, through its Regional Services and Infrastructure Plan, identified the need to continue to build and improve local infrastructure such as roads, rail and bridges in regional and rural NSW. This is being done through a combination of initiatives including Fixing Country Roads, Bridges for the Bush, Fixing Country Bridges, Walking and Cycling programs, Targeted Road Safety Works as well as Fixing Local Roads.

Future Transport Strategy 2056 also recognises the need for a more integrated local and state road network to provide seamless and safe journeys for all customers. Fixing Local Roads will support councils to repair and maintain those important local roads that will improve road safety and support freight, regional travel and connectivity.

## Program objectives

Well-maintained roads play a vital role in our regions, supporting growth and development, as well as providing safe and reliable access to critical services, such as hospitals and schools. The objectives of the Fixing Local Roads Program are aligned with the Regional NSW transport customer outcomes of the Future Transport Strategy 2056 Regional NSW Services and Infrastructure Plan including:

- Safely, efficiently and reliably moving people and goods
- Sustaining and enhancing the liveability of our places
- Accessible for all customers
- Makes the best use of available resources and assets.

**Table 1 Fixing Local Roads Program outcomes and objectives**

Future Transport 2056 Regional NSW Services and Infrastructure Plan Customer Outcomes	Fixing Local Roads Program Outcomes	Fixing Local Roads Program Objectives
<b>Safely, efficiently and reliably moving people and goods</b>  <b>Sustaining and enhancing the liveability of our places</b>  <b>Accessible for all customers</b>  <b>Makes the best use of available resources and assets</b>	The program promotes regional economic activity	Promotes regional development in rural communities Supports families in rural and remote communities
	The program enhances regional connectivity and sustainability	Improves the reliability of the local road network Assists councils to sustainably manage their assets
	The program enables a safer regional road network	Improves the resilience of the local road network Improves local road safety

# Eligibility

## Who can apply?

The Fixing Local Roads Program is available to the 93 regional councils listed in Appendix 1, as well as the Unincorporated Far West and Lord Howe Island.

Councils are encouraged to work with their neighbouring councils to put forward nominations that address regional priorities. Councils are also encouraged to work with their Joint Organisation of Councils (JOs) to identify these regional priorities.

Councils and Joint Organisations should contact Transport for NSW via **[fixinglocalroads@transport.nsw.gov.au](mailto:fixinglocalroads@transport.nsw.gov.au)** to seek advice on potential projects and for information on preparing applications.



## Eligible projects

Councils will be able to apply for grants to repair priority local roads. Projects should meet the following requirements to be eligible for consideration. The project must be:

- located on a Local Road managed by council (note: Regional and Crown roads are not eligible)
- identifiable as a priority or important local road for the local government area or region
- able to commence in the first six months from receipt of signed funding deed
- deliverable within 24 months of notification from Transport for NSW
- maintenance-driven such as repairing, patching, maintaining or sealing existing roads.

Examples of eligible projects are:

- repairing potholes on a key local road
- sealing an unsealed road that will improve safety or improve access to services or industry
- patching or repairing cracking on a key local road.

Examples of ineligible projects are:

- widening shoulders or building new roads
- any project on private roads
- any project on the State or Regional road network.

Funding is specific to projects and not transferable.



# Application and evaluation process

---

## Multi-criteria analysis

Transport for NSW refined the application, evaluation and prioritisation process since Round 1 was launched in 2019 and Round 2 was launched in 2020.

A multi-criteria assessment process will be used to assess council applications and is consistent with the Transport for NSW Principles and Guidelines for Economic Appraisal of Transport Investments and Initiatives.

Each project will be subject to a comparative assessment of both merit and prioritisation attributes to enable selection of projects which meet the program objectives (refer page 8), and contain particular attributes which may warrant higher consideration (refer page 9).

For all proposals, applications will be lodged via the SmartyGrants system and respond to all questions included on the **application form**.

## Merit assessment

The application will seek detailed responses from council to questions which will enable the evaluation panel to make a determination of the following:

- Does the project meet the objectives of the program?
- Has the application provided measurable justification and/or evidence to demonstrate alignment to the program objectives?
- Are the cost, schedule, risk and assumptions of the project delivery well documented?
- Have projects from previous rounds been delivered within agreed milestones? (Except where there are exceptional circumstances e.g. natural disasters)

- Are there special considerations e.g. drought hardship, connecting Indigenous Communities?
- Is there a co-contribution funding source to optimise community outcomes?

Some documentation may be required in support of the applications, including photographic evidence, detailed project development information and asset management plans.

Merit-based questions will be assessed on a score of 1 (poor) to 3 (very good). The scores will be combined into a single multi-criteria score based on a weighting for each criteria.

The criteria and weighting is shown in Table 2.

## Prioritisation assessment

To support Transport for NSW to distinguish and prioritise the applications, the application form includes a number of questions to enable a better understanding of which projects may warrant higher consideration.

Application questions require applicants to provide specific information and/or select from a range of attributes specific to the road and/or the project.

Attributes informing prioritisation include:

- Job creation and local investment
- Road condition and function
- Road Infrastructure Risk Rating
- Frequency of closures due to weather/heavy haulage damage.

Responses to prioritisation questions will generate a score between 1-3 and will contribute to the overall evaluation score.

Councils may choose to resubmit unsuccessful projects if they meet the criteria of Round 3.

**Table 2 Merit assessment evaluation criteria and weightings**

Program Outcomes	Program Objectives	Criteria Weighting	Evaluation Criteria
<b>Outcome 1:</b> <b>The program promotes regional economic activity</b>	Promotes regional development in rural communities	15%	The project is able to commence in the first six months from receipt of signed funding deed and deliverable within 24 months of notification from TfNSW. The project will generate local jobs for regional and rural communities and supports community connections which further enable job generation and economic growth, e.g. freight, tourism, industry.
	Supports families in rural and remote areas	15%	The project enables improved access to one or more of the following: <ul style="list-style-type: none"> <li>• health care</li> <li>• education</li> <li>• access to social and community benefits</li> </ul>
<b>Outcome 2:</b> <b>The program enhances regional connectivity and sustainability</b>	Improves the reliability of the local road network.	15%	The project will significantly improve the current local road condition
	Assists councils to sustainably manage their assets	10%	The project forms part of an existing strategic asset management strategy and will directly minimise ongoing reactive maintenance costs  The project supports maintenance of roads impacted by harvesting of State Forests.
	Improves the resilience of the local road network	15%	The project will improve the productivity of the local road network by reducing frequency of road closures, speed restrictions building resilience to natural disasters / weather events / heavy vehicle damage.
<b>Outcome 3:</b> <b>The program enables a safer regional road network</b>	Improves local road safety	15%	The project / proposed solution contributes to a safer road network
<b>Reasonableness &amp; Deliverability</b>	Credibility and integrity of the project application.	5%	Application has sufficient detail to support the credibility and integrity of the project costs, schedule, risks and assumptions.
<b>Special Considerations</b>	Hardship Connects indigenous communities	5%	Yes / No
<b>Co-contribution / other funding source</b>	Contribution from Council or other party	5%	The amount of co-contribution council or a party other than council make to the project



## Benefit to Cost Ratio (BCR)

Fixing Local Roads will not require projects to meet a threshold BCR for applications to be considered. This is consistent with the program objectives of delivering funding support to councils for projects that may have an economic, social or safety benefit and to enable rapid mobilisation of regional economic activity. Projects will still be assessed on a value-for-money basis.

## Other supporting information

Applicants are encouraged to provide documentation in support of their application. This documentation may include photographs, engineering reports, road priority hierarchy and reports, maintenance reports, recent weather events not previously captured by a Natural Disaster Declaration.

## Assessment panel

An assessment panel will be established by Transport for NSW and consist of relevant technical and policy subject matter experts. Members of the assessment panel will review and conduct scoring for each application and make a recommendation to government on those projects that best meet the program objectives.

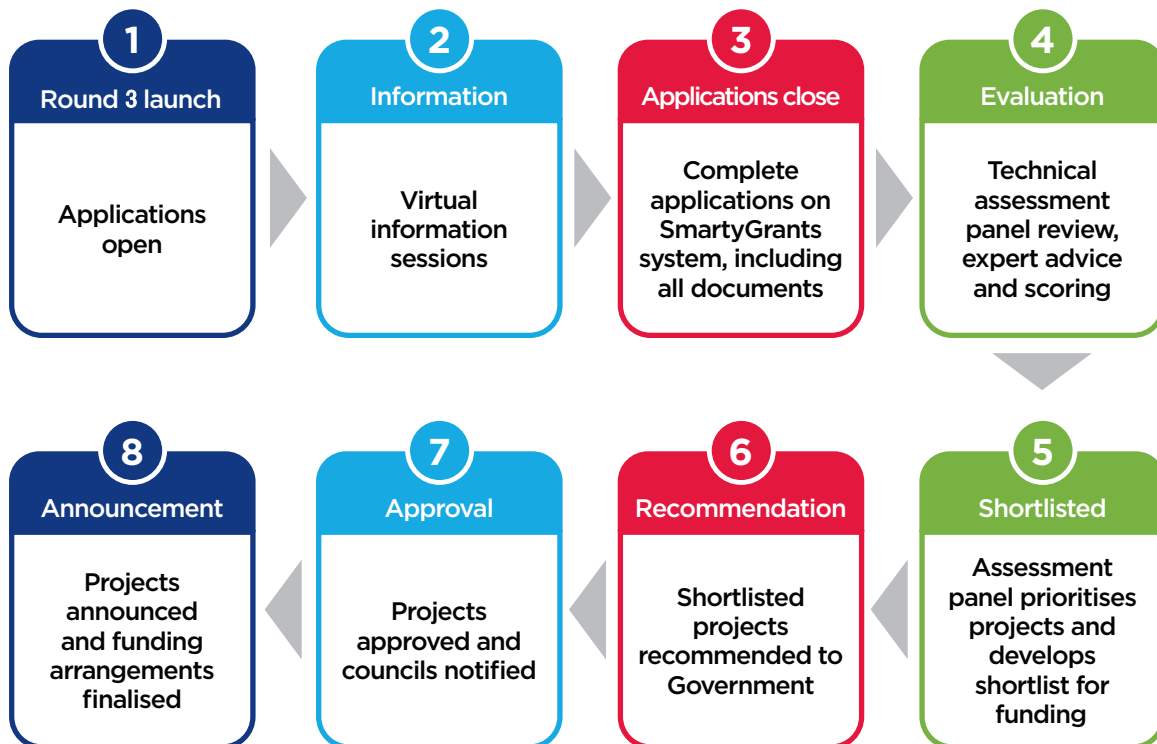
The government will then announce those projects that have been deemed successful and are to receive the funding.

The decision of government will be final. The government may also, in its absolute discretion, choose not to award funding to projects that may have met the criteria.

# How to apply

## Application and assessment process

An overview of the stages of the application and assessment process is shown below.



## Key dates

Round	Applications open	Applications close	Project complete
Round 3 - 2021	7 June 2021	5 July 2021	24 months from notification by Transport for NSW

Information related to potential future rounds may be advised at a later date.

## Funding limits and co-contributions

There is a maximum funding limit of \$3 million of state contribution per council per application (for an individual road project).<sup>\*</sup> There is a maximum funding limit of \$1 million of State contribution for applications containing more than one individual road project, such as a single application to seal multiple roads in order to achieve procurement efficiencies. There is no limit to how many applications each applicant can submit; however applicants are advised to prioritise and put forward their most strategically important projects.

Applicants can apply for up to 100 per cent of the value of the project, but co-contributions from council are strongly encouraged and will be considered relevant to council's funding position. A general rule of thumb is a minimum co-contribution of 25 per cent. Non-compliant proposals may be considered.

Councils are strongly encouraged to source additional investment to support their applications and enhance their local road maintenance projects. This might include, for example, working with mining and forestry industries to gain co-contributions or applying for Australian Government funding. Councils are also encouraged to leverage funding from other NSW Government programs to maximise community benefits from the project.

## Forestry roads

The NSW Government is aware of the concerns of a number of councils regarding the unique challenges maintaining roads in LGAs with large areas of State Forest. In response to these concerns, a proportion of funding from the total allocation will be allocated specifically for roads in forestry areas.

## Payment and reporting milestones

Payments will be made to councils at the start and end of the project to support councils to deliver the project, on time and within budget. Councils will be required to report on the planning, progress and completion of projects and provide supporting information.

Final payment will be made upon satisfactory project completion and receipt by Transport for NSW of a final project report. Unless otherwise agreed, payments to councils will be in accordance with the two milestones below:

- reach agreement with Transport for NSW regarding the funding arrangements (start of project) – 70 per cent
- certification and final report that the project has been completed and an audit by Transport for NSW (end of project) – balance of project costs (up to 30 per cent).

Final payment will be made upon satisfactory project completion and receipt by Transport for NSW of a final project report which requires actual expenditure information.

<sup>\*</sup> Election commitments are exempt

## How to apply

The Fixing Local Roads online form can be accessed by logging into SmartyGrants via the Fixing Local Roads website **nswroads.work/fixinglocalroads**

Applicants must provide all of the information required in the application form including the mandatory fields and are encouraged to provide additional materials to support their case in relation to the assessment criteria.

Supporting documents will be required to assist in the evaluation process and must be submitted with the application form via the SmartyGrants system.

Councils located in areas which have been drought declared and/or provide drought hardship relief provisions to their communities, should detail this to support their application and provide examples of those provisions.

Only completed applications received by midnight on the closing day will be accepted and assessed. Late submissions will not be accepted, unless Transport for NSW considers exceptional circumstances beyond the applicants' control.

Applicants may withdraw an application at any time, with written advice of the withdrawal to be provided to Transport for NSW via email to **fixinglocalroads@transport.nsw.gov.au**

Requirements of the application form are outlined on the program website.

## Confidentiality and disclosure

All information submitted by the applicant may be provided to other organisations for the purposes of eligibility, project proposal appraisal or deed preparation.

Applicants should notify Transport for NSW when including any information of a confidential nature in their application. Summary information about the project will be posted on Transport for NSW's website unless the applicant advises that they do not agree to its publication.

Information provided may be subject to future project audits and must be correct, including factual information about the road particulars (e.g. road traffic volume),

## Further information

Transport for NSW will conduct virtual information sessions with interested applicants early in the application period.

Invitations will be distributed directly to local governments via a local Transport for NSW representative.

If you do not receive an invitation and believe you should attend please contact **fixinglocalroads@transport.nsw.gov.au**

There will be multiple sessions held to accommodate availability.

A program fact sheet is available on the program website **nswroads.work/fixinglocalroads**

## Contact details

Questions about Fixing Local Roads, including eligibility and the application process, can be emailed to **fixinglocalroads@transport.nsw.gov.au**

# Appendix 1 - Eligible local government bodies

---

Albury City Council	Gilgandra Shire Council	Oberon Council
Armidale Regional Council	Glen Innes Severn Council	Orange City Council
Ballina Shire Council	Goulburn Mulwaree Council	Parkes Shire Council
Balranald Shire Council	Greater Hume Shire Council	Port Macquarie-Hastings Council
Bathurst Regional Council	Griffith City Council	Port Stephens Council
Bega Valley Shire Council	Gunnedah Shire Council	Queanbeyan-Palerang Regional Council
Bellingen Shire Council	Gwydir Shire Council	Richmond Valley Council
Berrigan Shire Council	Hay Shire Council	Shellharbour City Council
Bland Shire Council	Hilltops Council	Shoalhaven City Council
Blayney Shire Council	Inverell Shire Council	Singleton Council
Bogan Shire Council	Junee Shire Council	Snowy Monaro Regional Council
Bourke Shire Council	Kempsey Shire Council	Snowy Valleys Council
Brewarrina Shire Council	Kiama Municipal Council	Tamworth Regional Council
Broken Hill City Council	Kyogle Council	Temora Shire Council
Byron Shire Council	Lachlan Shire Council	Tenterfield Shire Council
Cabonne Council	Lake Macquarie City Council	Tweed Shire Council
Carrathool Shire Council	Leeton Shire Council	Upper Hunter Shire Council
Central Coast Council	Lismore City Council	Upper Lachlan Shire Council
Central Darling Shire Council	Lithgow City Council	Uralla Shire Council
Cessnock City Council	Liverpool Plains Shire Council	Wagga Wagga City Council
Clarence Valley Council	Lockhart Shire Council	Walcha Council
Cobar Shire Council	Lord Howe Island	Walgett Shire Council
Coffs Harbour City Council	Maitland City Council	Warren Shire Council
Coolamon Shire Council	MidCoast Council	Warrumbungle Shire Council
Coonamble Shire Council	Mid-Western Regional Council	Weddin Shire Council
Cootamundra-Gundagai Regional Council	Moree Plains Shire Council	Wentworth Shire Council
Cowra Council	Murray River Council	Wingecarribee Shire Council
Dubbo Regional Council	Murrumbidgee Council	Yass Valley Council
Dungog Shire Council	Muswellbrook Shire Council	Unincorporated Far West
Edward River Council	Nambucca Shire Council	
Eurobodalla Shire Council	Narrabri Shire Council	
Federation Council	Narrandera Shire Council	
Forbes Shire Council	Narromine Shire Council	

## Appendix 2 - IPWEA (NSW) Local Government Functional Road Classification

Functional Category	Sealed Network	Unsealed Network	Typical Daily Traffic AADT	Heavy vehicles	Bus Route (including school)	Linked communities population	Connectivity
<b>Arterial</b>	Carry traffic to, from and across council areas. They carry traffic between industrial, commercial and residential areas and carry the highest volumes of traffic. Provide for traffic movements between regions. Provide access to major industrial activities and may provide for public transport.	Carry traffic to, from and across council areas. They carry traffic between industrial, commercial and residential areas and carry the highest volumes of traffic. May include heavy vehicle access routes between regional centres.	U: > 15,000 R: > 2,000	> 300	Public Transport Bus Route & School Bus Route	> 10,000	Critical connectivity (there may be no alternative routes)
<b>Primary Collector</b>	Provide the connections between arterial parts of the network and the Local Collector network. May also service industrial areas and local facilities such as shopping centres and freight terminals.	Provide the connections between the arterial network and the Local Collector network. May also service industrial facilities and grain / freight terminals. May also provide school bus routes in many areas.	U: > 5,000 R: > 1,000	> 150	Public Transport Bus Route & School Bus Route	> 5,000	Provides connection between local population and the State road network
<b>Local Collector</b>	Provides access to the Primary Collector network from local access roads. May provide access to individual industrial facilities and links to local shopping centres.	Provides access to the Primary Collector network from local access roads. May provide access to individual larger facilities such as feedlots and local grain silos. May also provide some school bus links.	U: > 1,000 R: > 200	> 25	Local Bus Route & School Bus Route	> 2,000	Provides connectivity within the local community
<b>Local Access</b>	Major function is to provide access to individual properties. May also provide access to local tourist sites.	Major function is to provide access to individual farms and properties. May also provide access to local tourist sites and recreation facilities.	U: < 1,000 R: < 200	< 25	May include local bus routes	< 250	Provides the link for properties and businesses and the local community

### Notes:

1. State Roads are not included in this classification as the trafficked lanes are under the care control and management of RMS. Associated facilities (e.g. kerb & gutter, footpath, street furniture etc. which are owned and managed by councils will be included in other asset classes).
2. Classification of a road is based on its function. Absolute assessment against any one of the above criteria alone is to be avoided.
3. The assessment parameters in the above table are to provide guidance only. Assessment of a road should take a holistic view of its function and importance to the local community.
4. Levels of service are not intrinsically linked to the road hierarchy. Levels of service are determined by council following consultation with the local community and may vary across categories.

## 15.9 LOCAL GOVERNMENT REMUNERATION TRIBUNAL'S DETERMINATION FOR MAYOR AND COUNCILLORS' REMUNERATION



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**Department:** Corporate Services  
**Prepared by:** Chief Financial Officer / Director of Corporate Services  
**TRIM Reference:** UINT/21/6777  
**Attachments:** UI/21/3155

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### LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

**Goal:** 4.2 An effective and efficient organisation  
**Strategy:** 4.2.2 Operate in a financially, responsible and sustainable manner

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### SUMMARY:

1. The purpose of this report is to have Council resolve to fix and pay an annual fee for the Mayor and Councillors in accordance with the Local Government Remuneration Tribunal's Determination for the 2021/2022 financial year

### RECOMMENDATION:

#### That Council:

- i. Fix the 2021/2022 fee payable to Councillors at \$11,628; and
- ii. Fix the 2021/2022 fee payable to the Mayor at \$20,952 (additional to the fee paid to the Mayor as Councillor).

### REPORT:

2. The Local Government Remuneration Tribunal (the Tribunal) is constituted under Chapter 9, Division 4 of the Local Government Act 1993 (the Act). The Tribunal is required to make annual determinations on the categorisation of each Council, County Council and Mayoral office for the purpose of determining the minimum and maximum fees payable to Councillors, members of County Councils and Mayors in each category.
3. The Tribunal has made a determination pursuant to s241 of the *Local Government Act 1993*, of the annual fees to be paid to Councillors and Mayors effective on and from 1 July 2021.
4. The Tribunal has determined an increase of 2% to Mayoral and Councillor fees for the 2021/22 financial year, with effect from 1 July 2021. In calculating the proposed fees in the recommendation, this increase has been added to the 2020/21 fees paid to Councillors and the Mayor.
5. Sections 248 and 249 of the *Local Government Act 1993* require Councils to fix and pay an annual fee based on the Tribunal's determination for the 2021/22 financial year.

6. Uralla Shire Council is recognised as within the Rural category.
7. For the 2021/22 financial year, annual fees payable to Councillors in the Rural category range from a minimum of \$9,370 to a maximum of \$12,400, and an additional annual Mayoral fee from a minimum of \$9,980 to a maximum of \$27,060.
8. For 2020-21 Council chose to keep payments to both Councillors and the Mayor at the same level as in the prior year and in line with the nil increase proposed by the Tribunal at:
  - a) For Councillors \$11,400 p.a.
  - b) Additional for Mayor. \$20,544 p.a.
9. A Council may pay the Deputy Mayor (if there is one) a fee determined by the Council for such time as the Deputy Mayor acts in the office of the Mayor. The amount of the fee so paid must be deducted from the Mayor's annual fee. There is no proposal to pay a fee to the Deputy Mayor.
10. A Council cannot fix a fee higher than the maximum amount determined by the Tribunal. If a Council does not fix a fee, the Council must pay the minimum fee determined by the Tribunal.
11. The Tribunal's Annual Report and Determination are included within the Attachments.

#### **CONCLUSION:**

12. It is recommended that Council increase Mayor and Councillors' Remuneration in line with the Local Government Remuneration Tribunal's determination.

#### **COUNCIL IMPLICATIONS:**

##### **13. Community Engagement/ Communication**

The Tribunal wrote to all mayors, General Managers and LGNSW in February 2021 to advise of the commencement of the 2021 review and invite submissions. This correspondence advised that the Tribunal completed an extensive review of categories in 2020 and as this is only required every three years, consideration would next be given in 2023.

##### **14. Policy and Regulation**

Local Government Remuneration Tribunal's Determination  
Sections 241, 248 and 249 of the *Local Government Act 1993*.

##### **15. Financial /Long Term Financial Plan**

The recommendation will impact financially, representing an increase in payments to Councillors and the Mayor of 2%. The 2021/22 budget will need to be adjusted to align this proposed increase of 2% against the budgeted increase of 1%.

##### **16. Asset Management / Asset Management Strategy**

N/A

**17. Workforce / Workforce Management Strategy**

Some administration resources to update the circulation lists.

**18. Legal and Risk Management**

The risks associated with the adoption of the 2021/22 Mayor and Councillor Allowances have been identified as low.

**19. Performance Measures**

The Tribunal has determined an increase of 2% to Mayoral and Councillor Fees for the 2021/22 financial year, with effect from 1 July 2021.

**20. Project Management**

CFO

# Local Government Remuneration Tribunal

Annual Report and  
Determination

*Annual report and determination under sections  
239 and 241 of the Local Government Act 1993*

23 April  
2021

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## Executive Summary

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The *Local Government Act 1993* (the LG Act) requires the Local Government Remuneration Tribunal (the Tribunal) to report to the Minister for Local Government by 1 May each year on its determination of categories of councils and the maximum and minimum amounts of fees to be paid to mayors, councillors, and chairpersons and members of county councils.

### Categories

The Tribunal found the allocation of councils into the current categories appropriate. Criteria for each category is published in Appendix 1. These categories have not changed further to the extensive review undertaken as part of the 2020 review.

### Fees

The Tribunal determined a 2 per cent increase in the minimum and maximum fees applicable to each category.

## Local Government Remuneration Tribunal

### Section 1 Introduction

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1. Section 239 of the LG Act provides that the Tribunal determine the categories of councils and mayoral offices and to place each council and mayoral office into one of those categories.
2. Section 241 of the LG Act provides that the Tribunal determine the maximum and minimum amount of fees to be paid to mayors and councillors of councils, as well as chairpersons and members of county councils for each of the categories determined under section 239.
3. Section 242A (1) of the LG Act, requires the Tribunal to give effect to the same policies on increases in remuneration as those of the Industrial Relations Commission.
4. However, the Tribunal can determine that a council be placed in another existing or a new category with a higher range of fees without breaching the Government's wage policy as per section 242A (3) of the LG Act.
5. The Tribunal's determinations take effect from 1 July in each year.

### Section 2 2020 Determination

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6. Section 239 of the LG Act requires the Tribunal to determine the categories of councils and mayoral offices at least once every 3 years.
7. The Tribunal undertook an extensive review of the categories and allocation of councils into each of those categories as part of the 2020 review.
8. Like the review undertaken in 2017, the Tribunal examined a range of statistical and demographic data and considered the submissions of councils, Local Government NSW (LGNSW) and Regional Cities NSW.
9. The Tribunal determined to retain a categorisation model which differentiates councils primarily based on their geographic location and the other factors including population, the sphere of the council's economic influence and the degree of regional servicing.
10. The categories of general purpose councils were determined as follows:

<b>Metropolitan</b>	<b>Non-Metropolitan</b>
<ul style="list-style-type: none"><li>• Principal CBD</li><li>• Major CBD</li><li>• Metropolitan Large</li><li>• Metropolitan Medium</li><li>• Metropolitan Small</li></ul>	<ul style="list-style-type: none"><li>• Major Regional City</li><li>• Major Strategic Area</li><li>• Regional Strategic Area</li><li>• Regional Centre</li><li>• Regional Rural</li><li>• Rural</li></ul>

11. Given the impact of the bushfires and the COVID-19 pandemic on the state and federal economies and wellbeing of communities, the Tribunal determined no increase in the minimum and maximum fees applicable to each existing category.
12. The Determination was made on 10 June 2020 in accordance with the Local Government (General) Amendment (COVID-19) Regulation 2020 which extended the

## Local Government Remuneration Tribunal

time for making of the determination to no later than 1 July 2020.

13. On 10 August 2020 the Tribunal received a direction from the Minister for Local Government, the Hon Shelley Hancock MP, to review the categorisation of Bayside Council. The Tribunal found that Bayside met the criteria to be classified as Metropolitan Large – having both a resident and non-resident working population (minimum 50,000) exceeding 200,000.
14. The Tribunal's 2020 determination was amended by the special determination on 17 August 2020 for Bayside Council be re-categorised as Metropolitan Large for remuneration purposes with effect from 1 July 2020.

## Section 3      2021 Review

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### 2021 Process

15. The Tribunal wrote to all mayors or general managers and LGNSW in February 2021 to advise of the commencement of the 2021 review and invite submissions. This correspondence advised that the Tribunal completed an extensive review of categories in 2020 and as this is only required every three years, consideration would be next be given in 2023. Submissions received requesting to be moved into a different category as part of the 2021 review would only be considered were there was a strong, evidence-based case.
16. Eighteen submissions were received – seventeen from individual councils and a submission from LGNSW. It was not possible from some submissions to ascertain if they had been council endorsed. The Tribunal also met with the President and Chief Executive of LGNSW.
17. The Tribunal discussed the submissions at length with the assessors.
18. The Tribunal acknowledged difficulties imposed by COVID19 and, on some councils the bushfires and floods.
19. Submissions from councils in regional and remote locations that raised the unique challenges experienced by mayors and councillors which included difficulties with connectivity and the travel required in sometimes very difficult circumstances were also acknowledged.
20. A summary of the matters raised in the received submissions and the Tribunal's consideration of those matters is outlined below.

### Categorisation

21. Nine council submissions requested recategorisation. Four of these requests sought the creation new categories.
22. The Tribunal found that the current categories and allocation of councils to these categories remained appropriate. The Tribunal's finding had regard to the 2020 review, the current category model and criteria and the evidence put forward in the received submissions.
23. A summary of the individual council submissions that sought recategorisation is below.

### Metropolitan Large Councils

24. Blacktown City Council requested the creation of a new category of Metropolitan Large – Growth Area.
25. Penrith City Council requested the creation of a new category Metropolitan Large –

## Local Government Remuneration Tribunal

Growth Centre.

26. Liverpool City Council requested recategorisation to Major CBD.

27. The Tribunal noted that an extensive review of the current category model was completed in 2020 and would be next considered in 2023. The Tribunal noted that the criteria required for recategorisation was not yet met and that current council allocations remained appropriate.

### Metropolitan Small Councils

28. The City of Canada Bay sought recategorisation to Metropolitan Medium. The Tribunal noted that the criteria required for recategorisation was not yet met.

### Major Regional City Councils

29. The City of Newcastle requested review and creation of a new category of “Gateway City” with comparable characteristics to the Major CBD category and a similar fee structure. The Tribunal noted that an extensive review of the current category model was completed in 2020 and would be next considered in 2023.

### Regional Centre

30. Tweed Shire Council requested recategorisation to Regional Strategic Area. The Tribunal noted that the criteria required for recategorisation was not yet met.

### Rural Councils

31. Federation Council requested recategorisation into a new category of Regional.

32. Narromine Shire Council sought recategorisation but did not specify a category for consideration.

33. Yass Valley Council sought recategorisation to Regional Rural.

34. The Tribunal noted that an extensive review of the current category model was completed in 2020 and would be next considered in 2023. The Tribunal noted that the criteria required for recategorisation was not yet met and that current council allocations remained appropriate.

### Fees

35. The Tribunal determined a 2.0 per cent increase in the minimum and maximum fees applicable to each category. A summary of the matters the Tribunal considered when making this determination is outlined below.

36. Submissions that addressed fees sought an increase of 2.5 per cent or greater. These submissions raised similar issues to warrant an increase which included the significant workload, responsibilities, capabilities, duties and expanding nature of mayor and councillor roles. Some submissions also suggested that an increase in remuneration may assist in improving the diversity of potential candidates.

37. The 2021-22 rate peg for NSW Councils was set at 2.0 per cent by the Independent Pricing and Regulatory Tribunal (IPART). The rate peg is the maximum percentage amount by which a council may increase its general income for the year.

38. Employees under the *Local Government (State) Award 2020* will receive a 2.0 per cent increase in rates of pay from the first full pay period to commence on or after 1 July 2021.

39. Section 242A of the LG Act provides that when determining the fees payable in each of the categories, the Tribunal is required to give effect to the same policies on increases in remuneration as the Industrial Relations Commission is required to give effect to under section 146C of the *Industrial Relations Act 1996* (IR Act), when making or

## Local Government Remuneration Tribunal

varying awards or orders relating to the conditions of employment of public sector employees.

40. The current government policy on wages pursuant to section 146C(1)(a) of the IR Act is articulated in *the Industrial Relations (Public Sector Conditions of Employment) Regulation 2014* (IR Regulation 2014). The IR Regulation provides that public sector wages cannot increase by more than 2.5 per cent. As such, the Tribunal has discretion to determine an increase of up to 2.5 per cent.
41. On 31 March 2021, Premiers Memorandum M2021-09 issued the *NSW Public Sector Wages Policy 2021* reflecting the Government's decision to provide annual wage increases of up to 1.5 per cent. The IR Regulation has not been amended to reflect this position.

### Conclusion

42. The Tribunal's determinations have been made with the assistance of Assessors Ms Kylie Yates and Mr Tim Hurst.
43. It is the expectation of the Tribunal that in the future all submissions have council endorsement.
44. Determination 1 outlines the allocation of councils into each of the categories as per section 239 of the LG Act.
45. Determination 2 outlines the maximum and minimum fees paid to councillors and mayors and members and chairpersons of county councils as per section 241 of the LG Act.



Viv May PSM

**Local Government Remuneration Tribunal**

Dated: 23 April 2021

## Section 4      2021 Determinations

Determination No. 1 - Allocation of councils into each of the categories as per section 239 of the LG Act effective from 1 July 2021

Table 1: General Purpose Councils - Metropolitan

Principal CBD (1)	Major CBD (1)
Sydney	Parramatta
Metropolitan Large (12)	Metropolitan Medium (8)
Bayside	Campbelltown
Blacktown	Camden
Canterbury-Bankstown	Georges River
Cumberland	Hornsby
Fairfield	Ku-ring-gai
Inner West	North Sydney
Liverpool	Randwick
Northern Beaches	Willoughby
Penrith	
Ryde	
Sutherland	
The Hills	
Metropolitan Small (8)	
Burwood	
Canada Bay	
Hunters Hill	
Lane Cove	
Mosman	
Strathfield	
Waverley	
Woollahra	

## Local Government Remuneration Tribunal

**Table 2: General Purpose Councils - Non-Metropolitan**

Major Regional City (2)	Major Strategic Area (1)	Regional Strategic Area (1)
Newcastle	Central Coast	Lake Macquarie
Wollongong		

Regional Centre (24)		Regional Rural (13)
Albury	Mid-Coast	Bega
Armidale	Orange	Broken Hill
Ballina	Port Macquarie-Hastings	Byron
Bathurst	Port Stephens	Eurobodalla
Blue Mountains	Queanbeyan-Palerang	Goulburn Mulwaree
Cessnock	Shellharbour	Griffith
Clarence Valley	Shoalhaven	Kempsey
Coffs Harbour	Tamworth	Kiama
Dubbo	Tweed	Lithgow
Hawkesbury	Wagga Wagga	Mid-Western
Lismore	Wingecarribee	Richmond Valley Council
Maitland	Wollondilly	Singleton
		Snowy Monaro

Rural (57)			
Balranald	Cootamundra-Gundagai	Junee	Oberon
Bellingen	Cowra	Kyogle	Parkes
Berrigan	Dungog	Lachlan	Snowy Valleys
Bland	Edward River	Leeton	Temora
Blayney	Federation	Liverpool Plains	Tenterfield
Bogan	Forbes	Lockhart	Upper Hunter
Bourke	Gilgandra	Moree Plains	Upper Lachlan
Brewarrina	Glen Innes Severn	Murray River	Uralla
Cabonne	Greater Hume	Murrumbidgee	Walcha
Carrathool	Gunnedah	Muswellbrook	Walgett
Central Darling	Gwydir	Nambucca	Warren
Cobar	Hay	Narrabri	Warrumbungle
Coolamon	Hilltops	Narrandera	Weddin
Coonamble	Inverell	Narromine	Wentworth

## Local Government Remuneration Tribunal

Rural (57)	
	Yass

**Table 3: County Councils**

Water (4)	Other (6)
Central Tablelands	Castlereagh-Macquarie
Goldenfields Water	Central Murray
Riverina Water	Hawkesbury River
Rous	New England Tablelands
	Upper Hunter
	Upper Macquarie



Viv May PSM

**Local Government Remuneration Tribunal**

Dated: 23 April 2021

## Local Government Remuneration Tribunal

### Determination No. 2 - Fees for Councillors and Mayors as per section 241 of the LG Act effective from 1 July 2021

The annual fees to be paid in each of the categories to Councillors, Mayors, Members and Chairpersons of County Councils effective on and from 1 July 2021 as per section 241 of the *Local Government Act 1993* are determined as follows:

**Table 4: Fees for General Purpose and County Councils**

Category		Councillor/Member Annual Fee (\$) effective 1 July 2021		Mayor/Chairperson Additional Fee* (\$) effective 1 July 2021	
		Minimum	Maximum	Minimum	Maximum
General Purpose Councils - Metropolitan	Principal CBD	28,190	41,340	172,480	226,960
	Major CBD	18,800	34,820	39,940	112,520
	Metropolitan Large	18,800	31,020	39,940	90,370
	Metropolitan Medium	14,100	26,310	29,950	69,900
	Metropolitan Small	9,370	20,690	19,970	45,110
General Purpose Councils - Non-Metropolitan	Major Regional City	18,800	32,680	39,940	101,800
	Major Strategic Area	18,800	32,680	39,940	101,800
	Regional Strategic Area	18,800	31,020	39,940	90,370
	Regional Centre	14,100	24,810	29,330	61,280
	Regional Rural	9,370	20,690	19,970	45,140
	Rural	9,370	12,400	9,980	27,060
County Councils	Water	1,860	10,340	4,000	16,990
	Other	1,860	6,180	4,000	11,280

\*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).



Viv May PSM

**Local Government Remuneration Tribunal**

Dated: 23 April 2021

# Local Government Remuneration Tribunal

## Appendices

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### Appendix 1 Criteria that apply to categories

#### Principal CBD

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

#### Major CBD

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety have been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

## Local Government Remuneration Tribunal

### Metropolitan Large

Councils categorised as Metropolitan Large will typically have a minimum residential population of 200,000.

Councils may also be categorised as Metropolitan Large if their residential population combined with their non-resident working population exceeds 200,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$200M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

### Metropolitan Medium

Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.

Councils may also be categorised as Metropolitan Medium if their residential population combined with their non-resident working population exceeds 100,000. To satisfy this criteria the non-resident working population must exceed 50,000

Other features may include:

- total operating revenue exceeding \$100M per annum
- services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- industrial, commercial and residential centres and development corridors
- high population growth.

The sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Large councils.

## Local Government Remuneration Tribunal

### Metropolitan Small

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other metropolitan councils include:

- total operating revenue less than \$150M per annum.

While these councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium councils the overall sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Medium councils.

### Major Regional City

Newcastle City Council and Wollongong City Councils are categorised as Major Regional City. These councils:

- are metropolitan in nature with major residential, commercial and industrial areas
- typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development
- provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region
- have significant transport and freight infrastructure servicing international markets, the capital city and regional areas
- have significant natural and man-made assets to support diverse economic activity, trade and future investment
- typically contain ventures which have a broader State and national focus which impact upon the operations of the council.

### Major Strategic Area

Councils categorised as Major Strategic Area will have a minimum population of 300,000.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Central Coast Council meets the criteria to be categorised as a Major Strategic Area. Its population, predicted population growth, and scale of the Council's operations warrant that it be differentiated from other non-metropolitan councils. Central Coast Council is also a

## Local Government Remuneration Tribunal

significant contributor to the regional economy associated with proximity to and connections with Sydney and the Hunter Region.

### Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from councils in the Regional Centre category on the basis of their significant population and will typically have a residential population above 200,000.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Lake Macquarie Council meets the criteria to be categorised as a Regional Strategic Area. Its population and overall scale of council operations will be greater than Regional Centre councils.

### Regional Centre

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000.

Other features may include:

- a large city or town providing a significant proportion of the region's housing and employment
- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$100M per annum
- the highest rates of population growth in regional NSW
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

## Local Government Remuneration Tribunal

### Regional Rural

Councils categorised as Regional Rural will typically have a minimum residential population of 20,000.

Other features may include:

- a large urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages
- health services, tertiary education services and regional airports which service a regional community
- a broad range of industries including agricultural, educational, health, professional, government and retail services
- large visitor numbers to established tourism ventures and events.

Councils in the category of Regional Rural provide a degree of regional servicing below that of a Regional Centre.

### Rural

Councils categorised as Rural will typically have a residential population less than 20,000.

Other features may include:

- one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- a limited range of services, facilities and employment opportunities compared to Regional Rural councils
- local economies based on agricultural/resource industries.

### County Councils - Water

County councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.

### County Councils - Other

County councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the *Biosecurity Act 2015*.

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**Department:** Corporate Services - Governance

**Prepared by:** *Manager Governance*

**TRIM Reference:** UINT/21/7399

**Attachments:** UI/21/3158

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#### **LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

**Goal:** 4.1 Strong, accountable and representative Council

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

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#### **SUMMARY:**

1. The Office of Local Government (OLG) advised (Circular 21-08) that it had commenced a consultation process in relation to a Model Councillor and Staff Interaction Policy and this Model Policy was available for comment.
2. Feedback was sought from Councillors and staff.
3. Individuals can provide direct feedback to the OLG – a position of Council can also be submitted if desired.

#### **RECOMMENDATION:**

- i. That Council receive the report and note that individual submissions can be made to the Office of Local Government on the Model Councillor and Staff Interaction Policy

and/or

- ii. That Council advise the Office of Local Government that a Model Councillor and Staff Interaction Policy will be a helpful tool and provides the following feedback on the draft:
  - a. Extract from Section 232 (2) of the Local Government Act 1993 could be added to the role of Councillors on P. 7, Cl 4.3 - *A councillor is accountable to the local community for the performance of the council.*
  - b. Council is concerned about the cost of the implementation of appropriate data collection and reporting systems [P. 8 Accountable and Measurable]. It is suggested that the OLG could draft templates for Council that can be integrated with existing Council data-capturing and reporting systems, as for example, the Customer Request system.

- c. That P.10 Cl 5.13 be reviewed; if the General Manager is prevented by law from giving access to information, it could not be lawful for the Council to authorise access by way of a Notice of Motion.
- d. The Model should not include any confusion regarding the strategic role of Councillors compared to the legislated operational role of the General Manager/Executive. For example:
  - i. Revise the word 'operation' on P.9 Cl 5.4 (a);
  - ii. That for purposes of clarity, it is suggested that the following be added to P.11 Cl 6.2 – 'that contact under this clause must not include directing staff or influencing operational procedures'; and
  - iii. The bracketed proviso at P. 12, part 8 Cl 8.2(b) could also be reconsidered.

#### REPORT:

- 4. Council currently has a Councillors' Access to Records and Staff Interaction Policy which was adopted in 2015, Resolution Number 8.08/15.
- 5. Following the review of the Code of Conduct, a draft Councillors' Access to Records and Staff Interaction Policy was presented to Council for comment, at its meeting held on 15 December 2020.
- 6. Council resolved to have the matter lay on the table (Resolution Number 30.12/20).
- 7. The Office of Local Government has since prepared a Model Policy and is seeking feedback from NSW Councils.
- 8. Feedback was sought from Councillors on 4 June 2021 and responses are summarised below:

	Comment	Executive Comment
General Comment	... it is re-stating Code of Conduct provisions but includes some clarifications and practice notes which are very appropriate and helpful – particularly in relation to Councillors needing to be responsible in their request-making by considering the amount of staff time, and therefore cost, and what inappropriate or unclear requests mean for staff and Council	Agree, the policy is in line with the Code of Conduct and there is a focus on resources.
P.7 Part 4 Cl 4.3	Add 'A Councillor is accountable to the local community for the performance of Council' in accordance with the Local Government Act, section 232(2)	The Delivery Program End of Term Report provides a Report to the Community and to the Office of Local Government on the performance of Council.

P.8 'Equitable and consistent'	The service levels need to be established	
P.8 'Accountable and Measurable'	<p>I have a question about what the reality will be in terms of the administrative and recording workload?</p> <p>I would suggest that OLG need to be prepared to hold interactive workshops with Councils to work on development and implementation of appropriate data collection and reporting systems; ensuring that this will not impose a new cost on Councils by way of necessary equipment or systems; or necessitating employment of an additional staff member or reducing an area of service provision because of needing to divert a portion of an existing staff member's time from their duties to a new administrative impost. Perhaps OLG could develop and provide to Councils, at no cost, templates which could be integrated into existing Council data-capturing and reporting systems, as for example, the Customer Request model</p>	
P.9 Cl 5.4 (a)	<p>Councillors can use the councillor requests system to:</p> <p>(a) Request information or ask questions that relate to the strategic position, performance <i>or operation</i> of the Council</p> <p>The word 'operation' should be removed as it does not form part of the role of a Councillor</p>	Removal of the clause 'or operation' may reduce confusion as the roles are that generally Councillors have carriage of the strategic direction, and Staff have carriage of operations.
P.10 Cl 5.7	The timeframes need to be set	Should this be adopted, Council will need to resolve the timeframe for responding to Councillors requests.
P.10 Cl 5.13/5.11	<p>I disagree with point 5.13 as It seems to contradict point 5.11 in relation to access to information requested by a Councillor. Point 5.11(c) is, " the General Manager is prevented by law from disclosing the information, or ...."</p> <p>If the General Manager is prevented by law from giving access to information, why would it be lawful for the Council to authorise access by way of a Notice of Motion?</p>	Suggest clause 5.13 be removed
P.10 Cl 5.15	In terms of administrative workload, reporting on the performance and efficiency of the Councillor request system should be no more frequent that quarterly.	

P.11 Cl 6.2	It should be reinforced here that contact under this clause must not include directing staff or influencing operational procedures.	
P.12 – Part 8 Cl 8.2(b)	- the bracketed proviso, “other than matters relating to broader workforce Policy such as, but not limited to, organisational restructure or outsourcing decisions ) is in direct conflict with at least points 4.7 (b), (c) and (d). Organisational restructure and outsourcing decisions are operational management decisions and rest with the General Manager and/or Directors. This “other than” proviso will give an “out” to councillors who may be seeking to direct or control operations, management, or process, or to direct or influence staff and therefore may enable the very behaviour which the Code of Conduct and the draft Policy are seeking to disable. The proviso should be removed.	The model should not include any confusion regarding the strategic role of Councillors compared to the legislated operational role of the General Manager/Executive. E.g. the bracketed proviso at p 12, part 8 cl 8.2(b) should be reviewed.
General	Clarity as to when can staff interact with Councillors about shire issues (as a resident/ratepayer)	

#### CONCLUSION:

9. This Model Policy is not a mandatory policy that has to be adopted by Council. It is however, a good policy that provides the guidance needed within USC to enable clear direction on councillor and staff interaction and as such supports both Councillors and staff.
10. The Council’s current policy is in need of update to better align it with the Code of Conduct and consideration of a model code will assist this update.
11. Council may resolve a position on the OLG’s draft Model Councillor and Staff Interaction Policy and/or note that individuals can make a submission directly to the OLG.

#### COUNCIL IMPLICATIONS:

##### 12. Community Engagement/ Communication

Engagement has taken place with staff and Councillors. The Council Bulletin has included information in relation the Model Policy, this has been circulated to both staff and Councillors. Further discussion took place during the Workshop held on 8 June 2021.

**13. Policy and Regulation**

Councillors' Access to Records and Staff Interaction 2015 Policy  
Code of Conduct  
Local Government Act 1993

**14. Financial /Long Term Financial Plan**

The Model Policy makes reference to managing requests that cause significant and unreasonable diversion of resources; successfully managing un-resourced requests would have a positive effect on Council's financial performance.

The Model Policy requires quarterly reporting which if implemented would require resourcing.

**15. Asset Management / Asset Management Strategy**

N/A

**16. Workforce / Workforce Management Strategy**

The Model Policy makes reference to managing requests that cause significant and unreasonable diversion of staff time. Quarterly reporting on the Councillor Requests system could be resourced within the Governance section.

**17. Legal and Risk Management**

Council is under no obligation to respond to the Office of Local Government in relation to the draft Model Councillor and Staff Interaction Policy. It is advised however that the current Councillors' Access to Records and Staff Interaction 2015 Policy be reviewed and updated by Council should they choose not to adopt the model code.

**18. Performance Measures**

The Model Policy provides for quarterly reporting.

**19. Project Management**

Manager Governance

# MODEL COUNCILLOR AND STAFF INTERACTION POLICY

Consultation Draft

2021



## **MODEL COUNCILLOR AND STAFF INTERACTION POLICY**

2020

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## Preface

### Positive working relationships between councillors and staff: a council's key asset

Positive, professional working relationships between councillors and staff are a key element of any council's success. If relationships between councillors and staff are functioning effectively, the council is more likely to perform effectively. If relationships are dysfunctional, then the council's performance will suffer.

A good relationship between councillors and staff is based, in large part, on both having a mutual understanding and respect for each other's roles and responsibilities. These are defined in the *Local Government Act 1993* (the LGA) and the *Model Code of Conduct for Local Councils in NSW* (the Model Code of Conduct).

In broad terms, a councillor's role is a strategic one. As members of the governing body, councillors are responsible not only for representing the community, but also for setting the strategic direction of the council and keeping its performance under review. A comprehensive outline of the role of a councillor is provided in Part 4 of this Policy.

The role of council staff, under the leadership of the general manager, is to carry out the day-to-day operations of the council and to implement the decisions, plans, programs and policies adopted by the governing body.

### Access to information: the key to the relationship

Councillors need access to information about the council's strategic position and performance to perform their civic functions effectively. The general manager and staff are responsible for providing councillors with this information to facilitate the decision-making process.

Given councillors' role in setting the council's strategic direction and keeping its performance under review, councillors are entitled to request information about a range of issues.

However, in requesting information, councillors should not be seeking to interrogate the minutiae of the council's operations or to direct or influence staff in the performance of their duties. Councillors should also recognise that a council's resources are finite, and they need to be mindful of the impact of their requests.

Above all, interactions between councillors and staff should be positive, respectful and professional.

### The development and intent of this policy

This Model Councillor and Staff Interaction Policy has been developed by the Office of Local Government (OLG) in consultation with councils. It is applicable to councils, county councils and joint organisations.

It provides an exemplar approach, incorporating examples of best practice from a diverse range of NSW councils. At its core, the policy has two main goals:

- to establish a framework by which councillors can access the information they need to perform their civic functions, and
- to promote positive and respectful interactions between councillors and staff.

The Model Councillor and Staff Interaction Policy is structured as follows:

<b>Part 1</b>	Introduction
<b>Part 2</b>	Sets out the scope of the policy
<b>Part 3</b>	Describes the policy's objectives
<b>Part 4</b>	Sets out the respective roles and responsibilities of councillors and staff and the principles that should guide their interactions
<b>Part 5</b>	Sets out the administrative framework for a councillor requests system
<b>Part 6</b>	Identifies which staff councillors can contact directly
<b>Part 7</b>	Addresses councillors' entitlement to access council buildings

**Part 8** Describes appropriate and inappropriate interactions between councillors and staff

**Schedule 1** Contains a template for a list of staff councilors can contact directly under Part 6 of the policy

## Adoption

While not mandatory, the Model Councillor and Staff Interaction Policy reflects best practice and all councils, county councils and joint organisations are encouraged to adopt it. In doing so, they are free to adapt the policy to suit their local circumstances and operating environments or to supplement it with their own provisions.

Provisions which can be adjusted are marked in red.

**Note:** In adopting the policy, joint organisations should adapt it to substitute the terms "board" for "council", "chairperson" for "mayor", "voting representative" for "councillor" and "executive officer" for "general manager".

**Note:** In adopting the policy, county councils should adapt it to substitute the term "chairperson" for "mayor" and "member" for "councillor".

## Enforcement

Clause 3.1(b) of the Model Code of Conduct provides that council officials must not conduct themselves in a manner that is contrary to a council's policies. If adopted by a council, a breach of the policy may also constitute a breach of council's code of conduct.

Concerns or complaints about the administration of a council's councillor request system should be raised with the general manager in the first instance.

## Acknowledgements

OLG wishes to thank Local Government NSW and the councils involved for their invaluable assistance in developing the Model Councillor and Staff Interaction Policy.

# Model Councillor and Staff Interaction Policy

## Part 1 – Introduction

- 1.1 *The Councillor and Staff Interaction Policy* (the Policy) provides a framework for councillors when exercising their civic functions by specifically addressing their ability to interact with, and receive advice from, authorised staff.
- 1.2 The Policy complements and should be read in conjunction with (Insert name of Council's) *Code of Conduct* (the Code of Conduct).
- 1.3 The aim of the Policy is to facilitate a positive working relationship between councillors, as the community's elected representatives, and staff, who are employed to administer the operations of the Council. The Policy provides direction on interactions between councillors and staff to assist both parties in carrying out their day-to-day duties professionally, ethically and respectfully.
- 1.4 It is important to have an effective working relationship that recognises the important but differing contribution both parties bring to their complementary roles.

## Part 2 – Application

- 2.1 This Policy applies to all councillors and council staff.
- 2.2 This Policy applies to all interactions between councillors and staff, whether face-to-face, online (including social media and virtual meeting platforms), by phone, text message or in writing.
- 2.3 This Policy applies whenever interactions between councillors and staff occur, including inside or outside of work hours, and at both council and non-council venues and events.
- 2.4 This Policy does not confer any delegated authority upon any person. All delegations to staff are made by the General Manager.
- 2.5 Clause 3.1(b) of the Code of Conduct provides council officials must not conduct themselves in a manner that is contrary to a council's policies. A breach of this Policy will be a breach of the Code.

## Part 3 – Policy objectives

### 3.1 The objectives of the Policy are to:

- a) establish positive, effective and professional working relationships between councillors and staff defined by mutual respect and courtesy
- b) enable councillors and staff to work together appropriately and effectively to support each other in their respective roles
- c) ensure that councillors receive advice in an orderly, courteous and appropriate manner to assist them in the performance of their civic duties
- d) ensure councillors have adequate access to information to exercise their statutory roles
- e) provide direction on, and guide councillor interaction with, staff for both obtaining information and in general situations
- f) maintain transparent decision making and good governance arrangements
- g) ensure the reputation of Council is enhanced by councillors and staff interacting consistently, professionally and positively in their day-to-day duties
- h) provide a clear and consistent framework through which breaches of the Policy will be managed in accordance with the Code of Conduct.

## Part 4 – Principles, roles and responsibilities

- 4.1 Several factors contribute to a good relationship between councillors and staff. These include goodwill, understanding of roles, communication, protocols, and a good understanding of legislative requirements.
- 4.2 The Council's governing body and its administration (being staff within the organisation) must have a clear and sophisticated understanding of their different roles, and the fact that these operate within a hierarchy. The administration is accountable to the General Manager, who in turn, is accountable to the Council's governing body.
- 4.3 Section 232 of the *Local Government Act 1993* (the LGA) states that the role of a councillor is as follows:
  - a) to be an active and contributing member of the governing body
  - b) to make considered and well-informed decisions as a member of the governing body
  - c) to participate in the development of the integrated planning and reporting framework
  - d) to represent the collective interests of residents, ratepayers and the local community
  - e) to facilitate communication between the local community and the governing body
  - f) to uphold and represent accurately the policies and decisions of the governing body
  - g) to make all reasonable efforts to acquire and maintain the skills

necessary to perform the role of a councillor.

4.4 The administration's role is to advise the governing body, implement Council's decisions and to oversee service delivery.

4.5 It is beneficial if the administration recognises the complex political environments in which elected members operate and acknowledge that they work within a system that is based on democratic governance. Councillors similarly need to understand that it is a highly complex task to prepare information and provide quality advice on the very wide range of issues that Council operations cover.

4.6 Council commits to the following principles to guide interactions between councillors and staff:

**Principle**

**Achieved by**

**Equitable and consistent**

Ensuring appropriate, consistent and equitable access to information for all councillors within established service levels

**Considerate and respectful**

Councillors and staff working supportively together in the interests of the whole community, based on mutual respect and consideration of their respective positions

**Ethical, open and transparent**

Ensuring that interactions between councillors and staff are ethical, open, transparent, honest and display the highest standards of professional conduct

**Fit for purpose**

Ensuring that the provision of equipment and information to councillors is

done in a way that is suitable, practical and of an appropriate size, scale and cost for a client group of (Council to insert the number of councillors) people.

**Accountable and measurable**

Providing support to councillors in the performance of their role in a way that can be measured, reviewed and improved based on qualitative and quantitative data

4.7 Councillors are members of the Council's governing body, which is responsible for directing and controlling the affairs of the Council in accordance with the LGA. Councillors need to accept that:

- a) responses to requests for information from councillors may take time and consultation to prepare and be approved prior to responding
- b) staff are not accountable to them individually
- c) they must not direct staff except by giving appropriate direction to the General Manager by way of a council or committee resolution, or by the mayor exercising their functions under section 226 of the LGA
- d) they must not, in any public or private forum, direct or influence, or attempt to direct or influence, a member of staff in the exercise of their functions
- e) they must not contact a member of staff on council-related business unless in accordance with this Policy

- f) they must not use their position to attempt to received favourable treatment for themselves or others.

4.8 The General Manager is responsible for the efficient and effective day-to-day operation of the Council and for ensuring that the lawful decisions of the Council are implemented without undue delay. Council staff need to understand:

- a) they are not accountable to individual councillors and do not take direction from them. They are accountable to the General Manager, who in turn is accountable to the Council's governing body
- b) they should not provide advice to councillors unless it has been approved by the General Manager
- c) they must carry out reasonable and lawful directions given by any person having the authority to give such directions in an efficient and effective manner
- d) they must ensure that participation in political activities outside the service of the Council does not interfere with the performance of their official duties
- e) they must provide full and timely information to councillors sufficient to enable them to exercise their civic functions in accordance with this Policy.

## Part 5 – The councillor requests system

5.1 Councillors have a right to request information provided it is relevant to councillor's exercise of their civic functions. This right does not extend to matters about which a councillor is merely curious.

5.2 Councillors do not have a right to request information about matters that they are prevented from participating in decision-making on because of a conflict of interest, unless the information is otherwise publicly available.

5.3 The General Manager may identify Council support staff (the Councillor support officer) under this Policy for the management of requests from councillors.

5.4 Councillors can use the councillor requests system to:

- a) request information or ask questions that relate to the strategic position, performance or operation of the Council
- b) bring concerns that have been raised by members of the public to the attention of staff
- c) request ICT or other support from the Council administration.

5.5 Councillors must, to the best of their knowledge, be specific about what information they are requesting, and make their requests respectfully. Where a councillor's request lacks specificity, the General Manager or staff member authorised to manage the matter is entitled to ask the councillor to clarify their request and the reason(s) why they are seeking the information.

- 5.6 Staff must make every reasonable effort to assist councillors with their requests and do so in a respectful manner.
- 5.7 The General Manager or the staff member authorised to manage a councillor request will provide a response within (Council to insert timeframes for responding to councillor requests). Where a response cannot be provided within that timeframe, the councillor will be advised, and the information will be provided as soon as practicable.
- 5.8 Councillors are required to treat all information provided by staff appropriately and to observe any confidentiality requirements.
- 5.9 Staff will inform councillors of any confidentiality requirements for information they provide so councillors can handle the information appropriately.
- 5.10 Where a councillor is unsure of confidentiality requirements, they should contact the General Manager, or the staff member authorised to manage their request.
- 5.11 The General Manager may refuse access to information requested by a councillor if:
- a) the information is not necessary for the performance of the councillor's civic functions, or
  - b) the councillor has previously declared a conflict of interest in the matter and removed themselves from decision-making on it, or
  - c) the General Manager is prevented by law from disclosing the information, or
  - d) if responding to the request would, in the General Manager's opinion, result in an unreasonable diversion of staff time and resources.
- 5.12 Where the General Manager refuses to provide information requested by a councillor, they must act reasonably. The General Manager must advise a councillor in writing of their reasons for refusing access to the information requested.
- 5.13 Where a councillor's request for information is refused by the General Manager on the grounds referred to under paragraph c) of clause 5.11, the councillor may instead request the information through a resolution of the council by way of a notice of motion.
- 5.14 Where a councillor persistently makes requests for information which, in the General Manager's opinion, result in a significant and unreasonable diversion of staff time and resources the council may, on the advice of the General Manager, resolve to limit the number of requests the councillor may make.
- 5.15 A report will be provided to councillors regularly (at least quarterly) regarding the performance and efficiency of the councillor requests system against established key performance indicators.

## Part 6 – Access to Council staff

- 6.1 Councillors may directly contact members of staff that are listed at Schedule 1 of this Policy. The General Manager may amend this list at any time and will advise councillors promptly of any changes.
- 6.2 Councillors can contact staff listed at Schedule 1 about matters that relate to the staff member's area of responsibility.
- 6.3 Councillors should as far as practicable, only contact staff during normal business hours.
- 6.4 If councillors would like to contact a member of staff not listed on Schedule 1, they must receive permission from the General Manager.
- 6.5 If a councillor is unsure which authorised staff member can help with their enquiry, they can contact the General Manager or the Councillor Support Officer who will provide advice about which authorised staff member to contact.
- 6.6 In some instances, the General Manager or a member of the Council's executive leadership team will direct a council staff member to contact councillors to provide specific information or clarification relating to a specific matter.
- 6.7 A councillor or member of staff must not take advantage of their official position to improperly influence other councillors or members of staff in the performance of their civic or professional duties for the purposes of securing a private benefit for themselves or for another person.

## Part 7 – Councillor access to council buildings

- 7.1 Councillors are entitled to have access to the council chamber, committee room, mayor's office (subject to availability), councillors' rooms, and public areas of Council's buildings during normal business hours for meetings. Councillors needing access to these facilities at other times must obtain approval from the General Manager.
- 7.2 Councillors must not enter staff-only areas of Council buildings without the approval of the General Manager.

## Part 8 – Appropriate and inappropriate interactions

8.1 Examples of appropriate interactions between councillors and staff include, but are not limited to, the following:

- a) councillors and council staff are courteous and display a positive and professional attitude towards one another
- b) council staff ensure that information necessary for councillors to exercise their civic functions is made equally available to all councillors, in accordance with this Policy and any other relevant Council policies
- c) council staff record the advice they give to councillors in the same way they would if it was provided to members of the public
- d) council staff, including Council's executive team members, document councillor requests via the councillor requests system
- e) council meetings and councillor briefings are used to establish positive working relationships and help councillors to gain an understanding of the complex issues related to their civic duties
- f) councillors and council staff feel supported when seeking and providing clarification about council related business
- g) councillors forward requests through the councillor requests system and staff respond in accordance with the timeframes stipulated in this Policy

8.2 Examples of inappropriate interactions between councillors and staff include, but are not limited to, the following:

- a) councillors and council staff conducting themselves in a manner which:
  - i) is contrary to their duties under the *Work Health and Safety Act 2011* and their responsibilities under any policies or procedures adopted by the Council to ensure workplace health and safety
  - ii) constitutes harassment and/or bullying within the meaning of clauses 3.7 and 3.9 of the Code of Conduct, or is unlawfully discriminatory
- b) councillors approaching staff and staff organisations to discuss individual or operational staff matters (other than matters relating to broader workforce policy such as, but not limited to, organisational restructures or outsourcing decisions), grievances, workplace investigations and disciplinary matters
- c) staff approaching councillors to discuss individual or operational staff matters (other than matters relating to broader workforce policy such as, but not limited to, organisational restructures or outsourcing decisions), grievances, workplace investigations and disciplinary matters
- d) subject to paragraph b) of clause 5.11, staff refusing to give information that is available to other councillors to a particular councillor
- e) councillors who have lodged an application with the council, discussing the matter with staff in staff-only areas of the council
- f) councillors being overbearing or threatening to staff

- g) staff being overbearing or threatening to councillors
- h) councillors making personal attacks on staff or engaging in conduct towards staff that would be contrary to the general conduct provisions in Part 3 of the Code of Conduct in public forums including social media
- i) councillors directing or pressuring staff in the performance of their work, or recommendations they should make
- j) staff providing ad hoc advice to councillors without recording or documenting the interaction as they would if the advice was provided to a member of the community

8.3 Where a councillor engages in conduct that, in the opinion of the General Manager, puts the health, safety or welfare of staff at risk, the General Manager may restrict the councillor's access to staff.

8.4 Any concerns relating to the conduct of staff under this Policy should be raised with the General Manager.

## Schedule 1 – Authorised staff contacts for councillors (template table)

1. Clause 6.1 of this Policy provides that councillors may directly contact members of staff that are listed below. The General Manager may amend this list at any time.
2. Councillors can contact staff listed below about matters that relate to the staff member's area of responsibility.
3. Councillors should as far as practicable, only contact staff during normal business hours.
4. If councillors would like to contact a member of staff not listed below, they must receive permission from the General Manager.
5. If a councillor is unsure which authorised staff member can help with their enquiry, they can contact the General Manager or the Councillor Support Officer who will provide advice about which authorised staff member to contact.
6. In some instances, the General Manager or a member of the Council's executive leadership team will direct a council staff member to contact councillors to provide specific information or clarification relating to a specific matter.

<b>Authorised staff members name</b>	<b>Position</b>
<i>[Insert staff member's name]</i>	<i>[Insert position title]</i>



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**Department:** Corporate Services  
**Prepared by:** Risk Manager and Safety Officer  
**TRIM Reference:** UINT/21/5757  
**Attachments:** UINT/21/1960 – Draft Policy: Asbestos 021

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#### **LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

**Goal:** 4.1 A strong, accountable and representative Council  
**Strategy:** 4.1.3 Provide open, accountable and transparent decision making for the community  
**Activity:** 4.1.3.1 Implement and maintain a transparent and accountable decision making framework  
**Action:** 4.1.3.1.5 Priority statutory and corporate policies and codes reviewed and updated as part of a broader policy register review program.

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#### **SUMMARY:**

1. The Asbestos Policy has been reviewed and meets the standards, codes of practice and current legislation.
2. The Asbestos policy outlines the role of Council and other organisations in managing asbestos, and implementing relevant regulatory powers.

#### **RECOMMENDATION:**

**That the Asbestos Policy be placed on public exhibition for a period of 28 days (from 30 June 2021 to 28 July 2021) and if no submissions are received, that the policy be adopted.**

#### **REPORT:**

3. Asbestos in Australia has been gradually phased out of building materials since the 1980s and the supply and installation of asbestos containing goods has been prohibited since 31 December 2003. Asbestos legacy materials still exist in many homes, buildings and other assets and infrastructure. It is estimated that one in three Australian homes contains asbestos.
4. As a person conducting a business undertaking (PCBU) under the Work, Health and Safety Act 2011 (NSW) and as a local authority under the Local Government Act 1993 (NSW), Council has an important dual role in minimising exposure to asbestos, as far as is reasonably practicable, to both residents within the Shire and Council staff.
5. The Model Asbestos Policy was issued to all Councils in May 2013 by the Office of Local Government under section 23A of the Local Government Act 1993 (NSW) as a guideline that must be considered by Councils in carrying out their functions.

6. In 2015 the Asbestos Council in conjunction with the Office of Local Government produced a standard guide and template for Council to adopt. This template was provided in conjunction with the updates to the regulations and codes of practices to provide important information and guidance to Council workers and local communities.
7. The Asbestos policy outlines the role of Council and other organisations in managing asbestos, and implementing relevant regulatory powers.
8. Council staff have reviewed and updated the Asbestos Policy in accordance with current standards, codes of practice and current legislation.
9. Councillors were consulted on the reviewed Asbestos Policy via email on 18 May 2021.

#### **CONCLUSION:**

10. The Asbestos Policy has been reviewed and meets the current standards, codes of practice and legislation that Council is expected to comply with and communicates Council's policy position to the community.
11. The intention is that the reviewed Asbestos policy be placed on public exhibition from 30 of June 2021 to 28 July 2021.

#### **COUNCIL IMPLICATIONS:**

##### **12. Community Engagement/ Communication**

Internal engagement has taken place with key stakeholders, the Executive and Councillors. The document will be placed on public exhibition for community input.

##### **13. Policy and Regulation**

- *Local Government Act 1993 and General Regulation 2005*
- *Work Health and Safety Act 2011 and Regulation 2017.*
- Demolition work code of practice 2015 (catalogue no WC03841)
- *Contaminated Land Management Act 1997;*
- *Environmental Planning and Assessment Act 1979;*
- Environmental Planning and Assessment Regulation 2000;
- *Protection of the Environment Operations Act 1997;*
- *Protection of the Environment Operations (General) Regulation 2009;*
- *Protection of the Environment Operations (Waste) Regulation 2005;*
- *Protection of the Environment Operations (Waste) Regulation 2014*
- State Environmental Planning Policy (Exempt and complying Development Codes) 2008; and
- State Environmental Planning Policy No. 55 – Remediation of Land.

##### **14. Financial /Long Term Financial Plan**

The cost of resourcing the policy will be paid from the general fund.

##### **15. Asset Management / Asset Management Strategy**

This policy helps to inform the Asset Management Plans and Risk Register

##### **16. Workforce / Workforce Management Strategy**

Minimal workforce implications for resourcing this Policy

**17. Legal and Risk Management**

The adoption of the Policy helps to mitigate Council's financial risk liability. The risk is assessed as moderate because the legal, financial, and reputation of the Council could be adversely affected if the conditions of the Policy are not followed.

**18. Performance Measures**

Minimal required to issue fines.

Environmental Protection Agency Audit requirements are met with the implementation of this policy.

**19. Project Management**

The contents of this policy are managed by Infrastructure and Development Department.



DRAFT

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**Policy:**

**Asbestos**

**2021**

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**INFORMATION ABOUT THIS DOCUMENT**

<b>Date Adopted by Council</b>		<b>Resolution No.</b>	
<b>Document Owner</b>	Manager Governance		
<b>Document Development Officer</b>	Risk Management and Safety Officer		
<b>Review Timeframe</b>	2 Years		
<b>Last Review Date:</b>	Version 1	<b>Next Scheduled Review Date</b>	2026

A review of this procedure will be conducted *every two years* or if:

- It becomes apparent that the process for managing asbestos is not adequate to protect workers,
- There are legislative changes that affect requirements for managing asbestos,
- The need for a review is raised through Council's consultation process.

The Risk Management and Safety officer will monitor the implementation and effectiveness of this procedure and include any issues in their *monthly* WHS reports to the GM and Directors.

USC reserves the right to review, vary or revoke this policy. The GM may allow variations to the policy for minor issues in individual cases

#### **Document History**

<b>Doc No.</b>	<b>Date Amended</b>	<b>Details/Comments e.g. Resolution No.</b>
<b>Original</b>	June 2019	
<b>Review</b>	Jan 2021	

### Further Document Information and Relationships

<b>Related Legislation*</b>	<i>Local Government Act 1993 and General Regulation 2005</i> <i>Work Health and Safety Act 2011 and Regulation 2017.</i>
<b>Related Policies</b>	Policy: Enterprise Risk Management Policy 2020 Policy: Work Health and Safety 2019
<b>Related Procedures/ Protocols, Statements, documents</b>	<ul style="list-style-type: none"> <li>• Demolition work code of practice 2015 (catalogue no WC03841)</li> <li>• <i>Contaminated Land Management Act 1997;</i></li> <li>• <i>Environmental Planning and Assessment Act 1979;</i></li> <li>• Environmental Planning and Assessment Regulation 2000;</li> <li>• <i>Protection of the Environment Operations Act 1997;</i></li> <li>• <i>Protection of the Environment Operations (General) Regulation 2009;</i></li> <li>• <i>Protection of the Environment Operations (Waste) Regulation 2005;</i></li> <li>• <i>Protection of the Environment Operations (Waste) Regulation 2014</i></li> <li>• State Environmental Planning Policy (Exempt and complying Development Codes) 2008; and</li> <li>• State Environmental Planning Policy No. 55 – Remediation of Land.</li> </ul>

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## 1 Introduction

The Uralla Shire Council (USC) acknowledges the serious health hazard of exposure to asbestos.

In Australia, asbestos was gradually phased out of building materials in the 1980s and the supply and installation of asbestos containing goods has been prohibited since 31 December 2003. Yet asbestos legacy materials still exist in many homes, buildings and other assets and infrastructure. It is estimated that one in three Australian homes contains asbestos.

Where material containing asbestos is in a non-friable form (that is, cannot be crushed by hand into a powder), undisturbed and painted or otherwise sealed, it may remain safely in place. Where asbestos containing material is broken, damaged, disturbed or mishandled, fibres can become loose and airborne posing a risk to health. Breathing in dust containing asbestos fibres can cause asbestosis, lung cancer and mesothelioma.

It is often difficult to identify the presence of asbestos by sight. Where a material cannot be identified or is suspected to be asbestos, it is best to assume that the material is asbestos and take appropriate precautions.

As a person conducting a business undertaking (PCBU) under the *Work, Health and Safety Act 2011 (NSW)* and as a local authority under the *Local Government Act 1993 (NSW)*, Council has an important dual role in minimising exposure to asbestos, as far as is reasonably practicable, for both:

- Residents and the public within the Local Government Area (LGA); and
- Workers and other persons in the USC workplaces.

USC legislative functions for minimising the risks from asbestos apply in various scenarios including:

- Contaminated land management;
- Council's land, building and asset management;
- Emergency response to a Council facility containing asbestos;
- Land use planning (including development approvals and demolition);
- Regulation of activities (non-work sites), and
- Waste management and regulation.

## 2 Purpose

This policy aims to outline the role of Council and other organisations in managing asbestos, and implementing relevant regulatory powers. Council will provide information on managing asbestos as follows:

- council's approach to dealing with naturally occurring asbestos, sites contaminated by asbestos and emergencies or incidents on Council land;
- council's development approval process for developments that may involve asbestos and conditions of consent;
- waste management and regulation procedures for asbestos waste in the LGA, and
- sources of further information.

## 3 Scope

This policy applies to all of the land within the Council's Local Government Area.

The policy provides information for the local community and wider public. Definitions for key terms used in the policy are provided in Appendix A.

The policy applies to friable, non-friable (bonded) and naturally occurring asbestos (where applicable) within the LGA.

The policy outlines Council's commitment and responsibilities in relation to safely managing asbestos, and commitment to provide to the public approved agency general advice.

The policy does not provide detail on specific procedures. Practical guidance on how to manage risks associated with asbestos and asbestos containing material can be found in the:

- Code of practice on how to manage and control asbestos in the workplace (catalogue no. WC03560) published by SafeWork NSW;
- Code of practice on how to safely remove asbestos published by SafeWork NSW (catalogue no. WC03561) published by SafeWork NSW; and

Additional guidance material is listed in the Council's Managing Asbestos Procedure.

## 4 Roles and Responsibilities of the Council

### 4.1 Educating residents

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Council shall assist residents to access appropriate information and advice, by referring to the source documents prepared by the relevant authority, on the:

- Prohibition on the use and re-use of asbestos containing materials;
- Requirements in relation to development, land management and waste management;
- Risks of exposure to asbestos;
- Safe management of asbestos containing materials, and
- Safe removal and disposal of minor quantities of asbestos containing materials.

### 3.2 Managing Land

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Council is responsible for managing public land. This may include land with naturally occurring asbestos and land contaminated with asbestos as outlined in the Council's Managing Asbestos Procedure.

### 3.3 Managing Waste

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Where Council is the appropriate regulatory or planning authority, Council is responsible for meeting certain obligations under relevant legislation by:

- Issuing clean up notices to address illegal storage or disposal of asbestos waste or after an emergency or incident (under the Protection of the Environment Operations Act 1997);
- Issuing prevention or clean up notices where asbestos waste has been handled (including stored, transported or disposed of) in an unsatisfactory manner (under the Protection of the Environment Operations Act 1997);
- Issuing penalty infringement notices for improper transport of asbestos (under the *Protection of the Environment Operations Act 1997*); and
- Applying planning controls to proposals to dispose of asbestos waste on-site, seeking advice from the Environment Protection Authority (EPA) on this matter and making notation on planning certificates (section 149 certificates) where on-site disposal is permitted.

### 3.4 Regulatory Responsibilities

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The Council has regulatory responsibilities as per the legislation listed in the definitions, and maintains policies and standards in situations where Council is the appropriate regulatory authority or planning authority.

### 3.5 Responsibilities to Workers

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Council is committed to fulfilling its responsibilities to workers under the *NSW Work Health and Safety Act 2011* and *NSW Work Health and Safety Regulation 2011* and maintaining a safe work environment through:

- General responsibilities;
- Education, training and information for workers;

- Health monitoring for workers, and
- Procedures for identifying and managing asbestos containing materials in the Council premises.

## 5. Other Stakeholders involved in managing Asbestos

Council is committed to working collaboratively with other government agencies and, where appropriate, other stakeholders as needed to respond to asbestos issues.

Council's *Managing Asbestos Procedure* details the agencies involved in managing asbestos. Various asbestos scenarios requiring stakeholders to work together are also outlined in the procedure.

## 6. Complaints and Investigations

Complaints and enquiries may be directed to Council about incidents in public places and private properties. Complaints and enquiries regarding a workplace should be directed to SafeWork NSW. Complaints and enquiries regarding licensed premises under the Protection of the *Environment Operations Act 1997* should be directed to the EPA.

Council will respond to complaints and inquiries regarding:

- Council's requirements in relation to development, land management and waste management;
- Derelict properties;
- General asbestos safety enquiries;
- Illegal dumping;
- Safe removal and disposal of minor quantities of asbestos materials, and
- Unsafe work at a residential property conducted by a homeowner or

tenant.

## 7. Implementing Council's Asbestos Policy

### 6.1 Communicating the policy

This is a publicly available policy. The policy is to be made available via:

Uralla Shire Council's Website [www.uralla.nsw.gov.au](http://www.uralla.nsw.gov.au)

Council shall incorporate a statement regarding compliance with this policy in all relevant contracts and agreements with workers (including employees, contractors, consultants and, where relevant, volunteers and members of the public).

All substantive revisions are considered by Council and placed on public exhibition.

## 8. Definitions

The terms used in the Policy are defined below, consistent with the definitions in the:

- Code of practice on how to manage and control asbestos in the workplace (catalogue no. WC03560) published by SafeWork NSW
- Code of practice on how to safely remove asbestos (catalogue no. WC03561) published by SafeWork NSW
- *Contaminated Land Management Act 1997*
- *Environmental Planning and Assessment Act 1979*
- Emergency Pollution and Orphan Waste Clean-Up Program Guidelines 2008
- *Protection of the Environment Operations Act 1997*
- Waste classification guidelines part 1 classifying waste 2008
- *NSW Work Health and Safety Act 2011*
- *NSW Work Health and Safety Regulation 2011.*

**Airborne asbestos** means any fibres of asbestos small enough to be made airborne. For the purposes of monitoring airborne asbestos fibres, only respirable fibres are counted.

**Asbestos** means the asbestiform varieties of mineral silicates belonging to the serpentine or amphibole groups of rock forming minerals including the following:

- a. actinolite asbestos
- b. grunerite (or amosite) asbestos (brown)
- c. anthophyllite asbestos
- d. chrysotile asbestos (white)
- e. crocidolite asbestos (blue)
- f. tremolite asbestos
- g. a mixture that contains 1 or more of the minerals referred to in paragraphs (a) to (f).

**Asbestos containing material (ACM)** means any material or thing that, as part of its design, contains asbestos.

**Asbestos-contaminated dust or debris (ACD)** means dust or debris that has settled within a workplace and is, or is assumed to be, contaminated with asbestos.

**Asbestos-related work** means work involving asbestos that is permitted under the Work Health and Safety Regulation 2011, other than asbestos removal work.

**Asbestos waste** means any waste that contains asbestos. This includes asbestos or asbestos containing material removed and disposable items used during asbestos removal work including plastic sheeting and disposable tools.

**Certifying authority** means a person who is authorised by or under section 85A of the *Environmental Planning and Assessment Act 1979* to issue complying development certificates, or is authorised by or under section 109D of the *Environmental Planning and Assessment Act 1979* to issue part 4A certificates.

**Contaminant** means any substance that may be harmful to health or safety.

**Contamination of land** means the presence in, on or under the land of a substance at a concentration above the concentration at which the substance is normally present in, on or under (respectively) land in the same **Locality** being a presence that presents a risk of harm to human health or any other aspect of the environment

Control measure, in relation to a risk to health and safety, means a measure to eliminate or minimise the risk.

**Development** means:

- a. the use of land
- b. the subdivision of land
- c. the erection of a building
- d. the carrying out of a work
- e. the demolition of a building or work
- f. Any other act, matter or thing referred to in section 26 of the *Environmental Planning and Assessment Act 1979* that is controlled by an environmental planning instrument.

**Development application** means an application for consent under part 4 of the *Environmental Planning and Assessment Act 1979* to carry out development but does not include an application for a complying development certificate.

- g. the NSW Mines Rescue Brigade established under the *Coal Industry Act 2001*
- h. An accredited rescue unit within the meaning of the *State Emergency and Rescue Management Act 1989*.

**Exempt development** means minor development that does not require any planning or construction approval because it is exempt from planning approval.

**Friable asbestos** means material that:

- a. is in a powder form or that can be crumbled, pulverised or reduced to a powder by hand pressure when dry
- b. Contains asbestos.

**Health** means physical and psychological health.

**Health monitoring**, of a person, means monitoring the person to identify changes in the person's health status because of exposure to certain substances.

**In situ asbestos** means asbestos or asbestos containing material fixed or installed in a structure, equipment or plant, but does not include naturally occurring asbestos.

**Licensed asbestos assessor** means a person who holds an asbestos assessor licence.

**Naturally occurring asbestos** means the natural geological occurrence of asbestos minerals found in association with geological deposits including rock, sediment or soil.

**Non-friable asbestos** means material containing asbestos that is not friable asbestos, including material containing asbestos fibres reinforced with a bonding compound.

Note. Non-friable asbestos may become friable asbestos through deterioration (see definition of friable asbestos).

**Occupier** includes a tenant or other lawful occupant of premises, not being the owner.

**Waste includes:**

- any substance (whether solid, liquid or gaseous) that is discharged, emitted or deposited in the environment in such volume, constituency or manner as to cause an alteration in the environment, or
- any discarded, rejected, unwanted, surplus or abandoned substance, or
- any otherwise discarded, rejected, unwanted, surplus or abandoned substance intended for sale or for recycling, processing, recovery or purification by a separate operation from that which produced the substance, or
- any process, recycled, re-used or recovered substance produced wholly or partly from waste that is applied to land, or used as fuel, but only in the circumstances prescribed by the regulations, or
- Any substance prescribed by the regulations made under the *Protection of the Environment Operations Act 1997* to be waste.

**Waste facility** means any premises used for the storage, treatment, processing, sorting or disposal of waste (except as provided by the regulations).

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**Department:** General Manager's Office  
**Prepared by:** *Executive Assistant*  
**TRIM Reference:** UINT/217601  
**Attachment:** UINT/21/7667

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#### **LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

**Goal:** 4.1 A strong, accountable and representative Council

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

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#### **SUMMARY:**

1. The purpose of this report is to provide Council with the Resolution Action Status updates as 23 June 2021

#### **RECOMMENDATION:**

**That Council receive the Resolution Action Status as at <date>.**

#### **REPORT:**

2. Following every council meeting, the resolutions of Council which require action are compiled into a single document. This document is referred to as the Resolution Action Status.
3. The purpose of the Resolution Action Status is to track the progress of actions and provide confirmation to Council when these actions are complete.
4. The Resolution Action Status is presented to Council at its ordinary meetings.
5. Actions which were completed as at the date of the report to the last Council ordinary meeting where the full resolution has been completed, have been removed from the document.

#### **CONCLUSION:**

6. The Resolution Action Status shows actions which are currently pending, in progress or completed since the last report.

MEETING DATE	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
23/03/2015	26.03/15	Land Disposal – Karava Place, Uralla	That Council:  1. Give the General Manager delegation to negotiate payment options; and  2. Endorse the fixing of the Council Seal on any necessary documentation relating to the subdivision and sale.	DID  DID	2/06/2015	Lot 103 – No agreement made. Property owners have so far declined to enter agreement. Council's solicitor engaging with property owners to progress. Unlikely to proceed to finalisation for Lot 103.	B  B
23/11/2015	24.11/15	Bergen Road Land Acquisition and Exchange for Road Works	That the Council approve for the exchange of land associated with the reconstruction of Bergen Road and authorise the General Manager to complete all documentation.	DID	Jun-21	Survey plans completed. Council's solicitors to progress. Delays associated with changes to road closure process and resourcing. Further engagement with solicitor in May to confirm way forward.	B
25/07/2016	18.07/16	2.18.06.10 Gazetting of Land Acquired for approaches to new Emu Crossing Bridge	That Council: 1. Proceed with the compulsory acquisition of the Land described as Lot 1, 2 and 3 in Deposited Plan 1208204 (and formerly known as part of Lot 38 in Deposited Plan 753662 and part of the Crown Land described as Lot 110 in Deposited Plan 753656) for the purpose of a public road in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991.  2. Make an application to the Minister and the Governor for approval to acquire the Land described as Lot 1, 2 and 3 in Deposited Plan 1208204 (and formerly known as part of Lot 38 in Deposited Plan 753662 and part of the Crown Land described as Lot 110 in Deposited Plan 753656) by compulsory process under Section 177 of the Roads Act 1993.	DID  DID	Jun-21	1. Noted.  2. August 2019. Department of Planning, Industry and Environment, Lands and Water has advised of no objection to the compulsory acquisition of Lot 110. Advice referred to Council solicitors to progress. Further engagement with solicitor in May to confirm way forward.	B  B
25/07/2017	22.07/17	Report 11 - Uralla Sporting Complex	That Council;  (a) endorse the proposed upgrades to the Uralla Sports complex including the construction of the canteen facilities and disabled toilets and access,  (b) provide additional seating around the perimeters of the fields and oval if residual funding is available, and  (c) develop a plan of management for the sharing of the facilities among the user groups,  (d) staff investigate relocation and redevelopment of the playground area.	MDP  MDP  MDP  MDP		a) Completed  b) Seating provided through SCCF Round 2 funding.  c) draft completed. To be considered in conjunction with the current preparation of the Open Spaces Strategy.  d) Playground completed – turf to be placed in the spring. Funded under Stronger Country Communities Fund Round 1.  Further works to the playground have been undertaken under SCCF Round2	COMPLETED & REPORTED TO COUNCIL COMPLETED & REPORTED TO COUNCIL  B  COMPLETED & REPORTED TO COUNCIL

MEETING DATE	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
24/04/2018	50.04/18	Late Report 2 – Industrial Land Subdivision	<p>That Council resolve to:</p> <p>1. Endorse option 2 of the Kehoe Myers report dated 6 April 2018 for the subdivision of the Uralla Industrial Estate, being Lot 14 DP 787477, Rowan Avenue Uralla,</p> <p>2. Progress detailed design of the subdivision and the construction of Stage 1,</p> <p>3. Install billboard signage at the property indicating the endorsed layout and undertake additional marketing of the project.</p>	DID		<p>Noted</p> <p>Detailed design completed. Signage installed. Valuation received. Probity advice received and probity plan developed.</p> <p>DA Consent concluded. Grant funding application lodged under the Building Better Regions Fund Round 4 was unsuccessful. Further marketing pending funding and approval. Funding applied for under the BLERF grant February 2021. Application lodged for Stage 1 balance funding through BBR 5 - March 2021.</p>	<p>COMPLETED &amp; REPORTED TO COUNCIL</p> <p>COMPLETED &amp; REPORTED TO COUNCIL</p> <p>B</p>
24/07/2018	35.07/18	Report 14 - Petition for a Primitive Campground at The Glen recreation area	That Council consider the proposal detailed in the petition in the preparation of the Uralla Open Spaces Strategy.	MDP		Complete	C

MEETING DATE	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
25/09/2018	30.09/18	Report 16 – Recommendations of Uralla Township and Environs Committee July and August 2018 meetings	<p>That Council resolve to:</p> <ol style="list-style-type: none"> <li>1. Consider readoption of the lapsed slogan, “Find Yourself In Uralla”, and the stylised copperplate “Uralla” logo, in the context of the development of a Destination Marketing Plan,</li> <li>2. Consider installation of “Find Yourself” street banners in Uralla should the slogan be readopted through the future development of a Destination Marketing Plan,</li> <li>3. Engage with Uralla Arts in relation to their proposal to design a makeover for The Glen recreation area information shelter,</li> <li>4. Engage with Uralla Arts in relation to their proposal to provide a strategy for the completion of “Constellations of the South” installation at The Glen recreation area,</li> <li>5. Engage with Uralla Arts in relation to their proposal to provide specifications and cost estimates for walking track works and exercise stations at The Glen recreation area,</li> <li>6. Incorporate minor “Fibonacci” design components within a prominent existing park or other public area within Uralla to gauge public interest in the concept,</li> <li>7. Write to the Uralla Township and Environs Committee and advise that no funding is available under the Regional Tourism Product Development Program for upgrading or developing meeting and/or local community facilities— including picnic or playground areas, local parks, barbeques, meeting facilities and regional and town entry features,</li> <li>8. Advertise the Uralla Township and Environs Committee member vacancy resulting from the resignation of Fay Porter,</li> <li>9. Provide a copy of this report and Council’s resolution to the Uralla Township and Environs Committee.</li> </ol>	MDP		1. Noted	COMPLETED & REPORTED TO COUNCIL
				MDP		2. Noted	COMPLETED & REPORTED TO COUNCIL
				MDP		3. Multiple request made for design - no progress to date.	B
				MDP		4. Unsuccessful application lodged under SCC Round 3 by Uralla Arts.	COMPLETED & REPORTED TO COUNCIL
				MDP		5. In progress. Last mention at the presentation of the draft Open Space Strategy to UTEC 22.3.2021.	B
				MDP		6. Added to project capital works future projects list, subject to community feedback and funding.	B
				MDP		7. Complete	COMPLETED & REPORTED TO COUNCIL
				MDP		8. Complete	COMPLETED & REPORTED TO COUNCIL
				MDP		9. Complete	COMPLETED & REPORTED TO COUNCIL

MEETING DATE	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
28/11/2018	29.11/18	Report 15 - Heritage Advisory Services Summary Nov 2018 Reported to Ordinary Meeting 27 April 2021 Resolution Closed	<p>1. The Heritage Advisory Services Summary for November 2018 be received and noted by Council; and</p> <p>2. That consideration be given to utilising the bronze plaques prepared for the Old Cemetery in Uralla as part of the Open Spaces Strategy.</p>	MDP		1. Complete	COMPLETED & REPORTED TO COUNCIL
				MDP		2. Complete. Incorporation of the Old Cemetery bronze plaques into redevelopment of Pioneer Park has been recommended by the consultants for the Open Space Strategy.	COMPLETED & REPORTED TO COUNCIL
18/12/2018	34.12/18	Submitted by: Cr Tara Toomey Notice of Motion 1 – Bridge St Design Project	<p>That;</p> <p>Should funding be received for the High Pedestrian Activity Area-Bridge Street Detailed Design, Council resolve to;</p> <p>1. As part of the community engagement strategy for the project:</p> <p>a) Publicise proposed designs of the project to the Uralla Shire community via Council's newsletter and Facebook page and other print media where relevant.</p> <p>b) Provide relevant additional information to any address where street frontage is impacted by the design.</p> <p>c) Give consideration to suggestions and/or ideas which come from community consultation activities and provide feedback to the community which articulates that consideration.</p> <p>2. Give consideration to the design intent of the Creative Village project and confirm to the design consultant the elements of the Creative Village project Council would like to see incorporated into the detailed design.</p> <p>3. Request the design consultant address the potential for the project to increase traffic on local streets parallel to Bridge Street.</p> <p>4. Refer the draft detailed design to the UTEC committee for comment.</p> <p>5. Review traffic and accident data for local streets parallel to Bridge Street to determine if there has been an increase in traffic numbers and accidents over time.</p> <p>6. Receive advice from the General Manager about the arrangements for the planting and maintenance of those blisters in Bridge Street not currently maintained by the generosity of volunteers.</p> <p>7. Define the impact of any proposed project design on our Long Term Financial Plan and the next annual budget after implementation of the design is commenced.</p>	DID		Noted. Funding not yet received.	B
				DID			B
				DID			B
				DID			B
				DID			B
				DID			B
				DID			B
				DID			B
				DID			B

MEETING DATE	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
26/11/2019	20.11/19	Submitted by: Cr Nledger Ref/Subject: Notice of Motion 3 - Water motion sewage treatment options	That council explore avenues to reuse water from the treated sewage effluent.	DID	Feb-20	Underway. Progressing option with UPC at the moment. ZNET Plus seeking to determine community sentiment regarding reuse. Additionally the Council is in negotiations with UPC regarding the potential for reuse as part of necessary road construction.	B
26/11/2019	39.11/19	Report 7 - Works Progress Report as at 31 October 2019	That: 1. the report be received and noted for the works completed or progressed during October 2019, and works programmed for November 2019. 2. Council review the updated transport asset management plan in the New Year to confirm priorities	MCI MCI	Feb-20	1. Noted 2. Underway	COMPLETED & REPORTED TO COUNCIL B
17/12/2019	18.12/19	Report 7 – Report and Recommendations from the Drought Management Workshop held 10th December, 2019	That Council: 1. Review the top 10 to 20 water users in Uralla and work with them to reduce their water use. 2. Investigate State or Federal funding for increasing the weir storage at Bundarra and other alternative water sources for Uralla. 3. Place information on water usage online in an easily accessible location. 4. Include contingency planning triggers in the Drought Management Plan. 100 days out of day 0 for normal usage and 40 days for emergency firefighting. 5. Review alternative water supply options. 6. Investigate the use of smart meters.	DID DID DID DID DID	Dec-19	1. Users have been identified. Letter has been forwarded. 2. Letter sent. To be included in IWCM strategy. Funding of \$1.5 million received for Uralla ground water investigation. 3. Complete 4. Pending. Drought Management Plan in Final Draft. 5. Scope for groundwater project for Uralla has been finalised with staff from DPIE-Water. 6. Underway. To be recommenced with new MWWS.	COMPLETED & REPORTED TO COUNCIL COMPLETED & REPORTED TO COUNCIL COMPLETED & REPORTED TO COUNCIL B COMPLETED & REPORTED TO COUNCIL B
17/12/2019	34.12/19	Report 17 – Treated Sewage Effluent Options Report December 2019	That Council approve funding from the Water Fund reserves of \$50,000 to fund a study to investigate effluent reuse and determine optimal options for reuse of the Uralla Sewage Treatment Plant effluent. Councillors thank the staff for the preparation of the report.	DID	Feb-20	Pending. Study deferred with the progression of the reuse scheme being developed with UPC.	A

MEETING DATE	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
24/03/2020	05.03/20	Submitted By: Mayor, Cr M Pearce Reference/Subject: COVID-19: Instrument of Delegation to the Mayor (Emergency Administrative Provisions)	<p>That:</p> <p>1. Council adopt the Instrument of Delegation to the Mayor dated 24 March 2020 as detailed in Attachment 1 to this Mayoral Minute except as; develop and endorse the community strategic plan, delivery program and other strategic plans, programs, strategies and policies of the council, to determine and adopt a rating and revenue policy and operational plans that support the optimal allocation of the council's resources to implement the strategic plans (including the community strategic plan) of the council and for the benefit of the local area, and</p> <p>(i) to determine the process for appointment of the general manager by the council and to monitor the general manager's performance.</p> <p>2. That the General Manager provide a consolidated report once a month to all Councillors specifying any actions taken under this delegation as adopted by Council.</p> <p>3. Once activation of the current Business Continuity Plan ceases, a consolidated report to the first available meeting of Council will be submitted which lists all decisions made under this delegation.</p>	GM	May-20	To date, the Mayor has not been required to take any actions or exercise any delegated authorities under the Emergency Administrative Provisions adopted by Council on 24 March 2020.	B
				GM		Completed	COMPLETED & REPORTED TO COUNCIL
				GM		Not applicable to date	B
				GM		Not applicable to date	B
5/05/2020	17.05/20	Report 7 - Recommendations of Uralla Township and Environs Committee February 2020 meeting	<p>That Council:</p> <p>1. Receive and note the minutes of February 2020 meeting of the Uralla Township and Environs Committee (UTEC), and:</p> <p>2.</p> <p>a) purchase two copies each of the authoritative publications "Colour Schemes for Old Australian Houses ISBN 0-9594923-3-x" and "More Colours for Old Australian Homes ISBN 1—875253-04-1" to hold in the library reference section and Council's Customer Service Section as well as provide copies of the heritage paints guidance brochure, prepared by staff, to the public on request;</p> <p>b) request a report to a Council meeting on a proposal to amend the UTEC constitution in respect to the election of the chairperson and quorum requirements, for Council consideration, before the term of the committee comes to an end on 30 June 2020;</p> <p>c) convene a workshop of councillors, Mrs Gwen Fuller, Uralla Garden Club, UTEC members and James Sinclair to develop options for Fuller Park;</p> <p>d) write to Riley Watson asking him to provide his suggestions for skatepark additions to the Uralla Township and Environs Committee through Council.</p>	MDP	Jun-20	1. Noted	COMPLETED & REPORTED TO COUNCIL
				MDP		2. a) Publications have been purchased and made available; Heritage paints brochure available on website and hardcopy.	COMPLETED & REPORTED TO COUNCIL
				MDP		b) Completed – workshop July 2020, report to Council Aug 2020.	COMPLETED & REPORTED TO COUNCIL
				MDP		c) Letter of advice to convene workshop when appropriate has been sent to Gwen Fuller. Workshop conducted in June.	C
				MDP		d) Attempts to contact have been made. Council will engage with a skate park designer to determine what improvements/additions could be made. No further action proposed.	COMPLETED & REPORTED TO COUNCIL

MEETING DATE	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
26/05/2020	45.05/20	Confidential Report 1 -Ward Bros Quarry	That Council: 1. Note the Debt Settlement Deed of Agreement between Ward Bros and Uralla Shire Council, 2. Authorise the Acting General Manager to sign the deed on behalf of Council, and; 3. Review the S94 quarry operator charges and reporting arrangements to improve accountability and administrative obligations.	MDP  MDP  MDP	Jun-20	1. Noted 2. Debt Settlement Agreement complete 3. Pending. Consultant engaged for 7.11 (s94) plans. Draft p7.11 and 7.12 plans anticipated early July. Expected to g to the August workshop and Council meeting.	COMPLETED & REPORTED TO COUNCIL COMPLETED & REPORTED TO COUNCIL  B
23/06/2020	17.06/20	Report 6 Public Exhibition of draft Delivery Program 2017-22 and Operational Plan 2020-21	That Council: 1. Adopt the Draft Delivery Program 2017-22 for advertising purposes;  2. Adopt the Draft Operational Plan 2020-21 for advertising purposes;  3. Publicly exhibit the combined Draft Delivery Program 2017-22 and Draft Opeational Plan 2020-21, including the Statement of Revenue Policy, contained at Attachment A, on public exhibition for a period of 28 Days from 24 June 2020 and indicating the at submissions may be made to the council at any time during the period that the draft operational plan is to be on public exhibition; 4. Adopt an interest rate equivalent to the maximum allowable percentage determined by the Office of Local Government of the 2020-21 financial year to be charged on arrears of rates and charges; 5. Resolves that the process for the development of the annual budget, fees and charges, delivery program and operational plan commence no later than March each year with early draft documents ready for discussion to the March Ordinary meeting; 6. Resolves to adopt a format similar to that of other Councils where the operational plan has the financial resources associated with each item identified as part of that operational plan item; 7. Staff and Councillors participate in community forums such as pop up information sessions, webinars and community meetings for a 4 week period of not less that 4 such opportunities , prior to adopting the plan; 8. Vote an addition \$40,000 of internal audit during the 2020/2021 financial year.	CFO  CFO  CFO  CFO  CFO  CFO		1 COMPLETED  2 COMPLETED  3 COMPLETED  4 COMPLETED  5 COMPLETED  6 Briefing on new format 9/2/21; draft new format outline presented to 23/3/21  7 Scheduled Listening Posts started Feb 21 Briefing on new format 9/2/21  8 COMPLETED	COMPLETED & REPORTED TO COUNCIL  COMPLETED & REPORTED TO COUNCIL  COMPLETED & REPORTED TO COUNCIL  COMPLETED & REPORTED TO COUNCIL COMPLETED & REPORTED TO COUNCIL  B  B  COMPLETED & REPORTED TO COUNCIL

MEETING DATE	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
25/08/2020	04.08/20	Committee Report 1 - Budget Review & Finance Committee Report LTFP 2030	<p>That Council:</p> <p>1. Set a strategic objective for the General Fund to achieve a balanced operating result before capital grants by 2022/2023 - including the full funding of depreciation, amortisation and impairment of intangible assets and infrastructure, property, plant equipment, and to build reserves of \$4 million over the remaining seven years of the long term financial plan (LTFP); and</p> <p>2. To inform the implementation of the strategic objective, Council:</p> <p>a) consider shire continuity and financial sustainability including a review of financial performance measures;</p> <p>b) review service standards and councils operating costs;</p> <p>c) undertake community engagement on the above and financial strategies;</p> <p>d) prepare and endorse policy/plans to inform the construction of the LTFP; and undertake further community consultation on the LTFP.</p>	CFO	May-21	<p>1. Included in the preparation of the 21/22 budget &amp; LTFP.</p> <p>Executive continues to provide advice to Council on a range of strategies that may enable Council to work towards achieving financial sustainability within the next few years.</p>	C
				CFO		Community engagement has commenced through the online survey, drop-in sessions and public exhibition of the draft Operational Plan and budget.	C
22/09/2020	25.09/20	Report 7 – Amendments to the Code of Conduct	3) Expressions of Interest be sought for Code of Conduct Reviewers and report back to Council.	CGR		Scheduled to commence EOI in July /August 2021 - Scoping document has been drafted.	B
29/09/2020	X04.08/20	Report 1 - Late report - Local Strategic Planning Statement Recommendation	<p>That Council:</p> <p>1. adopt the draft Uralla Local Strategic Planning Statement 2020, as amended, as a first step in the continuing process of community consultation and feedback to enhance the strategic plan;</p> <p>2. by 30 January 2021 commence public consultation to revise the LSPS to reflect community views as required by the initial instruction from the NSW Government;</p> <p>3. by 30 June 2021 submit a revised version of the LSPS</p>	MDP	Nov-20	1. Noted	COMPLETED & REPORTED TO COUNCIL
				MDP	Jan-21	2. Commenced.	COMPLETED & REPORTED TO COUNCIL
				MDP	Jun-21	3. Draft prepared for June 21 meeting	C

MEETING DATE	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
15/12/2020	10.12/20	14.1 Report of Committees - Uralla Township & Environs Committee Minutes 10 November 2020	<p>That Council</p> <p>2. Liaise with Mrs Gwen Fuller, Uralla Garden Club, UTEC members and James Sinclair to convene a workshop for Councillors to develop suggested design options for Fuller Park;</p> <p>3. Continue to maintain the path from Maitland Street (Porter Park) through Bridge Street underpass to Apex Park following remediation works by Transport NSW</p> <p>4. Liaise with the landowner and Tamworth Regional Council to explore options for removal of the old Uralla Military Museum signs at the southern end of the highway approach to Uralla Shire, and</p> <p>5. Circulate the design to consider the Main Street Beautification Design by the Creative Village Committee in the preparation of the Uralla Shire Open Space Strategy.</p>	<p>DID</p> <p>DID</p> <p>DID</p> <p>MDP</p>		<p>Workshop held on June 15 2021. Report to Council pending.</p> <p>Noted</p> <p>Pending. Initial enquiries made.</p> <p>Provided to consultants.</p>	<p>C</p> <p>COMPLETED &amp; REPORTED TO COUNCIL</p> <p>B</p> <p>COMPLETED &amp; REPORTED TO COUNCIL</p>
15/12/2020	30.12/20	15.6 Draft Policy- Provision of Information and Interaction between Councillors and Staff	That Council lay the matter lay on the table	CGR	Feb-21	OLG Model Councillor and Staff Interaction Policy presented to Councillors via Bulletin and Workshop. Report on Model feedback to be presented to Council 29 June 2021	B
23/02/2021	04.02/21	14.1 Budget Review & Finance Committee Meetings Held : 14.1.1 8th December 2020 14.1.2 9th February 2021	<p>That Council endorse the following recommendations:</p> <p>a) That Council undertake community consultation regarding the sustainability of the Shire's water supply with consideration of pricing options (8 December 2020 meeting)</p> <p>b) that the service review information be developed in conjunction with the Integrated Water Cycle Management Strategy (9 February meeting)</p> <p>c) That Council work with ZNet and undertake community engagement on water pricing model structure options as part of the preparation of the 2021/22 Operational Plan (9 February meeting)</p>	<p>CFO</p> <p>MWWS</p> <p>CFO</p>		<p>This formed part of the community consultation on the drafting of the 2021-22 Budget.</p> <p>IWCM scope to be finalised.</p> <p>This formed part of the community consultation on the drafting of the 2021-22 Budget.</p>	<p>C</p> <p>B</p> <p>C</p>

MEETING DATE	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
			d) Note the Budget Review Committee has reviewed the Horizontal Service review - Priority 3 Actions Summary and recommend Council confirm the proposed actionS marked R&I (9 February meeting )	CFO		This was undertaken as part of the drafting of the 2021-22 budget and/or included as actions in the 21/22 Operational Plan	C
23/02/2021	11.02/21	Uralla Township & Environs Committee Meeting Held 8 December 2020	<p>That Council:</p> <p>1. received and note the minutes of the Uralla townships &amp; Environs Committee (UTEC)meeting held 8 December 2020, including the following recommendations to Council:</p> <p>a) That Mr Guy Crossley be invited to present to Council his concept design and installation of Fibonacci Park;</p> <p>b)(i) That the UTEC is supportive of the proposal to change the name of Hampden Park to Sunny Jim Mackay Park.</p> <p>c) (i) That consideration be made with respect to the allocation of open space resources to improve the services levels of the Bridge Street blister gardens.</p> <p>(ii) That public consultation be sought for the changed of name Hampden Park to Sunny Jim Mackay Park.</p> <p>(ii) That the Uralla Main Street garden upgrade project be added to Councils Project list subject to funding</p> <p>d) (i) That Council investigate the free camping options within Uralla Shire, including the site at The Glen, as part of the development of Open Spaces Strategy.</p> <p>(ii) That Council liaise with Uralla Rotary Club about the potential reconfiguration of Rotary Park to include the RV Dump-Ezy facility.</p> <p>2. Invites Mr Guy Crossley to present the Fibonacci concept Plan to a future workshop</p> <p>3. Undertake a public notification process and an online survey soliciting opinions from the community regarding the proposed name change of Hampden Part to Sunny Jim Mackay Park, and</p> <p>4. Considers service levels for the Bridge Street Gardens in preparation of the 2021/2022 budget</p> <p>5. Request the Consultant delivering the Open Spaces Strategy attend a UTEC meeting and engage with the Committee as part of the Open Spaces Strategy.</p> <p>6. Fund the additional cost, if any, from reserves.</p>				
				DID		Noted	COMPLETED & REPORTED TO COUNCIL
				DID		Presented to June 8 GM Workshop.	C
				MDP		Report due to Council's July meeting.	B
				DID		Report to June Council meeting on annual maintenance.	C
				MDP		Completed	COMPLETED & REPORTED TO COUNCIL
				MDP		Variation approved	C

MEETING DATE	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
23/02/2021	17.02/21	16.4 Councillors Involvement in the Assessment Process for State and Regional Significant Development - Notice of Motion Cr R Crouch	<p>1. Councillors be kept fully informed in a timely manner (subject to commercial in confidence constraints) of communication with the Department of Planning regarding the development of renewable energy developments within Uralla Shire.</p> <p>2. Councillors be canvassed to provide comment on the Thunderbolt Energy Hub SEARs and a letter outlining Council's expectations for issues to be considered in the Environmental Impact Statement for Thunderbolt Energy Hub be sent to the Developer, The Department of Planning and the Hon Adam Marshall.</p> <p>3. All future requests for comment relating to Council comments on Regional Significant Projects be brought before Council to ensure community and Councillor concerns are addressed at an early stage in the process, as possible, and that Councillors are kept fully informed of renewable energy developments in Uralla Shire.</p> <p>4. Council invites representatives from the Department of Planning to present at a future General Manager's workshop on the planning processes for State Significant Development;</p> <p>5. Council notes that it has already established Council's position in regards to renewable projects in that Council endorses sustainable development within the Shire, and expects the Development Application to be considered in the context of our Community Strategic Plan, particularly the following stated goals:</p> <p>a) To Preserve, protect and renew our beautiful environment;</p> <p>b) Maintain a healthy balance between development and the environment;</p> <p>c) An attractive environment for business, tourism and industry;</p> <p>d) Growing and diversified employment, education and tourism opportunities; and further</p> <p>e) A 'cradle to grave' approach should be taken to ensure the project is environmentally sustainable during construction, operation, and decommissioning through appropriate bonding arrangements with the NSW Government;</p> <p>f) That local employment be preferred;</p> <p>g) Systems be put in place to preserve environmental values;</p> <p>h) Any upgrades and maintenance to Council infrastructure to service the construction and/or operation of the development should be at the developer's expense;</p> <p>i) No council infrastructure should be negatively impacted by the renewable energy projects construction and or operation; and</p> <p>j) Protection of the amenity of residents surrounding the renewable energy projects and along transport routes should be the paramount consideration in the decision-making process</p>	DID		Noted	COMPLETED & REPORTED TO COUNCIL
				DID		Canvassing complete. Report presented to May meeting. Advice provided to the Department and Local Member regarding the Council resolution.	C
				DID		Noted.	COMPLETED & REPORTED TO COUNCIL
				DID		Completed at NEREZ Joint Council forum 7 May 2021 and presentation circulated to Councillors.	COMPLETED & REPORTED TO COUNCIL
				DID		Email to Planning Department to be sent to developers as relevant	COMPLETED & REPORTED TO COUNCIL

MEETING DATE	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
23/02/2021	39.02/21	15.11 Policy Update	That the item 15.11 Policy Update lay on the table for a discussion at a future workshop	CGR		A policy is circulated for Councillors' feedback on a weekly basis. Feedback on current status of review presented to Council at its workshop 5 June 2021	B
23/02/2021	42.02/21	16.5 Media Policy	Through the General Manager. Council draft a Media Policy for Council's consideration	CFO		OLG Model Media Policy is not likely to be distributed to councils within the next twelve months. A draft policy has now been completed and is being reviewed by Executive.	B

MEETING DATE	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
23/03/2021	17.03/21	Item 15.6 review of Council's Waste Management Operating and Service Delivery Environment	<p>That Council:</p> <ol style="list-style-type: none"> <li>Receive the reports with modifications as required:               <ol style="list-style-type: none"> <li>USC Uralla Landfill - Site Development Plan V3;</li> <li>USC Bundarra Landfill - Site Development Plan V2;</li> <li>USC Kerbside Waste Collection Services Investigation V4;</li> <li>USC Green Waste - Investigation V1;</li> </ol> </li> <li>Design and construct a waste transfer station for BWMF.</li> <li>Terminate landfilling operations at the Bundarra Waste Management Facility (BWMF) to replace with a transfer station.</li> <li>Commence the transportation of waste from Bundarra transfer station to Uralla.</li> <li>Coordinate transfer bin collection routes with Bundarra and Kingstown facility following construction of transfer station.</li> <li>Undertake investigation of options to transport waste to other landfills in the region.</li> <li>Undertake the capping and rehabilitation of closed landfill cells at BWMF.</li> <li>Commence discussions with neighbouring Councils regarding the potential for a region wide waste strategy.</li> <li>Continue kerbside waste collection services for the current locations with current service standards.</li> <li>Continue to address the further points in the reports</li> </ol>	<p>MWWS</p> <p>MWWS</p> <p>MWWS</p> <p>MWWS</p> <p>MWWS</p> <p>MWWS</p> <p>MWWS</p> <p>MWWS</p> <p>MWWS</p> <p>MWWS</p>		<p>Noted</p> <p>Design brief under development</p> <p>Pending</p> <p>Pending</p> <p>Pending</p> <p>Pending</p> <p>Pending</p> <p>Pending</p> <p>Noted. RFQ issued for wet hire kerbside collections.</p> <p>Noted</p>	<p>COMPLETED &amp; REPORTED TO COUNCIL</p> <p>B</p> <p>A</p> <p>A</p> <p>A</p> <p>A</p> <p>A</p> <p>A</p> <p>C</p> <p>COMPLETED &amp; REPORTED TO COUNCIL</p>
23/03/2021	27.03/21	15.12 Late Report 9.1.1 Preparation of the 2021-2022 Operational Plan	<p>That Council:</p> <ol style="list-style-type: none"> <li>Note that the 2021/22 draft budget has been prepared (version 0.1) and that significant work is required to reduce the forecast operating deficit; and</li> <li>Undertake preliminary community engagement on service levels and associated expenditure and increased/new revenue opportunities; and</li> <li>Undertake further consideration of service levels and associated expenditure and increased/new revenue opportunities at the Budget Review and Finance Committee on 13 April 2021 commencing at 10:30am, to inform the next version of the 2021/22 draft budget meeting.</li> </ol>	<p>CFO</p> <p>CFO</p> <p>CFO</p>		<p>Noted</p> <p>Community engagement commenced through online survey and information posted to USC website. Publication of the draft operational plan has also provided an opportunity for further community engagement</p> <p>Significant work was undertaken prior to BR&amp;FC meeting of 13 April 2021. Executive sought advice from Council on the service levels to be reviewed and increased revenue opportunities. BR&amp;FC recommended a much smaller increase in water charges than was proposed leaving a significant difference between anticipated revenue and expenditure. As a consequence, it is unlikely that Council will be able to achieve its resolved strategic objective of operating the Water and Sewer Funds during the next ten years at a balanced operating position.</p>	<p>COMPLETED &amp; REPORTED TO COUNCIL</p> <p>C</p> <p>C</p>

MEETING DATE	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
23/03/2021	31.03/21	Item 16.1 Notice of Motion Works Program Cr Toomey	1. That the General Manager implement Resolution 17.10/20 as a matter of urgency  2. The current documentation/consultant report being relied upon in determining roads priorities for the 2020/2021 program be provided to Council in full.	DID  DID		Letter drop to residents completed. Further report to Council provided on candidate roads for upgrading from gravel to sealed prepared for May meeting.  Data files for roads, footpaths, kerb and gutter and stormwater uploaded to NextCloud.	C  C
23/03/2021	35.03/21	Item 16.4 Notice of Motion - Uralla Court House	1. That Council endorses the application for funding of \$925,000 for the refurbishment of the Uralla Courthouse under the Bushfire Local Economic Recovery Fund subject to: a. That the full cost of lodging the application for the \$925,000 grant for the refurbishment of the Uralla Court House (referred to in Councillor Bulletin January 29 2021) along with the internal source of the funding to prepare the application and the name of the grant applied for;  b. That the details of this application for grant funding in relation to the Court House be provided to Council in a manner that can be provided to our community, including plans and proposed use;  2. That Council does not submit applications for grants for capital work without Council approval;  3. Council prioritises their time on funding and developing the industrial land.	DID  DID  GM  GM		Costs not separately captured. Staff costs estimated at \$1,800 funded from General Revenue. Application made under the Bushfire Local Economic Recovery Fund.  No plans prepared for the application. Refurbishment of the circa 1880 courthouse for <b>tourism / community</b> purposes. Works include roof repairs, flooring, painting, solar system, fencing, doors, electrical, furniture and asbestos removal.  Noted  Noted	C  C  COMPLETED & REPORTED TO COUNCIL COMPLETED & REPORTED TO COUNCIL
23/03/2021	36.03/21	Item 16.5 Notice of Motion Council Increase the Availability of Qualified Building Certifiers	That Council : 1. Increase the availability of a qualified building certifier to undertake inspections on behalf of council to at least two days per week.  2. Review how the increased level of service noted above will be funded.	DID  CFO		Certifier commenced two days per week on 3 May, subject to demand.  Recommended that fees and charges be adjusted to achieve full costs recovery. Discussions on shared services (including Building certification) has commenced with Armidale and Walcha.	COMPLETED & REPORTED TO COUNCIL  C

MEETING DATE	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
23/03/2021	40.03/21	Item 17.1 CONFIDENTIAL SESSION - Documents Presented to the Audit, Risk and Improvement Committee	1. That the unconfirmed Minutes from the Audit Risk and Improvement Committee meeting held on 9 February 2021 be noted; and	CFO		Noted	COMPLETED & REPORTED TO COUNCIL
			2. Council endorse the following recommendations: <i>8.1 Independent Consultant Report on Possible Deviation Between Approved 2020 Budget and Transport Asset Management Plan-</i> 1. That ARIC advise Council they have reviewed the Independent Investigation report and noted the budgeting and approval process deficiencies.	CFO		Noted	COMPLETED & REPORTED TO COUNCIL
			2. That the recommendations in the TNR Investigation Report be noted and that the improvement plan be implemented: a. All aspects of the capital works programmes should be determined and finalised so the information can be provided to Council prior to adopting the annual operational plan and financial budget; and b. Council should assess and benchmark its resources to ensure that it has appropriate personnel to provide a robust asset management function and deliver on Council expectations; and	CFO		Noted for implementation in the 2021/22 budget	B
			c. Councillors and the management Team should review areas of discontent and develop processes, and where necessary policies, to ensure Council's operations are efficient, effective and compliant with applicable laws and regulations; and d. Management should identify budget variations and have them approved by Council in advance of commencing works. Protocols should be developed to ensure that the Management Team and Council are clear and content on the process of advising and approving budget variation; and	CFO		Noted but work on determining what sufficient resources are necessary to ensure Council has appropriate personnel to provide a robust asset management function and deliver on Council expectations has not yet commenced. However, consideration on appropriate staffing levels to meet this recommendation may be undertaken as part of the ongoing preparation of the 2021/22 budget.	B
				CFO		Noted but not yet commenced	B
				CFO		1. Noted for future Quarterly Budget Review identification; 2. Protocols not yet developed	B
			9.6 Internal Audit Report on Hill Street Asphalt Overlay 1. That ARIC advise Council it has reviewed the Internal Audit Special Report – Asphalt Hill Street report and as a result conclude that a perception exists of a breach of delegation and a splitting of orders; and 2. That an undertaking to review the procurement policies and procedures to ensure proper delegation process is followed.	CFO		Noted	COMPLETED & REPORTED TO COUNCIL
				CFO		Noted	B
			9.7 Audit Office of NSW Management Letter on the Interim Phase of the Audit for the Year Ended 30 June 2020: 1. That the Audit Office of NSW Management Letter on the Interim phase of the audit for the year ended 30 June 2020 including the recommendations within the letter be noted; 2. ARIC recommends to Council that the General Manager address the recommendations in the Audit Office letter; and	CFO		Noted	COMPLETED & REPORTED TO COUNCIL
				CFO		Noted	B
			3. ARIC recommend that sufficient resources are allocated to address this work.	CFO		Noted. Work on determining what sufficient resources are needed to undertake the recommendations has now yet commenced	B

MEETING DATE	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
27/4/201	04.04/21	Item 12.1 Mayoral Minute - Emergency Services Levy	That Council write to the NSW Government advising that a 43.7% increase to this year's Uralla Shire Council contribution to the local RFS, together with the inevitable increase in the emergency services levy is not affordable and recommending that the NSW Government restricts the annual increase in Council's contributions to all agencies associated with Emergency Services Levy contributions to the rate peg limit, with the NSW budget to fund any shortfalls, and that this remains in place until a broad-based property levy is implemented.	CFO		Completed.	C
27/4/201	17.04/21	Item 15.7 Regional NSW Planning Portal Grant	That Council resolve to apply for the Regional NSW Planning Portal grant of \$50,000 to assist with the costs of: <ul style="list-style-type: none"> <li>- IT system upgrade (purchasing a new system or Application Programming Interface);</li> <li>- Purchase of equipment (computers, kiosks, chairs/desks); and</li> <li>- Human resources (reallocation of staff or training of staff).</li> </ul>	MDP MDP MDP		Funding approved. RFQ issued for kiosk works. S	COMPLETED & REPORTED TO COUNCIL B B
27/04/2021	19.04/21	Item 15.9 Draft Adverse Events Plan	That Council resolve to: <ol style="list-style-type: none"> <li>1. Place the draft Uralla Shire Council Adverse Events Plan on public exhibition for a period of 28 days;</li> <li>2. Provide the draft Uralla Shire Council Adverse Events Plan to representatives of the Local Emergency Management Committee and the Regional Emergency Management Officer for consideration and comment; and</li> <li>3. Subject to no submissions received, adopt the Uralla Shire Council Adverse Events Plan.</li> </ol>	MDP MDP MDP		Complete  Forwarded Nil submissions	C  C C
27/04/2021	26.04/21	Item 15.12 Public Spaces Legacy Program Project	That Council: <ol style="list-style-type: none"> <li>1. subject to funding of up to \$2,000,000 under the NSW Public Spaces Legacy Program, undertakes the following projects: <ol style="list-style-type: none"> <li>a) The Constellations of The South at The Glen, adjacent Rotary Park upgrade and model boating lake, circa \$1,500,000; and</li> <li>b) Fibonacci theme at Pioneer Park circa \$500,000</li> </ol> </li> <li>2. authorise the General Manager to execute the proposed funding deed;</li> <li>3. undertake further community consultation during the concept and detailed design phases of the projects;</li> <li>4. Include the operating costs of the new capital works projects as part of development of the Long Term Financial Plan.</li> </ol>	MDP MDP MDP CFO		New application lodged and assessment in progress   Details not yet available	B  A A A
27/04/2021	31.04/21	Item 16.3 Notice of Motion - Workers Compensation - Cr Toomey	That the General Manager: <ol style="list-style-type: none"> <li>i) Provide an urgent report on the assumptions and advice that have led to the significant increase forecast for Workers Compensation premiums in the draft 21/22 Budget; and</li> <li>ii) Seek advice from Council's insurers on the appropriateness of the Council's mitigation measures to minimise Workers Compensation claims and any other mitigation measures Council could consider.</li> </ol>	GM		Presentation to Councillors 18 May 2021, presentation and audio uploaded to NextCloud along with follow-up written report from StateCover. Report to June meeting.	C



MEETING DATE	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
25/05/2021	11.05/21	Minutes of the Uralla Township & Environs Committee meetings held February – April 2021	<p>That Council</p> <p>1. Receive advice from Cr Dusting, our delegate to and Chair of the New England Weeds Authority, on the progress of investigations in to privet management in the Uralla Shire,</p> <p>2. Receive a report from the General Manager on the annual plan of management for the maintenance of the CBD gardens blisters, and the funds allocated to the 21/22 budget,</p> <p>3. Note the draft open spaces is still in development and has not been presented to Council or the community. Council advise UTEC that until a FINAL version of the Open Spaces Strategy is adopted by Council it is not appropriate for the DRAFT content to be relied upon or referred to as part of their deliberations.</p> <p>4. Advise UTEC that the monthly meetings are permitted on the understanding that staff will only attend the quarterly meeting.</p> <p>5. Receive the minutes of the Uralla Township and Environs Committee meetings held 9 February 2021, 8 March 2021, and 12 April 2021</p>	<p>COUNCILLORS</p> <p>GM</p> <p>DID</p> <p>DID</p> <p>COUNCILLORS</p>		<p>Noted - see delegate report to 29 June 21 meeting</p> <p>Prepared for June meeting</p> <p>UTEC advised of Council resolution Staff will attend when possible, at least quarterly</p> <p>Noted</p>	<p>C</p> <p>C</p> <p>C</p> <p>C</p> <p>C</p>
25/05/2021	16.05/21	Item 15.3 Modification of DA-47-2018 Subdivision	<p>That Council resolve to modify condition 12 of Development Application 47/2018 from: The driveway in the access handle to proposed Lot 163 is to be gravel and bitumen sealed or concreted for a width of 3 metres and for the length of proposed Lot 162. This is to be constructed to a standard approved by the Director of Infrastructure and Regulation and is to be at the expense of the developer.</p> <p>To: The driveway in the access handle to proposed Lot 163 is to be gravel for a width of 3 metres and for the length of proposed Lot 162. This is to be constructed to a standard approved by the Director of Infrastructure and Development and is to be at the expense of the developer.</p>	MDP		Completed at resolution	COMPLETED & REPORTED TO COUNCIL
25/05/2021	20.05/21	16.1 Item Notice of Motion - Connection Costs for Properties in the Bundarra Sewerage Scheme	<p>That Council :</p> <p>a. be advised of the total of the estimated cost of each property owner to connect to the new scheme;</p> <p>b. seek the approval of the Grant Funding body to expense all residents' connection costs from within the current contingencies budget;</p> <p>c. approve the Private Works under Section 67, NSW Local Government Act 1993 from the Sewer Fund;</p> <p>d. request the contractor confirm the variation amount for the work and bring it back to Council for consideration;</p> <p>e. be provided with details for the Project Manager including qualifications and experience; and</p> <p>f. seek the support of our Local State Government member, the Hon. Adam Marshall, Member for Northern Tablelands for this resolution.</p>	<p>DID</p> <p>DID</p> <p>DID</p> <p>DID</p> <p>DID</p> <p>GM</p>		<p>Electrical estimated costs tabled at the meeting.</p> <p>Request for approval has been forwarded and advice confirming approval has been received. Noted - Additional report required in accordance with provisions of S67</p> <p>Received will be provided to Council under separate report after validation assessment.</p> <p>Provided in bulletin 29 May 2021 Advised of resolution and letter of support requested.</p>	<p>C</p> <p>C</p> <p>B</p> <p>B</p> <p>C</p> <p>C</p>

MEETING DATE	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
25/05/2021	23.05/21	15.6 Projects Subject to Grant Funding - Priority List for Community Consultation	<p>That Council reaffirms the position that it:</p> <ol style="list-style-type: none"> <li>1. retains the projects: <ol style="list-style-type: none"> <li>a. Constellations of the South</li> <li>b. adjacent Rotary Park upgrade and model boating lake together with Fibonacci theme at Pioneer park</li> <li>c. prioritised by Council Resolution 26.04/21 1a) and 1b) as the first priority for applicable grant funding applications,</li> </ol> </li> <li>2. endorses the Industrial Land at Rowan Ave as a Council top priority, and</li> <li>3. requests the General Manager lodge applications for these projects under all available grant opportunities, including Building Better Regions Fund round 6 and the currently open Stronger Country Communities Fund round 4.</li> </ol>	GM		Noted	C
				GM		Noted	C
				GM		Noted, subject to meeting grant conditions	C
25/05/2021	24.05/21	15.6 Projects Subject to Grant Funding - Priority List for Community Consultation	<p>That Council :</p> <p>Endorse the Proposed Project List (listed below) of future capital projects, the progress of which are subject to future grant funding as per listing in 25 May Minutes Ordinary Meeting:</p> <p>Place the Proposed Project List on public exhibition for a period of not fewer than 28 days and undertake community consultation during the period to ascertain the level of community support for the proposed projects and assist Council to allocate prioritisation when funding opportunities arise</p>	DID		Scheduled late June / early July 2021. Survey developed.	B
25/05/2021	25.05/21	15.1 Council Submission on Thunderbolt Energy Hub SEARs	<p>That Council:</p> <ol style="list-style-type: none"> <li>i. Note that the Planning Secretary's Environmental Assessment Requirements (SEARs) for the Thunderbolt Energy Hub SEARs is adequate for informing the developer of General Requirements, Key Issues, Plans and Documents, and Consultation that are to be addressed in the environmental impact statement.</li> <li>ii. Writes to the developer confirming its position in that Council endorses sustainable development within the Shire, and expects the Development Application to be considered in the context of our Community Strategic Plan, particularly the following stated goals: <ol style="list-style-type: none"> <li>a) To preserve, protect and renew our beautiful environment;</li> <li>b) Maintain a healthy balance between development and the environment;</li> <li>c) An attractive environment for business, tourism and industry;</li> <li>d) Growing and diversified employment, education and tourism opportunities; and further</li> </ol> </li> <li>e) A 'cradle to grave' approach should be taken to ensure the project is environmentally sustainable during construction, operation, and decommissioning through appropriate bonding arrangements with the NSW Government;</li> <li>f) That local employment be preferred;</li> <li>g) Systems be put in place to preserve environmental values;</li> <li>h) Any upgrades and maintenance to Council infrastructure to service the construction and/or operation of the development should be at the developer's expense:</li> <li>i) No council infrastructure should be negatively impacted by the renewable energy project's construction and or operation; and</li> <li>j) Protection of the amenity of residents surrounding the renewable energy projects and along transport routes should be the paramount consideration in the decision-making process</li> </ol>	DID		Noted	C
				DID		Developer advised.	C

MEETING DATE	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS																																																		
25/05/2021	28.05/21	15.1 Prioritised Projects for Upgrading Gravel to Sealed Roads	That Council: 1. Approve the following road upgrades utilising Local Roads and Community Infrastructure grant funding in 21/22 <table><thead><tr><th>Road Name</th><th>Section</th><th>Length (m)</th><th>Year</th><th>Cost estimate (\$)</th></tr></thead><tbody><tr><td>Old Gostwyck Road</td><td>To Corey Road</td><td>1,100</td><td>21/22</td><td>\$153,480</td></tr><tr><td>Corey Road</td><td>Full length</td><td>440</td><td>21/22</td><td>\$48,220</td></tr><tr><td>Hariet Gully Road</td><td>Full Length</td><td>760</td><td>21/22</td><td><u>\$83,300</u></td></tr><tr><td colspan="4">TOTAL</td><td><b>\$285,000</b></td></tr></tbody></table> 2. Subject to additional grant funding, adopt the gravel roads upgrade to sealed roads prioritisation list as follows for subsequent years <table><thead><tr><th>Road Name</th><th>Section</th><th>Length (m)</th><th>Priority</th><th>Cost estimate (\$)</th></tr></thead><tbody><tr><td>Gostwyck Road</td><td>14.9 to 16.9 km</td><td>2,000</td><td>1</td><td>\$490,000</td></tr><tr><td>Bendemeer Road</td><td>0.5 to 2.5 km</td><td>2,000</td><td>2</td><td>\$490,000</td></tr><tr><td>Gostwyck Road</td><td>16.9 to 19.0 km</td><td>2,100</td><td>3</td><td>\$515,000</td></tr><tr><td>Williams Road</td><td>0.2 to 2 km</td><td>1,800</td><td>4</td><td>\$441,000</td></tr></tbody></table> Places the other candidate roads list on public exhibition and invite nominations from the community for other gravel road candidate projects for investigation and prioritisation in the future	Road Name	Section	Length (m)	Year	Cost estimate (\$)	Old Gostwyck Road	To Corey Road	1,100	21/22	\$153,480	Corey Road	Full length	440	21/22	\$48,220	Hariet Gully Road	Full Length	760	21/22	<u>\$83,300</u>	TOTAL				<b>\$285,000</b>	Road Name	Section	Length (m)	Priority	Cost estimate (\$)	Gostwyck Road	14.9 to 16.9 km	2,000	1	\$490,000	Bendemeer Road	0.5 to 2.5 km	2,000	2	\$490,000	Gostwyck Road	16.9 to 19.0 km	2,100	3	\$515,000	Williams Road	0.2 to 2 km	1,800	4	\$441,000	DID		Included in Draft 2021/22 Operational Plan and Budget	C
			Road Name	Section	Length (m)	Year	Cost estimate (\$)																																																		
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DID		Noted	C																																																						
DID		Scheduled late June early July 2021 - survey developed.	B																																																						
25/05/2021	39.05/21	9.1 LATE REPORT TO COUNCIL- Draft Operational Plan and Budget 2021-2022	That the Draft Operational Plan and Budget for 2021-2022 with the following amendments: * Restrictions for the General Fund and McMaugh Fund corrected as tabled at the meeting; * Capital expenditure description be amended to Local Rural Unsealed Roads Re-sheeting; * Page 32 - table row one – Hawthorne Drive –: modify project budget and grant funding to \$1,080,620 reference to stage 2; and add the note: ‘ stage 1 commenced 2020/21’; * Page 16 – insert heading page for Part 2: Delivery Program 2017-2022 & Operational Plan 2021-2022; * limit swimming pool entry fee increase from \$3.60 to \$4.00; and * limit building inspection fees increases to 5%; be placed on public exhibition from 26 May 2021 to 23 June 2021 and that a report be presented to the 29 June 2021 Ordinary Council meeting.	CFO			C																																																		
15/06/2021	X03.06/21	6.1 2021-22 Crown ReservesImprovement Fund Program	That Council apply for grant funding under the Crown Reserves Improvement Fund Program for the following projects: i. Crown Reserve 25105 - Saumerez Ponds Recreation Reserve ( also known as the Barry Munday Reserve) improvements at a total application up to \$175,000; and ii. Crown Reserve 91185 - Wooldridge Recreation and Fossicking Area Reserve amenities at a total application up to \$120,000; and iii. Subject to the grant funding budget being approved, include addition operating costs (maintenance and depreciation - estimated at \$18,440 per annum [2021 sollars]) in the applicable 2021/22 budget review process	MDP		Under preparation	B																																																		

MEETING DATE	RESOLUTION No#	REPORT TITLE	COUNCIL RESOLUTION	RESPONSIBLE OFFICER	ACTION DATE	COMMENTS	STATUS
15/06/2021	X06.06/21	6.2 Project Nominations for Stronger Country Communities Fund Round 4	That Council apply for grant funding under the Stronger Country Communities Fund Round Four (4) for the following projects in order of preference: i. Renewal works at McMaugh's Gardens identified in the Sixhills Report at \$320,000; ii. Support an additional sum for the required works for the Glen Precinct and Pioneer Park, for the sum of \$300,000; and iii. Support an additional sum up to \$80,000 for the required work for Fuller Park.	MDP		Under preparation	B
15/06/2021	X07.06/21	6.3 Central Northern Regional Library (CNRL) Agreement	That in relation to the report "Central Northern Regional Library", Council: i. receive and note the minutes from the CNRL Ordinary Meeting held 21 April 2021; ii. Approve the extension of the current CNRL Library Agreement for a further five-year period from 1 July 2021 to 30 June 2026; and iii. Agree to affix the Seal of Council to the Central Northern Regional Library Agreement 2021	EMCS		i. Noted ii. Noted iii. Noted	B

## 15.13 JOINT COUNCIL FORUM ON THE NEW ENGLAND RENEWABLE ENERGY ZONE

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**Department:** General Manager  
**Prepared by:** General Manager  
**TRIM Reference:** UINT/21/7388  
**Attachments:** 1 - UINT/21/7391 – Summary of Outcomes USC Joint Forum on NEREZ  
2 – UINT/21/7392 - Workshop Group Screenshots USC Joint Forum on NEREZ

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### LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

**Goal:** 2.2 OUR ECONOMY: Growing and diversified employment, education and tourism opportunities

**Strategy:** 2.2.2 Support and encourage existing business and industry to develop and grow

**Strategy:** 2.2.3 Support the attraction of new businesses, including sustainable employment generating projects.

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### SUMMARY:

1. Over 40 councillors and staff from the five regional Councils, as well as a representative of the Department of Regional NSW, participated in the USC Joint Forum on the New England Renewable Energy Zone (NEREZ) held 7 May 2021 at the Uralla Memorial Hall.
2. Following a series of presentations, the forum moved into workshops with the key issues and opportunities identified for both solar and wind energy developments.

### RECOMMENDATION:

**That Council share the outcomes of the Joint Forum on the New England Renewable Energy Zone (NEREZ) held 7 May 2021 at the Uralla Memorial Hall with the Chair of the New England Regional Reference Group, Mr James Hay, requesting that the outcomes be considered as a submission forming part of the Regional Reference Group's community engagement commitment.**

### REPORT:

3. At the February 2021 Ordinary meeting Council resolved 29.02/21:
  - b) *Invite Armidale Regional Council, Tamworth Regional Council and Walcha Council to participate in a joint Council workshop to identify common issues of concern and opportunities in relation to the Regional Energy Zone (REZ).*
4. Armidale Regional Council, Glen Innes Severn Council, Uralla Shire Council, Tamworth Regional Council and Walcha Council participated in the forum.

5. The following presentations were given at the forum:
  - a. ZNET Uralla overview of the ZNET Blueprint – Dr Sandra Eady
  - b. NSW Government, Department of Planning, Industry and Environment: Planning and Approvals Process – Nicole Brewer (via zoom)
  - c. Glen Innes Shire Council – insights from recent Regional Energy Zone (REZ) projects experience – Craig Bennett, Graham Price and Keith Appleby - Wind Power Generation DCP - White Rock & Wind Farm Case Study
  - d. UNE Smart Region Incubator – incubating business opportunities from REZ – Dr Lou Conway
  - e. NSW Government, Department of Planning, Industry and Environment: NEREZ Overview – Chloe Hicks
6. The forum identified key opportunities and issues and these are attached showing the ranking attributed by the participants during the workshop.
7. Also attached are screen shots of the opportunities and issues identified by each workshop group.
8. In summary, the priorities that the forum participants identified for the NEREZ included opportunities for:
  - a. community benefit funds to be established and distributed with annual consumer price index increases, to continue for the life of each project
  - b. community benefit funds being channelled into the delivery of strategic outcomes for the whole of the community, e.g. batteries for electric vehicles, attracting GPs to the region
  - c. use of recycled water (purchased from local Councils)
  - d. employment opportunities (waste, construction, maintenance + flow-on employment)
  - e. upgrading of road infrastructure
9. Top issues associated with the NEREZ included:
  - a. waste management (construction, operation/maintenance, and end-of-life decommissioning)
  - b. no direct fees to local government (Councils) for the development process
  - c. development requirements for water and gravel
  - d. community division
  - e. visual impact (particularly with wind energy)
  - f. effect of transport on road infrastructure
10. The NEREZ Regional Reference Group (New England RRG) was recently formed (inaugural meeting held 28 April 2021) and it's roles include being the *'...primary forum for local government, Aboriginal Land Councils and relevant State Government agencies to engage directly with EnergyCo and its project partners as the New England REZ is planned and delivered.'*
11. Further, the New England RRG's responsibilities include the provision of *'...advice to EnergyCo on behalf of, and in consultation with, communities, landholders and other local stakeholders.'*

## **CONCLUSION:**

- 12.** Uralla Shire Council hosted a joint collaboration process with neighbouring Councils on the opportunities and issues arising from the recently announced NEREZ and it is recommended that the results of the workshop to be provided to the newly formed NEREZ Reference Group.

## **COUNCIL IMPLICATIONS:**

### **13. Community Engagement/ Communication**

The recommendation supports providing joint Council workshop feedback to the NEREZ Reference Group.

### **14. Policy and Regulation**

The recommendation aligns with key roles and responsibilities of the NEREZ as well as the role of Council representing community.

### **15. Financial /Long Term Financial Plan**

Nil

### **16. Asset Management / Asset Management Strategy**

Nil

### **17. Workforce / Workforce Management Strategy**

Nil

### **18. Legal and Risk Management**

Nil

### **19. Performance Measures**

Feedback from the forum provided to the NEREZ Reference Group.

### **20. Project Management**

General Manager

## Attachment 2 – Workshop Group Screenshots USC Joint Forum on NEREZ

Workshop groups opportunities and issues identified by the NEREZ Joint Council forum held 7 May 2021 at the Uralla Memorial Hall  
UIN/21/7392

### SOLAR:

**ISSUES** (SOLAR-PV)

- \* protection of residential amenity
  - community views + opinions
  - the reflection off solar panels
  - disabling agricultural land
- \* waste issues where is Ed going to take product stewardship responsibility
  - animal health
  - damage to local (council) infrastructure
- \* long term financial returns to the region
  - quantify + negotiating annual return to L.G.
  - rental / low cost housing supplies supply for residents
  - housing temp. works workers
  - grid connections / planning for best land use + amenity outcomes

**OPPORTUNITIES**

- INVESTMENT } TOURISM
- EMPLOYMENT } # SKILLS
- \* GENERATION OF
- \* POWER } - CHEAPER ✓  
- BETTER ✓  
- CLEANER ✓  
- RELIABLE ✓
- \* HARVESTING THE POWER - COMMUNITY BENEFIT
- \* RECYCLING
- ( \* ECONOMIC OPPORTUNITY FOR COMMUNITIES )
- \* INDIVIDUAL CARBON FOOTPRINT
- \* CREATIVE ORNAMENTAL SOLAR ARRAYS ENHANCING

\* Local Business

**ISSUES** SOLAR

1. MISINFORMATION WITHIN THE COMMUNITY
2. WASTE @ CONSTRUCTION
3. IMPACTS ON LGA
  - INFRASTRUCTURE - e.g. ROADS, WASTE, WATER
  - NARROW FINANCIAL BENEFITS
4. DECOMMISSIONING

**Opportunities**

- CONSULTATION, EDUCATION, + INFORMATION
- POSITION OURSELVES TO TAKE ADVANTAGE OF RE-CYCLING FOR ECONOMIC DEVELOP.
- OPPORTUNITY FOR BENEFIT TO FARMERS + FLOW-ON TO LOCAL COMMUNITY

Issues	Opportunities
<del>WASTE</del> VISUAL EMENITY 2. WASTE ISSUES - COST 1. NO DIRECT FEES TO LGA 3. INDUSTRY TRAINING 4. DECOMMISSIONING	VIRTUAL POWER PLANT. VIRTUAL POWER NETWORK. NEW CAREER PATHWAYS. HIGH ENERGY INDUSTRY LOWER ENERGY COSTS. 1. FLEXIBILITY OF COMMUNITY FUNDS ↳ 50+2 to higher order / WO community es. attract 6/2 / batteries solutions. for VIP... CIRCULAR ECONOMY re: waste/ decommissioning 3. Requirement for WASTE MANAGEMENT Plans and Agreements. 2. INFRASTRUCTURE CONTRIBUTION and a develop assessment FEE

Issues	OPPORTUNITIES
Whole of life waste management	Matching Supply & Demand Electric cars / daytime waste heating / batteries / pumped hydro
Community Division	Drought-proofing income for rural landholders
Loss of agricultural land	Maximising community benefits from economic activity
Ensuring installation in the most suitable locations	Grazing under solar -
Poor management oversight & regulation - eg grid death Spain	Lo

WIND:

<u>Issues</u>	<u>WIND</u> <u>Opportunities</u>
<p>noise</p> <p>location</p> <p>money paid to some not others</p> <p>community views variation</p> <p>creates division in community from windfalls / disadvantaged</p> <p>visual appearance</p> <p>infrastructure damage + remediation</p> <p>animals impact eg aviation + aero spraying</p> <p>light pollution for star gazing</p> <p>water/gravel/other supply chain</p> <p>sound po</p> <p>wastage eg oil and components</p> <p>unforeseen outcomes should be planned for: eg pollution</p> <p>relation with local council</p>	<p>INDEXED TO CPI / MORE SUSTAINABLE</p> <p>— ENERGY —</p> <p>✓ * COMMUNITY BENEFIT FUND.</p> <p>* ONGOING FOR LIFE OF PROJECT</p> <p>WITH STATUTORY REQUIREMENT *</p> <p>* EMPLOYMENT / SKILLS / HOUSING</p> <p>* ACCOMMODATION / BENEFIT LOCAL BUSINESSES</p> <p>* TOURISM / VISITOR ECONOMY</p> <p>RECYCLING / INDUSTRY</p> <p>COMMUNITY CONSULTATION / BENEFIT</p> <p>INPUT - SKIN IN THE GAME</p>

<u>ISSUES</u>	<u>WIND</u> <u>OPPORTUNITIES</u>
<p>• USE OF TREATED WATER</p> <p>• VISUAL <sup>NOISE</sup> IMPACT</p> <p>• NOISE</p> <p>1. DIVISION OF COMMUNITY</p> <p>1. DECOMMISSIONING</p> <p>• IMPACT ON COMMUNITY</p> <p>3. INFRASTRUCTURE</p>	<p>• CLEAN ENERGY</p> <p>1. USE OF RECYCLED WATER</p> <p>2. UPGRADE OF RURAL ROADS</p> <p>• INCOME FOR LAND-OWNERS</p> <p>• COUNCIL COMMERCIALISE POWER GENERATION</p>

## Issues

NOISE

VISUAL AMENITY

COMMUNITY - NIMBY

Construction - transport  
- Water  
- Bridges / Roads

Construction Sites - long term

Voluntary Planning Agreements

No direct Fees to LGA

Industry Training

Waste - construction  
- ongoing  
- end of life

Disproportionate Benefit to land owners.

Waste Management.

## OPPORTUNITIES

CHEAP ENERGY  
LOWERING EMISSIONS

NEW CAREER PATHWAYS - Battery  
Technology - TRAINING - TEACHERS EMPLOYMENT.

FLEXIBILITY OF COMMUNITY FUNDS - (50%  
TO HIGHER ORDER OUTCOMES) / WHOLE OF COMMUNITY  
Benefits.

DUAL USE OF LAND.

TOURISM - BIKEPATHS. - ART OPPORTUNITIES  
WITH BLADES ie. SILOART.

USE OF RECYCLED WATER IN CONSTRUCTION.

## ISSUES

2. Turbine height increase
1. Transport access
3. Impact on aerial fire fighting / fertilizer application
  - Gravel & water availability
  - Equity of community / landholder contributions
  - Access to the grid for renewables
  - Decommissioning - end of life disposal

## Opportunities

- Direct economic impact
- Better approach to community contribution funds.
- Fair independent arbitration to resolve community conflict
- Low cost electricity
- Turbine design

## 16 MOTIONS ON NOTICE/QUESTIONS WITH NOTICE



### 16.1 NOTICE OF MOTION - AUSTRALIAN MADE UNIFORM FOR COUNCIL WORKERS

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#### LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

**Objective:** 2.2 Growing and diversified employment, education and tourism opportunities

**Strategy:** 2.2.2 Support and encourage existing business and industry to develop and grow.

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

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#### SUMMARY:

Create under the NEJO a uniform clothing manufacturing plant providing jobs and Australian made clothing for the council workforce.

#### COUNCILLOR'S MOTION:

**That Council recommend to NEJO a uniform clothing manufacturing plant or procurement process be provided to member Councils providing jobs and Australian made clothing for the council workforce.**

#### RATIONALE:

Objectives:

- To align and work in concert with the NEJO for the benefit of the New England Region
- Collaboratively understand uniform and clothing costs of NEJO over a five year term.
- Work with NEJO to form investment strategies to manufacture or procure council work clothing in Australia, by Australians and using Australian products, worn by Australians, working in Australia, creating Australia and who are proud to wear Australian's own.

#### Background:

It is with great pleasure that a young local gentleman decided to explain a few things that I wish to share with you.

Explaining his role as a council labourer who had recently placed an order for council work uniforms, who went on to explain how collectively, that represented, a fair bit of tax payers dollars, which he hoped would be circulating in Australia.

He said, 'Wouldn't it be fantastic if our uniforms were Australian Made'

He further added, and reiterated his wife; family and friends all think exactly the same thing.

And how inclusive it would feel to wear, work and create Australian.

He said I am not sure how strong my voice will be heard, or if it means anything.

It just would mean a lot, to us, to wear Australian Made.

### *Charter of NEJO 2.2*

*The principal functions of NEJO are to:*

- Establish strategic regional priorities for the Joint Organisation Area and develop strategies and plans for delivering these priorities;*
- Provide regional leadership for the Joint Organisation Area and to be an advocate for strategic regional priorities;*
- Identify and take up opportunities for intergovernmental cooperation on matters relating to the Joint Organisation Area.*

### *Charter of NEJO 2.3*

*The Board has a stated commitment to collaboratively and actively exploring and investigating opportunities for working together for the benefit of member councils.*

Submitted by Councillor N Ledger

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#### **EXECUTIVE ADVICE:**

1. Council currently procures protective workwear uniforms through Local Government Procurement (LGP) Contract LGP219 from Totally Workwear Group.
2. All products are from Australian owned companies with at least some manufacturing occurring in Australia (brief research was unable to confirm all manufacturing locations).
3. The LGP Contract effectively provides Council access to a state-wide contract price.
4. This pricing is validated with a local quotation process that gives local suppliers the opportunity to supply.
5. For example, as a result of the local quotation process the boots order was won locally last year and this year (two different Armidale based businesses).
6. The Executive's advice is that the broad intent of the motion is already covered by existing procurement processes.

#### **COUNCIL IMPLICATIONS:**

7. **Community Engagement/ Communication (per engagement strategy)**  
Not applicable
8. **Policy and Regulation**  
The recommendation is likely to be considered outside the scope of NEJO's current priorities.  
Council's Code of Conduct provides guidance as to appropriate staff/councillor interactions.
9. **Financial (LTFP)**  
Unlikely to gain further savings beyond those already achieved through state-wide contracting with LGP.

**10. Asset Management (AMS)**

Not applicable

**11. Workforce (WMS)**

Not applicable

**12. Legal and Risk Management**

Not applicable

**13. Performance Measures**

Not applicable

**14. Project Management**

If the motion is endorsed it will be referred to NEJO.

## 17 CONFIDENTIAL MATTERS



### 17.1 WRITE-OFF DEBTS IDENTIFIED IN DOUBTFUL DEBTS PROVISION

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**Department:** Corporate Services  
**Prepared by:** Revenue Officer  
**TRIM Reference:** UINT/21/6888  
**Attachments:** Nil

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This report is presented to the **CLOSED** section of the 29<sup>th</sup> June 2021 meeting under section 10A (2) (b) of the Local Government Act (NSW) 1993.

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

**Reason:** The report contains confidential information regarding the personal affairs of a number of ratepayers/residents.

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### 17.2 STATECOVER REPORT ON WORKERS' COMPENSATION



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**Department:** Corporate Services  
**Prepared by:** Manager Human Resources  
**TRIM Reference:** UINT/21/7551  
**Attachments:** UINT/21/7538

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This report is presented to the **CLOSED** section of the 29<sup>th</sup> June 2021 meeting under section 10A (2) (a),(c) of the Local Government Act (NSW) 1993.

- (1) A council, or a committee of the council of which all the members are councillors, may close to the public so much of its meeting as comprises:
- (a) the discussion of any of the matters listed in subclause (2), or
  - (b) the receipt or discussion of any of the information so listed.
- (2) The matters and information are the following:
- (a) personnel matters concerning particular individuals (other than councillors)
  - (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business

**Reason:** The report contains confidential information regarding: the personal affairs of a staff member; and, Council has a commercial arrangement with Council's insurer, StateCover. StateCover has provided the attached report marked 'confidential'.

**18 COMMUNICATION OF COUNCIL DECISIONS**

**19 CONCLUSION OF THE MEETING**

**END OF BUSINESS PAPER**