



ADOPTED OPERATIONAL PLAN 2012 TO 2013

Operational Plan 2012/2013 adopted by Council
Monday 25 June 2012



OPERATIONAL PLAN 2012 TO 2013

PART 1
SUMMARY

URALLA SHIRE COUNCIL
SUMMARY TO OPERATIONAL PLAN
FINANCIAL YEAR 2011/2012

To the Mayor, Councillors and Community of the Uralla Shire Council:

The Uralla Shire Council was very well placed when the Division of Local Government produced its Draft Integrated Planning and Reporting Guidelines in 2009 and the Planning and Reporting Manual “Planning a Sustainable Future” in 2010. All Councils in New South Wales were expected to engage with their communities and prepare a Community Strategic Plan within certain timeframes.

During April 2011 Council sent out four special Newsletters outlining the Community Strategic Plan process and providing details of the three themes for the Plan – “People”, “Place” and “Infrastructure” and the current strategic objectives that have evolved through the earlier process to develop the Strategic Review of Council Activities 2008-2017. In the later part of April and into May there have been a number of Community Strategic Plan and “Meet the Councillors” meetings across the Shire. The outcome of this Community Engagement is the Draft Community Strategic Plan that was received by Council at its extra-ordinary meeting held on Thursday 12 May 2011. The Uralla Shire Council Community Strategic Plan 2011/2021 was endorsed by Council at its meeting of Monday 27 June 2011 (Resolution 204/11). The Plan can be read or downloaded from Council’s website:

[http://www.uralla.nsw.gov.au/files/uploaded/file/Your%20Council/Community%20Strategic%20Plan/Uralla Shire Council Community Strategic Plan.pdf](http://www.uralla.nsw.gov.au/files/uploaded/file/Your%20Council/Community%20Strategic%20Plan/Uralla%20Shire%20Council%20Community%20Strategic%20Plan.pdf)

The Community Strategic Plan is now the Council’s overriding and linking document and therefore a very important one in which many residents, ratepayers and interested persons were involved in the preparation and on which everyone was invited to have their say.

The second phase of the Integrated Planning and Reporting framework was to prepare a Delivery Program for the four years of the Council term. In preparation for the new Council term, which will commence following the Council Elections on Saturday 8 September 2012 a five year Draft Preliminary Delivery Program was prepared and adopted by Council meeting immediately after the Community Strategic Plan was endorsed. This Delivery Program was for the five years 2011/2012 to 2015/2016. The Program can be read or downloaded from Council’s website:

<http://www.uralla.nsw.gov.au/files/uploaded/file/Your%20Council/Community%20Strategic%20Plan/PreliminaryDraftDeliveryProgram.pdf>

The following Operational Plan is in five parts:

- | | |
|--------|--|
| Part 1 | The Summary |
| Part 2 | Statements, Principal Activities, Key elements of the Community Strategic Plan and statements relating to the Revenue Policy |
| Part 3 | Strategic objectives, goals, strategies, performance assessment and funding of activities. |
| Part 4 | Revenue Policy 2012/2013 |
| Part 5 | Budget Estimates 2012/2013 and Forward Estimates to 2021/2022 |

This Summary puts into words, on the next 6 pages, the effect of this year’s budget estimates as well as the forward estimates to the financial year 2021/2022 (ten years).

The budget estimates for the year 2012/2013, which is the second year of the forward operational forecasts in the Strategic Planning process, has been compiled from Council staff's estimates of income and expenditure, compared and adjusted from the original 2012/2013 forward estimates.

For 2012/2013 the budget estimates provide a surplus operational result, a deficit in the General Fund Working Capital result of \$523,000 funded by carry-over works from 30 June 2011 and small (\$15,000 to \$60,000) working capital surpluses for the other funds totalling approximately \$91,000, which is prudent financial management, particularly with the unknown effects that the potential carbon tax will place upon costs in the future. The only carbon tax effect that is sure is the additional cost of electricity, which at approximately \$16,000 exceeds the \$13,000 of the carbon tax allowance of 0.4% provided by IPART in the 3.6% rate-pegging percentage allowed to NSW Local Authorities for 2012/2013.

The Council's Finance Committee has reviewed the estimates for 2012/2013 in detail and has referred the estimates to the Council meeting of 28 May 2012 for adoption into this 2012/2013 Operational Plan.

The Uralla Shire Council's Resourcing Strategies are discussed in Part 2 pages 6 and 7. The Uralla Shire Council, in keeping with its community, is financially conservative. First and foremost, it lives within its means with an awareness of its Community's ability to pay.

The detailed annual estimates for years 2012/2022 have been based on percentage increases, as per the assumptions, and other basis for known items such as for; Plant (Sales and purchases per Fleet Renewal Program), Depreciation, Interest and Principal Repayments on Loans, Insurance, Mayoral and Councillors' Fees, and expenditure in the years that they occur, such as Election expenses in September 2012 and 2016.

Projected Annual Surpluses before Capital Grants and Capital Grants

| Year | Surplus before Capital Grants | | Capital Grants | Operating Surplus | |
|------------------|-------------------------------|-----------|----------------|-------------------|-------------|
| | General Fund | All Funds | | General Fund | All Funds |
| 2010/2011 Actual | (\$625,894) | \$351,759 | \$914,314 | \$288,420 | \$1,266,073 |
| 2011/2012 | \$211,386 | \$686,133 | \$22,770 | \$234,166 | \$708,903 |
| 2012/2013 | \$254,786 | \$96,972 | \$150,000 | \$404,786 | \$246,972 |
| 2013/2014 | \$315,525 | \$336,936 | \$15,000 | \$330,525 | \$351,936 |
| 2014/2015 | \$308,374 | \$339,628 | \$15,450 | \$323,824 | \$355,076 |
| 2015/2016 | \$432,055 | \$473,713 | \$643,913 | \$1,075,969 | \$1,117,626 |
| 2016/2017 | \$229,105 | \$281,754 | \$16,391 | \$245,496 | \$298,145 |
| 2017/2018 | \$314,613 | \$375,962 | \$16,965 | \$331,578 | \$392,926 |
| 2018/2019 | \$232,195 | \$305,699 | \$17,558 | \$249,754 | \$320,257 |
| 2019/2020 | \$247,184 | \$327,319 | \$18,173 | \$265,357 | \$345,492 |
| 2020/2021 | \$239,417 | \$323,682 | \$18,809 | \$252,226 | \$342,491 |
| 2021/2022 | \$325,226 | \$436,143 | \$19,467 | \$344,693 | \$445,607 |

The Uralla Shire Council has a practice, over a number of years, of funding its depreciation within its operating surplus and utilising the non-cash expense together with the surplus (or less any deficit) to fund its capital program for the year. The objective is to have a balanced annual working capital movement for the General Fund to maintain the \$500,000 General Fund Working Capital achieved in 2011 that Council has set as the benchmark, in line with Council's external auditor's suggestion.

The current and forward estimates have been prepared with these criteria as follows:

| Year | Operating Surplus | | Capital | Working Capital Surplus | |
|-----------|-------------------|-------------|-------------|-------------------------|-------------|
| | General Fund | All Funds | Expenditure | General Fund | All Funds |
| 2012/2013 | \$404,786 | \$246,972 | \$4,757,330 | (\$523,000) | (\$431,481) |
| 2013/2014 | \$330,525 | \$351,936 | \$4,150,955 | Balanced | \$278,784 |
| 2014/2015 | \$323,824 | \$355,076 | \$4,326,893 | Balanced | \$296,899 |
| 2015/2016 | \$1,075,969 | \$1,117,626 | \$5,110,252 | Balanced | \$315,817 |
| 2016/2017 | \$245,496 | \$298,145 | \$4,242,648 | \$200,000 | \$535,570 |
| 2017/2018 | \$331,578 | \$392,926 | \$4,836,044 | (\$200,000) | \$155,678 |
| 2018/2019 | \$249,754 | \$320,257 | \$4,977,305 | Balanced | \$376,661 |
| 2019/2020 | \$265,357 | \$345,492 | \$4,432,900 | \$300,000 | \$698,551 |
| 2020/2021 | \$252,226 | \$342,491 | \$5,352,102 | (\$300,000) | \$121,386 |
| 2021/2022 | \$344,693 | \$445,607 | \$5,008,401 | Balanced | \$445,305 |

Council returned to the sealing of unsealed rural roads during the 2010/2011 year with an appropriation of \$156,500, which was sufficient to seal just over a kilometre of road. This year's budget estimate provides \$1,251,297 for sealed road construction and reconstruction and is 26% of Council's capital projects for the coming year. (The future effect of the change of policy is indicated on page 4 of this summary).

Some of the key indicators from the budget estimates for 2012/2013 and for the forward estimates 2013/2014 to 2021/2022 are set out in the following pages:

Income – Rates and Annual Charges, Contractual Grants, Financial Assistance and Other Grants

| Year | Rates and Annual Charges | User Charges and Fees | Contractual Grants | Financial Assistance Grants | Other Operating Grants |
|-----------|--------------------------|-----------------------|--------------------|-----------------------------|------------------------|
| 2012/2013 | \$4,999,027 | \$1,698,349 | \$4,488,552 | \$2,097,000 | \$1,906,862 |
| 2013/2014 | \$5,242,129 | \$1,784,631 | \$4,633,789 | \$2,170,395 | \$1,526,904 |
| 2014/2015 | \$5,425,118 | \$1,844,012 | \$4,779,165 | \$2,246,359 | \$1,554,165 |
| 2015/2016 | \$5,614,572 | \$1,905,450 | \$4,929,127 | \$2,324,981 | \$2,210,378 |
| 2016/2017 | \$5,810,717 | \$1,969,014 | \$5,083,819 | \$2,406,356 | \$1,611,573 |
| 2017/2018 | \$6,014,197 | \$2,034,999 | \$5,244,883 | \$2,490,578 | \$1,641,869 |
| 2018/2019 | \$6,224,869 | \$2,103,274 | \$5,411,081 | \$2,577,748 | \$1,673,221 |
| 2019/2020 | \$6,442,986 | \$2,174,923 | \$5,582,575 | \$2,667,970 | \$1,705,668 |
| 2020/2021 | \$6,667,558 | \$2,247,027 | \$5,759,536 | \$2,761,349 | \$1,739,250 |
| 2021/2022 | \$6,900,104 | \$2,322,670 | \$5,942,139 | \$2,857,996 | \$1,774,005 |

The Contractual Grants are grant funding for Community Care Packages and Home and Community Care Packages awarded in open competition. Also included are Residential Aged Care Packages for McMaugh Gardens Aged Care Centre. While Contractual Grants are classified for accounting purposes as Grants they are more in the nature of Fees for Service. Should Council not receive this funding the employees, who are engaged subject to funding, would be terminated. The community expectation would be removed with the funding as Council is a facilitator rather than a provider. There is no residual expectation that Council will continue to have to provide the service without State and Federal funding.

Expenditure – Employee Costs

One of the principal expenses for a local authority is Employees Costs. This Council has a very large component that is Community Services, which are labour intensive, therefore the Uralla Shire Council has a higher percentage of expenditure as Employees' costs.

| Employee Costs | | | | | | |
|----------------|--------------|-------------------------------------|--|------------------------------|-----------------------|-------------------------|
| Year | Amount | Percentage Increase from prior Year | Increase in excess 3.2% of General Wage Increase | Value of Additional Increase | Average Employee Cost | Number of Employees FTE |
| 2011/2012 | \$7,339,814 | | | | \$65,534 | 112 |
| 2012/2013 | \$7,658,094 | 4.3% | 1.1% | \$80,738 | \$67,631 | 1 |
| 2013/2014 | \$7,960,340 | 3.9% | 0.7% | \$53,607 | \$69,795 | |
| 2014/2015 | \$8,123,073 | 2.0% | (1.2%) | (\$95,525) | \$72,029 | -1 |
| 2015/2016 | \$8,374,472 | 3.1% | (0.1%) | (\$8,123) | \$74,334 | |
| 2016/2017 | \$8,589,714 | 2.5% | (0.7%) | (\$58,621) | \$76,712 | -1 |
| 2017/2018 | \$8,837,171 | 2.8% | (0.4%) | (\$34,358) | \$79,167 | |
| 2018/2019 | \$9,152,335 | 3.5% | 0.3% | \$26,511 | \$81,700 | |
| 2019/2020 | \$9,446,526 | 3.2% | 0.0% | \$Nil | \$84,315 | |
| 2020/2021 | \$9,851,697 | 4.2% | 1.0% | \$94,465 | \$87,013 | 1 |
| 2021/2022 | \$10,018,767 | 1.7% | (1.5%) | (\$147,775) | \$89,797 | -1 |

The ability to fund the workforce into the future is consistent with Council applying more funds to re-sealing and re-sheeting its roads plus a return to sealing of unsealed local roads as illustrated in the following table:

| Roads, Streets and Bridges | | | | | | |
|----------------------------|-------------|--------------|-------------|----------------|-------------|--------------|
| Year | Maintenance | Construction | Total | Administration | | Depreciation |
| | | | | % | Amount | |
| 2012/2013 | \$1,795,550 | \$2,988,290 | \$4,783,840 | 20.1% | \$961,564 | \$2,139,504 |
| 2013/2014 | \$1,798,465 | \$2,872,339 | \$4,670,804 | 21.2% | \$990,410 | \$2,203,689 |
| 2014/2015 | \$1,851,508 | \$2,758,903 | \$4,610,411 | 22.1% | \$1,020,123 | \$2,269,799 |
| 2015/2016 | \$1,906,121 | \$3,667,865 | \$5,573,985 | 18.9% | \$1,050,726 | \$2,337,893 |
| 2016/2017 | \$1,962,346 | \$2,605,714 | \$4,568,059 | 23.7% | \$1,082,248 | \$2,408,030 |
| 2017/2018 | \$2,028,613 | \$3,039,382 | \$5,067,995 | 22.1% | \$1,120,127 | \$2,492,311 |
| 2018/2019 | \$2,097,130 | \$2,594,578 | \$4,691,708 | 24.7% | \$1,159,331 | \$2,569,542 |
| 2019/2020 | \$2,167,969 | \$2,748,924 | \$4,916,893 | 24.4% | \$1,199,908 | \$2,669,826 |
| 2020/2021 | \$2,241,208 | \$3,093,121 | \$5,334,329 | 23.3% | \$1,241,905 | \$2,763,270 |
| 2021/2022 | \$2,316,924 | \$2,826,515 | \$5,143,439 | 25.0% | \$1,285,371 | \$2,859,985 |

The Administration charge; which is distributed proportional to expenditure (Operating and Capital) less depreciation, interest and principal repayments on loans; is above the industry standard of 20%, because it carries more of the supervisor costs, which will be progressively apportioned directly to projects and jobs.

The breakdown of the Council's road network, at present, is:

| | Type of Surface | | Total |
|--------------------|-----------------|----------|--------|
| | Sealed | Unsealed | |
| Urban | 23 | 1 | 24 |
| Rural - Local | 276 | 519 | 795 |
| Local Roads | 299 | 520 | 719 |
| Rural - Regional | 127 | 14 | 141 |
| Total Roads | 426 | 534 | 960 |
| Percentage | 44.4% | 55.6% | 100.0% |

The Uralla Shire Council has always prided itself in having a manageable backlog of infrastructure expenditure. This situation has not come about overnight but reflects Council's long standing practice of resealing 7.5% of its sealed road network (19.5 kilometres of Local roads and 9.5 kilometres of Regional Roads) per annum.

The road construction program, within the 2012/2013 budget estimates and forward estimates 2013/2014 to 2021/2022 forward estimates, is as follows:

| Construction/Reconstruction | | | | | | | |
|-----------------------------|----------------|-----------|-----|-------------|-----------|-----|--|
| Year | Regional Roads | | | Local roads | | | |
| | Amount | Per Km | Kms | Amount | Per Km | Kms | |
| 2012/2013 | \$Nil | \$262,225 | - | \$1,251,297 | \$159,135 | 7.9 | |
| 2013/2014 | \$Nil | \$273,182 | - | \$1,400,250 | \$163,901 | 8.5 | |
| 2014/2015 | \$Nil | \$281,377 | - | \$1,091,550 | \$168,814 | 6.5 | |
| 2015/2016 | \$Nil | \$289,819 | - | \$1,086,125 | \$173,874 | 6.2 | |
| 2016/2017 | \$Nil | \$298,514 | - | \$1,195,135 | \$179,085 | 6.7 | |
| 2017/2018 | \$Nil | \$307,469 | - | \$756,425 | \$184,453 | 4.1 | |
| 2018/2019 | \$Nil | \$316,694 | - | \$1,075,408 | \$189,982 | 5.7 | |
| 2019/2020 | \$Nil | \$326,194 | - | \$1,181,018 | \$195,676 | 6.0 | |
| 2020/2021 | \$Nil | \$335,980 | - | \$1,483,232 | \$201,542 | 7.4 | |
| 2021/2022 | \$Nil | \$346,060 | - | \$1,173,269 | \$207,583 | 5.7 | |

The 64.7 kilometres of construction/reconstruction in the above budget and forward estimates figures will have the effect of extending Council's sealed network to 490 kilometres, and reducing the unsealed network to 470 kilometres. This would put the sealed network at 51% sealed to a high standard in line with the goal of the Community Strategic Plan in having 52.5% of the road network sealed by 2021.

The bridge construction program, within the 2012/2013 budget estimates and forward estimates 2013/2014 to 2021/2022 forward estimates, is as follows:

| Bridge Construction | | | | |
|---------------------|----------------|---|-------------|---------------------|
| | Regional Roads | | Local Roads | |
| | Amount | Location | Amount | Location |
| 2012/2013 | \$Nil | | \$282,000 | Purlieu |
| 2013/2014 | \$Nil | | \$305,000 | Mihi, |
| 2014/2015 | \$Nil | | \$445,000 | Torryburn low level |
| 2015/2016 | \$1,256,000 | Replacing timber bridge at Abington on Thunderbolts Way | \$Nil | |
| 2016/2017 | \$Nil | | \$Nil | |
| 2017/2018 | \$Nil | | \$811,000 | Munsie's |

Because there is no certainty as to when the Abington Bridge on Thunderbolts Way may receive funding the forward estimates have provided for its replacement in the year 2015/2016. Should the funding come earlier than 2015/2016 the \$628,000 matching funding would be provided by switching funding, in the relevant years, from the funding of the replacement of bridges on local roads listed above. At 30 June 2018 Council would have no timber bridges on local or regional roads under its care and attention.

Council does, however, have a number of low level crossings and culverts which will need to be upgraded. The major replacement is the low level Emu Crossing of the Gwydir River south of Bundarra. There is increasing pressure from the Bundarra residents to have the Emu Crossing replaced with a high level bridge across the Gwydir River. At present this construction is not on Council's list of priorities as it will require substantial funding from State and Federal Governments as the estimated cost of the alternative high level bridge and approaches would be no less than \$3.5million (2012).

The replacement of the low level Emu Crossing with a high level bridge project is beyond Council's resources alone. Therefore Council will be seeking federal funding for its replacement.

As stated on the previous page, Council's long standing practice of resealing 7.5% of its sealed road network (19.5 kilometres of Local roads and 9.5 kilometres of Regional Roads) per annum. The 7.5 percent means that the sealed road network is resealed in about 14 years, well within the 15 to 20 year bench mark for re-sealing.

The resealing program, within the 2012/2013 budget estimates and 2013/2014 to 2021/2022 forward estimates, is as follows:

| Resealing Sealed Roads | | | | | | |
|-------------------------------|-----------------------|---------------|------------|--------------------|---------------|------------|
| | Regional Roads | | | Local roads | | |
| Year | Amount | Per Km | Kms | Amount | Per Km | Kms |
| 2012/2013 | \$235,161 | \$26,522 | 8.9 | \$936,532 | \$26,522 | 35.3 |
| 2013/2014 | \$242,289 | \$27,317 | 8.9 | \$596,272 | \$27,317 | 21.8 |
| 2014/2015 | \$249,652 | \$28,136 | 8.9 | \$614,644 | \$28,136 | 21.8 |
| 2015/2016 | \$324,945 | \$28,979 | 11.2 | \$649,971 | \$28,979 | 22.4 |
| 2016/2017 | \$334,784 | \$29,848 | 11.2 | \$669,991 | \$29,848 | 22.4 |
| 2017/2018 | \$344,920 | \$30,742 | 11.2 | \$692,702 | \$30,742 | 22.5 |
| 2018/2019 | \$355,364 | \$31,664 | 11.2 | \$716,185 | \$31,664 | 22.6 |
| 2019/2020 | \$366,124 | \$32,613 | 11.2 | \$740,466 | \$32,613 | 22.7 |
| 2020/2021 | \$368,890 | \$33,590 | 11.0 | \$765,571 | \$33,590 | 22.8 |
| 2021/2022 | \$371,742 | \$34,597 | 10.7 | \$791,531 | \$34,597 | 22.9 |

The 341 kilometres of resealing for the ten year period maintains the average of 34 kilometres of resealing per year as has been Council's past practice. Resealing 32 kilometres of the (426 growing to 490 kilometres over the ten years) sealed road network each year would result in the sealed road network being resealed within 15 years.

The S.M.E.C. (the former Snowy Hydro Commission) in an independent evaluation; of the Uralla Shire Sealed Road network (together with Armidale Dumaresq, Guyra and Walcha Councils) for the purpose of valuation of the road asset at 30 June 2009, indicated that 0.43% (or 2 kilometres) was in very poor condition and 4.24% (or 19 kilometres) was in poor condition. The report stated that 95.33% of Council's sealed road network was at satisfactory or better standard. The above funded resealing program will maintain that standard.

To maintain an unsealed road network requires constant re-sheeting of those roads as well as a high level of regular maintenance.

The re-sheeting program, within the 2012/2013 budget estimates and the 2013/2014 to 2021/2022 forward estimates, is as follows:

| Re-sheeting Unsealed Roads | | | | | | |
|-----------------------------------|-----------------------|---------------|------------|--------------------|---------------|------------|
| | Regional Roads | | | Local roads | | |
| Year | Amount | Per Km | Kms | Amount | Per Km | Kms |
| 2012/2013 | \$15,548 | \$21,217 | 0.7 | \$267,752 | \$21,217 | 12.6 |
| 2013/2014 | \$16,027 | \$21,853 | 0.7 | \$312,493 | \$21,853 | 14.3 |
| 2014/2015 | \$16,520 | \$22,508 | 0.7 | \$341,538 | \$22,508 | 15.2 |
| 2015/2016 | \$17,028 | \$23,183 | 0.7 | \$333,795 | \$23,183 | 14.4 |
| 2016/2017 | \$17,552 | \$23,878 | 0.7 | \$388,252 | \$23,878 | 16.3 |
| 2017/2018 | \$18,092 | \$24,594 | 0.7 | \$416,243 | \$24,594 | 16.9 |
| 2018/2019 | \$18,649 | \$25,331 | 0.7 | \$428,973 | \$25,331 | 16.9 |
| 2019/2020 | \$19,223 | \$26,090 | 0.7 | \$442,092 | \$26,090 | 16.9 |
| 2020/2021 | \$19,815 | \$26,872 | 0.7 | \$455,614 | \$26,872 | 17.0 |
| 2021/2022 | \$20,425 | \$27,678 | 0.7 | \$469,549 | \$27,678 | 17.0 |

The 174 kilometres of re-sheeting for the ten year period is an average of 17 kilometres of re-sheeting per year, which is an increased effort over previous Council's practice. The 174 kilometres is 37% of the unsealed network at 2021.

Council's estimate of the infrastructure backlog of its assets at 30 June 2011 (as included in Special Schedule 7 to the Council's Annual Financial Statements) indicated that the Roads, Streets and Bridges required \$5,335,000 to bring these assets to a satisfactory standard. The annual expenditure on construction, reconstruction and maintenance of Roads, Streets and Bridges for 2012/2013 at \$4,783,840 is 90% of the backlog and is therefore the backlog is manageable. The Special Schedules are not audited and represent Council's own estimates.

OTHER EXPENDITURE

Areas of growing importance for Council are the Activities of Planning and the Environment. Therefore increased funding continued to be applied to these activities.

Uralla Shire Council is committed to improving the health and condition of natural resources in the Shire. Principles of Ecologically Sustainable Development, continuing environmental degradation, and community expectations are driving an evolution in traditional Council service roles. As a result, Uralla Shire Council is taking a more active role in community Natural Resource Management and sustainability projects.

Environmental issues in the Shire can be broadly catergorised as: biodiversity (including protection of native species and habitat); water quality; invasive species; the balance between development and environmental protection, air quality; the threat posed by climate change; soil health and waste management.

A variety of projects currently underway are delivering improved biodiversity values, establishing community gardens, investing in education resources and reducing greenhouse gas emissions.

The success of these projects relies heavily on partnership with community, business and other Councils, and it is with the community of Uralla Shire that Council wishes to identify future environmental priorities and projects.

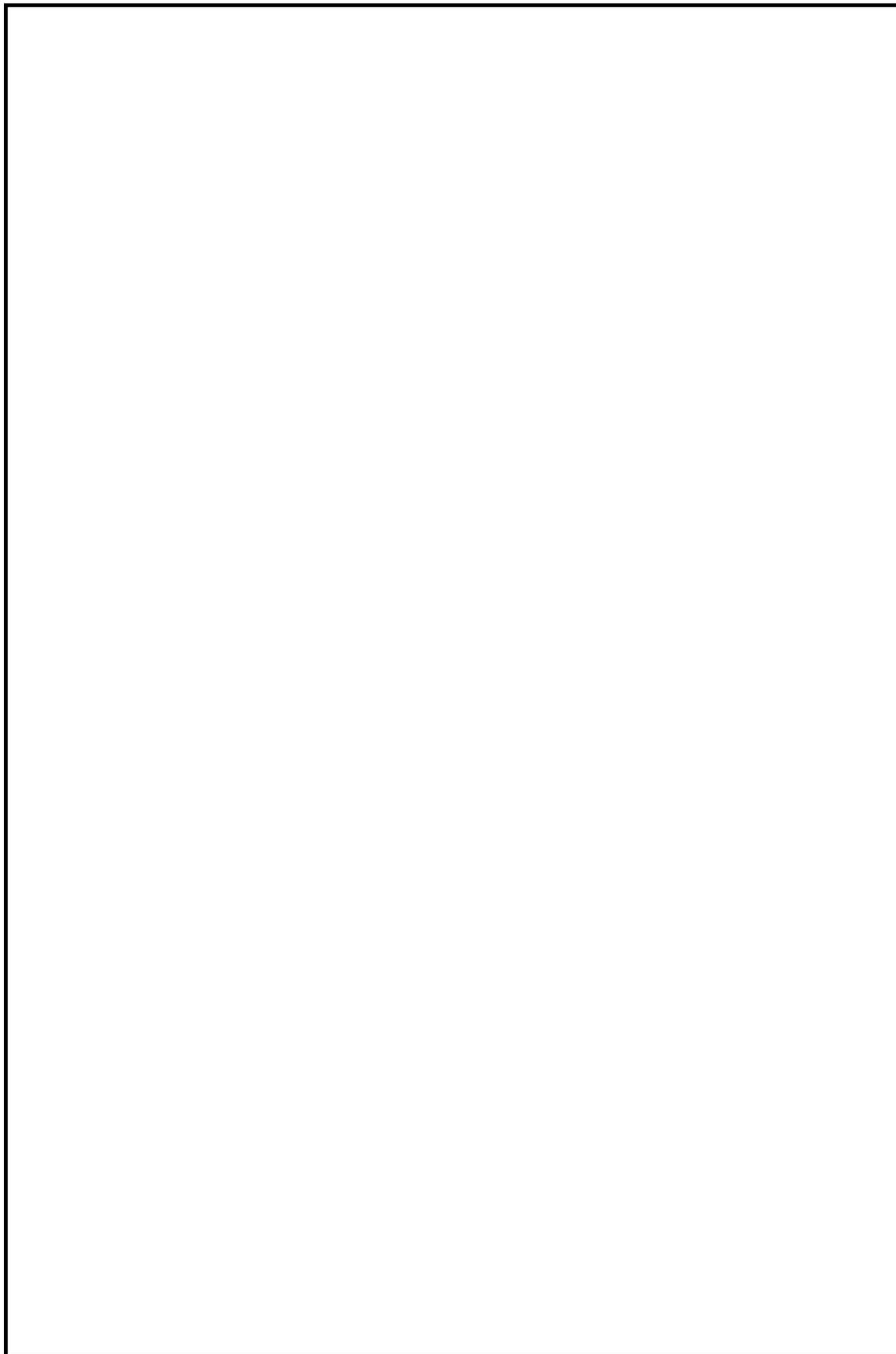
General

Part 3 of the Operational Plan contains the detail of the goals and strategies for 2012/2013 funded by the budget allocations contained in Part 5 and explained in the previous pages. The Operational Plan 2012/2013 is the compact between the Uralla Shire Council and the Uralla Shire Community in which the second year's response to the Community Strategic Plan is addressed.

I commend the Uralla Shire Council's Operational Plan 2012/2013 to the Council and Uralla Community as the basis of operation for the coming year.



Thomas Patrick O'Connor
Chartered Accountant
General Manager
Uralla Shire Council
25 June 2012





OPERATIONAL PLAN 2012 TO 2013

PART 2
STATEMENTS, PRINCIPAL ACTIVITIES, KEY ELEMENTS OF THE COMMUNITY
STRATEGIC PLAN AND STATEMENTS RELATING TO THE REVENUE POLICY.

PART 2

**STATEMENTS, PRINCIPAL ACTIVITIES,
KEY ELEMENTS OF THE COMMUNITY STRATEGIC PLAN
AND STATEMENTS RELATING TO THE REVENUE POLICY**

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**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

The Uralla Shire Council has an established Vision Statement and Vision 2020 Statement that have remained unchanged throughout the Community Engagement in the preparation of the Community Strategic Plan 2011 to 2021. These statements are:

THE VISION STATEMENT

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

THE VISION 2020 STATEMENT

says that in 2020, Uralla Shire Community should be one which:

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

The Vision 2020 Statement was adopted by Council in December 2007 and the full four page Vision 2020 Statement can be read or downloaded from Council's website:
http://uralla.local-e.nsw.gov.au/files/2207/File/Vision_2020.pdf

THE SOCIAL JUSTICE PRINCIPLES STATEMENT

The NSW Government's Social Justice Principles of equity, access, participation and rights are required to underpin the development of a Community Strategic Plan.

These principles can be summarised as follows:

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

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

Participation - Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

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

THE MISSION STATEMENT

In support of the Vision Statement the Council has a Mission Statement that states:

The aim of Uralla Shire Council is to offer an excellent quality of life and economic opportunities for its people by means of imaginative leadership, effective teamwork, efficient management and the provision of quality services.

It will strive to:

1. preserve a high quality environment for the community and become a carbon neutral community through balanced control of development and practical, sustainable environmental management.
2. provide appropriate resources for welfare, leisure, housing, recreational, community and cultural activities.
3. provide a high level of public health, safety and community services.
4. provide an efficient and effective transport and community infrastructure.
5. encourage, promote and facilitate the social and economic development of the area by becoming a lighthouse model for local mitigation and adaptability to Climate Change.
6. provide services in an efficient and economic manner which maximize resources.
7. be accountable and open to the community for its performance.
8. provide responsible, resourceful and economic representative government for its residents.
9. encourage commercial, cultural, industrial and retail development.

The Mission Statement has been revised and updated over the years especially following the adoption of the 40 recommendations of the Uralla Climate Change Consensus Forum in December 2008 (Resolution 438.08). As with the Vision Statements, the Mission Statements received continued support during the Community Consultations.

THE STATEMENT OF BUSINESS ETHICS

The Uralla Shire Council (Council) is committed to conducting its businesses at the highest ethical standard.

Overview:

The Uralla Shire Council Statement of Business Ethics (Statement) is a guide for the Shire's current and potential suppliers. The Statement outlines specifically the standard of ethics that the Shire will adhere to in all aspects of its procurement activities as well as the level of expectation that it has for its suppliers. The Statement is a guide for all sectors of the Community conducting business with Council. This Statement also outlines what providers of goods and services may expect of the Council and what is expected of them.

The Statement of Business Ethics (Continued)

Overriding Principles:

Council expects all its representatives; including Councillors, Staff, Contractors and Volunteers; to behave in an ethical manner and abide by the Council's Code of Conduct. The key principles detailed on pages 5 and 6 of the Code of Conduct are: Integrity*, Leadership, Selflessness, Impartiality*, Accountability*, Openness*, Honesty* and Respect*. The principles marked* underpin the key business principles of (a) Ethics and Integrity, (b) Transparency and Accountability. (c) Best Value for Money and (d) Social and Environmental Responsibility.

Key Business Principles:

(a) Ethics and Integrity,

The Uralla Shire Council believes that an ethical and professional workplace reduces the risks associated with misconduct and corruption. Council requires our elected members and employees to exhibit the highest standard of ethics and integrity in all areas of their decision making and work, including procurement and applying statutory and administrative discretion. All parties will be treated equitably, consistently, impartially and fairly.

(b) Transparency and Accountability.

To ensure that Council will make ethics and integrity a reality in our business dealings, purchasing and provision of services; Council will conform to all relevant legislation and policies and maintain robust systems that support internal and external accountabilities. Council will utilise its Internal Audit Plan and Committee to ensure that these objectives are achieved.

(c) Best Value for Money

Purchasing decisions will ensure the efficient, effective and proper expenditure of public monies. Value for money is an overarching principle that seeks to enable the best possible outcome. True value for money is determined by considering the impact of factors such as quality, reliability, timeliness, service, sustainability, initial and ongoing costs on the whole life cost of the purchase. This does not automatically mean purchasing at the lowest price but at the most effective purchase price.

(d) Social and Environmental Responsibility

The Uralla Shire Council is committed to Sustainability. Therefore Council will conduct its affairs in a socially and environmentally responsible manner. Council will endeavour to design tenders and quotations to ensure that goods, services and processes that minimise environmental and negative social impacts are not disadvantaged by the tender process.

What can you expect from the Uralla Shire Council?:

The Uralla Shire Council will ensure that all its policies, procedures and practices relating to tendering, contracting and the purchase of goods and services are consistent with Part 7 of the Local Government (General) Regulations 2005, Sections 55 and 55A of the Local Government Act 1993, leading industry practice and the highest standards of ethical practice.

All procurements will be managed under the aforementioned Key Business Principles and governed by the eight Key Principles of the Code of Conduct; Integrity, Leadership, Selflessness, Impartiality, Accountability, Openness, Honesty and Respect.

The Statement of Business Ethics (Continued)

What can you expect from the Uralla Shire Council? (Continued):

Our Councillors and employees are bound by Council's Code of Conduct. When doing business with the private sector, employees are accountable for their actions and are expected to:

- Use public resources effectively and efficiently.
- Abide by and follow Council's policies, practice notes and procedures.
- Assess all tenders and quotations for the supply of goods and services in an equitable manner.
- Deal with all individuals and organisations in a fair, honest, transparent, accountable and ethical manner; meeting and exceeding public interest and accountability standards.
- Avoid any perceived or actual conflict of interest.
- Avoid accepting gifts or other personal benefits.
- Not disclose any confidential information provided in a tender or quotation.

Council will deal honestly with suppliers and pay accounts in full and on time after any queries on accounts are conveyed to the respective accounts section in a timely manner.

Council will not require a tender or quotation unless there is a firm commitment to proceed to a contract or purchase. However the Council will not necessarily proceed with the lowest or any tender.

What the Uralla Shire Council asks of you?:

The Uralla Shire Council requires that all individuals and organisations providing goods and services to Council will:

- Comply with Council's Code of Conduct and all Australian Laws.
- Respect the conditions set out in documents supplied by Council.
- Provide goods and services based upon a properly authorised Council Order.
- Act in a fair, honest, transparent, accountable and ethical manner.
- Declare any perceived or actual conflict of interest as soon as you or your employees become aware of such conflicts.
- Abstain from any form of collusion, including the offering of incentives or gifts, to influence the decision making process.
- Not disclose any confidential Council information obtained during the tender or quotation process and provision of goods and services.
- Read and understand Council's policies and procedures, including safe working practices, relating to the provision of goods and services.

The roles of both parties:

The Uralla Shire Council expects both its permanent and contract employees to behave ethically and comply with its Code of Conduct and this Statement of Business Ethics.

The Uralla Shire Council also relies on industry and its employees to maintain similar standards of ethical conduct in their dealings with Council.

A common understanding between the Uralla Shire Council and the private sector on ethical issues will help both sectors to develop a productive and mutually beneficial working relationship.

The Statement of Business Ethics (Continued)

Why is compliance important?:

Complying with this Statement of Business Ethics; when dealing with the Uralla Shire Council; will be mutually advantageous for the business objectives of our organisations by removing any confusion.

Compliance will not disadvantage any individual or organisation as all suppliers will be treated equally with transparency and accountability. On the other hand, non compliance will result in negative consequences to both our organisations, termination of contracts and loss of future work for Council.

Guidance Notes:

Please refer to the Statement of Business Ethics for guidance notes on:

Incentives, gifts and benefits

Conflict of Interest

Use of Council's equipment, resources and information

Confidentiality

Communication between parties

Contracting Individuals and Employees

Intellectual property rights

Reporting corrupt behaviour:

In the preparation of its Statement of Business Ethics the Uralla Shire Council acknowledges the information provided by the Statements of Business Ethics of the Armidale Dumaresq Council, City of Melville, City of Stirling and the NSW Department of Transport, Roads & Marine Services. Council also acknowledges the Independent Commission Against Corruption Tip sheet for NSW public officials on Bribery, corrupt commission and rewards November 2009.

PRINCIPAL ACTIVITIES

The Uralla Shire Council delivers its services in the terms of 11 Principal Activities, each of which has a number of functions and services:

- Administration
 - * Governance
 - * Corporate Support Services
- Public Order and Safety
- Health
- Community Services and Education
- Housing and Community Amenities
- Water Supplies
- Sewerage Services
- Recreation and Culture
- Mining, Manufacturing and Construction
- Transport and Communications
- Economic Affairs

**URALLA SHIRE COUNCIL
DRAFT OPERATIONAL PLAN 2011/2012**

**KEY ELEMENTS OF THE COMMUNITY STRATEGIC PLAN
“QUADRUPLE BOTTOM LINE”**

The key elements within the Uralla Shire Council Community Strategic Plan, the Delivery Plan and this Operational Plan will cover Council’s 11 Principle Activities and provide the guiding principles for the guidance in everyday decision making actions. The key elements identified within the Community Strategic Plan are:

- People (PE),
- Place (PL) and,
- Infrastructure (IN).

The Integrated Planning and Reporting Guidelines suggest a Quadruple Bottom Line approach with Social, Civic Leadership, Economic and Environment as the four key areas. Because there is an overlap of the Social, Civic Leadership and some elements of Economic the key element for the Community Engagement was labeled “People”. The balance of Economic plus the Environment has been divided into Place and Infrastructure. The reason for this is the great importance that rural communities place upon a comprehensive and well maintained road and rail network. Therefore Infrastructure required an area of its own.

The key elements of People, Place and Infrastructure encompass the four areas of the quadruple bottom line. The Council’s Annual Reports will report on the Quadruple Bottom Line

RESOURCING STRATEGIES

The principal resource required by Council is financial and the original ten year financial plan based upon the current strategies was prepared in February 2010 and displayed on Council’s website. The original ten year financial plan is constantly under review and has been updated from the year ended 30 June 2009 actual base to the year ended 30 June 2011 actual base and the budget estimates for 2011/2012. The forward estimates in the original ten year financial plan were the basis for the current ten year plan in Part 5 of this Operational Plan. The Uralla Shire Council ten year financial plan is a 2,200 income and expenditure line item document; constructed from detailed wage analysis and forward award increases, together with known loan interest and principal repayments, depreciation from data bases, programmed capital and plant replacement programs and occasional expenditure items such as four yearly council elections, the balance are estimates based on past expenditure plus inflation.

The Uralla Shire Council, in keeping with its community, is financially conservative. First and foremost, it lives within its means with an awareness of its Community’s ability to pay. While the general direction is clear, Council and the Community have the flexibility to rearrange priorities within Activities. For example a new project, such as the replacement of the concrete low level Emu Crossing with a high level bridge, which while not in the Strategic Plan a year ago, is now being asked for by a section of the Community. If it is to be constructed it will be with a mix of (1) a commitment of substantial percentage of the funding from State and/or Federal sources (the bridge is on a regional road), (2) loan borrowings and (3) re-prioritisation of the bridge construction priorities for Council operational and Capital funding within that Activity. Whilst the Council funding would be a matter of re-prioritising within an Activity the access to loan borrowings would be have to be considered against all other Activity loan borrowing priorities.

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Resourcing Strategies (Continued)

The guidelines to the Integrated Planning and Reporting framework includes financial modelling for different scenarios (planned/ optimistic/ conservative). The long term financial plans of the Uralla Shire Council were prepared upon a conservative basis and Council believes that the planning assumptions outlined in the “Summary to the Operational Plan” meet the requirement of disclosure in non-technical terms of the planned and conservative scenarios. Because the Uralla Shire Council is financially conservative and lives within its means, Council considers financial modelling for an optimistic scenario for an area with consistent moderate growth is not resource efficient.

The factor identified by Council to have the greatest effect on a change on moderate growth for this Council area would be the resumption of gold (or mineral related) mining activity. The unpredictability of development and the lead time of 3 to 5 years of a gold mine makes “what if” scenarios for gold/mineral mining unrealistic.

The ten year financial plan provides funding of Council’s principal resource, its workforce; maintenance and expansion of the road network, continuation of an increased environmental focus for Council and the Community, the replacement of all timber bridges by 2017/2018 and the maintenance of a manageable infrastructure backlog by resealing and re-sheeting roads on a 13 year timetable; within a balanced budget and maintained working capital. The Budget Estimates are then subject to a detailed review by Council’s Finance Committee before being recommended to Council for adoption.

The Budget Estimates and forward estimates were compiled with the objective of achieving a balanced working capital for the General Fund for each of the years 2013/2014 to 2015/2016 and 2018/2019 in the ten year financial plan, with working capital surpluses in 2016/2017 and 2019/2020 being carried over to the following years (i.e. 2017/2018 and 2020/2021). It is most appropriate that the Water and Sewer Funds continue to acquire surpluses to meet the long term asset deterioration that has 50 to 100 year lead times.

The Surpluses (deficits) for the individual funds for 2012/2013 are as follows:

| Fund | Operating Surplus before Capital Grants | Capital Grants | Operating Surplus after Capital Grants | Working Capital Surplus (Deficit) |
|-----------------|--|-----------------------|---|--|
| General Fund | \$254,786 | \$150,000 | \$404,786 | (\$523,000) |
| Water Fund | (\$113,848) | | (\$113,848) | \$15,614 |
| Sewer Fund | (\$51,724) | | (\$51,724) | \$17,542 |
| McMaugh Gardens | \$7,758 | | \$7,758 | \$58,362 |
| | | | | |
| Total | \$96,972 | \$150,000 | \$246,972 | (\$431,481) |

The working capital deficit for 2012/2103 is funded by \$523,000 of the \$889,000 of restricted assets put aside at 30 June 2011 for carry-over works will maintain the working capital balance of \$500,000 after internal restrictions) for the General Fund. The small (\$15,000 to \$60,000) working surpluses for the other funds totalling approximately \$91,000 is prudent financial management, particularly with the unknown effects that the potential carbon tax will place upon costs in the future.

STATEMENTS RELATING TO THE REVENUE POLICY

Part 4 of the Operational Plan is the Revenue Policy. A Revenue Policy is prepared each year and includes statements and particulars as required by Clause 201 of the Local Government (General) Regulations 2005. The regulation requires the Revenue Policy to include:

- (a) a statement containing a detailed estimate of the council's income and expenditure (Part 5).
- (b) a statement with respect to each ordinary rate and each special rate proposed to be levied (Part 4 Page 2).
- (c) a statement with respect to each charge proposed to be levied (Part 4 Pages 5 to 11).
- (d) a statement of the types of fees proposed to be charged by the council and, if the fee concerned is a fee to which Division 3 of Part 10 of Chapter 15 of [the Act](#) applies, the amount of each such fee (Part 4 Pages 13 to 30).
- (e) a statement of the council's proposed pricing methodology for determining the prices of goods and the approved fees under Division 2 of Part 10 of Chapter 15 of [the Act](#) for services provided by it, being an avoidable costs pricing methodology determined by the council in accordance with guidelines issued by the Director-General, (Part 4 Pages 31 to 33)
- (f) a statement of the amounts of any proposed borrowings (other than internal borrowing), the sources from which they are proposed to be borrowed and the means by which they are proposed to be secured. (Part 4 Page 12)

The statement with respect to an ordinary (Part 4 page 2) or special rate proposed to be levied must include the following particulars:

- (a) the ad valorem amount (the amount in the dollar) of the rate,
- (b) whether the rate is to have a base amount and, if so:
 - (i) the amount in dollars of the base amount, and
 - (ii) the percentage, in conformity with [section 500](#) of [the Act](#), of the total amount payable by the levying of the rate, or, in the case of the rate, the rate for the category or sub-category concerned of the ordinary rate, that the levying of the base amount will produce,
- (c) the estimated yield of the rate,
- (d) in the case of a special rate-the purpose for which the rate is to be levied,
- (e) the categories or sub-categories of land in respect of which the council proposes to levy the rate.

The statement with respect to each charge proposed to be levied must include the following particulars:

- (a) the amount or rate per unit of the charge,
- (b) the differing amounts for the charge, if relevant,
- (c) the minimum amount or amounts of the charge, if relevant,
- (d) the estimated yield of the charge,
- (e) in relation to an annual charge for the provision by the council of coastal protection services (if any)-a map or list (or both) of the parcels of rateable land that are to be subject to the charge.

The statement of fees and the statement of the pricing methodology need not include information that could confer a commercial advantage on a competitor of the council.



OPERATIONAL PLAN 2012 TO 2013

PART 3
STRATEGIC OBJECTIVES, GOALS, STRATEGIES, PERFORMANCE
ASSESSMENT AND FUNDING OF ACTIVITIES

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

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**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

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**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA1. Administration (Sub-Activity – PA1.1 Governance)

Strategic Objective:

To provide appropriate opportunity for residents to attend Council Meetings, to advertise its proposals openly, to ensure convenient access to its management plans and associated reports and to encourage the democratic process.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|---|--|--|
| PE01 Uralla Leadership is visionary, compassionate, and representative and promotes the needs of the Community. | <ul style="list-style-type: none"> • Mayor and Councillors are freely available to the Community and strongly advocate their views to State and Federal Representatives. | <ul style="list-style-type: none"> • Mayor and Councillors are freely available to the Community and strongly advocate their views to State and Federal Representatives. • General Manager to implement the strategies contained in Council's Policy 1.2.15 on Candidates for Council and new Councillor induction | <ol style="list-style-type: none"> 1. Uralla Shire Council strongly represents the views and needs of the Uralla Shire Community. 2. Articles in Council Newsletter and other media inviting candidates for 8 September 2012 election. 3. Councillor Induction held |
| PE02 Council meetings held monthly. | <ul style="list-style-type: none"> • Meetings held monthly on the fourth Monday of the month other than when the Monday is a public holiday. • Council to examine a proposal to commence the meeting mid afternoon to suit residents. | <ul style="list-style-type: none"> • Meetings held monthly on the fourth Monday of the month other than when the Monday is a public holiday. • Council to examine a proposal to commence the meeting mid afternoon to suit residents. | <ol style="list-style-type: none"> 4. Twelve meetings a year, one per month. 5. No more than 4 complaints received about inconvenient meeting times. |
| PE03 Distribute Business Papers prior to meeting. | <ul style="list-style-type: none"> • Reports for Business Paper close 10 working days prior to ordinary meeting. | <ul style="list-style-type: none"> • Reports for Business Paper close 10 working days prior to ordinary meeting. | <ol style="list-style-type: none"> 6. Business Paper distributed 5 days prior to meeting. |
| PE04 Minutes of meeting prepared and distributed. | <ul style="list-style-type: none"> • Preparation of the minutes given top priority following meeting and put onto the website shortly after the meeting. | <ul style="list-style-type: none"> • Preparation of the minutes given top priority following meeting and put onto the website shortly after the meeting. | <ol style="list-style-type: none"> 7. Minutes prepared, distributed and on the Council's website, within 8 working days of meeting. |
| PE05 Council activities, projects and achievements publicised widely. | <ul style="list-style-type: none"> • Staff to prepare a monthly <i>Newsletter</i> distributed to all postal addresses in the Shire. | <ul style="list-style-type: none"> • Staff to prepare a monthly <i>Newsletter</i> distributed to all postal addresses in the Shire. | <ol style="list-style-type: none"> 8. 12 issues per year of Council's <i>Newsletter</i> produced with no more than 1 complaint per issue received. |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA1. Administration (Sub-Activity – PA1.1 Governance) (Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|---|---|--|
| PE06. Improve the efficiency of communication to Councillors, Councillors and Staff and Councillors and Staff and the Community. | <ul style="list-style-type: none"> • Council to meet work related e-mail expenses and connecting Councillors to an ISP where relevant. | <ul style="list-style-type: none"> • Council to meet work related e-mail expenses and connecting Councillors to an ISP where relevant. | 9. All Councillors using the e-mail facility and protocol for e-mailing of Councillors and Staff established and advertised. |
| PE07 Continue to incorporate Integrated Planning and Reporting guidelines into Council Strategic Planning. | <ul style="list-style-type: none"> • Regular Public Forums to discuss activities, levels of service and performance measures. | <ul style="list-style-type: none"> • That Council correspondence and reports will include the full name of a agency or process initially then the common abbreviation for the information of occasional users. • Public Forums to discuss activities, levels of service and performance measures to be held in July 2012. | 10. Delivery Program 2011/2016 modified to 2012/2016 for election candidates by 31 July 2012. |
| PE08. Comply with statutory requirements of the Local Government and other Acts. | <ul style="list-style-type: none"> • Utilise the Strategic Tasks for Council’s Checklist prepared by the Division of Local Government. | <ul style="list-style-type: none"> • Utilise the Strategic Tasks for Council’s Checklist prepared by the Division of Local Government. | 11. Annual Operational Plans developed and ready for adoption by 31 May 2013. 12. All items on the Strategic Tasks for Council’s Checklist completed within statutory timeframes. |

The Governance service is funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$459,008 (2011/2012 - \$290,178) for the General Manager’s Office recurrent expenditure and \$148,716 (2011/2012 - \$145,248) for the Elected Members expenditure a total of \$603,241 (2012/2013 - \$435,426) recurrent expenditure and \$ Nil (2011/2012 – Nil) capital expenditure.

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity:

PA1. Administration (Sub-Activity – PA1.2 Corporate Support)

Strategic Objective:

To provide the optimum level of staff and equipment to enable Council to operate as a corporate body in an efficient and cost effective manner so that Council is properly funded and professionally managed in accordance with appropriate Acts and Regulations for the good of all residents of the Shire.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|---|---|--|
| <p>PE09 To consult widely in the preparation of Council's Operational Plan.</p> <p>PE10 To develop best practice and utilise service delivery and co-operative arrangements for the provision of services, wherever economical.</p> <p>PE11 To ensure the individual rate burden on the Shire is reasonable.</p> <p>PE12 To ensure financial stability by ensuring that rates, user charges and contracted grants to total revenue does not fall below 65%.</p> <p>PE13 To have in place and operating a best practice management accounting reporting system.</p> <p>PE14 To invest surplus funds for the best advantage of Council, within Council's policies and Local Government guidelines.</p> | <ul style="list-style-type: none"> • Utilising Press releases, advertising in Newsletter, making available at the public library and other convenient access points. • By outsourcing IT service. • Council will set rate levels each year with a base rate equal to the cost of Governance and Public Order and Safety. • Council will set the rates and charges levels each year and Council will live within its means. • Continually developing the Council's management accounting format. • Investing surplus funds principally in term deposits with a spread of risk. | <ul style="list-style-type: none"> • Utilising Press releases, advertising in Newsletter, making available at the public library and other convenient access points. • By outsourcing IT service. • Council will set rate levels each year with a base rate equal to the cost of Governance and Public Order and Safety. • Council to set the rates and charges levels in Revenue Policy at a level in which Council will live within its means. • Continually developing the Council's management accounting format. • Investing surplus funds principally in term deposits with a spread of risk. | <p>13. The Strategic Tasks for Council's Checklist completed within statutory timeframes</p> <p>14. IT operating effectively with regular monthly financial reports and budget reviews each quarter to Finance Committee.</p> <p>15. Rate per capita is no higher in comparison to the Group 10 Councils in DLG Comparative Information: 6th highest (of 24) for residential, and 15th highest (of 24) for business.</p> <p>16. Budgeted ratio achieved.</p> <p>17. Monthly reports to users on 1st working day and to Finance Committee on 2nd Monday of month.</p> <p>18. Interest earned on investment for all funds to be \$300,000 for year.</p> <p>19. Weekly reports to Manex of cash position.</p> |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA1. Administration (Sub-Activity – PA1.2 Corporate Support) (Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|--|--|
| PE15 To assess the degree to which revenues are committed to the repayment of debt in the General Fund. | <ul style="list-style-type: none"> • Analysing of Annual Financial Statements to assess effectiveness of a moratorium on loan raising. | <ul style="list-style-type: none"> • Analysing of Annual Financial Statements to assess effectiveness of a moratorium on loan raising. | 20. The underlying debt service ratio (not including debt redemption) to be less than 4%. |
| PE16 To ensure the receipt of monies due to Council. | <ul style="list-style-type: none"> • Strict and constant Debtor Control. | <ul style="list-style-type: none"> • Strict and constant Debtor Control. | 21. Ratio of over three months overdue amounts to be less than 7.5% of outstanding debtors. |
| PE17 To maintain a high level of Rate Debtor collection to provide the funds to resource the Council's activities. | <ul style="list-style-type: none"> • Ensuring that, as far as possible, all general rates are paid within the prescribed period by instituting a sound follow-up system. • Maintaining staff expertise and communications skills, through rates training and seminars. | <ul style="list-style-type: none"> • Ensuring that, as far as possible, all general rates are paid within the prescribed period by instituting a sound follow-up system. • Maintaining staff expertise and communications skills, through rates training and seminars. | 22. Report percentage of rates collected quarterly as a % of levy and total due. * First quarter 30% * Second quarter 53% * Third quarter 77% * Fourth quarter 97%. 23. Two training sessions attended per annum. |
| PE18 To Invest adequate resources into training staff to maintain necessary skill levels. | <ul style="list-style-type: none"> • Develop Training Plan through Consultative Committee and allocate funds in Budget. | <ul style="list-style-type: none"> • Complete the Workforce Plan and develop a Training Plan through Consultative Committee and allocate funds in Budget. | 24. Workforce Plan completed by September 2012. |
| PE19 To continue to provide safe and comfortable working conditions at Uralla offices and Uralla and Bundarra Works Depots. | <ul style="list-style-type: none"> • By having Council staff provide items of concern to the W.H. and S Committee through a workplace issues register. | <ul style="list-style-type: none"> • By having Council staff provide items of concern to the W.H. and S Committee through a workplace issues register. | 25. Works completed and W.H. and S. issues cleared. |
| PE20 To maintain effective control over stock on hand with minimal stock write-off. | <ul style="list-style-type: none"> • Ensuring that a sound stock control system is being maintained with spot check conducted by nominated staff. • Ensuring an adequate skill level is maintained by the supervising storemen. | <ul style="list-style-type: none"> • Ensuring that a sound stock control system is being maintained with spot check conducted by nominated staff. • Ensuring an adequate skill level is maintained by the supervising storemen. | 26. Value of stock written off is less than \$1,500 per annum. 27. Percentage of staff training budget to salaries and wages costs to be no less than 2%. |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA1. Administration (Sub-Activity – PA1.2 Corporate Support) (Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|--|--|
| PE21 To lose no work days to industrial disputes. | <ul style="list-style-type: none"> Having an effective Consultative Committee. | <ul style="list-style-type: none"> Having an effective Consultative Committee. | 28. No days lost to industrial disputes of a local nature. |
| PE22 To maintain a low rate of occupational injuries. | <ul style="list-style-type: none"> Having an effective Occupational Health and Safety (OH & S) Committee. | <ul style="list-style-type: none"> Having an effective Work Health and Safety (WH & S) Committee. | 29. Workplace lost time injury claims to be less than 5 per 100 workers per quarter. (with General employees less than 4 and McMaugh Aged Care employees less than 7 per hundred). |

The Corporate Support (including Engineering and Depot) service is funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$1,941,057 (2011/2012 - 1,919,861) recurrent expenditure and \$42,742 (2011/2012 - \$427) capital expenditure.

The net recurrent costs of Administration, after allowing for income of \$74,764, totalling \$1,254,865 (2011/2012 \$112,812 and total of \$1,142,542) are distributed over all other Principal Activities in proportion to the recurrent costs of those activities less debt servicing and depreciation. Similarly, after allowing for income of \$17,500 an amount of \$664,769 is distributed to engineering projects (2011/2012 \$10,000 and total of \$664,507). It is intended to selectively move towards direct charging of identified engineering costs to state funded projects leaving the allocation based on expenditure for local funded projects.

Principal Activity: PA1. Administration (Sub-Activity – PA1.3 Plant Services)

Strategic Objective

To own and operate a modern plant fleet, of appropriate size and composition, effectively and efficiently, in order to carry out the provision of services for the benefit of the Shire's residents.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|---|---|---|
| PE23 To ensure that plant, equipment and vehicles are maintained in a serviceable condition at all times. | <ul style="list-style-type: none"> Maintain a Service Register of all major equipment and ensure that staff and skill levels are maintained to achieve full servicing. | <ul style="list-style-type: none"> Maintain a Service Register of all major equipment and ensure that staff and skill levels are maintained to achieve full and effective servicing. | 30. Reports to management on the number of major breakdowns/or accidents due to faulty plant and to Council through the Works Planning Advisory Unit. |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA1. Administration (Sub-Activity – PA1.3 Plant Services) (Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|--|--|---|
| <p>PE24 To ensure Council’s operators and workshop staff are adequately skilled and appropriately licensed and have access to modern tools and equipment.</p> <p>PE25 To achieve no less than 1000 operating hours per year for major plant items and 1500 operating hours for key machines such as graders.</p> <p>PE26 To set plant hire rates which will cover plant operating costs.</p> <p>PE27 Replace Plant and vehicles as recommended by the Works Committee meeting to Council.</p> <p>PE28 Maintain a five year Plant Replacement Program to maintain a modern and efficient fleet.</p> | <ul style="list-style-type: none"> • Send staff to appropriate training courses which are to be included in Council’s training plan. • Keep staff records of all licences needed and held. • Small plant and tools maintained. • Start and finish crews on the job when working at sites more than 30km from the depot. • Review work practices to take advantage of good weather conditions. • Rates set by staff using historical records. • Replacement purchases and sales by tender or quotation. • Maintain a Plant Utilisation and Service Register for data. | <ul style="list-style-type: none"> • Send staff to appropriate training courses which are to be included in Council’s training plan. • Keep staff records of all licences needed and held. • Small plant and tools maintained. • Start and finish crews on the job when working at sites more than 30km from the depot. • Review work practices to take advantage of good weather conditions. • Rates set by staff using historical records. • Replacement purchases and sales by tender or quotation. • Maintain a Plant Utilisation and Service Register for data. | <p>31. All staff with appropriate licences.</p> <p>32. Records maintained up to date.</p> <p>33. Small plant and tools up-dated.</p> <p>34. Uralla Construction Graders operate for 1,500 hours and the Bundarra Grader operates for 1,000 hrs per annum. Report reasons for any plant items not meeting the targets hours.</p> <p>35. Work practices reviewed.</p> <p>36. Surplus on plant operation plus depreciation to fund plant purchases.</p> <p>37. Purchases, to approved listing completed annually by March.</p> <p>38. Six year Plan updated annually for budget preparation and expanded to ten years for asset management and financial planning.</p> |

The Plant service is funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$206,147, after distribution of costs of \$1,980,065 (2011/2012 - \$Nil, after distribution of costs of \$1,560,286) net recurrent expenditure and \$705,750 – \$1,123,000 less trades of \$417,250 (2011/2012 - \$687,965 - \$1,100,265 less trades of \$412,300) net capital expenditure.

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA2. Public Order and Safety (Sub-Activity - PA2.1 Fire Protection)

Strategic Objective:

To provide effective, cost-efficient fire protection for the residents of Uralla Shire.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|--|---|
| <p>PE29 To facilitate an effective Bush Fire protection through a mutually agreed Service Level Agreement with the Rural Fire Service.</p> <p>PE30 To facilitate an effective Urban Fire protection through a mutually agreed Service Level Agreement with the Board of Fire Commissioners.</p> | <ul style="list-style-type: none"> • Annual Service Level Agreements (SLA) between the Rural Fire Service and Council for service delivery. • By an agreement through the New England Zone and RFS regarding the sharing of costs of the Zone Operation portion of the annual cost of RFS so the invoice from Emergency Management can be directly to Council for the cost of RFS. • Liaison with the Zone Commander of the NSW Fire Brigade. | <ul style="list-style-type: none"> • A Service Level Agreement (SLA) received for 2012/2013 between the Rural Fire Service and Council for service delivery. • By an agreement through the New England Zone and Armidale Dumaresq Council regarding the sharing of costs of the Zone Operation portion of the annual cost of RFS are paid by ADC and apportioned to the four councils and all the reimbursable costs are fully accounted for by ADC. • Liaison with the Zone Commander of the NSW Fire Brigade. | <p>39. SLA reviewed annually by December and reported to Council by February.</p> <p>40. Annual payment made through Armidale Dumaresq Council.</p> <p>41. Council to lobby for the RFS to become fully accounting and separate from councils.</p> <p>42. Annual attendance and report to Council by the Zone Commander of the NSW Fire Brigade held.</p> |

The Fire Protection service is funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$161,099 (2011/2012 - \$210,592) recurrent expenditure and \$Nil (2011/2012 - \$Nil) capital expenditure.

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA2. Public Order and Safety (Sub-Activity – PA2.2 Animal and Abandoned Articles Control)

Strategic Objective:

To ensure the residents of Uralla Council are protected from animal nuisance and that safety and amenity is enhanced by removal of stock and abandoned articles from public areas

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|--|--|---|
| <p>PE31 To protect the residents of the Shire from animal nuisance and reduce number of associated complaints. (Dog complaints rank second to Unsealed road complaints for most rural councils, however top complaint for Uralla Shire Council.)</p> | <ul style="list-style-type: none"> • Provide adequate numbers of authorised impounding staff, through outsourced service with Armidale Dumaresq Council and by providing an education program for owners. • To have the care and maintenance of companion animal items regularly in the Council’s Newsletter to inform and instruct animal owners of their community responsibility to others as well as their pets. | <ul style="list-style-type: none"> • Provide adequate numbers of authorised impounding staff, through outsourced service with Armidale Dumaresq Council and by providing an education program for owners. • To have the care and maintenance of companion animal items regularly in the Council’s Newsletter to inform and instruct animal owners of their community responsibility to others as well as their pets. | <p>43. The number of complaints per</p> <ul style="list-style-type: none"> • 100 registered dogs • 100 registered cats • other total complaints reduced by 5% from prior year. <p>44. At least 4 items in the Council’s Newsletter annually.</p> |
| <p>PE32 Provide an efficient and effective pound facility.</p> | <ul style="list-style-type: none"> • Utilising the Regional Animal Shelter, ADC and local rangers. | <ul style="list-style-type: none"> • By utilising the Regional Animal Shelter, ADC and local rangers. | <p>45. Cost of operating of the joint facility per head of population maintained at or below \$6.25.</p> |
| <p>PE33 To have abandoned articles, animals and vehicles removed from public areas.</p> | <ul style="list-style-type: none"> • Service provided by Council staff and plant. | <ul style="list-style-type: none"> • Service provided by Council staff and plant. | <p>46. All complaints actioned immediately for animals and within 3 working days for other articles.</p> |

The Animal and Abandoned Articles Control service is funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$35,739 (2011/2012 - \$37,981) recurrent expenditure and \$Nil (2011/2012 - \$5,346) capital expenditure.

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA2. Public Order and Safety (Sub-Activity – PA2.3 Emergency Services)

Strategic Objective:

To provide a management structure for the efficient operation and coordination of Emergency Services, welfare support and rehabilitation in the event of an emergency occurring.

To aid in the protection of the community through cooperation with local policing authority.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|--|---|--|
| PE34 To ensure currency of the Uralla Shire Disaster Plan - DISPLAN. | <ul style="list-style-type: none"> Uralla Shire DISPLAN in conjunction with the SES Namoi headquarters. | <ul style="list-style-type: none"> Uralla Shire DISPLAN in conjunction with the SES Namoi headquarters. | 47. Review and update the Uralla Shire DISPLAN annually by March. |
| PE35 To ensure an effective SES service is provided. | <ul style="list-style-type: none"> Providing a purpose built headquarters with \$130,000 funding from SES in 2012/2013. | <ul style="list-style-type: none"> Maintain the building to high standard. | 48. Building maintained on corner of Uralla Depot site. |
| PE36 Local SES Group operating efficiently and effectively. | <ul style="list-style-type: none"> The appointment of SES Co-ordinator and appropriate accommodation of the service. | <ul style="list-style-type: none"> The appointment of SES Co-ordinator and appropriate accommodation of the service. | 49. The number of incidents attended by the SES reported to Council. |

The Emergency Services are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$29,411 (2011/2012 - \$29,264) recurrent expenditure and \$Nil (2011/2012 - \$140,000 capital expenditure).

Principal Activity: PA3. Health (Sub-Activity – PA3.1 Inspection Services)

Strategic Objective:

To assist in the maintenance and improvement of the general overall health of all residents of, and visitors to, the Shire of Uralla.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|--|--|
| PE37 An annual improvement in premises that do not meet satisfactory food handling standards. | <ul style="list-style-type: none"> By food inspections are conducted in accordance with Council's agreement with the NSW Food Authority to ensure food handlers comply with the Food Act. | <ul style="list-style-type: none"> By food inspections are conducted in accordance with Council's agreement with the NSW Food Authority to ensure food handlers comply with the Food Act. | 50. Complaints Register operating and effective. 51. MHBES reports to council on the number of complaints received. |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA3. Health (Sub-Activity – PA3.1 Inspection Services) (Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|--|---|
| PE38 To ensure that inspections are carried out at less than full net cost to the general community and are partially on a “user pays” basis. | <ul style="list-style-type: none"> • Inspections are carried out following any complaint or request. • Orders are issued or served, where necessary. • Set fees and charges in Annual Budget. | <ul style="list-style-type: none"> • Inspections are carried out following any complaint or request. • Orders are issued or served, where necessary. • Set fees and charges in Annual Budget. | <p>52. All inspections from complaints or requests are carried out immediately for food and within 2 working days for other complaints.</p> <p>53. Orders issued promptly.</p> <p>54. Fees for inspection services set to recover costs less 25% CSO.</p> |

The Inspection Services are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$57,686 (2011/2012 - \$49,8437) recurrent expenditure and \$Nil (2011/2012 - \$ Nil) capital expenditure.

Principal Activity: PA3. Health (Sub-Activity – PA3.2 Noxious Plant Control)

Strategic Objective:

To contribute to the overall control of noxious weeds in the Council area to protect the natural environment

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|--|---|
| PE39 To support the New England Tablelands (Noxious Weeds) County Council in the control; and eradication of noxious weeds. | <ul style="list-style-type: none"> • By paying a contribution to New England Weeds County Council at the previous year’s level plus rate pegging increase. • By working with the New England Weeds County Council in ensuring that Council staff are trained in weed identification. | <ul style="list-style-type: none"> • By paying a contribution to New England Weeds County Council at the previous year’s level plus rate pegging increase. • By working with the New England Weeds County Council in ensuring that Council staff are trained in weed identification. | <p>55. Contribution made to the New England Weed Authority on time.</p> |

The Noxious Weed Control service is funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$73,480 (2011/2012 - \$70,181) recurrent expenditure and \$Nil (2011/2012 - \$Nil) capital expenditure.

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity:

PA4. Community Services and Education (Sub-Activity - PA4.1 Youth Services and Education)

Strategic Objective:

To support the providers of services aimed at enhancing the quality of life for the Shire's youth, particularly where these services result in people continuing to live in the Shire or moving to the Shire.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|---|--|--|
| PE40 To meet all costs of transporting the Life Education Van into and around the Shire on its annual visit to the schools in the Shire. | <ul style="list-style-type: none"> • Use council's Plant and works personnel to move Life Education van. | <ul style="list-style-type: none"> • Use council's Plant and works personnel to move Life Education van. | 56. Van moved when requested. |
| PE41 To facilitate the provision of recreational and leisure opportunities and support programs for youth. | <ul style="list-style-type: none"> • Financial assistance to private clubs and other organisations that provide services for youth. | <ul style="list-style-type: none"> • Provide youth programs with seed funding provided in the budget estimates for 2013/2014. | 57. Financial assistance provided. |
| PE42 Ascertain and facilitate Youth activities for non sport activities. | <ul style="list-style-type: none"> • By providing programs identified by Youth • Utilise the Tablelands Youth Survey 2010 and follow-up survey with students of Uralla Shire Schools. | <ul style="list-style-type: none"> • Continue to support the Youth council. | 58. Report to Council of programs to be funded annually in July. 59. Youth programs developed and provided. |
| PE43 To maintain Council's education facilities. | <ul style="list-style-type: none"> • Maintenance of the outside of the Uralla Pre-School building. | <ul style="list-style-type: none"> • Maintenance of the outside of the Uralla Pre-School building. | 60. All requested and identified work completed. |
| PE44 Support Youth Week Activities | <ul style="list-style-type: none"> • Provide matching funding to grant funds to Uralla Neighbourhood Centre to run Youth Week | <ul style="list-style-type: none"> • Provide matching funding to grant funds to Uralla Neighbourhood Centre to run Youth Week | 61. Successful Youth Week Activities reported to Communities NSW and funding acquitted. |

The Youth Services and Education is funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$12,314 (2011/2012 - \$19,230 recurrent expenditure and \$Nil (2011/2012 - \$Nil) capital expenditure.

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA4. Community Services and Education (Sub-Activity - PA4.2.1. Aged and Disabled Services [Aged Units])

Strategic Objective:

To support the providers of services aimed at enhancing the quality of life of the Shire's aged and disabled people particularly where these services result in those people continuing to live in the Shire or the region.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|---|--|---|
| PE45 To continue to provide accommodation for the aged in self-contained units in Uralla at no net cost to the community. | <ul style="list-style-type: none"> By renting of the four Hill Street Units. Carrying out improvements to maintain the attractiveness and viability of the units. | <ul style="list-style-type: none"> By renting of the four Hill Street Units. Carrying out major maintenance to maintain the attractiveness and viability of the units. | 62. Rental income exceeds expenditure with a return on Capital invested. 63. Work completed. |
| PE46 To research the methods and funding sources to provide additional units in Hill Street. | <ul style="list-style-type: none"> Review of funding sources and survey of potential residents. | <ul style="list-style-type: none"> Review of funding sources and survey of potential residents. | 64. Report to Council annually in March or when a funding source becomes available. |

The Aged and Disabled Services (Aged Units) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$13,374 (2011/2012 - \$15,695) recurrent expenditure and \$Nil (2011/2012 - \$Nil) capital expenditure.

Principal Activity: PA4. Community Services and Education (Sub-Activity - PA4.2.2. Aged and Disabled Services [Aged Care Centres]).

Strategic Objective:

To support the providers of services aimed at enhancing the quality of life of the Shire's aged and disabled people particularly where these services result in those people continuing to live in the Shire or the region.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|--|---|
| PE47 To operate the McMaugh Gardens Aged Care Centre as an autonomous viable unit. | <ul style="list-style-type: none"> Operate the Centre with the assistance of an Advisory Committee of Council, with Council delegation under Section 355 of the Local Government Act. | <ul style="list-style-type: none"> Operate the Centre with the assistance of an Advisory Committee of Council, with Council delegation under Section 355 of the Local Government Act. | 65. Centre operates with income in excess of expenditure. |
| PE48 To assist McMaugh Gardens Aged Care Centre by operating their accounts providing advice and other financial, administrative services to Management and the Committees. | <ul style="list-style-type: none"> Council representatives and DAS attending Committee meetings as necessary. | <ul style="list-style-type: none"> Council representatives and DAS attending Committee meetings as necessary. | |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA4. Community Services and Education (Sub-Activity - PA4.2.2. Aged and Disabled Services [Aged Care Centres]) (Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|--|--|
| PE48 To assist McMaugh Gardens Aged Care Centre by operating their accounts providing advice and other financial, administrative services to Management and the Committees. | <ul style="list-style-type: none"> Council administration staff to provide service (at a fee) and DAS to advise Centre Manager as necessary. | <ul style="list-style-type: none"> Council administration staff to provide service (at a fee) and DAS to advise Centre Manager as necessary. | <p>66. Meetings held, attended by Finance Manager and Council representatives</p> <p>67. Service fee charged.</p> |
| PE49 To operate McMaugh Gardens Aged Care Centre to the highest possible standard for accreditation | <ul style="list-style-type: none"> Centre Management and staff well trained and motivated. | <ul style="list-style-type: none"> Centre Management and staff well trained and motivated. | <p>68. The Centre maintains the past excellent performance requirements of accreditation.</p> |
| PE50 To operate the Grace Munro Centre Aged Care Facility through a management agreement with Grace Munro Aged Care Centre Ltd. | <ul style="list-style-type: none"> Management agreement operating at cost to Council of debt service of the original \$400,000 loan and building ownership costs. | <ul style="list-style-type: none"> Management agreement operating at cost to Council of debt service of the original \$400,000 loan and building ownership costs. | <p>69. Report on operation for prior year received by Council management from GMACC Ltd and reported to Manex and Council.</p> |

The Aged and Disabled Services (Aged Care Centres) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation for McMaugh Gardens of \$2,000,834 (2011/2012 - \$1,969,562) recurrent expenditure and \$10,500 (2011/2012 - \$192,029) capital expenditure and an allocation for Grace Munro Centre of \$49,894 (2011/2012 - \$49,894) recurrent expenditure and \$16,434 (2011/2012 - \$15,407) capital expenditure.

Principal Activity: PA4. Community Services and Education (Sub-Activity - PA4.2 3 Aged and Disabled Services [Community Support Options Programs])

Strategic Objective:

To support the providers of services aimed at enhancing the quality of life of the Shire's aged and disabled people particularly where these services result in those people continuing to live in the Shire or the region.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|--|--|--|
| PE51 To auspice the Tablelands Community Support Options Project (TCSOP), on a 100% grant funding basis. | <ul style="list-style-type: none"> Operate the programs through employed staff and contracted service delivery at a standard, which meets the accreditation requirements. | <ul style="list-style-type: none"> Operate the programs through employed staff and contracted service delivery at a standard, which meets the accreditation requirements. | <p>70. Acquittal lodged and acknowledged</p> |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA4. Community Services and Education (Sub-Activity - PA4.2 3 Aged and Disabled Services [Community Support Options Programs])
(Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|---|---|--|
| PE52 To auspice the Kamilaroi Ageing and Disabilities Services (KADS) on a 100% grant funding basis. PE53 To assist TCSOP and KADS by operating their accounts providing advice and other financial, administrative services. | <ul style="list-style-type: none"> Council staff and resources to operate accounts on a fee-for-service basis and rental for accommodation with the DAS advising the Project Manager on financial matters. | <ul style="list-style-type: none"> Council staff and resources to operate accounts on a fee-for-service basis and rental for accommodation with the DAS advising the Project Manager on financial matters. | 71. Accreditation standards meet and reported to Council. 72. Service fee charged. 73. Rental fee charged. |

The Aged and Disabled Services (Community Options Programs) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$3,142,189 (2011/2012 - \$2,963,690) recurrent expenditure and \$Nil (2011/2012 - \$Nil) capital expenditure.

Principal Activity: PA4. Community Services and Education (Sub-Activity - PA4.2 4 Aged and Disabled Services [Tablelands Community Transport])

Strategic Objective:

To support the providers of services aimed at enhancing the quality of life of the Shire's aged and disabled people particularly where these services result in those people continuing to live in the Shire or the region.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|---|---|--|
| PE54 To auspice the Tablelands Community Transport (TCT), on a 100% grant funding basis. PE55 To assist TCT by operating their accounts providing advice and other financial, administrative services | <ul style="list-style-type: none"> Operate the programs with the assistance of an Advisory Committee with delegation under Section 355 of the Local Government Act. Council staff and resources to operate accounts on a fee-for-service basis and rental for accommodation with the DAS advising the Project Manager on financial matters. | <ul style="list-style-type: none"> Operate the programs with the assistance of an Advisory Committee with delegation under Section 355 of the Local Government Act. Council staff and resources to operate accounts on a fee-for-service basis and rental for accommodation with the DAS advising the Project Manager on financial matters. | 74. Meetings held and reported to Council. 75. Acquittal lodged and acknowledged 76. Service fee charged. 77. Rental fee charged. |

The Aged and Disabled Services (Tablelands Community Transport) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$235,500 (2011/2012 - \$244,17) recurrent expenditure and \$Nil (2011/2012 - \$ Nil) capital expenditure.

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA4. Community Services and Education (Sub-Activity - PA4.2 5 Aged and Disabled Services [Community Centre])

Strategic Objective:

To support the providers of services aimed at enhancing the quality of life of the Shire's aged and disabled people particularly where these services result in those people continuing to live in the Shire or the region.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|---|--|
| PE56 Operate the Community Centre in Uralla at minimal net cost to the Community. | <ul style="list-style-type: none"> • Set rents and fees annually in the Revenue Policy to cover operating costs, less Community Service Obligations (CSO). • Maintain the building to a set maintenance schedule. • Advertise the facilities to the Community through the Newsletter and other media. | <ul style="list-style-type: none"> • Set rents and fees with 10% increase for the permanent tenants in the Revenue Policy to cover operating costs, less Community Service Obligations (CSO). • Maintain the building to a set maintenance schedule. • Advertise the facilities to the Community through the Newsletter and other media. | <p>78. Income plus 50% CSO exceeds the expenses less debt service costs.</p> <p>79. Works completed.</p> <p>80. Report to Council on additional use of the Centre over the base year of 2005/2006.</p> |

The Aged and Disabled Services (Community Centre) is funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$61,307 (2011/2012 - \$60,228) recurrent expenditure and \$4,584 (2011/2012 - \$4,332) capital expenditure.

Principal Activity: PA4. Community Services and Education (Sub-Activity - PA4.2 6 Aged and Disabled Services [Bundarra Neighbour Aid])

Strategic Objective:

To support the providers of services aimed at enhancing the quality of life of the Shire's aged and disabled people particularly where these services result in those people continuing to live in the Shire or the region.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|---|---|--|
| PE57 To auspice the Bundarra Neighbour Aid, on a 100% grant funding basis. | <ul style="list-style-type: none"> • Operate the programs with the assistance of an Advisory Committee with delegation under Section 355 of the Local Government Act | <ul style="list-style-type: none"> • Operate the programs with the assistance of an Advisory Committee with delegation under Section 355 of the Local Government Act | <p>81. Meetings held and reported to Council.</p> <p>82. Acquittal lodged and acknowledged</p> |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA4. Community Services and Education (Sub-Activity - PA4.2 6 Aged and Disabled Services [Bundarra Neighbour Aid]) (Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|---|---|---|
| PE58 To auspice the Bundarra Neighbour Aid, on a 100% grant funding basis employing the staff, operating the project accounts and providing office accommodation. | <ul style="list-style-type: none"> Council staff and resources to operate accounts on a fee-for-service basis and rental for accommodation with the DAS advising the Project Manager on financial matters. | <ul style="list-style-type: none"> Council staff and resources to operate accounts on a fee-for-service basis and rental for accommodation with the DAS advising the Project Manager on financial matters. | 83. Bundarra Neighbour Aid management confirms satisfaction with advice and service. 84. Service fee charged. 85. Rental fee charged. |

The Aged and Disabled Services (Bundarra Neighbour Aid) is funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$61,896 (2011/2012 - \$64,132) recurrent expenditure and \$Nil (2011/2012 - \$Nil) capital expenditure.

Principal Activity: PA4. Community Services and Education (Sub-Activity - PA4.2 7 Aged and Disabled Services [Other Community Services])

Strategic Objective:

To support the providers of services aimed at enhancing the quality of life of the Shire's aged and disabled people particularly where these services result in those people continuing to live in the Shire or the region.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|---|---|-------------------------------------|
| PE59 Community Services to pay administration calculated on a percentage of grants received rather than on expenditure. | <ul style="list-style-type: none"> Council to accept the differential between the administration fees calculated on the set percentage of grant income and that calculated on expenditure. | <ul style="list-style-type: none"> Council to accept the differential between the administration fees calculated on the set percentage of grant income and that calculated on expenditure. | 86. Council contribution minimised. |

The Aged and Disabled Services (Other Community Services) does not require funding in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) as there is a recovery of \$151,391 (2011/2012 - \$39,849) of absorbed administration costs from McMaugh Gardens and from other State and Federal Funded Programs.

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA11. Economic Affairs (Sub-Activity - PA11.1 Camping and Caravan Areas)

Strategic Objective

To provide an alternate service to the independent traveller with Caravan Parks and Camping Grounds adjacent to the award winning Alma Park in Uralla and in Bundarra.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|--|--|--|
| PE60 To work with the lessee of the Caravan Park to maintain the Tourist Park to the two and a half star rating. | <ul style="list-style-type: none"> Work carried out by the Caravan Park lessees, supported by Council. By encouraging the lessee to provide incentives to stay, such as three nights for the price of two. | <ul style="list-style-type: none"> Work carried out by the Caravan Park lessees, supported by Council. By encouraging the lessee to provide incentives to stay, such as three nights for the price of two. | 87. Report annually to Council in August on the operation of the lease. |
| PE61 To work with the managers of the Bundarra Caravan Park (The Bundarra Economic Development, Tourism and Caravan Park Committee) to provide comfortable overnight facility. | <ul style="list-style-type: none"> Caravan Park maintained by Council workforce during week days and Committee on weekends. | <ul style="list-style-type: none"> Caravan Park maintained by Council workforce during week days and Committee on weekends. | 88. Report annually to Council in August on the operation of the caravan park. |

Economic Affairs Services (Camping and Caravan Areas) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$7,374 (2011/2012 - \$9,261) recurrent expenditure and \$Nil (2011/2012 - \$Nil) capital expenditure.

Principal Activity: PA11. Economic Affairs (Sub-Activity - PA11.2 Tourism Development and Visitor Information Centre)

Strategic Objective:

To promote tourism services; which are efficient, cost effective and readily available so that the whole Shire Community may benefit financially.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|--|---|
| Tourism: PE62 To progressively increase the number of visitors to the Uralla Shire and number of internet hits to the Uralla Tourism website on tourism matters and to satisfy those enquiries. | <ul style="list-style-type: none"> Staffing the V.I.C with Council employees and volunteers to provide tourism services seven days a week. By continually reviewing and updating the Council's general and tourism websites. | <ul style="list-style-type: none"> Staffing the V.I.C with Council employees and volunteers to provide tourism services seven days a week. By continually reviewing and updating the Council's general and tourism websites. | 89. Monthly report to Council by Visitor Information Manager on visitor numbers. 90. Report to Council quarterly by the Community Development Officer. |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA11. Economic Affairs (Sub-Activity - PA11.2 Tourism Development and Visitor Information Centre) (Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|---|---|---|
| Tourism (Continued): | | | |
| PE63 Participate in Regional Tourism Organisations. | <ul style="list-style-type: none"> Make financial contribution to regional projects and campaigns when considered appropriate. | <ul style="list-style-type: none"> Make financial contribution to regional projects and campaigns when considered appropriate. | 91. Statistics showing that the numbers through the VIC have stabilised and web site hits continue to grow. |
| PE64 To provide hosting and general promotion of the Shire area. | <ul style="list-style-type: none"> Hosting visits and receptions for visitors | <ul style="list-style-type: none"> Hosting visits and receptions for visitors | 92. Regional Tourism achieves results to the satisfaction of Council. 93. Functions held with positive outcomes reported to Council. |

Economic Affairs Services (Tourism) is funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$120,421 (2011/2012 -\$126,898) recurrent expenditure and \$Nil (2011/2012 - \$Nil) capital expenditure.

Principal Activity: PA11. Economic Affairs (Sub-Activity PA11.3 Economic, Social and Community Development)

Strategic Objective:

To promote social community and economic development services; which are efficient, cost effective and readily available so that the whole Shire community may benefit financially.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|--|--|--|
| Community Development | | | |
| PE65 To achieve new developments or expand existing developments in the Shire and the region. | <ul style="list-style-type: none"> New developers and businesses to be assisted by Council's General Manager supported by the Planning Manager. | <ul style="list-style-type: none"> New developers and businesses to be assisted by Council's General Manager supported by the Planning Manager. | 94. New businesses attracted to and commence in the Uralla Shire Area. |
| PE66 Uralla Shire Development Advisory Committee (USDAC) to advise Council on Development priorities | <ul style="list-style-type: none"> USDAC to be a committee of Councillors and a Section 355 Committee. | <ul style="list-style-type: none"> USDAC to be a committee of Councillors and a Section 355 Committee. | 95. Bimonthly meetings held. |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA11. Economic Affairs (Sub-Activity PA11.3 Economic, Social and Community Development) (Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|--|---|--|
| <p>Community Development (Continued)</p> <p>PE67 To provide a new, attractive, interactive website that contains a range of variously presented information to locals, tourists and tree changers to facilitate and bolster community, cultural and economic development.</p> <p>PE68 To assist the Community develop new and inclusive groups, events and functions.</p> | <ul style="list-style-type: none"> • An attractive, interactive website developed by the Webmaster and maintained by the Community Development Officer. • To have a Community Development Officer responsible for the co-ordination of Community groups, activities and functions. • Seek available funding for events and activities in the Community. • By providing support to the Uralla Community Garden. | <ul style="list-style-type: none"> • An attractive, interactive website maintained by the Community Development Officer. • To have a Community Development Officer responsible for the co-ordination of Community groups, activities and functions. • Seek available funding for events and activities in the Community. • By providing support to the Uralla Community Garden. | <p>96. The number of “hits” to Council’s website recorded and reported to Council.</p> <p>97. Monthly reports by CDO to Council.</p> <p>98. Funding received.</p> <p>99. Community support for a community garden assessed and reported to Council</p> |

Economic Social and Community Development Services are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$125,767 for Community Development and \$31,228 for Festivals and Events a total of \$156,995 (2011/2012 - \$121,636, \$15,221 and \$136,857) and \$Nil capital expenditure (2011/2012 - \$23,693). The Economic Development portion is funded in the Budget Estimates of the Uralla Shire Council through Governance and Planning with no separate allocation.

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA11. Economic Affairs (Sub-Activity - PA11.4 Private Works)

Strategic Objective:

To carry out private works to assist local residents but without adversely affecting local private contractors.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|--|---|
| PE69 Actively seek and carry out works in accordance with Competition Policy at a small profit. | <ul style="list-style-type: none"> Utilising Council day labour and plant, when available and when requested. Advertise availability of the service through the Council Newsletter | <ul style="list-style-type: none"> Utilising Council day labour and plant, when available and when requested. Advertise availability of the service through the Council Newsletter | <p>100. Gross income to be 25% plus 10% added to the cost of works.</p> <p>101. Number of customers and value of work consistent from year to year.</p> |

Economic Affairs Services (Private Works) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$183,973 (2011/2012 - \$196,513) recurrent expenditure; providing a surplus of \$68,027 (including \$37,144 administration recovered) – 37.0% (2011/2012 - \$62,237 – 31.6%) and \$Nil (2011/2012 - \$Nil) capital expenditure.

Principal Activity: PA11. Economic Affairs (Sub-Activity - PA11.5 Other Business)

Strategic Objective:

To ensure a profit is returned on commercial ventures of an entrepreneurial nature.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|---|---|--|
| PE70 Rent the office and Court Room sections of the Courthouse building at prevailing commercial rates and continue to rent the café portion of the VIC at prevailing commercial rates. | <ul style="list-style-type: none"> Courthouse building rooms leased to appropriate organisations servicing the Community. Café portion of the VIC leased at commercial rates adjusted for CSO activities, cleaning toilets. | <ul style="list-style-type: none"> Courthouse building rooms leased to appropriate organisations servicing the Community. Café portion of the VIC leased at commercial rates adjusted for CSO activities, cleaning toilets. | <p>102. Courthouse rooms rented at commercial rates.</p> <p>103. VIC café rental charged and paid up to date.</p> <p>104. Income exceeds expenditure including depreciation.</p> |

Economic Affairs Services (Other Business) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$14,164 (2011/2012 - \$18,691) recurrent expenditure and an allocation of \$3,336 (2011/2012 - \$6,377) recurrent expenditure for the Rural Transaction Centre in Bundarra a total of \$17,500 (2011/2012 - \$25,068) and \$Nil (2011/2012 - \$Nil) capital expenditure.

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA11. Economic Affairs (Sub-Activity - PA11.6 Television re-transmission Tower)

Strategic Objective:

To provide a facility for television broadcasters to utilise to transmit television to the area around the township of Uralla that previously paid the special rate.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|---|--|
| PE71 To have digital television available within and near Uralla. | <ul style="list-style-type: none"> By providing a TV retransmission facility in Uralla, which will be converted to digital in late 2012 as per letter from the Minister for Broadband, Communications and the Digital Economy, Senator the Hon Stephen Conroy, dated 30 March 2010. By placing articles in the Council Newsletter about Senator Stephen Conroy's letter of 30 March 2010 and the timing of upgrading of the Uralla self help facility by the broadcasters. | <ul style="list-style-type: none"> By providing a TV retransmission facility in Uralla, which will be converted to digital in late 2012 as per letter from the Minister for Broadband, Communications and the Digital Economy, Senator the Hon Stephen Conroy, dated 30 March 2010. By placing articles in the Council Newsletter as information on the conversion from analogue to digital become available. | <p>105. Negotiations held with broadcasters' representatives to have the facility operating with a digital signal by December 2012.</p> <p>106. Facility effectively operates as digital broadcaster, with minimal cost – electricity and depreciation of existing equipment – to Council.</p> |

The TV Transmission facility is funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$15,433 (2011/2012 - \$19,637) for recurrent expenditures and \$Nil capital expenditure (2011/2012 - \$Nil).

Principal Activity: PA5. Housing and Community Amenities (Sub-Activity - PA5.1 Urban and Rural Planning and Development Assessment)

Strategic Objective:

To manage and control development and service provision within the Shire to ensure that it is balanced and environmentally sensitive, that the overall aesthetic value of the Shire is maintained and that services are provided to match the needs of the Shire's residents.

To ensure that Council consciously adopts a fully sustainable development focus.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|---|---|--|
| PL01 To have a Community satisfied with land use control. | <ul style="list-style-type: none"> Consulting with the public on proposed amendments to planning instruments and major developments. | <ul style="list-style-type: none"> Continuing to work with the public on development proposals and major developments using the new LEP, DCP and other planning instruments. | 107. Records of the number and type of objections received from Shire residents to decisions of Council reported to DDAU and Council for action. |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA5. Housing and Community Amenities (Sub-Activity - PA5.1 Urban and Rural Planning and Development Assessment) (Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|---|---|---|
| <p>PL02 To ensure that Development Applications and land use enquiries are dealt with as expeditiously as possible.</p> | <ul style="list-style-type: none"> • Utilising trained staff and having the Council's Development Determination Advisory Unit meet as required to deal with applications in an efficient manner. • Actively encouraging the utilisation of Complying Development. • By delegations of authority to planning staff, where appropriate. • By reviewing Council's policies involving local approval processes. | <ul style="list-style-type: none"> • Utilising trained staff and having the Council's Development Determination Advisory Unit meet as required to deal with applications in an efficient manner. • Actively encouraging the utilisation of Complying Development. • By delegations of authority to planning staff, where appropriate. • By reviewing Council's policies involving local approval processes. | <p>108. To meet the process times for Development Applications requiring staff action (non Complying Developments) with a net mean of less than 25 days.</p> <p>109. Department of Planning performance monitoring report completed with target date.</p> <p>110. Department of Planning performance monitoring statistics reported to Council.</p> <p>111. Use of Delegation of Authority reported to management and Council monthly.</p> <p>112. Council kept apprised of changes in legislation by reports to Council.</p> <p>113. Process updated and policies amended as applicable.</p> |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA5. Housing and Community Amenities (Sub-Activity - PA5.1 Urban and Rural Planning and Development Assessment) (Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|---|--|---|
| PL03 Having a new LEP (Local Environmental Plan) that is a similar, but separate document to adjoining New England Councils, to remove as much conflicting rules as possible. | <ul style="list-style-type: none"> By having in place a policy to set procedures for planning proposals to amend the LEP. Putting in place the procedures to enable the 2016 review of the LEP carried out within normal activity of the section. | <ul style="list-style-type: none"> By reviewing the new LEPs and continue to work towards an update in co-operation with neighbouring council planning staff. By having in place a policy to set procedures for planning proposals to amend the LEP. | 114. Keeping procedures current with relevant legislation to enable Council to consider all planning proposals in Planning Applications involving changes to the LEP referred to Council as changes are advised by the Department of Planning |

The Housing and Community Amenities (Urban and Rural Planning and Development Assessment) is funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation for Town Planning of \$326,068 (2011/2012 - \$216,798) and Building Control of \$80,488 (2011/2012 - \$84,630) recurrent expenditure and \$NIL (2011/2012 - \$ NIL) capital expenditure. (note: there are \$90,000 in grants - \$55,000 more than the previous year to offset some of the increased expenditure)

Principal Activity: PA5. Housing and Community Amenities (Sub-Activity - PA5.2 Garbage Collection and Disposal Services)

Strategic Objective:

To provide an efficient, cost-effective and environmentally responsible waste collection, recycling and/or disposal service, for all ratepayers of the Uralla Shire.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|--|---|--|
| PL06 To have a co-ordinated and planned approach for the constant improvement of resource recovery throughout the shire. | <ul style="list-style-type: none"> By preparing, adopting and actioning a Waste and Recycling Management Plan 2011/2015, keeping the plan under constant review and updating that plan prior to 2016. | <ul style="list-style-type: none"> By preparing, adopting and actioning a Waste and Recycling Management Plan 2011/2015. | 115. Waste and Recycling Management Plan 2011/2015 adopted and actioned. |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA5. Housing and Community Amenities (Sub-Activity - PA5.2 Garbage Collection and Disposal Services) (Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|--|---|
| <p>PL07 To change Community attitudes from waste disposal to resource recovery, with recycling levels at State Best percentages.</p> <p>PL08 To ensure an efficient and effective kerbside waste collection service in Uralla, Bundarra, Invergowrie and adjacent rural service areas together with a contract operation for Walcha.</p> <p>PL09 To ensure an efficient and effective weekly recycling service in Uralla, Bundarra, Invergowrie and adjacent rural service areas.</p> <p>PL10 Operate the Uralla Recycling/ Landfill site as a separate viable operation.</p> | <ul style="list-style-type: none"> • Continuing education by the Council's Environmental Project Officers, utilising Community Engagement and by continual reinforcement through Council Newsletter and other media. • Focussed education of the benefits of recycling to target groups; children, clubs, interest groups and areas with poor recycling habits. • By Council's automated collection trucks collection from 140 litre bins. • By Council's automated collection truck as co-mingled material in 240 litre bins and a material recovery facility (MRF) at the landfill. • By utilising Council day labour and continually improving the landfill facility as a 7 day a week operation, except for significant public holidays. • By creating and operating an opportunity shop for locals to purchase re-usable items. | <ul style="list-style-type: none"> • Continuing education by the Council's Environmental Project Officers, utilising Community Engagement and by continual reinforcement through Council Newsletter and other media. • Focussed education of the benefits of recycling to target groups; children, clubs, interest groups and areas with poor recycling habits. • By Council's automated collection trucks collection from 140 litre bins. • By Council's automated collection truck as co-mingled material in 240 litre bins and a material recovery facility (MRF) at the landfill. • By utilising Council day labour and continually improving the landfill facility as a 7 day a week operation, except for significant public holidays. • By creating and operating an opportunity shop for locals to purchase re-usable items. | <p>116. Percentage of Recycling to Waste disposal better than State Average.</p> <p>117. Calculation of weight per head per annum within target of the Waste Management Plan: Recycled material - 400kgs Domestic waste – 300 kgs. (2008/2009 figures were 340 and 395 Kgs respectively)</p> <p>118. Number of complaints concerning missed collections less than 12 per quarter.</p> <p>119. Landfill site is a clean and tidy operation and operates within budget.</p> |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA5. Housing and Community Amenities (Sub-Activity - PA5.2 Garbage Collection and Disposal Services) (Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|---|---|--|
| PL11 Comply with DECCW Licence Conditions at Uralla Landfill. | <ul style="list-style-type: none"> By monitoring of operations at landfill sites and manning the Uralla and Bundarra landfill sites. | <ul style="list-style-type: none"> By monitoring of operations at landfill sites and manning the Uralla and Bundarra landfill sites. | 120. Non compliance limited to 4 per year. |

The Housing and Community Amenities (Garbage Collection and Disposal) is funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$396,941 for collections and \$516,412 for landfill operations (2011/2012 - \$418,170 for collections and \$473,414 for landfill operations) recurrent expenditure and \$60,000 (2011/2012 - \$149,624) capital expenditure.

Principal Activity: PA5. Housing and Community Amenities (Sub-Activity - PA5.3 Street Cleaning)

Strategic Objective:

To sweep and rinse gutters and empty street garbage bins to provide a clean and pleasant streetscape in Uralla and Bundarra towns.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|--|--|---|
| PL11 To present a clean and cared for look to the Main Streets of Uralla and Bundarra. | <ul style="list-style-type: none"> In Uralla, <ol style="list-style-type: none"> to sweep gutters on Monday, Wednesday and Friday. empty bins daily in the CBD that is: Bridge Street, from the Coachwood and Cedar Hotel to the Tourist Information Centre, and in Hill Street from the Post Office to Bridge Street. provide 25 hours per week of cleaning of the CBD, footpath, blisters and gutters. In Bundarra, to empty street bins on Mondays. | <ul style="list-style-type: none"> In Uralla, <ol style="list-style-type: none"> to sweep gutters on Monday, Wednesday and Friday. empty bins daily in the CBD that is: Bridge Street, from the Coachwood and Cedar Hotel to the Tourist Information Centre, and in Hill Street from the Post Office to Bridge Street. provide 25 hours per week of cleaning of the CBD, footpath, blisters and gutters. In Bundarra, to empty street bins on Mondays. | 121. No more than 3 complaints per quarter about dirty gutters. 122. No more than 3 complaints per quarter about overflowing or smelly bins. 123. No missed collection days. 124. no more than 1 complaint per quarter about dirty footpaths or untidy blisters. 125. No missed collection days. 126. No more than 1 complaint per quarter about overflowing or smelly bins in Bundarra. |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA5. Housing and Community Amenities (Sub-Activity - PA5.3 Street Cleaning) (Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|---|---|-------------------------------------|
| PL12 To have the public area at the Invergowrie Rural Fire Shed (Penelope's Park) maintained in a presentable manner. | <ul style="list-style-type: none"> In Invergowrie, to slash public areas around Fire Shed at least twice a year. | <ul style="list-style-type: none"> Other areas, to slash public areas at least twice a year. | 127. Cleared at least twice a year. |

The Housing and Community Amenities (Street Cleaning) is funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5 - page 16) with an allocation of \$31,478 (2011/2012 - \$48,480) recurrent expenditure and \$Nil (2011/2012 - \$Nil) capital expenditure.

Principal Activity: PA5. Housing and Community Amenities (Sub-Activity – PA5.4 Urban Stormwater Drainage)

Strategic Objective:

To plan, design, construct and manage new and additional stormwater drainage systems and catchment areas, to collect, transport and discharge stormwater runoff effectively, efficiently and economically to reduce flooding, soil erosion, pollution and improve water quality.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|---|---|---|
| PL13 To have an effective system for the collection and dispersal of stormwater arising from rain events that meet the 1 in 100 year measure; | <ul style="list-style-type: none"> Continue current level of routine maintenance of existing storm water drainage system (5.6km). Maintain the retention basins. By encouraging the use in urban as well as rural areas of rain water tanks. | <ul style="list-style-type: none"> Continue current level of routine maintenance of existing storm water drainage system (5.6km). Maintain the retention basins. By encouraging the use in urban as well as rural areas of rain water tanks. | 128. No more than 1 complaint per quarter about drainage problems. 129. Cost of maintenance per km of existing stormwater pipe at \$1,000 per km per annum. 130. Retention basins clean, maintenance completed within budget. |
| PL14 Improved quality of water flow down stream at the Uralla boundary with the clean up of environmental weeds along the surrounding Uralla Creek. | <ul style="list-style-type: none"> By the removal of environmental weeds and replanting with appropriate vegetation in defined areas. Monitor the effectiveness of gross pollution traps | <ul style="list-style-type: none"> By the removal of environmental weeds and replanting with appropriate vegetation in defined areas. Monitor the effectiveness of gross pollution traps | 131. Removal of environmental weeds and replanting with appropriate vegetation in defined area reported to Council annually. 132. Report to Council on the annual volume of gross pollutants recovered from traps |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA5. Housing and Community Amenities (Sub-Activity – PA5.4 Urban Stormwater Drainage) (Continued)

The Housing and Community Amenities (Urban Stormwater Drainage) is funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$16,424 (2011/2012 - \$40,259) recurrent expenditure and \$17,659 (2011/2012 - \$ Nil) capital expenditure.

Principal Activity: PA5. Housing and Community Amenities (Sub-Activity - PA5.5 Public Cemeteries)

Strategic Objective:

To provide cemetery facilities for the public, which are attractive, efficient, cost-effective and are sympathetically maintained whilst preserving the history of our area.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|--|--|
| PL15 To have Community interest and involvement in the operation and care of our cemeteries. | <ul style="list-style-type: none"> • By having an Advisory Cemetery Committee with interest persons and having open communication to the Committee members by the public. | <ul style="list-style-type: none"> • By having an Advisory Cemetery Committee with interest persons and having open communication to the Committee members by the public. | 133. Committee formed and operating with input from the Community. |
| PL16 To have an accurate perpetual record of details of all interment. | <ul style="list-style-type: none"> • Record all details on a permanent register that is freely available to interested parties. • By having a computer monitor available in the reception area for access to cemetery records. | <ul style="list-style-type: none"> • Record all details on a permanent register that is freely available to interested parties. • By having a computer monitor available in the reception area for access to cemetery records. | 134. No more than 3 enquiries per quarter that were not satisfied because of inadequate records, for records of interments after 1968. |
| PL16 To ensure that all cemeteries are adequately and attractively maintained. | <ul style="list-style-type: none"> • By ensuring that regular inspections are carried out on all cemeteries and by undertaking repairs to any damage (especially fencing). | <ul style="list-style-type: none"> • By ensuring that regular inspections are carried out on all cemeteries and by undertaking repairs to any damage (especially fencing). | 135. Number of complaints received in respect of maintenance of cemeteries and cemetery facilities limited to 4 per year. |
| PL17 To aim that eventually all cemetery facilities and services are provided at no net direct cost to Council. | <ul style="list-style-type: none"> • By setting fees and charges to recover no less than 50% operating costs, providing a Community Service Obligation (CSO) of 50%. | <ul style="list-style-type: none"> • By setting fees and charges to recover no less than 60% operating costs, providing a Community Service Obligation (CSO) of 40%. | 136. Fees and charges received are at 60% or more of operating costs. |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA5. Housing and Community Amenities (Sub-Activity - PA5.5 Public Cemeteries) (Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|--|---|
| PL17 To aim that eventually all cemetery facilities and services are provided at no net direct cost to Council. | <ul style="list-style-type: none"> By extending the Niche Garden in the Garden Cemetery to provide for cremation ashes. | <ul style="list-style-type: none"> By extending the Niche Garden in the Garden Cemetery to provide for cremation ashes. | 137. Niche Garden utilised. |
| PL18 Improve historical cemetery | <ul style="list-style-type: none"> By seeking heritage funding for the planned restoration of the old cemetery in Uralla recommended by the Cemetery Committee and approved by Council. | <ul style="list-style-type: none"> By seeking heritage funding for the planned restoration of the old cemetery in Uralla recommended by the Cemetery Committee and approved by Council. | 138. Heritage funding application lodged 139. Requested facilities, approved by Council, provided. |

The Housing and Community Amenities (Public Cemeteries) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$20,334 (2011/2012 - \$21,179) recurrent expenditure and \$8,000 (2011/2012 - \$21,000) capital expenditure.

Principal Activity: PA5. Housing and Community Amenities (Sub-Activity - PA5.6 Environmental Management)

Strategic Objective:

To implement programs aimed at protecting and enhancing the environment of the Shire to ensure the health and well being of its residents.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|---|---|---|
| PL19 Review and update the State of Environment Report annually and use it to identify specific environmental programs. | <ul style="list-style-type: none"> Preparation of a Southern New England State of the Environment Report, that is relevant and able to form the basis of future planning, contracted through Armidale Dumaresq Council. | <ul style="list-style-type: none"> Preparation of a Uralla Shire Council State of the Environment Report, that is relevant and able to form the basis of future planning. | 140. The State of the Environment Report completed and adopted by Council on or before the November Council meeting. |
| PL20 Uralla Shire Council to continue to be a Lighthouse model of local mitigation and adaptability to Climate Change | <ul style="list-style-type: none"> Utilising the Uralla Climate Change Consensus Forum (now U3CF) Project outcomes and recommendations adopted by Council resolution (438/08); including the checklist listed in E6; to be considered at each Environmental Committee meeting. | <ul style="list-style-type: none"> Utilising the Uralla Climate Change Consensus Forum (now U3CF) Project outcomes and recommendations adopted by Council resolution (438/08); including the checklist listed in E6; to be considered at each Environmental Committee meeting. | 141. Programs identified in the SOE report incorporated into the next budget. 142. Every Environmental Committee Agenda includes the watching brief. 143. U3CF Group provides Council with annual report on their assessment of council's completion of their recommendations in the checklist. |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA5. Housing and Community Amenities (Sub-Activity - PA5.6 Environmental Management) (Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|---|---|--|
| <p>PL20 Uralla Shire Council to continue to be a Lighthouse model of local mitigation and adaptability to Climate Change</p> | <ul style="list-style-type: none"> • By continuing to show leadership in the installation of solar panels on Council buildings (E8). • By lobbying state governments to improve and expand the passenger rail system (T19). • By continuing to change the car fleet to smaller, green and fuel efficient vehicles (T20). • By education programs on sustainability, recycling and climate change adaptability and a communication strategy that reaches as many people as possible (ED31 and ED33). | <ul style="list-style-type: none"> • By continuing to show leadership in the installation of solar panels on Council buildings (E8). • By lobbying state governments to improve and expand the passenger rail system (T19). • By continuing to change the car fleet to smaller, green and fuel efficient vehicles (T20). • By education programs on sustainability, recycling and climate change adaptability and a communication strategy that reaches as many people as possible (ED31 and ED33). | |
| <p>PL21 Increased local production and marketing reducing the need for goods transportation, lessening the carbon footprint (T23).</p> | <ul style="list-style-type: none"> • By promoting industries within the Shire that improves soil carbon sequestration and supports produce for local use. | <ul style="list-style-type: none"> • By promoting industries within the Shire that improves soil carbon sequestration and supports produce for local use. | <p>144. A growing rural industry generally and production of local products particularly.</p> |
| <p>PL22 Extend Council's Environmental Projects to improve the Gwydir River catchment within the Shire.</p> | <ul style="list-style-type: none"> • By using the Uralla Sub-Catchment Management Plan for identified sites and recommended remedial actions. | <ul style="list-style-type: none"> • By using the Uralla Sub-Catchment Management Plan for identified sites and recommended remedial actions. | <p>145. Grants applications supported by the Sub-Catchment Management Plan successful, projects developed and Council's approval obtained.</p> |
| <p>PL23 To have environmentally sensitive goldmining sensitive to the unique hydrology of the Region.</p> | <ul style="list-style-type: none"> • By active discussion with mining company executives of the unique hydrology of the region and lobbying of the State Government. | <ul style="list-style-type: none"> • By active discussion with mining company executives of the unique hydrology of the region and lobbying of the State Government. | <p>146. Mining, if approved, is environmentally responsible and closely monitored.</p> |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA5. Housing and Community Amenities (Sub-Activity - PA5.6 Environmental Management) (Continued)

The Housing and Community Amenities (Environmental Management) is funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with \$386,027 (2011/2012 - \$129,568) recurrent expenditure and \$Nil (2011/2012 - \$Nil) capital expenditure. (Note: portion of the additional budgeted expenditure covered by budgeted grants of \$139,630.

Principal Activity: PA5. Housing and Community Amenities (Sub-Activity – PA5.7 Heritage)

Strategic Objective:

To promote the retention, restoration and sympathetic renovation of Uralla Shire built heritage and maintain, restore and renovate the natural heritage of the Uralla Shire Council area.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|---|--|
| <p>PL24 To provide the Community with access to appropriate Heritage advice and guidance and support heritage projects.</p> <p>PL25 To promote the retention, restoration and sympathetic renovation of Uralla Shire heritage buildings</p> | <ul style="list-style-type: none"> • Continue to engage a Heritage Advisor. • By setting up a Heritage Fund for funding of projects with matching grants from the NSW Heritage Office. • Council to implement the recommendations of the Heritage Strategy. • Support the Armidale and Uralla Heritage and Design awards | <ul style="list-style-type: none"> • Continue to engage a Heritage Advisor. • By setting up a Heritage Fund for funding of projects with matching grants from the NSW Heritage Office. • Prepare a three year Heritage Strategy. | <p>147. Council and staff refer items to Heritage advisor.</p> <p>148. Heritage Fund established and funds distributed.</p> <p>149. Heritage Strategy 2012/2013 to 2014/2015 adopted by Council in May 2012 end of calendar year 2011.</p> |

The Housing and Community Amenities (Heritage) is funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$12,643 (2011/2012 - \$103,340) recurrent expenditure and \$NIL (2011/2012 - \$ NIL) capital expenditure.

**URALLA SHIRE COUNCIL
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Principal Activity: PA5. Housing and Community Amenities (Sub-Activity – PA5.8 Other Conveniences)

Strategic Objective:

To provide community amenities for the general convenience of residents of and visitors to the Shire.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|---|---|--|
| <p>PL26 To have a network of public toilets that cover the Shire so the there is no more than 40 kms between public toilets in the rural area.</p> | <ul style="list-style-type: none"> • By having public toilets at Uralla (8), (Bundarra (2), Invergowrie, Balala, Kingstown and Kentucky. • By having the public toilets, including details of disabled access toilets, listed on the National Public Toilet Map http://www.toiletmap.gov.au/ | <ul style="list-style-type: none"> • By having public toilets at Uralla (8), (Bundarra (2), Invergowrie, Balala, Kingstown and Kentucky. • By having the public toilets, including details of disabled access toilets, listed on the National Public Toilet Map http://www.toiletmap.gov.au/ | <p>150. Public Toilet network maintained.</p> <p>151. National Public Toilet Map maintained and up to date.</p> |
| <p>PL27 To have clean, maintained and serviced public toilets to a high standard.</p> | <ul style="list-style-type: none"> • Using Council day labour to clean and maintain facilities with at least one service weekday and once on weekends. • Random inspection of public toilets by Council's Senior Staff. | <ul style="list-style-type: none"> • Using Council day labour to clean and maintain facilities with at least one service weekday and once on weekends. • Random inspection of public toilets by Council's Senior Staff. | <p>152. No more than 3 complaints per quarter regarding unsatisfactory toilet conditions.</p> <p>153. Inspections find public toilets to be well maintained.</p> |
| <p>PL28 To provide a community asset in the form of a taxi shelter and street store facilities in Uralla.</p> | <ul style="list-style-type: none"> • By Council providing funding for the renting of the street store from a donation by Governance. | <ul style="list-style-type: none"> • By Council providing funding for the renting of the street store from a donation by Governance. | <p>154. Street stall used at least 12 weeks and weekends per quarter.</p> |

The Housing and Community Amenities (Other Conveniences) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$52,465 for Public Amenities and \$2,518 (plus \$6,320 of Street Store cost) for Urban Facilities (2011/2012 - \$53,371 and \$3,282 plus \$6,900 respectively) recurrent expenditure and \$Nil (2011/2012- \$13,798) capital expenditure.

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA8. Recreation and Culture (Sub-Activity - PA8.1 Public Libraries)

Strategic Objective:

To provide a library service to assist and support the community's cultural, educational and recreational needs.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|--|--|--|
| <p>PL29 To operate the Library as a branch library of a regional library system.</p> <p>PL30 To maintain the number of member borrowers at 1,500 or more (1,410 at Uralla and 90 at Bundarra) and the annual number of books borrowed at 28,000.</p> <p>PL31 To increase the ratio of books borrowed to number of books in stock to 3.5:1 and to member borrowers to 19:1.</p> | <ul style="list-style-type: none"> • Continue with the opening hours of 30h/week over a seven day week. • Utilise the contract with the Central Northern Regional Library (CNRL) managed by Tamworth Regional Council (the current five year contract is until 30 June 2014) to provide back office services at the most economical rate. • By negotiating the extension of the current contract when it expires on 30 June 2014. • By increasing the type and number of books and available Public Access Computers from 6 to 9. • Publicise access for member borrowers to use Armidale and Inverell Libraries. • By targeting youth as readers and users of IT equipment. • Librarian to use CNRL to increase stock replacement rate, weed out unpopular material, and increase the number of popular categories of stock. | <ul style="list-style-type: none"> • Continue with the opening hours of 30h/week over a seven day week. • Utilise the contract with the Central Northern Regional Library (CNRL) managed by Tamworth Regional Council (the current five year contract is until 30 June 2014) to provide back office services at the most economical rate. • By negotiating the extension of the current contract when it expires on 30 June 2014. • By increasing the type and number of books and available Public Access Computers from 6 to 9. • Publicise access for member borrowers to use Armidale and Inverell Libraries. • By targeting youth as readers and users of IT equipment. • Librarian to use CNRL to increase stock replacement rate, weed out unpopular material, and increase the number of popular categories of stock. | <p>155. Library operating 30 hours per week.</p> <p>156. Satisfaction surveys conducted annually with positive results.</p> <p>157. New agreement with Tamworth Regional Council formalised before 30 June 2014.</p> <p>158. The number of member borrowers is at or above 1,500.</p> <p>159. The number of books borrowed by:</p> <ul style="list-style-type: none"> * First quarter 5,000 * Second quarter 15,000 * Third quarter 22,000 * Fourth quarter 28,000 <p>The number of hours of Public Access Computers:</p> <ul style="list-style-type: none"> * 300 hours per month. <p>160. Annual Ratio of 3.5:1 for issues to stock and 19:1 for issues to members.</p> |

The Recreation and Culture Services (Public Libraries) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$247,620 (2011/2012 - \$264,835) recurrent expenditure and \$20,369 (2011/2012 - \$17,851) capital expenditure.

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA8. Recreation and Culture (Sub-Activity - PA8.2 Public Halls)

Strategic Objective:

To maintain the School of Arts Hall at Bundarra and the Uralla Memorial Hall as the centres of focus for the local community so that provision is made for recreational, educational, cultural and sporting activities.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|--|--|---|
| <p>PL32 To ensure that the halls (Council and Community owned) are used regularly for all manner of functions and events, well maintained and available for public use at minimal net cost to the Community.</p> | <ul style="list-style-type: none"> • By delegation to a Management Committee for Bundarra. • By lease of Uralla Hall to Uralla Neighbourhood Centre. • Inspections annually of both buildings by MBHS for major renovation requirements. • Advertising the availability of the halls for hire and use at every possible occasion. • Halls to be provided at a CSO contribution of 50% including depreciation. | <ul style="list-style-type: none"> • By delegation to a Management Committee for Bundarra. • By lease of Uralla Hall to Uralla Neighbourhood Centre. • Inspections annually of both buildings by MBHS for major renovation requirements. • Advertising the availability of the halls for hire and use at every possible occasion. • Halls to be provided at a CSO contribution of 50% including depreciation. | <p>161. The halls are used for activities on at least 150 days per annum for the Uralla Hall and 50 days per year for the Bundarra School of Arts Hall.</p> <p>162. Report to management on the condition of the halls each quarter.</p> <p>163. Income to be 75% of operating cost without depreciation.</p> <p>164. Increased use of the facilities with new users.</p> |

The Recreation and Culture Services (Public Halls) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$87 149 (2011/2012 - \$17,258) recurrent expenditure and \$Nil (2011/2012 - \$ Nil) capital expenditure.

Principal Activity: PA8. Recreation and Culture (Sub-Activity - PA8.3 Swimming Pool)

Strategic Objective:

To provide economical recreational and sporting water facilities for present and future residents of the Shire

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|--|--|--|
| <p>PL34 To provide a safe and welcoming swimming facility that has an adequate number of appropriately trained staff to ensure a safe environment.</p> | <ul style="list-style-type: none"> • Manage the pool by Council day labour and to be open for 7 days per week during the pool season. | <ul style="list-style-type: none"> • Manage the pool by Council day labour and to be open for 7 days per week during the pool season. | <p>165. Pool appropriately staffed for 7-day weeks during the pool season.</p> |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA8. Recreation and Culture (Sub-Activity - PA8.3 Swimming Pool) (Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|--|---|---|
| <p>PL35 To aim that attendance at the Uralla Pool be 10,000 people in a good year and no less than 8,500 in a poor season.</p> <p>PL36 The provide access to the Swimming Pool at the most economical cost while reducing as much as possible the cost to the Community generally through its rates.</p> <p>PL35 Ensure that at all times the water quality complies with the National Health and Medical Research Council Guidelines.</p> <p>PL37 Continue to upgrade and improve the facility and operation of the Uralla Swimming Pool Complex.</p> | <ul style="list-style-type: none"> • Pool to operate 7-day weeks for a pool season of between 21 and 24 weeks, depending upon the weather. • Sale of books of multiples of 10 tickets at discounts per Revenue Policy. • The Community acknowledges that each pool user is subsidised at on average approximately \$9.00 per attendance, however to increase pool entry fees to the maximum level is more than the market will bear without discouraging attendance • Water tests to be carried out regularly and appropriate action taken to correct anomalies with chlorine levels and pH to be checked at least three times daily, bacteriological tests to be taken at least weekly and full chemical analysis every six weeks. • Council to consider improvement recommendations from the pool users/Swimming Club and using any opportunistic grants obtained by Council staff. | <ul style="list-style-type: none"> • Pool to operate 7-day weeks for a pool season of between 20 and 24 weeks, depending upon the weather. • Sale of books of multiples of 10 tickets at discounts per Revenue Policy. • The Community acknowledges that each pool user is subsidised at on average approximately \$9.00 per attendance, however to increase pool entry fees to the maximum level is more than the market will bear without discouraging attendance • Water tests to be carried out regularly and appropriate action taken to correct anomalies with chlorine levels and pH to be checked at least three times daily, bacteriological tests to be taken at least weekly and full chemical analysis every six weeks. | <p>166. Annual pool attendance to be no less than 10,000 when average temperature at 3.00 pm is more than 23°C (no less than 8,500 when the average is below 23°C).</p> <p>167. Report to Manex regularly, during the season, on attendance of ticket holders, early morning swimmers and gate payers.</p> <p>168. Report to Council, annually in May, on the attendance and the cost per head of use of the CSO of 75% for the operation of the swimming pool.</p> <p>169. Water testing shows that the proper treatment of water is being maintained.</p> |

The Recreation and Culture Services (Swimming Facilities) are funded in the Draft Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$112,157 (2011/2012 - \$122,222) recurrent expenditure and \$Nil (2011/2012 - \$Nil) capital expenditure.

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA8. Recreation and Culture (Sub- Activity - PA8.4 Sporting Grounds and Facilities)

Strategic Objective:

To provide suitable active sporting facilities for the present and future residents of Uralla and the Shire.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|--|--|
| PL38 To maintain the existing grounds, fields and facilities to the community's satisfaction. | <ul style="list-style-type: none"> Maintaining the active sporting grounds by Council day labour. | <ul style="list-style-type: none"> Maintaining the active sporting grounds by Council day labour. | 170. No more than 2 complaints per quarter received about unsatisfactory conditions. |
| PL39 Improve the amenities at Council's ovals and active recreation areas. | <ul style="list-style-type: none"> By applying for Sport and Recreation grants and matching funds from Council. | <ul style="list-style-type: none"> By applying for Sport and Recreation grants and matching funds from Council. | 171. Grants obtained. |

The Recreation and Culture Services (Sporting Grounds and Facilities) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$16,859 (2011/2012 - \$26,133) recurrent expenditure and \$Nil (2011/2012 - \$ Nil) capital expenditure.

Principal Activity: PA8. Recreation and Culture (Sub-Activity - PA8.5 Parks, Gardens and Reserves)

Strategic Objective:

To maintain and improve parks, gardens and reserves and, over time, upgrade facilities for the benefit of all present and future users.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|---|--|--|
| PL40 To maintain the existing parks, gardens and reserves to the community's satisfaction. | <ul style="list-style-type: none"> Maintaining the passive recreation grounds by Council day labour and Landcare groups. | <ul style="list-style-type: none"> Maintaining the passive recreation grounds by Council day labour and Landcare groups. | 172. No more than 2 complaints per quarter received about unsatisfactory conditions. |
| PL41 To continue to improve the amenities at Council's passive parks and gardens on a regular basis. | <ul style="list-style-type: none"> By increasing Council's budget allocations to maintain the works and improvements in parks and creeklands | <ul style="list-style-type: none"> By increased budget allocations to maintain the works and improvements in parks, walkways and creeklands | 173. New Areas maintained to the same level as previously existing areas. |

The Recreation and Culture Services (Parks, Gardens and Reserves) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation for Uralla Parks of \$245,938 recurrent expenditure and \$22,750 capital expenditure and an allocation for Bundarra Parks of \$15,081 and \$5,000 capital expenditure for a total of \$260,037 recurrent expenditure and \$27,750 capital expenditure. In 2011/2012 the parks were not separate with \$160,810 recurrent expenditure and \$29,500 capital expenditure.

**URALLA SHIRE COUNCIL
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Principal Activity: PA8. Recreation and Culture (Sub-Activity - PA8.6 Other Recreation and Culture)

Strategic Objective:

To continue to develop cultural and historical activities to the benefit of the Shire's residents and to make the Uralla Shire welcoming to visitors.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|---|---|---|
| <p>PL42 Encourage the continued work of the Uralla Arts Council in promoting cultural activities and concentrate on local activities.</p> | <ul style="list-style-type: none"> ▪ By Council, in collaboration with Uralla Arts Council, developing a multifaceted and comprehensive cultural plan. ▪ Funding the employment of the Regional Arts Development Officer (RADO). ▪ By active participation of Council representation on Uralla Arts Council. | <ul style="list-style-type: none"> ▪ By Council, in collaboration with Uralla Arts Council, developing a multifaceted and comprehensive cultural plan. ▪ Funding the employment of the Regional Arts Development Officer (RADO). | <p>174. Development of a Cultural Plan commenced.</p> <p>175. Contribution to Arts North West, supported by the Uralla Arts Council and paid.</p> |
| <p>PL43 Encourage the continued operation of the Uralla Historical Society.</p> | <ul style="list-style-type: none"> ▪ Continue to make the Thunderbolt Paintings available to the Society for display in McCrossin's Mill. | <ul style="list-style-type: none"> ▪ Continue to make the Thunderbolt Paintings available to the Society for display in McCrossin's Mill. | <p>176. Annual income from the display of the paintings received.</p> |
| <p>PL44 To provide financial support to Thunderbolt Country Fair and other events.</p> | <ul style="list-style-type: none"> ▪ Financial contribution to Uralla Events Committee (Council's Section 355 Committee). | <ul style="list-style-type: none"> ▪ Financial contribution to Uralla Events Committee (Council's Section 355 Committee). | <p>177. Payment made to support the Thunderbolt Festival.</p> |
| <p>PL45 To present artistic statements of the Uralla Shire Community to residents and visitors alike.</p> | <ul style="list-style-type: none"> ▪ The construction of major artistic entry statements to entries in Uralla as well as locality statements for Bundarra, Invergowrie, Kingstown and Kentucky. ▪ By the continued collaboration with Uralla Arts Council in the development of The Glen as a sculpture park. | <ul style="list-style-type: none"> ▪ The construction of major artistic an entry or locality statement as determined by Council from a competition. ▪ By the continued collaboration with Uralla Arts Council in the development of The Glen as a sculpture park. | <p>178. Council provides an amount towards the phased construction and erection of an artistic entry and location statements.</p> |
| <p>PL46 To express a welcome to visiting groups who regularly visit the Uralla Shire Community.</p> | <ul style="list-style-type: none"> ▪ By erecting a "Uralla Welcomes the Turkey Run on the last weekend of October" sign of the town limits - | <ul style="list-style-type: none"> ▪ By erecting a "Uralla Welcomes the Turkey Run on the last weekend of October" sign of the town limits - | <p>179. Signs designed, purchased and erected</p> |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA8. Recreation and Culture (Sub-Activity - PA8.6 Other Recreation and Culture) (Continued)

The Recreation and Culture Services (Other Recreation and Culture) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$9,025 (2011/2012 - \$4,906) recurrent expenditure and \$50,000 (2011/2012 - \$37,500) capital expenditure. (Note: \$13,121 for Thunderbolt Festival included in Events Funding within the Economic, Social and Community Development budget allocation of \$31,228 on page 21).

Principal Activity: PA9. Mining, Manufacturing and Construction (Sub-Activity - PA9.1 Quarries and Pits)

Strategic Objective:

To access road making material principally from suppliers and to manage, operate and control its own gravel pits and quarries, in an economical and environmentally appropriate manner.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|---|--|--|
| IN01 To operate and access material from pits and quarries to support the Council's Works Program. | <ul style="list-style-type: none"> • Council predominantly utilises material purchased from suppliers or won from privately owned pits within the Shire for royalties. • Council extracts material from a number of small pits and two large pits utilising Council day labour and plant. For these pits a rehabilitation fund is established based upon extraction totals. | <ul style="list-style-type: none"> • Council predominantly utilises material purchased from suppliers or won from privately owned pits within the Shire for royalties. • Council extracts material from a number of small pits and two large pits utilising Council day labour and plant. For these pits a rehabilitation fund, including for sealed roads repairs, is established based upon extraction totals. | 180. Report to management annually on total volume of material won from the pits by Council and repairs carried out to the access and roads adjacent to the entrances. |
| IN02 Ensure that use of sand and gravel won from gravel pits in the Shire is used for the benefit of Uralla Shire residents or, if used outside the Shire, road usage costs are charged. | <ul style="list-style-type: none"> • Section 94 contributions are claimed for the use of Council roads by pit operators for material from gravel and road material pits within the Shire transported on Council roads to destinations outside the Shire. | <ul style="list-style-type: none"> • Section 94 contributions are claimed for the use of Council roads by pit operators for material from gravel and road material pits within the Shire transported on Council roads to destinations outside the Shire. | 181. Income and expenditure from Section 94 charges reconciled quarterly. |

The Mining, Manufacturing and Construction Services are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$10,680 (2011/2012 - \$7,748) recurrent expenditure and \$Nil (2011/2012 - \$Nil) capital expenditure.

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA10. Transport and Communications (Sub- Activity - PA10.1 Urban Roads)

Strategic Objective:

To manage, maintain and develop the system of urban roads in the Shire effectively and efficiently

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|---|--|---|
| IN03 To seal all the streets in the Uralla town area and the Bundarra village area by the Year 2014. | <ul style="list-style-type: none"> Plan the future sealing of the remaining (400 metres) unsealed roads in Uralla and Bundarra. | <ul style="list-style-type: none"> Plan the future sealing of the remaining unsealed roads in Uralla and Bundarra. | 182. An annual sealing of 100 metres of urban roads is completed. |
| IN04 To grade all formed unsealed urban roads on average once per year. | <ul style="list-style-type: none"> Grade roads to a program that utilises Council's day labour and grading crews as determined by the Works Committee within the accepted intervention levels. | <ul style="list-style-type: none"> Grade roads to a program that utilises Council's day labour and grading crews as determined by the Works Planning Advisory Unit within the accepted intervention levels. | 183. Urban Roads graded at or above intervention level. |
| IN05 To reseal all urban sealed pavements on average once every 13 years. | <ul style="list-style-type: none"> Reseal roads to an asset management program and as determined by the Works Committee within the accepted intervention levels. | <ul style="list-style-type: none"> Reseal roads to an asset management program and as determined by the Works Planning Advisory Unit within the accepted intervention levels. | 184. No unsealed urban roads below the intervention level for urban unsealed roads. |
| IN06 To kerb and gutter all urban streets on a progressive basis. | <ul style="list-style-type: none"> Construct Kerb and Guttering to a program as determined by the Works Committee with a property owner per metre contribution set annually in the Revenue Policy. | <ul style="list-style-type: none"> Construct Kerb and Guttering to a program as determined by the Works Planning Advisory Unit with a property owner per metre contribution set annually in the Revenue Policy. | 185. Budget allocation made up to 7.5% of sealed road length. |
| | | | 186. 1,700 metres of road resealed annually. |
| | | | 187. Kerb and Guttering program completed. |

The Transport and Communication Services (Urban Roads) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with allocations for sealed urban roads of \$205,091 (2011/2012 - \$174,622), unsealed urban roads of \$Nil (2011/2012 - \$10,747), \$68,212 for kerb and gutter (2011/2012 - \$73,889) recurrent expenditure with \$30,735 (2011/2012 - \$28,928) for sealed urban roads capital expenditure and \$42,885 (2011/2012 - \$32,659) for Kerb and Guttering capital expenditure.

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA10. Transport and Communications (Sub-Activity - PA10.2 Sealed Rural Roads)

Strategic Objective:

To manage, maintain and develop the system of sealed rural roads effectively and efficiently.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|---|---|---|
| <p>A. Local Roads - [298.2km]</p> <p>IN07 To maintain the high quality of the sealed local road network by resealing all pavements on average once every 13 years.</p> <p>IN08 To mow road shoulders of rural sealed roads on an average of twice per year.</p> <p>IN09 To grade ungrassed shoulders of rural sealed roads shoulders on average once every two years.</p> <p>IN10 To construct and reconstruct at least 50 kilometres of sealed road by 2021, to extend the sealed network, local and regional) to 52.5% of the total road network by 2021. (Note: this construction may be on regional road – refer IN14)</p> | <ul style="list-style-type: none"> • Reseal roads to an asset management program and as determined by the Works Committee within the accepted intervention levels. • Mow shoulders of rural sealed roads to a works program that utilises Council’s day labour and plant within the accepted intervention levels. • Grade shoulders of rural sealed roads to a works program that utilises Council’s day labour and plant within the accepted intervention levels. • Plan the priorities for the future sealing of the unsealed rural roads that meet the criteria of traffic volumes (AADT) in excess of 150 vehicles per day to determine a priority listing for such work based on: <ul style="list-style-type: none"> * AADT * accident history, • Using funding from Roads to Recovery and Council Resources, Construct sealed roads to a program recommended by the Works Committee, from the priority listing. | <ul style="list-style-type: none"> • Reseal roads to an asset management program and as determined by the Works Planning Advisory Unit within the accepted intervention levels. • Mow shoulders of rural sealed roads to a works program that utilises Council’s day labour and plant within the accepted intervention levels. • Grade shoulders of rural sealed roads to a works program that utilises Council’s day labour and plant within the accepted intervention levels. • Plan the priorities for the future sealing of the unsealed rural roads that meet the criteria of traffic volumes (AADT) in excess of 150 vehicles per day to determine a priority listing for such work based on: <ul style="list-style-type: none"> * AADT * accident history, • Using funding from Roads to Recovery and Council Resources, Construct sealed roads to a program recommended the Works Committee, from the priority listing. | <p>188. Budget allocation made up to 7.5% (22,300 metres) of sealed road length.</p> <p>189. 22,300 metres of road resealed</p> <p>190. 320 kms of shoulder mowed twice per year.</p> <p>191. 100 kms of shoulder of ungrassed shoulder graded.</p> <p>192. A priority listing for at least 5 kilometres of road construction and reconstruction is prepared and reviewed by the Works Committee.</p> <p>193. Works as recommended by the Works Planning Advisory Unit and approved by Council completed.</p> |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA10. Transport and Communications (Sub-Activity - PA10.2 Sealed Rural Roads) (Continued)

The Transport and Communication Services (Rural Sealed Local Roads) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$1,473,161 (2011/2012 - \$1,739,099) recurrent expenditure and \$2,157,094 (2011/2012 - \$1,680,711) capital expenditure.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|---|--|---|
| <p>B Regional Roads [127.52 km]</p> <p>IN11 To maintain the high quality of the sealed regional road network by resealing all pavements on average once every 13 years.</p> <p>IN12 To mow road shoulders of rural sealed roads on an average of twice per year.</p> <p>IN13 To grade ungrassed shoulders of rural sealed roads shoulders on average once every two years.</p> <p>IN14 To construct and reconstruct at regional roads (Thunderbolts Way, Bundarra Road and Bundarra/Barraba Road) as RTA funding becomes available as part of the at least 50 kilometres of sealed road by 2021 outlined in IN10 on the previous page, to extend the sealed network, local and regional) to 52.5% of the total road network.</p> | <ul style="list-style-type: none"> • Utilising the Block Grant provided by the RTA, Reseal roads to an asset management program and as determined by the Works Committee within the accepted intervention levels. • Mow shoulders of rural sealed roads to a works program that utilises Council's day labour and plant within the accepted intervention levels. • Grade shoulders of regional sealed roads to a works program that utilises Council's day labour and plant within the accepted intervention levels. • Using RTA funding matched with funds from Council Resources, Construct or reconstruct sealed roads to a program, as determined by the Works Committee, that utilises Council's day labour and plant. | <ul style="list-style-type: none"> • Utilising the Block Grant provided by the RTA, Reseal roads to an asset management program and as determined by the Works Planning Advisory Unit within the accepted intervention levels. • Mow shoulders of rural sealed roads to a works program that utilises Council's day labour and plant within the accepted intervention levels. • Grade shoulders of regional sealed roads to a works program that utilises Council's day labour and plant within the accepted intervention levels. • Using RTA funding matched with funds from Council Resources, Construct or reconstruct sealed roads to a program, as determined by the Works Committee, that utilises Council's day labour and plant. | <p>194. Budget allocation made up to 7.5% (9,500 metres) of sealed road length.</p> <p>195. 9,500 metres of road resealed</p> <p>196. 200 kms of shoulder mowed twice per year.</p> <p>197. 5 kms of shoulder of ungrassed shoulder graded.</p> <p>198. Works as recommended by the Works Planning Advisory Unit and approved by Council completed.</p> |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA10. Transport and Communications (Sub-Activity - PA10.2 Sealed Rural Roads) (Continued)

The Transport and Communication Services (Rural Sealed Regional Roads) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$1,329,220 (2011/2012 - \$1,077,377) recurrent expenditure and \$235,161 (2011/2012 - \$228,114) capital expenditure.

Principal Activity: PA10. Transport and Communications (Sub-Activity - PA10.3 Unsealed Rural Road)

Strategic Objective:

To manage, maintain and develop the system of unsealed rural roads effectively and efficiently and only plan to seal them when economically justified

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|--|--|
| <p>A Local Roads [521.0km]</p> <p>IN15 To maintain the unsealed local road network at a level that provides reasonable all weather access, subject to extreme weather events.</p> <p>IN16 To improve the unsealed road surfaces by applying gravel (resheeting) to the unsealed roads during the grading process on 7.5% of the unsealed roads annually.</p> | <ul style="list-style-type: none"> • By grading all roads on average of once per year and the busier collector roads at least twice per year, thereby grading 321km once per year and 200km twice per year being a total grading length of 712 km per annum utilising Council's two maintenance grading crews assisted by its one construction grader plus local contractors. • Using a grading combination of Grader, Roller and Water Cart in a ripping, watering, grading and rolling regime • When resheeting the grading combination will be supplemented with trucks and loaders. | <ul style="list-style-type: none"> • By grading all roads on average of once per year and the busier collector roads at least twice per year, thereby grading 321km once per year and 200km twice per year being a total grading length of 712 km per annum utilising Council's two maintenance grading crews assisted by its one construction grader plus local contractors. • Using a grading combination of Grader, Roller and Water Cart in a ripping, watering, grading and rolling regime • When resheeting the grading combination will be supplemented with trucks and loaders. | <p>199. 720 kms of road graded in the year.</p> <p>200. Report to in May each year to Works Planning Advisory Unit on the roads that have not been graded for more than eight months.</p> <p>201. 12.6 kilometres of road resheeted.</p> |

The Transport and Communication Services (Unsealed Rural Local Roads) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$1,359,262 (2011/2012 - \$1,314,838) recurrent expenditure and \$267,752 (2011/2012 - \$276,508) capital expenditure.

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA10. Transport and Communications (Sub-Activity - PA10.3 Unsealed Rural Road) (Continued)

Strategic Objective:

To manage, maintain and develop the system of unsealed rural roads effectively and efficiently and only plan to seal them when economically justified

| B. Regional Roads [13.68 km] | | | |
|---|--|--|---|
| <p>IN17 To maintain the unsealed local road network at a level that provides reasonable all weather access, subject to extreme weather events.</p> | <ul style="list-style-type: none"> • By grading the Barraba to Bundarra section of the regional roads three times per year with the Bundarra based grader and crew with funding from the RTA Block Grant • Using a grading combination of Grader, Roller and Water Cart in a ripping, watering, grading and rolling regime | <ul style="list-style-type: none"> • By grading the Barraba to Bundarra section of the regional roads three times per year with the Bundarra based grader and crew with funding from the RTA Block Grant • Using a grading combination of Grader, Roller and Water Cart in a ripping, watering, grading and rolling regime | <p>202. 40 kms of road graded in the year.</p> |
| <p>IN18 To maintain the existing unsealed road surface by applying gravel (resheeting) to the unsealed roads during the grading process on 7.5% of the unsealed roads annually.</p> | <ul style="list-style-type: none"> • When resheeting the grading combination will be supplemented with trucks and loaders. | <ul style="list-style-type: none"> • When resheeting the grading combination will be supplemented with trucks and loaders. | <p>203. 0.7 kilometre of road resheeted annually.</p> |

The Transport and Communication Services (Unsealed Rural Regional Roads) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$58,238 (2011/2012 - \$60,917) recurrent expenditure and \$15,548 (2011/2012 - \$15,462) capital expenditure.

Principal Activity: PA10. Transport and Communications (Sub-Activity - PA10.4 Bridges)

Strategic Objective:

To manage, maintain and develop the system of bridges effectively and efficiently for:

(A) **Local Roads:** 5 timber, 2 steel and 28 concrete and steel bridges and major (>6 metres) culverts.

(B) **Regional Roads:** 1 timber, 1 steel and 25 concrete and steel bridges and major (>6 metres) culverts.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|--|---|
| <p>A. Bridges on Local Roads IN19 To have an all weather road network supported by appropriate bridges, major culverts and culverts.</p> | <ul style="list-style-type: none"> • By continuing the program of test boring timber bridges and replacing unserviceable components as necessary. | <ul style="list-style-type: none"> • By continuing the program of test boring timber bridges and replacing unserviceable components as necessary. | <p>204. Report to Council on any bridge assessed to be in poor condition.</p> |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA10. Transport and Communications (Sub-Activity - PA10.4 Bridges) (Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|--|--|--|
| <p>A. <u>Bridges on Local Roads</u> <u>(Continued)</u></p> <p>IN19 To have an all weather road network supported by appropriate bridges, major culverts and culverts.</p> <p>IN20 To replace the five existing timber bridges by the 2017/2018 financial year.</p> | <ul style="list-style-type: none"> • By repainting all steel elements of bridges on average of once every ten years • Using funds from Council Resources, replace the timber bridges with concrete and steel bridges to a program, as determined by the Works Committee, that utilises Council's day labour and plant together with outside contractors. | <ul style="list-style-type: none"> • By repainting all steel elements of bridges on average of once every ten years • Using funds from Council Resources, replace the Purlieu timber bridge with concrete and steel bridge, as recommended by the Works Planning Advisory Unit. | <p>205. Report to Works Planning Advisory Unit in February on the condition of the paint surface of the McLean Bridge and when it is due for repainting.</p> <p>206. Works as recommended by the Works Planning Advisory Unit and approved by Council completed.</p> |
| <p>B. <u>Bridges on Regional Roads</u></p> <p>IN21 To have an all weather regional road network supported by appropriate bridges, major culverts and culverts.</p> | <ul style="list-style-type: none"> • By continuing the program of test boring of Abington Bridge and replacing unserviceable components as necessary. • By repainting all steel elements of bridges on average of once every ten years <p>By reviewing the condition of the permanent steel and concrete and steel bridges and major culverts in accordance with Council's Asset Management Practices.</p> | <ul style="list-style-type: none"> • By continuing the program of test boring of Abington Bridge and replacing unserviceable components as necessary. • By repainting all steel elements of bridges on average of once every ten years <p>By reviewing the condition of the permanent steel and concrete and steel bridges and major culverts in accordance with Council's Asset Management Practices.</p> | <p>207. Report to Council if Abington Bridge is assessed to be in poor condition.</p> <p>208. Report to Works Planning Advisory Unit in February on the condition of the paint surface of the Gwydir River Bridge and when it is due for repainting.</p> <p>209. Report to Works Planning Advisory Unit in February on the condition of the Steel and Concrete and Steel bridges and major culverts.</p> |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA10. Transport and Communications (Sub-Activity - PA10.4 Bridges) (Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|--|--|------------------------|
| <p>B. <u>Bridges on Regional Roads</u> (Continued) IN22 To complete the replacement of the timber bridge at Abington with a concrete bridge, whenever funding is provided by the RTA.</p> | <ul style="list-style-type: none"> • By continuing to ascertain from the RTA the status of the Timber Bridge Replacement Partnership funding (or similar funding) and the priority for the replacement of the Abington Bridge. • Using Timber Bridge Replacement Partnership funds matched by Council Resources, replace the timber Abington Bridge (and the Emu Crossing when funds available) with concrete and steel bridges that utilises Council's day labour and plant together with outside contractors. • By continuing to make submissions to the Regional Development Australia Northern Inland NSW (RDANI) for funding from the Infrastructure Fund for the replacement of the low level Emu Crossing on Thunderbolts Way with a high level concrete and steel bridge. | <ul style="list-style-type: none"> • By continuing to ascertain from the RTA the status of the Timber Bridge Replacement Partnership funding (or similar funding) and the priority for the replacement of the Abington Bridge. • By continuing to make submissions to the Regional Development Australia Northern Inland NSW (RDANI) for funding from the Infrastructure Fund for the replacement of the low level Emu Crossing on Thunderbolts Way with a high level concrete and steel bridge. | |

The Transport and Communication Services (Bridges) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$471,031 (2011/2012 - \$350,669) recurrent expenditure and \$282,000 (2011/2012 - \$212,891) capital expenditure.

**URALLA SHIRE COUNCIL
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Principal Activity: PA10. Transport and Communications (Sub-Activity - PA10.5 Footpaths)

Strategic Objective:

To manage, maintain and develop the system of footpaths in the urban centres in the Shire efficiently and effectively

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|--|---|
| IN23. To provide the Urban areas of Uralla and Bundarra with an interconnected and safe footpath and walking/cycling track network. | <ul style="list-style-type: none"> By maintaining existing paved surfaces at their current levels, without trip hazards. | <ul style="list-style-type: none"> By maintaining existing paved surfaces at their current levels, without trip hazards. | 210. Complaints received on condition of paved surface acted upon immediately with barriers and repairs made within 3 working days. |
| IN24 To have cleared and maintained footpath areas in the villages and peri-urban areas. | <ul style="list-style-type: none"> By slashing the unpaved footpaths in Uralla, Bundarra, Kingstown and Kentucky regularly (at least three times a year). | <ul style="list-style-type: none"> By slashing the unpaved footpaths in Uralla, Bundarra, Kingstown and Kentucky regularly (at least three times a year). | 211. Unpaved footpaths mowed three times per year. |
| IN25 To annually extend the footpath and walking/cycling track network to provide connectivity and access to historical and scenic areas. | <ul style="list-style-type: none"> By the construction of 600 metres of new concrete path per annum | <ul style="list-style-type: none"> By the construction of 450 metres of new concrete path per annum | 212. Works as recommended by the Works Planning Advisory Unit and approved by Council completed. |

The Transport and Communication Services (Footpaths) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$113,854 (2011/2012 - \$98,364) recurrent expenditure and \$47,839 (2011/2012 - \$31,397) capital expenditure.

Principal Activity: PA10. Transport and Communications (Sub-Activity - PA10.6 Parking Areas)

Strategic Objective:

To maintain the off-street car park in Bridge Street, Uralla to the community's satisfaction and to encourage increased usage.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|--|---|------------------------|
| IN26 To provide a well maintained and useable parking area at the rear of the CBD in Uralla. | <ul style="list-style-type: none"> Land purchased and car-parking behind the CBD was developed with loan borrowings which are repaid by 30 June 2013. | <ul style="list-style-type: none"> Continue loan repayments obtained to purchase land and construct car-parking behind the CBD. The borrowings are repaid by 30 June 2013. | |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA10. Transport and Communications (Sub-Activity - PA10.6 Parking Areas)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|---|---|---|
| <p>IN26 To provide a well maintained and useable parking area at the rear of the CBD in Uralla.</p> <p>IN27 To have increased patronage of the rear of CBD car park to lessen the pressure on Bridge Street rear to kerb parking.</p> <p>IN28 To restrict the occurrences of Semitrailer, B-Double and large trucks parking overnight within the urban areas.</p> | <ul style="list-style-type: none"> • Maintaining, with the assistance of volunteers, the gardens in the centre of the carpark. • By utilising Council's day labour and plant to maintain the carpark surface and garden. • By directional signage direct visitors to the rear carpark. • By including items in Council's Newsletter remind residents of the availability of the carpark. • By regular surveys of the numbers of vehicles using the carpark ascertain the growth or otherwise of usage of the carpark. • By notification of infringements to the NSW Police. | <ul style="list-style-type: none"> • Maintaining, with the assistance of volunteers, the gardens in the centre of the carpark. • By utilising Council's day labour and plant to maintain the carpark surface and garden. • By directional signage direct visitors to the rear carpark. • By including items in Council's Newsletter remind residents of the availability of the carpark. • By regular surveys of the numbers of vehicles using the carpark ascertain the growth or otherwise of usage of the carpark. • By notification of infringements to the NSW Police. | <p>213. Have no complaints about the condition of the car park.</p> <p>214. Report to Council on usage of rear car park as a result of the surveys.</p> <p>215. Report to Council on the number of trucks parking on Council's streets overnight.</p> |

The Transport and Communication Services (Parking Areas) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$9,974 (2011/2012 - \$16,056) recurrent expenditure, \$3,227 for capital expenditure (2011/2012 - \$Nil) and \$37,754 for loan repayments (2011/2012 - \$56,404).

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA10. Transport and Communications (Sub-Activity - PA10.7 Miscellaneous)

Strategic Objective:

To protect the road system from damage, enhance and beautify it, to provide safe road conditions and to provide suitable signposting.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|--|--|
| <p>IN29 To develop and extend the current street lighting system as the need and new development occurs in urban areas.</p> | <ul style="list-style-type: none"> • Utilising funds provided by the Street lighting subsidy, developer contributions and Council resources to have the electricity supplier carry out the required works. • By payment to the electricity supplier of a monthly charge for the agreed provision of an unmetered supply, at a contract rate. | <ul style="list-style-type: none"> • Utilising funds provided by the Street lighting subsidy, developer contributions and Council resources to have the electricity supplier carry out the required works. • By payment to the electricity supplier of a monthly charge for the agreed provision of an unmetered supply, at a contract rate. | <p>216. Approved additional streetlights installed when determined.</p> <p>217. Street lighting provided by supplier to at least minimum standard.</p> <p>218. Regular visual checks reported to the electricity supplier.</p> |
| <p>IN30 To maintain road centreline markings where they are currently used and repaint other surface markings at least once every two years.</p> | <ul style="list-style-type: none"> • With RTA Block Grant funds and matching Council funds for the regional roads and Council funds for local roads maintain and provide by contract. | <ul style="list-style-type: none"> • With RTA Block Grant funds and matching Council funds for the regional roads and Council funds for local roads maintain and provide by contract. | <p>219. Programmed line marking completed when required.</p> |
| <p>IN31 To have all roads adequately signposted with nameplates and that direction and warning signposting is adequate for the needs of road users.</p> | <ul style="list-style-type: none"> • Supplied by contract and erected by Council day labour with funds from the RTA Block Grant and Council. | <ul style="list-style-type: none"> • Supplied by contract and erected by Council day labour with funds from the RTA Block Grant and Council. | <p>220. Programmed signposting works completed.</p> <p>221. Report to Council on the number of complaints about inadequate signposting quarterly.</p> |
| <p>IN32 To prevent unnecessary damage to road pavements caused by overloaded vehicles.</p> | <ul style="list-style-type: none"> • Inspection of overweight vehicles achieved through membership of Mid-North Weight of Loads Group. | <ul style="list-style-type: none"> • Inspection of overweight vehicles achieved through membership of Mid-North Weight of Loads Group. | <p>222. Report to management on the number of vehicles weighed and breaches issued.</p> |
| <p>IN33 To maintain and replace damaged and dead street trees within the urban areas of the Shire.</p> | <ul style="list-style-type: none"> • Using funds from Council Resources, replace damaged and dead trees, as required. | <ul style="list-style-type: none"> • Using funds from Council Resources, replace damaged and dead trees, as required. | <p>223. Number of replaced trees reported in March to management.</p> |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA10. Transport and Communications (Sub-Activity - PA10.7 Miscellaneous) (Continued)

The Transport and Communication Services (Miscellaneous) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with allocations of \$61,925 for Road Safety, \$60,095 for Street Lighting and \$3,684 for Cycle-ways (2011/2012 - \$40,506, \$71,845 and \$Nil respectively) recurrent expenditure and capital expenditure of \$Nil.

Principal Activity: PA6. Water Supply (Sub-Activity - PA6.1 Uralla and Bundarra Water Supply)

Strategic Objective:

To provide safe, cost effective and affordable water supply facilities complying with statutory requirements, for the benefit of both present and future residents of the town of Uralla and the village of Bundarra.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|--|--|--|
| IN34 To comply with current drinking water guidelines and improve the quality of water delivered to the reticulation system by best practice methodology. | <ul style="list-style-type: none"> • By Operating the Treatment Plant effectively and regularly tests raw and treated water. • By maintaining staff skill levels to effectively carry out their duties. | <ul style="list-style-type: none"> • By Operating the Treatment Plant effectively and regularly tests raw and treated water. • By maintaining staff skill levels to effectively carry out their duties. | 224. No samples of treated water samples which do not comply with the Drinking Water Guidelines. |
| IN35 Aim of an average annual residential consumption rate of not more than 200 KI per connection in Uralla and 150 KI per connection in Bundarra. | <ul style="list-style-type: none"> • By having a joint fund for Uralla and Bundarra reduce the impact of the access charge to the smaller Bundarra catchment. • User pays principles under best practice pricing to control consumption, with the user water charge raising 52% of the total user and access charge. | <ul style="list-style-type: none"> • By having a joint fund for Uralla and Bundarra reduce the impact of the access charge to the smaller Bundarra catchment. • User pays principles under best practice pricing to control consumption, with the user water charge raising 52% of the total user and access charge. | 225. Water operator and back up operator have Level III training in plant operation. 226. Report to Council on the annual water consumption per connection in June. |
| IN36 Implement the recommendations of the Integrated water Cycle Management Simplified Strategy adopted by Council at its meeting of 18 April 2011. | <ul style="list-style-type: none"> • Budget for the expenditure to meet the estimated costs of implementation of \$172,000 over the five years to 2014/2015. | <ul style="list-style-type: none"> • Budget for the expenditure for Stage 4 at estimated costs of \$45,000 2013/2014. | 227. Third Stage of \$41,000 completed. |
| IN37 To maintain the integrity of the water distribution systems in Uralla And Bundarra. | <ul style="list-style-type: none"> • Progressively replacing old mains on a planned basis to the programmed asset management plan. | <ul style="list-style-type: none"> • Progressively replacing old mains on a planned basis to the programmed asset management plan. | 228. Programmed mains replacement and upgrades works completed |

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA6. Water Supply (Sub-Activity - PA6.1 Uralla and Bundarra Water Supply) (Continued)

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|--|--|---|
| IN37 To maintain the integrity of the water distribution systems in Uralla And Bundarra. | <ul style="list-style-type: none"> By monitoring and maintaining the condition of reservoirs. | <ul style="list-style-type: none"> By monitoring and maintaining the condition of reservoirs. | 229. The restricted asset of \$479,658.06 specifically for Uralla water distribution system enhancement maintained less specific expenditure. |
| IN38 To protect the funds accumulated by the Uralla Water users prior to the joining of the Water Funds. | <ul style="list-style-type: none"> By reserving as restricted assets for the benefit of the Uralla Users the sum of \$479,658.06 to be used for the Uralla water distribution system enhancement. | <ul style="list-style-type: none"> By reserving as restricted assets for the benefit of the Uralla Users the sum of \$479,658.06 to be used for the Uralla water distribution system enhancement. | |

The Water Supplies are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$845,745 (2011/2012 - \$602,661) recurrent expenditure and \$118,609 (2011/2012 - \$140,129) capital expenditure.

Principal Activity: PA6. Water Supply (Sub-Activity - PA6.2 Rural Water Supplies)

Strategic Objective:

To control water storage capacity on rural residential blocks, provide advice on water storage and quality to rural residents and to provide a water quality testing service

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|--|--|--|
| IN39 To ensure that rural residential dwellings have adequate available water supplies. | <ul style="list-style-type: none"> By encouraging and advising rural residents on the quantities of water needed to be provided. | <ul style="list-style-type: none"> By encouraging and advising rural residents on the quantities of water needed to be provided. | 230. Report to management on the volume of water sold from Uralla and Bundarra water supplies. |
| IN40 To provide advice on the quality of water to rural residents and monitor the quality of that water. | <ul style="list-style-type: none"> Council officers providing a water testing service for rural residents on a fee for service basis. | <ul style="list-style-type: none"> Council officers providing a water testing service for rural residents on a fee for service basis. | 231. Report to management on the number of tests requested. |

The Water Supplies (Rural) requires no separate funding through the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5).

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA7. Sewerage Services (Sub-Activity - PA7.1 Uralla Sewerage)

Strategic Objective:

To provide safe, cost-effective and affordable sewerage facilities complying with statutory requirements, for the benefit of both present and future residents of the village of Uralla, without creating significant pollution problems in the disposal of the wastewater.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|---|---|---|---|
| <p>IN41 To comply with the licensing requirements of the EPA in relation to quality of effluent discharged to Rocky Creek and noise levels on and near the site.</p> <p>IN42 To extend the hours of operation of the waste water treatment plant to give higher quality discharge.</p> <p>IN43 To provide to users a safe, cost-effective and affordable sewerage collection system that meets community expectations.</p> <p>IN44 To develop the system to meet demand as it occurs.</p> | <ul style="list-style-type: none"> • By operating the plant effectively and regularly testing for effluent quality. • By constant monitoring of noise levels. • Having the hours extended during daylight saving days and aeration method modified to improve aeration and reduce noise. • By operating a “black box” flow recorder in the pipe network to monitor flows and rainfall. • By upgrading the sewer pipe system to cater for growth and increased flows. • By extending sewer mains in accordance with the long term plan | <ul style="list-style-type: none"> • By operating the plant effectively and regularly testing for effluent quality. • By constant monitoring of noise levels. • Having the hours extended during daylight saving days and aeration method modified to improve aeration and reduce noise. • By operating a “black box” flow recorder in the pipe network to monitor flows and rainfall. • By upgrading the sewer pipe system to cater for growth and increased flows. • By extending sewer mains in accordance with the long term plan | <p>232. No samples of treated effluent water samples which do not comply with EPA licence.</p> <p>233. Compliance with noise level limits.</p> <p>234. Nitrate levels maintained below EPA limits.</p> <p>235. Report to Council each January of current likely expected upgrading requirements and timeframes.</p> <p>236. .Council approved extensions completed and operating.</p> |

The Sewer Services (Uralla) are funded in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) with an allocation of \$575,893 (2011/2012 - \$368,158) recurrent expenditure and \$102,848 (2011/2012 - \$123,657) capital expenditure.

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA7. Sewerage Services (Sub-Activity - PA7.2 Bundarra Sewerage)

Strategic Objective:

To introduce a safe, cost-effective and affordable sewerage facilities complying with statutory requirements, for the benefit of both present and future residents of the village of Bundarra, without creating significant pollution problems in the disposal of wastewater.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|---|---|------------------------|
| <p>IN45 The community and Council have recognised the need to replace the septic tank and absorption trench method of disposing of wastewater, particularly south of the Gwydir River and that a sewerage/common effluent scheme may not be affordable for the residents of Bundarra based on current government subsidy rates of 50% or less of capital cost.</p> <p>IN46 When funding has been achieved to proceed with the works in stages.</p> | <ul style="list-style-type: none"> • Council, on behalf of the community, continue to pursue the full funding eligibility of such works for both Federal and State Government Funding by using the DPWS Report No SR 103 dated November 1989 in submissions and delegations to DEUAS, State and Federal Politicians. • By seeking and taking all opportunities for funding. | <ul style="list-style-type: none"> • Council, on behalf of the community, continue to pursue the full funding eligibility of such works for both Federal and State Government Funding by using the DPWS Report No SR 103 dated November 1989 in submissions and delegations to DEUAS, State and Federal Politicians. • By seeking and taking all opportunities for funding. | |

The Sewer Services (Bundarra) has no specific funding in the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5) at this time and all preliminary funding application costs are carried by the Governance and Corporate Support Services functions of Council. Council was unsuccessful in obtaining funding for the Bundarra Sewerage Scheme through its application for funding (Resolution 448/08; 15 December 2008 meeting) to the Federal Government Regional and Local Community Infrastructure Program

**URALLA SHIRE COUNCIL
OPERATIONAL PLAN 2012/2013**

Principal Activity: PA7. Sewerage Services (Sub-Activity - PA7.3 Rural Waste Water)

Strategic Objective:

To ensure that the health of rural residents and the quality of groundwater and surface waters is not threatened by wastewater disposal in areas where sewerage is not available.

| Community Strategic Goals | Delivery Plan 2011/2016 Strategies | Operational Plan 2012/2013 Strategies | Performance Assessment |
|--|---|---|--|
| IN47 To ensure that installed aerated waste treatment plants are regularly serviced by qualified people and anaerobic systems are operating effectively. | <ul style="list-style-type: none"> • Ensuring that aerated waste treatment systems are serviced quarterly by certifies technicians. • Ensuring that anaerobic systems are operating in accordance with the National Plumbing and Drainage Code. • By carrying out the necessary registration and inspection of Sewage Treatment Devices. | <ul style="list-style-type: none"> • Ensuring that aerated waste treatment systems are serviced quarterly by certifies technicians. • Ensuring that anaerobic systems are operating in accordance with the National Plumbing and Drainage Code. • By carrying out the necessary registration and inspection of Sewage Treatment Devices. | 237. No less than 40 devices inspected per annum. 238. Register maintained and manufacturers advised when services are overdue. |

The Sewer Services (Rural Waste Water) requires no separate funding through the 2012/2013 Budget Estimates of the Uralla Shire Council (Operational Plan Part 5).



OPERATIONAL PLAN 2012 TO 2013

PART 4
ADOPTED REVENUE POLICY.
(Resolution 143/12 Council meeting 23 April 2012)

Revenue Policy 2012/2013

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-The following document details Council's policy for raising revenue through Rates, Charges, Fees, Private Works and Borrowings.

ORDINARY RATES

For 2012/2013, as in previous years, Council is to make an ordinary rate that consists of a base amount to which is added an Ad Valorem amount.

There are four land categories used for rating purposes: Farmland, Residential, Mining and Business. Council has made one sub-category of the Residential Category called Rural Residential. A base amount is an amount paid by every rateable property in each land category, regardless of land value and recovers the cost of Governance and Public Order and Safety.

An Ad Valorem amount (c in \$ applied to Land Value) is the amount calculated in addition to the base amount. The base amount and Ad Valorem amount are combined to give the total amount of the rate.

The Valuer General is the agency who values all properties within a Council area for the purposes of rating. Each five years the Valuer General re-values all properties within a Council area for the purposes of rating. The Uralla Shire Council was previously valued in 2007 based on 1 July 2007 and was effective from 1 July 2008. A re-valuation was carried out last year and is effective from 1 July 2012. Property owners should have received advice of their valuations through the mail. If you have not received your notice of valuation the information can be obtained through the Lands Department website http://www.lpi.nsw.gov.au/valuation/land_valuation_process and select *NSW Land Values*.

ORDINARY RATES TO BE LEVIED

Council has increased its notional general income by the permissible increase of 3.60% announced by the Independent Pricing and Regulatory Tribunal (IPART) on 6 December 2011 for the purpose of “rate-pegging” of increases in ordinary rates; less an amount of \$689 excess raised last year, which after net increase in value from subdivisions less consolidations, is an effective 3.58% increase in total rate revenue.

Tables in the following pages provide details of the name of each ordinary rate, the Ad Valorem (i.e. c in \$ applied to land value), the base amount of ordinary rates charged, the yield or amount of income that Council will raise from each rate. IPART set the rate pegging for 2012/2013 at 3.6% (being a 3.4% increase less a productivity return of 0.2% plus an allowance of 0.4% for the effect of the carbon tax).

The estimates may change from this management plan from now until the time that rates are levied to reflect any changes in valuations that emanate from objections included in supplementary valuation lists received from the Valuer General up to 30 June 2012. In this document properties that are levied rates are called assessments.

AMOUNT OF ORDINARY RATES

| Rate Type | Category | Sub Category | Ad Valorem Amount Cents in \$ | | Base Amount \$ | | Base Amount % Yield | | Rate Yield \$ | |
|-----------|-------------|--------------|----------------------------------|---------|-------------------|---------|------------------------|---------|------------------|-----------|
| | | | 2012/13 | 2011/12 | 2012/13 | 2011/12 | 2012/13 | 2011/12 | 2012/13 | 2011/12 |
| Ordinary | Farmland | None | 0.3870 | 0.4051 | 225.00 | 217.00 | 6.97% | 6.33% | 1,866,102 | 1,965,449 |
| Ordinary | Residential | | 0.3870 | 0.4051 | 225.00 | 217.00 | 45.23% | 49.95% | 683,599 | 594,599 |
| Ordinary | Residential | Rural | 0.3870 | 0.4051 | 225.00 | 217.00 | 26.08% | 29.76% | 666,769 | 559,187 |
| Ordinary | Mining | None | 0.3870 | 0.4051 | 225.00 | 217.00 | 0.00% | 0.00% | 0.00 | 0.00 |
| Ordinary | Business | None | 0.3870 | 0.4051 | 225.00 | 217.00 | 39.01% | 44.76% | 92,867 | 75,648 |

PARTS OF THE COUNCIL AREA SUBJECT TO EACH ORDINARY RATE

Farmland Rate

The Farmland Rate applies to all rateable assessments categorised as farmland under Section 515 of the Local Government Act throughout the whole of the Council area. A map of the area to which the Farmland Rate applies (whole of shire) is included at the end of this document.

Residential Rate

The Residential Rate applies to all rateable assessments categorised as residential under Section 516 of the Local Government Act throughout the whole of the Council area. A map of the area to which the Residential Rate applies (whole of shire) is included at the end of this document.

Rural Residential Rate

The Rural Residential Rate applies to all rateable assessments categorised as Rural Residential under Section 529 of the Local Government Act throughout the whole of the Council area. A map of the area to which the Rural Residential Rate applies (whole of shire) is included at the end of this document.

Mining Rate

The Mining Rate applies to all rateable assessments categorised as Mining under Section 517 of the Local Government Act throughout the whole of the Council area. A map of the area to which the Mining Rate applies (whole of shire) is included at the end of this document.

Business Rate

The Business Rate applies to all rateable assessments categorised as Business under Section 518 of the Local Government Act throughout the whole of the Council area. A map of the area to which the Business Rate applies (whole of shire) is included at the end of this document.

Special Rates

A special rate operated from 2003/2004 until 2007/2008 to fund running costs of a television retransmission facility to provide better television reception in and around the township of Uralla. The special rate has not applied since 2008/2009 year.

The one off capital funding to construct the television retransmission facility on Mount Mutton was provided by the Commonwealth Department of Communications, Information Technology and the Arts (DoCITA). Council is responsible for all running costs, provided originally from the Special rate and now from General Revenue. The Federal Minister for Broadband, Communications and the Digital Economy, Senator the Hon Stephen Conroy, advised Council on 30 March 2010 that the self help facility had been identified by broadcasters as a candidate for upgrading from analog to digital. The final decision as to whether or not the facility will be upgraded will depend on agreement between Council and the broadcasters. The switch to digital only broadcasting will occur in the second half of 2012.

COMPARISON OF AVERAGE RATES FOR EACH LAND CATEGORY

2012/2013

| | Farmland | Residential | Rural Residential | Mining | Business |
|---------------------------------------|-----------------|--------------------|--------------------------|---------------|-----------------|
| Approximate Total Rates from Category | \$1,866,102 | \$683,472 | \$666,769 | \$0 | \$92,867 |
| % of Total Rates | 56.39% | 20.65% | 20.15% | 0% | 2.81% |
| Number of assessments | 578 | 1,374 | 862 | 0 | 161 |
| Average rates per assessment | \$3,229 | \$497 | \$729 | \$0 | \$576 |
| Total Land Value of category | \$448,548,400 | \$96,714,650 | \$127,337,390 | \$0 | \$14,634,700 |
| % of Total Land Value | 65.27% | 14.07% | 18.53% | 0% | 2.13% |

2011/2012

| | Farmland | Residential | Rural Residential | Mining | Business |
|---------------------------------------|-----------------|--------------------|--------------------------|---------------|-----------------|
| Approximate Total Rates from Category | \$1,965,449 | \$594,599 | \$559,187 | \$0 | \$75,648 |
| % of Total Rates | 61.52% | 18.61% | 17.50% | 0% | 2.37% |
| Number of assessments | 573 | 1,367 | 766 | 0 | 156 |
| Average rates per assessment | \$3,485 | \$434 | \$729 | \$0 | \$485 |
| Total Land Value of category | \$454,428,750 | \$73,444,970 | \$96,897,270 | \$0 | \$10,317,540 |
| % of Total Land Value | 71.56% | 11.56% | 15.26% | 0% | 1.62% |

CHARGES

User Pays Principle for Water Charging

The State Government has required that Council introduce full user pays water and sewerage pricing from 1 July 2004. The Division of Local Government describes such a charging system as “best practice pricing” with the aim of recovering a target of 50% from user charge from the total of annual charge and user charge for locations of less than 4,000 consumers.

Since the year 2004/2005, the first year of operation of the new pricing structure, under the “User Pays Principle”, there has been a combination of an access charge and usage charge and the former “free” water allowance has been removed. The effect of the new pricing is constantly monitored and it would appear that seasonal influences continue to have the major effect on water usage. The desirable outcome of a pricing structure where the water use is fully charged is that consumers will take conservation action to reduce wastage and therefore the usage cost to them.

An analysis of usage over the past five years has indicated a drop in the average usage in Uralla from 245 kilolitres to 149.1 kilolitres and for Bundarra from 142 kilolitres to 110.8 kilolitres representing 39.2% and 22.0% reductions respectively. For the 2010/2011 and 2011/2012 years, good rainfall through winter and early summer impacted favourably upon the water use and the aforementioned improvements.

Annual charges under Section 501 of the Local Government Act apply for Uralla Water Supply, Bundarra Water Supply and Uralla Sewerage.

Water Supply Access Charges

The Bundarra and Uralla Water Funds were joined together from 1 July 2010 so that the users of the Uralla and Bundarra Water Schemes are now charged a common access charge of \$259.00.

The Water Access Charge applies to all rateable assessments in the Council areas that are supplied with water from a pipe of either the Bundarra or Uralla Water Scheme, or are within 225 metres of a water pipe of the Water Supply. The same charge applies to vacant land and occupied land. The maps of the areas to which the Uralla and Bundarra Water Supplies Access Charges apply are included at the end of this document.

Council has also provides a water supply, outside the scheme boundaries, to properties on Quartz Gully Road and Thunderbolts Way up to and including a couple of houses on Rifle Range Road. The annual water access charge is therefore not automatically applied to all properties on these roads that are within 225 metres of the water main. The annual water access charge is only to apply to those properties that are connected to the water supply, with connection made on application.

From 31 December 2012 Council will be applying water restriction devices to water service that have outstanding balances in excess of six months and have made no arrangements to pay the outstanding debt.

Access Charges (Continued)

The Table below details each of these proposed access charges and the anticipated revenue they should generate:

| Annual Water Access Charges | | | | |
|-----------------------------|-----------|-----------|-----------|-----------|
| Charge | Amount | | Yield | |
| | 2012/2013 | 2011/2012 | 2012/2013 | 2011/2012 |
| Uralla Water | \$259.00 | \$250.00 | \$303,289 | \$290,500 |
| Bundarra Water | \$259.00 | \$250.00 | \$ 59,829 | \$ 57,750 |
| Total | | | \$363,118 | \$348,250 |

Water Pricing

As stated previously in User Pays Principle, it is mandatory that Council have a two part tariff. For all residential properties, a uniform annual access charge is required, combined with a uniform water usage charge per kilolitre. For non-residential properties, an annual access charge that increases with the size and number of the customer's water meters is required, together with a uniform water usage charge per kilolitre.

The aim of the pricing structure is to eliminate the cross subsidies which previously existed between high and low water users as a result of the high access charge and the provision of a allocation of water use before excess charges.

There is however a cross subsidy from the former Uralla Water Fund users to the former Bundarra Water Fund users with the joining of the Funds and the application of a uniform access charge. For the 2012/2013 year this cross subsidy will be \$14,022 or \$61 to each of the 231 Bundarra Water Users at a cost of \$12 for each the 1,171 Uralla Scheme Users.

The increase in water usage charge for 2012/2013 is 16.67% (2011/2012 was 11.1%) from \$1.50 per kilolitre to 1.75 per kilolitre for every kilolitre used, which reflects higher costs of compliance, costs to improve water quality and to maintain the percentage paid through water use charges at 50% for the joint fund while absorbing the lower use. The water readings for the water charge will be twice a year in December and June

The Table below details each of these proposed water usage charges and the anticipated revenue they should generate:

| Water Usage Charge | | | | |
|-----------------------------|-----------|-----------|-----------------|-----------|
| Charge | Amount | | Estimated Yield | |
| | 2012/2013 | 2011/2012 | 2012/2013 | 2011/2012 |
| Uralla Water Usage Charge | \$1.75 | \$1.50 | \$306,250 | \$330,000 |
| Bundarra Water Usage Charge | \$1.75 | \$1.50 | \$44,800 | \$48,000 |
| Total | | | \$351,050 | \$378,000 |

Uralla Sewerage Charge

The Uralla Sewerage Charge applies to all rateable assessments in the Council area that are within 75 metres of a sewer. The same Charge applies to vacant land and occupied land. A map of the area to which the Uralla Sewerage Charge applies is included at the end of this document. The Uralla Sewerage Charge raises income to fund all aspects of the Uralla Sewerage System including collection, transport, treatment and management.

| Annual Sewer Charge | | | | |
|---------------------|-----------|-----------|-----------|-----------|
| Charge | Amount | | Yield | |
| | 2012/2013 | 2011/2012 | 2012/2013 | 2011/2012 |
| Uralla Sewerage | \$479.00 | \$462.50 | \$507,519 | \$487,081 |

Sewerage Pricing

It is mandatory that Council applies a two part tariff for non-residential properties. Residential properties pay only a uniform annual access charge. Non-residential sewerage bills consist of an access charge that increases with the size and number of the customer's water meters, together with a sewer usage charge per kilolitre for the estimated volume discharged to the sewerage system and an additional charge where they discharge trade waste to the sewerage system.

The residential fixed charge is to be \$479.00 (\$462.50 - 2011/2012) per annum, an increase of 3.6% (rounded down). The access charge for non-residential properties, with a 20mm diameter service, will be \$335.00 per year (\$323.50 - 2011/2012) and an annual usage charge of 100c per kilolitre on the assessed percentage of water deemed to return to the sewer plus a \$68 per year trade waste fee and a trade waste usage charge of 120c per kilolitre for applicable dischargers using prescribed pretreatment. Council has assumed that all trade waste dischargers in Uralla are compliant with the requirements of prescribed pretreatment facilities. Where there is no prescribed pre-treatment, an additional trade waste charges will apply, which can be as high as 11,000c per kilolitre.

Uralla Urban Stormwater Catchment Management Levy

The stormwater management service charge covers the costs of providing new and additional stormwater management services within the Uralla Catchment. The Uralla Catchment is made up of Rocky Creek, Uralla Creek and Burial Ground Gully catchments. The levy applies to urban residential, business and industrial lots with impervious surfaces. Land that cannot be levied includes public land, vacant land, rural lands and land belonging to charities and public benevolent institutions.

| Stormwater Catchment Management Levy (Section 496A) | | | | |
|---|-----------|-----------|-----------------|-----------|
| Charge per lot | Amount | | Estimated Yield | |
| | 2012/2013 | 2011/2012 | 2012/2013 | 2011/2012 |
| Urban Residential levy | \$26.00 | \$25.00 | \$23,920 | \$22,875 |
| Urban Strata residential levy | \$13.00 | \$12.50 | \$130 | \$125 |
| Charge per 350m ² | Amount | | Estimated Yield | |
| Urban Business and industrial | \$26.00 | \$25.00 | \$6,214 | \$5,975 |

Domestic Waste Management Charge

An annual Domestic Waste Management (DWM) Charge under Section 496 of the Local Government Act applies to all rateable assessments categorised as Residential within the Domestic Waste Management Service Area of Uralla, Bundarra and Arding/ Invergowrie/ Saumarez Ponds/ Saumarez/ Rocklea.

The Domestic Waste Management Charge is also applied to assessments that are not rateable but receive a collection service and those that are categorised other than residential but have a domestic premise as well as a business on the site and generate waste of a kind and quantity ordinarily generated by domestic premises.

Council is continuing the weekly kerbside recycling pick-up service in the Uralla and the Arding/ Invergowrie/ Saumarez Ponds/ Saumarez/ Rocklea areas, whilst introducing the recycling service to Bundarra. From 1 July 2011, Council converted the 240 litre bins from General Waste to recycling use in place of the former 40 litre recycling tubs. The recycling collection remained a weekly service although the recycling bin is six times the previous volume.

A controlled waste disposal site and a re-cycling operation operate at the Bundarra landfill. In addition to the kerbside re-cycling service there are also recycling walls at the Uralla and Bundarra landfill sites and at the Council Works Depot in the Bundarra township.

Maps of the Uralla and Invergowrie/Arding/Saumarez/Saumarez Ponds, Kelly Plains and Bundarra Domestic Waste Management Service Areas are included at the end of this document.

Domestic Waste Collection Charges and Recycling Charges increases have been limited to a rounded 3.6%, in line with the IPART determination for general rate pegging, despite higher than CPI increases in fuel, electricity prices, cost of compliance. This has been achieved through the increased recycling by residents and resultant income from recycled products particularly steel.

The sole problem was the contamination rates in the comingled recyclables. While each area had high contamination rates at the beginning of the new service, the rates in Uralla, Kentucky and Invergowrie have improved.

Waste Management Charge

An annual Waste Management Charge under Section 501 of the Local Government Act applies to all rateable assessments categorised other than residential within the Waste Management Service Area. A map of the Waste Management Service Area is included at the end of this document.

The amount of the charge differs according to whether the assessment is vacant land or has a building erected upon it. It also differs according to the number and type of bins used for collection of waste. The table on page 10 shows the differing amounts of the charges for 2012/2013 and page 11 for the comparison charges in 2011/2012.

Environmental Levy

An Environmental Levy under Section 501 of the Local Government Act applies for every rateable assessment in the Shire for the purpose of providing Waste Management Services, particularly landfill operations. The levy is used to maintain and improve services at the Shire waste depots and also to match funds for funding applications of environmental project within the Gwydir Border Rivers Catchment.

Amount of \$148,000 will be provided to fund the Environmental Project Officers and Projects. Council has, in conjunction with the Border Rivers – Gwydir Catchment Authority (BRGCMA), prepared an Uralla Sub-catchment Management Plan for the headwaters of the Gwydir River, a significant tributary into the Darling River System, work on improving the quality in the Uralla Creek and other sustainability projects are major targets for Council's increasing environmental activities.

The Environmental Levy has increased by a rounded 3.6% (or \$6.25 per assessment) in order to fund increased costs and projects.

The bulk of the Environmental Levy of \$518,579 (\$370,579) is utilised in the operation of the one licensed landfill site at Uralla, one manned landfill site at Bundarra and one unregulated landfill site at Kingstown.

| Environmental Levy | | | | |
|--------------------|-----------|-----------|-----------------|-----------|
| Charge | Amount | | Estimated Yield | |
| | 2012/2013 | 2011/2012 | 2012/2013 | 2011/2012 |
| Environmental Levy | \$179.75 | \$173.50 | \$518,579 | \$497,078 |
| Total | | | \$518,579 | \$497,078 |

Note:

Assessments for properties that receive a waste removal service, or are within the declared areas described within maps on pages 39 to 41, pay for one removal service plus any additional service requested and provided over an above the single service.

**DOMESTIC WASTE MANAGEMENT CHARGES (Section 496)
2012-2013**

| Rate Code | | Waste Charge | Recycling Charge | Total Charge | No of Assess. | Estimate Yield |
|-----------|--|--------------|------------------|--------------|---------------|----------------|
| | Uralla | | | | | |
| | Residential or Non Rateable Premises | \$87.00 | \$68.40 | \$155.40 | 1,028 | \$159,751 |
| | Residential or Non Rateable Premises (additional recycling bins) | | \$68.40 | \$68.40 | 3 | \$205 |
| | Invergowrie | | | | | |
| | Residential or Non Rateable Premises | \$122.25 | \$150.20 | \$272.45 | 482 | \$131,321 |
| | Residential with no recycling | \$122.25 | | \$122.25 | 6 | \$734 |
| | Bundarra | | | | | |
| | Residential or Non Rateable Premises per bin | \$125.35 | \$68.40 | \$193.75 | 170 | \$32,938 |
| | | | | Total | 1,657 | \$324,949 |

**(Section 501)
NON RESIDENTIAL WASTE MANAGEMENT AND ENVIRONMENTAL LEVY**

| Rate Code | | Waste Charge | Environmental Levy | Total Charge | No of Assess. | Estimate Yield |
|-----------|--|--------------|--------------------|--------------|---------------|----------------|
| | All Assessments | | | | | |
| | Environmental Levy | | \$179.75 | \$179.75 | 2,885 | \$518,579 |
| | Uralla | | | | | |
| | Non-residential Premises per large bin | \$122.25 | | \$122.25 | 114 | \$13,936 |
| | Non-residential Premises per small bin | \$87.00 | | \$87.00 | 49 | \$4,263 |
| | Bundarra | | | | | |
| | Non-residential Premises per bin | \$125.35 | | \$125.35 | 28 | \$3,510 |
| | | | | Total | | \$540,288 |

DOMESTIC WASTE MANAGEMENT CHARGES (Section 496)
2011-2012

| Rate Code | | Waste Charge | Recycling Charge | Total Charge | No of Assess. | Estimate Yield |
|-----------|--|--------------|------------------|--------------|---------------|----------------|
| | Uralla | | | | | |
| | Residential or Non Rateable Premises per large bin | \$84.00 | \$66.00 | \$150.00 | 1,015 | \$152,250 |
| | Residential or Non Rateable Premises per large bin | \$84.00 | | \$84.00 | 6 | \$504 |
| | Invergowrie | | | | | |
| | Residential or Non Rateable Premises per bin | \$118.00 | \$145.00 | \$263.00 | 481 | \$126,503 |
| | Residential with no recycling | \$118.00 | | \$118.00 | 6 | \$708 |
| | Bundarra | | | | | |
| | Residential or Non Rateable Premises per bin | \$121.00 | \$66.00 | \$187.00 | 172 | \$32,164 |
| | | | | Total | 1,657 | \$312,129 |

(Section 501)
NON RESIDENTIAL WASTE MANAGEMENT AND ENVIRONMENTAL LEVY

| Rate Code | | Waste Charge | Environmental Levy | Total Charge | No of Assess. | Estimate Yield |
|-----------|--|--------------|--------------------|--------------|---------------|----------------|
| | All Assessments | | | | | |
| | Environmental Levy | | \$162.25 | \$162.25 | 2,852 | \$462,737 |
| | Uralla | | | | | |
| | Non-residential Premises per large bin | \$94.20 | | \$94.20 | 123 | \$11,586 |
| | Non-residential Premises per small bin | \$67.30 | | \$67.30 | 50 | \$3,365 |
| | Bundarra | | | | | |
| | Non-residential Premises per bin | \$117.00 | | \$117.00 | 27 | \$3,159 |
| | | | | Total | | \$480,847 |

Borrowings

The Uralla Shire Council may borrow \$1 million for the purposes of infrastructure renewal and industrial land development.

Fees and Charges

Council's fees and charges for 2012/2013 appear on the following pages. Those fees and charges have been prepared using the best available information in relation to the GST impact on the fees and charges at the time of publication. Whilst the Australian Tax Office rulings and legislation changes may continue to change the application of GST to individual charges, the legislation has been in force for a number of years and changes have reduced significantly.

Accordingly, if a fee that is shown as being subject to GST is subsequently proven not to be subject to GST, then that fee will be amended by reducing the GST to nil. Conversely, if Council is advised that a fee which is shown as being not subject to GST becomes subject to GST, then the fee will be increased but only to the extent of the GST.

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URALLA SHIRE COUNCIL

| Description of Rate, Fee or Charge | Unit | Draft Fee or Charge 2012/2013 Inclusive of GST | Fee or Charge 2011/2012 Inclusive of GST | Does GST Apply | Council Cost Recovery Policy |
|--|--|--|--|----------------|------------------------------|
| <u>Utilities and Engineering Services</u> | | | | | |
| <u>Utilities</u> | | | | | |
| Water Services | | | | | |
| <u>Water Connection Fees</u> | | | | | |
| Uralla and Bundarra Service Charge | Per Connection | \$850.00 | \$820.00 | N | Full |
| <u>Other Water Fees and Charges</u> | | | | | |
| Water Meter supplied and fitted (20 mm) | Per Meter | \$122.50 | \$118.00 | N | Full |
| Water Meter Testing only | Per Meter | \$50.00 | \$50.00 | N | Full |
| Water Meter Special read | Per Read | \$36.25 | \$35.00 | N | Full |
| <u>Water Sales</u> | | | | | |
| Bulk water sales | Per 4.5 kls (1,000 gallons) | \$18.50 | \$16.00 | N | Full |
| <u>Water Restriction Devices</u> | | | | | |
| Installation/Removal during service hours (7.30 am to 3.30 pm) | Installation/Removal | \$130.00 | | Y | Full |
| | | | | Y | Full |
| Sewer Charges | | | | | |
| <u>Sewer Connection Charges</u> | | | | | |
| Application Fee and Provision of Connection | per connection | \$476.50 | \$460.00 | Y | Full |
| <u>Drainage Fees</u> | | | | | |
| House / Flats / Units / Dual Occupancy (Sewer/Septic) | per sewer/septic system | \$114.00 | \$110.00 | N | Full |
| Sewer Plan alterations | per plan | \$67.50 | \$65.00 | N | Full |
| Copy of Drainage Plan | per plan | \$31.00 | \$30.00 | N | Full |
| Waste Sundry Sales | | | | | |
| <u>Product Sales</u> | | | | | |
| Worm farm | Each | \$72.50 | \$70.00 | Y | Full |
| 240L Wheelie Bin | Each | \$78.25 | \$75.50 | Y | Full |
| 140L Wheelie Bin | Each | \$67.50 | \$65.00 | Y | Full |
| <u>Disposal Charges</u> | | | | | |
| At Council Landfills | | As per Attachment B | As per Attachment B | Y | Full |
| Engineering Services | | | | | |
| General Services | | | | | |
| <u>Kerb and Guttering</u> | | | | | |
| Private works (not in conjunction with works program) | Per Metre | Full cost of works plus 25% | Full cost of works plus 25% | Y | Partial |
| Adjoining owner charges (in conjunction with works program) | Per Metre | \$67.50 | \$65.00 | | |
| <u>Gutter Bridges</u> | | | | | |
| Gutter Bridge Construction | Per construction | Full cost of works plus 25% | Full cost of works plus 25% | Y | Full |
| <u>Landscaping: Bonds</u> | | | | | |
| Residential Flats/Units | Per Unit/Minimum | \$570.00 | \$550.00 | Y | Full |
| Light Industry/Industry | Per Unit/Minimum (GST is payable on forfeiture only) | \$2,350.00 | \$2,250.00 | Y | Full |

| Description of Rate, Fee or Charge | Unit | Draft Fee or Charge 2012/2013 Inclusive of GST | Fee or Charge 2011/2012 Inclusive of GST | Does GST Apply | Council Cost Recovery Policy |
|---|---------------------------|--|--|----------------|------------------------------|
| Engineering Services (Continued) | | | | | |
| General Services | | | | | |
| <u>Plant Hire Charges</u> | | | | | |
| Charges by Plant Item | Per Item | Internal cost plus 25% with a minimum 1 hr applying | Internal cost plus 25% with a minimum 1 hr applying | | Full |
| | | Grading of private roads and driveway to be charged at full crew costs (grader, water cart, roller) unless alternative work available | Grading of private roads and driveway to be charged at full crew costs (grader, water cart, roller) unless alternative work available | | |
| <u>Truck Hire</u> | | | | | |
| Trucks for Graveling | Per Vehicle | At Council truck hire rates plus 25% | At Council truck hire rates plus 25% | Y | Full |
| <u>Road Restoration Fees</u> | | | | | |
| | | As per RMS Schedules | As per RTA Schedules | Y | Full |
| Private Works | | | | | |
| <u>Engineering Works</u> | | | | | |
| | | Estimated full cost of agreed work plus 25% margin (the 25% margin may be varied subject to the nature and value of the work) or at hourly rates for unspecified work (i.e hire of plant only) | Estimated full cost of agreed work plus 25% margin (the 25% margin may be varied subject to the nature and value of the work) or at hourly rates for unspecified work (i.e hire of plant only) | Y | Full |
| <u>Sale of sand, gravel and topsoil</u> | | | | | |
| | | At cost of winning material, plus 25% margin, subject to the following mimimums: | At cost of winning material, plus 25% margin, subject to the following mimimums: | | |
| Unsieved sand * | Per cubic metre | \$8.25 | \$8.00 | Y | Full |
| Gravel (Granite) * | Per cubic metre | \$24.00 | \$23.00 | Y | Full |
| Topsoil * | Per cubic metre | \$44.50 | \$43.00 | Y | Full |
| * Delivery is at Council Truck hire rates (includes driver) | | | | | |
| <u>Bundarra Garbage Collection - outside the defined Domestic Waste Collection area</u> | | | | | |
| Wheelie Bin | Per Annum | \$135.00 | \$130.00 | Y | |
| Individual Wheelie Bin | Per Bin | \$2.50 | \$2.50 | Y | |
| Community and Recreational Services | | | | | |
| Recreational Services | | | | | |
| Sporting Fields | | | | | |
| <u>Field Hire</u> | | | | | |
| Hampden Park | Per day | \$46.50 | \$45.00 | Y | Partial |
| Uralla Sporting Complex | Per day | \$72.50 | \$70.00 | Y | Partial |
| Parks and Gardens | | | | | |
| <u>Casual Hiring Fee</u> | | | | | |
| Alma Park: Connect power to bandstand | Per day | \$26.00 | \$25.00 | Y | Full |
| Aquatic Centre | | | | | |
| <u>Admittance Fees</u> | | | | | |
| Single Admittance Fee | Admission fee, per person | \$2.00 | \$2.00 | Y | Partial |
| Books of 10 | per book | \$17.00 | \$17.00 | Y | Partial |
| Books of 20 | per book | \$30.00 | \$30.00 | Y | Partial |
| Books of 50 | per book | \$70.00 | \$70.00 | Y | Partial |

| Description of Rate, Fee or Charge | Unit | Draft Fee or Charge 2012/2013 Inclusive of GST | Fee or Charge 2011/2012 Inclusive of GST | Does GST Apply | Council Cost Recovery Policy |
|---|-----------------------|--|--|----------------|------------------------------|
| <u>Community and Recreational Services</u> | | | | | |
| Recreational Services (Continued) | | | | | |
| Library Services | | | | | |
| <u>Library Fees</u> | | | | | |
| Member overdue fee (begins 1 weeks after due date) | Per Item, Per Week | n/a | n/a | N | Partial |
| Visitor overdue item fee (begins 1 week after due date) | Per Item | \$1.00 up to \$5.00 maximum | \$1.00 up to \$5.00 maximum | N | Partial |
| Lost membership card replacement | Per card | \$2.00 | \$2.00 | Y | Partial |
| Lost, damaged or stolen books | | | | | |
| * Processing Fee | Per Item | \$11.00 | \$11.00 | Y | Partial |
| * Item Replacement | Per Item | At cost | At cost | Y | Full |
| Sale of discarded books | Per Item | Price dependant upon item | Price dependant upon item | N | Full |
| <u>Inter-Library Loan Fee</u> | | | | | |
| Charge 1 (local library search) | Per Item | No charge | No charge | Y | Partial |
| Charge 2 (Central Northern Regional Library Search) | Per Item | \$3.00 | \$3.00 | Y | Partial |
| Charge 3 (interstate search and supply) | Per Item | \$13.20 | \$13.20 | Y | Full |
| <u>Photocopies and Printing:</u> | | | | | |
| A4 Black and White | Per single sided page | \$0.20 | \$0.20 | Y | Partial |
| A4 Colour | Per single sided page | \$0.60 | \$0.60 | Y | Partial |
| <u>Community Services</u> | | | | | |
| Cemeteries | | | | | |
| Search records (after 15 minutes) | Per hour | \$100.00 | \$95.00 | N | Full |
| <u>Uralla and Bundarra Lawn Cemeteries</u> | | | | | |
| Purchase of Double Depth Plot (does not include plaque) | Per Plot | \$1,020.00 | \$985.00 | Y | Full |
| Internment | Per Internment | \$465.00 | \$450.00 | N | Full |
| Internment: Saturdays, Sundays and Public Holidays loading | Per Internment | \$595.00 | \$575.00 | N | Full |
| Surcharge for digging of grave by hand | Per Person, Per Hour | \$46.50 | \$45.00 | Y | Full |
| <u>Uralla and Bundarra Old Section Cemeteries</u> | | | | | |
| Purchase of plot | Per Plot | \$259.00 | \$250.00 | Y | Full |
| Permission to erect stone or concrete kerbing | Per Plot | \$52.00 | \$50.00 | N | Full |
| Permission to erect head or foot stone | Per Plot | \$52.00 | \$50.00 | N | Full |
| Permission to erect slab over grave | Per Plot | \$52.00 | \$50.00 | N | Full |
| Permission to erect tomb or monument | Per Plot | \$114.00 | \$110.00 | Y | Full |
| Internment | Per Internment | \$465.00 | \$450.00 | N | Full |
| Internment in an existing monument | Per Internment | \$595.00 | \$575.00 | N | Full |
| Internment: Saturdays, Sundays and Public Holidays loading | Per Internment | \$595.00 | \$575.00 | N | Full |
| Placement of ashes | Minimum Per Placement | \$125.00 | \$120.00 | Y | Full |
| <u>Uralla and Bundarra Niche Wall and Uralla Niche Garden</u> | | | | | |
| Purchase of Niche in wall and Interment of Ashes * | Per Niche | \$326.50 | \$315.00 | Y | Full |
| Purchase of Niche in garden | Per Niche | \$495.00 | \$475.00 | Y | Full |
| Interment of Ashes | Per Internment | \$105.00 | \$100.00 | | |
| Vase | Per Vase | \$47.00 | \$45.50 | Y | Full |
| * Internment includes standard plaque 145mm x 120mm | | | | | |

URALLA SHIRE COUNCIL

| Description of Rate, Fee or Charge | Unit | Draft Fee or Charge 2012/2013 Inclusive of GST | Fee or Charge 2011/2012 Inclusive of GST | Does GST Apply | Council Cost Recovery Policy |
|--|---------------|--|--|----------------|------------------------------|
| <u>Community and Recreational Services</u> | | | | | |
| <u>Community Services (Continued)</u> | | | | | |
| Building Rental - Uralla | | | | | |
| <u>35 King Street, Uralla</u> | | | | | |
| 2 Residential Flats | Per Week | \$132.00 | \$128.00 | Y | Full |
| <u>Aged Units: Hill Street, Uralla</u> | | | | | |
| Single | Per Fortnight | \$230.00 | \$222.00 | | Full |
| Couple | Per Fortnight | \$287.00 | \$442.00 | Y | Full |
| <u>Alma Park Caravan Park</u> | | | | | |
| Queen Street, Uralla | Per Annum | \$13,000.00 | \$12,600.00 | Y | Full |
| <u>Old Court House</u> | | | | | |
| 9 Hill Street, Uralla: Lessee Tablelands Community Transport | Per Week | \$115.38 | \$111.45 | E | Partial |
| | Per Month | \$500.00 | \$482.95 | E | Partial |
| <u>Uralla Pre-School</u> | | | | | |
| 5 Hill Street, Uralla | Per Week | \$340.00 | \$329.00 | E | Full |
| <u>Visitor Information Centre Café</u> | | | | | |
| 104 Bridge Street, Uralla | Per Week | \$177.25 | \$171.10 | Y | Full |
| Uralla Community Centre | | | | | |
| <u>Tablelands Community Support Options - TCSO</u> | | | | | |
| | Per Week | \$313.50 | \$302.50 | E | Partial |
| <u>Home and Community Care</u> | | | | | |
| <u>Spare Office: Number 2 (if room vacated by TCSO)</u> | | | | | |
| Local Groups | Per Day | \$16.50 | \$16.00 | Y | Partial |
| Non local groups | Per Day | \$35.25 | \$34.00 | Y | Partial |
| <u>Large Group Room</u> | | | | | |
| Local Groups | Half Day | \$30.00 | \$23.00 | Y | Partial |
| | Full day | \$50.00 | \$47.00 | Y | Partial |
| Affiliated Centre Tennants | Per Hour | \$7.00 | \$6.90 | Y | Partial |
| Non Local Groups | Half Day | \$50.00 | \$47.10 | Y | Partial |
| | Full day | \$110.00 | \$105.00 | Y | Partial |
| <u>Private Parties/Functions</u> | | | | | |
| Booking | Per Day | \$115.00 | \$110.00 | Y | Partial |
| Cleaning bond (refundable) | Per booking | \$200.00 | \$190.00 | Y | Partial |
| <u>Small Group Room</u> | | | | | |
| Local Groups | Half day | \$17.50 | \$17.00 | Y | Partial |
| | Full day | \$31.00 | \$30.00 | Y | Partial |
| Affiliated Centre Tennants | Per Hour | \$6.00 | \$5.80 | Y | Partial |
| Non local Groups | Half day | \$40.00 | \$38.00 | Y | Partial |
| | Full day | \$60.00 | \$56.00 | Y | Partial |
| <u>Kitchen</u> | | | | | |
| All groups: Including crockery and cutlery | Per Day | Included in room hire | Included in room hire | | |
| Building Rental - Bundarra | | | | | |
| <u>Bundarra School of Arts Hall</u> | | | | | |
| <u>Hall Hire</u> | | | | | |
| General Hall Hire <50 | Per Day | \$40.00 | \$40.00 | Y | Full |
| General Hall Hire >50 | Per Day | \$60.00 | \$60.00 | Y | Full |
| Kitchen Use Extra <50 | Per Day | \$20.00 | \$20.00 | Y | Full |
| Kitchen Use Extra >50 | Per Day | \$30.00 | \$30.00 | Y | Full |

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|--|-----------------------------------|---|--|----------------|------------------------------|
| Community and Recreational Services | | | | | |
| Community Services (Continued) | | | | | |
| Building Rental - Bundarra | | | | | |
| <u>Special Events (Kitchen use included in hire fee)</u> | | | | | |
| Balls | Per Day | \$115.00 | \$115.00 | Y | Full |
| Weddings | Per Day | \$115.00 | \$115.00 | Y | Full |
| Auction Sales, markets and similar uses | Per Day | \$115 plus 25% of subletting fees | \$115 plus 25% of subletting fees | Y | Full |
| Small Regular Usage - eg sporting clubs | Per Session | \$12.50 | \$12.50 | Y | Full |
| Cleaning bond (refundable) | Per booking | \$75.00 | \$75.00 | N | |
| <u>External Equipment Hire</u> | | | | | |
| Blue Plastic Chairs | Per Item | \$1.00 | \$1.00 | Y | Full |
| Red Metal Chairs | Per Item | \$0.50 | \$0.50 | Y | Full |
| Tables | Per Item | \$5.00 | \$5.00 | Y | Full |
| Replacement of broken or missing chairs and tables (hall or external) | Per Item | at replacement cost | at replacement cost | Y | Full |
| Aged and Disabled Services | | | | | |
| Tableland Community Support Options | | | | | |
| Community Options Program - Mainstream | Per Hour | \$3.00 to \$10.00 | \$3.00 to \$10.00 | N | Partial |
| Community Options Program - Aboriginal and Torres Strait Islanders | Per Hour | Up to \$5.00 | Up to \$5.00 | N | Partial |
| Rural and Remote Program | Per Program | Client expenses | Client expenses | N | Partial |
| Dementia Respite Program | Per Hour | \$3.00 to \$10.00 | \$3.00 to \$10.00 | N | Partial |
| Elders Group - Aboriginal and Torres Strait Islanders | Per Session | Up to \$5.00 | Up to \$5.00 | N | Partial |
| Equipment | Per Item | Half of cost | Half of cost | N | Partial |
| <u>Community Aged Care Packages - Mainstream</u> | | | | | |
| Pensioner | Per Pension/Week | 0 to 17.5% | 0 to 17.5% | N | Partial |
| Other | Per Pension/Week | Negotiable | Negotiable | N | Partial |
| <u>Community Aged Care Packages - Aboriginal and Torres Strait Islanders</u> | | | | | |
| Pensioner | Per Pension/Week | 0 to 17.5% | 0 to 17.5% | N | Partial |
| Other | Per Pension/Week | Negotiable | Negotiable | N | Partial |
| McMaugh Gardens Aged Care Centre | | | | | |
| Accommodation Entry Bond | Per Room maximum to asset testing | \$161,000.00 | \$157,000.00 | N | Statutory Fee |
| | | In line with the Dept of Health & Ageing regulated Pensioner Allowable limit for Accommodation Bonds. | | | |
| | | see attached link | see attached link | | |
| <u>Daily Fees Post 20 March 2012</u> | | | | | |
| Pensioner | Per Day | n/a | n/a | N | Statutory Fee |
| Non-Pensioner | Per Day | n/a | n/a | N | Statutory Fee |
| <u>Daily fees Post March 2012</u> | | | | | |
| Standard Resident | Per Day | \$40.25 | \$40.25 | | |
| Protected Resident | Per Day | \$36.74 | \$36.74 | | |
| Phased Resident | Per Day | \$38.33 | \$38.33 | | |
| Non Standard Resident | Per Day | \$45.76 | \$45.76 | | |
| <u>Respite</u> | | | | | |
| Pensioner | Per Day | \$40.25 | \$40.25 | N | Statutory Fee |
| Non-Pensioner | Per Day | \$40.25 | \$40.25 | N | Statutory Fee |
| <u>Telephone Calls</u> | | | | | |
| Local | Per Call | \$0.55 | \$0.55 | Y | Full |
| STD | Per Call | At Cost | At Cost | Y | Full |
| Fax Transmission | Per Page | \$0.55 | \$0.55 | Y | Full |
| <u>Transport Residents</u> | | | | | |
| To Armidale | Per Return Trip | \$30.00 | \$30.00 | Y | Partial |
| From Doctors Surgery or Foot Clinic | Per Trip Each Way | \$3.00 | \$3.00 | | |
| To and from Uralla CBD | Per Trip Each Way | \$5.00 | \$5.00 | | |
| To Tamworth | Per Trip | By Negotiation | By Negotiation | | |
| To Escort | per hour | \$17.00 | \$17.00 | | |

| Description of Rate, Fee or Charge | Unit | Draft Fee or Charge 2012/2013 Inclusive of GST | Fee or Charge 2011/2012 Inclusive of GST | Does GST Apply | Council Cost Recovery Policy |
|--|-------------------|--|--|----------------|------------------------------|
| Community and Recreational Services | | | | | |
| McMaugh Gardens Aged Care Centre(Continued) | | | | | |
| <u>Visitors Meals</u> | Per Meal - Lunch | \$7.25 | \$7.00 | Y | Partial |
| | Per Meal - dinner | | | | |
| Tablelands Community Transport | | | | | |
| <u>Armidale ACTIVAN Rate: Individual</u> | Per Return Trip | \$8.00 | \$8.00 | N | Partial |
| | Per One Way Trip | \$4.00 | \$4.00 | N | Partial |
| <u>Vehicle Hire Rate</u> | | | | | |
| HACC Groups | Per Vehicle | \$30.00 | \$30.00 | N | Partial |
| Non HACC Groups | Per Vehicle | \$50.00 | \$50.00 | N | Partial |
| Plus fee for each kilometre - HACC groups | Per Kilometre | \$1.50 | \$1.50 | N | Partial |
| Plus fee for each kilometre - Non-HACC groups | Per Kilometre | \$2.00 | \$2.00 | | |
| Plus Driver Salary | Per Hour | \$37.00 | \$37.00 | N | Partial |
| <u>Uralla HACC Bus Rate: Individual</u> | Per Return Trip | \$8.00 | \$8.00 | N | Partial |
| | Per One Way Trip | \$4.00 | \$4.00 | N | Partial |
| <u>Old Blokes Bus Trips</u> | Per round trip | \$20.00 | \$20.00 | N | Partial |
| <u>Walcha HACC Bus Rate</u> | | | | | |
| Individual | Per Return Trip | \$16.00 | \$16.00 | N | Partial |
| | Per One Way Trip | \$8.00 | \$8.00 | N | Partial |
| Children | Per Return Trip | \$3.00 | \$3.00 | N | Partial |
| Passengers boarding in Uralla | Per Return Trip | \$7.00 | \$7.00 | N | Partial |
| | Per One Way Trip | \$3.50 | \$3.50 | N | Partial |
| <u> Scooter Hire</u> | | | | | |
| Armidale Bruno Scooter | Per Hour | \$1.50 | \$1.50 | N | Partial |
| <u>Health Related Transport</u> | | | | | |
| Armidale to Tamworth | | Per agreement with Hunter New England Health | Per agreement with Hunter New England Health | N | Full |
| Uralla to Tamworth | | Per agreement with Hunter New England Health | Per agreement with Hunter New England Health | N | Full |
| Uralla to Armidale | | Per agreement with Hunter New England Health | Per agreement with Hunter New England Health | N | Full |
| <u>Individual Transport (Car) HACC</u> | | | | | |
| Uralla/Invergowrie to Armidale | Per Return Trip | \$18.00 | \$18.00 | N | Partial |
| Guyra to Armidale | Per Return Trip | \$18.00 | \$18.00 | N | Partial |
| Hillgrove/Ebor to Armidale | Per Return Trip | \$25.00 | \$25.00 | N | Partial |
| Armidale Local | Per Return Trip | \$8.00 | \$8.00 | N | Partial |
| | Per One Way Trip | \$4.00 | \$4.00 | N | Partial |
| Armidale to Tamworth | Per Return Trip | \$45.00 | \$45.00 | N | Partial |
| Armidale to Glen Innes | Per Return Trip | \$35.00 | \$35.00 | N | Partial |
| Armidale to Port Macquarie | Per Return Trip | \$90.00 | \$90.00 | N | Partial |
| Armidale to Coffs Harbour | Per Return Trip | \$80.00 | \$80.00 | N | Partial |
| Armidale to Inverell | Per Return Trip | \$50.00 | \$50.00 | N | Partial |
| <u>Individual Transport (Car) Non HACC</u> | | | | | |
| 4 Cyl | Per Kilometre | \$0.65 | \$0.65 | N | Partial |
| 6 Cyl | Per Kilometre | \$0.74 | \$0.74 | N | Partial |
| <u>Dementia Respite</u> | | | | | |
| Armidale Local | Per Return Trip | \$8.00 | \$8.00 | N | Partial |
| Uralla to Armidale | Per Return Trip | \$8.00 | \$8.00 | N | Partial |

URALLA SHIRE COUNCIL

| Description of Rate, Fee or Charge | Unit | Draft Fee or Charge 2012/2013 Inclusive of GST | Fee or Charge 2011/2012 Inclusive of GST | Does GST Apply | Council Cost Recovery Policy |
|--|-----------------------------|---|--|----------------|------------------------------|
| Community and Recreational Services | | | | | |
| <u>Aged and Disables Services (Continued)</u> | | | | | |
| Bundarra Neighbourhood Aid Inc | | | | | |
| Daycare for the elderly | Per Session | \$3.00 | \$3.00 | N | Partial |
| Handyman Service | Per Meal | \$6.00 | \$6.00 | N | Partial |
| Wood Splitting | Per Hour | \$15.00 | \$15.00 | N | Partial |
| <u>HACC Services</u> | Per Hour | \$15.00 | \$15.00 | N | Partial |
| Meals (Meals on Wheels) | | Full cost recovery as charged | Full cost recovery as charged | N | Full |
| | | to Bundarra Neighbourhood Aid | to Bundarra Neighbourhood Aid | N | Full |
| <u>Transport</u> | | | | | |
| <u>Local: Around Bundarra</u> | Per Return Trip | \$3.00 | \$3.00 | N | Partial |
| <u>Non Local</u> | | | | | |
| To Inverell | Per Return Trip | \$10.00 | \$10.00 | N | Partial |
| To Uralla | Per Return Trip | \$18.00 | \$18.00 | N | Partial |
| To Armidale | Per Return Trip | \$20.00 | \$20.00 | N | Partial |
| To Tamworth | Per Return Trip | \$25.00 | \$25.00 | N | Partial |
| Non HACC | Per Kilometre | \$0.70 | \$0.70 | N | Partial |
| Development and Health Services | | | | | |
| Development Control | | | | | |
| <u>Section 94 Contributions</u> | | | | | |
| <u>Complying Development Certificates - fees based on construction cost</u> | | | | | |
| | to \$5,000 | \$110 plus \$5.50 per \$1000 | refer to Construction Certificate | y | Full |
| | \$5,001 to \$100,000 | \$137.5 plus \$3.85 per \$1000 above \$5 000 | | y | Full |
| | \$100,001 to \$250,000 | \$503.25 plus \$2.20 per \$1000 above \$100 000 | | y | Full |
| | over \$250,000 | \$833.25 plus \$1.10 per \$1000 above \$250 000 | | y | Full |
| <u>Bushfire Attach Certification</u> | | | | | |
| Risk Certification | per assessment | \$250.00 | | Y | Full |
| <u>Development Applications - Building Works - Based on cost of works</u> | | | | | |
| Less than \$5000 | EPA (Fees) Regulations 2001 | \$110.00 | \$110.00 | N | Statutory Fee |
| \$5001- \$50,000 | EPA Regulations 2000 | \$170.00 | \$170.00 | N | Statutory Fee |
| Plus fee for each \$1,000 or part thereof | EPA Regulations 2000 | \$3.00 | \$3.00 | N | Statutory Fee |

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| <u>Development and Health Services</u> | | | | | |
| Development Control (Continued) | | | | | |
| \$50001-\$250,000 - Fee | EPA Regulations 2000 | \$352.00 | \$352.00 | N | Statutory Fee |
| Plus fee for each \$1,000 or part thereof | EPA Regulations 2000 | \$3.64 | \$3.64 | N | Statutory Fee |
| \$250,001-\$500,000 - Fee | EPA Regulations 2000 | \$1,160.00 | \$1,160.00 | N | Statutory Fee |
| Plus fee for each \$1,000 part thereof above \$250,000 | EPA Regulations 2000 | \$2.34 | \$2.34 | N | Statutory Fee |
| \$500,001-\$1,000,000 - Fee | EPA Regulations 2000 | \$1,745.00 | \$1,745.00 | N | Statutory Fee |
| Plus fee for each \$1,000 part thereof above \$500,000 | EPA Regulations 2000 | \$1.64 | \$1.64 | N | Statutory Fee |
| \$1,000,001-\$10,000,000 - Fee | EPA Regulations 2000 | \$2,615.00 | \$2,615.00 | N | Statutory Fee |
| Plus fee for each \$1,000 or part thereof above \$1,000,000 | EPA Regulations 2000 | \$1.44 | \$1.44 | N | Statutory Fee |
| More than \$10,000,000 - Fee | EPA Regulations 2000 | \$15,875.00 | \$15,875.00 | N | Statutory Fee |
| Plus fee for each \$1,000 part above \$10,000,000 | EPA Regulations 2000 | \$1.19 | \$1.19 | N | Statutory Fee |
| <u>Development Application</u> | | | | | |
| Designated Development - Standard DA Fees plus an additional fee of Erection of dwelling costing less than \$100,000 | EPA Regulations 2000 | \$920.00 | \$920.00 | N | Statutory Fee |
| Development not involving the erection of a building, the carrying out of a work, or the subdivision of land or demolition | EPA Regulations 2000 | \$455.00 | \$455.00 | N | Statutory Fee |
| | Per Application | \$285.00 | \$285.00 | N | Statutory Fee |
| Advertising Signs | Per First Sign | \$285.00 | \$285.00 | N | Statutory Fee |
| | Per Additional Sign | \$93.00 | \$93.00 | N | Statutory Fee |
| <u>Miscellaneous Administrative Application Fees</u> | | | | | |
| Section 88B | | \$50.00 | | | |
| Application for approval of temporary dwelling | per application | \$85.00 | \$85.00 | N | Statutory Fee |
| Application for approval of movable dwelling adjacent to a dwelling (after Stamping additional plans and specs - up to four copies | per application | \$85.00 | \$85.00 | N | Statutory Fee |
| Each additional copy | per document | \$25.00 | \$25.00 | N | Statutory Fee |
| Building Specifications | per document | \$10.00 | \$10.00 | N | Statutory Fee |
| | | \$17.00 | \$16.00 | Y | Full |
| <u>Building Entitlement Confirmation Fee</u> | | | | | |
| Per application | Resolution 122/09 | \$110.00 | \$110.00 | N | Statutory Fee |
| <u>Planning Reform Fee</u> | | | | | |
| For cost of work >\$50,000 for each \$1,000 | | \$0.64 | \$0.64 | N | Statutory Fee |
| <u>Subdivision Fees</u> | | | | | |
| Subdivisions - Opening of a New Road | EPA Regulations 2000 | \$665.00 | \$665.00 | N | Statutory Fee |
| plus fee per additional lot | EPA Regulations 2000 | \$65.00 | \$65.00 | N | Statutory Fee |
| Subdivisions - No opening of a New Road | EPA Regulations 2000 | \$330.00 | \$330.00 | N | Statutory Fee |
| plus fee per additional lot | EPA Regulations 2000 | \$53.00 | \$53.00 | N | Statutory Fee |
| Subdivisions - Strata | EPA Regulations 2000 | \$330.00 | \$330.00 | N | Statutory Fee |
| Plus fee per additional lot | EPA Regulations 2000 | \$65.00 | \$65.00 | N | Statutory Fee |
| <u>Subdivision Certificate / Title Plan Processing Fee</u> | | | | | |
| | EPA Regulations 2000 | \$260.00 | \$250.00 | N | Full |

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| Development and Health Services | | | | | |
| Development Control (Continued) | | | | | |
| Refund of DA fee for cancellation of DA | | | | | |
| Processing commenced | | 1/2 DA fee | 1/2 DA fee | N | Full |
| Processing not commenced | | Full DA fee | Full DA fee | N | Full |
| Development Applications Other | | | | | |
| <u>Review of Determination per s. 82A, EPA Act</u> | | | | | |
| Not involving building work | | 50% of original DA fee | 50% of original DA fee | N | Statutory Fee |
| Dwelling <\$100,000 | Per Application | \$190.00 | \$190.00 | N | Statutory Fee |
| All other Development Work | | | | | |
| Less than \$5,000 | Per Application | \$55.00 | \$55.00 | N | Statutory Fee |
| \$5000-\$250,000 - Fee | Per Application | \$85.00 | \$85.00 | N | Statutory Fee |
| Plus fee for each \$1,000 or part thereof | Per Application | \$1.50 | \$1.50 | N | Statutory Fee |
| \$250,001-\$500,000 - Fee | Per Application | \$620.00 | \$620.00 | N | Statutory Fee |
| Plus fee for each \$1,000 part thereof above \$250,000 | Per Application | \$0.85 | \$0.85 | N | Statutory Fee |
| \$500,001-\$1,000,000 - Fee | Per Application | \$712.00 | \$712.00 | N | Statutory Fee |
| Plus fee for each \$1,000 part thereof above \$500,000 | Per Application | \$0.50 | \$0.50 | N | Statutory Fee |
| \$1,000,001-\$10,000,000 - Fee | Per Application | \$987.00 | \$987.00 | N | Statutory Fee |
| Plus fee for each \$1,000 or part thereof above \$1,000,000 | Per Application | \$0.40 | \$0.40 | N | Statutory Fee |
| Greater than \$10,000,001 | Per Application | \$4,737.00 | \$4,737.00 | N | Statutory Fee |
| Plus fee for each \$1,000 or part thereof above \$10,000,000 | Per Application | \$0.27 | \$0.27 | N | Statutory Fee |
| Plus fee for require Notice under s.82A EPA Act | Per Application | \$500.00 | \$500.00 | N | Statutory Fee |
| <u>Modification of Consent at Applicants Request</u> | | | | | |
| 96(1) - Minor Error/Discrepancy | Per Application | \$55.00 | \$55.00 | N | Statutory Fee |
| 96 (1A) + 96AA(1) - Modification of minor environmental impact | Per Application | \$645.00 | \$645.00 or 50% of original fee whichever is lesser | N | Statutory Fee |
| | | or 50% of original fee whichever is lesser | | | |
| Other modifications per s.96(2) or 96AA(1) not of minor environmental | | | | | |
| Original fee was less than \$100.00 | Per Application | 50% of original fee | 50% of original fee | N | Statutory Fee |
| Original fee was greater than \$100.00 | Per Application | | | N | Statutory Fee |
| No building or work involved | Per Application | 50% of original fee | 50% of original fee | N | Statutory Fee |
| For dwelling house costing \$100,000 or less | Per Application | \$190.00 | \$190.00 | N | Statutory Fee |
| All other requests for modifications, based on estimated construction | | | | | |
| Less than \$5,000 | Per Application | \$71.00 | \$71.00 | N | Statutory Fee |
| \$5,001-\$250,000 | Per Application | \$85.00 | \$85.00 | N | Statutory Fee |
| Plus fee for each \$1,000 or part thereof | | \$1.50 | \$1.50 | | |
| \$250,001-\$500,000 | Per Application | \$665.00 | \$665.00 | N | Statutory Fee |
| Plus fee for each \$1,000 or part thereof | | \$0.85 | \$0.85 | | |
| \$500,001-\$1,000,000 | Per Application | \$712.00 | \$712.00 | N | Statutory Fee |
| Plus fee for each \$1,000 or part thereof | | \$0.50 | \$0.50 | | |

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| <u>Development and Health Services</u> | | | | | |
| Development Applications Other (Continued) | | | | | |
| \$1,000,000-\$10,000,000 Plus fee for each \$1,000 or part thereof | Per Application | \$987.00 | \$987.00 | N | Statutory Fee |
| | | \$0.40 | \$0.40 | | |
| Greater than \$10,000,000 Plus fee for each \$1,000 or part thereof | Per Application | \$4,737.00 | \$4,737.00 | N | Statutory Fee |
| | | \$0.27 | \$0.27 | | |
| Modification to consent requiring advertisement per s96(2) or 96AA(1) Plus fee for any consent required notice pursuant to SEPP 65 | Per application, unspent | \$500.00 | \$500.00 | N | Statutory Fee |
| | Per Application | \$760.00 | \$760.00 | N | Statutory Fee |
| <u>Designated Development</u> | Per Application | \$715.00 | \$715.00 | N | Statutory Fee |
| Designated Development Advertising | Per Application | \$2,220.00 | \$2,220.00 | N | Statutory Fee |
| <u>Intergrated Development</u> | Per Application | \$320.00 | \$320.00 | N | Statutory Fee |
| Additional Fee to Council | Per Application | \$110.00 | \$110.00 | N | Statutory Fee |
| <u>Concurrence</u> | Per Application | \$320.00 | \$320.00 | N | Statutory Fee |
| Additional Fee to Council | Per Application | \$140.00 | \$140.00 | N | Statutory Fee |
| <u>Advertised Development</u> | Per Application | \$1,105.00 | \$1,105.00 | N | Statutory Fee |
| | | | | | |
| <u>Prohibited Development</u> | Per Application | \$830.00 | \$830.00 | N | Statutory Fee |
| | | | | | |
| <u>Building Line Variation</u> | | | | | |
| All premises | Per Application | \$140.00 | \$140.00 | N | Full |
| | | | | | |
| <u>Other Notice Required</u> | Per Application | \$1,105.00 | \$1,105.00 | N | Statutory Fee |
| | | | | | |
| <u>Privately Certified Certificate Registration</u> | Per Application | \$36.00 | \$36.00 | N | Statutory Fee |
| Residential Flat Building | | \$760.00 | \$760.00 | | |
| <u>Engineering Plans Checking (design and construction) - based on cost of work</u> | | | | | |
| Less than \$10,000 | | \$350.00 | \$350.00 | Y | Full |
| \$10,001-\$100,000 | | \$437.00 | \$437.00 | Y | Full |
| Plus fee for each \$1,000 above \$10,000 to \$100,000 | | \$17.00 | \$17.00 | Y | Full |
| Above \$100,000 | | \$1,960.00 | \$1,960.00 | Y | Full |
| Plus fee for each \$1,000 above \$100,000 | | \$9.00 | \$9.00 | Y | Full |
| | | | | | |
| Planning Proposal | | | | | |
| Deposit | Per Application | At full cost to applicant subject to \$4,000 deposit | At full cost to applicant subject to \$3,750 deposit | N | Full |
| | | | | | |
| SEPP Applications | | | | | |
| State Environmental Planning Policy 1 Objections: Mimimum plus any | Per Application | \$110.00 | \$110.00 | N | Statutory Fee |
| | | | | | |
| Long Service Levy fee for cost of works > \$25,000 | Cost of work | 0.35% | 0.35% | Part | Statutory Fee |
| | | | | | |
| Construction Certificates | | | | | |
| | | | | Y | Full |
| | | | | Y | Full |
| | | | | | |
| Last year included Complying Development Certificates | | | | | |
| | to \$5,000 | \$55.00 plus \$5.50 per \$1000 | Less than \$50,000 - \$85.00 | Y | Full |
| | \$5,001 to \$100,000 | \$82.50 plus \$3.85 per \$1000 above \$5 000 | \$50,000 to \$100,000 - \$170.00 | Y | Full |
| | \$100,001 to \$250,000 | \$448.25 plus \$2.20 per \$1000 above \$100 000 | \$100,001 - \$250,000 - \$255.00 | Y | Full |
| | over \$250,000 | \$778.25 plus \$1.10 per \$1000 above \$250 000 | Greater than \$250,000 - \$255.00 | Y | Full |
| | | | Plus fee for each \$1,000 above \$250,000 - \$2.00 | Y | Full |

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| <u>Development and Health Services</u> | | | | | |
| Fee for Basix Certificate | | | | | |
| Single Detached Dwellings | | \$50.00 | \$50.00 | N | Statutory Fee |
| Dual occupancies, multi dwelling housing (other than residential flat buildings) and attached dwelling: | | | | | |
| (a) for the first 2 dwellings, and | | \$80.00 | \$80.00 | N | Statutory Fee |
| (b) for each dwelling more than 2 dwellings | | \$35.00 | \$35.00 | N | Statutory Fee |
| Residential flat dwelling: | | | | | |
| (a) for the first 3 dwellings, and | | \$120.00 | \$120.00 | N | Statutory Fee |
| (b) for each dwelling more than 3 dwellings | | \$20.00 | \$20.00 | N | Statutory Fee |
| Alterations and additions to Basix affected buildings | | | | | |
| - for each dwelling | | \$25.00 | \$25.00 | N | Statutory Fee |
| Certified Copy of Document plan or map. | | \$53.00 | \$53.00 | | |
| Section 68 Applications | | | | | |
| On-site Waste Water management system | Per Application | \$200.00 | \$170.00 | N | Full |
| On-site Waste Water management system Operators Licence - | | \$85.00 | \$85.00 | N | Full |
| On-site sewerage management system inspection | Per Inspection | \$100.00 | \$100.00 | N | Full |
| Sewer supply work | Per Application | \$85.00 | \$85.00 | N | Full |
| Water supply work | Per Application | \$85.00 | \$85.00 | N | Full |
| Stormwater supply work | Per Application | \$85.00 | \$85.00 | N | Full |
| Install a manufactured home, moveable dwelling or associated structure | Per Application | \$370.00 | \$340.00 | N | Full |
| Management of waste | Per Application | \$85.00 | \$85.00 | N | Full |
| Community land | Per Application | \$255.00 | \$255.00 | N | Full |
| Public Roads | Per Application | \$85.00 | \$85.00 | N | Full |
| Caravan Park/camping ground | Per Application | \$85.00 | \$85.00 | N | Full |
| Amusement Device | Per Application | \$20.00 | \$20.00 | N | Full |
| Domestic oil or solid fuel heating appliance, other than a portable | Per Application | \$85.00 | \$85.00 | N | Full |
| Use a standing vehicle or any article for the purpose of selling any | Per Application | \$255.00 | \$255.00 | N | Full |
| Development Inspection Fees | | | | | |
| Building Inspections (including Compliance and Occupation) | | | | | |
| New Dwellings | Up to 7 inspections | \$650.00 | \$630.00 | Y | Full |
| Alterations/Additions to Dwelling | Up to 6 inspections | \$560.00 | \$540.00 | Y | Full |
| Pools | Up to 3 inspections | \$280.00 | \$270.00 | Y | Full |
| Garages/Sheds | Up to 3 inspections | \$280.00 | \$270.00 | Y | Full |
| Commercial | Up to 10 inspections | \$950.00 | \$900.00 | Y | Full |
| Additions/Renovations to Commercial | Up to 4 inspections | \$375.00 | \$360.00 | Y | Full |
| Industrial | Up to 8 inspections | \$745.00 | \$720.00 | Y | Full |
| Minor Additions to Non Residential | Up to 2 inspections | \$185.00 | \$180.00 | Y | Full |
| Heating Devices | Up to 1 inspection | \$95.00 | \$90.00 | Y | Full |
| Additional Inspections | Each | \$95.00 | \$90.00 | Y | Full |
| Inspection of dwelling for relocation | Per Hour | \$95 plus travel - 75c per klm. | \$90 plus travel - 75c per klm. | N | Full |
| Building Certificates | | | | | |
| <u>Domestic</u> | EPA (Fees) Regulations | \$250.00 | \$250.00 | N | Statutory Fee |
| Commercial: | | | | | |
| Building Certificates - building < or = 200m2 | EPA (Fees) Regulations | \$210.00 | \$210.00 | N | Statutory Fee |
| Building Certificates - Fee for 200-2,000m2 | EPA (Fees) Regulations | \$210.00 | \$210.00 | N | Statutory Fee |
| | Plus per m2 >200m2 | \$0.50 | \$0.50 | | |
| Building Certificates - Fee for 2,000+m2 | EPA (Fees) Regulations | \$1,165.00 | \$1,165.00 | N | Statutory Fee |
| | Plus per m2 >2,000m2 | \$0.075 | \$0.075 | | |
| Building Certificate - additional inspections | EPA (Fees) Regulations | \$90.00 | \$90.00 | N | Statutory Fee |
| Copy of Building Certificate | Per Copy | \$13.00 | \$13.00 | N | Statutory Fee |

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| <u>Development and Health Services</u> | | | | | |
| Building Indemnity Insurance | | | | | |
| Solicitor Enquiry | Per Enquiry | \$50.00 | \$50.00 | N | Full |
| Environmental Engineering | | | | | |
| <u>Damage Deposit</u> | | | | | |
| Kerb and guttering, footpath and roadway | Per Metre | \$140.00 | \$130.00 | Y | Full |
| <u>Inspection</u> | | | | | |
| Gutter crossing fee (installed by Private Contractor) | Per Application | \$30.00 | \$30.00 | Y | Full |
| Licencing Fees | | | | | |
| Advertisement/Advertising Structure Inspection | Per Inspection | \$30.00 | \$28.00 | N | Partial |
| Sandwich Board Inspection | Per Inspection | \$21.00 | \$20.00 | N | Partial |
| Amusement Device | Per Inspection | n/a | n/a | N | Partial |
| Caravan Park/Camping Ground | Per Site | \$6.00 | \$6.00 | N | Partial |
| Cooling Tower Inspection (microbial Control) | Per Inspection | \$57.00 | \$55.00 | N | Partial |
| Essential Services (Fire Safety) Certificate Registration and | Per Inspection | \$95.00 | \$90.00 | N | Partial |
| Private Swimming Pool Inspection | Per Inspection | \$95.00 | \$90.00 | N | Partial |
| Hairdresser/Beauty Salon.Skin Penetration Inspection | Per Inspection | \$95.00 | \$90.00 | N | Partial |
| Food Premises/Mobile Food Vendor/Temporary Food Vendor Inspection | Per Inspection | \$95.00 | \$90.00 | N | Partial |
| <u>Food Premises Registration</u> | | | | | |
| Less than 5 employees | per premises | \$100.00 | \$100.00 | Y | Statutory Fee |
| 6-50 employees | per premises | \$200.00 | \$200.00 | Y | Statutory Fee |
| More than 50 employees | per premises | \$800.00 | \$800.00 | Y | Statutory Fee |
| <u>Entertainment Approval for Public Places</u> | | | | | |
| 250 capacity | per premises | Included in Development Application fee | Included in Development Application fee | N | Full |
| 251-500 capacity | per premises | Included in Development Application fee | Included in Development Application fee | N | Full |
| 501-750 capacity | per premises | Included in Development Application fee | Included in Development Application fee | N | Full |
| 751-1,000 capacity | per premises | Included in Development Application fee | Included in Development Application fee | N | Full |
| <u>Licence Premises</u> | | | | | |
| Annual Registration Fee | per premises | N/A | N/A | N | Full |
| Annual Entertainment Licence | per premises | Included in Development Application fee | Included in Development Application fee | N | Full |
| <u>Street Vendors</u> | | | | | |
| License/Approval Fee | Per Vendor | \$220.00 | \$220.00 | N | Full |
| <u>Petrol Pump Approval</u> | | | | | |
| | Per Pump | \$66.00 | \$66.00 | Y | Full |
| <u>Hoarding Approval Fees</u> | | | | | |
| Type A Hoarding | Per Metre | \$50.00 | \$50.00 | N | Full |
| Type B Hoarding | Per Metre | \$75.00 | \$75.00 | N | Full |
| Development Information | | | | | |
| s149(2) Planning Certificate | EPA Regulations 2000 | \$53.00 | \$53.00 | N | Statutory Fee |
| s149(5) Planning Certificate (includes Notices and Orders information) | EPA Regulations 2000 | \$133.00 | \$133.00 | N | Statutory Fee |
| Multiple copies of Certificates | Per additional copy | \$10.00 | \$10.00 | N | Full |
| Section 735A Certificate | Per Certificate | \$100.00 | \$100.00 | N | Full |
| Section 121ZP Certificate | Per Certificate | \$100.00 | \$100.00 | N | Full |

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| Development and Health Services | | | | | |
| Other Information (note: available free of charge on Council's website) | | | | | |
| Confirmation of Development Information (interpreting of LEP's, existing use of housing entitlements, file search) | Per Hour | \$95.00 | \$90.00 | N | Full |
| Certified copy of an Environmental Planning Instrument/related document per s.150(2) EPA | Per Copy | \$40.00 | \$40.00 | N | Full |
| CD Rom of Council LEP, DCP or related Planning/Development Policy | Per Copy | \$25.00 | \$25.00 | N | Full |
| Other copy of Council LEP, DCP or related Planning/Development Policy | | | | N | Full |
| Documents <10 pages | Per Document | \$5.00 | \$5.00 | N | Full |
| Documents 10-30 pages | Per Document | \$10.00 | \$10.00 | N | Full |
| Documents 31-50 pages | Per Document | \$20.00 | \$20.00 | N | Full |
| Documents >51 pages | Per Document | \$40.00 | \$40.00 | N | Full |
| Binders and covers (DCP) | Per Document | \$50.00 | \$50.00 | N | Full |
| LEP full size colour map sheet | Per Document | \$40.00 | \$40.00 | N | Full |
| Effluent Disposal | | Please refer to Attachment A | | | |
| Animal Control | | | | | |
| <u>Companion Animal 1998 - registrations (cats and dogs)</u> | | | | | |
| Entire Animal (not desexed) | Per Animal | \$150.00 | \$150.00 | N | Statutory Fee |
| Desexed | Per Animal | \$40.00 | \$40.00 | N | Statutory Fee |
| Pensioner | Per Animal | \$15.00 | \$15.00 | N | Statutory Fee |
| Registered Breeders | Per Animal | \$40.00 | \$40.00 | N | Statutory Fee |
| <u>Companion Animal Control - Release/Sale/Surrender</u> | | | | | |
| Animal surrender | Each | \$72.50 | \$70.00 | Y | Full |
| First Release | Each | \$42.50 | \$40.00 | N | Full |
| Second Release in 12 months, | Each | \$85.00 | \$80.00 | N | Full |
| Daily Charge, Sustenance | Per day | \$12.50 | \$12.00 | N | Full |
| <u>Companion Animals - Microchipping and sales</u> | | | | | |
| Microchip | Per Animal | \$25.00 | \$22.00 | Y | Partial |
| Pensioner discount | Each | \$20.00 | \$20.00 | N | Partial |
| Sale of dogs | | | | | |
| * Crossbreed | Per Animal | \$250.00 | \$240.00 | Y | Partial |
| * Purebreed | Per Animal | \$250.00 | \$240.00 | Y | Partial |
| Sale of cats | Per Animal | \$245.00 | \$235.00 | Y | Partial |
| <u>Dog Control - Training Aids</u> | | | | | |
| Hire of anti-barking collar (Citronella) | Per fortnight or minimum charge | \$30.00 | \$30.00 | Y | Full |
| | Deposit - refundable | \$50.00 | \$50.00 | N | Full |
| Purchase of anti-barking Husher Muzzle | Per Muzzle | \$45.00 | \$45.00 | Y | Full |
| Kennel Runs | Per Week (\$100.00 deposit - refundable) | \$22.50 | \$22.00 | Y | Full |
| Hire of Trap | Per hire - \$50 deposit, Per day after 7 days | \$5.00 | \$5.00 | Y | Full |
| <u>Stock Control - Release Fees</u> | | | | | |
| Impounding Costs | Per Hour | \$90.00 | \$85.00 | N | Full |
| Sustenance costs: | | | | | |
| * Sheep/Goats | per head / per day | \$5.50 | \$5.00 | N | Full |
| * Other animals | per head / per day | \$12.50 | \$12.00 | N | Full |
| Damages to garden or growing crop | | Full Cost Recovery | Full Cost Recovery | N | Full |
| Fee for veterinary care | | Full Cost Recovery | Full Cost Recovery | Y | Full |
| Fee for advertising | | Full Cost Recovery | Full Cost Recovery | N | Full |
| Fee for sale of animals | | Full Cost Recovery | Full Cost Recovery | Y | Full |
| Fee for serving notices | | Full Cost Recovery | Full Cost Recovery | N | Full |
| Truck/Float Hire | | Full Cost Recovery | Full Cost Recovery | Y | Full |

URALLA SHIRE COUNCIL

| Description of Rate, Fee or Charge | Unit | Draft Fee or Charge 2012/2013 Inclusive of GST | Fee or Charge 2011/2012 Inclusive of GST | Does GST Apply | Council Cost Recovery Policy |
|---|---|--|--|----------------|------------------------------|
| <u>Development and Health Services</u> | | | | | |
| <u>Dog obedience classes</u> | | | | | |
| Puppy program (4 weeks) | Per Program | \$55.00 | \$55.00 | Y | Full |
| Introduction to Obedience Program (4 weeks) | Per Program | \$55.00 | \$55.00 | Y | Full |
| Advanced Obedience Training (Saturdays) | Per Session | \$8.00 | \$8.00 | Y | Full |
| Puppy picnic | Per Session | \$8.00 | \$8.00 | Y | Full |
| Kids and dogs workshop | Per Workshop | \$5.00 | \$5.00 | Y | Full |
| <u>Corporate</u> | | | | | |
| <u>Administrative Services</u> | | | | | |
| Corporate records | | | | | |
| <u>Printing and copying</u> | | | | | |
| A4 per copy | Single side per page | \$0.30 | \$0.30 | Y | Full |
| A3 colour | Single side per page | \$0.60 | \$0.60 | Y | Full |
| Runs in excess of 10 copies, A4 | Single side per page | \$3.00 + 0.15 per copy | \$3.00 + 0.15 per copy | Y | Full |
| Runs in excess of 10 copies, A4 own paper supplied | Single side per page | \$3.00 + 0.13 per copy | \$3.00 + 0.13 per copy | Y | Full |
| <u>Printing and copying (internal)</u> | | | | | |
| Per copy | Single side per copy | \$0.06 | \$0.06 | | |
| <u>Plan Prints</u> | | | | | |
| A3 size | Each | \$9.75 | \$9.75 | Y | Full |
| A2 size | Each | \$15.50 | \$15.50 | Y | Full |
| A1 size | Each | \$36.00 | \$36.00 | Y | Full |
| A0 size | Each | \$40.25 | \$40.25 | | |
| <u>Tourism</u> | | | | | |
| Uralla Brochures | Per Brochure | \$0.50 | \$0.50 | Y | Full |
| Thunderbolt Folder | Per folder (subject to actual) | | | Y | Full |
| Back to Uralla Souvenir Book | Each | \$22.00 | \$21.00 | Y | Full |
| USC Historical Film | Each | \$27.00 | \$27.00 | Y | Full |
| Cemetery Book | | \$9.50 | \$9.50 | | |
| Public Access Act (GIPA) Income | | | | | |
| GIPA Application Fee | As Regulated | \$30.00 | \$30.00 | N | Statutory Fee |
| GIPA Processing Fee | Per hour, with 50% discount processing charge for Special Public Benefit. | \$30.00 | \$30.00 | N | Statutory Fee |
| GIPA Internal Review | | \$40.00 | \$40.00 | N | Statutory Fee |
| Chamber/Office Room Hire | | | | | |
| <u>Hire of Meeting Rooms and Facilities</u> | | | | | |
| Council Chambers | | | | | |
| * Local groups - includes video, TV, whiteboard | Per day | \$50.00 | \$50.00 | Y | Partial |
| * Non local groups - includes video, TV, whiteboard | Per day | \$100.00 | \$96.00 | Y | Partial |
| Kitchen facilities | Per day | \$35.00 | \$35.00 | Y | Partial |
| Tea and coffee provided (excluding service) | Per person | \$6.00 | \$5.50 | Y | Partial |
| Other Miscellaneous Fees and Charges | | | | | |
| Staff Time | per hour | \$95.00 | \$110.00 | Y | Full |
| <u>Sale of document copies</u> | | | | | |
| Development Control Plan | Each | \$15.00 | \$15.00 | N | Full |
| Heritage Study complete | Each | \$140.00 | \$140.00 | N | Full |
| Local Environment Plan (LEP) | Each | \$25.00 | \$15.50 | N | Full |
| Section 94 (Continued) Contributions Plan | Each | \$15.50 | \$15.50 | N | Full |
| Operating Policies | Each | \$30.00 | \$20.00 | N | Full |
| State of Environment Report | Each | \$35.00 | \$31.50 | N | Full |
| Tender and all other documents | Each | | | N | Full |
| | | photocopying charges | photocopying charges | | |

| Description of Rate, Fee or Charge | Unit | Draft Fee or Charge 2012/2013 Inclusive of GST | Fee or Charge 2011/2012 Inclusive of GST | Does GST Apply | Council Cost Recovery Policy |
|---|---|---|--|----------------|------------------------------|
| Corporate | | | | | |
| Financial Services | | | | | |
| General Income | | | | | |
| <u>Private Use of Council Vehicles - Staff Fees</u> | | | | | |
| Private Use | | | | | |
| Level 5: Private Use | Per Vehicle | \$88.00 | \$85.00 | Y | Full |
| Level 4: Private Use within 1,000 kilometres of the Shire | Per Vehicle | \$82.00 | \$79.00 | Y | Full |
| Level 3: Garaging Only - Long Distance | Per Vehicle | \$45.50 | \$44.00 | Y | Full |
| Level 2: Garaging Only - Long Distance | Per Vehicle | \$29.00 | \$28.00 | Y | Full |
| Level 1: Garaging Only - Uralla Township | Per Vehicle | n/c | n/c | N | No recovery |
| Private Arrangement | Per Vehicle over 2.5L/per | \$0.74 | \$0.74 | Y | Full |
| | Per Vehicle under 2.5L/per | \$0.65 | \$0.65 | Y | Full |
| <u>Rate/Valuation Enquiries</u> | | | | | |
| Verbal | Per Property (Subject to a minimum account fee of \$12.50 where an invoice for payment is issued) | \$10.00 | \$10.00 | N | Full |
| Written/complex | Per Hour (Subject to a minimum account fee of \$12.50 where an invoice for payment is issued) | \$100.00 | \$95.00 | N | Full |
| Notices of transfer | Per Copy | \$0.30 | \$0.30 | Y | Full |
| Copy of rate notice | Per Copy | \$7.50 | \$7.25 | N | Full |
| <u>Rate Recovery</u> | | | | | |
| Expenses of tracing persons | Per Hour | \$115.00 | \$110.00 | N | Full |
| <u>Interest</u> | | | | | |
| Overdue rates and charges | Per Annum | 9% | 9% | N | Full |
| Other agreements | Per Annum | 10% | 10% | Y | Full |
| Miscellaneous Fees | | | | | |
| Section 603 Certificates | Set by Department of Local Government. | \$65.00 | \$65.00 | N | Statutory Fee |
| Dishonoured Cheque Fee | per cheque | \$36 (Bank Charge plus \$6 administration) | \$36 (Bank Charge plus \$6 administration) | Y | Full |
| Refund Fee | Per Refund | | | Y | Full |

Attachment A
RUBBISH DEPOTS - BULK DISPOSAL CHARGES

All fees GST Taxable (12.8, 12.9,12.10,12.11)

| | TYPE OR DESCRIPTION | CHARGES | | CHARGES | |
|----------|---|--------------------------------|--------------------------------|--|--|
| | | 2012/2013 Rate Payer | 2012/2013 Rate Payer | 2011/2012 Non-Rate Payer | 2011/2012 Non-Rate Payer |
| 1 | Cars - station wagons, sedans and vehicles primarily designed for passengers NO CHARGE FOR RESIDENTS SORTED GARBAGE/RECYCLABLES | \$5.25 inc GST | \$5.00 inc GST | Non-Shire Material \$15.50 inc GST | Non-Shire Material \$15.00 inc GST |
| 2 | Small trailers, vans and utilities NO CHARGE FOR RESIDENTS SORTED GARBAGE/RECYCLABLES | \$7.75 inc GST | \$7.50 inc GST | \$26.00 inc GST | \$25.00 inc GST |
| 3 | Large trailers and commercial vehicles | \$15.50 inc Gst | \$15.00 inc Gst | \$41.50 inc GST | \$40.00 inc GST |
| 4 | Recyclables, Fill, Lawn Cuttings NON CONTAMINATED (If contaminated normal charges apply ie determined by size of vehicle/volume of waste) | No Charge | No Charge | \$15.50 inc GST | \$15.00 inc GST |
| 5a | Green Waste Disposal NON CONTAMINATED – commercial quantities. (No charge for non commercial quantities. If contaminated normal charges apply ie determined by size of vehicle/volume of waste) | No Charge | No Charge | \$36.50 m ³ inc GST | \$35.00 m ³ inc GST |
| 5b | Green Waste (mulched) Sale of | \$18.00 m ³ inc GST | \$17.50 m ³ inc GST | \$26.00m ³ inc GST | \$25.00m ³ inc GST |
| 6a | Dead animals - small | \$12.50 inc GST | \$12.00 inc GST | \$21.00 inc GST | \$20.00 inc GST |
| 6b | Dead animals - medium | \$15.50 inc GST | \$15.00 inc GST | \$26.00 inc GST | \$25.00 inc GST |
| 6c | Dead animals - large | \$21.00 inc GST | \$20.00 inc GST | \$36.50 inc GST | \$35.00 inc GST |
| 7 | Vehicle bodies | No Charge | No Charge | No Charge | No Charge |
| 8 | Tyres – each: | | | | |
| 8a | - car | \$7.75 inc GST | \$7.50 inc GST | \$12.50 inc GST | \$12.00 inc GST |
| 8b | - light truck | \$18.00 inc GST | \$17.50 inc GST | \$36.50 inc GST | \$35.00 inc GST |
| 8c | - large truck | \$36.00 inc GST | \$35.00 inc GST | \$72.50 inc GST | \$70.00 inc GST |
| 8d | - tractor/grader | \$125.00 inc GST | \$120.00 inc GST | \$250.00 inc GST | \$240.00 inc GST |
| 8e | - shredded rubber/m ³ | \$160.00 inc GST | \$155.00 inc GST | \$345.00 inc GST | \$330.00 inc GST |
| 8f | - other tyres (Depends on size.) | Prices By Arrangement | Prices By Arrangement | Prices By Arrangement | Prices By Arrangement |

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**Attachment A
RUBBISH DEPOTS - BULK DISPOSAL CHARGES**

| TYPE OR DESCRIPTION | | CHARGES | | CHARGES | | | |
|--|---|-------------------------|-------------------------|-----------------------------|-----------------------------|--|--|
| | | 2012/2013 Rate Payer | 2012/2013 Rate Payer | 2011/2012 Non-Rate Payer | 2011/2012 Non-Rate Payer | | |
| 9 | Bulk waste - including general waste | | | | | | |
| 9a | - waste/m ³ | \$20.50 inc GST | \$20.00 inc GST | \$45.00 inc GST | \$38.00 inc GST | | |
| 10 | Special waste (by special arrangement only) | | | | | | |
| 10a | Low hazard - first tonne | \$155.00 inc GST | \$150.00 inc GST | Not Accepted | | | |
| 10b | - thereafter | \$62.00 inc GST | \$60.00 inc GST | | | | |
| 10c | Asbestos - first tonne | \$41.50 inc GST | \$40.00 inc GST | | | | |
| 10d | - thereafter | \$21.00 inc GST | \$20.00 inc GST | | | | |
| 10e | Small trailer load | \$41.50 inc GST | \$40.00 inc GST | | | | |
| 11 | Waste requiring special precautions | | | | | | |
| 11a | - first tonne | \$466.00 inc GST | \$450.00 inc GST | | | | |
| 11b | - thereafter | \$233.00 inc GST | \$225.00 inc GST | | | | |
| <i>Note: All special wastes must be collected, transported and disposed of strictly in accordance with the requirements of the WorkCover Authority and the Environment Protection Authority.</i> | | | | | | | |
| 12 | Septic tank effluent disposal GST Free (12.5) GST status changed | | | | | | |
| 12a | - Bundarra - use disposal area | \$31.00/tank | \$30.00/tank | | | | |

ATTACHMENT B
SECTION 94 CONTRIBUTIONS

1. URALLA AND BUNDARRA TOWNS - 2(V) VILLAGE

The following are S94 contribution rates to be levied for Uralla and Bundarra Towns. They are increased annually by the CPI to 31 December (3.235% to 31 December 2011 applied to 2011/2012 charges for the 2012/2013 Revenue Policy calculated from the All Groups Index Number for Sydney being 178.7 at 31 December 2011 and 173.1 at 31 December 2011):-

| | |
|---------------------------------|--|
| i. Public open space | To be calculated as per Cl. 11-13. |
| ii. Roads | To be calculated as per Cl. 15. |
| iii. Road Maintenance royalties | To be calculated as per the formula in this schedule |
| iv. Traffic management issues | To be calculated as per Cl. 17 |
| v. Car parking | To be calculated as per Cl. 18 |
| vi. Drainage | To be calculated as per Cl 19. |
| vii. Land widening | To be calculated as per Cl. 20 |

2. ZONES 1(a) AND 1(b) RURAL

The following are S94 contribution rates to be levied for Rural Zones 1(a) and 1(b). They are increased annually by the CPI:-

| | |
|---|--|
| i. Roads | To be calculated as per Cl 11. |
| ii. Road Maintenance royalties | To be calculated as per the formula in this schedule |
| iii. Traffic management issues | To be calculated as per Cl. 13 |
| iv. Bushfire contributions (Provision of fire fighting equipment) | \$705 per lot (2012/2013) \$683 per lot (2011/2012) |

3. ZONE 1(C) RURAL

The following are S94 contribution rates to be levied for Rural Zone 1(c). They are increased annually by the CPI:-

| | |
|--|--|
| i. Roads | To be calculated as per Cl. 11. |
| ii. Road Maintenance royalties | To be calculated as per the formula in this schedule |
| iii. Road sealing | To be calculated as per Cl. 13 |
| iv. Traffic management issues | To be calculated as per Cl. 14 |
| v. Bushfire contributions (Provision of fire fighting equipment) | \$705 per lot (2012/2013) \$683 per lot (2011/2012) |

)

ATTACHMENT B
SECTION 94 CONTRIBUTIONS

4. INVERGOWRIE - 1(c) RURAL SMALL HOLDINGS

The following are S94 contribution rates to be levied for Invergowrie (based on 500 lots). They are increased annually by the CPI:-

| | | | 2011/2012 | 2011/2012 |
|------|---|---------|-------------------|-------------------|
| i. | Sealing of main traffic routes | per lot | \$1,533.50 | \$1,485.50 |
| ii. | Provision of community buildings | per lot | \$570.50 | \$552.50 |
| iii. | Provision of fire fighting equipment | per lot | \$705.00 | \$683.00 |
| iv. | Recoupment of study and investigation costs related to development | per lot | \$99.50 | \$96.50 |
| v. | Recoupment of provision of a Type "B" intersection on Bundarra Road | per lot | \$157.50 | \$152.50 |
| vi. | Road maintenance royalties | | | |
| | | | \$3,066.00 | \$2,970.00 |

Contribution calculations – Roads

♦ Cost of bitumen sealing an existing gravel road

| | |
|--|--|
| Approximate total number of lots to be developed | 500 |
| Minimum area | 2 hectares |
| Average frontage | 120m |
| Total estimated | length of road $500 \div 2 \times 120 = 30,000\text{m}$ (30km) |
| Proportion of main or arterial road | 30% = approx. 4.5 km |

♦ Construction costs

| | |
|---------------|------------------------------------|
| Bitumen roads | 10m formation 6.7m seal \$318/m |
| Gravel roads | 10m formation \$138/m |

ATTACHMENT C
SECTION 94 CONTRIBUTIONS

♦ Road maintenance royalties

Road maintenance formula – Reference 1: Pavement Design NAASRA 1987

Need present traffic volume ADT
Proportion of heavy vehicles - %
Rural roads pavement design – 20 years design life

Class of road (Reference 1, Appendix A, Table A1)

20 Calculate equivalent axle loadings (Appendix E, Reference 1).

ii. Calculation of equivalent standard axles (ESA) generated by the proposed development using Method 3, Appendix E, Reference 1.

20 Maintenance cost:

$$\frac{\text{Average cost} \times \text{extra standard axles}}{\text{present standard axles}}$$

iv. Pavement life reduction:

$$\frac{20 \text{ years} \times \text{present ESA}}{\text{present ESA} + \text{extra ESA}}$$

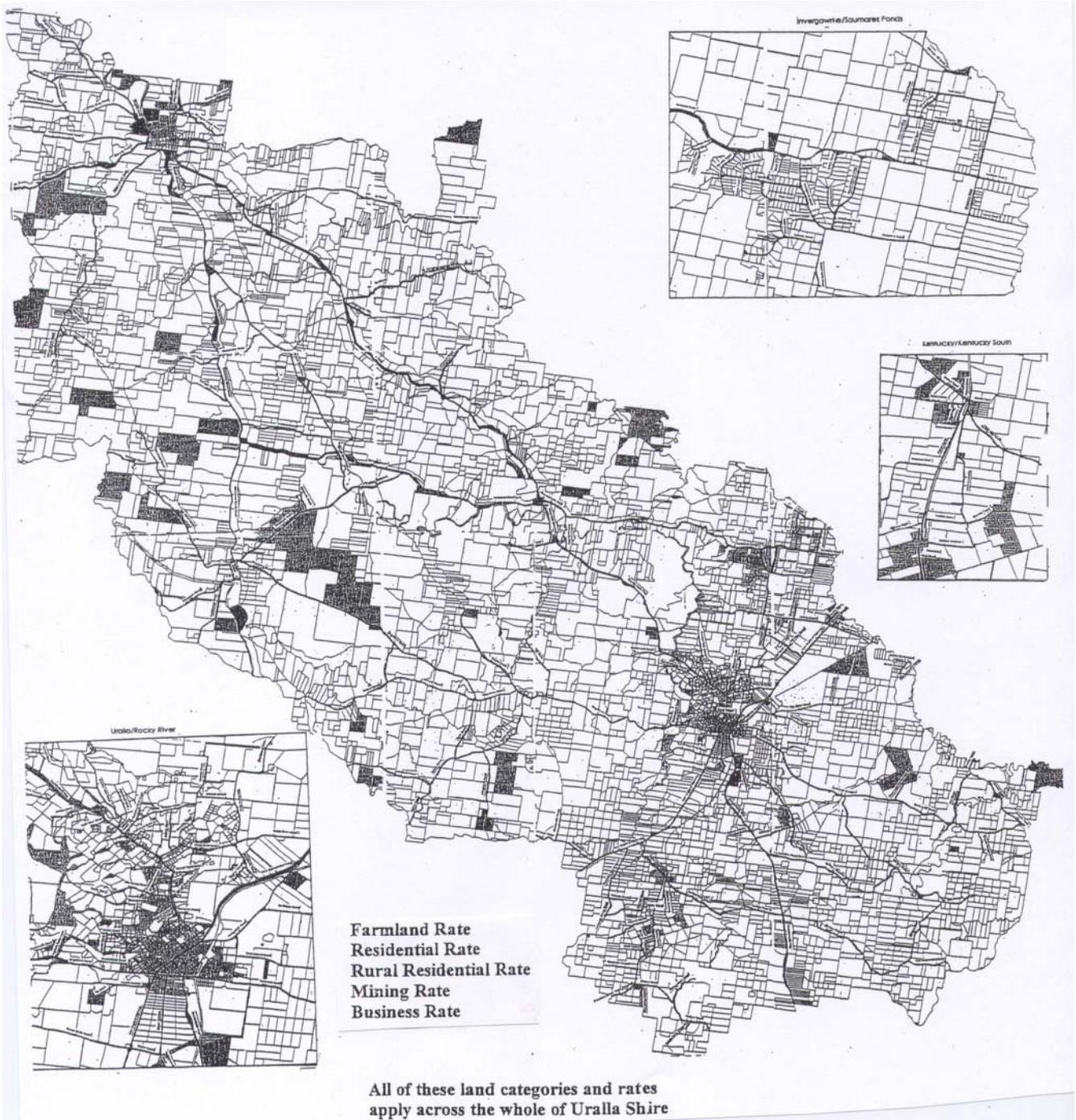
This gives the reduced pavement life.

Annual reconstruction cost

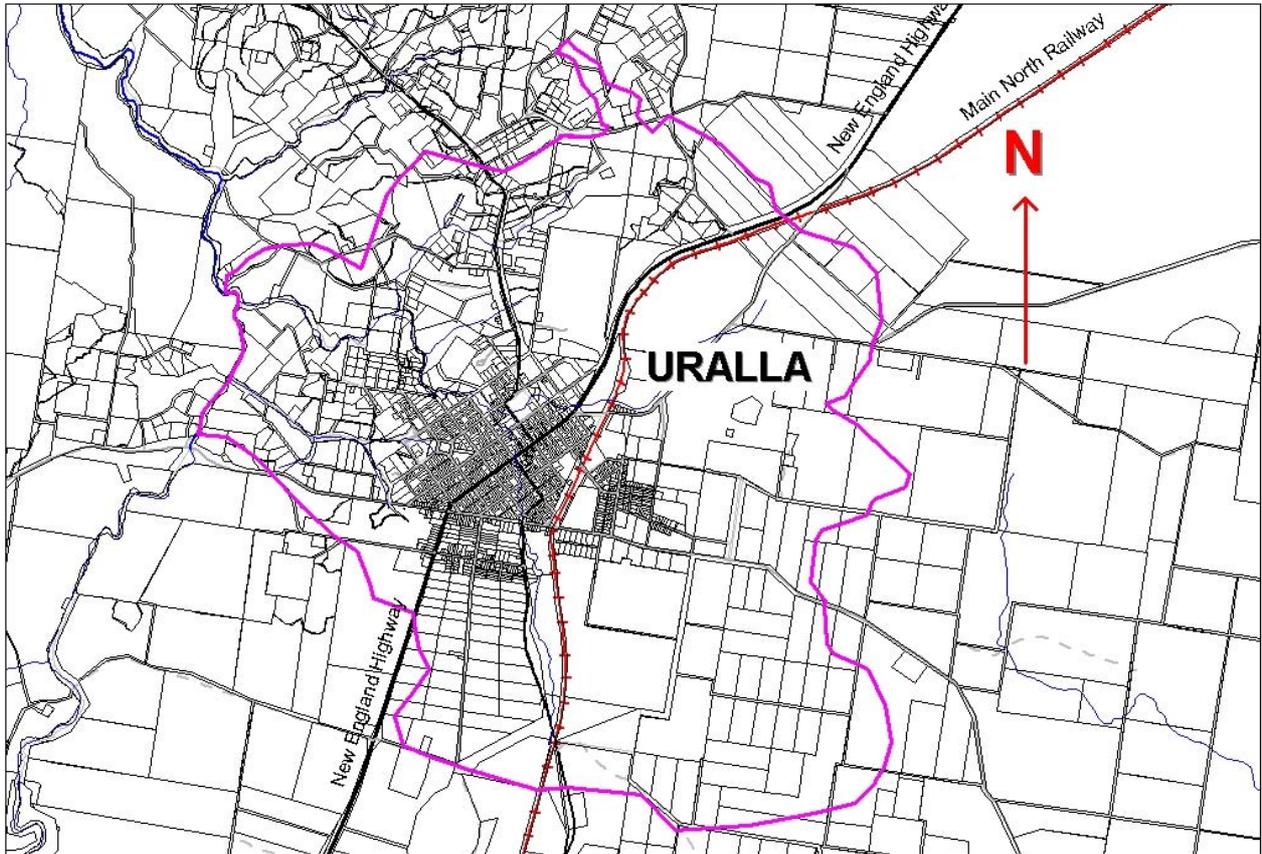
$$\frac{\text{length of road affected} \times \text{average width} \times \$/\text{m}^2}{20 \text{ years}}$$

Additional cost due to development = Annual reconstruction cost x $\frac{20 \text{ years}}{\text{Reduced pavement life}} - 1$

URALLA SHIRE COUNCIL MAP OF ORDINARY RATE AREA

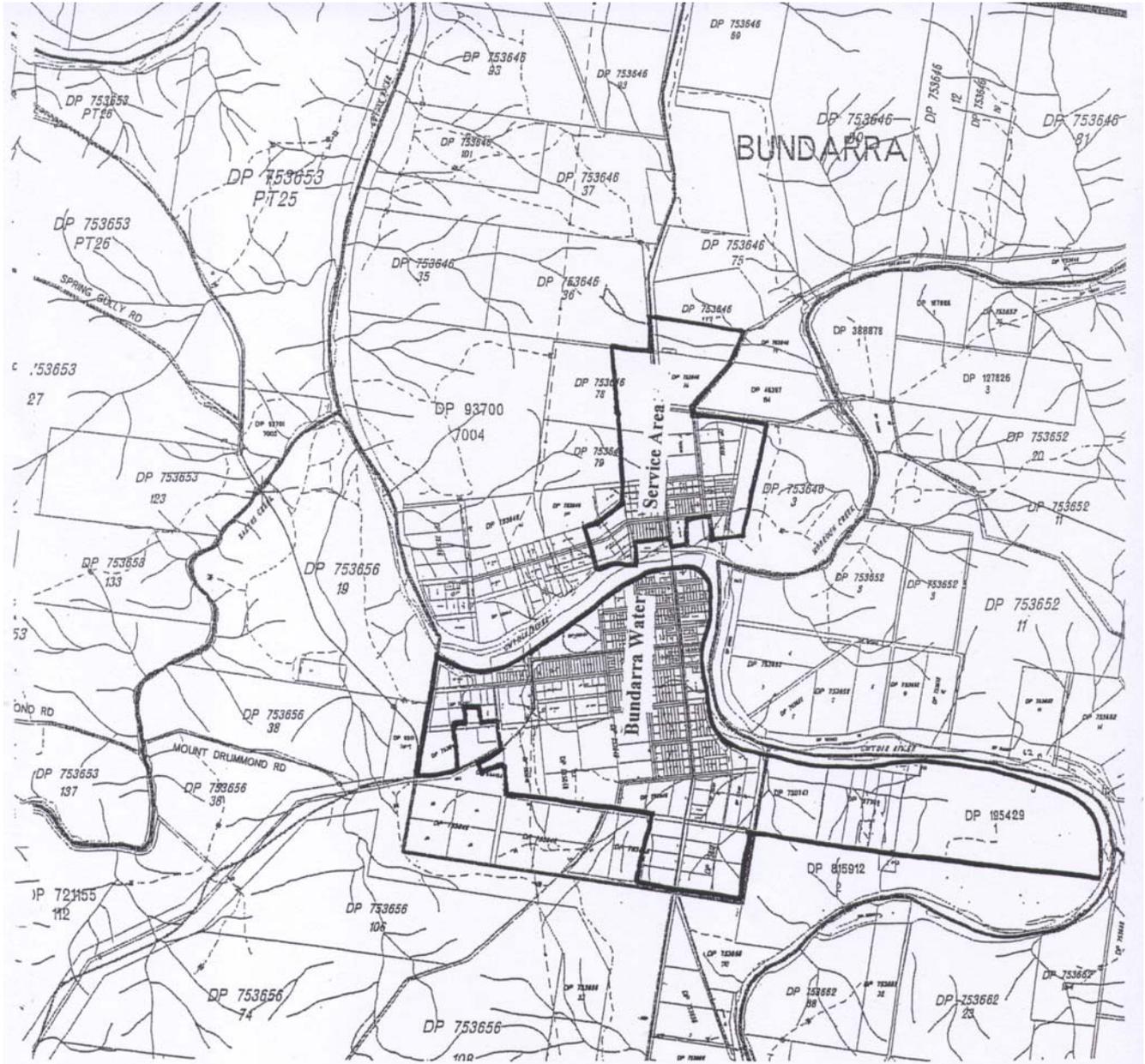


**URALLA SHIRE COUNCIL
MAP OF URALLA URBAN STORMWATER CATCHMENT AREA**

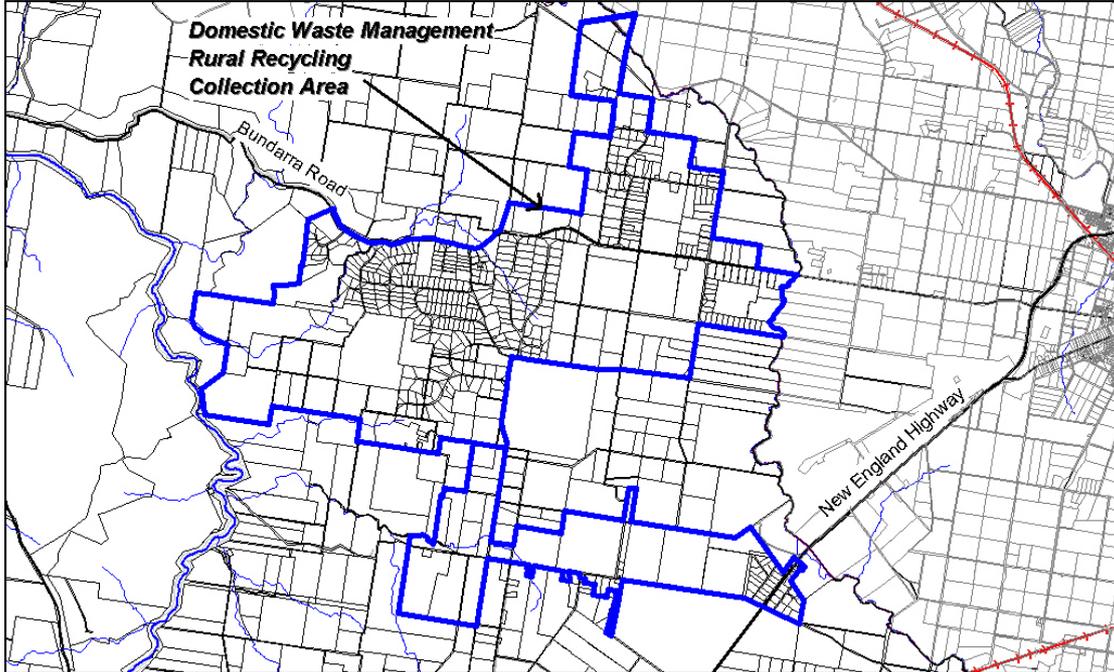


URALLA SHIRE COUNCIL URBAN STORMWATER CATCHMENT AREA

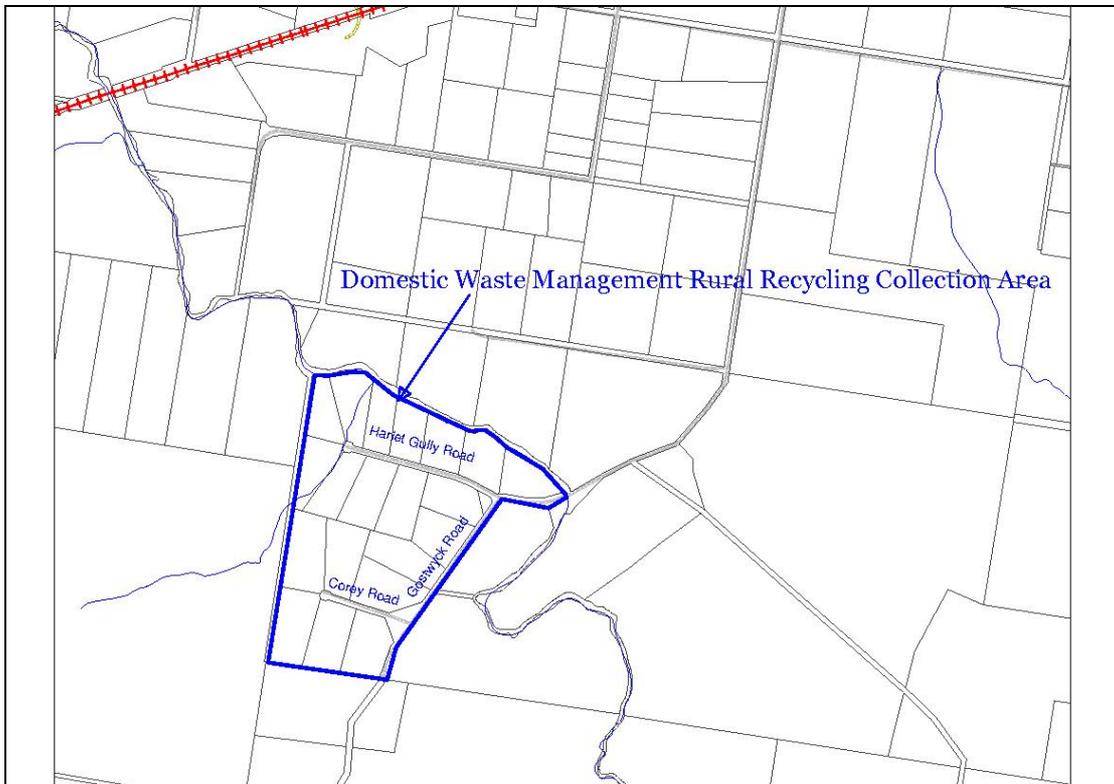
URALLA SHIRE COUNCIL
MAP OF BUNDARRA WATER SERVICE AREA
JOINT WATER FUND – URALLA AND BUNDARRA



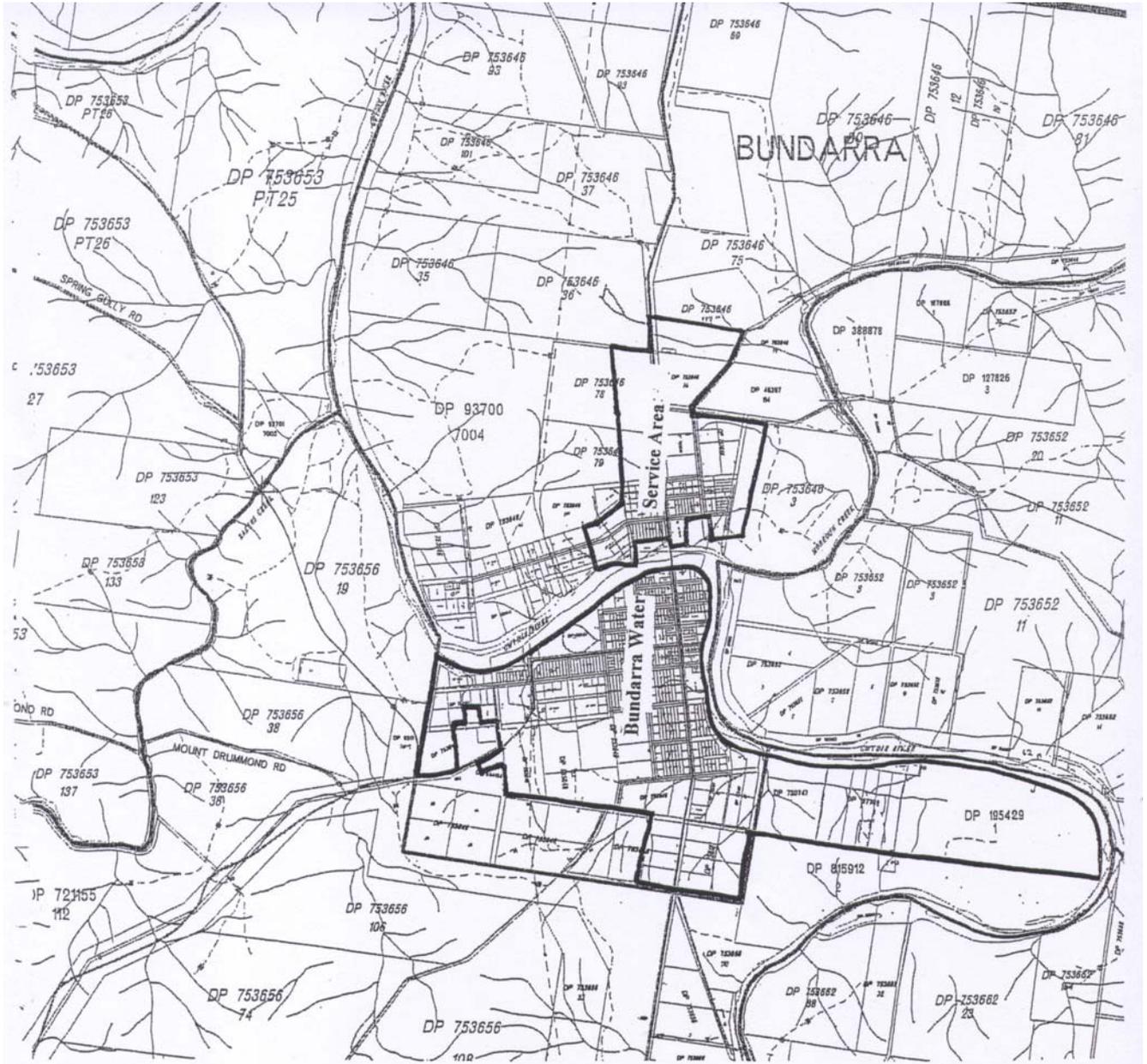
URALLA SHIRE COUNCIL
MAP OF DOMESTIC WASTE MANAGEMENT, WASTE MANAGEMENT AND
RURAL RECYCLING SERVICE AREA
Invergowrie – Saumarez – Arding – Saumarez Ponds – Rocklea

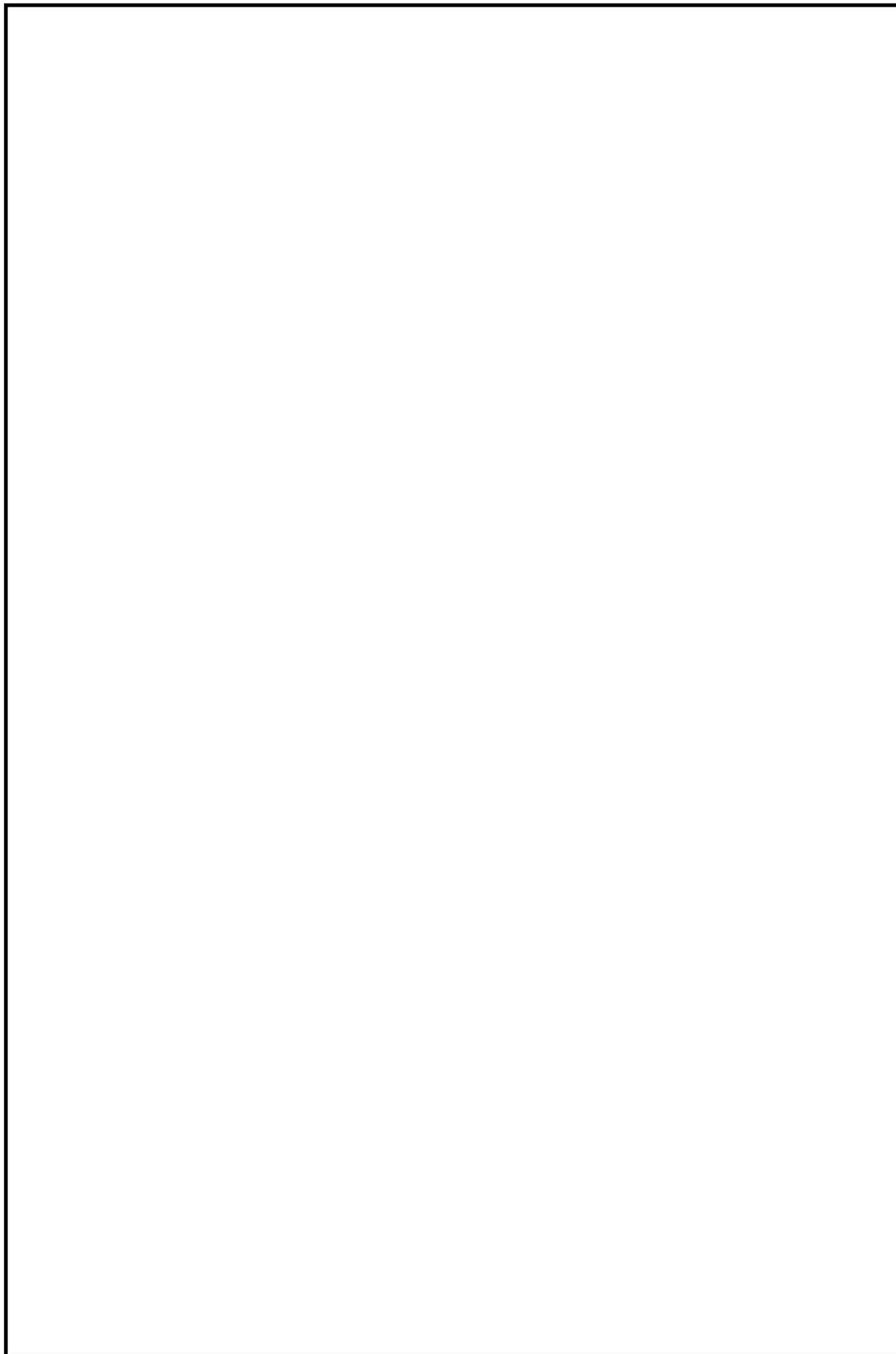


Kelly Plains



URALLA SHIRE COUNCIL MAP OF BUNDARRA DOMESTIC WASTE MANAGEMENT AREA







OPERATIONAL PLAN 2012 TO 2013

PART 5

BUDGET ESTIMATES 2012/2013 AND FORWARD ESTIMATES TO 2021/2022:

ALL FUNDS
GENERAL FUND
WATER FUND
SEWER FUND
McMAUGH GARDENS

CAPITAL EXPENDITURE 2012/2013 AND FORWARD CAPITAL ESTIMATES TO 2021/2022:

ALL FUNDS

Uralla Shire Council

2012-13 10 Year Budget Plan

Years

2012-13 to 2021-22

By Resource Code

- 1 Uralla Shire Council
- 2 General Fund
- 3 Water Fund (2)
- 4 Sewerage Fund (3)
- 5 McMaugh Gardens (4)
- 6 Governance
- 7 Administration
- 8 Engineering
- 9 Health & Building

Part 5
2012/2013 Ten Year Financial Plan
With 2012/2013 Budget Estimates

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| Operating Plan - 10 year information | 2 |
| Capital Projects - 10 year projections | 3 |
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| Joint Water Fund | 5 |
| Sewer Fund | 6 |
| McMaugh Gardens Aged Care Fund | 7 |
| Budget by Resource Code by Responsibility | |
| Governance | 8 |
| Administration | 9 |
| Engineering | 10 |
| Health and Building | 11 |
| Ten Year Financial Plans by Function | |
| Governance | 12 |
| Administration | 13 |
| Engineering | 16 |
| Health and Building | 17 |

Uralla Shire Council

**10 Year Budget Review for USC Consolidation of All Funds
by Resource Code
2012-13**

| Original 2011/2012 Budget | Classification | 2012-13 Budget | 2013-14 Budget | 2014-15 Budget | 2015-16 Budget | 2016-17 Budget | 2017-18 Budget | 2018-19 Budget | 2019-20 Budget | 2020-21 Budget | 2021-22 Budget |
|---------------------------------|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Revenue | | | | | | | | | | |
| 4,808,485 | Total Rates | 4,999,037 | 5,242,129 | 5,425,118 | 5,614,572 | 5,810,717 | 6,014,197 | 6,224,869 | 6,442,986 | 6,667,558 | 6,900,104 |
| 136,815 | Total Statutory Charges | 107,266 | 111,018 | 114,901 | 118,920 | 123,079 | 127,387 | 131,845 | 136,460 | 141,236 | 146,179 |
| 1,081,059 | User Charges | 948,391 | 1,008,426 | 1,040,642 | 1,073,964 | 1,108,430 | 1,144,293 | 1,181,394 | 1,219,777 | 1,259,487 | 1,300,566 |
| 621,000 | Aged Care Resident Contribution | 642,735 | 665,231 | 688,514 | 712,612 | 737,553 | 763,368 | 790,085 | 817,738 | 846,359 | 875,982 |
| 1,702,059 | Total User Charges | 1,591,126 | 1,673,656 | 1,729,156 | 1,786,576 | 1,845,983 | 1,907,661 | 1,971,480 | 2,037,516 | 2,105,846 | 2,176,548 |
| 99,110 | Grants Subsidies Contributions | 290,630 | 16,000 | 16,450 | 16,914 | 17,391 | 17,965 | 18,558 | 19,173 | 19,809 | 20,467 |
| 2,060,000 | Financial Assistance Grants | 2,097,000 | 2,170,395 | 2,246,359 | 2,324,981 | 2,406,356 | 2,490,578 | 2,577,748 | 2,667,970 | 2,761,349 | 2,857,996 |
| 1,007,000 | RTA Contributions | 1,013,000 | 1,022,450 | 1,032,231 | 1,042,354 | 1,052,831 | 1,063,675 | 1,074,899 | 1,086,515 | 1,098,539 | 1,110,982 |
| 2,937,386 | Comm'th Grants & Subsidies | 2,883,542 | 2,980,666 | 3,076,486 | 3,175,404 | 3,277,522 | 3,382,944 | 3,491,776 | 3,604,130 | 3,720,121 | 3,839,868 |
| 1,769,462 | State Grants & Subsidies | 1,781,088 | 1,696,368 | 1,747,374 | 2,427,914 | 1,854,037 | 1,911,281 | 1,970,300 | 2,031,150 | 2,093,888 | 2,158,572 |
| 430,153 | Roads to Recovery | 430,153 | 445,208 | 460,791 | 476,918 | 493,610 | 510,887 | 528,768 | 547,275 | 566,429 | 586,254 |
| 8,303,111 | Total Grants Subsidies Contributions | 8,495,414 | 8,331,088 | 8,579,690 | 9,464,486 | 9,101,748 | 9,377,330 | 9,662,050 | 9,956,213 | 10,260,135 | 10,574,140 |
| 544,275 | Total Investment Income | 540,148 | 545,017 | 550,045 | 555,237 | 560,598 | 566,271 | 572,134 | 578,193 | 584,454 | 590,924 |
| 16,000 | Reimbursements | 51,664 | 53,070 | 54,525 | 56,031 | 57,589 | 59,202 | 60,872 | 62,600 | 64,388 | 66,239 |
| - | Private Works Reimbursements | 252,000 | 260,820 | 269,949 | 279,397 | 289,176 | 299,297 | 309,772 | 320,614 | 331,836 | 343,450 |
| 16,000 | Total Reimbursements | 303,664 | 313,890 | 324,473 | 335,427 | 346,765 | 358,499 | 370,644 | 383,214 | 396,224 | 409,690 |
| 181,946 | Other Revenues | 185,209 | 190,828 | 196,618 | 202,584 | 208,731 | 216,025 | 223,574 | 231,386 | 239,471 | 247,840 |
| 110,216 | Sales Revenue | 93,500 | 96,305 | 99,195 | 102,170 | 105,236 | 108,919 | 112,731 | 116,677 | 120,760 | 124,987 |
| 292,162 | Total Other Revenues | 278,710 | 287,134 | 295,813 | 304,755 | 313,967 | 324,944 | 336,305 | 348,063 | 360,232 | 372,826 |
| 15,802,907 | TOTAL REVENUE | 16,315,364 | 16,503,931 | 17,019,196 | 18,179,973 | 18,102,857 | 18,676,288 | 19,269,327 | 19,882,644 | 20,515,684 | 21,170,411 |
| | Expenses | | | | | | | | | | |
| 7,339,814 | Total Employee Costs | 7,658,094 | 7,960,340 | 8,123,073 | 8,374,742 | 8,589,814 | 8,837,171 | 9,152,335 | 9,446,526 | 9,851,697 | 10,018,767 |
| 380,037 | Contracts | 795,539 | 525,087 | 489,340 | 504,020 | 562,388 | 589,060 | 548,883 | 568,093 | 587,977 | 608,556 |
| 7,483 | Freight | 27,870 | 28,706 | 29,567 | 30,454 | 31,368 | 32,466 | 33,602 | 34,778 | 35,996 | 37,255 |
| 1,269,551 | Brokerage | 1,240,072 | 1,277,274 | 1,315,592 | 1,355,060 | 1,395,712 | 1,444,562 | 1,495,122 | 1,547,451 | 1,601,612 | 1,657,668 |
| 56,168 | Community Services External Services | 144,709 | 149,050 | 153,522 | 158,127 | 162,871 | 168,572 | 174,472 | 180,578 | 186,899 | 193,440 |
| 256,000 | IT Consultants | 273,473 | 281,677 | 290,127 | 298,831 | 307,796 | 318,569 | 329,719 | 341,259 | 353,203 | 365,565 |
| 1,969,239 | Total Contracts | 2,481,663 | 2,261,795 | 2,278,149 | 2,346,493 | 2,460,135 | 2,553,229 | 2,581,797 | 2,672,160 | 2,765,685 | 2,862,484 |
| 4,554,144 | Materials | 4,536,288 | 3,810,722 | 4,167,641 | 4,879,692 | 4,266,925 | 4,820,520 | 5,112,961 | 4,577,488 | 5,427,496 | 5,205,739 |
| 269,339 | Utilities | 295,988 | 314,126 | 328,316 | 343,159 | 358,680 | 370,341 | 382,440 | 394,997 | 408,029 | 421,552 |
| 482,127 | Fuel | 580,112 | 581,072 | 582,061 | 583,080 | 584,129 | 585,390 | 586,696 | 588,046 | 589,445 | 590,892 |
| 97,479 | Food & Catering | 123,250 | 126,948 | 130,756 | 134,679 | 138,719 | 143,575 | 148,600 | 153,801 | 159,184 | 164,755 |
| 62,021 | Printing, Stationery, Ref. Mats etc | 74,523 | 76,758 | 79,061 | 81,433 | 83,876 | 86,812 | 89,850 | 92,995 | 96,249 | 99,618 |
| 50,184 | Land Rates | 40,288 | 41,698 | 43,157 | 44,667 | 46,231 | 47,849 | 49,524 | 51,257 | 53,051 | 54,908 |
| 5,515,294 | Total Materials | 5,650,449 | 4,951,324 | 5,330,993 | 6,066,710 | 5,478,560 | 6,054,486 | 6,370,070 | 5,858,583 | 6,733,454 | 6,537,464 |
| 180,313 | Other Expenses | 263,137 | 271,001 | 279,101 | 287,444 | 296,037 | 306,363 | 317,051 | 328,113 | 339,562 | 351,412 |
| 26,956 | Course Fees | 51,561 | 53,108 | 54,702 | 56,345 | 58,027 | 60,061 | 62,163 | 64,339 | 66,591 | 68,922 |
| 31,783 | Donations Paid | 30,080 | 40,364 | 41,575 | 42,822 | 44,107 | 45,651 | 47,248 | 48,902 | 50,614 | 52,385 |
| 116,450 | Elected Members Allowances & Expenses | 118,200 | 121,414 | 124,640 | 127,880 | 131,145 | 134,500 | 137,880 | 141,282 | 146,081 | 151,028 |
| 351,548 | Subscriptions & Contrib to Reg Bodies | 389,711 | 400,090 | 410,806 | 421,869 | 433,291 | 446,084 | 459,326 | 473,030 | 487,214 | 501,895 |
| - | Communications | - | - | - | - | - | - | - | - | - | - |
| 231,879 | Insurance | 247,198 | 256,413 | 265,998 | 275,970 | 286,345 | 297,984 | 310,117 | 322,764 | 335,949 | 349,695 |
| 29,458 | Motor Vehicle Registration | 31,062 | 31,994 | 32,953 | 33,942 | 34,960 | 36,184 | 37,450 | 38,761 | 40,118 | 41,522 |
| 968,387 | Total Other Expenses | 1,130,948 | 1,174,383 | 1,209,775 | 1,246,272 | 1,283,912 | 1,326,828 | 1,371,236 | 1,417,191 | 1,466,129 | 1,516,858 |
| 122,795 | Total Finance Costs | 112,009 | 102,599 | 95,603 | 88,111 | 80,612 | 72,780 | 64,835 | 58,013 | 51,015 | 43,533 |
| 3,522,912 | Total Depreciation, Amort. & Impairment | 3,661,627 | 3,752,803 | 3,846,714 | 3,943,443 | 4,043,073 | 4,162,796 | 4,286,709 | 4,414,959 | 4,547,697 | 4,685,082 |
| 19,438,441 | TOTAL EXPENSES | 20,694,790 | 20,203,243 | 20,884,308 | 22,065,771 | 21,936,106 | 23,007,289 | 23,826,981 | 23,867,432 | 25,415,677 | 25,664,188 |
| - 3,635,534 | Operating Surplus/Deficit | - 4,379,425 | - 3,699,312 | - 3,865,111 | - 3,885,798 | - 3,833,249 | - 4,331,001 | - 4,557,654 | - 3,984,788 | - 4,899,993 | - 4,493,777 |
| | Extraordinary Items | | | | | | | | | | |
| - | Asset Disposal & Fair Value Adjustments | - | - | - | - | - | - | - | - | - | - |
| - | Amounts For New Or Upgraded Assets | - | - | - | - | - | - | - | - | - | - |
| - 4,344,439 | Uncapitalised Wip - Contra Assets | - 4,626,398 | - 4,051,249 | - 4,220,190 | - 5,003,425 | - 4,131,395 | - 4,723,928 | - 4,877,912 | - 4,330,281 | - 5,242,485 | - 4,939,385 |
| - 412,300 | Sale Proceeds - Contra Sales | - 417,250 | - 325,000 | - 422,000 | - 365,000 | - 437,000 | - 436,000 | - 747,000 | - 371,000 | - 583,300 | - 371,000 |
| 412,302 | Internal | 417,251 | 325,001 | 422,001 | 365,001 | 437,001 | 436,001 | 747,001 | 371,001 | 583,301 | 371,001 |
| - | Suspense | - | - | - | - | - | - | - | - | - | - |
| - | Loans Contra | - | - | - | - | - | - | - | - | - | - |
| - 4,344,437 | TOTAL EXTRAORDINARY ITEMS | - 4,626,398 | - 4,051,248 | - 4,220,189 | - 5,003,424 | - 4,131,394 | - 4,723,927 | - 4,877,912 | - 4,330,280 | - 5,242,484 | - 4,939,384 |
| 708,903 | Net Surplus/Deficit after Extraordinary Item | 246,972 | 351,936 | 355,078 | 1,117,626 | 298,145 | 392,926 | 320,257 | 345,492 | 342,491 | 445,607 |
| | Operating | | | | | | | | | | |
| 15,780,137 | Receipts - Operating | 16,165,364 | 16,488,931 | 17,003,746 | 17,536,060 | 18,086,466 | 18,659,324 | 19,251,769 | 19,864,472 | 20,496,875 | 21,150,944 |
| 15,094,004 | Expenditure - Operating | 16,068,392 | 16,151,995 | 16,664,118 | 17,062,347 | 17,804,712 | 18,283,362 | 18,949,070 | 19,537,152 | 20,173,193 | 20,724,804 |
| 686,133 | Operating Surplus/(Deficit) | 96,972 | 336,936 | 339,628 | 473,713 | 281,754 | 375,962 | 302,699 | 327,319 | 323,682 | 426,140 |
| 22,770 | Capital Grants | 150,000 | 15,000 | 15,450 | 643,913 | 16,391 | 16,965 | 17,558 | 18,173 | 18,809 | 19,467 |
| 708,903 | Non-Operating Items | 246,972 | 351,936 | 355,078 | 1,117,626 | 298,145 | 392,926 | 320,257 | 345,492 | 342,491 | 445,607 |
| 3,522,912 | Depreciation Added Back | 3,661,627 | 3,752,803 | 3,846,714 | 3,943,443 | 4,043,073 | 4,162,796 | 4,286,709 | 4,414,959 | 4,547,697 | 4,685,082 |
| 412,300 | Proceeds of Asset Sales | 417,250 | 325,000 | 422,000 | 365,000 | 437,000 | 436,000 | 747,000 | 371,000 | 583,300 | 371,000 |
| - | Proceeds of Loans | - | - | - | - | - | - | - | - | - | - |
| - 4,344,439 | Capital Purchases | - 4,626,398 | - 4,051,249 | - 4,220,190 | - 5,003,425 | - 4,131,395 | - 4,723,928 | - 4,877,912 | - 4,330,281 | - 5,242,485 | - 4,939,385 |
| - 150,875 | Repayment of Loans | - 130,932 | - 99,706 | - 106,703 | - 106,827 | - 111,253 | - 112,116 | - 99,393 | - 102,619 | - 109,617 | - 117,099 |
| - 560,102 | | - 678,454 | - 73,152 | - 58,179 | - 801,809 | - 237,426 | - 237,248 | - 56,404 | - 353,059 | - 221,104 | - 403 |
| 148,801 | Working Capital Surplus/(Deficit) | - 431,481 | 278,784 | 296,899 | 315,817 | 535,570 | 155,678 | 376,661 | 698,551 | 121,386 | 445,205 |

Uralla Shire Council

Operating Plan 10 Year Information

| Classification | Draft 2012-13 Budget | 2013-14 Budget | 2014-15 Budget | 2015-16 Budget | 2016-17 Budget | 2017-18 Budget | 2018-19 Budget | 2019-20 Budget | 2020-21 Budget | 2021-22 Budget |
|---|----------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Roads, Streets & Bridges | | | | | | | | | | |
| Maintenance | 1,795,550 | 1,798,465 | 1,851,508 | 1,906,121 | 1,962,346 | 2,028,613 | 2,097,130 | 2,167,969 | 2,241,208 | 2,316,924 |
| Capital | 2,988,290 | 2,872,339 | 2,758,903 | 3,667,865 | 2,605,714 | 3,039,382 | 2,594,578 | 2,748,924 | 3,093,121 | 2,826,515 |
| Total | 4,783,840 | 4,670,804 | 4,610,411 | 5,573,985 | 4,568,059 | 5,067,995 | 4,691,708 | 4,916,893 | 5,334,329 | 5,143,439 |
| Administration | 960,949 | 989,778 | 1,019,471 | 1,050,055 | 1,081,557 | 1,119,411 | 1,158,591 | 1,199,141 | 1,241,111 | 1,284,550 |
| Depreciation | 20.1% | 21.2% | 22.1% | 18.8% | 23.7% | 22.1% | 24.7% | 24.4% | 23.3% | 25.0% |
| | 2,139,504 | 2,203,689 | 2,269,799 | 2,337,893 | 2,408,030 | 2,492,311 | 2,579,542 | 2,669,826 | 2,763,270 | 2,859,985 |
| Roads Construction/Reconstruction | | | | | | | | | | |
| Regional Roads | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Local Roads | 1,251,297 | 1,400,250 | 1,091,550 | 1,086,125 | 1,195,135 | 756,425 | 1,075,408 | 1,181,018 | 1,483,232 | 1,173,269 |
| \$ 154,500 | Per klm \$ 159,131 | \$ 163,901 | \$ 168,814 | \$ 173,874 | \$ 179,085 | \$ 184,453 | \$ 189,982 | \$ 195,676 | \$ 201,542 | \$ 207,583 |
| | klms 7.9 | 8.5 | 6.5 | 6.2 | 6.7 | 4.1 | 5.7 | 6.0 | 7.4 | 5.7 |
| Bridge Construction/Reconstruction | | | | | | | | | | |
| Regional Roads | | | | 1,256,000 | | | | | | |
| Local Roads | 282,000 | 305,000 | 445,000 | Abington | - | 811,000 | - | - | - | - |
| | Location Purileu | Mihi | Torryburn | | | Munsie's | | | | |
| Resealing Sealed Roads | | | | | | | | | | |
| Regional Roads | 235,161 | 242,298 | 249,652 | 324,945 | 334,784 | 344,920 | 355,364 | 366,124 | 368,890 | 371,742 |
| \$ 25,750 | Per klm \$ 26,522 | \$ 27,317 | \$ 28,136 | \$ 28,979 | \$ 29,848 | \$ 30,742 | \$ 31,664 | \$ 32,613 | \$ 33,590 | \$ 34,597 |
| | klms 8.9 | 8.9 | 8.9 | 11.2 | 11.2 | 11.2 | 11.2 | 11.2 | 11.0 | 10.7 |
| Local Roads | 936,532 | 596,272 | 614,644 | 649,971 | 669,991 | 692,702 | 716,185 | 740,466 | 765,571 | 791,531 |
| \$ 25,750 | Per klm \$ 26,522 | \$ 27,317 | \$ 28,136 | \$ 28,979 | \$ 29,848 | \$ 30,742 | \$ 31,664 | \$ 32,613 | \$ 33,590 | \$ 34,597 |
| | klms 35.3 | 21.8 | 21.8 | 22.4 | 22.4 | 22.5 | 22.6 | 22.7 | 22.8 | 22.9 |
| Resheeting Unsealed Roads | | | | | | | | | | |
| Regional Roads | 15,548 | 16,027 | 16,520 | 17,028 | 17,552 | 18,092 | 18,649 | 19,223 | 19,815 | 20,425 |
| \$ 20,600 | Per klm \$ 21,217 | \$ 21,853 | \$ 22,508 | \$ 23,183 | \$ 23,878 | \$ 24,594 | \$ 25,331 | \$ 26,090 | \$ 26,872 | \$ 27,678 |
| | klms 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 |
| Local Roads | 267,752 | 312,493 | 341,538 | 333,795 | 388,252 | 416,243 | 428,973 | 442,092 | 455,614 | 469,549 |
| \$ 20,600 | Per klm \$ 21,217 | \$ 21,853 | \$ 22,508 | \$ 23,183 | \$ 23,878 | \$ 24,594 | \$ 25,331 | \$ 26,090 | \$ 26,872 | \$ 27,678 |
| | klms 12.6 | 14.3 | 15.2 | 14.4 | 16.3 | 16.9 | 16.9 | 16.9 | 17.0 | 17.0 |
| Major Activity Areas | | | | | | | | | | |
| Governance | 606,060 | 563,443 | 580,563 | 598,135 | 682,915 | 635,450 | 655,274 | 675,659 | 774,589 | 721,066 |
| Public Order & Safety | 218,591 | 225,303 | 232,223 | 239,358 | 246,714 | 255,266 | 264,115 | 273,272 | 282,749 | 292,556 |
| Administration | 5,066,717 | 5,190,894 | 5,355,552 | 5,525,930 | 5,702,225 | 5,892,514 | 6,089,644 | 6,293,858 | 6,504,155 | 6,722,046 |
| Community Services | 122,946 | 139,434 | 152,200 | 165,577 | 179,593 | 180,866 | 181,966 | 182,883 | 183,606 | 184,122 |
| Economic Affairs | 250,112 | 256,030 | 262,092 | 268,302 | 274,661 | 282,070 | 290,137 | 298,446 | 307,007 | 315,826 |
| Health | 139,128 | 143,480 | 147,967 | 152,596 | 157,370 | 162,622 | 168,050 | 173,660 | 179,458 | 185,450 |
| Housing & Community Amenities | 105,789 | 267,692 | 224,348 | 231,198 | 288,246 | 297,746 | 253,989 | 262,232 | 270,731 | 279,495 |
| Mining | 10,679 | 11,003 | 11,337 | 11,682 | 12,037 | 12,451 | 12,880 | 13,323 | 13,782 | 14,257 |
| Recreation & Culture | 667,712 | 770,546 | 789,622 | 809,183 | 829,234 | 851,852 | 875,107 | 900,708 | 927,403 | 954,941 |
| Landfill Operations & Commercial Waste | 8,361 | 11,456 | 14,772 | 18,317 | 21,579 | 23,153 | 24,835 | 26,626 | 28,534 | 30,564 |
| Environmental Management | 111,567 | 74,448 | 76,238 | 78,064 | 79,929 | 82,308 | 84,758 | 87,279 | 89,874 | 92,546 |
| Transport & Communication | 2,675,844 | 2,677,947 | 2,843,099 | 2,203,726 | 3,034,194 | 3,123,890 | 3,371,930 | 3,473,350 | 3,528,267 | 3,635,045 |
| Water Supplies | 113,848 | 29 | 30 | 31 | 32 | 33 | 34 | 36 | 37 | 38 |
| Sewerage Services | 51,724 | 14 | 15 | 15 | 16 | 16 | 17 | 18 | 18 | 19 |
| Total | 246,972 | 351,936 | 355,078 | 1,117,626 | 298,145 | 392,926 | 320,257 | 345,492 | 342,491 | 445,607 |

Uralla Shire Council

2012-13 to 2021-22 Capital Projects

| Original 2011/2012 Budget | Resp. | Master Activity | Description | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 10 Year Total |
|---------------------------|-----------|-----------------|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| - | GM | | 8070 Fire Control Expenses - RFS Capital Works | - | - | - | - | - | - | - | - | - | - | - |
| - | Dir Admin | | 7100 Corporate Services Capital Expenditure | - | - | - | - | - | - | - | - | - | - | - |
| - | Dir Admin | | 7140 IT Services Capital Works | 14,000 | - | - | - | - | - | - | - | - | - | 14,000 |
| - | Dir Admin | | 8150 Caravan Parks & Camping Grounds Capital Works | - | - | - | - | - | - | - | - | - | - | - |
| - | Dir Admin | | 8170 Economic Development Capital Works | - | - | - | - | - | - | - | - | - | - | - |
| - | Dir Admin | | 7809 TCSO Special Projects Capital Works | - | - | - | - | - | - | - | - | - | - | - |
| - | Dir Admin | | 7834 KADS Capital Works | - | - | - | - | - | - | - | - | - | - | - |
| - | Dir Admin | | 7845 Grace Munro Centre Capital | - | - | - | - | - | - | - | - | - | - | - |
| 37,500 | Dir Admin | | 7890 Other Culture Capital Works | 50,000 | 51,500 | 53,045 | 54,636 | 56,275 | 58,245 | 60,284 | 62,394 | 64,577 | 66,838 | 577,794 |
| - | Dir Eng | | 7200 Engineering Operations Capital Expenditure | - | - | - | - | - | - | - | - | - | - | - |
| - | Dir Eng | | 7400 Stormwater Drainage Capital Works | 17,659 | 18,193 | 18,743 | 19,309 | 19,893 | 20,582 | 21,296 | 22,034 | 22,798 | 23,588 | 204,094 |
| 29,500 | Dir Eng | | 7230 Uralla Parks Capital Works | 22,750 | - | - | - | - | - | - | - | - | - | 22,750 |
| - | Dir Eng | | 7235 Bundarra Parks Capital Works | 5,000 | - | - | - | - | - | - | - | - | - | 5,000 |
| - | Dir Eng | | 7240 Sport Grounds & Recreation Facilities Capital Work | - | - | - | - | - | - | - | - | - | - | - |
| 206,000 | Dir Eng | | 7280 Bridges Capital Works | 282,000 | 305,000 | 445,000 | 1,256,000 | - | 811,000 | - | - | - | - | 3,098,999 |
| 31,397 | Dir Eng | | 7300 Footpaths Capital Works | 47,839 | 49,290 | 50,785 | 52,325 | 53,911 | 55,546 | 57,231 | 58,967 | 60,755 | 62,597 | 549,246 |
| 32,659 | Dir Eng | | 7310 Kerb & Gutter Capital Works | 42,885 | 44,199 | 45,553 | 46,949 | 48,387 | 49,870 | 51,398 | 52,973 | 54,597 | 56,270 | 493,081 |
| 28,928 | Dir Eng | | 7330 Local Urban Streets Capital Works | 30,735 | 31,665 | 32,623 | 50,000 | 51,514 | 53,074 | 54,681 | 56,337 | 58,043 | 59,800 | 478,471 |
| 228,114 | Dir Eng | | 7340 Regional Rural Sealed Roads Capital Works | 235,161 | 242,298 | 249,651 | 324,945 | 334,783 | 344,920 | 355,364 | 366,124 | 368,890 | 371,742 | 3,193,877 |
| 15,462 | Dir Eng | | 7345 Regional Rural Unsealed Roads Capital Works | 15,548 | 16,027 | 16,520 | 17,028 | 17,552 | 18,092 | 18,649 | 19,223 | 19,815 | 20,425 | 178,878 |
| 1,678,253 | Dir Eng | | 7350 Sealed Rural Roads Capital Works | 2,157,094 | 1,964,858 | 1,673,571 | 1,686,097 | 1,813,612 | 1,396,053 | 1,736,911 | 1,865,148 | 2,190,760 | 1,905,000 | 18,389,103 |
| 276,508 | Dir Eng | | 7360 Unsealed Rural Roads Capital Works | 267,752 | 312,493 | 341,538 | 333,795 | 388,252 | 416,243 | 428,973 | 442,092 | 455,614 | 469,549 | 3,856,300 |
| - | Dir Eng | | 7500 Parking Facilities Capital Works | 3,277 | 3,381 | 3,490 | 3,601 | 3,716 | 3,835 | 3,958 | 4,085 | 4,216 | 4,350 | 37,909 |
| 1,100,265 | Dir Eng | | 7550 Plant Purchases | 1,123,000 | 748,765 | 1,019,000 | 880,765 | 1,058,000 | 1,202,765 | 1,787,000 | 1,070,000 | 1,622,500 | 1,570,000 | 12,081,795 |
| 5,000 | Dir Eng | | 7570 Works Depot Capital | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 50,000 |
| - | Mgr H&B&I | | 7490 Community Centre Capital Works | - | - | - | - | - | - | - | - | - | - | - |
| 21,000 | Mgr H&B&I | | 7530 Cemetery Capital Works | 8,000 | 8,240 | 8,487 | 8,742 | 9,004 | 9,319 | 9,645 | 9,983 | 10,332 | 10,694 | 92,447 |
| - | Mgr H&B&I | | 7740 Halls & Community Centres Capital Works | - | - | - | - | - | - | - | - | - | - | - |
| 15,000 | Mgr H&B&I | | 7410 Waste Management Operations Capital Works | - | - | - | - | - | - | - | - | - | - | - |
| 46,000 | Mgr H&B&I | | 7420 Domestic Waste Capital Works | - | - | - | - | - | - | - | - | - | - | - |
| - | Mgr H&B&I | | 7430 Waste Disposal Site Capital Works | 55,000 | - | - | - | - | - | - | - | - | - | 55,000 |
| 140,129 | Water | | 27000 Water Infrastructure Capital Works Fund 2 | 118,609 | 122,167 | 125,832 | 129,607 | 133,495 | 137,500 | 141,625 | 145,874 | 150,250 | 154,757 | 1,359,715 |
| 123,657 | Sewerage | | 37000 Sewerage Services Infrastructure Capital Works F3 | 102,848 | 105,945 | 109,135 | 112,421 | 115,806 | 119,694 | 123,713 | 127,868 | 132,163 | 136,602 | 1,186,195 |
| 193,000 | McMaugh's | | 47000 Residential Aged Care Capital Works | 22,500 | 22,500 | 22,500 | 22,500 | 22,500 | 22,500 | 22,500 | 22,500 | 22,500 | 22,500 | 225,000 |
| - | Dir Admin | | 7105 Council Administration Building Operations Capital V | 13,742 | 14,154 | 14,579 | 15,016 | 15,467 | 16,008 | 16,568 | 17,148 | 17,748 | 18,370 | 158,801 |
| 4,208,372 | | | Total | 4,640,398 | 4,065,673 | 4,235,051 | 5,018,736 | 4,147,169 | 4,740,248 | 4,894,796 | 4,347,748 | 5,260,556 | 4,958,082 | 46,308,457 |

Uralla Shire Council

**10 Year Budget Review for All Activities in the General Fund
by Resource Code
2012-13**

| Original 2011/2012 Budget | Classification | 2012-13 Budget | 2013-14 Budget | 2014-15 Budget | 2015-16 Budget | 2016-17 Budget | 2017-18 Budget | 2018-19 Budget | 2019-20 Budget | 2020-21 Budget | 2021-22 Budget |
|---------------------------------|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Revenue | | | | | | | | | | |
| 4,000,300 | Total Rates | 4,145,780 | 4,253,206 | 4,400,628 | 4,553,270 | 4,711,317 | 4,875,302 | 5,045,097 | 5,220,906 | 5,401,689 | 5,588,914 |
| 126,154 | Total Statutory Charges | 107,266 | 111,018 | 114,901 | 118,920 | 123,079 | 127,387 | 131,845 | 136,460 | 141,236 | 146,179 |
| 622,788 | User Charges | 520,182 | 494,762 | 509,833 | 525,411 | 541,512 | 558,360 | 575,783 | 593,798 | 612,425 | 631,685 |
| - | Aged Care Resident Contribution | - | - | - | - | - | - | - | - | - | - |
| 622,788 | Total User Charges | 520,182 | 494,762 | 509,833 | 525,411 | 541,512 | 558,360 | 575,783 | 593,798 | 612,425 | 631,685 |
| 99,110 | Grants Subsidies Contributions | 290,630 | 16,000 | 16,450 | 16,914 | 17,391 | 17,965 | 18,558 | 19,173 | 19,809 | 20,467 |
| 2,060,000 | Financial Assistance Grants | 2,097,000 | 2,170,395 | 2,246,359 | 2,324,981 | 2,406,356 | 2,490,578 | 2,577,748 | 2,667,970 | 2,761,349 | 2,857,996 |
| 1,007,000 | RTA Contributions | 1,013,000 | 1,022,450 | 1,032,231 | 1,042,354 | 1,052,831 | 1,063,675 | 1,074,899 | 1,086,515 | 1,098,539 | 1,110,982 |
| 1,591,886 | Comm'th Grants & Subsidies | 1,651,143 | 1,700,677 | 1,751,697 | 1,804,248 | 1,858,376 | 1,914,127 | 1,971,551 | 2,030,697 | 2,091,618 | 2,154,367 |
| 1,769,462 | State Grants & Subsidies | 1,781,088 | 1,696,368 | 1,747,374 | 2,427,914 | 1,854,037 | 1,911,281 | 1,970,300 | 2,031,150 | 2,093,888 | 2,158,572 |
| 430,153 | Roads to Recovery | 430,153 | 445,208 | 460,791 | 476,918 | 493,610 | 510,887 | 528,768 | 547,275 | 566,429 | 586,254 |
| 6,957,611 | Total Grants Subsidies Contributions | 7,263,014 | 7,051,099 | 7,254,901 | 8,093,330 | 7,682,601 | 7,908,513 | 8,141,825 | 8,382,780 | 8,631,632 | 8,888,639 |
| 446,552 | Total Investment Income | 439,446 | 441,236 | 443,079 | 444,977 | 446,933 | 448,978 | 451,085 | 453,257 | 455,495 | 457,802 |
| 16,000 | Reimbursements | 51,664 | 53,070 | 54,525 | 56,031 | 57,589 | 59,202 | 60,872 | 62,600 | 64,388 | 66,239 |
| - | Private Works Reimbursements | 252,000 | 260,820 | 269,949 | 279,397 | 289,176 | 299,297 | 309,772 | 320,614 | 331,836 | 343,450 |
| 16,000 | Total Reimbursements | 303,664 | 313,890 | 324,473 | 335,427 | 346,765 | 358,499 | 370,644 | 383,214 | 396,224 | 409,690 |
| 176,771 | Other Revenues | 178,853 | 184,250 | 189,809 | 195,537 | 201,437 | 208,476 | 215,760 | 223,299 | 231,102 | 239,177 |
| 110,216 | Sales Revenue | 92,500 | 95,275 | 98,134 | 101,078 | 104,110 | 107,754 | 111,525 | 115,429 | 119,469 | 123,650 |
| 286,987 | Total Other Revenues | 271,353 | 279,525 | 287,943 | 296,615 | 305,548 | 316,230 | 327,286 | 338,728 | 350,570 | 362,827 |
| 12,456,392 | TOTAL REVENUE | 13,050,706 | 12,944,735 | 13,335,758 | 14,367,950 | 14,157,755 | 14,593,269 | 15,043,565 | 15,509,143 | 15,989,272 | 16,485,737 |
| | Expenses | | | | | | | | | | |
| 5,755,231 | Total Employee Costs | 5,952,072 | 6,199,725 | 6,306,119 | 6,499,645 | 6,654,714 | 6,840,148 | 7,091,407 | 7,319,649 | 7,656,759 | 7,753,591 |
| 328,266 | Contracts | 771,998 | 500,840 | 464,365 | 478,296 | 535,892 | 561,637 | 520,500 | 538,717 | 557,572 | 577,087 |
| 3,342 | Freight | 23,218 | 23,914 | 24,632 | 25,371 | 26,132 | 27,047 | 27,993 | 28,973 | 29,987 | 31,037 |
| 1,269,551 | Brokerage | 1,240,072 | 1,277,274 | 1,315,592 | 1,355,060 | 1,395,712 | 1,444,562 | 1,495,122 | 1,547,451 | 1,601,612 | 1,657,668 |
| 206 | Community Services External Services | 72,309 | 74,478 | 76,713 | 79,014 | 81,385 | 84,233 | 87,181 | 90,233 | 93,391 | 96,659 |
| 256,000 | IT Consultants | 273,473 | 281,677 | 290,127 | 298,831 | 307,796 | 318,569 | 329,719 | 341,259 | 353,203 | 365,565 |
| 1,857,365 | Total Contracts | 2,381,070 | 2,158,184 | 2,171,430 | 2,236,572 | 2,346,917 | 2,436,048 | 2,460,514 | 2,546,632 | 2,635,765 | 2,728,016 |
| 3,901,476 | Materials | 4,077,401 | 3,338,744 | 3,682,178 | 4,380,340 | 3,753,267 | 4,290,215 | 4,565,443 | 4,012,170 | 4,843,774 | 4,602,985 |
| 108,347 | Utilities | 128,720 | 132,682 | 136,767 | 140,979 | 145,320 | 150,406 | 155,670 | 161,119 | 166,758 | 172,594 |
| 482,075 | Fuel | 579,758 | 580,708 | 581,686 | 582,694 | 583,732 | 584,979 | 586,269 | 587,605 | 588,988 | 590,419 |
| 4,779 | Food & Catering | 12,250 | 12,618 | 12,996 | 13,386 | 13,788 | 14,270 | 14,770 | 15,287 | 15,822 | 16,376 |
| 42,401 | Printing, Stationery, Ref. Mats etc | 63,658 | 65,568 | 67,535 | 69,561 | 71,648 | 74,155 | 76,751 | 79,437 | 82,217 | 85,095 |
| 38,711 | Land Rates | 33,193 | 34,355 | 35,558 | 36,802 | 38,090 | 39,423 | 40,803 | 42,231 | 43,709 | 45,239 |
| 4,577,789 | Total Materials | 4,894,981 | 4,164,675 | 4,516,721 | 5,223,761 | 4,605,844 | 5,153,449 | 5,439,706 | 4,897,850 | 5,741,268 | 5,512,709 |
| 163,266 | Other Expenses | 240,235 | 247,412 | 254,804 | 262,418 | 270,261 | 279,685 | 289,439 | 299,534 | 309,983 | 320,797 |
| 9,343 | Course Fees | 42,909 | 44,197 | 45,523 | 46,891 | 48,289 | 49,983 | 51,732 | 53,543 | 55,417 | 57,356 |
| 31,783 | Donations Paid | 30,080 | 40,364 | 41,575 | 42,822 | 44,107 | 45,651 | 47,248 | 48,902 | 50,614 | 52,385 |
| 116,450 | Elected Members Allowances & Expenses | 118,200 | 121,414 | 124,640 | 127,880 | 131,145 | 134,500 | 137,880 | 141,282 | 146,081 | 151,028 |
| 339,663 | Subscriptions & Contrib to Reg Bodies | 377,562 | 387,577 | 397,917 | 408,593 | 419,617 | 431,932 | 444,678 | 457,870 | 471,523 | 485,655 |
| - | Communications | - | - | - | - | - | - | - | - | - | - |
| 213,286 | Insurance | 227,676 | 235,915 | 244,475 | 253,371 | 262,616 | 273,069 | 283,956 | 295,295 | 307,107 | 319,411 |
| 29,458 | Motor Vehicle Registration | 31,062 | 31,994 | 32,953 | 33,942 | 34,960 | 36,184 | 37,450 | 38,761 | 40,118 | 41,522 |
| 903,249 | Total Other Expenses | 1,067,724 | 1,108,871 | 1,141,888 | 1,175,918 | 1,210,995 | 1,251,003 | 1,292,383 | 1,335,187 | 1,380,842 | 1,428,154 |
| 117,712 | Total Finance Costs | 107,113 | 97,902 | 91,117 | 83,850 | 76,590 | 69,012 | 61,337 | 54,802 | 48,110 | 40,952 |
| 3,393,033 | Total Depreciation, Amort. & Impairment | 3,177,189 | 3,253,832 | 3,332,774 | 3,414,084 | 3,497,834 | 3,598,473 | 3,702,635 | 3,810,442 | 3,922,023 | 4,037,509 |
| 16,604,379 | TOTAL EXPENSES | 17,580,148 | 16,983,188 | 17,560,048 | 18,633,831 | 18,392,894 | 19,348,132 | 20,047,983 | 19,964,562 | 21,384,767 | 21,500,931 |
| - 4,147,987 | Operating Surplus/Deficit | - 4,529,443 | - 4,038,453 | - 4,224,290 | - 4,265,881 | - 4,235,139 | - 4,754,863 | - 5,004,418 | - 4,455,419 | - 5,395,495 | - 5,015,194 |
| | Extraordinary Items | | | | | | | | | | |
| - | Asset Disposal & Fair Value Adjustments | - | - | - | - | - | - | - | - | - | - |
| - | Amounts For New Or Upgraded Assets | - | - | - | - | - | - | - | - | - | - |
| - 3,891,586 | Uncapitalised Wip - Contra Assets | - 4,394,441 | - 3,812,997 | - 3,975,454 | - 4,752,010 | - 3,873,100 | - 4,458,213 | - 4,604,542 | - 4,049,014 | - 4,953,071 | - 4,641,567 |
| - 412,300 | Sale Proceeds - Contra Sales | - 417,250 | - 325,000 | - 422,000 | - 365,000 | - 437,000 | - 436,000 | - 747,000 | - 371,000 | - 583,300 | - 371,000 |
| - 78,267 | Internal | - 122,537 | - 230,981 | - 150,660 | - 224,840 | - 170,535 | - 192,229 | - 97,371 | - 300,762 | - 111,350 | - 347,321 |
| - | Suspense | - | - | - | - | - | - | - | - | - | - |
| - | Loans Contra | - | - | - | - | - | - | - | - | - | - |
| - 4,382,153 | TOTAL EXTRAORDINARY ITEMS | - 4,934,228 | - 4,368,978 | - 4,548,114 | - 5,341,850 | - 4,480,635 | - 5,086,441 | - 5,254,172 | - 4,720,775 | - 5,647,721 | - 5,359,888 |
| 234,166 | Net Surplus/Deficit after Extraordinary Item | 404,786 | 330,525 | 323,824 | 1,075,969 | 245,496 | 331,578 | 249,754 | 265,357 | 252,226 | 344,693 |
| | Operating | | | | | | | | | | |
| 12,433,622 | Receipts - Operating | 12,900,706 | 12,929,735 | 13,320,308 | 13,724,037 | 14,141,364 | 14,576,304 | 15,026,007 | 15,490,970 | 15,970,463 | 16,466,269 |
| 12,222,226 | Expenditure - Operating | 12,645,920 | 12,614,211 | 13,011,934 | 13,291,981 | 13,912,259 | 14,261,691 | 14,793,812 | 15,243,786 | 15,737,046 | 16,141,043 |
| 211,396 | Operating Surplus/(Deficit) | 254,786 | 315,525 | 308,374 | 432,055 | 229,105 | 314,613 | 232,195 | 247,184 | 233,417 | 325,226 |
| 22,770 | Capital Grants | 150,000 | 15,000 | 15,450 | 643,913 | 16,391 | 16,965 | 17,558 | 18,173 | 18,809 | 19,467 |
| 234,166 | Non-Operating Items | 404,786 | 330,525 | 323,824 | 1,075,969 | 245,496 | 331,578 | 249,754 | 265,357 | 252,226 | 344,693 |
| 3,393,033 | Depreciation Added Back | 3,177,189 | 3,253,832 | 3,332,774 | 3,414,084 | 3,497,834 | 3,598,473 | 3,702,635 | 3,810,442 | 3,922,023 | 4,037,509 |
| 412,300 | Proceeds of Asset Sales | 417,250 | 325,000 | 422,000 | 365,000 | 437,000 | 436,000 | 747,000 | 371,000 | 583,300 | 371,000 |
| - | Proceeds of Loans | - | - | - | - | - | - | - | - | - | - |
| - 3,891,586 | Capital Purchases | - 4,394,441 | - 3,812,997 | - 3,975,454 | - 4,752,010 | - 3,873,100 | - 4,458,213 | - 4,604,542 | - 4,049,014 | - 4,953,071 | - 4,641,567 |
| - 147,913 | Repayment of Loans | - 127,783 | - 96,359 | - 103,144 | - 103,043 | - 107,230 | - 107,839 | - 94,846 | - 97,785 | - 104,478 | - 111,635 |
| - 234,166 | Working Capital Surplus/(Deficit) | - 927,785 | - 330,524 | - 323,824 | - 1,075,969 | - 45,496 | - 531,578 | - 249,753 | - 34,644 | - 552,226 | - 344,693 |
| - | | - 523,000 | 0 | 0 | 0 | 200,000 | - 200,000 | 0 | 300,000 | - 300,000 | 0 |

Uralla Shire Council

**10 Year Budget Review for the Water Supply Fund
by Resource Code
2012-13**

| Original 2011/2012 Budget | Classification | 2012-13 Budget | 2013-14 Budget | 2014-15 Budget | 2015-16 Budget | 2016-17 Budget | 2017-18 Budget | 2018-19 Budget | 2019-20 Budget | 2020-21 Budget | 2021-22 Budget |
|---------------------------------|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Revenue | | | | | | | | | | |
| 336,025 | Total Rates | 352,688 | 424,076 | 439,479 | 455,420 | 471,918 | 489,030 | 506,740 | 525,070 | 544,041 | 563,677 |
| 10,661 | Total Statutory Charges | - | - | - | - | - | - | - | - | - | - |
| 389,903 | User Charges | 359,280 | 437,738 | 452,879 | 468,549 | 484,766 | 501,559 | 518,937 | 536,925 | 555,544 | 574,813 |
| - | Aged Care Resident Contribution | - | - | - | - | - | - | - | - | - | - |
| 389,903 | Total User Charges | 359,280 | 437,738 | 452,879 | 468,549 | 484,766 | 501,559 | 518,937 | 536,925 | 555,544 | 574,813 |
| - | Grants Subsidies Contributions | - | - | - | - | - | - | - | - | - | - |
| - | Financial Assistance Grants | - | - | - | - | - | - | - | - | - | - |
| - | RTA Contributions | - | - | - | - | - | - | - | - | - | - |
| - | Comm'th Grants & Subsidies | - | - | - | - | - | - | - | - | - | - |
| - | State Grants & Subsidies | - | - | - | - | - | - | - | - | - | - |
| - | Roads to Recovery | - | - | - | - | - | - | - | - | - | - |
| - | Total Grants Subsidies Contributions | - | - | - | - | - | - | - | - | - | - |
| 18,378 | Total Investment Income | 18,929 | 19,497 | 20,082 | 20,685 | 21,305 | 22,051 | 22,823 | 23,621 | 24,448 | 25,304 |
| - | Reimbursements | - | - | - | - | - | - | - | - | - | - |
| - | Private Works Reimbursements | - | - | - | - | - | - | - | - | - | - |
| - | Total Reimbursements | - | - | - | - | - | - | - | - | - | - |
| - | Other Revenues | 1,000 | 1,035 | 1,071 | 1,109 | 1,148 | 1,188 | 1,229 | 1,272 | 1,317 | 1,363 |
| - | Sales Revenue | - | - | - | - | - | - | - | - | - | - |
| - | Total Other Revenues | 1,000 | 1,035 | 1,071 | 1,109 | 1,148 | 1,188 | 1,229 | 1,272 | 1,317 | 1,363 |
| 754,967 | TOTAL REVENUE | 731,897 | 882,346 | 913,511 | 945,762 | 979,137 | 1,013,827 | 1,049,729 | 1,086,889 | 1,125,350 | 1,165,156 |
| | Expenses | | | | | | | | | | |
| 188,500 | Total Employee Costs | 163,614 | 168,850 | 174,253 | 179,829 | 185,584 | 191,522 | 197,651 | 203,976 | 210,503 | 217,239 |
| 8,511 | Contracts | 2,520 | 2,596 | 2,674 | 2,754 | 2,837 | 2,936 | 3,039 | 3,145 | 3,255 | 3,369 |
| 4,120 | Freight | 3,531 | 3,637 | 3,746 | 3,858 | 3,974 | 4,113 | 4,257 | 4,406 | 4,560 | 4,720 |
| - | Brokerage | - | - | - | - | - | - | - | - | - | - |
| - | Community Services External Services | - | - | - | - | - | - | - | - | - | - |
| - | IT Consultants | - | - | - | - | - | - | - | - | - | - |
| 12,631 | Total Contracts | 6,051 | 6,232 | 6,419 | 6,612 | 6,810 | 7,049 | 7,295 | 7,551 | 7,815 | 8,089 |
| 214,988 | Materials | 227,320 | 234,140 | 241,164 | 248,399 | 255,851 | 264,262 | 272,952 | 281,929 | 291,202 | 300,783 |
| 33,194 | Utilities | 52,572 | 64,868 | 71,011 | 77,470 | 84,259 | 88,162 | 92,212 | 96,421 | 100,792 | 105,332 |
| - | Fuel | - | - | - | - | - | - | - | - | - | - |
| - | Food & Catering | - | - | - | - | - | - | - | - | - | - |
| - | Printing, Stationery, Ref. Mats etc | - | - | - | - | - | - | - | - | - | - |
| 4,670 | Land Rates | 1,739 | 1,799 | 1,862 | 1,928 | 1,995 | 2,065 | 2,137 | 2,212 | 2,289 | 2,369 |
| 252,852 | Total Materials | 281,630 | 300,807 | 314,037 | 327,796 | 342,105 | 354,488 | 367,301 | 380,561 | 394,284 | 408,484 |
| - | Other Expenses | 2,900 | 2,987 | 3,077 | 3,169 | 3,264 | 3,378 | 3,496 | 3,619 | 3,745 | 3,877 |
| 2,575 | Course Fess | 2,652 | 2,732 | 2,814 | 2,898 | 2,985 | 3,090 | 3,198 | 3,310 | 3,426 | 3,545 |
| - | Donations Paid | - | - | - | - | - | - | - | - | - | - |
| - | Elected Members Allowances & Expenses | - | - | - | - | - | - | - | - | - | - |
| - | Subscriptions & Contrib to Reg Bodies | 1,159 | 1,194 | 1,229 | 1,266 | 1,304 | 1,350 | 1,397 | 1,446 | 1,497 | 1,549 |
| - | Communications | - | - | - | - | - | - | - | - | - | - |
| 6,874 | Insurance | 7,218 | 7,579 | 7,958 | 8,355 | 8,773 | 9,212 | 9,672 | 10,156 | 10,664 | 11,197 |
| - | Motor Vehicle Registration | - | - | - | - | - | - | - | - | - | - |
| 9,449 | Total Other Expenses | 13,929 | 14,491 | 15,077 | 15,689 | 16,326 | 17,029 | 17,764 | 18,530 | 19,331 | 20,168 |
| - | Total Finance Costs | - | - | - | - | - | - | - | - | - | - |
| 57,179 | Total Depreciation, Amort. & Impairment | 248,070 | 255,512 | 263,177 | 271,073 | 279,205 | 288,977 | 299,091 | 309,560 | 320,394 | 331,608 |
| 520,611 | TOTAL EXPENSES | 713,294 | 745,892 | 772,964 | 800,999 | 830,030 | 859,066 | 889,102 | 920,178 | 952,328 | 985,588 |
| 234,356 | Operating Surplus/Deficit | 18,603 | 136,454 | 140,547 | 144,764 | 149,107 | 154,761 | 160,627 | 166,711 | 173,022 | 179,569 |
| | Extraordinary Items | | | | | | | | | | |
| - | Asset Disposal & Fair Value Adjustments | - | - | - | - | - | - | - | - | - | - |
| - | Amounts For New Or Upgraded Assets | - | - | - | - | - | - | - | - | - | - |
| 140,129 | Uncapitalised Wip - Contra Assets | 118,609 | 122,167 | 125,832 | 129,607 | 133,495 | 137,500 | 141,625 | 145,874 | 150,250 | 154,757 |
| - | Sale Proceeds - Contra Sales | - | - | - | - | - | - | - | - | - | - |
| 224,161 | Internal | 251,059 | 258,591 | 266,349 | 274,339 | 282,569 | 292,228 | 302,217 | 312,549 | 323,235 | 334,287 |
| - | Suspense | - | - | - | - | - | - | - | - | - | - |
| - | Loans Contra | - | - | - | - | - | - | - | - | - | - |
| 84,032 | TOTAL EXTRAORDINARY ITEMS | 132,451 | 136,424 | 140,517 | 144,732 | 149,074 | 154,728 | 160,592 | 166,675 | 172,985 | 179,530 |
| 150,324 | Net Surplus/Deficit after Extraordinary Item | 113,848 | 29 | 30 | 31 | 32 | 33 | 34 | 36 | 37 | 38 |
| | Operating | | | | | | | | | | |
| 754,967 | Receipts - Operating | 731,897 | 882,346 | 913,511 | 945,762 | 979,137 | 1,013,827 | 1,049,729 | 1,086,889 | 1,125,350 | 1,165,156 |
| 604,643 | Expenditure - Operating | 845,745 | 882,316 | 913,481 | 945,731 | 979,105 | 1,013,794 | 1,049,695 | 1,086,853 | 1,125,313 | 1,165,118 |
| 150,324 | Operating Surplus/(Deficit) | 113,848 | 29 | 30 | 31 | 32 | 33 | 34 | 36 | 37 | 38 |
| - | Capital Grants | - | - | - | - | - | - | - | - | - | - |
| 150,324 | Non-Operating Items | 113,848 | 29 | 30 | 31 | 32 | 33 | 34 | 36 | 37 | 38 |
| 57,179 | Depreciation Added Back | 248,070 | 255,512 | 263,177 | 271,073 | 279,205 | 288,977 | 299,091 | 309,560 | 320,394 | 331,608 |
| - | Proceeds of Asset Sales | - | - | - | - | - | - | - | - | - | - |
| - | Proceeds of Loans | - | - | - | - | - | - | - | - | - | - |
| 140,129 | Capital Purchases | 118,609 | 122,167 | 125,832 | 129,607 | 133,495 | 137,500 | 141,625 | 145,874 | 150,250 | 154,757 |
| - | Repayment of Loans | - | - | - | - | - | - | - | - | - | - |
| 82,950 | Total Non-Operating Items | 129,461 | 133,345 | 137,346 | 141,466 | 145,710 | 151,477 | 157,466 | 163,686 | 170,144 | 176,851 |
| 67,374 | Working Capital Surplus/(Deficit) | 15,614 | 133,375 | 137,376 | 141,497 | 145,742 | 151,510 | 157,501 | 163,722 | 170,181 | 176,889 |

Uralla Shire Council

**10 Year Budget Review for the Sewerage Fund
by Resource Code
2012-13**

| Original 2011/2012 Budget | Classification | 2012-13 Budget | 2013-14 Budget | 2014-15 Budget | 2015-16 Budget | 2016-17 Budget | 2017-18 Budget | 2018-19 Budget | 2019-20 Budget | 2020-21 Budget | 2021-22 Budget |
|---------------------------------|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Revenue | | | | | | | | | | |
| 472,160 | Total Rates | 500,569 | 564,847 | 585,012 | 605,882 | 627,481 | 649,865 | 673,032 | 697,010 | 721,827 | 747,513 |
| - | Total Statutory Charges | - | - | - | - | - | - | - | - | - | - |
| 16,100 | User Charges | 13,600 | 18,660 | 18,660 | 18,660 | 18,660 | 18,660 | 18,660 | 18,660 | 18,660 | 18,660 |
| - | Aged Care Resident Contribution | - | - | - | - | - | - | - | - | - | - |
| 16,100 | Total User Charges | 13,600 | 18,660 | 18,660 | 18,660 | 18,660 | 18,660 | 18,660 | 18,660 | 18,660 | 18,660 |
| - | Grants Subsidies Contributions | - | - | - | - | - | - | - | - | - | - |
| - | Financial Assistance Grants | - | - | - | - | - | - | - | - | - | - |
| - | RTA Contributions | - | - | - | - | - | - | - | - | - | - |
| - | Comm'th Grants & Subsidies | - | - | - | - | - | - | - | - | - | - |
| - | State Grants & Subsidies | - | - | - | - | - | - | - | - | - | - |
| - | Roads to Recovery | - | - | - | - | - | - | - | - | - | - |
| - | Total Grants Subsidies Contributions | - | - | - | - | - | - | - | - | - | - |
| 10,000 | Total Investment Income | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| - | Reimbursements | - | - | - | - | - | - | - | - | - | - |
| - | Private Works Reimbursements | - | - | - | - | - | - | - | - | - | - |
| - | Total Reimbursements | - | - | - | - | - | - | - | - | - | - |
| - | Other Revenues | - | - | - | - | - | - | - | - | - | - |
| - | Sales Revenue | - | - | - | - | - | - | - | - | - | - |
| - | Total Other Revenues | - | - | - | - | - | - | - | - | - | - |
| 498,260 | TOTAL REVENUE | 524,169 | 593,507 | 613,672 | 634,542 | 656,141 | 678,525 | 701,692 | 725,670 | 750,487 | 776,173 |
| | Expenses | | | | | | | | | | |
| 141,678 | Total Employee Costs | 143,929 | 148,535 | 153,288 | 158,193 | 163,255 | 168,479 | 173,871 | 179,435 | 185,176 | 191,102 |
| 6,180 | Contracts | 4,500 | 4,635 | 4,774 | 4,918 | 5,065 | 5,243 | 5,426 | 5,616 | 5,812 | 6,016 |
| 21 | Freight | 622 | 640 | 659 | 679 | 700 | 724 | 749 | 776 | 803 | 831 |
| - | Brokerage | - | - | - | - | - | - | - | - | - | - |
| - | Community Services External Services | - | - | - | - | - | - | - | - | - | - |
| - | IT Consultants | - | - | - | - | - | - | - | - | - | - |
| 6,201 | Total Contracts | 5,122 | 5,276 | 5,434 | 5,597 | 5,765 | 5,967 | 6,175 | 6,392 | 6,615 | 6,847 |
| 111,019 | Materials | 121,210 | 124,846 | 128,592 | 132,449 | 136,423 | 141,198 | 146,140 | 151,254 | 156,548 | 162,028 |
| 55,423 | Utilities | 53,447 | 55,067 | 58,763 | 62,660 | 66,766 | 69,112 | 71,558 | 74,108 | 76,767 | 79,540 |
| - | Fuel | - | - | - | - | - | - | - | - | - | - |
| - | Food & Catering | - | - | - | - | - | - | - | - | - | - |
| - | Printing, Stationery, Ref. Mats etc | - | - | - | - | - | - | - | - | - | - |
| 2,070 | Land Rates | 2,100 | 2,174 | 2,250 | 2,328 | 2,410 | 2,494 | 2,581 | 2,672 | 2,765 | 2,862 |
| 168,512 | Total Materials | 176,757 | 182,087 | 189,604 | 197,437 | 205,599 | 212,804 | 220,279 | 228,034 | 236,081 | 244,429 |
| 1,648 | Other Expenses | 2,050 | 2,112 | 2,175 | 2,240 | 2,307 | 2,388 | 2,472 | 2,558 | 2,648 | 2,740 |
| 618 | Course Fess | - | - | - | - | - | - | - | - | - | - |
| - | Donations Paid | - | - | - | - | - | - | - | - | - | - |
| - | Elected Members Allowances & Expenses | - | - | - | - | - | - | - | - | - | - |
| 3,605 | Subscriptions & Contrib to Reg Bodies | - | - | - | - | - | - | - | - | - | - |
| - | Communications | - | - | - | - | - | - | - | - | - | - |
| 877 | Insurance | 920 | 966 | 1,015 | 1,065 | 1,119 | 1,175 | 1,233 | 1,295 | 1,360 | 1,428 |
| - | Motor Vehicle Registration | - | - | - | - | - | - | - | - | - | - |
| 6,748 | Total Other Expenses | 2,970 | 3,078 | 3,190 | 3,305 | 3,426 | 3,563 | 3,705 | 3,853 | 4,007 | 4,168 |
| - | Total Finance Costs | - | - | - | - | - | - | - | - | - | - |
| 19,200 | Total Depreciation, Amort. & Impairment | 172,114 | 177,278 | 182,596 | 188,074 | 193,716 | 200,496 | 207,514 | 214,777 | 222,294 | 230,074 |
| 342,339 | TOTAL EXPENSES | 500,893 | 516,253 | 534,112 | 552,607 | 571,761 | 591,309 | 611,544 | 632,490 | 654,174 | 676,620 |
| 155,921 | Operating Surplus/Deficit | 23,277 | 77,254 | 79,560 | 81,935 | 84,380 | 87,216 | 90,148 | 93,180 | 96,313 | 99,552 |
| | Extraordinary Items | | | | | | | | | | |
| - | Asset Disposal & Fair Value Adjustments | - | - | - | - | - | - | - | - | - | - |
| - | Amounts For New Or Upgraded Assets | - | - | - | - | - | - | - | - | - | - |
| 123,657 | Uncapitalised Wip - Contra Assets | 102,848 | 105,945 | 109,135 | 112,421 | 115,806 | 119,694 | 123,713 | 127,868 | 132,163 | 136,602 |
| - | Sale Proceeds - Contra Sales | - | - | - | - | - | - | - | - | - | - |
| 149,476 | Internal | 177,849 | 183,184 | 188,680 | 194,340 | 200,171 | 206,894 | 213,845 | 221,030 | 228,458 | 236,136 |
| - | Suspense | - | - | - | - | - | - | - | - | - | - |
| - | Loans Contra | - | - | - | - | - | - | - | - | - | - |
| 25,819 | TOTAL EXTRAORDINARY ITEMS | 75,001 | 77,239 | 79,545 | 81,919 | 84,365 | 87,200 | 90,132 | 93,162 | 96,295 | 99,534 |
| 130,102 | Net Surplus/Deficit after Extraordinary Item | 51,724 | 14 | 15 | 15 | 16 | 16 | 17 | 18 | 18 | 19 |
| | Operating | | | | | | | | | | |
| 498,260 | Receipts - Operating | 524,169 | 593,507 | 613,672 | 634,542 | 656,141 | 678,525 | 701,692 | 725,670 | 750,487 | 776,173 |
| 368,158 | Expenditure - Operating | 575,893 | 593,492 | 613,657 | 634,526 | 656,126 | 678,509 | 701,676 | 725,652 | 750,469 | 776,154 |
| 130,102 | Operating Surplus/(Deficit) | 51,724 | 14 | 15 | 15 | 16 | 16 | 17 | 18 | 18 | 19 |
| - | Capital Grants | - | - | - | - | - | - | - | - | - | - |
| 130,102 | Non-Operating Items | 51,724 | 14 | 15 | 15 | 16 | 16 | 17 | 18 | 18 | 19 |
| 19,200 | Depreciation Added Back | 172,114 | 177,278 | 182,596 | 188,074 | 193,716 | 200,496 | 207,514 | 214,777 | 222,294 | 230,074 |
| - | Proceeds of Asset Sales | - | - | - | - | - | - | - | - | - | - |
| - | Proceeds of Loans | - | - | - | - | - | - | - | - | - | - |
| 123,657 | Capital Purchases | 102,848 | 105,945 | 109,135 | 112,421 | 115,806 | 119,694 | 123,713 | 127,868 | 132,163 | 136,602 |
| - | Repayment of Loans | - | - | - | - | - | - | - | - | - | - |
| 104,457 | Working Capital Surplus/(Deficit) | 69,266 | 71,333 | 73,461 | 75,653 | 77,910 | 80,802 | 83,801 | 86,909 | 90,131 | 93,472 |
| 25,645 | Working Capital Surplus/(Deficit) | 17,542 | 71,347 | 73,476 | 75,669 | 77,926 | 80,818 | 83,817 | 86,927 | 90,150 | 93,491 |

Uralla Shire Council

**10 Year Budget Review for McMaugh Gardens Fund
by Resource Code
2012-13**

| Original 2011/2012 Budget | Classification | 2012-13 Budget | 2013-14 Budget | 2014-15 Budget | 2015-16 Budget | 2016-17 Budget | 2017-18 Budget | 2018-19 Budget | 2019-20 Budget | 2020-21 Budget | 2021-22 Budget |
|---------------------------------|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Revenue | | | | | | | | | | |
| - | Total Rates | - | - | - | - | - | - | - | - | - | - |
| - | Total Statutory Charges | - | - | - | - | - | - | - | - | - | - |
| 52,268 | User Charges | 55,329 | 57,266 | 59,270 | 61,345 | 63,492 | 65,714 | 68,014 | 70,394 | 72,858 | 75,408 |
| 621,000 | Aged Care Resident Contribution | 642,735 | 665,231 | 688,514 | 712,612 | 737,553 | 763,368 | 790,085 | 817,738 | 846,359 | 875,982 |
| 673,268 | Total User Charges | 698,064 | 722,497 | 747,784 | 773,956 | 801,045 | 829,082 | 858,099 | 888,133 | 919,217 | 951,390 |
| - | Grants Subsidies Contributions | - | - | - | - | - | - | - | - | - | - |
| - | Financial Assistance Grants | - | - | - | - | - | - | - | - | - | - |
| - | RTA Contributions | - | - | - | - | - | - | - | - | - | - |
| 1,345,500 | Comm'th Grants & Subsidies | 1,232,400 | 1,279,989 | 1,324,789 | 1,371,156 | 1,419,147 | 1,468,817 | 1,520,225 | 1,573,433 | 1,628,503 | 1,685,501 |
| - | State Grants & Subsidies | - | - | - | - | - | - | - | - | - | - |
| - | Roads to Recovery | - | - | - | - | - | - | - | - | - | - |
| 1,345,500 | Total Grants Subsidies Contributions | 1,232,400 | 1,279,989 | 1,324,789 | 1,371,156 | 1,419,147 | 1,468,817 | 1,520,225 | 1,573,433 | 1,628,503 | 1,685,501 |
| 69,345 | Total Investment Income | 71,772 | 74,284 | 76,884 | 79,575 | 82,360 | 85,243 | 88,226 | 91,314 | 94,510 | 97,818 |
| - | Reimbursements | - | - | - | - | - | - | - | - | - | - |
| - | Private Works Reimbursements | - | - | - | - | - | - | - | - | - | - |
| - | Total Reimbursements | - | - | - | - | - | - | - | - | - | - |
| 5,175 | Other Revenues | 5,356 | 5,544 | 5,738 | 5,938 | 6,146 | 6,361 | 6,584 | 6,814 | 7,053 | 7,300 |
| - | Sales Revenue | 1,000 | 1,030 | 1,061 | 1,093 | 1,126 | 1,165 | 1,206 | 1,248 | 1,292 | 1,337 |
| 5,175 | Total Other Revenues | 6,356 | 6,574 | 6,799 | 7,031 | 7,272 | 7,526 | 7,790 | 8,062 | 8,345 | 8,637 |
| 2,093,288 | TOTAL REVENUE | 2,008,592 | 2,083,343 | 2,156,255 | 2,231,719 | 2,309,824 | 2,390,667 | 2,474,341 | 2,560,943 | 2,650,576 | 2,743,346 |
| | Expenses | | | | | | | | | | |
| 1,254,405 | Total Employee Costs | 1,398,479 | 1,443,230 | 1,489,413 | 1,537,075 | 1,586,261 | 1,637,021 | 1,689,406 | 1,743,467 | 1,799,258 | 1,856,834 |
| 37,080 | Contracts | 16,520 | 17,016 | 17,526 | 18,052 | 18,594 | 19,245 | 19,918 | 20,615 | 21,337 | 22,084 |
| - | Freight | 500 | 515 | 530 | 546 | 563 | 582 | 603 | 624 | 646 | 668 |
| - | Brokerage | - | - | - | - | - | - | - | - | - | - |
| 55,962 | Community Services External Services | 72,400 | 74,572 | 76,809 | 79,113 | 81,487 | 84,339 | 87,291 | 90,346 | 93,508 | 96,781 |
| - | IT Consultants | - | - | - | - | - | - | - | - | - | - |
| 93,042 | Total Contracts | 89,420 | 92,103 | 94,866 | 97,712 | 100,643 | 104,166 | 107,812 | 111,585 | 115,490 | 119,533 |
| 326,661 | Materials | 110,357 | 112,993 | 115,708 | 118,504 | 121,384 | 124,845 | 128,427 | 132,135 | 135,972 | 139,943 |
| 72,375 | Utilities | 61,250 | 61,508 | 61,775 | 62,051 | 62,335 | 62,661 | 62,999 | 63,349 | 63,712 | 64,087 |
| 52 | Fuel | 354 | 364 | 375 | 386 | 398 | 412 | 426 | 441 | 457 | 473 |
| 92,700 | Food & Catering | 111,000 | 114,330 | 117,760 | 121,293 | 124,931 | 129,304 | 133,830 | 138,514 | 143,362 | 148,379 |
| 19,620 | Printing, Stationery, Ref. Mats etc | 10,865 | 11,191 | 11,526 | 11,872 | 12,228 | 12,656 | 13,099 | 13,558 | 14,032 | 14,523 |
| 4,733 | Land Rates | 3,256 | 3,370 | 3,488 | 3,610 | 3,736 | 3,867 | 4,002 | 4,142 | 4,287 | 4,437 |
| 516,141 | Total Materials | 297,081 | 303,756 | 310,632 | 317,715 | 325,012 | 333,745 | 342,784 | 352,139 | 361,821 | 371,842 |
| 15,399 | Other Expenses | 17,952 | 18,491 | 19,045 | 19,617 | 20,205 | 20,912 | 21,644 | 22,402 | 23,186 | 23,997 |
| 14,420 | Course Fess | 6,000 | 6,180 | 6,365 | 6,556 | 6,753 | 6,989 | 7,234 | 7,487 | 7,749 | 8,020 |
| - | Donations Paid | - | - | - | - | - | - | - | - | - | - |
| - | Elected Members Allowances & Expenses | - | - | - | - | - | - | - | - | - | - |
| 8,280 | Subscriptions & Contrib to Reg Bodies | 10,990 | 11,320 | 11,660 | 12,010 | 12,370 | 12,803 | 13,251 | 13,715 | 14,195 | 14,691 |
| - | Communications | - | - | - | - | - | - | - | - | - | - |
| 10,842 | Insurance | 11,384 | 11,953 | 12,550 | 13,178 | 13,837 | 14,529 | 15,255 | 16,018 | 16,819 | 17,660 |
| - | Motor Vehicle Registration | - | - | - | - | - | - | - | - | - | - |
| 48,941 | Total Other Expenses | 46,326 | 47,943 | 49,620 | 51,360 | 53,164 | 55,233 | 57,384 | 59,621 | 61,948 | 64,368 |
| 5,083 | Total Finance Costs | 4,896 | 4,697 | 4,486 | 4,261 | 4,022 | 3,768 | 3,498 | 3,211 | 2,905 | 2,581 |
| 53,500 | Total Depreciation, Amort. & Impairment | 64,253 | 66,181 | 68,166 | 70,211 | 72,318 | 74,849 | 77,469 | 80,180 | 82,986 | 85,891 |
| 1,971,112 | TOTAL EXPENSES | 1,900,455 | 1,957,910 | 2,017,184 | 2,078,334 | 2,141,421 | 2,208,782 | 2,278,352 | 2,350,203 | 2,424,409 | 2,501,049 |
| 122,176 | Operating Surplus/Deficit | 108,137 | 125,434 | 139,071 | 153,385 | 168,403 | 181,885 | 195,989 | 210,740 | 226,167 | 242,296 |
| | Extraordinary Items | | | | | | | | | | |
| - | Asset Disposal & Fair Value Adjustments | - | - | - | - | - | - | - | - | - | - |
| - | Amounts For New Or Upgraded Assets | - | - | - | - | - | - | - | - | - | - |
| 189,067 | Uncapitalised Wip - Contra Assets | 10,500 | 10,140 | 9,769 | 9,387 | 8,994 | 8,521 | 8,032 | 7,526 | 7,001 | 6,459 |
| - | Sale Proceeds - Contra Sales | - | - | - | - | - | - | - | - | - | - |
| 116,932 | Internal | 110,879 | 114,206 | 117,632 | 121,161 | 124,796 | 129,107 | 133,568 | 138,183 | 142,958 | 147,899 |
| - | Suspense | - | - | - | - | - | - | - | - | - | - |
| - | Loans Contra | - | - | - | - | - | - | - | - | - | - |
| 72,135 | TOTAL EXTRAORDINARY ITEMS | 100,379 | 104,066 | 107,863 | 111,774 | 115,802 | 120,586 | 125,536 | 130,658 | 135,957 | 141,440 |
| 194,311 | Net Surplus/Deficit after Extraordinary Item | 7,758 | 21,368 | 31,208 | 41,611 | 52,601 | 61,299 | 70,453 | 80,082 | 90,210 | 100,857 |
| | Operating | | | | | | | | | | |
| 2,093,288 | Receipts - Operating | 2,008,592 | 2,083,343 | 2,156,255 | 2,231,719 | 2,309,824 | 2,390,667 | 2,474,341 | 2,560,943 | 2,650,576 | 2,743,346 |
| 1,898,977 | Expenditure - Operating | 2,000,834 | 2,061,975 | 2,125,047 | 2,190,108 | 2,257,223 | 2,329,368 | 2,403,888 | 2,480,861 | 2,560,366 | 2,642,489 |
| 194,311 | Operating Surplus/(Deficit) | 7,758 | 21,368 | 31,208 | 41,611 | 52,601 | 61,299 | 70,453 | 80,082 | 90,210 | 100,857 |
| - | Capital Grants | - | - | - | - | - | - | - | - | - | - |
| 194,311 | Non-Operating Items | 7,758 | 21,368 | 31,208 | 41,611 | 52,601 | 61,299 | 70,453 | 80,082 | 90,210 | 100,857 |
| 53,500 | Depreciation Added Back | 64,253 | 66,181 | 68,166 | 70,211 | 72,318 | 74,849 | 77,469 | 80,180 | 82,986 | 85,891 |
| - | Proceeds of Asset Sales | - | - | - | - | - | - | - | - | - | - |
| - | Proceeds of Loans | - | - | - | - | - | - | - | - | - | - |
| 189,067 | Capital Purchases | 10,500 | 10,140 | 9,769 | 9,387 | 8,994 | 8,521 | 8,032 | 7,526 | 7,001 | 6,459 |
| 2,962 | Repayment of Loans | 3,149 | 3,347 | 3,559 | 3,784 | 4,023 | 4,277 | 4,547 | 4,834 | 5,139 | 5,464 |
| 138,529 | | 50,604 | 52,694 | 54,838 | 57,040 | 59,301 | 62,051 | 64,890 | 67,820 | 70,846 | 73,968 |
| 55,782 | Working Capital Surplus/(Deficit) | 58,362 | 74,062 | 86,047 | 98,651 | 111,902 | 123,350 | 135,342 | 147,903 | 161,056 | 174,825 |

Uralla Shire Council

**10 Year Budget Review for Governance
by Resource Code
2012-13**

| Original 2011/2012 Budget | Classification | 2012-13 Budget | 2013-14 Budget | 2014-15 Budget | 2015-16 Budget | 2016-17 Budget | 2017-18 Budget | 2018-19 Budget | 2019-20 Budget | 2020-21 Budget | 2021-22 Budget |
|---------------------------------|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Revenue | | | | | | | | | | |
| - | Total Rates | - | - | - | - | - | - | - | - | - | - |
| 7,400 | Total Statutory Charges | 7,659 | 7,927 | 8,205 | 8,492 | 8,789 | 9,096 | 9,415 | 9,744 | 10,085 | 10,438 |
| - | User Charges | - | - | - | - | - | - | - | - | - | - |
| - | Aged Care Resident Contribution | - | - | - | - | - | - | - | - | - | - |
| - | Total User Charges | - | - | - | - | - | - | - | - | - | - |
| 60,140 | Grants Subsidies Contributions | - | - | - | - | - | - | - | - | - | - |
| - | Financial Assistance Grants | - | - | - | - | - | - | - | - | - | - |
| - | RTA Contributions | - | - | - | - | - | - | - | - | - | - |
| - | Comm'th Grants & Subsidies | - | - | - | - | - | - | - | - | - | - |
| 130,000 | State Grants & Subsidies | - | - | - | - | - | - | - | - | - | - |
| - | Roads to Recovery | - | - | - | - | - | - | - | - | - | - |
| 190,140 | Total Grants Subsidies Contributions | - | - | - | - | - | - | - | - | - | - |
| - | Total Investment Income | - | - | - | - | - | - | - | - | - | - |
| - | Reimbursements | 1,664 | 1,722 | 1,783 | 1,845 | 1,909 | 1,976 | 2,045 | 2,117 | 2,191 | 2,268 |
| - | Private Works Reimbursements | - | - | - | - | - | - | - | - | - | - |
| - | Total Reimbursements | 1,664 | 1,722 | 1,783 | 1,845 | 1,909 | 1,976 | 2,045 | 2,117 | 2,191 | 2,268 |
| - | Other Revenues | - | - | - | - | - | - | - | - | - | - |
| - | Sales Revenue | - | - | - | - | - | - | - | - | - | - |
| - | Total Other Revenues | - | - | - | - | - | - | - | - | - | - |
| 197,540 | TOTAL REVENUE | 9,323 | 9,649 | 9,987 | 10,337 | 10,698 | 11,073 | 11,460 | 11,861 | 12,277 | 12,706 |
| | Expenses | | | | | | | | | | |
| 281,738 | Total Employee Costs | 322,356 | 332,668 | 343,313 | 354,299 | 365,637 | 377,337 | 389,412 | 401,873 | 414,733 | 428,005 |
| 9,506 | Contracts | 17,621 | 18,150 | 18,694 | 19,255 | 19,833 | 20,527 | 21,245 | 21,989 | 22,759 | 23,555 |
| - | Freight | - | - | - | - | - | - | - | - | - | - |
| - | Brokerage | - | - | - | - | - | - | - | - | - | - |
| - | Community Services External Services | - | - | - | - | - | - | - | - | - | - |
| - | IT Consultants | - | - | - | - | - | - | - | - | - | - |
| 9,506 | Total Contracts | 17,621 | 18,150 | 18,694 | 19,255 | 19,833 | 20,527 | 21,245 | 21,989 | 22,759 | 23,555 |
| 197,483 | Materials | 68,974 | 9,964 | 10,263 | 10,571 | 77,631 | 11,269 | 11,664 | 12,072 | 89,084 | 12,932 |
| 2,781 | Utilities | - | - | - | - | - | - | - | - | - | - |
| 7,468 | Fuel | - | - | - | - | - | - | - | - | - | - |
| 2,204 | Food & Catering | 3,000 | 3,090 | 3,183 | 3,278 | 3,377 | 3,495 | 3,617 | 3,744 | 3,875 | 4,010 |
| - | Printing, Stationery, Ref. Mats etc | - | - | - | - | - | - | - | - | - | - |
| 1,190 | Land Rates | 1,232 | 1,275 | 1,319 | 1,366 | 1,413 | 1,463 | 1,514 | 1,567 | 1,622 | 1,679 |
| 211,126 | Total Materials | 73,206 | 14,329 | 14,766 | 15,215 | 82,421 | 16,227 | 16,795 | 17,383 | 94,580 | 18,621 |
| 11,740 | Other Expenses | 16,390 | 16,882 | 17,388 | 17,910 | 18,447 | 19,093 | 19,761 | 20,452 | 21,168 | 21,909 |
| 2,030 | Course Fess | 7,000 | 7,210 | 7,427 | 7,652 | 7,873 | 8,152 | 8,437 | 8,732 | 9,038 | 9,354 |
| 3,060 | Donations Paid | 3,500 | 3,605 | 3,713 | 3,824 | 3,939 | 4,077 | 4,220 | 4,367 | 4,520 | 4,678 |
| 116,450 | Elected Members Allowances & Expenses | 118,200 | 121,414 | 124,640 | 127,880 | 131,145 | 134,500 | 137,880 | 141,282 | 146,081 | 151,028 |
| 136,294 | Subscriptions & Contrib to Reg Bodies | 169,600 | 174,888 | 180,342 | 185,966 | 191,767 | 198,479 | 205,426 | 212,616 | 220,057 | 227,759 |
| - | Communications | - | - | - | - | - | - | - | - | - | - |
| 18,136 | Insurance | 23,332 | 23,994 | 24,677 | 25,381 | 26,105 | 26,975 | 27,876 | 28,809 | 29,774 | 30,773 |
| - | Motor Vehicle Registration | - | - | - | - | - | - | - | - | - | - |
| 287,710 | Total Other Expenses | 338,021 | 347,993 | 358,187 | 368,613 | 379,276 | 391,276 | 403,600 | 416,258 | 430,638 | 445,501 |
| 274 | Total Finance Costs | - | - | - | - | - | - | - | - | - | - |
| 26,831 | Total Depreciation, Amort. & Impairment | 33,060 | 34,052 | 35,074 | 36,126 | 37,210 | 38,512 | 39,860 | 41,255 | 42,699 | 44,194 |
| 817,185 | TOTAL EXPENSES | 784,265 | 747,192 | 770,034 | 793,509 | 884,377 | 843,879 | 870,913 | 898,759 | 1,005,410 | 959,876 |
| - 619,645 | Operating Surplus/Deficit | - 774,942 | - 737,543 | - 760,047 | - 783,172 | - 873,678 | - 832,807 | - 859,452 | - 886,897 | - 993,133 | - 947,170 |
| | Extraordinary Items | | | | | | | | | | |
| - | Asset Disposal & Fair Value Adjustments | - | - | - | - | - | - | - | - | - | - |
| - | Amounts For New Or Upgraded Assets | - | - | - | - | - | - | - | - | - | - |
| - 140,000 | Uncapitalised Wip - Contra Assets | - | - | - | - | - | - | - | - | - | - |
| - | Sale Proceeds - Contra Sales | - | - | - | - | - | - | - | - | - | - |
| 37,514 | Internal | 49,712 | 51,203 | 52,739 | 54,321 | 55,951 | 57,909 | 59,936 | 62,034 | 64,205 | 66,452 |
| - | Suspense | - | - | - | - | - | - | - | - | - | - |
| - | Loans Contra | - | - | - | - | - | - | - | - | - | - |
| - 102,486 | TOTAL EXTRAORDINARY ITEMS | 49,712 | 51,203 | 52,739 | 54,321 | 55,951 | 57,909 | 59,936 | 62,034 | 64,205 | 66,452 |
| - 517,159 | Net Surplus/Deficit after Extraordinary Item | - 824,654 | - 788,746 | - 812,787 | - 837,493 | - 929,629 | - 890,716 | - 919,388 | - 948,931 | - 1,057,338 | - 1,013,622 |
| | Operating | | | | | | | | | | |
| 197,540 | Receipts - Operating | 9,323 | 9,649 | 9,987 | 10,337 | 10,698 | 11,073 | 11,460 | 11,861 | 12,277 | 12,706 |
| 714,699 | Expenditure - Operating | 833,977 | 798,395 | 822,774 | 847,830 | 940,328 | 901,789 | 930,849 | 960,793 | 1,069,615 | 1,026,328 |
| - 517,159 | Operating Surplus/(Deficit) | - 824,654 | - 788,746 | - 812,787 | - 837,493 | - 929,629 | - 890,716 | - 919,388 | - 948,931 | - 1,057,338 | - 1,013,622 |
| - | Capital Grants | - | - | - | - | - | - | - | - | - | - |
| - 517,159 | Non-Operating Items | - 824,654 | - 788,746 | - 812,787 | - 837,493 | - 929,629 | - 890,716 | - 919,388 | - 948,931 | - 1,057,338 | - 1,013,622 |
| 26,831 | Depreciation Added Back | 33,060 | 34,052 | 35,074 | 36,126 | 37,210 | 38,512 | 39,860 | 41,255 | 42,699 | 44,194 |
| - | Proceeds of Asset Sales | - | - | - | - | - | - | - | - | - | - |
| - | Proceeds of Loans | - | - | - | - | - | - | - | - | - | - |
| - 140,000 | Capital Purchases | - | - | - | - | - | - | - | - | - | - |
| - | Repayment of Loans | - | - | - | - | - | - | - | - | - | - |
| - 113,169 | Working Capital Surplus/(Deficit) | 33,060 | 34,052 | 35,074 | 36,126 | 37,210 | 38,512 | 39,860 | 41,255 | 42,699 | 44,194 |
| - 630,328 | Working Capital Surplus/(Deficit) | - 791,594 | - 754,693 | - 777,713 | - 801,367 | - 892,420 | - 852,204 | - 879,528 | - 907,676 | - 1,014,639 | - 969,428 |

Uralla Shire Council

**10 Year Budget Review for Administration
by Resource Code
2012-13**

| Original 2011/2012 Budget | Classification | 2012-13 Budget | 2013-14 Budget | 2014-15 Budget | 2015-16 Budget | 2016-17 Budget | 2017-18 Budget | 2018-19 Budget | 2019-20 Budget | 2020-21 Budget | 2021-22 Budget |
|---------------------------------|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Revenue | | | | | | | | | | |
| 3,157,876 | Total Rates | 3,350,417 | 3,430,799 | 3,550,239 | 3,673,930 | 3,802,020 | 3,934,967 | 4,072,646 | 4,215,222 | 4,361,617 | 4,513,259 |
| 34,140 | Total Statutory Charges | 10,500 | 10,864 | 11,242 | 11,633 | 12,037 | 12,459 | 12,895 | 13,346 | 13,813 | 14,297 |
| 147,041 | User Charges | 217,330 | 182,946 | 188,742 | 194,723 | 200,894 | 207,470 | 214,263 | 221,280 | 228,529 | 236,017 |
| - | Aged Care Resident Contribution | - | - | - | - | - | - | - | - | - | - |
| 147,041 | Total User Charges | 217,330 | 182,946 | 188,742 | 194,723 | 200,894 | 207,470 | 214,263 | 221,280 | 228,529 | 236,017 |
| 16,200 | Grants Subsidies Contributions | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 |
| 1,225,000 | Financial Assistance Grants | 1,258,200 | 1,302,237 | 1,347,815 | 1,394,989 | 1,443,813 | 1,494,347 | 1,546,649 | 1,600,782 | 1,656,809 | 1,714,797 |
| - | RTA Contributions | - | - | - | - | - | - | - | - | - | - |
| 1,591,886 | Comm'th Grants & Subsidies | 1,651,143 | 1,700,677 | 1,751,697 | 1,804,248 | 1,858,376 | 1,914,127 | 1,971,551 | 2,030,697 | 2,091,618 | 2,154,367 |
| 1,604,462 | State Grants & Subsidies | 1,646,853 | 1,696,368 | 1,747,374 | 1,799,915 | 1,854,037 | 1,911,281 | 1,970,300 | 2,031,150 | 2,093,888 | 2,158,572 |
| - | Roads to Recovery | - | - | - | - | - | - | - | - | - | - |
| 4,437,548 | Total Grants Subsidies Contributions | 4,556,396 | 4,699,482 | 4,847,086 | 4,999,351 | 5,156,426 | 5,319,955 | 5,488,700 | 5,662,829 | 5,842,515 | 6,027,936 |
| 437,999 | Total Investment Income | 437,847 | 439,588 | 441,382 | 443,229 | 445,133 | 447,115 | 449,157 | 451,261 | 453,429 | 455,664 |
| - | Reimbursements | 38,000 | 39,330 | 40,707 | 42,131 | 43,606 | 45,132 | 46,712 | 48,347 | 50,039 | 51,790 |
| - | Private Works Reimbursements | - | - | - | - | - | - | - | - | - | - |
| - | Total Reimbursements | 38,000 | 39,330 | 40,707 | 42,131 | 43,606 | 45,132 | 46,712 | 48,347 | 50,039 | 51,790 |
| 113,933 | Other Revenues | 122,153 | 125,841 | 129,641 | 133,555 | 137,588 | 142,392 | 147,363 | 152,508 | 157,833 | 163,344 |
| 216 | Sales Revenue | 0 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 114,149 | Total Other Revenues | 122,153 | 125,842 | 129,641 | 133,556 | 137,589 | 142,392 | 147,364 | 152,509 | 157,834 | 163,344 |
| 8,328,753 | TOTAL REVENUE | 8,732,643 | 8,928,852 | 9,209,039 | 9,498,553 | 9,797,705 | 10,109,489 | 10,431,735 | 10,764,794 | 11,107,776 | 11,462,307 |
| | Expenses | | | | | | | | | | |
| 2,075,986 | Total Employee Costs | 2,049,828 | 2,114,782 | 2,181,815 | 2,250,993 | 2,322,385 | 2,396,061 | 2,472,095 | 2,550,562 | 2,631,540 | 2,715,110 |
| 130,118 | Contracts | 176,644 | 181,944 | 187,402 | 193,024 | 198,815 | 205,773 | 212,976 | 220,430 | 228,145 | 236,130 |
| - | Freight | - | - | - | - | - | - | - | - | - | - |
| 1,269,551 | Brokerage | 1,240,072 | 1,277,274 | 1,315,592 | 1,355,060 | 1,395,712 | 1,444,562 | 1,495,122 | 1,547,451 | 1,601,612 | 1,657,668 |
| - | Community Services External Services | 71,097 | 73,230 | 75,427 | 77,690 | 80,020 | 82,821 | 85,720 | 88,720 | 91,825 | 95,039 |
| 256,000 | IT Consultants | 273,473 | 281,677 | 290,127 | 298,831 | 307,796 | 318,569 | 329,719 | 341,259 | 353,203 | 365,565 |
| 1,655,669 | Total Contracts | 1,761,286 | 1,814,125 | 1,868,549 | 1,924,605 | 1,982,343 | 2,051,725 | 2,123,536 | 2,197,859 | 2,274,784 | 2,354,402 |
| 501,201 | Materials | 495,065 | 495,347 | 510,057 | 525,209 | 540,815 | 559,569 | 578,979 | 599,068 | 619,860 | 641,380 |
| 27,401 | Utilities | 42,898 | 44,229 | 45,601 | 47,017 | 48,476 | 50,173 | 51,929 | 53,746 | 55,628 | 57,575 |
| 4,502 | Fuel | 30,657 | 31,577 | 32,524 | 33,500 | 34,505 | 35,712 | 36,962 | 38,256 | 39,595 | 40,981 |
| 2,575 | Food & Catering | 7,850 | 8,086 | 8,328 | 8,578 | 8,836 | 9,145 | 9,465 | 9,796 | 10,139 | 10,494 |
| 37,251 | Printing, Stationery, Ref. Mats etc | 58,559 | 60,315 | 62,125 | 63,988 | 65,908 | 68,215 | 70,602 | 73,074 | 75,631 | 78,278 |
| 10,925 | Land Rates | 13,316 | 13,783 | 14,265 | 14,764 | 15,281 | 15,816 | 16,369 | 16,942 | 17,535 | 18,149 |
| 583,855 | Total Materials | 648,345 | 653,336 | 672,901 | 693,056 | 713,821 | 738,630 | 764,307 | 790,882 | 818,388 | 846,857 |
| 132,495 | Other Expenses | 200,974 | 206,973 | 213,153 | 219,517 | 226,073 | 233,950 | 242,103 | 250,542 | 259,276 | 268,316 |
| 2,369 | Course Fess | 9,410 | 9,692 | 9,983 | 10,283 | 10,591 | 10,962 | 11,345 | 11,743 | 12,154 | 12,579 |
| 26,223 | Donations Paid | 23,480 | 24,184 | 24,910 | 25,657 | 26,427 | 27,352 | 28,309 | 29,300 | 30,325 | 31,387 |
| - | Elected Members Allowances & Expenses | - | - | - | - | - | - | - | - | - | - |
| 124,939 | Subscriptions & Contrib to Reg Bodies | 118,646 | 122,726 | 126,947 | 131,313 | 135,829 | 140,583 | 145,504 | 150,596 | 155,867 | 161,323 |
| - | Communications | - | - | - | - | - | - | - | - | - | - |
| 54,600 | Insurance | 63,136 | 66,208 | 69,434 | 72,820 | 76,376 | 80,110 | 84,031 | 88,147 | 92,470 | 97,008 |
| 618 | Motor Vehicle Registration | 1,357 | 1,397 | 1,439 | 1,482 | 1,527 | 1,580 | 1,636 | 1,693 | 1,752 | 1,813 |
| 341,244 | Total Other Expenses | 417,003 | 431,181 | 445,865 | 461,072 | 476,823 | 494,537 | 512,928 | 532,021 | 551,844 | 572,425 |
| 68,417 | Total Finance Costs | 64,805 | 61,078 | 57,105 | 52,870 | 48,355 | 43,700 | 39,183 | 34,363 | 29,226 | 23,747 |
| 243,061 | Total Depreciation, Amort. & Impairment | 166,941 | 171,949 | 177,108 | 182,421 | 187,893 | 194,470 | 201,276 | 208,321 | 215,612 | 223,158 |
| 4,968,232 | TOTAL EXPENSES | 5,108,208 | 5,246,452 | 5,403,342 | 5,565,018 | 5,731,621 | 5,919,123 | 6,113,325 | 6,314,009 | 6,521,395 | 6,735,699 |
| 3,360,521 | Operating Surplus/Deficit | 3,624,435 | 3,682,400 | 3,805,697 | 3,933,536 | 4,066,084 | 4,190,366 | 4,318,411 | 4,450,785 | 4,586,381 | 4,726,608 |
| | Extraordinary Items | | | | | | | | | | |
| - | Asset Disposal & Fair Value Adjustments | - | - | - | - | - | - | - | - | - | - |
| - | Amounts For New Or Upgraded Assets | - | - | - | - | - | - | - | - | - | - |
| 37,500 | Uncapitalised Wip - Contra Assets | 77,742 | 65,654 | 67,624 | 69,653 | 71,742 | 74,253 | 76,852 | 79,542 | 82,326 | 85,207 |
| - | Sale Proceeds - Contra Sales | - | - | - | - | - | - | - | - | - | - |
| 810,373 | Internal | 1,030,270 | 1,061,178 | 1,093,013 | 1,125,804 | 1,159,578 | 1,200,183 | 1,242,211 | 1,285,709 | 1,330,732 | 1,377,330 |
| - | Suspense | - | - | - | - | - | - | - | - | - | - |
| - | Loans Contra | - | - | - | - | - | - | - | - | - | - |
| 847,873 | TOTAL EXTRAORDINARY ITEMS | 1,108,012 | 1,126,832 | 1,160,637 | 1,195,456 | 1,231,320 | 1,274,436 | 1,319,063 | 1,365,251 | 1,413,057 | 1,462,537 |
| 4,208,394 | Net Surplus/Deficit after Extraordinary Item | 4,732,447 | 4,809,232 | 4,966,334 | 5,128,992 | 5,297,404 | 5,464,802 | 5,637,473 | 5,816,036 | 5,999,439 | 6,189,145 |
| | Operating | | | | | | | | | | |
| 8,328,753 | Receipts - Operating | 8,732,643 | 8,928,852 | 9,209,039 | 9,498,553 | 9,797,705 | 10,109,489 | 10,431,735 | 10,764,794 | 11,107,776 | 11,462,307 |
| 4,120,359 | Expenditure - Operating | 4,000,196 | 4,119,620 | 4,242,705 | 4,369,562 | 4,500,301 | 4,644,687 | 4,794,262 | 4,948,758 | 5,108,338 | 5,273,162 |
| 4,208,394 | Operating Surplus/(Deficit) | 4,732,447 | 4,809,232 | 4,966,334 | 5,128,992 | 5,297,404 | 5,464,802 | 5,637,473 | 5,816,036 | 5,999,439 | 6,189,145 |
| - | Capital Grants | - | - | - | - | - | - | - | - | - | - |
| 4,208,394 | Non-Operating Items | 4,732,447 | 4,809,232 | 4,966,334 | 5,128,992 | 5,297,404 | 5,464,802 | 5,637,473 | 5,816,036 | 5,999,439 | 6,189,145 |
| 243,061 | Depreciation Added Back | 166,941 | 171,949 | 177,108 | 182,421 | 187,893 | 194,470 | 201,276 | 208,321 | 215,612 | 223,158 |
| - | Proceeds of Asset Sales | - | - | - | - | - | - | - | - | - | - |
| - | Proceeds of Loans | - | - | - | - | - | - | - | - | - | - |
| 37,500 | Capital Purchases | 77,742 | 65,654 | 67,624 | 69,653 | 71,742 | 74,253 | 76,852 | 79,542 | 82,326 | 85,207 |
| - | Repayment of Loans | - | - | - | - | - | - | - | - | - | - |
| 205,561 | | 89,199 | 106,295 | 109,484 | 112,768 | 116,151 | 120,217 | 124,424 | 128,779 | 133,286 | 137,951 |
| 4,413,955 | Working Capital Surplus/(Deficit) | 4,821,646 | 4,915,527 | 5,075,818 | 5,241,760 | 5,413,555 | 5,585,019 | 5,761,897 | 5,944,815 | 6,132,725 | 6,327,096 |

Uralla Shire Council

**10 Year Budget Review for Engineering
by Resource Code
2012-13**

| Original 2011/2012 Budget | Classification | 2012-13 Budget | 2013-14 Budget | 2014-15 Budget | 2015-16 Budget | 2016-17 Budget | 2017-18 Budget | 2018-19 Budget | 2019-20 Budget | 2020-21 Budget | 2021-22 Budget |
|---------------------------------|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Revenue | | | | | | | | | | |
| 26,850 | Total Rates | 30,564 | 30,875 | 31,190 | 31,508 | 31,830 | 32,157 | 32,487 | 32,821 | 33,158 | 33,500 |
| - | Total Statutory Charges | 6,000 | 6,210 | 6,427 | 6,652 | 6,885 | 7,126 | 7,376 | 7,634 | 7,901 | 8,177 |
| 293,250 | User Charges | 45,206 | 45,865 | 46,543 | 47,241 | 47,960 | 48,701 | 49,464 | 50,250 | 51,060 | 51,894 |
| - | Aged Care Resident Contribution | - | - | - | - | - | - | - | - | - | - |
| 293,250 | Total User Charges | 45,206 | 45,865 | 46,543 | 47,241 | 47,960 | 48,701 | 49,464 | 50,250 | 51,060 | 51,894 |
| - | Grants Subsidies Contributions | 800 | 800 | 800 | 800 | 800 | 800 | 800 | 800 | 800 | 800 |
| 835,000 | Financial Assistance Grants | 838,800 | 868,158 | 898,544 | 929,993 | 962,542 | 996,231 | 1,031,099 | 1,067,188 | 1,104,539 | 1,143,198 |
| 1,007,000 | RTA Contributions | 1,013,000 | 1,022,450 | 1,032,231 | 1,042,354 | 1,052,831 | 1,063,675 | 1,074,899 | 1,086,515 | 1,098,539 | 1,110,982 |
| - | Comm'th Grants & Subsidies | - | - | - | - | - | - | - | - | - | - |
| - | State Grants & Subsidies | 20,000 | - | - | 628,000 | - | - | - | - | - | - |
| 430,153 | Roads to Recovery | 430,153 | 445,208 | 460,791 | 476,918 | 493,610 | 510,887 | 528,768 | 547,275 | 566,429 | 586,254 |
| 2,272,153 | Total Grants Subsidies Contributions | 2,302,753 | 2,336,616 | 2,392,365 | 3,078,065 | 2,509,784 | 2,571,593 | 2,635,566 | 2,701,778 | 2,770,307 | 2,841,235 |
| - | Total Investment Income | - | - | - | - | - | - | - | - | - | - |
| 10,000 | Reimbursements | 10,500 | 10,518 | 10,536 | 10,554 | 10,574 | 10,594 | 10,615 | 10,636 | 10,658 | 10,681 |
| - | Private Works Reimbursements | 252,000 | 260,820 | 269,949 | 279,397 | 289,176 | 299,297 | 309,772 | 320,614 | 331,836 | 343,450 |
| 10,000 | Total Reimbursements | 262,500 | 271,338 | 280,484 | 289,951 | 299,750 | 309,891 | 320,387 | 331,251 | 342,494 | 354,132 |
| 51,500 | Other Revenues | 55,700 | 57,374 | 59,097 | 60,873 | 62,702 | 64,896 | 67,168 | 69,519 | 71,952 | 74,470 |
| - | Sales Revenue | - | - | - | - | - | - | - | - | - | - |
| 51,500 | Total Other Revenues | 55,700 | 57,374 | 59,097 | 60,873 | 62,702 | 64,896 | 67,168 | 69,519 | 71,952 | 74,470 |
| 2,653,753 | TOTAL REVENUE | 2,702,723 | 2,748,277 | 2,816,107 | 3,514,290 | 2,958,911 | 3,034,365 | 3,112,448 | 3,193,252 | 3,276,873 | 3,363,408 |
| | Expenses | | | | | | | | | | |
| 2,546,474 | Total Employee Costs | 2,684,037 | 2,827,758 | 2,826,890 | 2,909,722 | 2,950,554 | 3,018,093 | 3,147,685 | 3,250,365 | 3,457,897 | 3,421,003 |
| 132,218 | Contracts | 99,036 | 102,007 | 105,067 | 108,219 | 104,712 | 115,366 | 112,170 | 116,096 | 120,160 | 124,365 |
| 3,239 | Freight | 8,518 | 8,774 | 9,037 | 9,308 | 9,587 | 9,923 | 10,270 | 10,630 | 11,002 | 11,387 |
| - | Brokerage | - | - | - | - | - | - | - | - | - | - |
| - | Community Services External Services | - | - | - | - | - | - | - | - | - | - |
| - | IT Consultants | - | - | - | - | - | - | - | - | - | - |
| 135,457 | Total Contracts | 107,554 | 110,780 | 114,104 | 117,527 | 114,300 | 125,289 | 122,441 | 126,726 | 131,161 | 135,752 |
| 3,027,307 | Materials | 3,402,265 | 2,748,172 | 3,074,040 | 3,754,107 | 3,041,655 | 3,622,950 | 3,874,998 | 3,297,735 | 4,027,920 | 3,838,021 |
| 70,757 | Utilities | 72,362 | 74,563 | 76,831 | 79,169 | 81,577 | 84,432 | 87,388 | 90,446 | 93,612 | 96,888 |
| 467,736 | Fuel | 548,101 | 548,101 | 548,101 | 548,101 | 548,101 | 548,101 | 548,101 | 548,101 | 548,101 | 548,101 |
| - | Food & Catering | - | - | - | - | - | - | - | - | - | - |
| - | Printing, Stationery, Ref. Mats etc | 1,100 | 1,133 | 1,167 | 1,202 | 1,238 | 1,281 | 1,326 | 1,373 | 1,421 | 1,470 |
| 20,702 | Land Rates | 13,646 | 14,123 | 14,617 | 15,129 | 15,659 | 16,207 | 16,774 | 17,361 | 17,969 | 18,598 |
| 3,586,502 | Total Materials | 4,037,474 | 3,386,093 | 3,714,757 | 4,397,708 | 3,688,230 | 4,272,972 | 4,528,587 | 3,955,017 | 4,689,022 | 4,503,079 |
| 5,496 | Other Expenses | 12,461 | 12,835 | 13,220 | 13,616 | 14,025 | 14,516 | 15,024 | 15,550 | 16,094 | 16,657 |
| - | Course Fess | 20,000 | 20,600 | 21,218 | 21,855 | 22,510 | 23,298 | 24,113 | 24,957 | 25,831 | 26,735 |
| - | Donations Paid | - | - | - | - | - | - | - | - | - | - |
| - | Elected Members Allowances & Expenses | - | - | - | - | - | - | - | - | - | - |
| 74,675 | Subscriptions & Contrib to Reg Bodies | 84,366 | 84,864 | 85,377 | 85,906 | 86,450 | 87,104 | 87,781 | 88,481 | 89,206 | 89,957 |
| - | Communications | - | - | - | - | - | - | - | - | - | - |
| 135,682 | Insurance | 136,098 | 140,346 | 144,730 | 149,254 | 153,923 | 159,461 | 165,200 | 171,148 | 177,313 | 183,702 |
| 28,840 | Motor Vehicle Registration | 29,705 | 30,596 | 31,514 | 32,460 | 33,433 | 34,604 | 35,815 | 37,068 | 38,366 | 39,708 |
| 244,693 | Total Other Expenses | 282,630 | 289,241 | 296,059 | 303,090 | 310,341 | 318,982 | 327,932 | 337,204 | 346,809 | 356,759 |
| 42,558 | Total Finance Costs | 36,528 | 31,774 | 29,740 | 27,537 | 25,150 | 22,562 | 19,758 | 18,418 | 17,260 | 16,001 |
| 3,036,116 | Total Depreciation, Amort. & Impairment | 2,910,842 | 2,979,494 | 3,050,206 | 3,123,040 | 3,198,058 | 3,288,205 | 3,381,508 | 3,478,075 | 3,578,023 | 3,681,469 |
| 9,591,800 | TOTAL EXPENSES | 10,059,064 | 9,625,140 | 10,031,756 | 10,878,623 | 10,286,633 | 11,046,103 | 11,527,911 | 11,165,806 | 12,220,173 | 12,114,063 |
| - 6,938,047 | Operating Surplus/Deficit | - 7,356,341 | - 6,876,863 | - 7,215,649 | - 7,364,333 | - 7,327,722 | - 8,011,738 | - 8,415,463 | - 7,972,554 | - 8,943,300 | - 8,750,655 |
| | Extraordinary Items | | | | | | | | | | |
| - | Asset Disposal & Fair Value Adjustments | - | - | - | - | - | - | - | - | - | - |
| - | Amounts For New Or Upgraded Assets | - | - | - | - | - | - | - | - | - | - |
| - 3,632,086 | Uncapitalised Wip - Contra Assets | - 4,253,699 | - 3,739,103 | - 3,899,343 | - 4,673,615 | - 3,792,353 | - 4,374,640 | - 4,518,045 | - 3,959,489 | - 4,860,413 | - 4,545,665 |
| - 412,300 | Sale Proceeds - Contra Sales | - 417,250 | - 325,000 | - 422,000 | - 365,000 | - 437,000 | - 436,000 | - 747,000 | - 371,000 | - 583,300 | - 371,000 |
| 369,643 | Internal | 490,381 | 400,325 | 499,585 | 444,913 | 519,310 | 521,866 | 836,567 | 464,418 | 680,725 | 472,595 |
| - | Suspense | - | - | - | - | - | - | - | - | - | - |
| - | Loans Contra | - | - | - | - | - | - | - | - | - | - |
| - 3,674,743 | TOTAL EXTRAORDINARY ITEMS | - 4,180,568 | - 3,663,777 | - 3,821,758 | - 4,593,703 | - 3,710,043 | - 4,288,774 | - 4,428,478 | - 3,866,071 | - 4,762,987 | - 4,444,070 |
| - 3,263,304 | Net Surplus/Deficit after Extraordinary Item | - 3,175,773 | - 3,213,086 | - 3,393,891 | - 2,770,630 | - 3,617,678 | - 3,722,964 | - 3,986,985 | - 4,106,483 | - 4,180,313 | - 4,306,585 |
| | Operating | | | | | | | | | | |
| 2,653,753 | Receipts - Operating | 2,702,723 | 2,748,277 | 2,816,107 | 3,514,290 | 2,958,911 | 3,034,365 | 3,112,448 | 3,193,252 | 3,276,873 | 3,363,408 |
| 5,917,057 | Expenditure - Operating | 5,878,496 | 5,961,363 | 6,209,998 | 6,284,921 | 6,576,589 | 6,757,328 | 7,099,433 | 7,299,735 | 7,457,185 | 7,669,993 |
| - 3,263,304 | Operating Surplus/(Deficit) | - 3,175,773 | - 3,213,086 | - 3,393,891 | - 2,770,630 | - 3,617,678 | - 3,722,964 | - 3,986,985 | - 4,106,483 | - 4,180,313 | - 4,306,585 |
| - | Capital Grants | - | - | - | - | - | - | - | - | - | - |
| - 3,263,304 | Non-Operating Items | - 3,175,773 | - 3,213,086 | - 3,393,891 | - 2,770,630 | - 3,617,678 | - 3,722,964 | - 3,986,985 | - 4,106,483 | - 4,180,313 | - 4,306,585 |
| 3,036,116 | Depreciation Added Back | 2,910,842 | 2,979,494 | 3,050,206 | 3,123,040 | 3,198,058 | 3,288,205 | 3,381,508 | 3,478,075 | 3,578,023 | 3,681,469 |
| 412,300 | Proceeds of Asset Sales | 417,250 | 325,000 | 422,000 | 365,000 | 437,000 | 436,000 | 747,000 | 371,000 | 583,300 | 371,000 |
| - | Proceeds of Loans | - | - | - | - | - | - | - | - | - | - |
| - 3,632,086 | Capital Purchases | - 4,253,699 | - 3,739,103 | - 3,899,343 | - 4,673,615 | - 3,792,353 | - 4,374,640 | - 4,518,045 | - 3,959,489 | - 4,860,413 | - 4,545,665 |
| - | Repayment of Loans | - | - | - | - | - | - | - | - | - | - |
| - 183,670 | | - 925,607 | - 434,608 | - 427,136 | - 1,185,576 | - 157,295 | - 650,435 | - 389,537 | - 110,413 | - 699,089 | - 493,196 |
| - 3,446,974 | Working Capital Surplus/(Deficit) | - 4,101,381 | - 3,647,694 | - 3,821,028 | - 3,956,206 | - 3,774,973 | - 4,373,399 | - 4,376,522 | - 4,216,896 | - 4,879,402 | - 4,799,781 |

Uralla Shire Council

**10 Year Budget Review for Health & Building
by Resource Code
2012-13**

| Original 2011/2012 Budget | Classification | 2012-13 Budget | 2013-14 Budget | 2014-15 Budget | 2015-16 Budget | 2016-17 Budget | 2017-18 Budget | 2018-19 Budget | 2019-20 Budget | 2020-21 Budget | 2021-22 Budget |
|---------------------------------|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Revenue | | | | | | | | | | |
| 815,574 | Total Rates | 764,800 | 791,532 | 819,198 | 847,832 | 877,467 | 908,178 | 939,965 | 972,863 | 1,006,913 | 1,042,155 |
| 84,614 | Total Statutory Charges | 83,107 | 86,016 | 89,027 | 92,143 | 95,368 | 98,706 | 102,160 | 105,736 | 109,437 | 113,267 |
| 182,497 | User Charges | 257,645 | 265,951 | 274,549 | 283,448 | 292,658 | 302,189 | 312,056 | 322,267 | 332,836 | 343,775 |
| - | Aged Care Resident Contribution | - | - | - | - | - | - | - | - | - | - |
| 182,497 | Total User Charges | 257,645 | 265,951 | 274,549 | 283,448 | 292,658 | 302,189 | 312,056 | 322,267 | 332,836 | 343,775 |
| 22,770 | Grants Subsidies Contributions | 289,630 | 15,000 | 15,450 | 15,914 | 16,391 | 16,965 | 17,558 | 18,173 | 18,809 | 19,467 |
| - | Financial Assistance Grants | - | - | - | - | - | - | - | - | - | - |
| - | RTA Contributions | - | - | - | - | - | - | - | - | - | - |
| - | Comm'th Grants & Subsidies | - | - | - | - | - | - | - | - | - | - |
| 35,000 | State Grants & Subsidies | 114,235 | - | - | - | - | - | - | - | - | - |
| - | Roads to Recovery | - | - | - | - | - | - | - | - | - | - |
| 57,770 | Total Grants Subsidies Contributions | 403,865 | 15,000 | 15,450 | 15,914 | 16,391 | 16,965 | 17,558 | 18,173 | 18,809 | 19,467 |
| 8,553 | Total Investment Income | 1,600 | 1,648 | 1,697 | 1,748 | 1,800 | 1,863 | 1,929 | 1,996 | 2,066 | 2,138 |
| 6,000 | Reimbursements | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| - | Private Works Reimbursements | - | - | - | - | - | - | - | - | - | - |
| 6,000 | Total Reimbursements | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| 11,338 | Other Revenues | 1,000 | 1,035 | 1,071 | 1,109 | 1,148 | 1,188 | 1,229 | 1,272 | 1,317 | 1,363 |
| 110,000 | Sales Revenue | 92,500 | 95,275 | 98,133 | 101,077 | 104,110 | 107,753 | 111,525 | 115,428 | 119,468 | 123,650 |
| 121,338 | Total Other Revenues | 93,500 | 96,310 | 99,204 | 102,186 | 105,257 | 108,941 | 112,754 | 116,700 | 120,785 | 125,012 |
| 1,276,346 | TOTAL REVENUE | 1,606,017 | 1,257,957 | 1,300,626 | 1,344,770 | 1,390,441 | 1,438,342 | 1,487,922 | 1,539,236 | 1,592,346 | 1,647,315 |
| | Expenses | | | | | | | | | | |
| 851,033 | Total Employee Costs | 895,851 | 924,517 | 954,101 | 984,631 | 1,016,138 | 1,048,656 | 1,082,215 | 1,116,848 | 1,152,589 | 1,189,474 |
| 56,424 | Contracts | 478,697 | 198,740 | 153,202 | 157,798 | 212,532 | 219,971 | 174,108 | 180,202 | 186,509 | 193,037 |
| 103 | Freight | 14,700 | 15,141 | 15,595 | 16,063 | 16,545 | 17,124 | 17,723 | 18,343 | 18,985 | 19,650 |
| - | Brokerage | - | - | - | - | - | - | - | - | - | - |
| 206 | Community Services External Services | 1,212 | 1,249 | 1,286 | 1,325 | 1,364 | 1,412 | 1,461 | 1,513 | 1,566 | 1,620 |
| - | IT Consultants | - | - | - | - | - | - | - | - | - | - |
| 56,733 | Total Contracts | 494,609 | 215,129 | 170,083 | 175,185 | 230,441 | 238,506 | 193,293 | 200,058 | 207,060 | 214,307 |
| 175,485 | Materials | 111,097 | 85,260 | 87,818 | 90,452 | 93,166 | 96,427 | 99,802 | 103,295 | 106,910 | 110,652 |
| 7,408 | Utilities | 13,460 | 13,890 | 14,335 | 14,793 | 15,266 | 15,801 | 16,354 | 16,926 | 17,519 | 18,132 |
| 2,369 | Fuel | 1,000 | 1,030 | 1,061 | 1,093 | 1,126 | 1,165 | 1,206 | 1,248 | 1,292 | 1,337 |
| - | Food & Catering | 1,400 | 1,442 | 1,485 | 1,530 | 1,576 | 1,631 | 1,688 | 1,747 | 1,808 | 1,871 |
| 5,150 | Printing, Stationery, Ref. Mats etc | 4,000 | 4,119 | 4,243 | 4,370 | 4,501 | 4,659 | 4,822 | 4,991 | 5,166 | 5,346 |
| 5,894 | Land Rates | 5,000 | 5,175 | 5,356 | 5,543 | 5,737 | 5,938 | 6,146 | 6,361 | 6,584 | 6,814 |
| 196,306 | Total Materials | 135,956 | 110,917 | 114,298 | 117,782 | 121,372 | 125,620 | 130,017 | 134,568 | 139,278 | 144,152 |
| 13,535 | Other Expenses | 10,410 | 10,722 | 11,044 | 11,375 | 11,716 | 12,126 | 12,551 | 12,990 | 13,445 | 13,915 |
| 4,944 | Course Fess | 6,499 | 6,694 | 6,895 | 7,102 | 7,315 | 7,571 | 7,836 | 8,110 | 8,394 | 8,688 |
| 2,500 | Donations Paid | 3,100 | 12,575 | 12,952 | 13,341 | 13,741 | 14,222 | 14,720 | 15,235 | 15,768 | 16,320 |
| - | Elected Members Allowances & Expenses | - | - | - | - | - | - | - | - | - | - |
| 3,755 | Subscriptions & Contrib to Reg Bodies | 4,950 | 5,098 | 5,251 | 5,408 | 5,571 | 5,766 | 5,968 | 6,176 | 6,393 | 6,616 |
| - | Communications | - | - | - | - | - | - | - | - | - | - |
| 4,868 | Insurance | 5,111 | 5,366 | 5,635 | 5,916 | 6,212 | 6,523 | 6,849 | 7,192 | 7,551 | 7,929 |
| - | Motor Vehicle Registration | - | - | - | - | - | - | - | - | - | - |
| 29,602 | Total Other Expenses | 30,070 | 40,456 | 41,777 | 43,143 | 44,555 | 46,208 | 47,923 | 49,703 | 51,551 | 53,468 |
| 6,463 | Total Finance Costs | 5,780 | 5,050 | 4,272 | 3,443 | 3,085 | 2,750 | 2,396 | 2,021 | 1,624 | 1,204 |
| 87,025 | Total Depreciation, Amort. & Impairment | 66,346 | 68,336 | 70,386 | 72,498 | 74,672 | 77,286 | 79,991 | 82,791 | 85,688 | 88,687 |
| 1,227,162 | TOTAL EXPENSES | 1,628,611 | 1,364,405 | 1,354,916 | 1,396,681 | 1,490,264 | 1,539,027 | 1,535,835 | 1,585,988 | 1,637,789 | 1,691,293 |
| 49,184 | Operating Surplus/Deficit | - 22,594 | - 106,448 | - 54,290 | - 51,911 | - 99,823 | - 100,685 | - 47,913 | - 46,752 | - 45,443 | - 43,978 |
| | Extraordinary Items | | | | | | | | | | |
| - | Asset Disposal & Fair Value Adjustments | - | - | - | - | - | - | - | - | - | - |
| - | Amounts For New Or Upgraded Assets | - | - | - | - | - | - | - | - | - | - |
| - 82,000 | Uncapitalised Wip - Contra Assets | - 63,000 | - 8,240 | - 8,487 | - 8,742 | - 9,004 | - 9,319 | - 9,645 | - 9,983 | - 10,332 | - 10,694 |
| - | Sale Proceeds - Contra Sales | - | - | - | - | - | - | - | - | - | - |
| 324,949 | Internal | 367,639 | 378,669 | 390,029 | 401,730 | 413,781 | 428,179 | 443,078 | 458,496 | 474,451 | 490,962 |
| - | Suspense | - | - | - | - | - | - | - | - | - | - |
| - | Loans Contra | - | - | - | - | - | - | - | - | - | - |
| 242,949 | TOTAL EXTRAORDINARY ITEMS | 304,639 | 370,429 | 381,542 | 392,988 | 404,777 | 418,860 | 433,433 | 448,513 | 464,119 | 480,268 |
| - 193,765 | Net Surplus/Deficit after Extraordinary Item | - 327,234 | - 476,877 | - 435,832 | - 444,899 | - 504,601 | - 519,545 | - 481,346 | - 495,266 | - 509,562 | - 524,245 |
| | Operating | | | | | | | | | | |
| 1,276,346 | Receipts - Operating | 1,606,017 | 1,257,957 | 1,300,626 | 1,344,770 | 1,390,441 | 1,438,342 | 1,487,922 | 1,539,236 | 1,592,346 | 1,647,315 |
| 1,470,111 | Expenditure - Operating | 1,933,251 | 1,734,833 | 1,736,457 | 1,789,669 | 1,895,041 | 1,957,887 | 1,969,268 | 2,034,502 | 2,101,908 | 2,171,560 |
| - 193,765 | Operating Surplus/(Deficit) | - 327,234 | - 476,877 | - 435,832 | - 444,899 | - 504,601 | - 519,545 | - 481,346 | - 495,266 | - 509,562 | - 524,245 |
| - | Capital Grants | - | - | - | - | - | - | - | - | - | - |
| - 193,765 | Non-Operating Items | - 327,234 | - 476,877 | - 435,832 | - 444,899 | - 504,601 | - 519,545 | - 481,346 | - 495,266 | - 509,562 | - 524,245 |
| 87,025 | Depreciation Added Back | 66,346 | 68,336 | 70,386 | 72,498 | 74,672 | 77,286 | 79,991 | 82,791 | 85,688 | 88,687 |
| - | Proceeds of Asset Sales | - | - | - | - | - | - | - | - | - | - |
| - | Proceeds of Loans | - | - | - | - | - | - | - | - | - | - |
| - 82,000 | Capital Purchases | - 63,000 | - 8,240 | - 8,487 | - 8,742 | - 9,004 | - 9,319 | - 9,645 | - 9,983 | - 10,332 | - 10,694 |
| - | Repayment of Loans | - | - | - | - | - | - | - | - | - | - |
| 5,025 | | 3,346 | 60,096 | 61,899 | 63,756 | 65,668 | 67,967 | 70,346 | 72,808 | 75,356 | 77,993 |
| - 188,740 | Working Capital Surplus/(Deficit) | - 323,888 | - 416,781 | - 373,933 | - 381,143 | - 438,932 | - 451,578 | - 411,001 | - 422,458 | - 434,206 | - 446,252 |

USC General Manager

2012-13 Budget Comparison to 2011-12 by Function

| Group | Master Account | Revised Budget 2011-12 | | | | | Budget 2012-13 | | | | | % Variance |
|----------------------------------|--|------------------------|---------------|---------------------------------|---------------|-------------------------------|----------------|---------------|---------------------------------|---------------|-------------------------------|------------|
| | | Revenue | Mtce/Ops/Mgmt | Internal Charges & Depreciation | Capital Works | Funding Residual or Shortfall | Revenue | Mtce/Ops/Mgmt | Internal Charges & Depreciation | Capital Works | Funding Residual or Shortfall | |
| Governance | | | | | | | | | | | | |
| | General Managers Office | - | 326,915 | - 15,814 | - | - 311,101 | 1,664 | 454,521 | 4,487 | - | -457,343 | -47.0% |
| | Elected Members Expenses* | - | 137,833 | 9,845 | - | - 147,678 | - | 148,716 | - | - | -148,716 | -0.7% |
| | Other Governance | - | - | - | - | - | - | - | - | - | 0 | 0.0% |
| | Total Governance | - | 464,748 | - 5,969 | - | - 458,779 | 1,664 | 603,237 | 4,487 | - | -606,060 | -32.1% |
| Public Order & Safety | | | | | | | | | | | | |
| | Animal Control | 7,400 | 33,861 | 2,895 | - | -29,356 | 7,659 | 25,455 | 10,284 | - | -28,081 | 4.3% |
| | Fire Control - RFS | 60,140 | 153,975 | 55,083 | - | -148,918 | - | 163,686 | 2,587 | - | -161,099 | -8.2% |
| | State Emergency Service* | 120,000 | 24,839 | - 125,389 | 130,000 | 90,550 | - | 29,411 | - | - | -29,411 | -132.5% |
| | Other Emergency Services* | - | - | - | - | 0 | - | - | - | - | 0 | 0.0% |
| | Total Public Order & Safety | 187,540 | 212,675 | - 67,411 | 130,000 | - 87,724 | 7,659 | 218,552 | 7,698 | - | -218,591 | -149.2% |
| Administration | | | | | | | | | | | | |
| | Works / Labour Overheads | - | 1,962,971 | - | - | -1,962,971 | - | 2,013,170 | - | - | -2,013,170 | -2.6% |
| | Works / Labour Overhead Recovery | - | - 1,962,971 | - | - | 1,962,971 | - | - 2,075,201 | 62,035 | - | 2,013,166 | 2.6% |
| | Total Administration | - | - | - | - | - | - | 62,031 | 62,035 | - | -3 | 0.0% |
| | Grand Total GM | 187,540 | 677,423 | - 73,380 | 130,000 | -546,503 | 9,323 | 759,758 | 74,219 | - | -824,654 | -50.9% |

USC Administration

2012-13 Budget Comparison to 2011-12 by Function

| Group | Master Account | Revised Budget 2011-12 | | | | | Budget 2012-13 | | | | | % Variance |
|-------------------------|--|------------------------|---------------|---------------------------------|---------------|-------------------------------|----------------|---------------|---------------------------------|---------------|-------------------------------|------------|
| | | Revenue | Mtce/Ops/Mgmt | Internal Charges & Depreciation | Capital Works | Funding Residual or Shortfall | Revenue | Mtce/Ops/Mgmt | Internal Charges & Depreciation | Capital Works | Funding Residual or Shortfall | |
| Administration | | | | | | | | | | | | |
| | Corporate Services Management | 104,532 | 198,439 | - 1,033,740 | - | 939,833 | 74,764 | 268,229 | - 1,201,920 | - | 1,008,455 | 7.3% |
| | Staff Uniform | - | - | - | - | - | - | - | - | - | - | 0.0% |
| | Council Administration Building Operations | - | 67,348 | - | - | -67,348 | - | 53,882 | - 12,742 | 13,742 | -54,882 | 18.5% |
| | Rates | 3,225,926 | 111,693 | - | - | 3,114,233 | 3,360,417 | 147,100 | - | - | 3,213,317 | 3.2% |
| | Workers Compensation | - | - | - | - | - | 40,000 | 20,000 | - | - | 20,000 | 0.0% |
| | Financial Control | 1,619,000 | 200,609 | - | - | 1,418,391 | 1,638,200 | 250,355 | - | - | 1,387,845 | -2.2% |
| | IT Services* | - | 268,360 | - | - | -268,360 | - | 290,436 | - 14,000 | 14,000 | -290,436 | -8.2% |
| | Records Management* | - | 35,683 | - | - | -35,683 | - | 37,894 | - | - | -37,894 | -6.2% |
| | Human Resources* | - | 75,303 | - | - | -75,303 | - | 88,008 | - | - | -88,008 | -16.9% |
| | Customer Service* | - | 85,558 | - | - | -85,558 | - | 91,679 | - | - | -91,679 | -7.2% |
| | Total Administration | 4,949,458 | 1,042,993 | - 1,033,740 | - | 4,940,205 | 5,113,381 | 1,247,584 | - 1,228,662 | 27,742 | 5,066,717 | 2.6% |
| Economic Affairs | | | | | | | | | | | | |
| | Caravan Parks & Camping Grounds | 13,334 | 4,338 | 4,927 | - | 4,069 | 12,318 | 4,998 | 2,376 | - | 4,944 | 21.5% |
| | VIC Coffee Shop | 16,136 | 3,616 | 233 | - | 12,287 | 16,701 | 3,011 | 254 | - | 13,436 | 9.4% |
| | Old Courthouse | - | 7,597 | 1,233 | - | -8,830 | 6,000 | 5,543 | 5,356 | - | -4,899 | 44.5% |
| | Economic Development | - | 114,433 | 6,839 | - | -121,272 | - | 115,120 | 10,647 | - | -125,766 | -3.7% |
| | TV Blackspot* | - | 1,284 | 18,395 | - | -19,679 | 3,000 | 10,110 | 5,323 | - | -12,434 | 36.8% |
| | Bundarra RTC | 4,244 | 2,987 | 3,387 | - | -2,130 | 4,393 | 3,077 | 259 | - | 1,056 | 149.6% |
| | Bundarra Committees & Events | - | 1,200 | - | - | -1,200 | - | 1,200 | 101 | - | -1,301 | -8.4% |
| | Uralla Events Staging & Promotions | - | - | - | - | - | 11,500 | 13,000 | 1,096 | - | -2,596 | 0.0% |
| | Australia Day Activities | - | 2,500 | - | - | -2,500 | 200 | 2,500 | 211 | - | -2,511 | -0.4% |
| | Thunderbolt Festival* | - | 12,100 | 1,044 | - | -13,144 | - | 11,400 | 1,720 | - | -13,120 | 0.2% |
| | Tourism | 15,000 | 109,100 | 17,812 | - | -111,912 | 13,500 | 108,072 | 12,349 | - | -106,921 | 4.5% |
| | Total Economic Affairs | 48,714 | 259,155 | 53,870 | - | -264,311 | 67,612 | 278,031 | 39,693 | - | -250,112 | 5.4% |

USC Administration

2012-13 Budget Comparison to 2011-12 by Function

| Group | Master Account | Revised Budget 2011-12 | | | | | Budget 2012-13 | | | | | % Variance |
|---------------------------|---|------------------------|------------------|---------------------------------|---------------|-------------------------------|------------------|------------------|---------------------------------|---------------|-------------------------------|---------------|
| | | Revenue | Mtce/Ops/Mgmt | Internal Charges & Depreciation | Capital Works | Funding Residual or Shortfall | Revenue | Mtce/Ops/Mgmt | Internal Charges & Depreciation | Capital Works | Funding Residual or Shortfall | |
| Community Services | | | | | | | | | | | | |
| | Community Services* | - | - | 43,817 | - | 43,817 | - | - | 151,391 | - | 151,391 | 245.5% |
| | Bundarra Neighbour Aid | 60,433 | 47,257 | 10,396 | - | 2,780 | 61,896 | 51,349 | 10,547 | - | 0 | -100.0% |
| | Youth Services | 1,250 | 21,008 | 5,055 | - | -24,813 | 1,250 | 11,356 | 958 | - | -11,064 | 55.4% |
| | Pre-school | 17,000 | 2,000 | 2,000 | - | 13,000 | 17,621 | 1,650 | 4,270 | - | 11,701 | -10.0% |
| | TCSO Special Projects | - | - | - | - | - | - | - | - | - | - | 0.0% |
| | TCSO- COPM Program | 272,320 | 241,217 | 31,753 | - | -650 | 280,490 | 244,848 | 35,642 | - | -0 | 99.9% |
| | TCSO - COPA | 121,226 | 104,865 | 16,911 | - | -550 | 124,863 | 107,989 | 16,873 | - | 0 | 100.0% |
| | TCSO - R&R | 68,855 | 62,345 | 6,510 | - | - | 70,925 | 64,220 | 6,705 | - | 0 | 0.0% |
| | TCSO - CACPM | 849,621 | 744,064 | 98,757 | - | 6,800 | 875,110 | 773,357 | 101,752 | - | 0 | -100.0% |
| | TCSO - CACPA | 351,334 | 312,413 | 42,071 | - | -3,150 | 361,874 | 320,005 | 41,869 | - | -0 | 100.0% |
| | TCSO - DEMR | 80,366 | 72,232 | 8,134 | - | - | 82,777 | 74,399 | 8,378 | - | -0 | 0.0% |
| | TCSO - NAC | 82,477 | 75,286 | 7,191 | - | - | 84,951 | 77,544 | 7,407 | - | 0 | 0.0% |
| | TCSO - Elders | 68,006 | 61,499 | 6,507 | - | - | 70,046 | 63,344 | 6,702 | - | -0 | 0.0% |
| | KADS - Regional Office | - | - | - | - | - | - | - | - | - | - | 0.0% |
| | KADS - Boggabilla Neighbour Aid Program | 131,856 | 116,024 | 17,182 | - | -1,350 | 136,041 | 119,272 | 16,770 | - | -0 | 100.0% |
| | KADS - Inverell Elders Group | 89,245 | 71,088 | 12,907 | - | 5,250 | 91,922 | 79,262 | 12,660 | - | 0 | -100.0% |
| | KADS - Disability Respite | 75,680 | 68,985 | 6,695 | - | - | 77,466 | 70,739 | 6,727 | - | -0 | 0.0% |
| | KADS - DSP Respite | 91,789 | 83,644 | 8,145 | - | - | 96,340 | 87,894 | 8,446 | - | -0 | 0.0% |
| | KADS - HACC Tamworth Multiservice | 152,904 | 137,403 | 18,451 | - | -2,950 | 184,987 | 163,536 | 21,451 | - | -0 | 100.0% |
| | KADS - WQW Elders Group | 59,199 | 55,660 | 5,539 | - | -2,000 | 60,975 | 51,247 | 9,728 | - | -0 | 100.0% |
| | KADS - Commonwealth Respite | 116,869 | 104,137 | 12,732 | - | - | 120,375 | 108,534 | 11,841 | - | -0 | 0.0% |
| | KADS - CACP | 281,659 | 251,301 | 32,383 | - | -2,025 | 285,652 | 254,239 | 31,413 | - | -0 | 100.0% |
| | KADS - Narrabri | 70,285 | 59,159 | 6,326 | - | 4,800 | 72,394 | 60,260 | 12,133 | - | 0 | -100.0% |
| | CMSS - Filemaker | - | - | - | - | - | - | - | - | - | - | 0.0% |
| | KADS Equipment Loan Service | - | - | - | - | - | 65,000 | 62,570 | 2,430 | - | -0 | 0.0% |
| | Boggabilla Community Transport | - | - | - | - | - | - | - | - | - | - | 0.0% |
| | KADS Special Projects Non-Recurrent | - | 13,000 | - | - | -13,000 | - | - | - | - | - | 100.0% |
| | Grace Munro Centre* | 42,000 | 37,233 | 13,273 | - | -8,506 | - | 31,905 | 12,494 | - | -44,398 | -422.0% |
| | Hill Street Aged Units | 25,358 | 10,660 | 5,130 | - | 9,568 | 25,662 | 10,071 | 3,303 | - | 12,288 | 28.4% |
| | TCT Special Projects Non-Recurrent | - | - | - | - | - | - | - | - | - | - | 0.0% |
| | Tablelands Community Transport - CTP | 30,138 | 26,911 | 3,227 | - | - | 31,042 | 27,718 | 3,324 | - | 0 | 0.0% |
| | TCT Transport to Safety | - | - | - | - | - | - | - | - | - | - | 0.0% |
| | Tablelands Community Transport - HACC | 230,034 | 174,426 | 35,058 | - | 20,550 | 206,050 | 169,248 | 35,210 | - | 1,591 | -92.3% |
| | Street Stall Operations | - | - | - | - | - | - | 6,320 | - | - | -6,320 | 0.0% |
| | Total Community Services | 3,369,904 | 2,953,817 | 368,516 | - | 47,571 | 3,485,708 | 3,092,878 | 277,641 | - | 115,188 | 142.1% |

USC Administration

2012-13 Budget Comparison to 2011-12 by Function

| Group | Master Account | Revised Budget 2011-12 | | | | | Budget 2012-13 | | | | | % Variance | | |
|---------------------------------|---------------------------------------|------------------------|------------------|---------------------------------|----------------|-------------------------------|------------------|------------------|---------------------------------|---------------|-------------------------------|-----------------|------------------|-------------|
| | | Revenue | Mtce/Ops/Mgmt | Internal Charges & Depreciation | Capital Works | Funding Residual or Shortfall | Revenue | Mtce/Ops/Mgmt | Internal Charges & Depreciation | Capital Works | Funding Residual or Shortfall | | | |
| Recreation & Culture | | | | | | | | | | | | | | |
| | Libraries | 29,374 | 219,743 | 36,481 | - | -226,850 | 29,443 | 223,048 | 24,572 | - | -218,177 | 3.8% | | |
| | Other Culture | 3,303 | 4,230 | - | 37,188 | 37,500 | 500 | 8,323 | - | 49,298 | 50,000 | -8,526 | -588.1% | |
| | International Womens' Day | 2,000 | 2,000 | - | - | - | 2,000 | 2,000 | - | - | - | - | 0.0% | |
| | Heritage | 54,000 | 93,500 | 9,749 | - | -49,249 | 40,000 | 11,660 | 983 | - | 27,357 | 155.5% | | |
| | Total Recreation & Culture | 88,677 | 319,473 | 9,042 | 37,500 | -277,338 | 71,943 | 245,031 | - | 23,743 | 50,000 | -199,346 | 28.1% | |
| | Grand Total Administration | 8,456,753 | 4,575,438 | - | 602,312 | 37,500 | 4,446,127 | 8,738,643 | 4,863,525 | - | 935,071 | 77,742 | 4,732,447 | 6.4% |

USC Engineering

2012-13 Budget Comparison to 2011-12 by Function

| Group | Master Account | Revised Budget 2011-12 | | | | | Budget 2012-13 | | | | | % Variance |
|--|--|------------------------|---------------|---------------------------------|---------------|-------------------------------|----------------|---------------|---------------------------------|---------------|-------------------------------|------------|
| | | Revenue | Mtce/Ops/Mgmt | Internal Charges & Depreciation | Capital Works | Funding Residual or Shortfall | Revenue | Mtce/Ops/Mgmt | Internal Charges & Depreciation | Capital Works | Funding Residual or Shortfall | |
| Administration | | | | | | | | | | | | |
| | Engineering Operations | 10,000 | 602,641 | - 592,641 | - | - | 17,500 | 670,260 | - 652,760 | - | 0 | 0.0% |
| Health | | | | | | | | | | | | |
| | Street Cleaning* | - | 40,487 | 7,515 | - | -48,002 | - | 26,190 | 5,288 | - | -31,478 | 34.4% |
| | Public Amenities* | - | 39,832 | 13,244 | - | -53,076 | - | 37,551 | 14,913 | - | -52,465 | 1.2% |
| | Total Health | - | 80,319 | 20,759 | - | -101,078 | - | 63,741 | 20,201 | - | -83,943 | 17.0% |
| Housing & Community Amenities | | | | | | | | | | | | |
| | Stormwater Drainage | 26,850 | 22,343 | 18,967 | - | -14,460 | 30,564 | 4,000 | - 5,235 | 17,659 | 14,140 | 197.8% |
| Mining | | | | | | | | | | | | |
| | Quarries & Pits* | - | 5,712 | 1,968 | - | -7,680 | - | 8,122 | 2,556 | - | -10,679 | -39.0% |
| Recreation & Culture | | | | | | | | | | | | |
| | Noxious Weeds Expenditure* | - | 65,302 | 4,815 | - | -70,117 | - | 67,765 | 5,715 | - | -73,480 | -4.8% |
| | Uralla Parks & Reserves | - | 122,178 | 5,686 | 29,500 | -157,364 | 20,000 | 188,779 | 34,409 | 22,750 | -225,938 | -43.6% |
| | Bundarra Parks & Reserves | - | - | - | - | 0 | 800 | 11,051 | 970 | 5,000 | -14,281 | 0.0% |
| | Sport Grounds & Recreation Facilities | - | 17,775 | 8,339 | - | -26,114 | - | 5,125 | 11,734 | - | -16,860 | 35.4% |
| | Swimming Pool(s) | 34,500 | 95,712 | 25,667 | - | -86,879 | 23,264 | 90,384 | 21,773 | - | -88,894 | -2.3% |
| | Total Recreation & Culture | 34,500 | 300,967 | 44,507 | 29,500 | -340,474 | 44,064 | 363,104 | 72,661 | 27,750 | -419,452 | -23.2% |
| Transport & Communication | | | | | | | | | | | | |
| | Bridges | 30,000 | 111,811 | 30,891 | 206,000 | -318,702 | 32,000 | 121,196 | 67,836 | 282,000 | -439,031 | -37.8% |
| | Bus Shelters* | - | - | - | - | 0 | - | - | - | - | 0 | 0.0% |
| | Footpaths | 8,000 | 63,991 | 1,851 | 31,397 | -89,239 | 8,000 | 64,683 | 1,332 | 47,839 | -105,854 | -18.6% |
| | Kerb & Gutter | - | 15,314 | 25,350 | 32,659 | -73,323 | 21,442 | 11,152 | 14,175 | 42,885 | -46,770 | 36.2% |
| | Urban Facilities* | - | 1,904 | 1,350 | - | -3,254 | - | 386 | 2,132 | - | -2,518 | 22.6% |
| | Local Urban Streets | 29,336 | 87,021 | 57,305 | 28,928 | -143,918 | 28,780 | 51,295 | 123,062 | 30,735 | -176,311 | -22.5% |
| | Unsealed Urban Streets* | - | 10,000 | 737 | - | -10,737 | - | 0 | 0 | - | -0 | 100.0% |
| | Regional Rural Sealed Roads | 950,533 | 443,115 | 280,232 | 346,114 | -118,928 | 943,291 | 489,979 | 604,080 | 235,161 | -385,929 | -224.5% |
| | Regional Rural Unsealed Roads | 50,000 | 36,789 | 8,050 | 15,462 | -10,301 | 50,000 | 36,264 | 6,426 | 15,548 | -8,238 | 20.0% |
| | Sealed Rural Roads | 815,338 | 376,939 | 340,816 | 1,678,253 | -899,038 | 808,040 | 453,575 | - 1,137,508 | 2,157,094 | -665,120 | 26.0% |
| | Unsealed Rural Roads | 374,946 | 642,472 | 385,020 | 276,508 | -929,054 | 367,841 | 643,242 | 448,268 | 267,752 | -991,421 | -6.7% |
| | Bike Track* | - | - | - | - | 0 | - | - | 3,684 | - | -3,684 | 0.0% |
| | Road Safety* | 38,000 | 33,827 | 6,279 | - | -2,106 | 38,000 | 51,522 | 10,402 | - | -23,925 | -1036.0% |
| | Street Lighting | 5,000 | 60,000 | 11,138 | - | -66,138 | 6,000 | 50,000 | 10,095 | - | -54,095 | 18.2% |
| | Parking Facilities | - | 8,950 | 3,915 | 11,000 | -16,035 | - | 4,828 | 1,869 | 3,277 | -9,974 | 37.8% |
| | Plant | 51,500 | 1,062,165 | 1,978,712 | 1,100,265 | -132,218 | 55,200 | 1,168,939 | 2,442,886 | 1,123,000 | 206,147 | 255.9% |
| | Plant Recovery* | - | - | - | - | 0 | - | - | - | - | 0 | 0.0% |
| | Works Depot* | - | 163,625 | 168,625 | 5,000 | 0 | - | 243,885 | 248,885 | 5,000 | 0 | 0.0% |
| | Private Works | 258,750 | 164,113 | 30,465 | - | 64,172 | 252,000 | 183,973 | 37,144 | - | 30,883 | -51.9% |
| | Total Transport & Communication | 2,611,403 | 3,282,036 | 1,653,400 | 3,731,586 | -2,748,819 | 2,610,595 | 3,574,919 | 2,498,773 | 4,210,290 | -2,675,840 | 2.7% |
| | Grand Total Engineering | 2,682,753 | 4,294,018 | 2,159,840 | 3,761,086 | -3,212,511 | 2,702,723 | 4,684,146 | 3,061,349 | 4,255,699 | -3,175,773 | 1.1% |

USC Health & Building

2012-13 Budget Comparison to 2011-12 by Function

| Group | Master Account | Revised Budget 2011-12 | | | | | Budget 2012-13 | | | | | % Variance |
|---|---|------------------------|-------------------|---------------------------------------|------------------|-------------------------------------|----------------|-------------------|---------------------------------------|------------------|-------------------------------------|------------|
| | | Revenue | Mtce/Ops/ Mgmt | Internal Charges & Depreciation | Capital Works | Funding Residual or Shortfall | Revenue | Mtce/Ops/ Mgmt | Internal Charges & Depreciation | Capital Works | Funding Residual or Shortfall | |
| Health | | | | | | | | | | | | |
| | Health Administration & Inspection | 5,201 | 67,043 | 3,676 | - | -65,518 | 2,500 | 53,199 | 4,487 | - | -55,186 | 15.8% |
| Housing & Community Amenities | | | | | | | | | | | | |
| | Town Planning Office | 132,034 | 238,725 | 14,875 | - | -121,566 | 178,679 | 300,708 | 25,360 | - | -147,389 | -21.2% |
| | Town Planning - S94 Contributions* | 335,770 | - | - | - | 335,770 | 150,000 | - | - | - | 150,000 | -55.3% |
| | Building Control Office | 207 | 87,655 | 5,807 | - | -93,255 | 10,428 | 74,226 | 6,260 | - | -70,058 | 24.9% |
| | Community Centre | 14,490 | 41,656 | 7,248 | - | -34,414 | 16,679 | 51,023 | 10,284 | - | -44,628 | -29.7% |
| | Cemetery | 18,113 | 14,865 | 4,539 | 21,000 | -22,291 | 28,000 | 30,440 | - | 2,587 | 8,000 | 64.8% |
| | Total Housing & Community Amenities | 500,614 | 382,901 | 32,469 | 21,000 | 64,244 | 383,787 | 456,397 | 39,318 | 8,000 | -119,929 | -286.7% |
| Recreation & Culture | | | | | | | | | | | | |
| | Halls & Community Centres | 10,588 | 19,340 | 5,926 | - | -14,678 | 38,235 | 70,776 | 16,373 | - | -48,914 | -233.2% |
| Landfill Operations & Commercial Waste | | | | | | | | | | | | |
| | Domestic Waste | 317,926 | 358,328 | 107,916 | - | -148,318 | 365,257 | 334,906 | 62,035 | - | -31,684 | 78.6% |
| | Other Waste Management | 657,197 | 511,201 | 11,250 | 61,000 | 96,246 | 556,456 | 372,097 | 89,315 | 55,000 | 40,045 | -58.4% |
| | Total Landfill Operations & Commercial Waste | 975,123 | 869,529 | 96,666 | 61,000 | -52,072 | 921,714 | 707,003 | 151,349 | 55,000 | 8,361 | 116.1% |
| Environmental Management | | | | | | | | | | | | |
| | Environmental Management | 130,320 | 139,562 | 8,890 | - | -18,132 | 274,460 | 356,003 | 30,024 | - | -111,567 | -515.3% |
| | Grand Total Health & Building | 1,621,846 | 1,478,375 | 147,627 | 82,000 | -86,156 | 1,620,696 | 1,643,379 | 241,551 | 63,000 | -327,234 | -279.8% |

