



**URALLA SHIRE COUNCIL**

# Operational Plan 2021 – 2022 Delivery Program 2017 - 2022

# About this document

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## Document History

Version	Date Amended	Comments
Version 1		

## Further Document Information and Relationships

Related Legislation	<i>NSW Local Government Act 1993</i> <i>NSW Local Government (General) Regulations 2005</i>
Related Policies	Nil
Related	<i>NSW Office of Local Government Integrated Planning and Reporting Guidelines</i>
• Procedures	<i>Uralla Shire Council Community Strategic Plan</i>
• Protocols	<i>Uralla Shire Council Resourcing Strategy</i>
• Statements	
• Documents	

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## Acknowledgement of Country

We acknowledge the Traditional Custodians of this land and recognise their sacred connection to Country. We pay our respect to Elders past, present and emerging.



# Part 1: Overview



# Mayor's Message

Welcome to the Uralla Shire 2021-2022 Operational Plan. Our Operational Plan is developed in consultation with the people of the Uralla Shire, and outlines the steps council will take over the next 12 months to implement ideas and practices for responsible stewardship of our Shire.

Our first round of Listening Posts, held across towns and villages in our Shire, highlighted some of the reasons why our residents love this area.

We have a safe living environment, a cheaper cost of living, a very low crime rate and a relaxed rural lifestyle with country honesty.

The sense of connection, of friendliness and community, stands out as some of our biggest assets.

We have facilities and infrastructure proportionate to city and metropolitan areas like our wonderful libraries at Uralla and Bundarra, beautiful parks which will soon include new multi-purpose courts at Bundarra, and the renovated Uralla swimming pool; at the same time as delivering a far larger sealed road network.

But it's those unique things that people remember, and Uralla Shire has them in spades – the Wooldridge Fossicking Area, Emu Crossing camping area and the iconic Thunderbolts Statue. A recently launched tourism video promotes the bespoke industry and artisan trades in the Shire and spectacular countryside to see and visit.

Through this Operational Plan we map the paths that support those living in our Shire and welcome visitors to enjoy this wonderful place.

***Mayor Michael Pearce***



# General Manager's Message



Uralla Shire encompasses a number of villages and towns, each with a distinctive environment and character.

It is home to diverse industries ranging from farming, tourism, manufacturing, hospitality, education and research, creative industries, mining and renewable energy.

Council has developed this Operational Plan to guide our delivery of services throughout the Shire, to support our residents, our farmers, our businesses and industry. Through this Council can support the community's collective vision for a thriving and innovative Shire that retains a great respect for our history and natural environment.

As the Office of Local Government explains, "*Councils are responsible for making significant decisions that have a far-reaching impact on their community.*"

In order for Council to make the best decisions it can, it is imperative that our local communities have a say in what their council does and how it does it.

All Council meetings are open to the public, and last year Council also opened our General Manager Strategic Workshops and Briefings for Councillors to the community. We also successfully trialed 'have your say' listening posts to add to the many community engagement processes that are undertaken each year.

Transparent, inclusive and effective communication and engagement to inform and involve those who live and work in Uralla Shire, and who make it the one of the top 5 places to live and work in regional NSW\*.

***General Manager Kate Jessep***

\*Reference: <http://www.regionalaustralia.org.au/home/the-big-movers-understanding-population-mobility-in-regional-australia/>



# About Uralla Shire

## Uralla

	Year	Uralla (A)	Australia
<b>Population and people</b>			
Persons - Total (no.)	2019	6 012	25 365 571
Working Age Population (aged 15-64 years) (%)	2019	59.4	65.4
<b>Aboriginal and Torres Strait Islander Peoples</b>			
Persons - Total (no.)	2016	504	798 365
Speaks an Aboriginal or Torres Strait Islander language at home (%)	2016	0	10.3
<b>Economy and industry</b>			
Total number of businesses (no.)	2019	677	2 375 753
<b>Income</b>			
Median equivalised total household income (weekly) (\$)	2016	674	877
Median total income (excl. Government pensions and allowances) (\$)	2017	40 591	48 360
<b>Education and employment</b>			
Completed Year 12 or equivalent (%)	2016	39.6	51.9
Unemployment rate (%)	2016	5.2	6.9
<b>Health and disability</b>			
Persons who have need for assistance with core activities (%)	2016	5.8	5.1
<b>Family and community</b>			
Average household size (no. of persons)	2016	2.4	2.6
Average monthly household rental payment (\$)	2016	817	1 524
Average monthly household mortgage payment (\$)	2016	1 500	1 958
<b>Persons born overseas</b>			
Persons (no.)	2016	393	6 149 388
Proficient in English (%)	2016	100.3	88.7
<b>Land and environment</b>			
Land Area (ha)	2018	322 653.3	768 812 631.9
Protected Areas -Total (ha)	2018	1 818	151 318 789

Source: Data by Region | Australian Bureau of Statistics <https://dbr.abs.gov.au/>

# Connecting with our Communities

Our community engagement strategy aims for broad consultation across our diverse populations, drawing on the different perspectives of our residents to guide us in the implementation of our programs.

## Listening Posts

In 2021 Council introduced community Listening Posts, during which members of the community were invited to stop and have a chat with Councillors and senior staff, to give Council feedback on any topic and to assist Council with its future planning and decision making.

Councillors and senior staff asked community members to describe what they valued most about the Uralla Shire and opportunities for improvement over the next 10 years.

Listening Posts have been held in Invergowrie, Kingstown, Kentucky, Bundarra and Uralla.

*Common themes raised by the community included the value of the Uralla Shire community and the friendliness of its people, and the importance of maintaining the historical and small town charm.*

*Ideas for the future included infrastructure upgrades, economic development, improved accessibility, and renewables.*

## Community Consultation on the draft 2021/22 Operational Plan and Budget

Community engagement to assist Council with the development of the draft 2021/22 Operational Plan and Budget commenced informally in February 2021 with a series of seven listening posts (7) across the Shire.

- Uralla (x2)
- Bundarra (x2)
- Invergowrie
- Kentucky
- Kingstown



Formal community consultation occurred in two stages.

### Stage 1

- Development of Budget Consultation webpages and submission survey
- Promotion online and on public noticeboards
- Public advert (The Armidale Express – circulates in the whole of the Shire and is available at Uralla and Bundarra library branches)
- Printed copies of the survey for residents to pick up from the Customer Service Centre and Library
- Promoted the engagement via the Mayor's regular radio interviews

A summary of stage 1 activities and feedback was presented to Budget Review & Finance Committee in April 2021.

### Stage 2 –

Information was displayed on Council's website inviting individual submissions. To further assist the Community to consider and prepare a submission the following assistance will be offered:

DATE	ACTIVITY
Monday 7 June 4-6pm	Community drop-in session: Uralla – Council Chambers
Wednesday 9 June 4-6pm	Community drop-in session: Bundarra – School of Arts Hall
On-going	Contact a Councillor to discuss - <a href="https://www.uralla.nsw.gov.au/Council/Mayor-Councillors/Our-Mayor-Councillors">https://www.uralla.nsw.gov.au/Council/Mayor-Councillors/Our-Mayor-Councillors</a>
26 May – 16 June	Email questions to Council – <a href="https://www.uralla.nsw.gov.au/Council-Services/Contact-Council">https://www.uralla.nsw.gov.au/Council-Services/Contact-Council</a>

Stage 2 of the consultation was promoted via:

- June Council newsletter
- Public notice (website and in hard-copy at General Stores, libraries and Council's office)
- Public advert (The Armidale Express – circulates in the whole of the Shire and is available at Uralla and Bundarra library branches)
- Budget information pages on public website
- Council's Facebook page
- Email link to the public notice to key community groups requesting they inform their members.

## Our Vision

*Uralla Shire Council is focused on shaping our future by being connected, sustainable and creative.*

*Through this vision, Council is committed to the provision of timely, efficient and consistent quality services provided by experienced, knowledgeable and helpful officers that meet our customer's expectations.*

## Our Mission

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

## Council's role

To deliver the requirement of the *Local Government Act*, Council has many overlapping and varying roles depending on the nature of the service or activity. The roles of Council are summarised as follows:

ENABLER	Information Channel
	Advocate
	Facilitator
PROVIDER	Agent
	Part Funder
	Asset Owner
	Regulator
	Service Provider
LEADER	Strategic Planning
	Policy Setter
	Educator



# Background

## Integrated Planning and Reporting

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

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

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

The Integrated Planning and Reporting Framework is illustrated in the diagram below:

**Integrated Planning and Reporting Diagram**



# Our Planning Framework

Uralla Shire Council's Delivery Program 2017-2022 and Operational Plan 2019-2021 are two parts of the suite of Integrated Planning and Reporting documents. These documents are linked together by a matrix of actions that details how the community's long term aspirations and outcomes will be achieved.

## **Long Term (10-Years) - Community Strategic Plan 2017-2027**

The Community Strategic Plan 2017-2027 was developed in consultation with the Uralla Shire community. The long term community aspirations for the future direction of Uralla Shire have been captured as Community Goals within the Community Strategic Plan. Long Term Strategies have been included and they outline how the Community Goals will be achieved.

## **Medium Term (4-Years) Delivery Program 2017-2022**

The four year program details the Principal Activities which Council will undertake in order to work towards achieving the Community Goals of the Community Strategic Plan. Due to the Novel Coronavirus (COVID-19) pandemic, the Office of Local Government postponed NSW local elections from September 2020 to September 2021. In line with this announcement, the four year Delivery Program 2017-2021 has been extended to cover a five year period to 2022.

## **Short Term (1-Year) Operational Plan 2021-2022**

The annual Operational Plan lists activities Council will undertake in the coming 12 month period. The Operational Plan also includes the Statement of Revenue Policy, which contains the annual budget, rates and charges, borrowings, and fees and charges.

This suite of documents is underpinned by Council's Resourcing Strategy which consists of a Long Term Financial Plan, Asset Management Plans and Workforce Plan. These documents outline how Council has considered, in the medium to long term, the Shire's finances, assets and workforce to achieve the Community Strategic Plan goals.

# Addressing the Quadruple Bottom Line

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

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

Economy is not financial management, rather it is about where Council spends the community's money and how it provides connectivity and support for the local economy and encourages investment and employment opportunities for the local government area.

Environment refers to ecological pressures and the state of natural resources.



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

## Our Community Goals

### 1. Our Society

- 1.1 A proud, unique and inviting community
- 1.2 A safe, active and healthy shire
- 1.3 A diverse and creative culture
- 1.4 Access to and equity of services



### 2. Our Economy

- 2.1 An attractive environment for business, tourism and industry
- 2.2 Growing and diversified employment, education and tourism opportunities
- 2.3 A safe and efficient network of arterial roads and supporting infrastructure, town streets, footpaths and cycleways that are adequate, interconnected and maintained
- 2.4 Communities that are well serviced with essential infrastructure



### 3. Our Environment

- 3.1 To preserve, protect and renew our beautiful natural environment
- 3.2 Maintain a healthy balance between development and the environment
- 3.3 Reuse, recycle and reduce wastage
- 3.4 Secure, sustainable and environmentally sound water-cycle infrastructure and services



### 4. Our Leadership

- 4.1 A strong, accountable and representative Council
- 4.2 An effective and efficient organisation
- 4.3 Deliver the goals and strategies of the Community Strategic Plan



# Our Elected members

## Roles and responsibilities

Uralla Shire Council consists of nine councillors (one of whom is the Mayor), elected by the community during local government elections every four years. The local government elections were held in September 2016 at which time eight councillors were elected, four from each of two wards. The Mayor was, for the first time, popularly elected by the community. Due to COVID-19 the next local government election has been postponed for one year and will be held in September 2021.

The Mayor's role includes chairing meetings of the Council, presiding at civic functions, representing the council to other local governments and other levels of government and, when necessary, exercising Council's policy-making functions in-between those meetings.

Each councillor has the responsibility of representing the broader needs of the whole community when making decisions. Councillors are responsible for making decisions on all areas of policy and strategic priorities which have a direct impact on the projects and services Council carries out.

Decisions are adopted through a majority voting system, with each councillor allocated one vote. In the case of a tied vote, the chairperson (usually the Mayor) must make the casting vote.

Council must appoint a General Manager, who is responsible for Council's day-to-day operations and ensures Council policies and decisions are implemented. Council operates within a legislative framework of the *NSW Local Government Act 1993* and other NSW and Commonwealth legislation.

The councillors, as the elected body of Council, are responsible for the delivery of programs and services identified in the Delivery Program.

At the end of the current term of Council, an End-of-Term Report (September 2016 - August 2021) will be provided to the community detailing Council's overall achievements in implementing the Community Strategic Plan.



# Understanding this Delivery Program and Operational Plan

The Delivery Program and Operational Plan is presented in this document in five key parts:

- Overview
- Delivery Program and Operational Plan
- Budget
- Statement of Revenue
- Fees and Charges.

## Part 2: Combined Delivery Program 2017-2022 and Operational Plan 2021-2022

The Delivery Program provides the Principal Activities Council will undertake over the years of this Council term to achieve the objectives and strategies of the Community Strategic Plan's four major themes.

The Operational Plan sets out Council's proposed Actions which will be undertaken to meet the five year Actions of the Delivery Program. The Operational Plan also outlines whom is responsible for each Action; Council's primary role in each Action either as a provider, a facilitator or as an advocate; and a measure and target to determine when the Action is achieved.

## Part 3: Budget 2021-2022

This part of the document is laid out by fund. It sets out our budget for the year ahead and includes the financial plans and budgets for capital works and where funds and resources come from, and go to, in terms of carrying out day-to-day Council operations and to helping fund capital expenditure items.

## Part 4: Statement of Revenue 2021-2021

## Part 5: Fees and Charges

This part of the document includes Council rates, charges and levies to be applied.



## Part 2: Delivery Program 2017-2022 & Operational Plan 2021-2022





## Service Area Facilities and Open Space

### Lead Officer Manager Civil Infrastructure

#### Community Strategic Plan Objectives

- A proud, unique and inviting community
- A safe, active and healthy shire
- An attractive environment for business, tourism and industry
- To preserve, protect and renew our beautiful natural environment
- An effective and efficient organisation

#### Strategies

- 1.1.1 Provide vibrant and welcoming town centres, streets and meeting places
- 1.1.3 Respect the heritage of the region and highlight and enhance our unique characteristics
- 1.2.1 Provide accessible quality sport and recreation facilities that encourage participation
- 2.1.3 Lobby for government funded infrastructure and services to match business and industry development in the region (education, transport, health)
- 3.1.1 Record and promote the region's heritage in partnership with the community
- 4.2.2 Operate in a financially responsible and sustainable manner

#### Delivery Program Activity

- 1.1.1.1 Maintain parks, gardens and open spaces
- 1.1.3.1 Provide cemetery services
- 1.2.1.1 Maintain community swimming complex, sports and recreation facilities
- 2.1.3.1 Enhance infrastructure to support regional education, transport and health development
- 3.1.1.1 Preserve Uralla Shire's heritage
- 4.2.2.3 Maximise grant and funding partnership opportunities

Operational Plan Actions		Measure of Success	Council Role
1.1.1.1.1	Inspect playground equipment	Inspection program of playground equipment completed	Provider
1.1.1.1.2	Annual inspection of trees on public land	Annual inspection of trees on public land completed	Provider
1.1.3.1.1	Desktop review of cemetery fees	Review of fees undertaken and reported to Executive	Provider
1.1.3.1.2	Develop Cemetery Business Plans	Business Plan for cemeteries developed	Provider
1.1.3.1.3	Undertake annual maintenance program of all cemeteries	Service standards met	Provider
1.2.1.1.1	To maintain the water quality to enable the operation of the swimming pool	Water quality in compliance with Department of Health guidelines	Provider
1.2.1.1.2	Undertake the annual maintenance program at all sporting fields	Services undertaken	Provider



3.1.1.1.1	Develop a Business Plan for the Caravan Park	Business Plan for the Caravan Park drafted	Provider
4.2.2.3.2	Identify and seek funding opportunities for infrastructure projects in facilities and open spaces subject to associated operating costs being funded from operational revenue	Grant funding applications are successful and relevant projects are delivered in accordance with the funding deed?	Provider
Operational Numbers			
<b>FTE</b>	<b>Income</b>	<b>Expenses</b>	<b>Net Result</b>
5.59	\$176,230	\$592,008	\$(415,778)
Capital Numbers			
<b>FTE</b>	<b>Income</b>	<b>Expenses</b>	<b>Net Result</b>
	\$ -	\$10,000	\$(10,000)



*The re-development of the tennis courts into multi-purpose community recreation area will be really excellent*

*- Bundarra Listening Post*





## Service Area **Community Development**

### Lead Officer **Director Community Services**

#### Community Strategic Plan Objectives

- A diverse and creative culture
- Access to and equity of services

#### Strategies

- 1.3.2 Work with the community and other partners to develop major cultural and community events and festivals
- 1.4.4 Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities

#### Delivery Program Activities

- 1.3.2.1 Facilitate the development of a range of community and cultural activities
- 1.4.4.1 Increase community participation in community and cultural events

#### Operational Plan Actions

		Measure of Success	Council Role
1.2.2.1.1	Assist with work placements for medical students under the Bush Bursary / CWA Scholarship program	Placements arranged	Facilitator
1.2.2.1.2	Promote and allocate community donations	Donations allocated	Part Funder
1.2.2.1.3	Promote and allocate community grants	Grants allocated and acquitted	Part Funder
1.3.2.1.1	Attend Arts North West regional meetings	Meetings attended	Provider
1.3.2.1.2	Coordinate events such as Youth Week, NAIDOC Week, Seniors Week and Volunteers Week	Events undertaken	Provider
1.4.4.1.1	Promote and support community events within the Shire	Events promoted and supported	Enabler
1.4.4.1.2	Apply for Youth Week and coordinate program of activities	Funding application lodged and relevant activities are delivered in accordance with the funding agreement	Part Funder
1.4.4.1.3	Apply for National Aboriginal and Islander Day Observance Committee (NAIDOC) funding and coordinate activities in consultation with Elders	Funding application lodged and relevant activities are delivered in accordance with the funding agreement	Part Funder

#### Operational Numbers

FTE	Income	Expenses	Net Result
1.0	\$2,550	\$75,744	\$(73,194)

#### Capital Numbers

FTE	Income	Expenses	Net Result
	\$ -	\$ -	\$ -

## Community Capacity Building

In 2021/22 Council proposes to support community capacity building through the following grant programs and donations to service groups, not-for-profit organisations and individuals (per grant program guidelines) totalling approximately \$90,000:

Uralla Street Stall	\$14,704
Community Grant Program	\$10,000
Bush Bursary / CWA Scholarship program	\$3,000
Arts New England North West	\$4,585
Northern Inland Academy of Sports	\$2,000
Uralla Preschool – donation	\$20,208
Thunderbolts Festival - sponsorship	\$16,420
Lantern Festival	\$3,000
Rotary Arts Show Sponsorship	\$3,000
Anzac Day - in-kind	\$1,000
Australia Day event and in-kind	\$3,500
Youth Week	\$3,750
NAIDOC Week	\$1,350
Bundarra Show	\$300
School annual presentation awards	\$800
Other donations	\$3,000

*The town has a strong  
community spirit – there is  
a real sense of belonging.*

*- Uralla Listening Post*





## Service Area Library Services

### Lead Officer Director Community Services

#### Community Strategic Plan Objectives

- A proud, unique and inviting community
- A diverse and creative culture

#### Strategies

- 1.1.4 Support, encourage and celebrate community participating and volunteerism
- 1.3.1 Provide enhanced and innovative library services that support and encourage lifelong learning

#### Delivery Program Activities

- 1.1.4.1 Encourage volunteer participation
- 1.3.1.1 Provide library services and program

#### Operational Plan Actions

		Measure of Success	Council Role
1.1.4.1.1	Develop a volunteer strategy for the library including an induction and support program to promote participation	Strategy developed	Enabler
1.3.1.1.1	Increase volunteer participation	Increase in number of volunteers	Enabler
1.3.1.1.2	Library programs, activities and workshops offered to all demographics	Increase in number of activities and attendance	Provider
1.3.1.1.3	Manage the Service Level Agreement with Central Northern Regional Library	service level agreement managed	Provider
1.3.1.1.4	Attend Central Northern Regional Library Committee Meetings	Attended meetings	Provider
1.3.1.1.5	Operate the Bundarra Library Service	Library Service in Bundarra operational	Provider
1.3.1.1.6	Survey library users to review service levels	Survey undertaken	Provider

#### Operational Numbers

FTE	Income	Expenses	Net Result
1.29	\$76,250	\$306,361	\$(230,111)

#### Capital Numbers

FTE	Income	Expenses	Net Result
	\$ -	\$ -	\$ -



## Service Area Community Care

### Lead Officer Director Community Services

#### Community Strategic Plan Objectives

- A proud, unique and inviting community
- A safe, active and healthy shire
- Access to and equity of services

#### Strategy

- 1.2.2 Work with key partners and the community to lobby for adequate health services in our region
- 1.1.4 Support, encourage and celebrate community participating and volunteerism
- 1.4.2 Provide quality Community Care, Ageing and Disability services
- 1.4.6 Work toward achieving the status of a disability friendly community through the provision of accessible and inclusive facilities

#### Delivery Program Activity

- 1.2.2.1 Improve access to regional health services
- 1.1.4.1 Encourage volunteer participation
- 1.4.2.1 Provide aged and disability services
- 1.4.2.2 Provide community transport services
- 1.4.6.1 Develop and implement a range of strategies to improve access and inclusion to Council facilities and services

Operational Plan Action	Measure of Success	Council Role
1.1.4.1.3 Develop a volunteer strategy for the Tablelands Community Support and Tablelands Community Transport including an induction and support program to promote participation	Strategy developed	Enabler
1.4.2.1.1 Manage consumer directed aged and disability services in a financially sustainable manner	Net operating surplus from delivery of services	Provider
1.4.2.1.2 Manage State and Federal funding agreements and acquittals thereof for compliance	Funding agreements acquitted	Part Funder
1.4.2.1.3 Maintain accreditation and satisfactory quality audit outcomes	Accreditation maintained	Provider
1.4.2.2.1 Manage community transport services in a financially sustainable manner	Net operating surplus from delivery of services	Provider
1.4.2.2.2 Manage NSW State Government funding agreements and grant acquittals for compliance	Funding agreements acquitted	Part Funder
1.4.2.2.3 Maintain satisfactory service reviews and audit outcomes	Accreditation maintained	Provider
1.4.6.1.1 Review and amend the Disability Inclusion Action Plan (DIAP)	DIAP reviewed and amended	Provider
1.4.6.1.2 Train and educate staff to increase awareness of terminology around people with a disability	Increased awareness of use of inclusive terminology	Educator

1.4.6.1.3	Identify inclusive places to visit within the Shire	Inclusive places uploaded to website	Leader
Operational Numbers			
<b>FTE</b>	<b>Income</b>	<b>Expenses</b>	<b>Net Result</b>
17.69	\$3,438,078	\$3,119,798	\$318,280
Capital Numbers			
<b>FTE</b>	<b>Income</b>	<b>Expenses</b>	<b>Net Result</b>
	\$ -	\$ -	\$ -







## Service Area McMaugh Gardens Aged Care Facility

### Lead Officer Director Community Services

#### Community Strategic Plan Objective

- Access to and equity of services

#### Strategy

1.4.1 Operate and maintain the McMaugh Gardens Aged Care Facility

#### Delivery Program Activity

1.4.1.1 Operate a residential aged care facility

#### Operational Plan Action

#### Measure of Success

#### Council Role

1.1.4.1.1	Develop a volunteer strategy for McMaugh Gardens including an induction and support program to promote participation	Strategy developed	Enabler
1.4.1.1.1	Manage McMaugh Gardens to accreditation standards	Aged Care Quality Standards are met	Provider
1.4.1.1.2	Consider expansion of services for Aged Care Facility	Expansion of facility and growth of services	Asset Owner
1.4.1.1.3	Manage McMaugh Gardens Aged Care Facility in a financially sustainable manner	Operating result per plan Annual average occupancy at benchmark	Provider
1.4.1.1.4	Maintain volunteer levels supporting McMaugh Gardens residents	Maintain volunteerism levels	Enabler
1.4.2.1.1	Successfully complete Aged Care Quality and Safety Commission Audits	Aged Care Quality and Safety Commission Audits completed successfully	Provider

#### Operational Numbers

FTE	Income	Expenses	Net Result
24.18	\$3,339,866	\$3,146,432	\$193,434

#### Capital Numbers

FTE	Income	Expenses	Net Result
	\$ -	\$50,000	\$(50,000)



## Service Area **Economic Development (includes Tourism)**

### Lead Officer **Director Community Services**

#### **Community Strategic Plan Objectives**

- A proud, unique and inviting community
- An attractive environment for business, tourism and industry
- Growing diversified employment, education and tourism opportunities

#### **Strategies**

- 1.1.4 Support, encourage and celebrate community participation and volunteerism
- 2.1.1 Promote Uralla Shire and the region as a place to live, work, visit and invest
- 2.1.2 Promote the Uralla Shire to business and industry and increase recognition of the areas' strategic advantages
- 2.2.2 Support and encourage existing business and industry to develop and grow
- 2.2.3 Support the attraction of new businesses, including sustainable employment generating projects
- 2.2.4 Partner with neighbouring Councils to effectively market the unique natural characteristics and diverse tourism opportunities available within the New England region.

#### **Delivery Program Activities**

- 1.1.4.1 Encourage volunteer participation
- 2.1.1.1 Promote Uralla Shire through the Visitor Information Centre
- 2.1.2.1 Improve recognition of Uralla Shire and the region's strategic economic advantages
- 2.2.2.1 Encourage business and industry development
- 2.2.3.1 Provide information to support new and existing business operators
- 2.2.4.1 Promote Uralla Shire and the region as a tourism destination

#### **Operational Plan Actions**

		<b>Measure of Success</b>	<b>Council Role</b>
1.1.4.1.2	Develop a volunteer strategy for the Visitor Information Centre including an induction and support program to promote participation	Strategy developed	Enabler
2.1.1.1.1	Operate the Visitor Information Centre	VIC operational	Provider
2.1.1.1.2	Publish trails and maps	Trails and maps published	Provider
2.1.1.1.3	Update the Uralla Shire Directory interactive map	Content checked and updated	Provider
2.1.2.1.1	Partner with neighbouring Councils to coordinate delivery of the Southern New England High Country REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2018–2022	Strategy implemented	Leader
2.2.2.1.1	Liaise with the Uralla Business Chamber	Regular liaison	Advocate
2.2.2.1.2	Provide links to business development information and resources	Maintain links on Council web page	Enabler
2.2.3.1.1	Developer Forums facilitated	2 forums arranged	Provider
2.2.4.1.1	Collaborate with other Councils and tourism bodies to promote the region	Uralla and region promoted	Advocate

Projects (if applicable)			
2.2.2.1.3	Investigate establishment of a Smart Region (internet of things) and apply for suitable funding programs *subject to external funding	1-2 IOT Gateways funded and installed	Provider
2.2.2.1.4	Investigate a digital economic development prospectus and apply for suitable funding programs *subject to external funding	Digital Economic Development Prospectus funded and produced	Provider
2.2.2.1.5	Apply for grant funding and, subject to securing grant funding, commence construction of Stage 1 (or 1A) of the Rowan Avenue, Uralla, light industrial subdivision, together with undertaking community consultation and obtaining approvals as required	Funding received and construction commenced	Provider
Operational Numbers			
FTE	Income	Expenses	Net Result
1.74	\$16,600	\$206,277	\$(189,677)
Capital Numbers			
FTE	Income	Expenses	Net Result
	\$40,000	\$40,000	\$ -





## Service Area Development and Planning

### Lead Officer Manager Development and Planning

#### Community Strategic Plan Objectives

- A safe, active and healthy shire
- An attractive environment for business, tourism and industry
- A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycle ways that are adequate, interconnected and maintained
- Growing diversified employment education and tourism opportunities
- To preserve, protect and renew our beautiful natural environment

#### Strategies

- 1.1.2 Embellish our community with parks, paths, cycle ways, facilities and meeting places
- 1.2.5 Provide effective regulatory, compliance and enforcement services for the community
- 2.1.4 Implement tools to simplify development processes and encourage quality commercial, industrial and residential development
- 2.2.1 Provide land use planning that facilitates employment creation
- 2.3.7 Implement and maintain Developer Contribution Plans
- 3.1.1 Record and promote the region's heritage in partnership with the community

#### Delivery Program Activities

- 1.1.2.1 Prepare open space strategy
- 2.1.4.1 Process building and development applications
- 2.2.1.1 Optimise land use planning instruments to support employment creating businesses and industries
- 2.3.7.1 Develop section 7.11, section 7.12 and section 64 contribution frameworks
- 3.1.1.1 Preserve Uralla Shire's heritage
- 3.1.2.1 Provide heritage services and support

Operational Plan Actions	Measure of Success	Council Role
1.1.2.1.1 Finalise the development of the Open Spaces Strategy	Strategy adopted	Asset Owner
1.1.2.1.2 Seek and apply for grant funding for infrastructure projects	Grant funding applications are successful and relevant projects are delivered in accordance with the funding deed	Provider
1.2.5.1.2 Commence trade waste inspection scheduling	Trade waste inspection drafted and implemented	Regulator
1.2.5.1.3 Carry out regulatory inspections	Regulatory inspections carried out	Regulator
1.2.5.1.4 Seek and apply for grant funding to facilitate regulatory functions	Grant funding applications are successful and relevant projects are delivered in accordance with the funding deed	Regulator
1.2.5.1.5 Investigate: a. employment of a full time Health & Building inspector; b. up-skilling a current employee; and c. a shared service.	Service meets demand	Provider

1.2.5.1.6	Develop Section 7.11 & 7.12 developer charges policy to enable inclusion and associated revenue forecasts	Developer contributions	Part Funder
2.1.4.1.1	Review processing of Development Applications to improve processing timeframes	60% of DAs completed under 20 days 40% of CCs completed under 30 days	Provider, Regulator
2.2.1.1.1	Dashboard review of Local Strategic Planning Statement (LSPS)	Dashboard review undertaken	Provider
2.2.1.1.2	Review the Local Environmental Plan (LEP)	LEP reviewed	Provider
2.3.7.1.1	Implement Developer Contribution Plans	Developer Contribution Plans implemented	Part Funder
3.1.1.1.1	Adopt Management Plans for Crown Land	Plans of Management for Crown Land adopted	Provider
3.1.2.1.1	Facilitate a Heritage Advisory Service and Local Heritage Assistance Fund	Services provided and Local Heritage Assistance Fund managed	Provider
Operational Numbers			
<b>FTE</b>	<b>Income</b>	<b>Expenses</b>	<b>Net Result</b>
3.0	\$328,119	\$522,897	\$(194,778)
Capital Numbers			
<b>FTE</b>	<b>Income</b>	<b>Expenses</b>	<b>Net Result</b>
	\$ -	\$1,500	\$(1,500)



## Service Area Asset Management

### Lead Officer Asset Manager

#### Community Strategic Plan Objectives

- Communities that are well serviced with essential infrastructure
- An effective and efficient organisation

#### Strategies

- 2.4.1 Develop a strategically located network of quality, accessible and safe public amenities that are adequately maintained and renewed
- 2.4.2 Implement Council's strategic asset management plans and continue to develop asset systems, plans and practices for infrastructure assets to minimise whole of life costs
- 4.2.3 Develop and consistently apply an asset management framework that ensures existing and future infrastructure is affordable, funded and maintained to ensure inter-generational equity and sustainability

#### Delivery Program Activities

- 2.4.1.1 Provide public amenities for residents and visitors
- 2.4.2.1 Develop and implement Asset Management Plans
- 4.2.3.1 Provide asset revaluation and long term funding scenarios for asset maintenance and renewal

Operational Plan Actions	Measure of Success	Council Role
2.4.1.1.1 Maintain and renew public amenities as per the Building Asset Management Plan	Maintained as per Building Asset Management Plan	Provider
2.4.1.1.2 Seek grant funding for refurbishment and renewal of Council Buildings including Uralla Courthouse, Chambers and other buildings.	Grant funding programs sourced and applications lodged as appropriate	Part Funder
2.4.2.1.1 Develop schedule for reviewing Asset Management Plans	Asset Management Plans reviewed	Asset Owner
4.2.3.1.1 Deliver the asset revaluation program	Program delivered	Asset Owner

#### Operational Numbers

FTE	Income	Expenses	Net Result
1.0	\$149,043	\$554,778	\$(405,735)

#### Capital Numbers

Income	Expenses	Net Result
\$ -	\$ -	\$ -



## Service Area Works & Civil

### Lead Officer Manager Civil Infrastructure

#### Community Strategic Plan Objectives

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

#### Strategies

- 2.3.1 Provide an effective road network that balances asset conditions with available resources and asset utilisation
- 2.3.2 Maintain, review and replace Council bridges and culverts
- 2.3.3 Ensure road network supporting assets are maintained adequately and renewed as scheduled
- 2.3.4 Provide a network of town and village streets that balances asset conditions with available resources and asset utilisation
- 2.3.5 Maintain existing walking and cycling networks across the region
- 2.3.6 Facilitate the enhancement and expansion of accessible walking and cycle networks where strategically identified and interconnect them with other transport and recreation facilities
- 2.4.3 Provide the infrastructure to embellish public spaces, recreation areas and parkland areas
- 2.4.4 Ensure adequate public car parking and kerb and guttering infrastructure is provided, maintained and renewed.
- 3.4.3 Ensure adequate stormwater and drainage infrastructure is provided, maintained and renewed.
- 4.2.2 Operate in a financially responsible and sustainable manner

#### Delivery Program Activities

- 2.3.1.1 Deliver road and drainage maintenance services and capital works programs
- 2.3.2.1 Deliver bridge and culvert maintenance services and capital works programs
- 2.3.3.1 Deliver roads, lighting, signs, guard rails and posts maintenance and renewal program
- 2.3.4.1 Deliver town and village streets maintenance services and capital works programs
- 2.3.5.1 Deliver walkways and cycle ways maintenance services and capital works program
- 2.3.6.1 Expand the Shire's integrated and accessible cycle ways and walkways network
- 2.4.3.1 Provide connectivity to public spaces
- 2.4.4.1 Maintain kerb and guttering to established service levels
- 3.4.3.1 Provide stormwater and drainage infrastructure
- 4.2.2.3 Maximise grant and funding partnership opportunities

Operational Plan Actions		Measure of Success	Council Role
2.1.3.1.1	Lobby government for funding to undertake necessary upgrades to provide high mass limits (HML) capacity	Grant funding applications are successful and relevant projects are delivered in accordance with the funding deed	Advocate
2.3.1.1.1	Review the Transportation Asset Management Plan	Transport Asset Management Plan reviewed	Asset Owner
2.3.1.1.2	Implement the Transportation Asset Management Plan	Percentage of program completed	Provider



2.3.1.1.3	Seek funding for transport infrastructure expansion projects subject to approval from council and subject to associated operating costs being funded from operational revenue	Grant funding applications are successful and relevant projects are delivered in accordance with the funding deed	Provider
2.3.2.1.1	Inspect all bridges and culverts	Annual inspections undertaken	Asset Owner
2.3.2.1.2	Review the work program for bridges and culverts	Work program reviewed quarterly	Asset Owner
2.3.2.1.3	Seek funding for replacement and realignment of the Bakers Creek causeway on Barraba Road with a bridge or box culvert structure	Grant application lodged subject to available funding program	Part Funder
2.3.3.1.1	Deliver road network supporting infrastructure replacement program	Percentage of program completed	Asset Owner
2.3.3.1.2	Renew and maintain lighting, signs, posts and guard rail assets as necessary	Renewal and maintenance completed as necessary	Asset Owner
2.3.5.1.1	Implement the Pedestrian Access and Mobility Plan (PAMP)	PAMP implemented – subject to funding	Asset Owner
2.3.5.1.2	Inspect footpaths and cycle ways	Annual inspections undertaken	Asset Owner
2.3.6.1.1	Seek funding to extend pedestrian and cycle ways subject to approval from council and subject to associated operating costs being funded from operational revenue. Particular projects to include grant funding for the design and construction of upgrades to the CBD area for parking lane, footpath, amenity and accessibility improvements.	Grant funding applications are successful and relevant projects are delivered in accordance with the funding deed	Part Funder
2.4.3.1.1	Seek grant funding to implement the Pedestrian Access and Mobility Plan	Pedestrian Access and Mobility Plan implemented	Part Funder
2.4.4.1.1	Inspect kerb and guttering, undertake the required repair and replacement program	Program delivered	Asset Owner
3.4.3.1.1	Maintain and renew stormwater and drainage infrastructure	Assets maintained and renewed	Asset Owner
4.2.2.3.3	Identify and seek funding opportunities for works and civil projects subject to approval from council and subject to associated operating costs being funded from operational revenue	Grant funding applications are successful and relevant projects are delivered in accordance with the funding deed	Part Funder
Operational Numbers			
<b>FTE</b>	<b>Income</b>	<b>Expenses</b>	<b>Net Result</b>
37.77	\$2,864,334	\$6,264,682	\$(3,400,348)
Capital Numbers			
<b>FTE</b>	<b>Income</b>	<b>Expenses</b>	<b>Net Result</b>
2	\$2,638,088	\$6,551,114	\$(3,913,026)

Key road upgrades scheduled for 2021/22	PROJECT BUDGET	GRANT FUNDING
Hawthorne Drive – stage 2 – <i>widening sealed road – stage 1 commenced 20/21</i>	\$1,080,620	\$1,080,620
Old Gostwyck Road – upgrade unsealed to sealed to Corey Rd	\$153,480	\$153,480
Corey Road - upgrade unsealed to sealed full length	\$48,220	\$48,220
Harriet Gully Road - upgrade unsealed to sealed full length	\$83,300	\$83,300
Tolleys Gully Bridge - replacement & approaches: <i>commenced 20/21</i>	\$1,100,000	\$1,075,000







## Service Area Environmental Management Lead Officer Manager Development and Planning

### Community Strategic Plan Objectives

- To preserve, protect and renew our beautiful natural environment
- Maintain a healthy balance between development and the environment
- Reuse, recycle and reduce waste

### Strategies

- 3.1.4 Raise community awareness of environmental and biodiversity issues
- 3.2.1 Retain open space and greenbelts that are accessible to everyone
- 3.2.2 Educate the community about sustainable practices in the home, at work and in public places
- 3.3.5 Identify technologies used in Council facilities, infrastructure and service delivery to reduce our ecological footprint

### Delivery Program Activities

- 3.1.4.1 Provide bush regeneration activities and information
- 3.2.1.1 Preserve sensitive greenbelt lands
- 3.2.2.1 Raise community awareness of sustainability practices
- 3.3.5.1 Reduce Council's environmental footprint

Operational Plan Actions		Measure of Success	Council Role
3.1.4.1.2	Liase with the New England County Council (New England Weeds Authority) to manage Council's statutory obligations under the Biosecurity Act 2015	Statutory obligations are met	Asset Owner
3.2.1.1.1	Review and monitor vegetation and environmental protection measures for sensitive Council managed land	Statutory obligations met	Asset Owner
3.2.2.1.1	Collaborate with community environmental groups	Provide relevant information	Enabler
3.2.2.1.2	Review and implement the Environmental Sustainability Action Plan priorities	Implementation of Environmental Sustainability Action Plan priorities	Provider

### Operational Numbers

FTE	Income	Expenses	Net Result
2.11	\$ -	\$278,350	\$(278,350)

### Capital Numbers

FTE	Income	Expenses	Net Result
	\$ -	\$ -	\$ -



## Service Area **Emergency Services**

### Lead Officer **Director Infrastructure and Development**

#### Community Strategic Plan Objectives

- Safe, active and healthy shire
- Maintain a healthy balance between development and the environment

#### Strategies

- 1.2.4 Partner with police, community organisations and the community to address crime, anti-social behaviour and maintain community safety
- 3.2.3 Ensure that Uralla Shire is sufficiently prepared to deal with natural disasters including bushfires, major storms and flood events

#### Delivery Program Activities

- 1.2.4.1 Preserve community safety
- 3.2.3.1 Collaborate with service providers to be emergency response ready

#### Operational Plan Actions

		Measure of Success	Council Role
1.2.4.1.1	Provide support to the police, emergency services and community groups to preserve community safety	Support provided	Provider
3.2.3.1.1	Participate in natural disaster mitigation and provide local emergency management officer	Effective mitigation strategies	Provider

#### Operational Numbers

FTE	Income	Expenses	Net Result
Nil	\$4,800	\$258,508	\$(253,708)

#### Capital Numbers

FTE	Income	Expenses	Net Result
	\$ -	\$ -	\$ -





## Service Area Water Cycle

### Lead Officer Manager Waste, Water and Sewerage Services

#### Community Strategic Plan Objectives

- To preserve, protect and renew our beautiful natural environment
- Reuse, recycle and reduce waste
- Secure sustainable and environmentally sound water-cycle infrastructure and services
- An effective and efficient organisation

#### Strategies

- 3.1.3 Protect and maintain a healthy catchment and waterways
- 3.3.4 Identify and implement water conservation and sustainable water usage practices in Council operations
- 3.4.1 Maintain and renew water network infrastructure to ensure the provision of secure, quality and reliable drinking water supplies
- 3.4.2 Maintain and renew the sewerage network infrastructure to ensure the provision of efficient and environmentally sound sewerage services
- 4.2.2 Operate in a financially responsible and sustainable manner

#### Delivery Program Activities

- 3.1.3.1 Maintain compliant catchment and waterways management
- 3.3.4.1 Minimise water wastage
- 3.4.1.1 Provide water supply
- 3.4.2.1 Provide sewerage services
- 4.2.2.3 Maximise grant and funding partnership opportunities

Operational Plan Actions		Measure of Success	Council Role
3.1.3.1.1	Maintain compliance with Environmental Protection Licence requirements for the Uralla landfill, sewer and water treatment plants	Statutory obligations complied with	Asset Owner
3.3.4.1.1	Review Council water consumption for major Council facilities against historical records	Inspections completed	Provider
3.4.1.1.1	Review and update Asset Management Plan for Water infrastructure	Asset Management Plan for water infrastructure reviewed	Asset Owner
3.4.1.1.2	Deliver annual water main replacement program	Program identified and delivered	Asset Owner
3.4.2.1.1	Compliant sewage treatment plant (STP) discharge	Environment Protection Authority (EPA) licence limits	Provider
3.4.2.1.2	Water and sewer service delivery	Service continuity & maintenance levels	Provider
3.4.2.1.4	Review and update Asset Management Plan for sewerage	Asset Management Plan for sewerage reviewed	Asset Owner
4.2.2.3.1	Identify and seek funding opportunities for water and sewer infrastructure projects subject to associated operating costs being funded from operational revenue	Grant funding applications are successful and relevant projects are delivered in accordance with the funding deed	Part Funder

### Continuous Improvement (if applicable)

3.4.1.1.3 Integrated Water Catchment Management Strategy (IWCMS) development

3.4.1.1.4 Explore smart system efficiencies

#### Operational Numbers

FTE	Income	Expenses	Net Result
5.1	\$2,251,349	\$2,405,717	\$(154,368)

#### Capital Numbers

FTE	Income	Expenses	Net Result
	\$3,259,500	\$5,253,834	\$(1,994,334)

*Spillway, Kentucky  
Creek Dam*



## Service Area Waste Management

### Lead Officer Manager Waste, Water and Sewerage Services

#### Community Strategic Plan Objective

- Reuse, recycle and reduce wastage

#### Strategies

- 3.3.1 Promoting recycling, reusing and providing regular and efficient waste and recycling services
- 3.3.2 Providing education to the community on ways to minimise the waste produced by households
- 3.3.3 Implement initiatives to reduce illegal dumping and providing community education to prevent litter

#### Delivery Program Activities

- 3.3.1.1 Provide waste removal and recycling services within the Shire
- 3.3.2.1 Improve community awareness of recycling and waste minimisation
- 3.3.3.1 Promote litter reduction

#### Operational Plan Actions

- 3.3.1.1.1 Review procedures for waste and recycling services for workflow efficiency
- 3.3.1.1.2 Review plant investment to extend the life of the landfill
- 3.3.1.1.3 Progress the procurement of the Bundarra Transfer Station and decommissioning of the Bundarra Landfill.
- 3.3.2.1.1 Operate the Uralla Community Recycling Centre
- 3.3.2.1.2 Support the Northern Inland Regional Waste Community Recycling Centre Regional Communication and Education Plan
- 3.3.3.1.1 Support anti-littering campaign

#### Measure of Success

- Procedures for waste and recycling have been reviewed and efficiencies gained
- Review of plant investment undertaken
- Transfer station constructed. Decommissioning plan developed.
- Increase number of awareness programs
- Program supported
- Implement anti-littering campaign through NIRW and website

#### Council Role

- Provider
- Asset Owner
- Asset Owner
- Provider
- Educator
- Leader

#### Operational Numbers

FTE	Income	Expenses	Net Result
10.93	\$2,190,335	\$1,812,652	\$377,683

#### Capital Numbers

FTE	Income	Expenses	Net Result
	\$ -	\$200,000	\$(200,000)



## Service Area **Civic Leadership** Lead Officer **General Manager**

### Community Strategic Plan Objectives

- A proud, unique and inviting community
- An attractive environment for business, tourism and industry
- A safe and efficient network of arterial roads and supporting infrastructure, town streets, footpaths and cycleways that are adequate, interconnected and maintained
- A strong accountable and representative Council

### Strategies

- 1.1.4 Support, encourage and celebrate community participation and volunteerism
- 1.3.3 Lobby government, companies and other individuals to secure funding for cultural and creative expression fields
- 1.4.5 Lobby government to maintain and improve community and public transport service and infrastructure
- 2.1.3 Lobby for government-funded infrastructure and services to keep pace with business and industry development in the region (education, transport, health)
- 2.3.8 Provide the required public transport infrastructure and work with key partners to expand the provision of cost effective public transport
- 4.1.1 Provide clear direction for the community through the development of the Community Strategic Plan, Delivery Program and Operational Plan
- 4.1.2 Engage with the community effectively and use community input to inform decision making
- 4.1.3 Create a better understanding within the community of the services and facilities Council provides
- 4.1.4 Provide strong representation for the community at the regional, state and federal levels

### Delivery Program Activities

- 2.1.3.1 Enhance infrastructure to support regional education, transport and health development
- 2.3.8.1 Enhance Council's public transport infrastructure
- 4.1.2.1 Incorporate inclusive community consultation and stakeholder engagement in Council decision making
- 4.1.3.1 Implement and maintain a transparent and accountable decision making framework
- 4.1.4.1 Maintain effective partnership and advocacy activities

Operational Plan Actions		Measure of Success	Council Role
2.1.3.1.2	Develop a list of priority transport infrastructure projects to capitalise on grant funding opportunities	Priority list completed	Part Funder
4.1.2.1.1	Council meetings held as scheduled	Councillor attendance >50% per annum and meeting achieves quorum	Provider
4.1.2.1.2	Council meetings open to the public	Open business items >95%	Provider
4.1.2.1.3	Council make decisions	Fewer than 2% of business items deferred	Leader
4.1.2.1.4	Community engagement and consultation undertaken prior to	Community engagement and consultation exceed	Enabler



4.1.2.1.5	Council decisions to change strategy, services and as required by legislation Mayor or Deputy Mayor represent Council at civic events and performs role of Council official spokesperson	minimum public notification requirements Mayor or Deputy Mayor at all civic events and undertakes media engagements	Leader
4.1.4.1.1	Advocate the needs of the Shire to State and Federal Governments including telco/mobile service coverage, access to Mascot Airport and State Significant Development fees to be paid directly to Council	Meet and converse with State and Federal departments regularly	Enabler
4.1.4.1.2	Advocate the needs of the community of interest through the New England Joint Organisation (NEJO)	Raise issues in alignment with the NEJO Strategic Plan	Advocate
4.1.4.1.3	Undertake lobbying through Local Government NSW, New England Joint Organisation and directly with government agencies and Members.	Key issues raised through Local and Federal Member.	Advocate
4.1.4.1.4	Participate in the New England Joint Organisation, Country Mayor's Association, Local Government NSW and Australian Local Government Association.	Collective lobbying	Enabler
<b>Continuous Improvement (if applicable)</b>			
4.1.2.1.6	Reduce printing	Reduced use of paper; reduced costs	Agent
<b>Projects (if applicable)</b>			
4.1.4.1.5	Procure Mayoral robes and chain	Visual representation of democratic / representative role of Council	Leader
4.1.3.1.1	New IT devices for new term of Council	Reduction in printing and more timely reporting	Provider
<b>Operational Numbers</b>			
<b>FTE</b>	<b>Income</b>	<b>Expenses</b>	<b>Net Result</b>
-	\$ -	\$254,722	\$(254,722)
<b>Capital Numbers</b>			
<b>FTE</b>	<b>Income</b>	<b>Expenses</b>	<b>Net Result</b>
	\$ -	\$10,000	\$(10,000)



## Service Area **Organisational Leadership**

### Lead Officer **General Manager**

#### **Community Strategic Plan Objectives**

- An effective and efficient organisation
- Deliver the goals and strategies of the Community Strategic Plan

#### **Strategies**

- 4.2.1 Provide a range of services that meets benchmarks determined with the community, having regard to quality and cost
- 4.2.2 Operate in a financially responsible and sustainable manner
- 4.3.1 Resource the organisation of Council adequately to provide the services and support functions required to deliver the goals and strategies detailed in this plan

#### **Delivery Program Activities**

- 4.2.1.1 Improve the cost effectiveness and efficiency of community service provision
- 4.2.2.3 Maximise grant and funding partnership opportunities
- 4.2.2.4 Achieve efficiency gains for internal services through a program of continuous improvement
- 4.3.1.1 Enhance the effectiveness of Council resourcing strategies and practices

#### **Operational Plan Actions**

		<b>Measure of Success</b>	<b>Council Role</b>
4.2.1.1.1	Direct Financial Strategy	Develop and report to Council	Provider
4.2.1.1.2	Direct Strategic Risk Management	Develop and report to ARIC	Provider
4.2.1.1.3	Prioritise resource allocation	Determine and report to Council	Provider
4.2.1.1.4	Implement the Workforce Management Plan	Workforce Management Plan implemented	Provider
4.2.2.3.4	Identify and seek additional funding opportunities for Council projects subject to Council resolution and subject to associated operating costs being funded from operational revenue	Funding applications are successful and relevant projects are delivered in accordance with the funding deed	Part Funder
4.3.1.1.1	Approved services are delivered	>75% of annual Operational Plan actions are achieved (or substantially achieved)	Provider
4.3.1.1.2	Staff leave managed efficiently	Leave liabilities remain within min/max	Provider
4.3.1.1.3	Staff turnover within target range	Annual turnover is maintained between 10 - 20%	Provider
4.3.1.1.4	Annual legislative obligations are met	No adverse reports from any levels of government	Provider
4.3.1.1.5	Investigate shared service opportunities with New England Joint Organisation (NEJO) and neighbouring councils	Shared service opportunities identified and considered	Enabler

#### **Continuous Improvement (if applicable)**

4.2.2.4.1	Complete service review for the Landfill	Service review completed	Provider
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4.2.2.4.2	Complete service review for Building Inspection	Service review completed	Provider
4.2.2.4.3	Complete service review for Procurement	Service review completed	Provider
4.2.2.4.4	Complete service review for Cemeteries	Service review completed	Provider
4.2.2.4.5	Complete service review for information technology (IT)	Service review completed	Provider
4.3.1.1.5	Implement Service Register	Service Register implemented	Provider
4.3.1.1.6	Inculcate and maintain a safety culture	Loss time injuries and return to work rates are monitored	Provider
<b>Projects (if applicable)</b>			
4.3.1.1.8	Annual workplace clean up conducted	Clean up takes place	Provider
Operational Numbers			
<b>FTE</b>	<b>Income</b>	<b>Expenses</b>	<b>Net Result</b>
2	\$ -	\$589,669	\$(589,669)
Capital Numbers			
<b>FTE</b>	<b>Income</b>	<b>Expenses</b>	<b>Net Result</b>
	\$ -	\$ -	\$ -

**Service Area Customer Service****Lead Officer Manager Human Resources****Community Strategic Plan Objective**

- An effective and efficient organisation

**Strategy**

4.2.5 Provide customer service excellence

**Delivery Program Activity**

4.2.5.1 Enhance customer service effectiveness

**Operational Plan Actions****Measure of Success****Council Role**

4.2.5.1.1	Review the Customer Service Charter and its standards	Customer Service Charter reviewed	Provider
4.2.5.1.2	Develop and implement Frequently Asked Question Register	Increased customer satisfaction at first point of contact	Provider
4.2.5.1.3	Further develop the Customer Request Module process	CRM processes implemented	Provider
4.2.5.1.4	In-house service review of Customer Service	Service levels reviewed	Provider

**Operational Numbers**

FTE	Income	Expenses	Net Result
1.67	\$ -	\$173,686	\$(173,686)

**Capital Numbers**

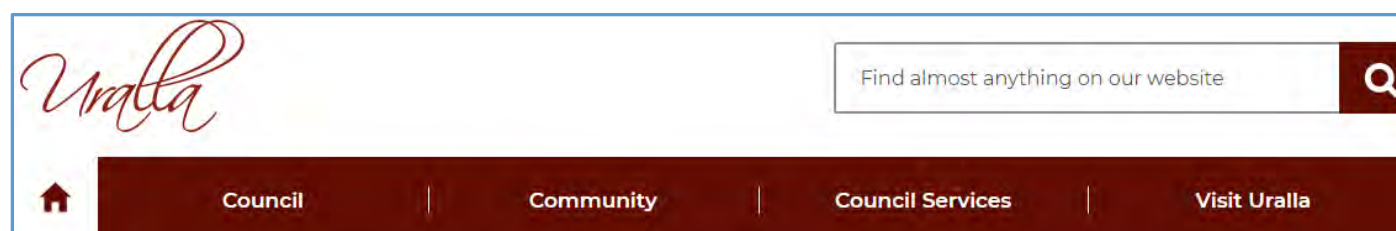
FTE	Income	Expenses	Net Result
	\$ -	\$ -	\$ -

**CHANGE TO SERVICE HOURS:**

Council will to return to closing customer service during lunch times as a budget saving measure in 2021/22. Customers are increasingly demanding online services<sup>1</sup> consistent with changes to service delivery by State, Federal and commercial entities and use of front counter services is declining.

Uralla Shire Council has already commenced online planning applications, offers online payments and online requests for service. In 2021/22 Council will further support online planning applications by upskilling staff's capacity to assist our customers.

Most information customers need can be found on Council's website: <https://www.uralla.nsw.gov.au/Home>



<sup>1</sup> As at 2016 census more than 75% of Uralla Shire Residents had online connectivity at their household, not including mobile phone access or access via other locations.





## Service Area Human Resources

### Lead Officer Human Resources Manager

#### Community Strategic Plan Objective

- An effective and efficient organisation

#### Strategy

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

#### Delivery Program Activity

- 4.2.4.1 Enhance Council's reputation as an innovative and inclusive workplace

Operational Plan Actions		Measure of Success	Council Role
4.2.4.1.1	Review and implement the Workforce Management Plan	Annual turnover between 10-20%	Provider
4.2.4.1.2	Proactively manage the return to work and workers compensation process	Return to work lost time <15 hours / FTE per year a on a rolling three year average	Provider
4.2.4.1.3	Implement Mental Health First Aid Training	Training undertaken	Provider
4.2.4.1.4	Bullying Prevention Management Program implemented	Program developed and implemented	Provider
4.2.4.1.5	Review HR protocols	HR Protocols reviewed	Provider
4.2.4.1.6	Align position codes (Authority) with new structure	Position codes aligned	Provider

#### Operational Numbers

FTE	Income	Expenses	Net Result
2.0	\$15,000	\$176,997	\$(161,997)

#### Capital Numbers

FTE	Income	Expenses	Net Result
	\$ -	\$ -	\$ -



## Service Area Governance

### Lead Officer Manager Governance and Risk

#### Community Strategic Plan Objectives

- A strong, accountable and representative Council
- An effective and efficient organisation

#### Strategies

- 4.1.1 Provide clear direction for the community through the development of the Community Strategic Plan, Delivery Program and Operational Plan
- 4.1.5 Undertake the civic duties of Council with the highest degree of professionalism and ethics
- 4.2.6 Identify and manage risk associated with all Council activities and implement a safe and healthy work environment
- 4.2.7 Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate governance

#### Delivery Program Activities

- 4.1.1.1 Deliver Integrated Strategic Planning and Reporting requirements
- 4.1.5.1 Implement and manage Council's integrity system
- 4.2.6.1 Develop and incorporate a risk management framework which is effective and accessible
- 4.2.7.1 Improve the corporate governance framework

#### Operational Plan Actions

#### Measure of Success

#### Council Role

4.1.1.1.1	Develop a Community Strategic Plan 2022-2032	Community Strategic Plan drafted and adopted	Strategic Planning
4.1.1.1.2	Develop a three year Delivery Program 2022-2025	Delivery Program drafted and adopted	Policy Setter
4.1.1.1.3	Develop a one year Operational Plan 2022-2023	Operational Plan drafted and adopted	Policy Setter
4.1.5.1.1	Maintain Public Interest Disclosures, Conflict of Interest, Related Party Disclosures in accordance with legislative requirements	Maintain registers	Provider
4.1.5.1.2	Publish the Pecuniary Interests Disclosures to Council's website	Register uploaded to website	Provider
4.1.5.1.3	Implement the Fraud and Corruption Control Strategy	Strategy milestones met	Provider
4.2.6.1.1	Improve Safety culture within the organisation	Decrease number of incidents/insurance claims/Lost Time Injury Frequency Rates (LTIFR)	Provider
4.2.6.1.2	Develop Business Continuity Plan	Business Continuity Plan drafted / endorsed	Provider
4.2.7.1.4	Implement the Corporate Governance Improvement Action Plan	Action Plan implemented	Provider
4.2.7.1.5	Administer Audit, Risk and Improvement Committee	Audit, Risk and Improvement Committee meetings supported	Provider

4.2.7.1.6	Administer Internal Audit Program	Internal Audit Program delivered	Provider
4.1.1.1.3	Draft Communication Engagement Strategy for the Community Strategic Plan	Communication Engagement Strategy drafted	Facilitator
4.1.5.1.4	Implement training for Councillors at the start of each term	Training program implemented	Educator
4.2.6.1.3	Draft and implement safety system	Safety system drafted / endorsed	Provider
4.2.6.1.4	Implement Vault Application /Software	Vault implemented	Provider
<b>Projects (if applicable)</b>			
4.1.5.1.5	Support the NSW Electoral Commission - September 2021 Elections	Liaise with NSW EC and provide support	Enabler
Operational Numbers			
<b>FTE</b>	<b>Income</b>	<b>Expenses</b>	<b>Net Result</b>
2.0	\$ -	\$277,349	\$(277,349)
Capital Numbers			
<b>FTE</b>	<b>Income</b>	<b>Expenses</b>	<b>Net Result</b>
	\$ -	\$ -	\$ -



## Service Area Communications

### Lead Officer Communications Officer

#### Community Strategic Plan Objectives

- Access to and equity of services
- A strong, accountable and representative Council

#### Strategies

- 1.4.3 Create a better understanding within the community of the services and facilities Council provides
- 4.1.2 Engage with the community effectively and use community input to inform decision making

#### Delivery Program Activities

- 1.4.3.1 Promote Council's services and facilities
- 4.1.2.1 Incorporate inclusive community consultation and stakeholder engagement in Council decision making

Operational Plan Actions		Measure of Success	Council Role
1.4.3.1.1	Coordinate a local government week program to raise awareness of the services provided by Council	Program delivered	Educator
1.4.3.1.2	Oversee the preparation and distribution of a regular Council newsletter to residents	Monthly newsletters published and delivered	Provider
4.1.2.1.9	Draft a Media and Social Media Policy	Media and Social Media Policies adopted by Council	Policy Setter
4.1.2.1.10	Increase webpage utilisation	Webpage utilisation increased	Enabler
4.1.2.1.11	Review Communication policies and protocols	Policies and protocols reviewed	Policy Setter
<b>Continuous Improvement (if applicable)</b>			
4.1.2.1.12	Review style guide	Style guide reviewed	Provider
<b>Projects (if applicable)</b>			
4.1.2.1.13	Implement a Council Intranet (Budget Bid) (**not yet resourced)	Intranet implemented	Provider

#### Operational Numbers

FTE	Income	Expenses	Net Result
1.0	\$ -	\$97,525	\$(97,525)

#### Capital Numbers

FTE	Income	Expenses	Net Result
	\$ -	\$ -	\$ -





## Service Area Information Technology (IT)

### Lead Officer IT Manager

#### Community Strategic Plan Objective

- A strong, accountable and representative Council

#### Strategy

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

#### Delivery Program Activity

4.1.3.1 Implement and maintain a transparent and accountable decision making framework

#### Operational Plan Actions

		Measure of Success	Council Role
4.1.3.1.1	Provide Help Desk service	Tickets closed within three days	Provider
4.1.3.1.2	Prepare a Business Continuity Plan for IT	Business Continuity Plan for IT completed and adopted	Provider
4.1.3.1.3	Develop and implement an Information Technology Strategic Plan	Information Technology Strategic Plan drafted and milestones reached	Provider
4.1.3.1.4	Maintain up time of IT Services during operating hours	>98% uptime	Provider

#### Projects (if applicable)

4.1.3.1.5	Review IT Platform	Report provided to Executive with clear recommendations	Provider
4.1.3.1.6	Implement automation of business papers	Business papers automation software is operational	Provider

#### Operational Numbers

FTE	Income	Expenses	Net Result
2.0	\$ -	\$675,069	\$(675,069)

#### Capital Numbers

FTE	Income	Expenses	Net Result
	\$ -	\$69,800	\$(69,800)



## Service Area Financial Management

Lead Officer: Chief Financial Officer

### Community Strategic Plan Objective

- An effective and efficient organisation

### Strategies

- 4.2.2 Operate in a financially responsible and sustainable manner
- 4.2.3 Develop and consistently apply an asset management framework that ensures existing and future infrastructure is affordable, funded and maintained to ensure inter-generational equity and sustainability

### Delivery Program Activities

- 4.2.2.1 Maintain and control financial system and improve long term financial sustainability
- 4.2.3.1 Provide asset revaluation and long term funding scenarios for asset maintenance and renewal

Operational Plan Actions	Measure of Success	Council Role
4.2.2.1.1 Model and adopt rate structures on an annual basis and attend to the issue of accurate rate notices as required	Rate structures adopted and accurate rate notices issued	Provider
4.2.2.1.2 Collect all rates and charges in line with payment requirements and undertake debt recovery action for outstanding accounts in accordance with Council's Debt Recovery Policy	Lower % outstanding rate and charges	Provider
4.2.2.1.3 Update and maintain procedures that align with adopted procurement policy to achieve best value for money for all goods and services	Procurement procedures aligned with Policy	Provider
4.2.2.1.4 Provide up to date financial information to relevant stakeholders to assist with timely and accurate decision making	Financial information is up to date through easily accessible portals	Provider
4.2.2.1.5 Review all fees and charges on an annual basis for full cost recovery	Accurate numbers for each fee and charge	Provider
4.2.2.1.6 Review and revise the 10 year Long Term Financial Plan	LTFP reviewed	Provider
4.2.2.1.7 Subject to Council resolution, undertake consultation and make an application for increase in rate revenue (Special Rate Variation) in accordance with the Independent Pricing and Regulatory Tribunal criteria (FFTF) (timing subject to a decision of the 2021-23 term of Council)	Subject to Council resolution, SRV application lodged	Provider
4.2.2.1.8 Complete and report quarterly budget review statements	Quarterly budget reports presented to Council in a timely manner	Provider
4.2.2.1.9 Adequate and effective controls in place for all financial	Internal audit actions for financial controls implemented	Provider

	management functions and implement procurement and financial control recommendations adopted by the Audit Risk and Improvement Committee		
4.2.2.1.10	Maximise return on investment within the risk parameters provided by the USC Investments Policy 2019	Investment returns appropriate for risk	Provider
4.2.2.1.11	Investigate options to diversify investments	Options identified, assessed and considered by Council	Policy Setter
4.2.2.1.12	Investigate commercial income streams	Options identified, assessed and considered by Council	Policy Setter
4.2.2.1.13	Identify strategies to achieve a consolidated surplus before capital grants (balanced budget for all funds) over the full term of the LTFP	Strategies identified	Policy Setter
4.2.2.1.14	Review asset valuations and depreciation methodology for all asset classes	Asset valuations reviewed	Provider
4.2.2.1.15	Determine asset maintenance backlog based on asset management plans and incorporate into Long Term Financial Plan	Asset maintenance backlog determined	Asset Owner
4.2.3.1.1	Develop the long term funding scenarios that explore options to fund asset maintenance and renewal	Long term funding options developed	Strategic Planning
<b>Continuous Improvement (if applicable)</b>			
4.2.2.1.13	Review and update financial system procedures and instructions as required	Cross training of team members to minimise impact of staff absences	Provider
4.2.2.1.14	Develop a finance schedule outlining key dates for provision of data - to include statutory returns as well as acquittals for other departments	Compliance calendar deadlines met	Provider
4.2.2.1.15	Develop rolling workshops and/or FAQ's for non-finance staff on common issues to improve workflow, communication and general financial literacy.	Workshops undertaken	Provider
<b>Operational Numbers</b>			
<b>FTE</b>	<b>Income</b>	<b>Expenses</b>	<b>Net Result</b>
7.14	\$5,905,460	\$695,358	\$5,210,102
<b>Capital Numbers</b>			
<b>FTE</b>	<b>Income</b>	<b>Expenses</b>	<b>Net Result</b>
	\$ -	\$ -	\$ -



## Service Area Records & Information

### Lead Officer Manager Governance and Risk

#### Community Strategic Plan Objective

- An effective and efficient organisation

#### Strategy

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

#### Delivery Program Activity

- 4.2.7.1 Improve the corporate governance framework

#### Operational Plan Actions

- 4.2.7.1.1 Update Records Management Policies and Protocols

#### Measure of Success

All Records Management Policies and Protocols reviewed

#### Council Role

Provider

- 4.2.7.1.2 Address backlog of disposal of records

Disposal schedule up to date

Provider

#### Continuous Improvement (if applicable)

- 4.2.7.1.3 Implement TRIM upgrade

TRIM upgrade implemented

Provider

#### Operational Numbers

FTE	Income	Expenses	Net Result
1.0	\$800	\$100,837	\$(100,037)

#### Capital Numbers

FTE	Income	Expenses	Net Result
	\$ -	\$ -	\$ -



# Part 3: Budget 2021-2022



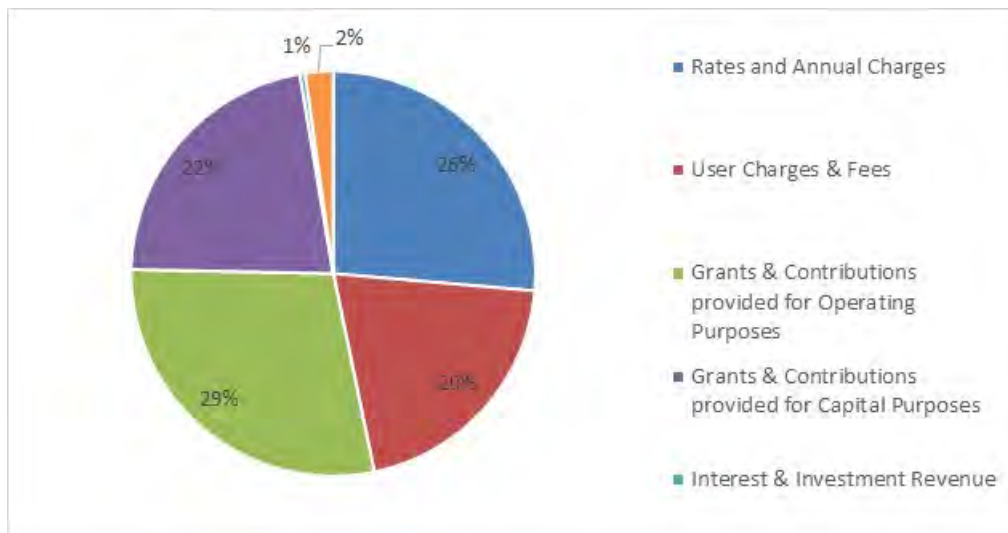
# Financial Snapshot 2021-2022

The Financial Snapshot provides Council's projected income statement together with a brief overview of how Council obtains its funds and resources, and how they are allocated.

<b>Uralla Shire Council</b>			
<b>Year Ended 30 June 2022</b>			
<b>INCOME STATEMENT - CONSOLIDATED</b>	<b>Actuals</b>	<b>Current Year</b>	<b>Budget Year</b>
<b>Scenario: Base Case</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Income from Continuing Operations</b>			
<b>Revenue:</b>			
Rates & Annual Charges	6,644,000	6,710,618	7,122,291
User Charges & Fees	5,075,000	5,508,577	5,498,890
Other Revenues	575,000	400,565	495,995
Grants & Contributions provided for Operating Purposes	8,089,000	8,264,115	7,501,440
Grants & Contributions provided for Capital Purposes	2,988,000	8,783,071	5,937,588
Interest & Investment Revenue	352,000	150,300	94,240
<b>Other Income:</b>			
Net Gains from the Disposal of Assets	-	207,733	-
<b>Total Income from Continuing Operations</b>	<b>23,723,000</b>	<b>30,024,979</b>	<b>26,650,444</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	9,707,000	10,157,027	10,834,211
Borrowing Costs	149,000	132,103	98,013
Materials & Contracts	5,142,000	5,093,048	4,782,749
Depreciation & Amortisation	4,750,000	4,912,306	4,875,761
Other Expenses	1,484,000	1,874,565	1,948,834
Net Losses from the Disposal of Assets	955,000	-	-
<b>Total Expenses from Continuing Operations</b>	<b>22,187,000</b>	<b>22,169,050</b>	<b>22,539,567</b>
<b>Operating Result from Continuing Operations</b>	<b>1,536,000</b>	<b>7,855,929</b>	<b>4,110,877</b>
Discontinued Operations - Profit/(Loss)	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>1,536,000</b>	<b>7,855,929</b>	<b>4,110,877</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(1,452,000)</b>	<b>(927,142)</b>	<b>(1,826,711)</b>

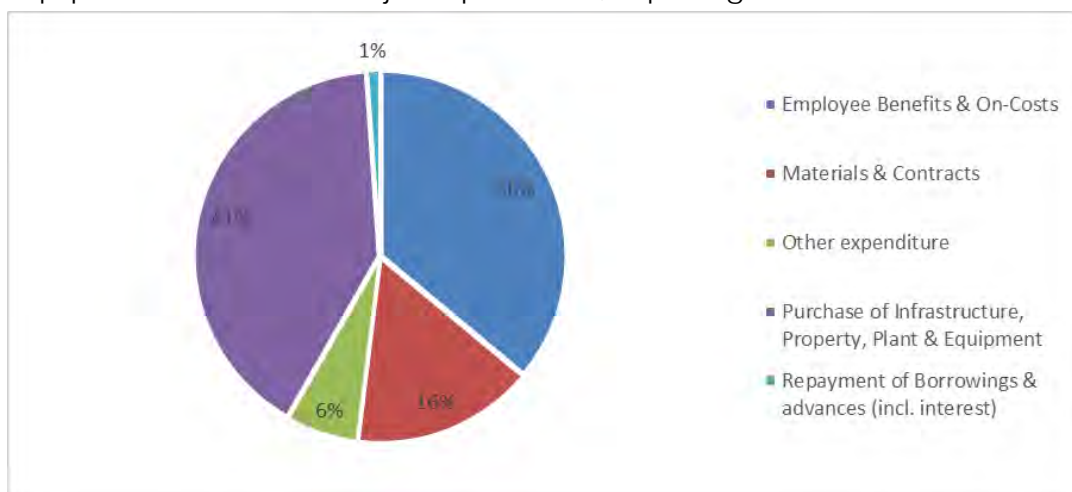
The first table and pie chart represent a breakdown of our cash inflows (per the cash flow statement). In the table, it is evident that grants and contributions for both capital and operating purposes are the major source of funding, equating to 50.61% of total funds. Source of funds include rates and charges, user fees and charges, investment interest, and other revenues.





CASH INFLOWS		\$	%
Rates and Annual Charges		7,104,643	26.35%
User Charges & Fees		5,497,030	20.39%
Grants & Contributions provided for Operating Purposes		7,705,821	28.58%
Grants & Contributions provided for Capital Purposes		5,937,588	22.03%
Interest & Investment Revenue		115,243	0.43%
Other Revenues		597,567	2.22%
<b>Total</b>		<b>26,957,892</b>	<b>100.00%</b>

The second table and pie chart represents a breakdown of outflows (per the cash flow statement). The table demonstrates that the purchase of infrastructure, property, plant and equipment is Council's major expenditure, equating to 40.62% of the total.



CASH OUTFLOWS		
<i>Operating payments</i>		
Employee Benefits & On-Costs	10,812,918	36.04%
Materials & Contracts	4,773,020	15.91%
Other expenditure	1,890,080	6.30%
<i>Capital payments</i>		
Purchase of Infrastructure, Property, Plant & Equipment	12,186,248	40.62%
Repayment of Borrowings & advances (incl. interest)	337,377	1.13%
<b>Total</b>	<b>29,999,644</b>	<b>100.00%</b>

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

	<b>Actuals</b>	<b>Current Year</b>	
	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Income from Continuing Operations</b>			
<b>Revenue:</b>			
Rates & Annual Charges	6,644,000	6,710,618	7,122,291
User Charges & Fees	5,075,000	5,508,577	5,498,890
Other Revenues	575,000	400,565	495,995
Grants & Contributions provided for Operating Purposes	8,089,000	8,264,115	7,501,440
Grants & Contributions provided for Capital Purposes	2,988,000	8,783,071	5,937,588
Interest & Investment Revenue	352,000	150,300	94,240
<b>Other Income:</b>			
Net Gains from the Disposal of Assets	-	207,733	-
<b>Total Income from Continuing Operations</b>	<b>23,723,000</b>	<b>30,024,979</b>	<b>26,650,444</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	9,707,000	10,157,027	10,834,211
Borrowing Costs	149,000	132,103	98,013
Materials & Contracts	5,142,000	5,093,048	4,782,749
Depreciation & Amortisation	4,750,000	4,912,306	4,875,761
Impairment of investments	-	-	-
Impairment of receivables	-	-	-
Other Expenses	1,484,000	1,874,565	1,948,834
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	955,000	-	-
<b>Total Expenses from Continuing Operations</b>	<b>22,187,000</b>	<b>22,169,050</b>	<b>22,539,567</b>
<b>Operating Result from Continuing Operations</b>	<b>1,536,000</b>	<b>7,855,929</b>	<b>4,110,877</b>
Discontinued Operations - Profit/(Loss)	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>1,536,000</b>	<b>7,855,929</b>	<b>4,110,877</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(1,452,000)</b>	<b>(927,142)</b>	<b>(1,826,711)</b>



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

	<b>Actuals</b>	<b>Current Year</b>	
	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Income from Continuing Operations</b>			
<b>Revenue:</b>			
Rates & Annual Charges	5,511,000	5,532,104	5,739,282
User Charges & Fees	3,542,000	3,884,830	3,775,904
Other Revenues	542,000	423,582	526,153
Grants & Contributions provided for Operating Purposes	5,495,000	6,138,613	5,072,144
Grants & Contributions provided for Capital Purposes	2,500,000	4,220,567	2,678,088
Interest & Investment Revenue	190,000	76,990	54,116
<b>Other Income:</b>			
Net Gains from the Disposal of Assets	-	207,733	-
<b>Total Income from Continuing Operations</b>	<b>17,780,000</b>	<b>20,484,419</b>	<b>17,845,687</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	6,729,000	7,324,270	7,964,622
Borrowing Costs	141,000	123,382	93,131
Materials & Contracts	3,162,000	3,607,567	3,264,377
Depreciation & Amortisation	3,857,000	4,016,210	4,017,481
Impairment of investments	-	-	-
Impairment of receivables	-	-	-
Other Expenses	1,435,000	1,622,434	1,693,642
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	745,000	-	-
<b>Total Expenses from Continuing Operations</b>	<b>16,069,000</b>	<b>16,693,862</b>	<b>17,033,253</b>
<b>Operating Result from Continuing Operations</b>	<b>1,711,000</b>	<b>3,790,557</b>	<b>812,434</b>
Discontinued Operations - Profit/(Loss)	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>1,711,000</b>	<b>3,790,557</b>	<b>812,434</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(789,000)</b>	<b>(430,010)</b>	<b>(1,865,654)</b>

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

	<b>Actuals</b> <b>2019/20</b> \$	<b>Current Year</b> <b>2020/21</b> \$	<b>2021/22</b> \$
<b>Income from Continuing Operations</b>			
<b>Revenue:</b>			
Rates & Annual Charges	480,000	493,349	553,622
User Charges & Fees	560,000	603,465	612,018
Other Revenues	-	8,000	4,000
Grants & Contributions provided for Operating Purposes	541,000	55,133	196,603
Grants & Contributions provided for Capital Purposes	220,000	376,911	1,150,000
Interest & Investment Revenue	62,000	29,730	19,492
<b>Other Income:</b>			
Net Gains from the Disposal of Assets	-	-	-
<b>Total Income from Continuing Operations</b>	<b>1,863,000</b>	<b>1,566,588</b>	<b>2,535,735</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	581,000	405,306	413,070
Borrowing Costs	-	-	-
Materials & Contracts	1,109,000	652,530	729,776
Depreciation & Amortisation	451,000	450,615	435,975
Impairment of investments	-	-	-
Impairment of receivables	-	-	-
Other Expenses	4,000	71,549	85,236
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>2,145,000</b>	<b>1,580,000</b>	<b>1,664,057</b>
<b>Operating Result from Continuing Operations</b>	<b>(282,000)</b>	<b>(13,412)</b>	<b>871,678</b>
Discontinued Operations - Profit/(Loss)	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(282,000)</b>	<b>(13,412)</b>	<b>871,678</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(502,000)</b>	<b>(390,323)</b>	<b>(278,322)</b>

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

	<b>Actuals</b> <b>2019/20</b> \$	<b>Current Year</b> <b>2020/21</b> \$	<b>2021/22</b> \$
<b>Income from Continuing Operations</b>			
<b>Revenue:</b>			
Rates & Annual Charges	653,000	685,165	829,387
User Charges & Fees	7,000	6,727	7,530
Other Revenues	12,000	1,000	-
Grants & Contributions provided for Operating Purposes	13,000	13,235	15,737
Grants & Contributions provided for Capital Purposes	138,000	4,030,631	2,109,500
Interest & Investment Revenue	54,000	24,400	12,960
<b>Other Income:</b>			
Net Gains from the Disposal of Assets	-	-	-
<b>Total Income from Continuing Operations</b>	<b>877,000</b>	<b>4,761,158</b>	<b>2,975,114</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	193,000	196,395	210,522
Borrowing Costs	-	-	-
Materials & Contracts	254,000	233,892	247,905
Depreciation & Amortisation	220,000	218,804	213,564
Impairment of investments	-	-	-
Impairment of receivables	-	-	-
Other Expenses	7,000	83,693	69,669
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>674,000</b>	<b>732,784</b>	<b>741,660</b>
<b>Operating Result from Continuing Operations</b>	<b>203,000</b>	<b>4,028,374</b>	<b>2,233,454</b>
Discontinued Operations - Profit/(Loss)	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>203,000</b>	<b>4,028,374</b>	<b>2,233,454</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>65,000</b>	<b>(2,257)</b>	<b>123,954</b>

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

	<b>Actuals</b> <b>2019/20</b> \$	<b>Current Year</b> <b>2020/21</b> \$	<b>2021/22</b> \$
<b>Income from Continuing Operations</b>			
<b>Revenue:</b>			
Rates & Annual Charges	-	-	-
User Charges & Fees	966,000	1,013,554	1,103,438
Other Revenues	21,000	14,000	11,800
Grants & Contributions provided for Operating Purposes	2,040,000	2,057,134	2,216,956
Grants & Contributions provided for Capital Purposes	130,000	154,962	-
Interest & Investment Revenue	46,000	19,180	7,672
<b>Other Income:</b>			
Net Gains from the Disposal of Assets	-	-	-
<b>Total Income from Continuing Operations</b>	<b>3,203,000</b>	<b>3,258,830</b>	<b>3,339,866</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	2,204,000	2,231,057	2,245,997
Borrowing Costs	8,000	8,721	4,882
Materials & Contracts	617,000	645,076	586,649
Depreciation & Amortisation	222,000	226,677	208,741
Impairment of investments	-	-	-
Impairment of receivables	-	-	-
Other Expenses	38,000	96,889	100,287
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	210,000	-	-
<b>Total Expenses from Continuing Operations</b>	<b>3,299,000</b>	<b>3,208,420</b>	<b>3,146,555</b>
<b>Operating Result from Continuing Operations</b>	<b>(96,000)</b>	<b>50,411</b>	<b>193,311</b>
Discontinued Operations - Profit/(Loss)	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(96,000)</b>	<b>50,411</b>	<b>193,311</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(226,000)</b>	<b>(104,551)</b>	<b>193,311</b>



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

	<b>Actuals</b>	<b>Current Year</b>	
	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	1,401,000	728,501	424,821
Investments	13,957,000	12,969,874	10,231,803
Receivables	2,929,000	2,313,363	2,007,229
Inventories	231,000	324,715	303,322
Contract assets	305,000	305,000	305,000
Contract cost assets	-	-	-
Other	36,000	78,110	75,375
Non-current assets classified as "held for sale"	-	-	-
<b>Total Current Assets</b>	<b>18,859,000</b>	<b>16,719,564</b>	<b>13,347,551</b>
<b>Non-Current Assets</b>			
Inventories	-	-	472,852
Infrastructure, Property, Plant & Equipment	233,683,000	243,117,160	249,954,795
Right of use assets	78,000	78,000	78,000
<b>Total Non-Current Assets</b>	<b>233,761,000</b>	<b>243,195,160</b>	<b>250,505,647</b>
<b>TOTAL ASSETS</b>	<b>252,620,000</b>	<b>259,914,724</b>	<b>263,853,198</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Bank Overdraft	-	-	-
Payables	5,357,000	5,005,041	5,085,037
Income received in advance	-	-	-
Contract liabilities	44,000	57,011	42,653
Lease liabilities	15,000	-	-
Borrowings	265,000	238,040	247,468
Provisions	2,199,000	2,269,018	2,269,018
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Current Liabilities</b>	<b>7,880,000</b>	<b>7,569,110</b>	<b>7,644,176</b>
<b>Non-Current Liabilities</b>			
Lease liabilities	63,000	78,000	78,000
Borrowings	1,924,000	1,728,703	1,481,235
Provisions	2,821,000	2,750,982	2,750,982
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Non-Current Liabilities</b>	<b>4,808,000</b>	<b>4,557,685</b>	<b>4,310,217</b>
<b>TOTAL LIABILITIES</b>	<b>12,688,000</b>	<b>12,126,795</b>	<b>11,954,393</b>
<b>Net Assets</b>	<b>239,932,000</b>	<b>247,787,929</b>	<b>251,898,805</b>
<b>EQUITY</b>			
Retained Earnings	74,321,000	82,176,929	86,287,805
Revaluation Reserves	165,611,000	165,611,000	165,611,000
Other Reserves	-	-	-
Council Equity Interest	239,932,000	247,787,929	251,898,805
Non-controlling equity interests	-	-	-
<b>Total Equity</b>	<b>239,932,000</b>	<b>247,787,929</b>	<b>251,898,805</b>

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

	<b>Actuals</b> <b>2019/20</b> \$	<b>Current Year</b> <b>2020/21</b> \$	<b>2021/22</b> \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	1,224,000	373,709	-
Investments	6,757,000	6,757,000	5,241,359
Receivables	2,417,000	1,738,677	1,433,512
Inventories	231,000	324,715	303,322
Contract assets	305,000	305,000	305,000
Contract cost assets	-	-	-
Other	36,000	78,110	75,375
Non-current assets classified as "held for sale"	-	-	-
<b>Total Current Assets</b>	<b>10,970,000</b>	<b>9,577,212</b>	<b>7,358,569</b>
<b>Non-Current Assets</b>			
Inventories	-	-	472,852
Infrastructure, Property, Plant & Equipment	205,744,000	210,372,945	212,765,026
Right of use assets	78,000	78,000	78,000
<b>Total Non-Current Assets</b>	<b>205,822,000</b>	<b>210,450,945</b>	<b>213,315,878</b>
<b>TOTAL ASSETS</b>	<b>216,792,000</b>	<b>220,028,157</b>	<b>220,674,447</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Bank Overdraft	-	-	-
Payables	2,920,000	2,568,041	2,648,037
Income received in advance	-	-	-
Contract liabilities	44,000	57,011	42,653
Lease liabilities	15,000	-	-
Borrowings	256,000	231,782	240,711
Provisions	2,199,000	2,269,018	2,269,018
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Current Liabilities</b>	<b>5,434,000</b>	<b>5,125,852</b>	<b>5,200,419</b>
<b>Non-Current Liabilities</b>			
Lease liabilities	63,000	78,000	78,000
Borrowings	1,889,000	1,697,766	1,457,055
Provisions	2,821,000	2,750,982	2,750,982
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Non-Current Liabilities</b>	<b>4,773,000</b>	<b>4,526,748</b>	<b>4,286,037</b>
<b>TOTAL LIABILITIES</b>	<b>10,207,000</b>	<b>9,652,600</b>	<b>9,486,456</b>
<b>Net Assets</b>	<b>206,585,000</b>	<b>210,375,557</b>	<b>211,187,991</b>
<b>EQUITY</b>			
Retained Earnings	56,855,000	60,645,557	61,457,991
Revaluation Reserves	149,730,000	149,730,000	149,730,000
Other Reserves	-	-	-
Council Equity Interest	206,585,000	210,375,557	211,187,991
Non-controlling equity interests	-	-	-
<b>Total Equity</b>	<b>206,585,000</b>	<b>210,375,557</b>	<b>211,187,991</b>

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

	<b>Actuals</b> <b>2019/20</b> \$	<b>Current Year</b> <b>2020/21</b> \$	<b>2021/22</b> \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	91,000	302,701	-
Investments	2,300,000	2,300,000	1,910,880
Receivables	335,000	328,897	339,371
Inventories	-	-	-
Contract assets	-	-	-
Contract cost assets	-	-	-
Other	-	-	-
Non-current assets classified as "held for sale"	-	-	-
<b>Total Current Assets</b>	<b>2,726,000</b>	<b>2,931,598</b>	<b>2,250,251</b>
<b>Non-Current Assets</b>			
Inventories	-	-	-
Infrastructure, Property, Plant & Equipment	14,251,000	14,031,990	15,585,015
Right of use assets	-	-	-
<b>Total Non-Current Assets</b>	<b>14,251,000</b>	<b>14,031,990</b>	<b>15,585,015</b>
<b>TOTAL ASSETS</b>	<b>16,977,000</b>	<b>16,963,588</b>	<b>17,835,266</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Bank Overdraft	-	-	-
Payables	-	-	-
Income received in advance	-	-	-
Contract liabilities	-	-	-
Lease liabilities	-	-	-
Borrowings	-	-	-
Provisions	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Current Liabilities</b>			
Lease liabilities	-	-	-
Borrowings	-	-	-
Provisions	-	-	-
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Assets</b>	<b>16,977,000</b>	<b>16,963,588</b>	<b>17,835,266</b>
<b>EQUITY</b>			
Retained Earnings	8,019,000	8,005,588	8,877,266
Revaluation Reserves	8,958,000	8,958,000	8,958,000
Other Reserves	-	-	-
Council Equity Interest	16,977,000	16,963,588	17,835,266
Non-controlling equity interests	-	-	-
<b>Total Equity</b>	<b>16,977,000</b>	<b>16,963,588</b>	<b>17,835,266</b>

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

	<b>Actuals</b> <b>2019/20</b> \$	<b>Current Year</b> <b>2020/21</b> \$	<b>2021/22</b> \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	11,000	-	-
Investments	2,400,000	1,412,874	579,565
Receivables	104,000	74,373	89,866
Inventories	-	-	-
Contract assets	-	-	-
Contract cost assets	-	-	-
Other	-	-	-
Non-current assets classified as "held for sale"	-	-	-
<b>Total Current Assets</b>	<b>2,515,000</b>	<b>1,487,247</b>	<b>669,431</b>
<b>Non-Current Assets</b>			
Inventories	-	-	-
Infrastructure, Property, Plant & Equipment	9,257,000	14,313,127	17,364,397
Right of use assets	-	-	-
<b>Total Non-Current Assets</b>	<b>9,257,000</b>	<b>14,313,127</b>	<b>17,364,397</b>
<b>TOTAL ASSETS</b>	<b>11,772,000</b>	<b>15,800,374</b>	<b>18,033,828</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Bank Overdraft	-	-	-
Payables	-	-	-
Income received in advance	-	-	-
Contract liabilities	-	-	-
Lease liabilities	-	-	-
Borrowings	-	-	-
Provisions	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Current Liabilities</b>			
Lease liabilities	-	-	-
Borrowings	-	-	-
Provisions	-	-	-
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Assets</b>	<b>11,772,000</b>	<b>15,800,374</b>	<b>18,033,828</b>
<b>EQUITY</b>			
Retained Earnings	6,049,000	10,077,374	12,310,828
Revaluation Reserves	5,723,000	5,723,000	5,723,000
Other Reserves	-	-	-
Council Equity Interest	11,772,000	15,800,374	18,033,828
Non-controlling equity interests	-	-	-
<b>Total Equity</b>	<b>11,772,000</b>	<b>15,800,374</b>	<b>18,033,828</b>



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

	<b>Actuals</b> <b>2019/20</b> \$	<b>Current Year</b> <b>2020/21</b> \$	<b>2021/22</b> \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	75,000	52,091	424,821
Investments	2,500,000	2,500,000	2,500,000
Receivables	73,000	171,417	144,480
Inventories	-	-	-
Contract assets	-	-	-
Contract cost assets	-	-	-
Other	-	-	-
Non-current assets classified as "held for sale"	-	-	-
<b>Total Current Assets</b>	<b>2,648,000</b>	<b>2,723,508</b>	<b>3,069,301</b>
<b>Non-Current Assets</b>			
Inventories	-	-	-
Infrastructure, Property, Plant & Equipment	4,431,000	4,399,098	4,240,357
Right of use assets	-	-	-
<b>Total Non-Current Assets</b>	<b>4,431,000</b>	<b>4,399,098</b>	<b>4,240,357</b>
<b>TOTAL ASSETS</b>	<b>7,079,000</b>	<b>7,122,606</b>	<b>7,309,658</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Bank Overdraft	-	-	-
Payables	2,437,000	2,437,000	2,437,000
Income received in advance	-	-	-
Contract liabilities	-	-	-
Lease liabilities	-	-	-
Borrowings	9,000	6,258	6,757
Provisions	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Current Liabilities</b>	<b>2,446,000</b>	<b>2,443,258</b>	<b>2,443,757</b>
<b>Non-Current Liabilities</b>			
Lease liabilities	-	-	-
Borrowings	35,000	30,937	24,180
Provisions	-	-	-
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Non-Current Liabilities</b>	<b>35,000</b>	<b>30,937</b>	<b>24,180</b>
<b>TOTAL LIABILITIES</b>	<b>2,481,000</b>	<b>2,474,195</b>	<b>2,467,937</b>
<b>Net Assets</b>	<b>4,598,000</b>	<b>4,648,411</b>	<b>4,841,721</b>
<b>EQUITY</b>			
Retained Earnings	3,398,000	3,448,411	3,641,721
Revaluation Reserves	1,200,000	1,200,000	1,200,000
Other Reserves	-	-	-
Council Equity Interest	4,598,000	4,648,411	4,841,721
Non-controlling equity interests	-	-	-
<b>Total Equity</b>	<b>4,598,000</b>	<b>4,648,411</b>	<b>4,841,721</b>

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

	<b>Actuals 2019/20 \$</b>	<b>Current Year 2020/21 \$</b>	<b>2021/22 \$</b>
<b>Cash Flows from Operating Activities</b>			
<b>Receipts:</b>			
Rates & Annual Charges	6,463,000	7,303,044	7,104,643
User Charges & Fees	5,036,000	5,433,480	5,497,030
Investment & Interest Revenue Received	428,000	150,365	115,243
Grants & Contributions	10,511,000	17,175,663	13,643,409
Bonds & Deposits Received	-	-	-
Other	1,415,000	656,845	597,567
<b>Payments:</b>			
Employee Benefits & On-Costs	(9,743,000)	(10,166,561)	(10,812,918)
Materials & Contracts	(6,206,000)	(5,231,661)	(4,773,020)
Borrowing Costs	(122,000)	(133,075)	(99,337)
Bonds & Deposits Refunded	(1,000)	-	-
Other	(1,128,000)	(2,399,734)	(1,890,080)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>6,653,000</b>	<b>12,788,365</b>	<b>9,382,538</b>
<b>Cash Flows from Investing Activities</b>			
<b>Receipts:</b>			
Sale of Investment Securities	16,150,000	987,126	2,738,071
Sale of Infrastructure, Property, Plant & Equipment	224,000	-	-
<b>Payments:</b>			
Purchase of Investment Securities	(15,207,000)	-	-
Purchase of Investment Property	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(7,889,000)	(14,225,733)	(12,186,248)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(6,722,000)</b>	<b>(13,238,607)</b>	<b>(9,448,177)</b>
<b>Cash Flows from Financing Activities</b>			
<b>Receipts:</b>			
Other Financing Activity Receipts	1,120,000	-	-
<b>Payments:</b>			
Repayment of Borrowings & Advances	(238,000)	(222,257)	(238,040)
Repayment of lease liabilities (principal repayments)	(16,000)	-	-
Distributions to non-controlling interests	-	-	-
Other Financing Activity Payments	(1,000,000)	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(134,000)</b>	<b>(222,257)</b>	<b>(238,040)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(203,000)</b>	<b>(672,499)</b>	<b>(303,679)</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>1,604,000</b>	<b>1,401,000</b>	<b>728,501</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>1,401,000</b>	<b>728,501</b>	<b>424,821</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>1,401,000</b>	<b>728,501</b>	<b>424,821</b>
<b>Investments - end of the year</b>	<b>13,957,000</b>	<b>12,969,874</b>	<b>10,231,803</b>
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>15,358,000</b>	<b>13,698,375</b>	<b>10,656,625</b>
<b>Representing:</b>			
- External Restrictions	9,503,000	8,454,661	6,420,328
- Internal Restrictions	4,583,000	3,321,896	2,819,574
- Unrestricted	1,272,000	1,921,818	1,416,723
	<b>15,358,000</b>	<b>13,698,375</b>	<b>10,656,625</b>

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

	Actuals 2019/20 \$	Current Year 2020/21 \$	2021/22 \$
<b>Cash Flows from Operating Activities</b>			
<b>Receipts:</b>			
Rates & Annual Charges	-	6,089,718	5,742,001
User Charges & Fees	-	3,819,583	3,778,154
Investment & Interest Revenue Received	-	66,287	76,609
Grants & Contributions	-	10,487,657	7,954,613
Bonds & Deposits Received	-	-	-
Other	-	778,278	600,789
<b>Payments:</b>			
Employee Benefits & On-Costs	-	(7,333,803)	(7,943,329)
Materials & Contracts	-	(3,746,179)	(3,254,648)
Borrowing Costs	-	(124,354)	(94,456)
Bonds & Deposits Refunded	-	-	-
Other	-	(2,147,603)	(1,634,888)
<b>Net Cash provided (or used in) Operating Activities</b>	-	7,889,583	5,224,845
<b>Cash Flows from Investing Activities</b>			
<b>Receipts:</b>			
Sale of Investment Securities	-	-	1,515,641
Sale of Infrastructure, Property, Plant & Equipment	-	-	-
<b>Payments:</b>			
Purchase of Investment Securities	-	-	-
Purchase of Investment Property	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(8,524,422)	(6,882,414)
<b>Net Cash provided (or used in) Investing Activities</b>	-	(8,524,422)	(5,366,773)
<b>Cash Flows from Financing Activities</b>			
<b>Receipts:</b>			
Other Financing Activity Receipts	-	-	-
<b>Payments:</b>			
Repayment of Borrowings & Advances	-	(215,452)	(231,782)
Repayment of lease liabilities (principal repayments)	-	-	-
Distributions to non-controlling interests	-	-	-
Other Financing Activity Payments	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(215,452)	(231,782)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(850,291)	(373,709)
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	1,224,000	373,709
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	373,709	0
<b>Cash &amp; Cash Equivalents - end of the year</b>	1,224,000	373,709	0
<b>Investments - end of the year</b>	6,757,000	6,757,000	5,241,359
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	7,981,000	7,130,709	5,241,359
<b>Representing:</b>			
- External Restrictions	2,126,000	2,025,086	1,515,884
- Internal Restrictions	4,583,000	3,321,896	2,819,574
- Unrestricted	1,272,000	1,783,727	905,901
	7,981,000	7,130,709	5,241,359

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

	Actuals 2019/20 \$	Current Year 2020/21 \$	2021/22 \$
<b>Cash Flows from Operating Activities</b>			
<b>Receipts:</b>			
Rates & Annual Charges	-	504,280	547,383
User Charges & Fees	-	594,388	608,119
Investment & Interest Revenue Received	-	33,979	19,156
Grants & Contributions	-	432,044	1,346,603
Bonds & Deposits Received	-	-	-
Other	-	8,000	4,000
<b>Payments:</b>			
Employee Benefits & On-Costs	-	(405,306)	(413,070)
Materials & Contracts	-	(652,530)	(729,776)
Borrowing Costs	-	-	-
Bonds & Deposits Refunded	-	-	-
Other	-	(71,549)	(85,236)
<b>Net Cash provided (or used in) Operating Activities</b>	-	443,306	1,297,179
<b>Cash Flows from Investing Activities</b>			
<b>Receipts:</b>			
Sale of Investment Securities	-	-	389,120
Sale of Infrastructure, Property, Plant & Equipment	-	-	-
<b>Payments:</b>			
Purchase of Investment Securities	-	-	-
Purchase of Investment Property	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(231,605)	(1,989,000)
<b>Net Cash provided (or used in) Investing Activities</b>	-	(231,605)	(1,599,880)
<b>Cash Flows from Financing Activities</b>			
<b>Receipts:</b>			
Other Financing Activity Receipts	-	-	-
<b>Payments:</b>			
Repayment of Borrowings & Advances	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-
Distributions to non-controlling interests	-	-	-
Other Financing Activity Payments	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	-	-
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	211,701	(302,701)
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	91,000	302,701
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	302,701	-
<b>Cash &amp; Cash Equivalents - end of the year</b>	91,000	302,701	-
<b>Investments - end of the year</b>	2,300,000	2,300,000	1,910,880
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>2,391,000</b>	<b>2,602,701</b>	<b>1,910,880</b>
<b>Representing:</b>			
- External Restrictions	-	-	-
- Internal Restrictions	-	-	-
- Unrestricted	2,391,000	2,602,701	1,910,880
	<b>2,391,000</b>	<b>2,602,701</b>	<b>1,910,880</b>

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

	Actuals 2019/20 \$	Current Year 2020/21 \$	2021/22 \$
<b>Cash Flows from Operating Activities</b>			
<b>Receipts:</b>			
Rates & Annual Charges	-	709,046	815,259
User Charges & Fees	-	5,955	7,318
Investment & Interest Revenue Received	-	30,919	11,806
Grants & Contributions	-	4,043,866	2,125,237
Bonds & Deposits Received	-	-	-
Other	-	1,000	-
<b>Payments:</b>			
Employee Benefits & On-Costs	-	(196,395)	(210,522)
Materials & Contracts	-	(233,892)	(247,905)
Borrowing Costs	-	-	-
Bonds & Deposits Refunded	-	-	-
Other	-	(83,693)	(69,669)
<b>Net Cash provided (or used in) Operating Activities</b>	-	4,276,805	2,431,525
<b>Cash Flows from Investing Activities</b>			
<b>Receipts:</b>			
Sale of Investment Securities	-	987,126	833,309
Sale of Infrastructure, Property, Plant & Equipment	-	-	-
<b>Payments:</b>			
Purchase of Investment Securities	-	-	-
Purchase of Investment Property	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(5,274,931)	(3,264,834)
<b>Net Cash provided (or used in) Investing Activities</b>	-	(4,287,805)	(2,431,525)
<b>Cash Flows from Financing Activities</b>			
<b>Receipts:</b>			
Other Financing Activity Receipts	-	-	-
<b>Payments:</b>			
Repayment of Borrowings & Advances	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-
Distributions to non-controlling interests	-	-	-
Other Financing Activity Payments	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	-	-
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(11,000)	-
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	11,000	-
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	-	-
<b>Cash &amp; Cash Equivalents - end of the year</b>	11,000	-	-
<b>Investments - end of the year</b>	2,400,000	1,412,874	579,565
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>2,411,000</b>	<b>1,412,874</b>	<b>579,565</b>
<b>Representing:</b>			
- External Restrictions	-	-	-
- Internal Restrictions	-	-	-
- Unrestricted	2,411,000	1,412,874	579,565
	<b>2,411,000</b>	<b>1,412,874</b>	<b>579,565</b>



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

	<b>Actuals 2019/20 \$</b>	<b>Current Year 2020/21 \$</b>	<b>2021/22 \$</b>
<b>Cash Flows from Operating Activities</b>			
<b>Receipts:</b>			
Rates & Annual Charges	-	-	-
User Charges & Fees	-	1,013,554	1,103,438
Investment & Interest Revenue Received	-	19,180	7,672
Grants & Contributions	-	2,212,096	2,216,956
Bonds & Deposits Received	-	-	-
Other	-	(84,417)	38,737
<b>Payments:</b>			
Employee Benefits & On-Costs	-	(2,231,057)	(2,245,997)
Materials & Contracts	-	(645,076)	(586,649)
Borrowing Costs	-	(8,721)	(4,882)
Bonds & Deposits Refunded	-	-	-
Other	-	(96,889)	(100,287)
<b>Net Cash provided (or used in) Operating Activities</b>	-	178,671	428,989
<b>Cash Flows from Investing Activities</b>			
<b>Receipts:</b>			
Sale of Investment Securities	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-
<b>Payments:</b>			
Purchase of Investment Securities	-	-	-
Purchase of Investment Property	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(194,775)	(50,000)
<b>Net Cash provided (or used in) Investing Activities</b>	-	(194,775)	(50,000)
<b>Cash Flows from Financing Activities</b>			
<b>Receipts:</b>			
Other Financing Activity Receipts	-	-	-
<b>Payments:</b>			
Repayment of Borrowings & Advances	-	(6,805)	(6,258)
Repayment of lease liabilities (principal repayments)	-	-	-
Distributions to non-controlling interests	-	-	-
Other Financing Activity Payments	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(6,805)	(6,258)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(22,909)	372,731
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	75,000	52,091
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	<b>52,091</b>	<b>424,821</b>
Cash & Cash Equivalents - end of the year	75,000	52,091	424,821
Investments - end of the year	2,500,000	2,500,000	2,500,000
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>2,575,000</b>	<b>2,552,091</b>	<b>2,924,821</b>
<b>Representing:</b>			
- External Restrictions	2,437,000	2,414,000	2,414,000
- Internal Restrictions	-	-	-
- Unrestricted	138,000	138,091	510,821
	<b>2,575,000</b>	<b>2,552,091</b>	<b>2,924,821</b>

**Uralla Shire Council**  
**Budget for the Year Ending 30 June 2022**  
**CAPITAL EXPENDITURE - CONSOLIDATED**  
**Scenario: Base Case**

	<b>2021-2022 Budget</b>	<b>New asset or asset renewal</b>
<b>Organisational Services</b>		
<i>IT Services</i>		
Technology replacement	69,800	Renewal
<i>Civic Leadership</i>		
Councillor iPads	10,000	Renewal
<i>Planning</i>		
Computer	1,500	Renewal
<b>Infrastructure &amp; Development</b>		
Plant replacement program (net of sales)	1,100,000	Renewal
Industrial land redevelopment	490,600	New
<i>Works &amp; Civil</i>		
Stormwater drainage	33,058	New
Bridges - Regional		
Tolleys Gully	950,000	Renewal
Kerb & Gutter	70,320	New
Local Urban Streets		
Dangar St - Gostwyck to Mihi	70,000	Renewal
King St - McMahon to Maitland	56,700	Renewal
Uralla St - Park St to Salisbury St	55,400	Renewal
Local Urban Streets Reseals	71,864	Renewal
Regional Rural Sealed Roads		
Roads	407,522	Renewal
Sealed road reseal program	287,361	Renewal
Regional Rural Unsealed Roads Re-sheeting	21,080	Renewal
Sealed Rural Roads		
Roads	561,365	Renewal
Hawthorne Drive	1,080,620	Part new
Sealed Rural Road Reseal program	374,460	Renewal
Unsealed Rural Roads		
Roads	285,995	Renewal
Rural Unsealed Roads Re-sheeting	634,769	Renewal
<i>Facilities &amp; Open Space</i>		
Cemeteries		
Niche Wall	10,000	New
<i>Water</i>		
Uralla		
Groundwater project	1,490,000	New
Other	389,000	Renewal

Uralla Shire Council  
 Budget for the Year Ending 30 June 2022  
 CAPITAL EXPENDITURE - CONSOLIDATED  
 Scenario: Base Case

		2021-2022 Budget	New asset or asset renewal
	Bundarra		
	Other	110,000	Renewal
<i>Sewer</i>			
	Uralla		
	Other works	324,000	Renewal
	Bundarra		
	New sewerage system	2,940,834	New
<i>Waste</i>			
	Waste transfer station - Bundarra	150,000	New
	Leachate disposal plant	50,000	New
<b>Community Services</b>			
<i>Community Development</i>			
	iOT Gateway	40,000	New
<i>McMaugh Gardens</i>			
	General furniture & equipment	50,000	Renewal
		<u>12,186,248</u>	





# Part 4: Statement of Revenue Policy 2021-2022



### Rate Income

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In accordance with Section 514 of the Local Government Act 1993, each parcel of land within Council's area must be categorised for rating purposes.

Section 497 of the Local Government Act 1993 provides the method for structure of a rate. A rate may consist of:

- (a) an ad-valorem amount (which may be subject to a minimum amount); or
- (b) a base amount to which an ad-valorem amount is added.

Uralla Shire Council utilises option (b), being the use of a base amount plus an ad-valorem.

A base amount is an amount paid by every rateable property in each land category, regardless of land value. 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's Department is the agency which determines the unimproved capital value of all properties within a Council area for the purposes of rating and re-values all properties within the Uralla Shire Council area once every five years. A revaluation was carried out in 2019 and that has been used for rating purposes in this Operational Plan. Information on the valuation methodology can be obtained through the Valuer General website at [www.valuergeneral.nsw.gov.au/land\\_values/how\\_do\\_we\\_value\\_land/valuation\\_method](http://www.valuergeneral.nsw.gov.au/land_values/how_do_we_value_land/valuation_method).

### Rate Pegging

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For 2021-22 Council has increased its notional general rate income by the permissible increase of 2.00% announced by the Independent Pricing and Regulatory Tribunal (IPART) on 8 September 2020.

IPART advised that in determining the 2021-22 rate peg, they took into consideration the Local Government Cost Index, which measures price changes over the past year for goods, materials and labour used by an average council. The Local Government Cost Index is calculated by combining 26 cost components (such as employee benefits, salaries and wages, and building materials for roads, bridges and footpaths) using expenditure weightings based on NSW councils' expenditure in 2017-18 and 2018-19. The cost components measured cost changes over the four quarters to June 2020 compared to the four quarters to June 2019, with the exception of the Emergency Services Levy (ESL), which was calculated by using forecast costs for 2020-21.

The main contributors to the change in the index for the period ending June 2020 are:

- An increase of 2.4% in employee benefits and on-costs, measured by the ABS wage price index for the NSW public sector;
- An increase of 0.7% in construction works – roads, drains, footpaths, kerbing, bridges costs, measured by the ABS producer price index for roads and bridge construction – NSW; and
- An increase of 3.8% in other business services, measured by the ABS producer price index for other administrative services, not elsewhere classified.

Annual charges for water and sewerage funds are not subject to rate pegging legislation, however, reflect the requirement to finance the maintenance, renewal and replacement of infrastructure required for effective water supplies and sewerage systems.

### Rating Categories

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There are four land categories used for rating purposes, being: Farmland, Residential, Mining and Business. Council has made one sub-category of the Residential Category called Rural Residential.



### **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.

### **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.

### **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.

## Rates Structure – 2021/2022

Rate Type	Category	Sub Category	Ad Valorem Amount Cents in \$		Base Amount \$		Base Amount % Yield		Rate Yield \$	
			2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021
Ordinary	Farmland		0.3201	0.3133	\$306.00	\$300.00	7.59%	7.69%	\$2,365,726	\$2,321,599
Ordinary	Residential	Ordinary	0.3201	0.3133	\$306.00	\$300.00	49.95%	49.99%	\$885,779	\$861,793
Ordinary	Residential	Rural	0.3201	0.3133	\$306.00	\$300.00	34.62%	34.57%	\$759,343	\$734,268
Ordinary	Business		0.3201	0.3133	\$306.00	\$300.00	45.33%	45.43%	\$103,968	\$100,370
Ordinary	Mining		0.3201	0.3133	\$306.00	\$300.00	0.00%	0.00%	\$0	\$0

## Average Rate for each Land Category 2021/2022

	Farmland	Residential	Rural Residential	Business	Mining
Approximate Total Rates from Category	\$2,365,726	\$885,779	\$759,343	\$103,968	\$0
% of Total Rates	57.49%	21.53%	18.45%	2.53%	0%
Number of assessments	587	1,446	859	154	0
Average rates per assessment	\$4,030	\$613	\$884	\$675	\$0
Total Land Value of category	\$682,944,100	\$138,489,020	\$155,104,500	\$17,758,240	\$0
% of Total Land Value	68.69%	13.93%	15.60%	1.79%	0%

### Average Rate for each Land Category 2020/2021

	Farmland	Residential	Rural Residential	Business	Mining
Approximate Total Rates from Category	\$2,321,599	\$861,793	\$734,268	\$100,370	\$0
% of Total Rates	57.78%	21.45%	18.27%	2.50%	0%
Number of assessments	595	1,436	846	152	0
Average rates per assessment	\$3,902	\$600	\$868	\$660	\$0
Total Land Value of category	\$684,040,440	\$137,565,450	\$153,357,130	\$17,481,640	\$0
% of Total Land Value	68.925%	13.861%	15.452%	1.761%	0%

### Average Rate for each Land Category 2019/2020

	Farmland	Residential	Rural Residential	Business	Mining
Approximate Total Rates from Category	\$2,110,259	\$907,367	\$787,296	\$106,281	\$0
% of Total Rates	53.95%	23.2%	20.13%	2.72%	0%
Number of assessments	595	1,437	845	151	0
Average rates per assessment	\$3,547	\$631	\$932	\$704	\$0
Total Land Value of category	\$516,309,325	\$130,732,080	\$144,483,410	\$16,651,010	\$0
% of Total Land Value	63.886%	16.176%	17.878%	2.060%	0%

## Annual Charges

### Water Supply - Access Charges

In accordance with Section 501 of the Local Government Act 1993, it is proposed to levy a charge on all consumers connected to, or capable of being connected to, the Uralla or Bundarra water supply systems for water services, based on the table below.

Annual Water Access Charges				
Charge	Amount		Yield	
	2021/2022	2020/2021	2021/2022	2020/2021
Uralla Water	\$395.00	\$359.00	\$489,800	\$441,570
Bundarra Water	\$395.00	\$359.00	\$94,010	\$82,929
Total			\$583,810	\$524,499

### Water Supply – Consumption Charges

In accordance with Section 502 of the Local Government Act 1993, it is proposed to levy a charge for the consumption of water for all properties, as detailed in the table below:

Water Usage Charge				
Charge	Amount per kL		Estimated Yield	
	2021/2022	2020/2021	2021/2022	2020/2021
Uralla Water Consumption Charge	\$2.86	\$2.60	\$522,500	\$516,600
Bundarra Water Consumption Charge	\$2.86	\$2.60	\$82,500	\$77,700
Total			\$605,000	\$594,300

## Sewerage Charges - Residential

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In accordance with Sections 501 and 502 of the Local Government Act 1993, it is proposed to levy a charge on all residential consumers connected to, or capable of being connected to, the Uralla or Bundarra sewer systems for sewerage services, as detailed in the table below:

Annual Sewer Charges – Residential				
Charge	Amount		Yield	
	2021/2022	2020/2021	2021/2022	2020/2021
Uralla Sewerage	\$645.00	\$632.00	\$677,895	\$668,656
Bundarra Sewerage	\$645.00	Nil	\$116,100	\$Nil
Total			\$793,995	\$668,656

## Sewerage Charges – Non-Residential

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In accordance with Sections 501 and 502 of the Local Government Act 1993, it is proposed to levy an access charge (70% of residential charge) plus a usage charge (per kilolitre) on all non-residential consumers connected to, or capable of being connected to, the Uralla or Bundarra sewer systems for sewerage services, as detailed in the table below:

Annual Sewer Charges – Non-Residential				
Charge	Amount		Yield	
	2021/2022	2020/2021	2021/2022	2020/2021
Uralla Sewerage – Access	\$450.00	\$441.00	\$42,750	\$40,572
Uralla Sewerage – Usage	\$1.50	\$1.38		
Bundarra Sewerage – Access	\$450.00	\$0	\$9,000	\$0
Bundarra Sewerage – Usage	\$1.50	\$1.38		



## Trade Waste Charges

In accordance with Sections 501 and 502 of the Local Government Act 1993, it is proposed to levy an annual charge plus a usage charge (per kilolitre) on all non-residential consumers connected to, or capable of being connected to, the Uralla sewer system for sewerage services, as detailed in the table below:

Trade Waste Charges – Non-Residential				
Charge	Amount		Yield	
	2021/2022	2020/2021	2021/2022	2020/2021
Trade Waste - Annual	\$83.00	\$81.40	\$2,075	\$4,000
Trade Waste – Usage	\$1.47	\$1.47		

## Stormwater Management Levy

In accordance with Section 496A of the Local Government Act 1993, it is proposed to levy a charge for the provision of stormwater management services.

The levy applies to all urban residential, business and industrial lots with impervious surfaces, as detailed in the table below:

Stormwater Management Levy				
Charge per lot	Amount		Estimated Yield	
	2021/2022	2020/2021	2021/2022	2020/2021
Urban Residential levy	\$25.00	\$25.00	\$24,775	\$24,025
Urban Strata residential levy	\$12.50	\$12.50	\$262	\$238
Charge per 350m <sup>2</sup>	Amount		Estimated Yield	
Urban Business and industrial	\$25.00	\$25.00	\$7,450	\$5,750

## Environmental Levy

In accordance with Section 501 of the Local Government Act 1993, it is proposed to levy an annual charge on all rateable properties as an Environmental Levy. This charge recognises that all rateable properties potentially produce waste and hence should contribute to the costs of running Council's Waste Management Facilities. Gate charges will apply as per Council's Fees and Charges Policy.

Environmental Levy				
Charge	Amount		Estimated Yield	
	2021/2022	2020/2021	2021/2022	2020/2021
Environmental Levy	\$320.00	\$313.00	\$974,720	\$948,077

## Waste Management Charge (Residential)

In accordance with Section 496 of the Local Government Act 1993 Council proposes to levy annual charges for the provision of waste management collection services on each parcel of rateable land for which services are available. The charges will be made as set out in the table below:

Waste Management Charge – Residential				
Charge	Amount		Yield	
	2021/2022	2020/2021	Services	Total Yield
Uralla Residential Domestic Waste Management – General Waste 140L & Recycling Waste 240L services (1 x each bin)	\$360.00	\$352.00	1,146	\$412,560
Bundarra Residential Domestic Waste Management – General Waste 140L & Recycling Waste 240L services (1 x each bin)	\$360.00	\$352.00	185	\$66,600
Invergowrie Residential Domestic Waste Management – General Waste 140L & Recycling Waste 240L services (1 x each bin)	\$360.00	\$352.00	541	\$194,760
Kentucky Residential Domestic Waste Management – General Waste 240L (per bin)	\$269.00	\$230.00	52	\$14,095
Additional – All Residential Areas except Kentucky - General Waste 140L service (per bin)	\$235.00	\$230.00		
Additional – All Residential Areas except Kentucky - Recycling Waste 240L service (per bin)	\$125.00	\$122.00	23	\$2,875
TOTAL				\$690,890

## Waste Management Charge (Non Rateable)

In accordance with Section 503(2) of the Local Government Act 1993, Council proposes to levy an annual charge for the removal of material from non-rateable properties. The charges will be made as set out in the table below:

Charge	Amount	
	2021/2022	2020/2021
Uralla & Bundarra Non-Rateable – General Waste 240L service (per bin)	\$269.00	\$263.00
Uralla & Bundarra Non-Rateable – General Waste 140L service (per bin)	\$208.00	\$203.00
Uralla & Bundarra Non-Rateable – Recycling Waste 240L (per bin)	\$125.00	\$122.00

## Waste Management Charge (Non Residential)

In accordance with Section 501 of the Local Government Act 1993, Council proposes to levy an annual charge for the removal of material from non-residential properties. The charges will be made as set out in the table below:

Waste Management Charge – Non-Residential				
Charge	Amount		Yield	
	2021/2022	2020/2021	Services	Total Yield
Uralla Commercial –General Waste 240L service (per bin)	\$269.00	\$263.00	150	\$40,350
Uralla Commercial – General Waste 140L service (per bin)	\$208.00	\$203.00	60	\$12,480
Bundarra Commercial – General Waste 240L service (per bin)	\$269.00	\$263.00	40	\$10,760
Uralla & Bundarra Commercial – Recycling Waste 240L service (per bin)	\$125.00	\$122.00	73	\$9,125
TOTAL				\$72,715

## Borrowings

There are no proposed borrowings for 2021/2022.

## Interest on Rates & Charges

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Interest will be charged on overdue rates and charges as regulated by the Office of Local Government. Council will apply the maximum rate determined under this regulation. Interest will be calculated on a simple daily basis. In accordance with section 566(3) of the Local Government Act, the Minister has determined that the maximum rate of interest payable on overdue rates and charges for the period 1 July 2021 to 30 June 2021 (inclusive) will be 6.0% per annum.

## Fees and Charges

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In accordance with Section 608 of the Local Government Act, 1993, Council proposes a range of fees and charges as contained in the **2021/2022 Fees and Charges Schedule** contained in this document. Council reserves the right to change any of the fees and charges or strike new fees and charges during 2021/2022.

The application of these fees and charges will reduce the level of cross subsidisation required to be funded by ordinary rates.

The following factors have been taken into account in determining the fees:

- the cost of providing the service;
- the importance of the service to the community;
- the price fixed by the relevant industry body;
- any factors specified in the Local Government Regulations;
- National Competition Policy;
- Goods and Services Tax legislation.

Council provides a range of goods and services where statutory charges are set by regulation, examples include:

- section 603 certificates;
- section 149 certificates;
- information supplied under Freedom of Information Act;
- impounding fees;
- dog registrations; and
- building application fees.

## Pricing Policy

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Council is committed to providing a variety of goods and services which reflect concern for the individual and the wider community, and which meets the diverse needs of everyone who lives in, works in, or visits the Council area.

Council will ensure that charges are raised as equitably as possible. The charges or fees set have Goods and Services Tax (GST) included where applicable. Those charges or fees subject to GST are indicated in the Fees and Charges Schedule. The principles of competitive neutrality which is part of the National Competition Policy have been taken into consideration in the pricing policy.

Council adopts a user pays principle in the assessing and levying of fees and charges, whilst recognising the need for supplementing income in particular circumstances.

Council will ensure that all rates, charges and fees are set so as to provide adequate cash flows to meet operating costs and to assist in the provision of funding capital renewal and replacement.

Council will pursue all cost effective opportunities in order to maximise its revenue base and to seek an acceptable commercial rate of return on investments, subject to risk parameters.

Council recognises the need to set prices for goods and services in order to provide the most effective level of service to our community and to ensure resources are deployed most efficiently.

During the next financial year, Council will continue investigations into alternative methods of raising revenue with particular emphasis on user pays principles. Revision of Council's pricing policy will be undertaken during this period.

Council's pricing policy in relation to any particular good or service may be found in the relevant section of the Fees and Charges Schedule.

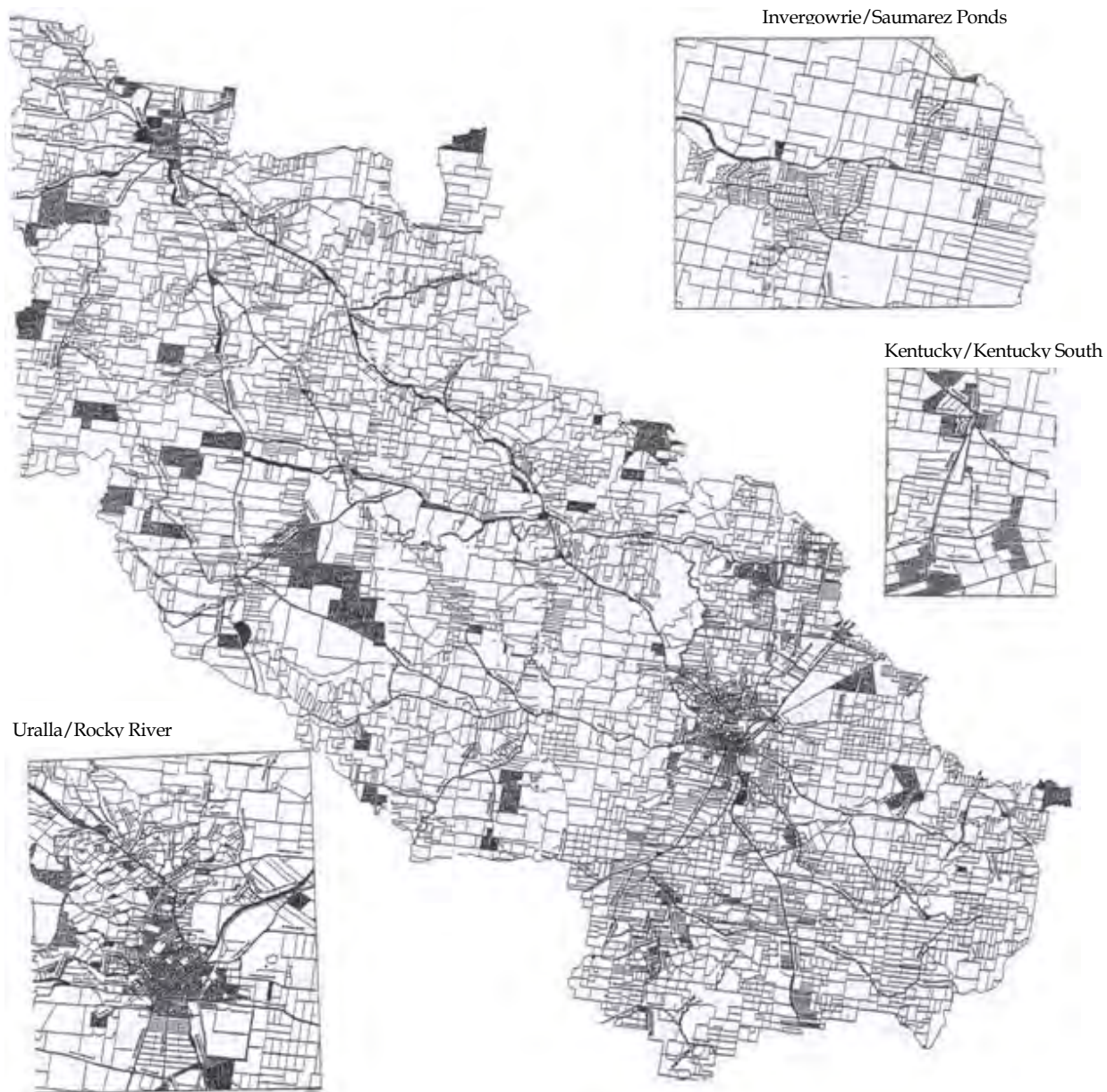
Council reserves the right to charge for any additional services or facilities, and to cater for legislative changes which are not identified in the fees and charges schedule.



## Rating Maps

### Map of Ordinary Rate Area

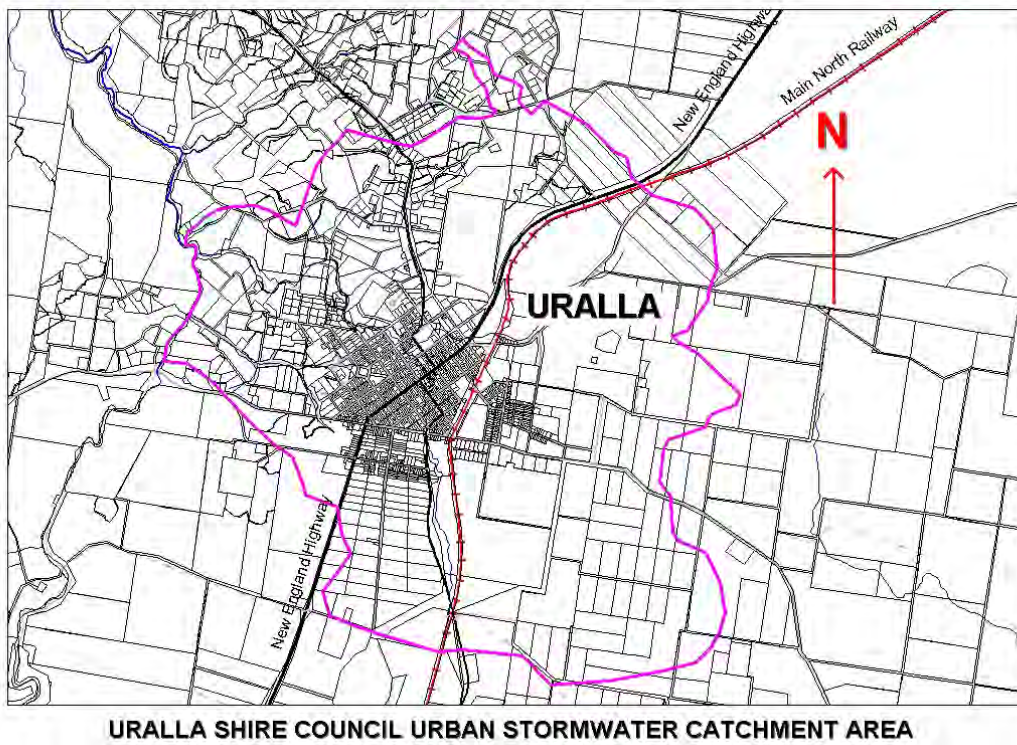
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Uralla Shire applies the same base rate and rate in the dollar (ad valorem) for all rating categories (Farmland, Residential, Rural Residential, Mining and Business) across the Shire.

## Map of Uralla Stormwater Catchment Area

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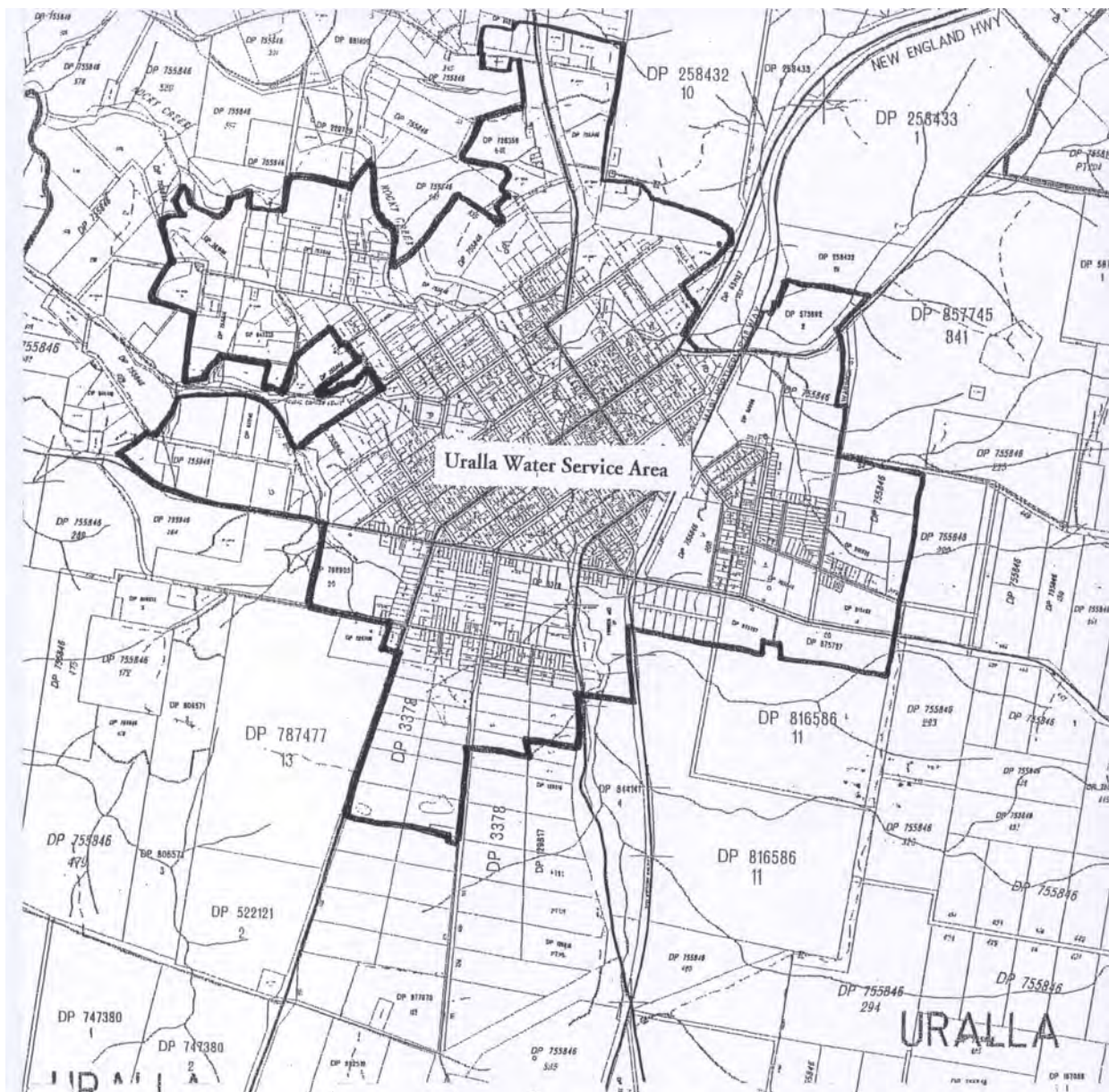






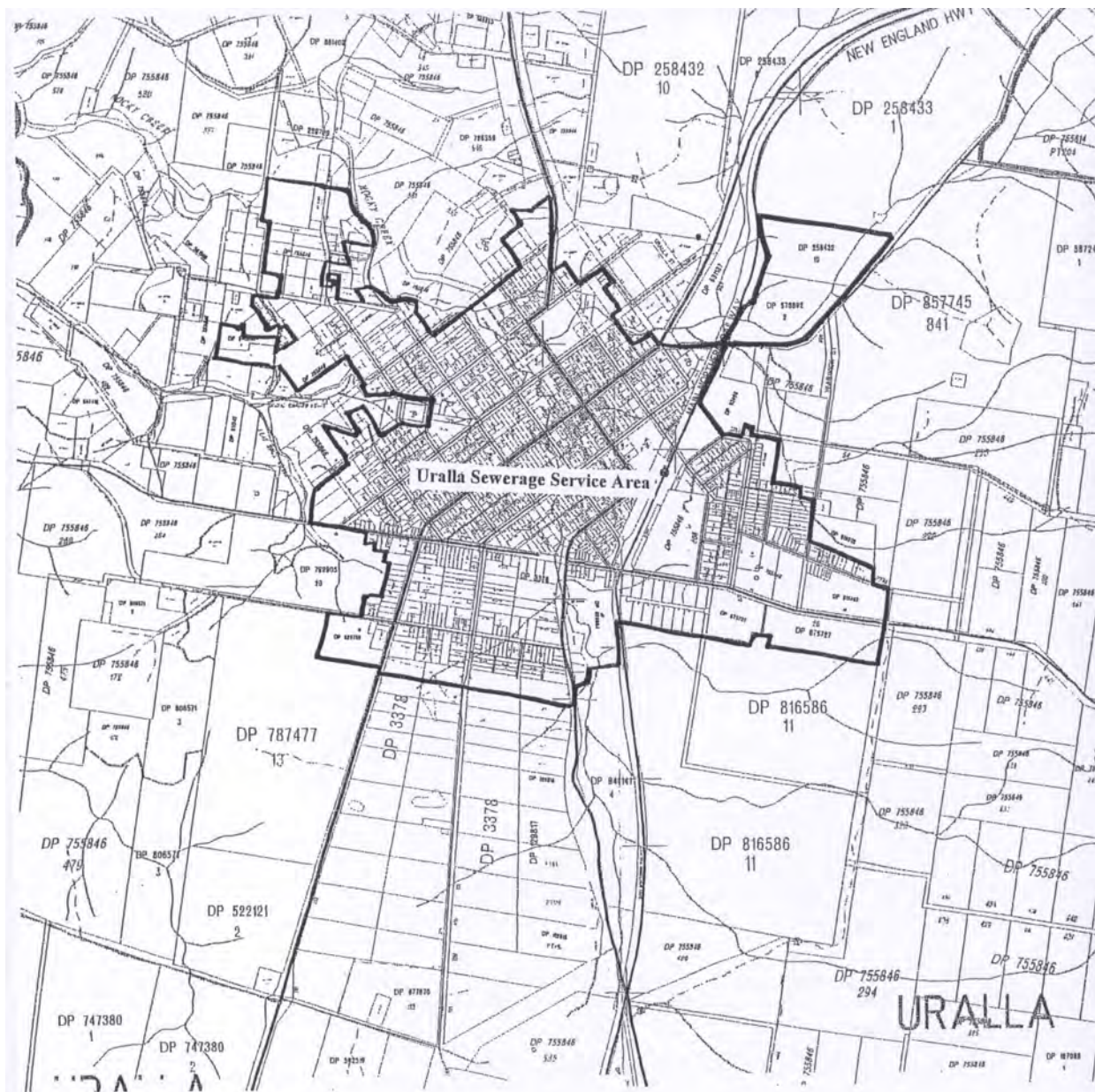


## Map of Uralla Water Service Area





## Map of Uralla Sewer Service Area





# PART 5: FEES & CHARGES







## 2021-2022 Fees & Charges

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Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Uralla Shire Council

### Utilities

#### Water Services

##### Access and Supply

Water Access Charge Uralla and Bundarra	\$395.00	\$0.00	\$395.00	Per annum per assessment	N
Water Supply – consumption charge	\$2.86	\$0.00	\$2.86	Per kL	N

##### Water Connection Fees

Uralla and Bundarra Connection Charge to water main, up to 4 m	\$1,265.00	\$0.00	\$1,265.00	Per connection within 4 m of water main: 20 mm or 25 mm	N
Uralla and Bundarra Connection Charge to water main, connection over 4 m	Per m construction cost + cost of additional design requirements will apply. Price on application.			Per connection beyond 4 m of water main: 20 mm or 25 mm	N

##### Other Water Fees and Charges

Hydrant Flow Test	\$95.00	\$0.00	\$95.00	Per test	N
Water Meter supplied and fitted (20 mm) or replaced	\$204.00	\$0.00	\$204.00	Per Meter	N
Water Meter Testing only	\$76.00	\$0.00	\$76.00	Per Meter	N
Fee will be refunded where meter is checked and found to be reading more than 4% over or under as per Australian Std AS3565-1 1998 and 2004					
Water Meter Special read	\$76.00	\$0.00	\$76.00	Per Read	N

##### Water Sales

Treated sewage effluent charge from the Uralla STP	\$1.00	\$0.00	\$1.00	kL	N
Bulk water sales	\$5.70	\$0.00	\$5.70	Per kL	N

##### Water Restriction Devices

Installation/Removal during service hours (7.30 am-3.00 pm)	\$151.50	\$0.00	\$151.50	Per Activity	N
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Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Other Costs

Council required to clear vegetation to gain access to a meter, at cost charge	\$85.00	\$0.00	\$85.00	Per Activity	N
This charge applies where property owners have not prevented vegetation from growing around the meter and will not clear it themselves. Rates advise that this is an 'at cost' charge.					
Council required to return to property to read meter (e.g. where meter access is denied by locked yards/gates etc)	\$67.00	\$0.00	\$67.00	Per Visit	N

## Sewer Charges

### Access and Supply

Residential sewer access charge	\$645.00	\$0.00	\$645.00	Per annum single dwelling per lot/unit	N
Commercial sewer access charge	\$450.00	\$0.00	\$450.00	Per annum single business	N
Usage charge	\$1.50	\$0.00	\$1.50	Per kL	N
Unconnected lot sewer access charge	\$645.00	\$0.00	\$645.00	Per annum per Lot	N

### Sewer Connection Charges

Provide junction to main on property, up to 4 m	\$1,055.00	\$0.00	\$1,055.00		N
Council staff exposed main					
Provide junction with extension beyond property (previously 'application fee')	Per m construction cost + cost of additional design requirements will apply. Price on application.			Per m construction cost plus other design requirements	N

## Trade Waste Charges

### Trade Waste

Trade Waste – application fee	\$83.00	\$0.00	\$83.00	Per Annum	N
Trade Waste – usage	\$1.47	\$0.00	\$1.47	Per kL	N

### Drainage Fees

Copy of Drainage Plan	\$39.50	\$0.00	\$39.50	Per Plan	N
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Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Engineering Services

### General Services

Hire of Council Equipment – Bond 5% of replacement value	Bond 5% of replacement value			Per equipment	N
Hire of Council Equipment – other			Per policy	Per equipment	Y
Other (private) works	At cost plus margin - refer policy			Per work	Y

### Kerb and Guttering

Private works (not in conjunction with works program)	Full cost of works per DCP plus 25%			Per Metre	Y
Adjoining owner charges (in conjunction with works program)	\$96.82	\$9.68	\$106.50	Per Metre	Y

### Gutter Bridges

Gutter Bridge Construction	Full cost of works plus 25%			Per construction	Y
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### Landscaping Bonds

Residential Flats/Units	\$713.00	\$0.00	\$713.00	Per Unit/ Minimum (GST payable only on forfeiture)	N
Light Industry/Industry	\$2,935.00	\$0.00	\$2,935.00	Per Unit/ Minimum (GST payable only on forfeiture)	N

### Rural Addressing

Installation of new/replacement numbering post	\$67.27	\$6.73	\$74.00	Per post	Y
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### Plant Hire Charges

Charges by Plant Item	Internal hire rate plus 25% with a minimum 1 hr applying			Per Item	Y
Grading Plant	Internal hire rate plus 25% with a minimum 1 hr applying			Per Crew	Y
Grading of private roads and driveways to be charged at full crew costs (grader, water cart & roller) unless alternative work available for unrequested grading items					

### Road Restoration Fees

Road Restoration Fees	As per RMS Schedules				N
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Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Civil Engineering Works

Civil Engineering Works	Estimated full cost of agreed work plus 25% margin or at hourly rates for unspecified work (i.e hire of plant only) plus 25%	Y
The 25% margin may be varied subject to the nature and value of the work		

## Sale of sand, gravel and topsoil

Delivery is at Council Truck hire rates (includes driver) plus 25%.

At cost of winning material, plus 25% margin, subject to the following minimums:

Sale of sand, gravel and topsoil	At cost of winning material, plus 25% margin, subject to the following minimums:				Y
Unsieved sand	\$19.09	\$1.91	\$21.00	Per Cubic Metre	Y
Gravel (Granite) at Depot	\$39.55	\$3.95	\$43.50	Per Cubic Metre	Y
Gravel – Carlon at Depot	\$27.27	\$2.73	\$30.00	Per Cubic Metre	Y
Topsoil	\$53.18	\$5.32	\$58.50	Per Cubic Metre	Y

## Mount Mutton transmitter

Leasing of space for transmitter and aerial at Mount Mutton	\$3,600.00	\$360.00	\$3,960.00	Per annum	Y
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## Waste Management Facility

### Domestic Waste Management

Domestic Waste Collection – 1 x 240L general waste (Kentucky)	\$269.00	\$0.00	\$269.00	Per annum per assessment	N
Waste Facility Fee – included in Environmental Levy	\$320.00	\$0.00	\$320.00	Per Annum	N
Domestic Waste collection-1x140L General and 1x240L Recycling (all areas except Kentucky)	\$360.00	\$0.00	\$360.00	Per Annum	N
Additional kerbside recycling service 240L – residential or commercial (all areas except Kentucky)	\$125.00	\$0.00	\$125.00	Per Annum	N
Additional 140L kerbside general waste service – residential (all areas except Kentucky)	\$235.00	\$0.00	\$235.00	Per Annum	N

## Green Waste Kerbside Collection Fee – Uralla Township

Collection Fee	\$86.50	\$0.00	\$86.50	Per Annum & pro rata	N
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Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Commercial Recycling

Manual Collection Weekly – Cardboard Only	\$21.50	\$0.00	\$21.50	Per Week	N
Manual Collection bi-weekly – Cardboard Only	\$42.50	\$0.00	\$42.50	Per Week	N
Community event bin charge (per bin)	\$5.30	\$0.00	\$5.30	Per Event	N
Commercial event bin charge (per bin)	\$21.50	\$0.00	\$21.50	Per Event	N

## Non-Rateable Commercial Recycling

### Waste Product Sales

240L Wheelie Bin	\$101.50	\$0.00	\$101.50	Each	N
140L Wheelie Bin	\$82.50	\$0.00	\$82.50	Each	N
Delivery – Uralla & Bundara town area (within 5 km)	\$19.09	\$1.91	\$21.00	Per return trip	Y
Delivery – Uralla and Bundarra 5-15 km	\$24.09	\$2.41	\$26.50	Per return trip	Y
Delivery – beyond 15 km from Uralla or Bundarra, maximum 30 km	\$29.55	\$2.95	\$32.50	Per return trip	Y

## Sorted Recycling

Fee	No charge	Any volume	Y
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## Residential Waste (Sorted)

Wheelie Bin (up to 240 l and per bin)	\$3.91	\$0.39	\$4.30	Per wheelie bin (full or part)	Y
Car/sedan/wagon/4X4 domestic	\$4.91	\$0.49	\$5.40	Full or part	Y
Utility/6 x 4 trailer	\$9.64	\$0.96	\$10.60	Level	Y
Utility/6 x 4 trailer, heaped	\$14.55	\$1.45	\$16.00	Heaped	Y

## Residential Waste (Unsorted)

Car/sedan/wagon/4x4 domestic vehicle	\$9.82	\$0.98	\$10.80	Per load (full or part)	Y
Utility/6x4 trailer	\$19.27	\$1.93	\$21.20	Per load (full or part)	Y
Utility/6x4 trailer, heaped	\$29.09	\$2.91	\$32.00	Per load	Y
Wheelie Bin (Up to 240L and per bin)	\$7.82	\$0.78	\$8.60	Per load (full or part)	Y

## Commercial Waste

Commercial Waste – Bulk – Sorted	\$60.91	\$6.09	\$67.00	Per cubic metre	Y
Commercial Waste – Bulk – Unsorted	\$122.73	\$12.27	\$135.00	Per cubic metre	Y

Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Commercial Waste [continued]

Annual kerbside service – Commercial 240 ltr bin (Uralla and Bundarra)	\$269.00	\$0.00	\$269.00	Per Property	N
Annual kerbside service – Commercial 140 ltr bin (Uralla)	\$208.00	\$0.00	\$208.00	Per Property	N

## Uncontaminated garden and wood waste

Uncontaminated garden and wood waste : Car – Sedan or wagon	\$4.55	\$0.45	\$5.00	Per load	Y
Uncontaminated garden and wood waste : Large trailer	\$22.73	\$2.27	\$25.00	Per load	Y
Uncontaminated garden and wood waste : Truck	\$22.73	\$2.27	\$25.00	Per cubic metre	Y
Uncontaminated garden and wood waste : Utility or small trailer	\$10.91	\$1.09	\$12.00	Per load	Y

## Contaminated Garden and Wood Waste

Fee	Charged at residential/commercial waste rates	Y
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## Clean brick, Concrete, Tile

Wheelie Bin (up to 240 l)	\$4.91	\$0.49	\$5.40	Full or part	Y
Car/sedan/wagon/4X4 domestic	\$6.82	\$0.68	\$7.50	Full or part	Y
Utility/6 x 4 trailer	\$7.73	\$0.77	\$8.50	Full or part	Y
Commercial	\$24.55	\$2.45	\$27.00	Per cubic metre	Y

## Mattresses

Cot mattresses or any stripped mattresses	No charge Min. Fee excl. GST: \$7.00			Each	Y
Single	\$9.64	\$0.96	\$10.60	Each	Y
King Single	\$11.82	\$1.18	\$13.00	Each	Y
Double	\$14.55	\$1.45	\$16.00	Each	Y
Queen	\$19.55	\$1.95	\$21.50	Each	Y
King	\$21.36	\$2.14	\$23.50	Each	Y

## Lounges

1 seater	\$9.64	\$0.96	\$10.60	Each	Y
2 seater	\$15.27	\$1.53	\$16.80	Each	Y
3 seater	\$19.55	\$1.95	\$21.50	Each	Y

Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## E-Waste

NTCRS eligible e-waste			Free of charge	Per Item	Y
Non NTCRS e-waste	\$1.50	\$0.15	\$1.65	Per Item	Y

## Appliances

Fridges, freezers & air-conditioning units containing CFCs	\$14.55	\$1.45	\$16.00	Per Unit	Y
All other white goods			Free of charge	Per Item	Y

## Dead Animals

Small domestic animals e.g. cats, chickens, possums, dogs	\$14.00	\$1.40	\$15.40	Per Item	Y
Medium animals – e.g. goats, sheep, pigs	\$33.18	\$3.32	\$36.50	Per Item	Y
Large Animals – e.g. horses, cattle	\$45.00	\$4.50	\$49.50	Per Item	Y

## Tyres

Loads comprising more than 20 tyres, or tyre loads that are over 200 kg, will not be accepted without evidence of the required tracking and consignment.

Motorcycle	\$6.25	\$0.63	\$6.88	Per Item	Y
Car	\$7.27	\$0.73	\$8.00	Per Item	Y
4X4	\$11.12	\$1.11	\$12.23	Per Item	Y
Light truck	\$13.09	\$1.31	\$14.40	Per Item	Y
Truck	\$24.55	\$2.45	\$27.00	Per Item	Y
Super single	\$40.79	\$4.08	\$44.87	Per Item	Y
Small tractor tyre, up to 1 m	\$98.85	\$9.89	\$108.74	Per Item	Y
Medium tractor tyre, 1 m-1.9 m	\$163.18	\$16.32	\$179.50	Per Item	Y
Large tractor tyre, 2 m-2.8 m	\$163.14	\$16.31	\$179.45	Per Item	Y
Extra large tractor tyre, > 2.8 m	\$180.45	\$18.05	\$198.50	Per Item	Y
Fork lift tyre, small up to 12"	\$19.54	\$1.95	\$21.49	Per Item	Y
Fork lift tyre, medium 12"-18"	\$23.84	\$2.38	\$26.22	Per Item	Y
Fork lift tyre, large greater than 18"	\$43.15	\$4.32	\$47.47	Per Item	Y
Grader tyre	\$118.64	\$11.86	\$130.50	Per Item	Y
Earth mover, small – up to 1 m	\$138.07	\$13.81	\$151.88	Per Item	Y
Earth mover, medium, 1 m-1.5 m	\$250.29	\$25.03	\$275.32	Per Item	Y
Earth mover, large, greater than 1.5 m	\$499.09	\$49.91	\$549.00	Per Item	Y
Shredded Tyres			NOT ACCEPTED		Y

## Tyres on Rims

Tyres on rim will be charged at double the rate of tyres off rim

Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Asbestos

Inadequately wrapped or unbagged asbestos will not be accepted. Please note that asbestos weighing more than 100 kg, or consisting of more than 10 m2 of sheeting in one load, will not be accepted without evidence of the required consignment number.

Asbestos – asbestos bag including disposal cost, maximum 0.5 m3	\$18.18	\$1.82	\$20.00	Per Bag	Y
Fee	\$247.27	\$24.73	\$272.00	Per tonne	Y

## Certified ENM and VENM

Clean Fill for use on cell walls, all volumes	No charge	Any Volume	Y
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## Bio solids

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.

Processed sludges from water and sewer	\$48.18	\$4.82	\$53.00	Per cubic metre	Y
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Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Community and Recreational Services

### Sporting Fields

#### Field Hire

# External users – details of application should be sought from Council

Hampden Park	\$50.91	\$5.09	\$56.00	Per Day	Y
Uralla Sporting Complex #	\$50.91	\$5.09	\$56.00	Per field/per day	Y
Canteen hire (two available) #	\$48.18	\$4.82	\$53.00	Per day per canteen	Y
Canteen hire bond (for non-regular user groups and for those outside of Uralla Shire area)	\$1,055.00	\$0.00	\$1,055.00	Per event booking	N

### Parks and Gardens

#### Casual Hiring Fee

Alma Park: Connect power to bandstand	\$32.27	\$3.23	\$35.50	Per Day	Y
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### Aquatic Centre

#### Admittance Fees

Single Admission Fee – Adult	\$3.64	\$0.36	\$4.00	Per Person	Y
Single Admission Fee – Child	\$2.73	\$0.27	\$3.00	Per Person	Y
Books of 10 – Adult	\$32.73	\$3.27	\$36.00	Per Book	Y
Books of 10 – Child	\$24.55	\$2.45	\$27.00	Per Book	Y
Books of 20 – Adult	\$61.82	\$6.18	\$68.00	Per Book	Y
Books of 20 – Child	\$46.36	\$4.64	\$51.00	Per Book	Y
Books of 50 – Adult	\$145.45	\$14.55	\$160.00	Per Book	Y
Books of 50 – Child	\$109.09	\$10.91	\$120.00	Per Book	Y

### Library Services

#### Library Fees

Lost membership card replacement	\$5.00	\$0.00	\$5.00	Per Card	N
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#### Lost, damaged or stolen books

Processing Fee	\$11.00	\$0.00	\$11.00	Per Item	N
Item Replacement	At cost - determined by CNRL per item.			Per Item	N



Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Inter-Library Loan Fee

Charge 1 (local library search)	No charge from specific NSW libraries.			Per Item	Y
Charge 2 (Library Lending Charge)	\$25.91	\$2.59	\$28.50	Per Item	Y

## Photocopies and Printing (self-service)

A4 Black and White	\$0.27	\$0.03	\$0.30	Per single sided page	Y
A4 Colour	\$0.45	\$0.05	\$0.50	Per single sided page	Y
A3 Black and White	\$0.45	\$0.05	\$0.50	Per single sided page	Y
A3 Colour	\$0.91	\$0.09	\$1.00	Per single sided page	Y

## Tourism

### Hire

Uralla Visitor Information Centre – Hire of Flexible use/'pop up' space	\$636.36	\$63.64	\$700.00	Per week (minimum hire one week)	Y
Gold Pan Hire	\$17.27	\$1.73	\$19.00	Per Day	Y

## Photocopies and Printing (non self-service)

A4 (Black and White)	\$0.68	\$0.07	\$0.75	Per single sided page	Y
A4 (Colour)	\$1.05	\$0.10	\$1.15	Per single sided page	Y

## Cemeteries

### Searches

Record search for burial details (after 15 minutes)	\$121.00	\$0.00	\$121.00	Per Hour	N
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## Uralla and Bundarra Lawn Cemeteries

Purchase of Double Depth Plot (does not include plaque)	\$1,440.91	\$144.09	\$1,585.00	Per Plot	Y
Interment	\$620.91	\$62.09	\$683.00	Per interment	Y
Interment: Saturdays, Sundays and Public Holidays loading	\$813.64	\$81.36	\$895.00	Per interment	Y
Surcharge for digging of grave by hand	\$95.45	\$9.55	\$105.00	Per Person, Per Hour	Y

Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Uralla and Bundarra Old Section Cemeteries

Purchase of plot – Double depth	\$1,440.91	\$144.09	\$1,585.00	Per Plot	Y
Purchase of plot – Single Depth	\$786.36	\$78.64	\$865.00	Per Plot	Y
Permission to carry out work at existing grave, includes monument erection and inspection	\$66.00	\$0.00	\$66.00	Per Plot	N
Interment	\$670.91	\$67.09	\$738.00	Per interment	Y
Interment in an existing monument	\$863.64	\$86.36	\$950.00	Per interment	Y
Interment: Saturdays, Sundays and Public Holidays loading	\$813.64	\$81.36	\$895.00	Per interment	Y
Placement of ashes	\$289.09	\$28.91	\$318.00	Minimum Per Placement	Y

## Uralla and Bundarra Niche Wall and Uralla Niche Garden

Purchase of Niche in wall and Interment of Ashes *	\$465.45	\$46.55	\$512.00	Per Niche	Y
* Interment includes standard plaque 145mm x 120mm					
Purchase of Niche in garden	\$553.64	\$55.36	\$609.00	Per Niche	Y
Interment of Ashes	\$119.09	\$11.91	\$131.00	Per Interment	Y
Family presence at interment after hours	\$66.36	\$6.64	\$73.00	Per Interment	Y
Vase	\$68.64	\$6.86	\$75.50	Per Vase	Y
Additional lines on plaque	\$33.64	\$3.36	\$37.00	Per Line	Y
Removal of plaques	\$157.73	\$15.77	\$173.50	Per Plaque	Y

## Building Rental – Uralla

\* Rental fees for new leases or licences on Council properties negotiated during the year will be based on valuation advice and other relevant factors, such as Community benefit.

### Hill Street Uralla \*

Per Unit	\$288.50	\$0.00	\$288.50	Per Unit Per Fortnight	N
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### Uralla Pre-School \*

5 Hill Street, Uralla	\$384.55	\$38.45	\$423.00	Per Week	Y
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## Queen Street Uralla Caravan Park

Powered site for up to 2 persons	\$28.64	\$2.86	\$31.50	Per Night	Y
Unpowered site for up to 2 persons	\$20.91	\$2.09	\$23.00	Per Night	Y
Additional persons >2	\$4.55	\$0.45	\$5.00	Per Night	Y
Uninhabited, unpowered tent site	\$5.00	\$0.50	\$5.50	Per Night	Y

Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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### Longer stays (7 nights for 6)

Weekly Powered site for up to 2 persons	\$169.09	\$16.91	\$186.00	Per Week	Y
Weekly Unpowered site for up to 2 persons	\$124.09	\$12.41	\$136.50	Per Week	Y
Permanents with metered site	\$110.00	\$11.00	\$121.00	Per Week	Y
Power for metered site	\$0.36	\$0.04	\$0.40	kWh	Y

## Uralla Community Centre

### Tablelands Community Support Options – TCS

TCS Office	\$344.55	\$34.45	\$379.00	Per Week	Y
Office 1	\$143.64	\$14.36	\$158.00	Per Week	Y
Office 2	\$35.91	\$3.59	\$39.50	Per Week	Y

### Large Group Room

Local Community Groups – Half Day	\$41.36	\$4.14	\$45.50	Half Day	Y
Local Community Groups – Full Day	\$77.73	\$7.77	\$85.50	Full Day	Y
Affiliated Centre Tenants	\$62.73	\$6.27	\$69.00	Half Day	Y
Commercial Users	\$115.00	\$11.50	\$126.50	Full Day	Y

### Private Parties/ Commercial Functions

Booking	\$133.64	\$13.36	\$147.00	Per Day	Y
Cleaning bond (refundable)	\$283.50	\$0.00	\$283.50	Per Booking	N

### Small Group Room

Local Community Groups – Half Day	\$26.36	\$2.64	\$29.00	Half Day	Y
Local Community Groups – Full Day	\$41.36	\$4.14	\$45.50	Full Day	Y
Affiliated Centre Tenants	\$50.91	\$5.09	\$56.00	Half Day	Y
Commercial Groups	\$73.18	\$7.32	\$80.50	Full Day	Y

### Kitchen (large room only)

All groups: Including crockery and cutlery	Included in large room hire	Per Day	Y
All breakages will be charged at replacement cost	All breakages will be charged at replacement cost		Y

## Building Rental – Bundarra

### Bundarra School of Arts Hall

Hall Hire (less than 2 hours)	\$18.18	\$1.82	\$20.00	Per two hours	Y
General Hall Hire <50	\$43.18	\$4.32	\$47.50	Per Day	Y

Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Bundarra School of Arts Hall [continued]

General Hall Hire >50	\$66.36	\$6.64	\$73.00	Per Day	Y
Kitchen Use Extra <50	\$23.18	\$2.32	\$25.50	Per Day	Y
Kitchen Use Extra >50	\$34.09	\$3.41	\$37.50	Per Day	Y
Balls/weddings (includes kitchen hire)	\$124.55	\$12.45	\$137.00	Per Day	Y
Auction Sales, markets and similar uses	\$132.50 plus 25% of subletting fees			Per Day	Y
Small Regular Usage – eg sporting clubs	\$9.09	\$0.91	\$10.00	Per Session	Y
Cleaning bond (refundable)	\$100.00	\$0.00	\$100.00	Per Booking	N

## External Equipment Hire

Cleaning bond (refundable)	\$50.00	\$0.00	\$50.00	Per hire	N
Chairs	\$1.45	\$0.15	\$1.60	Per Item	Y
Tables	\$6.64	\$0.66	\$7.30	Per Item	Y
Replacement of broken or missing chairs and tables (hall or external use)	At replacement cost			Per Item	Y

## Bundarra Caravan Park

Powered site for up to 2 persons	\$21.82	\$2.18	\$24.00	Per Night	Y
Unpowered site for up to 2 persons	\$9.45	\$0.95	\$10.40	Per Night	Y
Additional persons	\$4.55	\$0.45	\$5.00	Per Night	Y
Showers	\$2.73	\$0.27	\$3.00	Per Use	Y

Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Aged and Disabled Services

### Tableland Community Support

### Home Care Packages and Private Clients

#### HCP Clients

Care Management HCP Level 1 – Fortnightly	\$70.00	\$0.00	\$70.00	Per fortnight	N
Care Management HCP Level 2 – Fortnightly	\$140.00	\$0.00	\$140.00	Per fortnight	N
Care Management HCP Level 3 – Fortnightly	\$350.00	\$0.00	\$350.00	Per fortnight	N
Care Management HCP Level 4 – Fortnightly	\$550.00	\$0.00	\$550.00	Per fortnight	N
Care with active sleepover (Sleepover with Active Care) – HCP	Fees by Agreement			24 hrs	N
Domestic Assistance – Mon to Fri 6am to 6pm (HCP clients)	\$70.00	\$0.00	\$70.00	Per Hour	N
Domestic Assistance – Public holiday (HCP clients)	\$140.00	\$0.00	\$140.00	Per Hour	N
Domestic Assistance – Sat (HCP clients)	\$105.00	\$0.00	\$105.00	Per Hour	N
Domestic Assistance – Sun (HCP clients)	\$122.50	\$0.00	\$122.50	Per Hour	N
In Home Respite – Mon to Fri 6am to 6pm (HCP clients)	\$70.00	\$0.00	\$70.00	Per hour	N
In Home Respite – Public Holiday (HCP clients)	\$140.00	\$0.00	\$140.00	Per hour	N
In Home Respite – Sat (HCP clients)	\$105.00	\$0.00	\$105.00	Per hour	N
In Home Respite – Sun (HCP clients)	\$122.50	\$0.00	\$122.50	Per hour	N
Overnight Respite – HCP	Fees by Agreement			10 hrs	N
Package Management HCP Level 1 – Fortnightly	\$70.00	\$0.00	\$70.00	Per fortnight	N
Package Management HCP Level 2 – Fortnightly	\$80.00	\$0.00	\$80.00	Per fortnight	N
Package Management HCP Level 3 – Fortnightly	\$100.00	\$0.00	\$100.00	Per fortnight	N
Package Management HCP Level 4 – Fortnightly	\$120.00	\$0.00	\$120.00	Per fortnight	N
Personal Care – Mon to Fri 6am to 6pm (HCP clients)	\$70.00	\$0.00	\$70.00	Per hour	N
Personal Care – Public Holiday (HCP clients)	\$140.00	\$0.00	\$140.00	Per hour	N
Personal Care – Sat (HCP clients)	\$105.00	\$0.00	\$105.00	Per hour	N
Personal Care – Sun (HCP clients)	\$122.50	\$0.00	\$122.50	Per hour	N
Registered Nurse – Mon to Fri 6am to 6pm (HCP clients)	\$85.00	\$0.00	\$85.00	Per hour	N
Registered Nurse – Public Holiday (HCP clients)	\$170.00	\$0.00	\$170.00	Per hour	N
Registered Nurse – Sat (HCP clients)	\$127.50	\$0.00	\$127.50	Per hour	N
Registered Nurse – Sun (HCP clients)	\$148.75	\$0.00	\$148.75	Per hour	N
Social Support – Mon to Fri 6am to 6pm (HCP clients)	\$70.00	\$0.00	\$70.00	Per Hour	N
Social support – Public Holiday (HCP clients)	\$140.00	\$0.00	\$140.00	Per Hour	N
Social Support – Sat (HCP clients)	\$105.00	\$0.00	\$105.00	Per Hour	N
Social support – Sun (HCP clients)	\$122.50	\$0.00	\$122.50	Per Hour	N
Travel (HCP clients)	\$1.10	\$0.00	\$1.10	Per km	N
Home Care Packages – Client Income Assessed Fee	Dept of Social Services Fees – My Aged Care website				N



Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## HCP Clients [continued]

Home Care Packages – Exit Fee	\$400.00	\$0.00	\$400.00	Exit	N
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## Private Clients

Administration (Private Clients) – Monthly	Charged by agreement relative to service needs (incl GST)				Y
Registered Nurse – Mon to Fri 6am to 6pm (Private clients)	\$115.00	\$11.50	\$126.50	Per hour	Y
Registered Nurse – Public Holiday (Private clients)	\$225.00	\$22.50	\$247.50	Per hour	Y
Registered Nurse – Sat (Private clients)	\$155.00	\$15.50	\$170.50	Per hour	Y
Registered Nurse – Sun (Private clients)	\$180.00	\$18.00	\$198.00	Per hour	Y
Travel (Private Clients)	\$1.09	\$0.11	\$1.20	Per km	Y
Case Management (Private clients) – Monthly	Cost by agreement relative to care needs - Plus GST			Per Month	Y
Domestic Assistance – Mon to Fri 6am to 6pm (Private clients)	\$65.00	\$6.50	\$71.50	Per Hour	Y
Domestic Assistance – Sat (Private clients)	\$110.00	\$11.00	\$121.00	Per Hour	Y
Domestic Assistance – Sun (Private clients)	\$130.00	\$13.00	\$143.00	Per Hour	Y
Domestic Assistance – Public holiday (Private clients)	\$150.00	\$15.00	\$165.00	Per Hour	Y
Social Support – Mon to Fri 6am to 6pm (Private clients)	\$65.00	\$6.50	\$71.50	Per Hour	Y
Social Support – Sat (Private clients)	\$110.00	\$11.00	\$121.00	Per Hour	Y
Social Support – Sun (Private clients)	\$130.00	\$13.00	\$143.00	Per Hour	Y
Social Support – Public Holiday (Private clients)	\$150.00	\$15.00	\$165.00	Per Hour	Y
Personal Care – Mon to Fri 6am to 6pm (Private clients)	\$65.00	\$6.50	\$71.50	Per Hour	Y
Personal Care – Sat (Private clients)	\$110.00	\$11.00	\$121.00	Per Hour	Y
Personal Care – Sun (Private clients)	\$130.00	\$13.00	\$143.00	Per Hour	Y
Personal Care – Public Holiday (Private clients)	\$150.00	\$15.00	\$165.00	Per Hour	Y
In Home Respite – Mon to Fri 6am to 6pm (Private clients)	\$65.00	\$6.50	\$71.50	Per Hour	Y
In Home Respite – Sat (Private clients)	\$110.00	\$11.00	\$121.00	Per Hour	Y
In Home Respite – Sun (Private clients)	\$130.00	\$13.00	\$143.00	Per Hour	Y
In Home Respite – Public Holiday (Private clients)	\$150.00	\$15.00	\$165.00	Per Hour	Y
Overnight Respite – Private Clients	Fees by Agreement			10 hrs	Y
Care with active sleepover (Sleepover with Active Care) – Private Clients	Fees by Agreement			24 hrs	Y

## Commonwealth Home Support Programme

Goods, Equipment and Technology	25% of variable costs for goods / equipment or assistive technology			25% of variable costs for goods/equipment or assistive technology.	N
Domestic Assistance	\$15.00	\$0.00	\$15.00	Per Hour	N

Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Commonwealth Home Support Programme [continued]

Personal care	\$15.00	\$0.00	\$15.00	Per Hour	N
Respite	\$15.00	\$0.00	\$15.00	Per Hour	N
Social Support – Individual	\$15.00	\$0.00	\$15.00	Per Hour	N
Social Support – Group	\$12.00	\$0.00	\$12.00	Per Hour	N
Allied Health	\$35.00	\$0.00	\$35.00	Service	N
Home Maintenance	\$30.00	\$0.00	\$30.00	Service	N

## NDIS

House cleaning	As per NDIS Price Guide - 1 July 2021	Per hour	N
Plan Management	As per NDIS Price Guide 1 July 2021	Per hour	N
Self-Care Activities	As per NDIS Price Guide 1 July 2021	Per hour	N

## McMaugh Gardens Aged Care Centre

### Bond

Accommodation Entry Bond	\$200,000.00	\$0.00	\$200,000.00	Per Room maximum to asset testing	N
Accommodation Entry Bond – further detail	In line with the Dept of Health & Ageing regulated Pensioner Allowable limit for Accommodation Bonds				N

### Daily Fees

Standard Resident	As per Department of Health schedule of resident fees & charges	Per Day	N
Protected Resident	As per Department of Health schedule of resident fees & charges	Per Day	N
Phased Resident	As per Department of Health schedule of resident fees & charges	Per Day	N
Non Standard Resident	As per Department of Health schedule of resident fees & charges	Per Day	N

### Respite

Pensioner	As per Department of Health schedule of resident fees & charges	Per Day	N
Non-Pensioner	As per Department of Health schedule of resident fees & charges	Per Day	N
Day Respite	As per Department of Health schedule of resident fees & charges	Per Day	N

### Telephone Calls

Local	\$0.64	\$0.06	\$0.70	Per Call	Y
STD			At cost	Per Call	Y

Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Telephone Calls [continued]

Fax Transmission	\$0.64	\$0.06	\$0.70	Per Page	Y
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## Transport Residents

To Armidale	\$34.09	\$3.41	\$37.50	Return Trip	Y
From Uralla Doctors Surgery or Foot Clinic	\$5.82	\$0.58	\$6.40	One Way Trip	Y
To and from Uralla CBD	\$5.82	\$0.58	\$6.40	One Way Trip	Y
To Tamworth	By negotiation			One Way Trip	Y
Staff Escort	\$43.18	\$4.32	\$47.50	Hour	Y

## Visitor Meals

Lunch	\$9.64	\$0.96	\$10.60	Each	Y
Dinner	\$9.64	\$0.96	\$10.60	Each	Y

## Tablelands Community Transport

### Vehicle Hire (without driver)

Subject to conditions on application

#### Car

#### Mini Bus

### Client Contributions – Individual return transport

0-15 km	\$9.00	\$0.00	\$9.00	Per return trip per person	N
16-50 km	\$20.00	\$0.00	\$20.00	Per return trip per person	N
51-100 km	\$25.00	\$0.00	\$25.00	Per return trip per person	N
101-150 km	\$35.00	\$0.00	\$35.00	Per return trip per person	N
151-200 km	\$40.00	\$0.00	\$40.00	Per return trip per person	N
201-250 km	\$45.00	\$0.00	\$45.00	Per return trip per person	N
251-300 km	\$50.00	\$0.00	\$50.00	Per return trip per person	N

Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Client Contributions – Group return transport

Access Bus (Uralla/ Invergowrie/ Armidale)	\$5.00	\$0.00	\$5.00	Per return trip per person	N
Social Outing	\$10.00	\$0.00	\$10.00	Per return trip per person	N

## Other Services

Community transport – other	Cost is variable based on km and time used				N
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Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Development and Health Services

### Development Control

The fees identified as a Statutory Fee in the Council Cost Recovery Policy column will be charged in accordance with the maximum fee payable under the Environmental Planning and Assessment Act 1979 (as amended). The applicable fees at the time of printing are as follows and may be changed without notice.

#### Section 7.11 Contributions

Previously Section 94 Contributions

Section 7.11 Contributions	See: Section 7.11 and 7.12 Contributions Document	N
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### Complying Development Certificates – Fees based on construction cost

To \$5,000	\$197.00 plus \$5.50 per \$1,000	Per Application	Y
\$5,001-\$100,000	\$228.00 plus \$3.85 per \$1,000 above \$5,000	Per Application	Y
\$100,001-\$250,000	\$627.00 plus \$2.20 per \$1,000 above \$100,000	Per Application	Y
Over \$250,000	\$985.00 plus \$1.10 per \$1,000 above \$250,000	Per Application	Y

### Bushfire Attack Certification

### Development Applications – Building Works – Based on cost of works

Environmental Planning & Assessment Regulation 2000 (EPAR) Clause 246B

Less than \$5000	\$110.00	\$0.00	\$110.00	Per Application	N
\$5,001-\$50,000	\$170.00 + \$3.00 per \$1,000, or part thereof, above \$5,000			Per Application	N
\$50,001-\$250,000	\$352.00 + \$3.64 per \$1,000, or part thereof, above \$50,000			Per Application	N
\$250,001-\$500,000	\$1,160.00 + \$2.34 per \$1,000, or part thereof, above \$250,000			Per Application	N
\$500,001-\$1,000,000	\$1,745.00 + \$1.64 per \$1,000, or part thereof, above \$500,000			Per Application	N
\$1,000,001-\$10,000,000	\$2,615.00 + \$1.44 per \$1,000, or part thereof, above \$1,000,000			Per Application	N
Greater than \$10,000,001	\$15,875.00 + \$1.19 per \$1,000, or part thereof, above \$10,000,000			Per Application	N

### Development Application

Designated development requiring advertising	\$2,220.00	\$0.00	\$2,220.00	Per Application	N
Designated Development – Standard DA Fees plus additional fee(c.251)	\$920.00	\$0.00	\$920.00	Per Application	N



Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Development Application [continued]

Erection of dwelling costing less than \$100,000 (c.247)	\$455.00	\$0.00	\$455.00	Per Application	N
Residential Flat Development Review Panel under SEPP 65	\$840.00	\$0.00	\$840.00	Per Application	N
Development not involving the erection of a building, the carrying out of a work, or the subdivision of land or demolition	\$285.00	\$0.00	\$285.00	Per Application	N
Advertising Signs (c.250)	\$285.00	\$0.00	\$285.00	First Sign	N
Additional Signs	\$93.00	\$0.00	\$93.00	Per Additional Sign	N

## Miscellaneous Administrative Application Fees

Section 88B	\$59.50	\$0.00	\$59.50	Per Application	N
Stamping additional plans and specs – up to four copies	\$25.80	\$0.00	\$25.80	Per Application	N
Each additional copy	\$10.30	\$0.00	\$10.30	Per Document	N
Building Specifications	\$22.00	\$0.00	\$22.00	Per Document	N
Certified Copy of Document, map or plan as per s, 150(2) (R.c.262)	\$53.00	\$0.00	\$53.00	Per Document	N

## Building Entitlement Confirmation Fee

Per application	\$314.00	\$0.00	\$314.00	Per Application	N
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## Planning Reform Fee

For cost of work >\$50,000 for each \$1,000	\$0.64 per \$1,000		Per Matter	N
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## Subdivision Fees

Subdivisions – Opening of a New Road	\$665.00	\$0.00	\$665.00	Per Application	N
Plus fee per additional lot created	\$65.00	\$0.00	\$65.00	Per Additional Lot	N
Subdivisions – No opening of a New Road	\$330.00	\$0.00	\$330.00	Per Application	N
Plus fee per additional lot created	\$53.00	\$0.00	\$53.00	Per Additional Lot	N
Subdivisions – Strata	\$330.00	\$0.00	\$330.00	Per Application	N
Plus fee per additional lot created	\$65.00	\$0.00	\$65.00	Per Additional Lot	N

Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Subdivision Certificate / Title Plan Processing Fee

Processing Fee	\$165.50	\$0.00	\$165.50	Per Application	N
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## Refund of DA fee for cancellation of DA

Processing commenced	1/2 DA fee	Per Application	N
Processing largely completed	No refund	Per Application	N
Processing not commenced	Full DA fee	Per Application	N

## Review of Determination per s, 82A, EPA Regulations c.257

Not involving building work	50% of original DA fee			Per Application	N
Dwelling <\$100,000	\$190.00	\$0.00	\$190.00	Per Application	N

## All other Development Work – EPA R. c.257

Less than \$5,000	\$55.00	\$0.00	\$55.00	Per Application	N
\$5,001-\$250,000	\$85.00 + \$1.50 per \$1,000, or part thereof, above \$5,000			Per Application	N
\$250,001-\$500,000	\$500.00 + \$0.85 per \$1,000, or part thereof, above \$250,000			Per Application	N
\$500,001-\$1,000,000	\$712.00 + \$0.50 per \$1,000, or part thereof, above \$500,000			Per Application	N
\$1,000,001-\$10,000,000	\$987.00 + \$0.40 per \$1,000, or part thereof, above \$1,000,000			Per Application	N
Greater than \$10,000,001	\$4,737.00 + \$0.27 per \$1,000, or part thereof, above \$10,000,000			Per Application	N
Plus fee for required Notice under s.82A EPA Regulations	\$620.00	\$0.00	\$620.00	Per Application	N

## Review of Determination per s, 82B, EPA Regulations (Rejection) – c.257A

Less than \$100,000	\$55.00	\$0.00	\$55.00	Per Application	N
\$100,001-\$1,000,000	\$150.00	\$0.00	\$150.00	Per Application	N
Greater than \$1,000,001	\$250.00	\$0.00	\$250.00	Per Application	N

## Modification of Consent at Applicants Request – c.258

4.55 – Minor Error/Discrepancy	\$71.00	\$0.00	\$71.00	Per Application	N
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Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Modification of Consent at Applicants Request – c.258 [continued]

96(1A) + 96AA(1) – Modification of minor environmental impact	\$645.00 or 50% of original fee whichever is lesser			Per Application	N
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## Other modifications per s.4.55 not of minor environmental impact

Original fee was less than \$100.00 (c.258)	50% of original fee			Per Application	N
Original fee was greater than \$101.00	50% of original fee			Per Application	N
No building or work involved: For dwelling house costing \$100,000 or less	\$190.00	\$0.00	\$190.00	Per Application	N

## All other requests for modifications, based on estimated construction costs

Less than \$5,000	\$55.00	\$0.00	\$55.00	Per Application	N
\$5,001-\$250,000	\$85.00 + \$1.50 per \$1,000, or part thereof, above \$5,000			Per Application	N
\$250,001-\$500,000 (c. 258)	\$500.00 + \$0.85 per \$1,000, or part thereof, above \$250,000			Per Application	N
\$500,001-\$1,000,000	\$712.00 + \$0.50 per \$1,000, or part thereof, above \$500,000			Per Application	N
\$1,000,001-\$10,000,000	\$987.00 + \$0.40 per \$1,000, or part thereof, above \$1,000,000			Per Application	N
Greater than \$10,000,001	\$4,737.00 + \$0.27 per \$1,000, or part thereof, above \$10,000,000			Per Application	N
Modification to consent requiring advertisement per s. 4.55 EPA Act	\$665.00	\$0.00	\$665.00	Per Application	N
Plus fee for any consent required notice pursuant to SEPP 65 (c.258)	\$760.00	\$0.00	\$760.00	Per Application	N

## Designated Development

Fee	\$920.00	\$0.00	\$920.00	Per Application	N
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## Integrated Development (c.252A/253)

Standard DA fee plus additional fee	\$140.00	\$0.00	\$140.00	Per Application	N
Fee to be forwarded to Integrated Authority	\$320.00	\$0.00	\$320.00	Per Application	N
Standard DA fee plus additional fee	\$140.00	\$0.00	\$140.00	Per Application	N
Fee to be forwarded to Integrated Authority	\$320.00	\$0.00	\$320.00	Per Application	N

Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Advertised Development (c.252)

Fee	\$1,105.00	\$0.00	\$1,105.00	Per Application	N
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## Prohibited Development

Fee	\$1,105.00	\$0.00	\$1,105.00	Per Application	N
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## Building Line Variation

All premises	\$163.00	\$0.00	\$163.00	Per Application	N
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## Other Notice Required

Fee	\$1,105.00	\$0.00	\$1,105.00	Per Application	N
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## Privately Certified Certificate Registration (c.263)

Fee	\$36.00	\$0.00	\$36.00		N
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## Engineering Plans Checking (design and construction) – based on cost of work

Less than \$10,000	\$390.00	\$39.00	\$429.00	Per Application	Y
\$10,001-\$100,000	\$487.27	\$48.73	\$536.00	Per Application	Y
Plus fee for each \$1,000 above \$10,000 to \$100,000	\$19.55	\$1.95	\$21.50	Per Application	Y
Above \$100,000	\$2,177.27	\$217.73	\$2,395.00	Per Application	Y

## Planning Proposal

Planning proposal application	At full cost to applicant	Per Application	N
Subject to \$4,500 deposit			

## SEPP Applications

### Long Service Levy

Part of the service may not be GST taxable

Long Service Levy fee for cost of works > \$25,000	0.35% of cost of all building work \$25,000 and over	Cost of work	N
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Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Construction Certificates

To \$5,000	\$181.82	\$18.18	\$200.00	Per Application	Y
\$5,001-\$100,000	\$454.55	\$45.45	\$500.00	Per Application	Y
\$100,001-\$250,000	\$727.27	\$72.73	\$800.00	Per Application	Y
Over \$250,000	\$800.00 plus \$1.10 per \$1,000 above \$250,000			Per Application	Y

## Fee for Basix Certificate (c.262B)

### Section 68 Applications

On-site Waste Water management system	\$237.50	\$0.00	\$237.50	Per Application	N
Minor changes to existing OSSM system or scheduled inspection	\$86.00	\$0.00	\$86.00	Per Application	N
Sewer supply work	\$166.50	\$0.00	\$166.50	Per Application	N
Water supply work	\$166.50	\$0.00	\$166.50	Per Application	N
Stormwater supply work	\$166.50	\$0.00	\$166.50	Per Application	N
Install a manufactured home, moveable dwelling or associated structure	\$429.00	\$0.00	\$429.00	Per Application	N
Management of waste	\$107.00	\$0.00	\$107.00	Per Application	N
Community land	\$107.00	\$0.00	\$107.00	Per Application	N
Public Roads	\$107.00	\$0.00	\$107.00	Per Application	N
Caravan Park/camping ground	\$213.50	\$0.00	\$213.50	Per Application	N
Amusement Device	\$166.50	\$0.00	\$166.50	Per Application	N
Domestic oil or solid fuel heating appliance, other than a portable appliance	\$166.50	\$0.00	\$166.50	Per Application	N
Use a standing vehicle or any article for the purpose of selling any article in a public place	\$405.00	\$0.00	\$405.00	Per Application	N

## Building Inspections (including Compliance and Occupation Certificates)

Inspection	\$199.86	\$19.99	\$219.85	Per inspection	Y
Inspection of dwelling for relocation	\$305.00	\$0.00	\$305.00	Per Assessment	N



Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Building Certificates (EPA R. c.260)

### Domestic – Includes Initial inspection

Fee	\$250.00	\$0.00	\$250.00	Per Dwelling	N
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### Commercial

Building Certificates – building up to 200m2	\$250.00	\$0.00	\$250.00	Per Building	N
Building Certificates – Fee for 201-2,000m2	\$250.00 plus \$0.50 per m2 over 200m2			Per Building	N
Building Certificates – Fee for greater than 2,001m2	\$1,165.00 plus \$0.075 per m2 over 2000m2			Per Building	N

### Building Certificate – additional inspections (if required)

Fee	\$90.00	\$0.00	\$90.00	Per Building	N
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### Copy of Building Certificate (c.261)

Fee	\$13.00	\$0.00	\$13.00	Per Copy	N
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### Additional fee where applicant /owner erected the building and:

Development consent, complying development consent or construction certificate consent was required and not obtained	Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding	Per Certificate	N
Penalty notice has been issued for an offence under 4.2 of the Act in relation to erection of building and the penalty has been paid	Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding	Per Certificate	N
Where Order No, 2, 12, 13, 15, 18 or 19 in the Schedule 5 of the Act has been issued	Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding	Per Certificate	N
Where a person has been found guilty of an offence under the Act in relation to the erection of a building	Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding	Per Certificate	N
Where the court has made a finding that the building was erected in contravention of a provision of the Act	Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding	Per Certificate	N

### Building Indemnity Insurance

Solicitor Enquiry	\$61.00	\$0.00	\$61.00	Per Enquiry	N
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## Environmental Engineering

### Damage Deposit

### Inspection

Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Licencing Fees

### General

Inspection of Underground Petroleum Storage Systems	Min. Fee excl. GST: \$300.00			Per inspection	N
Advertisement/Advertising Structure Inspection	\$39.50	\$0.00	\$39.50	Per Inspection	N
Sandwich Board Inspection	\$40.00	\$0.00	\$40.00	Per Inspection	N
Cooling Tower Inspection (microbial Control)	\$166.50	\$0.00	\$166.50	Per Inspection	N
Essential Services (Fire Safety) Certificate Registration and Administration	\$39.55	\$3.95	\$43.50	Per Inspection	Y
Hairdresser/Beauty Salon/Skin Penetration Inspection	\$134.50	\$0.00	\$134.50	Per Inspection	N

### Food Premises

Annual Administration/Registration Fee (includes 1 inspection)	\$232.50	\$0.00	\$232.50	Per Premises	N
Inspection Fee includes repeat inspection due to non-compliance, change of premises operator and if non compliance based on complaint.	\$169.50	\$0.00	\$169.50	Per Premises Per Hour	N
Issue of Improvement Notice	\$330.00	\$0.00	\$330.00	Per Notice	N

### Swimming Pools

Registration on behalf of owner	\$9.09	\$0.91	\$10.00	Per Pool/Spa	Y
Exemption	\$97.00	\$0.00	\$97.00	Per Pool/Spa	N
Inspection	\$136.36	\$13.64	\$150.00	Per Pool/Spa	Y
2nd inspection if 1st failed (no 3rd inspection fee)	\$90.91	\$9.09	\$100.00	Per Pool/Spa	Y

### Street Vendors

License/Approval Fee	\$107.00	\$0.00	\$107.00	Per Vendor	N
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### Petrol Pump Approvals

### Hoarding Approval Fees

### Onsite Sewerage Management Systems

Registration	\$42.00	\$0.00	\$42.00	Per system	N
Inspection	\$179.00	\$0.00	\$179.00	Inspection	N

Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Onsite Sewerage Management Systems [continued]

Administration fee for non-inspected systems	\$46.00	\$0.00	\$46.00	Per estimated system	N
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## Development Information

### Development Certificates

Section 10.7(2) Certificate (EPA R. c.259)	\$53.00	\$0.00	\$53.00		N
EPA Regulations 2000					
Section 10.7(5) Certificate (includes Notices and Orders information)	\$133.00	\$0.00	\$133.00		N
EPA Regulations 2000					
Multiple copies of Certificates	\$14.80	\$0.00	\$14.80	Per additional copy	N
Section 735A Certificate	\$55.50	\$0.00	\$55.50	Per Certificate	N
Section 5(31) Certificates	\$55.50	\$0.00	\$55.50	Per Certificate	N

### Certificates

Confirmation of Development Information (Interpreting LEP, existing use rights, housing entitlements, file search)	\$107.00	\$0.00	\$107.00	Per Hour	N
Certified copy of an Environmental Planning Instrument/related document per s.150(2) EPA Act	\$48.50	\$0.00	\$48.50	Per Copy	N
Digital media of Council LEP, DCP or related Planning/Development Policy	\$19.40	\$0.00	\$19.40	Per Disk	N
Other copy of Council LEP, DCP or related Planning/Development Policy	\$37.50	\$0.00	\$37.50	Per Document	N
Documents <10 pages	\$7.10	\$0.00	\$7.10	Per Document	N
Documents 10-30 pages	\$12.60	\$0.00	\$12.60	Per Document	N
Documents 31-50 pages	\$25.00	\$0.00	\$25.00	Per Document	N
Documents >51 pages	\$48.50	\$0.00	\$48.50	Per Document	N
Binders and covers (DCP)	\$63.00	\$0.00	\$63.00	Per Document	N
LEP full size colour map sheet	\$48.50	\$0.00	\$48.50	Per Document	N
Uralla Shire Biodiversity Strategy 2012	\$37.00	\$0.00	\$37.00	Per Document	N
Uralla Biodiversity Strategy Planning Outcomes Report 2013	\$12.60	\$0.00	\$12.60	Per Document	N

Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Animal Control

### Companion Animal 1998 – registrations (cats and dogs)

Cat	\$50.00	\$0.00	\$50.00	Per animal	N
Dog (Desexed)	\$60.00	\$0.00	\$60.00	per animal	N
Entire Dog (not desexed)	\$216.00	\$0.00	\$216.00	Per Animal	N
Rehomed dog	\$30.00	\$0.00	\$30.00	Per Animal	N
Pensioner desexed companion animal	\$26.00	\$0.00	\$26.00	Per Animal	N
Rehomed Cat	\$25.00	\$0.00	\$25.00	Per Animal	N

### Companion Animal Control – Release/Sale/Surrender

Animal surrender	\$91.00	\$0.00	\$91.00	Each	N
First Release	\$62.50	\$0.00	\$62.50	Each	N
Second Release (within 12 months)	\$113.50	\$0.00	\$113.50	Each	N
Daily Charge, Sustenance	\$19.20	\$0.00	\$19.20	Per Day	N

### Dog Control – Training Aids

Hire of anti-barking collar (Citronella)	\$40.45	\$4.05	\$44.50	Per fortnight or minimum charge	Y
Deposit for anti-barking collar (Citronella)	\$50.45	\$5.05	\$55.50	Bond	Y
Hire of Trap	\$9.64	\$0.96	\$10.60	Per Hire	Y
Trap deposit	\$116.00	\$0.00	\$116.00		N
Deposit – refundable					

### Stock Control – Release Fees

Impounding Costs	\$124.00	\$0.00	\$124.00	Per Hour	N
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### Sheep/Goats

Impounded between 6.00 am-6.00 pm Monday to Friday	\$50.50	\$0.00	\$50.50	Per Animal	N
Impounded between 6.00 am-6.00 pm or on any time on Weekends & Public Holidays	\$100.00	\$0.00	\$100.00	Per Animal	N

### Other Animals

Impounded between 6.00 am-6.00 pm Monday to Friday	\$50.50	\$0.00	\$50.50	Per Animal	N
Impounded between 6.00 am-6.00 pm or on any time on Weekends and Public Holidays	\$100.00	\$0.00	\$100.00	Per Animal	N

Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Sustenance Costs

Sheep/Goats	\$10.60	\$0.00	\$10.60	Per head / per day	N
Other animals	\$22.50	\$0.00	\$22.50	Per head / per day	N

## Other Animal Fees

Damages to garden or growing crop	Full Cost Recovery	Per Animal	N
Fee for veterinary care	Full Cost Recovery	Per Animal	N
Fee for advertising	Full Cost Recovery	Per Animal	N
Fee for sale of animals	Full Cost Recovery	Per Animal	N
Fee for serving notices	Full Cost Recovery	Per Animal	N
Truck/Float Hire	Full Cost Recovery	Per Animal	N

## Other Regulatory Fees

Vehicle Impounding	\$135 + \$10 per night	Per Vehicle	N
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## Companion Animals Regulation 2018

Late fee permit not paid 28 days after permit required	\$17.00	\$0.00	\$17.00	Per animal	N
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### Companion Animals Regulation 2018 (Part 4, Sec 27)

Commenced 1 July 2019

Permit fee for dangerous/ restricted dog	\$195.00	\$0.00	\$195.00	Per animal	N
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### Companion Animals Regulation 2018 (Part 4, Sec 27)

All dangerous/restricted dogs will require an annual permit as well as life time registration from July 2019.

Commenced 1 July 2019

Permit fee for undesexed cat	\$80.00	\$0.00	\$80.00	Per animal	N
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### Companion Animals Regulation 2018 (Part 4, Sec 27)

All undesexed cats will require a permit as well as lifetime registration from July 2019.

Commenced 1 July 2019



Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Administrative Services

### Corporate Records

#### Printing and copying (non self-service)

A4 Black and White	\$0.68	\$0.07	\$0.75	Per single sided page	Y
A4 Colour	\$1.05	\$0.10	\$1.15	Per single sided page	Y
A3 Black and White	\$1.05	\$0.10	\$1.15	Per single sided page	Y
A3 Colour	\$1.73	\$0.17	\$1.90	Per single sided page	Y

### Public Access Act (GIPA) Income

Photocopy, printing and postage fees also apply.

Note that if the information sought is made publicly available within three working days after the applicant is granted access, then the applicant is entitled to a full waiver of the processing charge.

GIPA Application Fee	\$30.00	\$0.00	\$30.00	Application	N
GIPA Processing Fee – regular	\$30.00	\$0.00	\$30.00	Per Hour	N
GIPA Processing Fee – hardship (Pensioner Concession card issued by the Commonwealth that is in force; or an enrolled full-time student; or a not-for-profit organisation)	\$15.00	\$0.00	\$15.00	Per Hour	N
GIPA Processing Fee – special benefit to the public	\$15.00	\$0.00	\$15.00	Per Hour	N

Applies if the information sought has been made publicly available before

GIPA Advance Deposit	50% of total Processing Fee			Per Application	N
GIPA Internal Review	\$40.00	\$0.00	\$40.00	Per Matter	N

## Council Chamber/Office Room Hire

### Hire of Meeting Rooms and Facilities

Council Chambers	\$204.55	\$20.45	\$225.00	Per Day	Y
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Non local groups – includes video, TV, whiteboard, kitchen facilities and complimentary tea and coffee

## Other Miscellaneous Fees and Charges

### Sale of document copies

Development Control Plan	\$28.00	\$0.00	\$28.00	Each	N
Local Environment Plan (LEP)	\$38.50	\$0.00	\$38.50	Each	N
State of Environment Report	\$12.60	\$0.00	\$12.60	Each	N

Name	Fee (excl. GST)	GST	Year 21/22 Fee (incl. GST)	Unit	GST
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## Financial Services

### General Income

#### Rate/Valuation Enquiries

Written/complex response to a rating or valuation enquiry	By quotation, charged at \$52.20 per hour excl GST  Min. Fee excl. GST: \$52.20			Per Invoice	N
Copy of rate notice	\$18.00	\$0.00	\$18.00	Per Copy	N

#### Miscellaneous Fees

Section 603 Certificates				N	
Fee charged will be as per the Statutory charge set by the Office of Local Government					
Dishonoured Cheque Fee	\$42.50	\$0.00	\$42.50	Per Cheque	N
Refund Fee	\$9.64	\$0.96	\$10.60	Per Refund	Y

## Index of all fees

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Alma Park: Connect power to bandstand	[Casual Hiring Fee]	14
Amusement Device	[Section 68 Applications]	29
Animal surrender	[Companion Animal Control – Release/Sale/Surrender]	33
Annual Administration/Registration Fee (includes 1 inspection)	[Food Premises]	31
Annual kerbside service – Commercial 140 ltr bin (Uralla)	[Commercial Waste]	11
Annual kerbside service – Commercial 240 ltr bin (Uralla and Bundarra)	[Commercial Waste]	11
Asbestos – asbestos bag including disposal cost, maximum 0.5 m3	[Asbestos]	13
Auction Sales, markets and similar uses	[Bundarra School of Arts Hall]	18

## B

## B [continued]

Balls/weddings (includes kitchen hire)	[Bundarra School of Arts Hall]	18
Binders and covers (DCP)	[Certificates]	32
Booking	[Private Parties/ Commercial Functions]	17
Books of 10 – Adult	[Admittance Fees]	14
Books of 10 – Child	[Admittance Fees]	14
Books of 20 – Adult	[Admittance Fees]	14
Books of 20 – Child	[Admittance Fees]	14
Books of 50 – Adult	[Admittance Fees]	14
Books of 50 – Child	[Admittance Fees]	14
Building Certificates – building up to 200m2	[Commercial]	30
Building Certificates – Fee for 201-2,000m2	[Commercial]	30
Building Certificates – Fee for greater than 2,001m2	[Commercial]	30
Building Specifications	[Miscellaneous Administrative Application Fees]	25
Bulk water sales	[Water Sales]	6

## C

Canteen hire (two available) #	[Field Hire]	14
Canteen hire bond (for non-regular user groups and for those outside of Uralla Shire area)	[Field Hire]	14
Car	[Tyres]	12
Car/sedan/wagon/4X4 domestic	[Residential Waste (Sorted)]	10
Car/sedan/wagon/4X4 domestic	[Clean brick, Concrete, Tile]	11
Car/sedan/wagon/4x4 domestic vehicle	[Residential Waste (Unsorted)]	10
Caravan Park/camping ground	[Section 68 Applications]	29
Care Management HCP Level 1 – Fortnightly	[HCP Clients]	19
Care Management HCP Level 2 – Fortnightly	[HCP Clients]	19
Care Management HCP Level 3 – Fortnightly	[HCP Clients]	19
Care Management HCP Level 4 – Fortnightly	[HCP Clients]	19
Care with active sleepover (Sleepover with Active Care) – HCP	[HCP Clients]	19
Care with active sleepover (Sleepover with Active Care) – Private Clients	[Private Clients]	20
Case Management (Private clients) – Monthly	[Private Clients]	20
Cat	[Companion Animal 1998 – registrations (cats and dogs)]	33
Certified copy of an Environmental Planning Instrument/related document per s.150(2) EPA Act	[Certificates]	32
Certified Copy of Document, map or plan as per s, 150(2) (R.c.262)	[Miscellaneous Administrative Application Fees]	25
Chairs	[External Equipment Hire]	18
Charge 1 (local library search)	[Inter-Library Loan Fee]	15
Charge 2 (Library Lending Charge)	[Inter-Library Loan Fee]	15
Charges by Plant Item	[Plant Hire Charges]	8
Civil Engineering Works	[Civil Engineering Works]	9
Clean Fill for use on cell walls, all volumes	[Certified ENM and VENM]	13
Cleaning bond (refundable)	[Private Parties/ Commercial Functions]	17
Cleaning bond (refundable)	[Bundarra School of Arts Hall]	18
Cleaning bond (refundable)	[External Equipment Hire]	18
Collection Fee	[Green Waste Kerbside Collection Fee – Uralla Township]	9
Commercial	[Clean brick, Concrete, Tile]	11
Commercial event bin charge (per bin)	[Commercial Recycling]	10
Commercial Groups	[Small Group Room]	17
Commercial sewer access charge	[Access and Supply]	7
Commercial Users	[Large Group Room]	17
Commercial Waste – Bulk – Sorted	[Commercial Waste]	10
Commercial Waste – Bulk – Unsorted	[Commercial Waste]	10
Community event bin charge (per bin)	[Commercial Recycling]	10
Community land	[Section 68 Applications]	29
Community transport – other	[Other Services]	23



## C [continued]

Confirmation of Development Information (Interpreting LEP, existing use rights, housing entitlements, file search)	[Certificates]	32
Cooling Tower Inspection (microbial Control)	[General]	31
Copy of Drainage Plan	[Drainage Fees]	7
Copy of rate notice	[Rate/Valuation Enquiries]	36
Cot mattresses or any stripped mattresses	[Mattresses]	11
Council Chambers	[Hire of Meeting Rooms and Facilities]	35
Council required to clear vegetation to gain access to a meter, at cost charge	[Other Costs]	7
Council required to return to property to read meter (e.g. where meter access is denied by locked yards/gates etc)	[Other Costs]	7

## D

Daily Charge, Sustenance	[Companion Animal Control – Release/Sale/Surrender]	33
Damages to garden or growing crop	[Other Animal Fees]	34
Day Respite	[Respite]	21
Delivery – beyond 15 km from Uralla or Bundarra, maximum 30 km	[Waste Product Sales]	10
Delivery – Uralla & Bundarra town area (within 5 km)	[Waste Product Sales]	10
Delivery – Uralla and Bundarra 5-15 km	[Waste Product Sales]	10
Deposit for anti-barking collar (Citronella)	[Dog Control – Training Aids]	33
Designated Development – Standard DA Fees plus additional fee(c.251)	[Development Application]	24
Designated development requiring advertising	[Development Application]	24
Development consent, complying development consent or construction certificate consent was required and not obtained	[Additional fee where applicant /owner erected the building and:]	30
Development Control Plan	[Sale of document copies]	35
Development not involving the erection of a building, the carrying out of a work, or the subdivision of land or demolition	[Development Application]	25
Digital media of Council LEP, DCP or related Planning/Development Policy	[Certificates]	32
Dinner	[Visitor Meals]	22
Dishonoured Cheque Fee	[Miscellaneous Fees]	36
Documents <10 pages	[Certificates]	32
Documents >51 pages	[Certificates]	32
Documents 10-30 pages	[Certificates]	32
Documents 31-50 pages	[Certificates]	32
Dog (Desexed)	[Companion Animal 1998 – registrations (cats and dogs)]	33
Domestic Assistance	[Commonwealth Home Support Programme]	20
Domestic Assistance – Mon to Fri 6am to 6pm (HCP clients)	[HCP Clients]	19
Domestic Assistance – Mon to Fri 6am to 6pm (Private clients)	[Private Clients]	20
Domestic Assistance – Public holiday (HCP clients)	[HCP Clients]	19
Domestic Assistance – Public holiday (Private clients)	[Private Clients]	20
Domestic Assistance – Sat (HCP clients)	[HCP Clients]	19
Domestic Assistance – Sat (Private clients)	[Private Clients]	20
Domestic Assistance – Sun (HCP clients)	[HCP Clients]	19
Domestic Assistance – Sun (Private clients)	[Private Clients]	20
Domestic oil or solid fuel heating appliance, other than a portable appliance	[Section 68 Applications]	29
Domestic Waste Collection – 1 x 240L general waste (Kentucky)	[Domestic Waste Management]	9
Domestic Waste collection-1x140L General and 1x240L Recycling (all areas except Kentucky)	[Domestic Waste Management]	9

Fee Name	Parent	Page
<b>D</b> [continued]		
Double Dwelling <\$100,000	[Mattresses] [Review of Determination per s, 82A, EPA Regulations c.257]	11 26
<b>E</b>		
Each additional copy	[Miscellaneous Administrative Application Fees]	25
Earth mover, large, greater than 1.5 m	[Tyres]	12
Earth mover, medium, 1 m-1.5 m	[Tyres]	12
Earth mover, small – up to 1 m	[Tyres]	12
Entire Dog (not desexed)	[Companion Animal 1998 – registrations (cats and dogs)]	33
Erection of dwelling costing less than \$100,000 (c.247)	[Development Application]	25
Essential Services (Fire Safety) Certificate Registration and Administration	[General]	31
Exemption	[Swimming Pools]	31
Extra large tractor tyre, > 2.8 m	[Tyres]	12
<b>F</b>		
Family presence at interment after hours	[Uralla and Bundarra Niche Wall and Uralla Niche Garden]	16
Fax Transmission	[Telephone Calls]	22
Fee	[Sorted Recycling]	10
Fee	[Contaminated Garden and Wood Waste]	11
Fee	[Asbestos]	13
Fee	[Designated Development]	27
Fee	[Advertised Development (c.252)]	28
Fee	[Prohibited Development]	28
Fee	[Other Notice Required]	28
Fee	[Privately Certified Certificate Registration (c.263)]	28
Fee	[Domestic – Includes Initial inspection]	30
Fee	[Building Certificate – additional inspections (if required)]	30
Fee	[Copy of Building Certificate (c.261)]	30
Fee for advertising	[Other Animal Fees]	34
Fee for sale of animals	[Other Animal Fees]	34
Fee for serving notices	[Other Animal Fees]	34
Fee for veterinary care	[Other Animal Fees]	34
Fee to be forwarded to Integrated Authority	[Integrated Development (c.252A/253)]	27
Fee to be forwarded to Integrated Authority	[Integrated Development (c.252A/253)]	27
First Release	[Companion Animal Control – Release/Sale/Surrender]	33
For cost of work >\$50,000 for each \$1,000	[Planning Reform Fee]	25
Fork lift tyre, large greater than 18"	[Tyres]	12
Fork lift tyre, medium 12"-18"	[Tyres]	12
Fork lift tyre, small up to 12"	[Tyres]	12
Fridges, freezers & air-conditioning units containing CFCs	[Appliances]	12
From Uralla Doctors Surgery or Foot Clinic	[Transport Residents]	22
<b>G</b>		
General Hall Hire <50	[Bundarra School of Arts Hall]	17
General Hall Hire >50	[Bundarra School of Arts Hall]	18
GIPA Advance Deposit	[Public Access Act (GIPA) Income]	35
GIPA Application Fee	[Public Access Act (GIPA) Income]	35
GIPA Internal Review	[Public Access Act (GIPA) Income]	35
GIPA Processing Fee – hardship (Pensioner Concession card issued by the Commonwealth that is in force; or an enrolled full-time student; or a not-for-profit organisation)	[Public Access Act (GIPA) Income]	35
GIPA Processing Fee – regular	[Public Access Act (GIPA) Income]	35
GIPA Processing Fee – special benefit to the public	[Public Access Act (GIPA) Income]	35
Gold Pan Hire	[Hire]	15
Goods, Equipment and Technology	[Commonwealth Home Support Programme]	20

## G [continued]

Grader tyre	[Tyres]	12
Grading Plant	[Plant Hire Charges]	8
Gravel – Carlon at Depot	[Sale of sand, gravel and topsoil]	9
Gravel (Granite) at Depot	[Sale of sand, gravel and topsoil]	9
Greater than \$1,000,001	[Review of Determination per s, 82B, EPA Regulations (Rejection) – c.257A]	26
Greater than \$10,000,001	[Development Applications – Building Works – Based on cost of works]	24
Greater than \$10,000,001	[All other Development Work – EPA R. c.257]	26
Greater than \$10,000,001	[All other requests for modifications, based on estimated construction costs]	27
Gutter Bridge Construction	[Gutter Bridges]	8

## H

Hairdresser/Beauty Salon/Skin Penetration Inspection	[General]	31
Hall Hire (less than 2 hours)	[Bundarra School of Arts Hall]	17
Hampden Park	[Field Hire]	14
Hire of anti-barking collar (Citronella)	[Dog Control – Training Aids]	33
Hire of Council Equipment – Bond 5% of replacement value	[General Services]	8
Hire of Council Equipment – other	[General Services]	8
Hire of Trap	[Dog Control – Training Aids]	33
Home Care Packages – Client Income Assessed Fee	[HCP Clients]	19
Home Care Packages – Exit Fee	[HCP Clients]	20
Home Maintenance	[Commonwealth Home Support Programme]	21
House cleaning	[NDIS]	21
Hydrant Flow Test	[Other Water Fees and Charges]	6

## I

Impounded between 6.00 am-6.00 pm Monday to Friday	[Sheep/Goats]	33
Impounded between 6.00 am-6.00 pm Monday to Friday	[Other Animals]	33
Impounded between 6.00 am-6.00 pm or on any time on Weekends & Public Holidays	[Sheep/Goats]	33
Impounded between 6.00 am-6.00 pm or on any time on Weekends and Public Holidays	[Other Animals]	33
Impounding Costs	[Stock Control – Release Fees]	33
In Home Respite – Mon to Fri 6am to 6pm (HCP clients)	[HCP Clients]	19
In Home Respite – Mon to Fri 6am to 6pm (Private clients)	[Private Clients]	20
In Home Respite – Public Holiday (HCP clients)	[HCP Clients]	19
In Home Respite – Public Holiday (Private clients)	[Private Clients]	20
In Home Respite – Sat (HCP clients)	[HCP Clients]	19
In Home Respite – Sat (Private clients)	[Private Clients]	20
In Home Respite – Sun (HCP clients)	[HCP Clients]	19
In Home Respite – Sun (Private clients)	[Private Clients]	20
Inspection	[Building Inspections (including Compliance and Occupation Certificates)]	29
Inspection	[Swimming Pools]	31
Inspection	[Onsite Sewerage Management Systems]	31
Inspection Fee includes repeat inspection due to non-compliance, change of premises operator and if non compliance based on complaint.	[Food Premises]	31
Inspection of dwelling for relocation	[Building Inspections (including Compliance and Occupation Certificates)]	29

## I [continued]

Inspection of Underground Petroleum Storage Systems	[General]	31
Install a manufactured home, moveable dwelling or associated structure	[Section 68 Applications]	29
Installation of new/replacement numbering post	[Rural Addressing]	8
Installation/Removal during service hours (7.30 am-3.00 pm)	[Water Restriction Devices]	6
Interment	[Uralla and Bundarra Lawn Cemeteries]	15
Interment	[Uralla and Bundarra Old Section Cemeteries]	16
Interment in an existing monument	[Uralla and Bundarra Old Section Cemeteries]	16
Interment of Ashes	[Uralla and Bundarra Niche Wall and Uralla Niche Garden]	16
Interment: Saturdays, Sundays and Public Holidays loading	[Uralla and Bundarra Lawn Cemeteries]	15
Interment: Saturdays, Sundays and Public Holidays loading	[Uralla and Bundarra Old Section Cemeteries]	16
Issue of Improvement Notice	[Food Premises]	31
Item Replacement	[Lost, damaged or stolen books]	14

## K

King	[Mattresses]	11
King Single	[Mattresses]	11
Kitchen Use Extra <50	[Bundarra School of Arts Hall]	18
Kitchen Use Extra >50	[Bundarra School of Arts Hall]	18

## L

Large Animals – e.g. horses, cattle	[Dead Animals]	12
Large tractor tyre, 2 m-2.8 m	[Tyres]	12
Late fee permit not paid 28 days after permit required	[Companion Animals Regulation 2018]	34
Leasing of space for transmitter and aerial at Mount Mutton	[Mount Mutton transmitter]	9
LEP full size colour map sheet	[Certificates]	32
Less than \$10,000	[Engineering Plans Checking (design and construction) – based on cost of work]	28
Less than \$100,000	[Review of Determination per s, 82B, EPA Regulations (Rejection) – c.257A]	26
Less than \$5,000	[All other Development Work – EPA R. c.257]	26
Less than \$5,000	[All other requests for modifications, based on estimated construction costs]	27
Less than \$5000	[Development Applications – Building Works – Based on cost of works]	24
License/Approval Fee	[Street Vendors]	31
Light Industry/Industry	[Landscaping Bonds]	8
Light truck	[Tyres]	12
Local	[Telephone Calls]	21
Local Community Groups – Full Day	[Large Group Room]	17
Local Community Groups – Full Day	[Small Group Room]	17
Local Community Groups – Half Day	[Large Group Room]	17
Local Community Groups – Half Day	[Small Group Room]	17
Local Environment Plan (LEP)	[Sale of document copies]	35
Long Service Levy fee for cost of works > \$25,000	[Long Service Levy]	28
Lost membership card replacement	[Library Fees]	14
Lunch	[Visitor Meals]	22

## M

Management of waste	[Section 68 Applications]	29
Manual Collection bi-weekly – Cardboard Only	[Commercial Recycling]	10
Manual Collection Weekly – Cardboard Only	[Commercial Recycling]	10
Medium animals – e.g. goats, sheep, pigs	[Dead Animals]	12
Medium tractor tyre, 1 m-1.9 m	[Tyres]	12

Fee Name	Parent	Page
<b>M [continued]</b>		
Minor changes to existing OSSM system or scheduled inspection	[Section 68 Applications]	29
Modification to consent requiring advertisement per s. 4.55 EPA Act	[All other requests for modifications, based on estimated construction costs]	27
Motorcycle	[Tyres]	12
Multiple copies of Certificates	[Development Certificates]	32
<b>N</b>		
No building or work involved: For dwelling house costing \$100,000 or less	[Other modifications per s.4.55 not of minor environmental impact]	27
Non NTCRS e-waste	[E-Waste]	12
Non Standard Resident	[Daily Fees]	21
Non-Pensioner	[Respite]	21
Not involving building work	[Review of Determination per s, 82A, EPA Regulations c.257]	26
NTCRS eligible e-waste	[E-Waste]	12
<b>O</b>		
Office 1	[Tablelands Community Support Options – TCS]	17
Office 2	[Tablelands Community Support Options – TCS]	17
On-site Waste Water management system	[Section 68 Applications]	29
Original fee was greater than \$101.00	[Other modifications per s.4.55 not of minor environmental impact]	27
Original fee was less than \$100.00 (c.258)	[Other modifications per s.4.55 not of minor environmental impact]	27
Other (private) works	[General Services]	8
Other animals	[Sustenance Costs]	34
Other copy of Council LEP, DCP or related Planning/Development Policy	[Certificates]	32
Over \$250,000	[Complying Development Certificates – Fees based on construction cost]	24
Over \$250,000	[Construction Certificates]	29
Overnight Respite – HCP	[HCP Clients]	19
Overnight Respite – Private Clients	[Private Clients]	20
<b>P</b>		
Package Management HCP Level 1 – Fortnightly	[HCP Clients]	19
Package Management HCP Level 2 – Fortnightly	[HCP Clients]	19
Package Management HCP Level 3 – Fortnightly	[HCP Clients]	19
Package Management HCP Level 4 – Fortnightly	[HCP Clients]	19
Penalty notice has been issued for an offence under 4.2 of the Act in relation to erection of building and the penalty has been paid	[Additional fee where applicant /owner erected the building and:]	30
Pensioner	[Respite]	21
Pensioner desexed companion animal	[Companion Animal 1998 – registrations (cats and dogs)]	33
Per application	[Building Entitlement Confirmation Fee]	25
Per Unit	[Hill Street Uralla *]	16
Permanents with metered site	[Longer stays (7 nights for 6)]	17
Permission to carry out work at existing grave, includes monument erection and inspection	[Uralla and Bundarra Old Section Cemeteries]	16
Permit fee for dangerous/ restricted dog	[Companion Animals Regulation 2018]	34
Permit fee for undesexed cat	[Companion Animals Regulation 2018]	34
Personal care	[Commonwealth Home Support Programme]	21
Personal Care – Mon to Fri 6am to 6pm (HCP clients)	[HCP Clients]	19
Personal Care – Mon to Fri 6am to 6pm (Private clients)	[Private Clients]	20
Personal Care – Public Holiday (HCP clients)	[HCP Clients]	19



Fee Name	Parent	Page
<b>P</b> [continued]		
Personal Care – Public Holiday (Private clients)	[Private Clients]	20
Personal Care – Sat (HCP clients)	[HCP Clients]	19
Personal Care – Sat (Private clients)	[Private Clients]	20
Personal Care – Sun (HCP clients)	[HCP Clients]	19
Personal Care – Sun (Private clients)	[Private Clients]	20
Phased Resident	[Daily Fees]	21
Placement of ashes	[Uralla and Bundarra Old Section Cemeteries]	16
Plan Management	[NDIS]	21
Planning proposal application	[Planning Proposal]	28
Plus fee for any consent required notice pursuant to SEPP 65 (c.258)	[All other requests for modifications, based on estimated construction costs]	27
Plus fee for each \$1,000 above \$10,000 to \$100,000	[Engineering Plans Checking (design and construction) – based on cost of work]	28
Plus fee for required Notice under s.82A EPA Regulations	[All other Development Work – EPA R. c.257]	26
Plus fee per additional lot created	[Subdivision Fees]	25
Plus fee per additional lot created	[Subdivision Fees]	25
Plus fee per additional lot created	[Subdivision Fees]	25
Power for metered site	[Longer stays (7 nights for 6)]	17
Powered site for up to 2 persons	[Queen Street Uralla Caravan Park]	16
Powered site for up to 2 persons	[Bundarra Caravan Park]	18
Private works (not in conjunction with works program)	[Kerb and Guttering]	8
Processed sludges from water and sewer	[Bio solids]	13
Processing commenced	[Refund of DA fee for cancellation of DA]	26
Processing Fee	[Lost, damaged or stolen books]	14
Processing Fee	[Subdivision Certificate / Title Plan Processing Fee]	26
Processing largely completed	[Refund of DA fee for cancellation of DA]	26
Processing not commenced	[Refund of DA fee for cancellation of DA]	26
Protected Resident	[Daily Fees]	21
Provide junction to main on property, up to 4 m	[Sewer Connection Charges]	7
Provide junction with extension beyond property (previously 'application fee')	[Sewer Connection Charges]	7
Public Roads	[Section 68 Applications]	29
Purchase of Double Depth Plot (does not include plaque)	[Uralla and Bundarra Lawn Cemeteries]	15
Purchase of Niche in garden	[Uralla and Bundarra Niche Wall and Uralla Niche Garden]	16
Purchase of Niche in wall and Interment of Ashes *	[Uralla and Bundarra Niche Wall and Uralla Niche Garden]	16
Purchase of plot – Double depth	[Uralla and Bundarra Old Section Cemeteries]	16
Purchase of plot – Single Depth	[Uralla and Bundarra Old Section Cemeteries]	16

## Q

Queen	[Mattresses]	11
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## R

Record search for burial details (after 15 minutes)	[Searches]	15
Refund Fee	[Miscellaneous Fees]	36
Registered Nurse – Mon to Fri 6am to 6pm (HCP clients)	[HCP Clients]	19
Registered Nurse – Mon to Fri 6am to 6pm (Private clients)	[Private Clients]	20
Registered Nurse – Public Holiday (HCP clients)	[HCP Clients]	19
Registered Nurse – Public Holiday (Private clients)	[Private Clients]	20
Registered Nurse – Sat (HCP clients)	[HCP Clients]	19
Registered Nurse – Sat (Private clients)	[Private Clients]	20
Registered Nurse – Sun (HCP clients)	[HCP Clients]	19
Registered Nurse – Sun (Private clients)	[Private Clients]	20

## R [continued]

Registration	[Onsite Sewerage Management Systems]	31
Registration on behalf of owner	[Swimming Pools]	31
Rehomed Cat	[Companion Animal 1998 – registrations (cats and dogs)]	33
Rehomed dog	[Companion Animal 1998 – registrations (cats and dogs)]	33
Removal of plaques	[Uralla and Bundarra Niche Wall and Uralla Niche Garden]	16
Replacement of broken or missing chairs and tables (hall or external use)	[External Equipment Hire]	18
Residential Flat Development Review Panel under SEPP 65	[Development Application]	25
Residential Flats/Units	[Landscaping Bonds]	8
Residential sewer access charge	[Access and Supply]	7
Respite	[Commonwealth Home Support Programme]	21
Road Restoration Fees	[Road Restoration Fees]	8

## S

Sale of sand, gravel and topsoil	[Sale of sand, gravel and topsoil]	9
Sandwich Board Inspection	[General]	31
Second Release (within 12 months)	[Companion Animal Control – Release/Sale/Surrender]	33
Section 10.7(2) Certificate (EPA R. c.259)	[Development Certificates]	32
Section 10.7(5) Certificate (includes Notices and Orders information)	[Development Certificates]	32
Section 5(31) Certificates	[Development Certificates]	32
Section 603 Certificates	[Miscellaneous Fees]	36
Section 7.11 Contributions	[Section 7.11 Contributions]	24
Section 735A Certificate	[Development Certificates]	32
Section 88B	[Miscellaneous Administrative Application Fees]	25
Self-Care Activities	[NDIS]	21
Sewer supply work	[Section 68 Applications]	29
Sheep/Goats	[Sustenance Costs]	34
Showers	[Bundarra Caravan Park]	18
Shredded Tyres	[Tyres]	12
Single	[Mattresses]	11
Single Admission Fee – Adult	[Admittance Fees]	14
Single Admission Fee – Child	[Admittance Fees]	14
Small domestic animals e.g. cats, chickens, possums, dogs	[Dead Animals]	12
Small Regular Usage – eg sporting clubs	[Bundarra School of Arts Hall]	18
Small tractor tyre, up to 1 m	[Tyres]	12
Social Outing	[Client Contributions – Group return transport]	23
Social Support – Group	[Commonwealth Home Support Programme]	21
Social Support – Individual	[Commonwealth Home Support Programme]	21
Social Support – Mon to Fri 6am to 6pm (HCP clients)	[HCP Clients]	19
Social Support – Mon to Fri 6am to 6pm (Private clients)	[Private Clients]	20
Social support – Public Holiday (HCP clients)	[HCP Clients]	19
Social Support – Public Holiday (Private clients)	[Private Clients]	20
Social Support – Sat (HCP clients)	[HCP Clients]	19
Social Support – Sat (Private clients)	[Private Clients]	20
Social support – Sun (HCP clients)	[HCP Clients]	19
Social Support – Sun (Private clients)	[Private Clients]	20
Solicitor Enquiry	[Building Indemnity Insurance]	30
Staff Escort	[Transport Residents]	22
Stamping additional plans and specs – up to four copies	[Miscellaneous Administrative Application Fees]	25
Standard DA fee plus additional fee	[Integrated Development (c.252A/253)]	27
Standard DA fee plus additional fee	[Integrated Development (c.252A/253)]	27
Standard Resident	[Daily Fees]	21
State of Environment Report	[Sale of document copies]	35
STD	[Telephone Calls]	21
Stormwater supply work	[Section 68 Applications]	29
Subdivisions – No opening of a New Road	[Subdivision Fees]	25

## S [continued]

Subdivisions – Opening of a New Road	[Subdivision Fees]	25
Subdivisions – Strata	[Subdivision Fees]	25
Super single	[Tyres]	12
Surcharge for digging of grave by hand	[Uralla and Bundarra Lawn Cemeteries]	15

## T

Tables	[External Equipment Hire]	18
TCS Office	[Tablelands Community Support Options – TCS]	17
To \$5,000	[Complying Development Certificates – Fees based on construction cost]	24
To \$5,000	[Construction Certificates]	29
To and from Uralla CBD	[Transport Residents]	22
To Armidale	[Transport Residents]	22
To Tamworth	[Transport Residents]	22
Topsoil	[Sale of sand, gravel and topsoil]	9
Trade Waste – application fee	[Trade Waste]	7
Trade Waste – usage	[Trade Waste]	7
Trap deposit	[Dog Control – Training Aids]	33
Travel (HCP clients)	[HCP Clients]	19
Travel (Private Clients)	[Private Clients]	20
Treated sewage effluent charge from the Uralla STP	[Water Sales]	6
Truck	[Tyres]	12
Truck/Float Hire	[Other Animal Fees]	34

## U

Unconnected lot sewer access charge	[Access and Supply]	7
Uncontaminated garden and wood waste : Car – Sedan or wagon	[Uncontaminated garden and wood waste]	11
Uncontaminated garden and wood waste : Large trailer	[Uncontaminated garden and wood waste]	11
Uncontaminated garden and wood waste : Truck	[Uncontaminated garden and wood waste]	11
Uncontaminated garden and wood waste : Utility or small trailer	[Uncontaminated garden and wood waste]	11
Uninhabited, unpowered tent site	[Queen Street Uralla Caravan Park]	16
Unpowered site for up to 2 persons	[Queen Street Uralla Caravan Park]	16
Unpowered site for up to 2 persons	[Bundarra Caravan Park]	18
Unsieved sand	[Sale of sand, gravel and topsoil]	9
Uralla and Bundarra Connection Charge to water main, connection over 4 m	[Water Connection Fees]	6
Uralla and Bundarra Connection Charge to water main, up to 4 m	[Water Connection Fees]	6
Uralla Biodiversity Strategy Planning Outcomes Report 2013	[Certificates]	32
Uralla Shire Biodiversity Strategy 2012	[Certificates]	32
Uralla Sporting Complex #	[Field Hire]	14
Uralla Visitor Information Centre – Hire of Flexible use/'pop up' space	[Hire]	15
Usage charge	[Access and Supply]	7
Use a standing vehicle or any article for the purpose of selling any article in a public place	[Section 68 Applications]	29
Utility/6 x 4 trailer	[Residential Waste (Sorted)]	10
Utility/6 x 4 trailer	[Clean brick, Concrete, Tile]	11
Utility/6 x 4 trailer, heaped	[Residential Waste (Sorted)]	10
Utility/6x4 trailer	[Residential Waste (Unsorted)]	10
Utility/6x4 trailer, heaped	[Residential Waste (Unsorted)]	10

## V

Vase	[Uralla and Bundarra Niche Wall and Uralla Niche Garden]	16
Vehicle Impounding	[Other Regulatory Fees]	34

## W

Waste Facility Fee – included in Environmental Levy	[Domestic Waste Management]	9
Water Access Charge Uralla and Bundarra	[Access and Supply]	6
Water Meter Special read	[Other Water Fees and Charges]	6
Water Meter supplied and fitted (20 mm) or replaced	[Other Water Fees and Charges]	6
Water Meter Testing only	[Other Water Fees and Charges]	6
Water Supply – consumption charge	[Access and Supply]	6
Water supply work	[Section 68 Applications]	29
Weekly Powered site for up to 2 persons	[Longer stays (7 nights for 6)]	17
Weekly Unpowered site for up to 2 persons	[Longer stays (7 nights for 6)]	17
Wheelie Bin (up to 240 l and per bin)	[Residential Waste (Sorted)]	10
Wheelie Bin (up to 240 l)	[Clean brick, Concrete, Tile]	11
Wheelie Bin (Up to 240L and per bin)	[Residential Waste (Unsorted)]	10
Where a person has been found guilty of an offence under the Act in relation to the erection of a building	[Additional fee where applicant /owner erected the building and:]	30
Where Order No, 2, 12, 13, 15, 18 or 19 in the Schedule 5 of the Act has been issued	[Additional fee where applicant /owner erected the building and:]	30
Where the court has made a finding that the building was erected in contravention of a provision of the Act	[Additional fee where applicant /owner erected the building and:]	30
Written/complex response to a rating or valuation enquiry	[Rate/Valuation Enquiries]	36