



# DELIVERY PROGRAM 2017-2021 OPERATIONAL PLAN 2019-2020

## INFORMATION ABOUT THIS DOCUMENT

### *Document History*

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|                  |               |  |
|                  |               |  |

### *Further Document Information and Relationships*

|   |   |
|---|---|
| <b>Related Legislation*</b>   | Local Government Act 1993<br>Local Government (General) Regulations 2005<br>Office of Local Government Integrated Planning and Reporting Guidelines |
| <b>Related Policies</b>   | Nil   |
| <b>Related Procedures/<br/>Protocols, Statements,<br/>documents</b> | Community Strategic Plan<br>Resourcing Strategy   |

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# PART 1: OVERVIEW

## Introduction

### General Manager's Message

The 2019-2020 financial year represents the third year of the current 2017 to 2021 Council 4-year Delivery Program.

This Delivery Program and corresponding third year Operational Plan set out the Principal Activities and annual Actions aimed at progressing the Strategies and achieving the Goals set out in the Community Strategic Plan.

Council's plans, such as the Community Strategic Plan, the Delivery Program and the Operational Plan are interconnected and interact so that Council can plan in a holistic way for both the short and longterm, enabling Council to plan for a sustainable future for the Uralla Shire.

The suite of strategic plans allows Council to ensure that a common set of community goals are integrated across all documents; that a detailed program on how these community goals will be achieved and measured is in place; and the resources required to achieve these goals are both allocated and within Council's means.

In addition to this, over the past several years Council has implemented a range of organisational improvement initiatives to improve the capacity and capability of the organisation, which will ultimately allow services to be delivered more efficiently into the future. These efforts will be continued in 2019-20 through the implementation of Council's Improvement Program, which will see the organisation improve staff performance and efficiency through upgrades to information technology and software and streamlined compliance and financial management practices.

The Operational Plan for the coming year includes the continuation of service delivery across the full range of operations currently provided to residents, as well as the following major projects:

- Delivering multiple projects in parks and sporting facilities throughout the shire. These capital improvements are funded through the NSW Government's Stronger Country Communities Fund with Council providing the project and administrative management.
- Continuing with the upgrade of Bingara Road, with funding assistance from the NSW Government.
- Progressing the implementation of the Bundarra Sewerage Scheme, 75% funded by the NSW Government.
- Progressing the development of the light industrial project in Rowan Avenue, Uralla.
- Progressing the Uralla Visitor Information Centre Improvement Project. And
- Exploring opportunities to secure the long term sustainability of Council's service provision through further efficiency gains, cost reductions and increased revenues including discussing the need for a special rate variation (SRV) with the Uralla Shire community.

In addition to this Council will also deliver through our regular capital renewal programs, including:

- Roads renewal, resealing and resheeting programs.
- Water Supply infrastructure renewal program.
- Sewerage Service infrastructure renewal program. And
- Buildings renewal program.

The elected Councillors and the staff look forward to another successful and productive year delivering for the entire community of Uralla Shire.

Andrew Hopkins  
**General Manager**

## Background

### Integrated Planning and Reporting

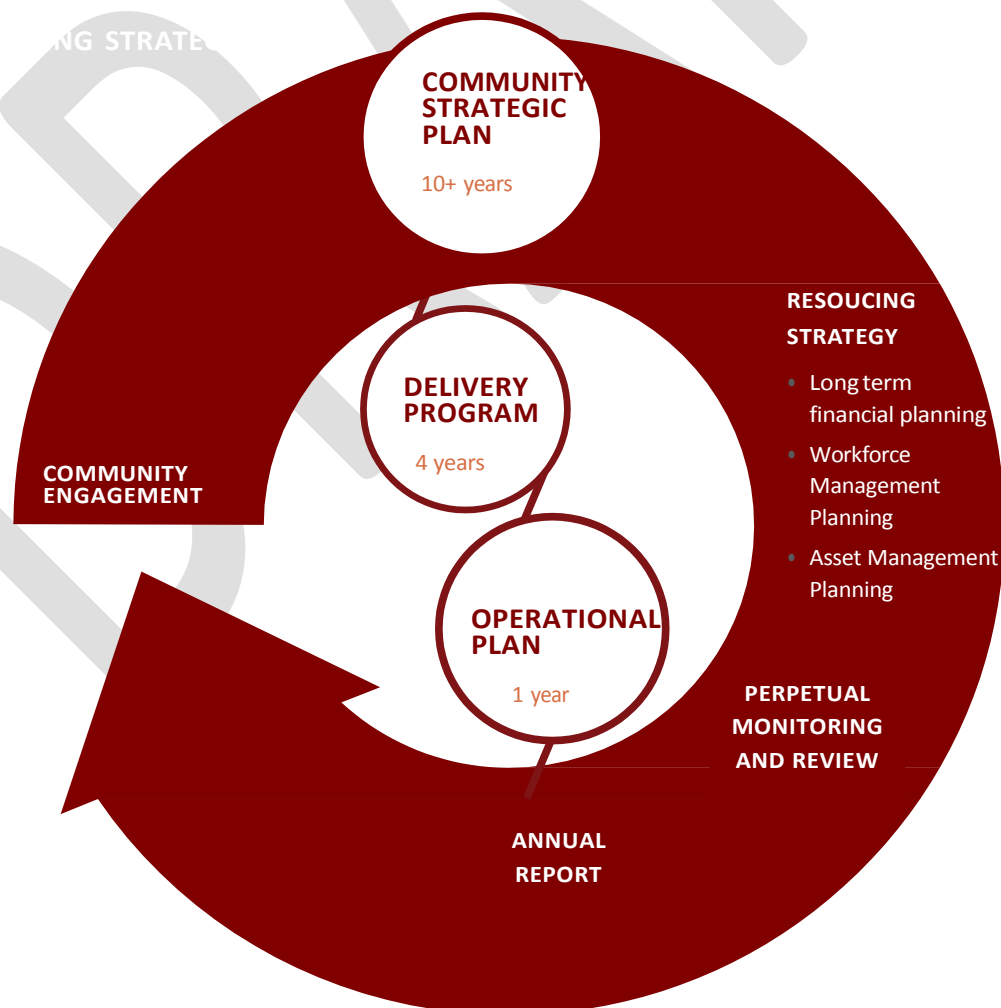
In October 2009, the NSW Government's new framework for strategic planning and reporting for local councils came into effect through the introduction of the Local Government Amendment (Planning & Reporting) Act 2009. This act amended the NSW Local Government Act 1993 with regard to Councils strategic 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 community's goals. Each council must prepare a number of plans, which provide details on how the Council intends to deliver services and infrastructure across both the short and long term, based on the community priorities that have been identified through community engagement programs.

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

**Integrated Planning and Reporting Diagram**



## **Our Planning Framework**

Uralla Shire Council's Delivery Program 2017-2021 and Operational Plan 2019-2020 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 2027 was developed in consultation with the 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 2017-2021**

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.

### **Short Term (1-Year) Operational Plan 2019-2020**

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.

Like the 2018-19 plan, this Operational Plan has been prepared in context of the State Government's Fit for the Future process and therefore includes performance targets contained in Council's Improvement Program to strengthen Council's long term sustainability.

In addition, 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, 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.

### **Disability Inclusion Act 2014 (NSW)**

In the context of disability inclusion and action planning, 'disability' means a functional limitation or impairment, including cognitive, physical, mental, sensory and functional deficits, which may be present from birth, acquired by accident or illness or due to the process of ageing. The impairments or deficits may be temporary or permanent.

The Disability Inclusion Act 2014 (NSW) provides the legislative framework to guide state and local government disability inclusion action planning. The Act supports people with disabilities to access:

- The same human rights as other members of the community.
- Independence and social and economic inclusion within the community. And
- Choice and control in the pursuit of their goals and the planning and delivery of their supports and services.

In meeting the requirements under the Act for disability inclusion and access planning, Council must:

- a) Include strategies to support people with disability
- b) Include details of its consultation about the plan with people with disability
- c) Explain how planning supports the goals of the NSW State Disability Inclusion Plan in the four key areas of:
  - Attitudes and behaviours.
  - Liveable communities.
  - Employment.
  - Systems and processes.

Uralla Shire Council has included its disability inclusion action planning, in response to these priorities, into the Integrated Planning and Reporting Framework.

### **Our Mission**

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

### **Our Values**

The Uralla Shire community strives to:

- Enjoy a high quality of life.
- Have thriving business centres.
- Have educational and job opportunities available for people with a wide range of skills and aptitudes.
- Have an innovative, adaptive and diverse economy.
- Have access to good public services and relevant infrastructure.
- Have a continuing improvement in its socio-economic status.



- Treasure its natural and built heritage and continue to be progressive.
- Ensure sustainability.
- Provide security and safety for its residents.
- Have a growing population and a sound demographic structure. And
- Retain its own independent community-based local government authority.

## **Our Community Goals**

### **Our Society**

1. A proud, unique and inviting community.
2. A safe, active and healthy shire.
3. A diverse and creative culture.
4. Access to and equity of services.

### **Our Economy**

5. An attractive environment for business, tourism and industry.
6. Growing and diversified employment, education and tourism opportunities.
7. A safe and efficient network of arterial roads and supporting infrastructure, town streets, footpaths and cycleways that are adequate, interconnected and maintained.
8. Communities that are well serviced with essential infrastructure.

### **Our Environment**

9. To preserve, protect and renew our beautiful natural environment.
10. Maintain a healthy balance between development and the environment.
11. Reuse, recycle and reduce wastage.
12. Secure, sustainable and environmentally sound water-cycle infrastructure and services.

### **Our Leadership**

13. A strong, accountable and representative Council.
14. An effective and efficient organisation.
15. Deliver the goals and strategies of the Community Strategic Plan.

## **Delivery Program and Operational Plan Layout**

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

- Delivery Program.
- Operational Plan.
- Budget.
- Statement of Revenue Policy.

## **Part 2: Combined Delivery Program 2017-2021 and Operation Plan 2019-2020**

The Delivery Program part of the document provides the Principal Activities Council will undertake over the four 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 in the third year to meet the four year Actions of the Delivery Program. The Operational Plan also outlines whom is responsible for each Action, Council's primary role in each Action (ie either as a provider, a facilitator or as an advocate – Council is not the provider of all the actions listed within the Operational Plan), and a measure and target to determine when the Action is achieved.

### **Part 3: Budget 2019-2020**

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 Policy 2018-2019**

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

## Elected Members



Back Row (L to R): Cr Mark Dusting, Cr Tom O'Connor, Cr Tara Toomey, Cr Rob Bell, Cr Natasha Ledger, Cr Levi Sampson.  
Front Row (L to R): Cr Isabel Strutt, Cr Michael Pearce (Mayor), Cr Bob Crouch (Deputy Mayor)

### Roles and responsibilities

Uralla Shire Council consists of nine councillors (one of whom is the Mayor), selected 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.

The Mayor's roles include 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 and wishes 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 *Local Government Act 1993* (NSW) 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 2020) will be provided to the community detailing Council's overall achievements in implementing the Community Strategic Plan.

### **Council meetings**

Council meetings are held in accordance with Councils Code of Meeting Practice. The Ordinary Meetings of Council are held on the fourth Tuesday of each month from 12.30pm.

Agendas and business papers for meetings are available on Council's website at [www.uralla.nsw.gov.au](http://www.uralla.nsw.gov.au) by Thursday of the week preceding the meeting. Minutes of Council meetings are released as soon as possible following each Council meeting.

Council's senior staff prepare reports and make recommendations for councillors to consider. Matters can also be raised as Mayoral Minutes and councillor Notices of Motion for debate at a Council meeting.

### **Budget Review and Finance Committee**

In 2018 Council established the Budget Review and Finance Committee. The charter of the Budget Review and Finance Committee is to examine Council's financial position and undertake a detailed review of Council's budget and expenditure. The committee is to:

- a. Be tasked with examining Council's budget and service delivery to keep the budget in surplus.
- b. Focus on key Council functions and clearly identify options to service level delivery and operating procedures necessary to support (a).
- c. Scrutinise discretionary expenditure, including cost benefit analyses as appropriate for recommendation to Council.
- d. Be a Committee of the Whole.
- e. Meet monthly or more frequently if determined by the Committee. And
- f. Be chaired by a councillor.

Budget Review and Finance Committee meetings are held in accordance with Councils Code of Meeting Practice on the second Tuesday of each month from 12.30pm.

Agendas and business papers for meetings are available on Council's website at [www.uralla.nsw.gov.au](http://www.uralla.nsw.gov.au) by Thursday of the week preceding the meeting. Minutes of the Budget Review and Finance Committee meetings are released as soon as possible following each Council meeting.

# Organisation Structure



## Council Improvement Plan

The Council Improvement Plan (CIP) is a document completed and endorsed by Council resolution in June 2015. The CIP highlights the key issues facing Uralla Shire Council and lists the improvement strategies and outcomes in order for Council to maintain its financial sustainability and Fit for the Future rating. The CIP forms part of Council's Fit for the Future submission to the State Government which is located on Council's website.

At the time of compiling the CIP, Council had undertaken a community engagement program to inform the construction of its new 2015 Community Strategic Plan (now the 2017-2027 Community Strategic Plan). The engagement program included a community survey that revealed very conclusive key themes as follows:

- 92% of respondents wanted Council to remain independent and not pursue a voluntary merger.
- Of the respondents who wanted Council to remain independent, 94% committed to some level of special rate variation to return Councils operating result, before capital grants, into surplus.
- Almost 70% of those respondents stated that a special variation of between 10 and 20 percent was acceptable, to return Councils operating result before capital grants into surplus.
- A number of service areas were identified for review of their current service levels as a part of achieving the operating performance ratio benchmark.

The Survey results informed Council's CIP initiatives, and included:

- Continuing implementation of Councils Organisation Development Strategy and related Action Plan to further build on Council organisation capacity and capability.
- Implementation of a rolling service review program.
- Review of all Business Plans and strategies for Council's commercial business undertakings.
- A further review of all of Council's User Fees and Charges to ensure that income is maximised as much as possible under a revised user pays philosophy.
- A further investigation of expanded opportunities for resource sharing or joint tendering with other regional Councils.
- The implementation of a number of systems to maximise automation and improve Council's data collection and business intelligence capabilities.
- The ongoing implementation of Council's Workforce Management Strategy and the targeted actions contained therein. And
- An application to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation.

### Funding our future

In the 2018-19 financial year Council considered a detailed report about the capacity of the Shire to remain financially sustainable and its ability to fund existing services and infrastructure maintenance and renewal over the next 10 years.

In response to the detailed report Council established the Budget Review and Finance Committee to examine opportunities for expenditure savings and to address financial sustainability.

The Budget Review and Finance Committee has identified a range of potential expenditure reduction opportunities which Council is either implementing or investigating further.

Through the Budget Review and Finance Committee and the proactive efforts of the Council staff Council continues to drive organisational efficiencies and examine opportunities for expenditure savings and additional revenue sources, other than rates.

However, despite these initiatives, extensive financial modelling demonstrates that Council still does not have sufficient revenue to ensure that the number of assets in poor condition does not continue to grow and become unsustainable. Therefore, a Special Rate Variation (SRV) is a necessary consideration to ensure the financial sustainability of the Shire.

### ***What is rate pegging?***

At present, Council's revenue is regulated under "rate pegging". This is where IPART sets a rate peg which limits the amount by which Councils can increase their rate revenue from one year to the next. Making an application for a Special Rate Variation (SRV) is a way for Council to increase its rates above the rate peg.

### ***What is a Special Rate Variation?***

After IPART announces the rate peg for the following year, Council is then able to have a conversation with our community as to whether the increase is sufficient to continue enabling the delivery of the existing range and standard of services our community enjoys, whilst also ensuring there is sufficient funds to maintain and renew local infrastructure. If our community feels the increase is insufficient, Council can request an increase above the rate peg limit. These increases are known as a Special Rate Variation.

Applications for increases above the rate peg limit are assessed by IPART against stringent criteria, including extensive community consultation. Council must demonstrate to IPART that it has undertaken significant consultation with our community, including clearly showing to our community the impact of any proposal on ratepayers, before an application for a Special Rate Variation will be approved.

### ***How will Council progress a Special Rate Variation in 2019/20?***

Council's Improvement Program (2015) highlights, at points 1.5 and 2.3 of the 'Improvement Action Plan' the key improvement action of making a Special Rate Variation, under section 508(A) of the Local Government Act 1993 to increase rate revenue to bring the General Fund into an operating surplus, generating revenue to support a program of works centered on asset maintenance, asset renewal, and improvement of Council's operating performance.

As it did in the 2018-19 Operational Plan, Council has included an action in the 2019/20 Operational Plan, at Activity 4.2.2.1 of this document, to commence the process to make an application to IPART for a Special Rate Variation. As part of this process, Council will undertake extensive engagement with our community and before finalising and submitting an application, Council will meet to make a final determination about the matter.

### ***Knowing Why We Need an SRV***

Prior to 2015, Council lacked sufficient robust data related to assets managed by it – roads, buildings, water, sewer, landfill and plant and equipment. As new or revised plans are developed or tested, more accurate data becomes available and is included and modelled within the Long Term Financial Plan (LTFP). When all of this information is collated, it provides Council with a clear indication of the operational and capital needs of the future. It allows decisions to be made about the management of assets, what standards should be maintained, whether or not borrowings should be utilised and what standard of service can be delivered. This information then helps form the basis for the quantum of any proposed SRV.



**PART 2:**  
**DELIVERY PROGRAM 2017-2021**  
**&**  
**OPERATIONAL PLAN 2019-2020**

## Responsibility Index

Each of the actions contained in Council's combined Delivery Program 2017-2021 and Operational Plan 2019-2020 is assigned to a council staff position. That position holder provides progress reports to Council each quarter. Set out below is the responsibility legend used throughout the following combined Delivery Program 2017-2021 and Operational Plan 2019-2020:

|         |  |                                |
|---------|--|--------------------------------|
| • GM    | General Manager                                  | General Manager's Office       |
| • SEO   | Senior Executive Officer                         | General Manager's Office       |
| • CFO   | Chief Financial Officer                          | General Manager's Office       |
| • MHR   | Manager Human Resources                          | General Manager's Office       |
| • DID   | Director Infrastructure and Development          | Infrastructure and Development |
| • EMC   | Environmental Management Coordinator             | Infrastructure and Development |
| • MWWSS | Manager Waste, Water and Sewerage Services       | Infrastructure and Development |
| • MDP   | Manager Development and Planning                 | Infrastructure and Development |
| • MIW   | Manager Infrastructure and Works                 | Infrastructure and Development |
| • EMCS  | Executive Manager Corporate Services             | Corporate Services             |
| • CCDE  | Coordinator Community Development and Engagement | Corporate Services             |
| • CTI   | Coordinator Technology and Information           | Corporate Services             |
| • TPOO  | Tourism Promotion and Operations Officer         | Corporate Services             |
| • RMSO  | Risk Management and Safety Officer               | Corporate Services             |
| • EMACC | Executive Manager Aged and Community Care        | Aged and Community Care        |
| • MMG   | Manager McMaugh Gardens Aged Care                | Aged and Community Care        |
| • MCC   | Manager Community Care                           | Aged and Community Care        |

## Reference Documents

Transportation Asset Management Plan:

<https://www.uralla.nsw.gov.au/files/assets/public/council/governance-documents/asset-management-plan-transport.pdf>

Buildings Asset Management Plan:

<https://www.uralla.nsw.gov.au/files/assets/public/council/governance-documents/asset-management-plan-buildings.pdf>

Fit for the Future Program Submission 30 June 2015

<https://www.uralla.nsw.gov.au/files/assets/public/hptrim/corporate-management-reviewing-organisational-reviews-fit-for-the-future-program/uralla-shire-council-fit-for-the-future-submission-30-june-2015.pdf>

**A proud, unique and inviting community**  
**Provide vibrant and welcoming town centre, streets and meeting places**

| DELIVERY PROGRAM 2017-2021 |   |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |   |  |  |  |
|----------------------------|---|--------------|------|---|---|---|--|----------------|---|--|--|--|
| Principal Activity         |   | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target                             |  |  |  |
|                            |   |              | 1    | 2 | 3 | 4 |  |                |   |  |  |  |
| 1.1.1.1                    | Maintain parks, gardens and open spaces | Provide      | ✓    | ✓ | ✓ | ✓ | 1.1.1.1.1 Liaise with volunteers and other community groups to assist in the maintenance of parks, gardens, and open spaces. | EMC            | Volunteer maintenance activities/ increased |  |  |  |
|                            |   |              | ✓    | ✓ | ✓ | ✓ | 1.1.1.1.2 Undertake annual maintenance program of parks.   | MIW            | Service levels/ maintained                  |  |  |  |

**Strategy 1.1.2** **Embellish our community with parks, paths, cycleways, facilities, and meeting places**

| DELIVERY PROGRAM 2017-2021 |                             |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |                                   |  |
|----------------------------|-----------------------------|--------------|------|---|---|---|--|----------------|-----------------------------------|--|
| Principal Activity         |                             | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target                   |  |
|                            |                             |              | 1    | 2 | 3 | 4 |  |                |                                   |  |
| 1.1.2.1                    | Prepare open space strategy | Provide      |      |   |   | ✓ | 1.1.2.1.1 Engage with the community and key stakeholders in developing the Open Spaces Strategy.   | MDP            | Engagement program/ implemented   |  |
|                            |                             |              |      |   |   | ✓ | 1.1.2.1.2 Develop an overarching Open Spaces Strategy with an Action Plan guided by community consultation, and including disability inclusion and access provisions (DIAP 2.5) (2.6) (2.7). | MDP            | Strategy and action plan/ adopted |  |

### Strategy 1.1.3

### Respect the heritage of the region and highlight and enhance our unique characteristics

| DELIVERY PROGRAM 2017-2021 |                           |              |      |   |   |   | OPERATIONAL PLAN 2019-2020  |                |                                      |
|----------------------------|---------------------------|--------------|------|---|---|---|---|----------------|--------------------------------------|
| Principal Activities       |                           | Council Role | Year |   |   |   | Annual Action   | Responsibility | Measure/ Target                      |
|                            |                           |              | 1    | 2 | 3 | 4 |   |                |                                      |
| 1.1.3.1                    | Provide cemetery services | Provide      | ✓    | ✓ | ✓ | ✓ | 1.1.3.1.1 Undertake annual maintenance program of all cemeteries.                       | MIW            | Service levels/ met                  |
|                            |                           |              | ✓    | ✓ | ✓ | ✓ | 1.1.3.1.2 Seek heritage funding to carry out restoration work at Uralla’s Old Cemetery. | MIW            | Heritage funding application/ lodged |
|                            |                           |              | ✓    | ✓ | ✓ | ✓ | 1.1.3.1.3 Provide family history information and interment services.                    | MIW            | Services/ provided                   |

### Strategy 1.1.4

### Support, encourage and celebrate community participating and volunteerism

| DELIVERY PROGRAM 2017-2021 |                                   |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |                     |  |  |
|----------------------------|-----------------------------------|--------------|------|---|---|---|--|----------------|---------------------|--|--|
| Principal Activities       |                                   | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target     |  |  |
|                            |                                   |              | 1    | 2 | 3 | 4 |  |                |                     |  |  |
| 1.1.4.1                    | Encourage volunteer participation | Provide      | ✓    | ✓ | ✓ | ✓ | 1.1.4.1.1 Develop a volunteer strategy including an induction and support program to promote participation that encourages involvement by people with a disability (DIAP 3.2). | CCDE           | Strategy/ Developed |  |  |

**A safe, active and healthy shire**  
**Provide accessible quality sport and recreation facilities that encourage participation**

| DELIVERY PROGRAM 2017-2021 |  |              |      |   |   |   | OPERATIONAL PLAN 2019-2020  |                |                            |
|----------------------------|--|--------------|------|---|---|---|---|----------------|----------------------------|
| Principal Activities       |  | Council Role | Year |   |   |   | Annual Action   | Responsibility | Measure/ Target            |
|                            |  |              | 1    | 2 | 3 | 4 |   |                |                            |
| <b>1.2.1.1</b>             | <b>Maintain community swimming complex, sports and recreation facilities</b> | Provide      | ✓    | ✓ | ✓ | ✓ | 1.2.1.1.1 Undertake the necessary maintenance to enable the operation of the Uralla swimming pool.  | MIW            | Service levels/ maintained |
|                            |  |              |      |   | ✓ | ✓ | 1.2.1.1.2 Upgrade lining to Uralla swimming pool and provide additional shade – through the NSW Stronger Country Communities Fund.  | MDP            | Upgrades/ completed        |
|                            |  |              | ✓    | ✓ | ✓ | ✓ | 1.2.1.1.3 Maintain and test pool water quality in compliance with Department of Health guidelines.  | MIW            | Water quality/ compliant   |
|                            |  |              |      |   | ✓ | ✓ | 1.2.1.1.4 Implement upgrades to the Uralla Sporting Complex through the Stronger Country Communities Fund.  | MDP            | Upgrades/ completed        |
|                            |  |              | ✓    | ✓ | ✓ | ✓ | 1.2.1.1.5 Undertake the annual maintenance program at sporting fields (DIAP 2.7).   | MIW            | Service levels/ maintained |
| <b>1.2.1.2</b>             | <b>Provide shared footpaths and cycleways</b>                                | Provide      | ✓    | ✓ | ✓ |   | 1.2.1.2.1 Develop a shared footpath and cycleway plan including disability access provisions in conjunction with the Pedestrian Access and Mobility Plan, subject to RMS funding approval (DIAP 2.6). | DID            | Plan/ completed            |

**Strategy 1.2.2****Work with key partners and the community to lobby for adequate health services in our region**

| DELIVERY PROGRAM 2017-2021 |  |              |      |   |   |   | OPERATIONAL PLAN 2019-2020  |                |   |
|----------------------------|--|--------------|------|---|---|---|---|----------------|---|
| Principal Activity         |  | Council Role | Year |   |   |   | Annual Action   | Responsibility | Measure/ Target                           |
|                            |  |              | 1    | 2 | 3 | 4 |   |                |   |
| 1.2.2.1                    | Improve access to regional health services | Facilitate   | ✓    | ✓ | ✓ | ✓ | 1.2.2.1.1 Liaise with medical practitioners to prepare for participation in the 2019-2020 Bush Bursary/CWA Scholarship program. | CCDE           | Liaison with medical practices/ completed |

**Strategy 1.2.3****Provide, maintain and develop children's play and recreational facilities that encourage active participation**

| DELIVERY PROGRAM 2017-2021 |  |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |                               |
|----------------------------|--|--------------|------|---|---|---|--|----------------|-------------------------------|
| Principal Activity         |  | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target               |
|                            |  |              | 1    | 2 | 3 | 4 |  |                |                               |
| 1.2.3.1                    | Enhance recreational facilities for children | Provide      | ✓    | ✓ | ✓ | ✓ | 1.2.3.1.1 Deliver upgrades to children's recreation facilities throughout the shire through the Stronger Country Communities Fund. | DID            | Grant funding/ milestones met |

**Strategy 1.2.4****Partner with police, community organisations and the community to address crime, anti-social behavior and maintain community safety**

| DELIVERY PROGRAM 2017-2021 |                           |              |      |   |   |   | OPERATIONAL PLAN 2019-2020  |                |                   |
|----------------------------|---------------------------|--------------|------|---|---|---|---|----------------|-------------------|
| Principal Activity         |                           | Council Role | Year |   |   |   | Annual Action   | Responsibility | Measure/ Target   |
|                            |                           |              | 1    | 2 | 3 | 4 |   |                |                   |
| 1.2.4.1                    | Preserve community safety | Facilitate   | ✓    | ✓ | ✓ | ✓ | 1.2.4.1.1 Give support, within Council's area of functional responsibility, to the police, emergency services, and community groups to preserve community safety. | DID            | Support/ provided |

## Strategy 1.2.5

## Provide effective regulatory, compliance and enforcement services for the community

| DELIVERY PROGRAM 2017-2021 |   |              |      |   |   |   | OPERATIONAL PLAN 2019-2020  |                |  |
|----------------------------|---|--------------|------|---|---|---|---|----------------|--|
| Principal Activity         |   | Council Role | Year |   |   |   | Annual Action   | Responsibility | Measure/ Target                                    |
|                            |   |              | 1    | 2 | 3 | 4 |   |                |  |
| 1.2.5.1                    | Provide effective regulatory, compliance and enforcement services | Provide      | ✓    | ✓ | ✓ | ✓ | 1.2.5.1.1 Carry out food premises inspections to ensure compliance with the Food Act.   | MDP            | Food premises inspected annually/ 100%             |
|                            |   |              | ✓    | ✓ | ✓ | ✓ | 1.2.5.1.2 Submit annual food premises compliance report.  | MDP            | Food premises returns submitted/ annually          |
|                            |   |              | ✓    | ✓ | ✓ | ✓ | 1.2.5.1.3 Issue and serve Orders where necessary under relevant legislation.  | MDP            | Issued orders are compliant with legislation/ 100% |
|                            |   |              | ✓    | ✓ | ✓ | ✓ | 1.2.5.1.4 Register, licence and inspect onsite sewerage treatment systems.  | MDP            | Number of inspections undertaken as scheduled/ 90% |
|                            |   |              | ✓    | ✓ | ✓ | ✓ | 1.2.5.1.5 Administer companion animal registrations, respond to companion animal noise complaints, and impound animals and stray stock as required. | MDP            | Respond to companion animal complaints/ 100%       |
|                            |   |              | ✓    | ✓ | ✓ | ✓ | 1.2.5.1.6 Finalise and implement a trade waste policy.  | MDP            | Policy/ Implemented                                |



**A diverse and creative culture**

**Provide enhanced and innovative library services that support and encourage lifelong learning**

| DELIVERY PROGRAM 2017-2021 |                                       |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |   |  |
|----------------------------|---------------------------------------|--------------|------|---|---|---|--|----------------|---|--|
| Principal Activities       |                                       | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target   |  |
|                            |                                       |              | 1    | 2 | 3 | 4 |  |                |   |  |
| 1.3.1.1                    | Provide library services and programs | Provide      | ✓    | ✓ | ✓ | ✓ | 1.3.1.1.1 Manage the service level agreement with Central Northern Regional Library. | CCDE           | Service level agreement/ compliant                          |  |
|                            |                                       |              | ✓    | ✓ | ✓ | ✓ | 1.3.1.1.2 Attend Central Northern Regional Library committee meetings.               | CCDE           | Committee meetings/ attended                                |  |
|                            |                                       |              | ✓    | ✓ | ✓ | ✓ | 1.3.1.1.3 Operate the Uralla library service and programs.                           | CCDE           | Uralla library open/ 7 days a week                          |  |
|                            |                                       |              | ✓    | ✓ | ✓ | ✓ | 1.3.1.1.4 Operate the Bundarra library service.                                      | CCDE           | Bundarra library operating and resources renewed/ quarterly |  |

**Strategy 1.3.2**

**Work with the community and other partners to develop major cultural and community events and festivals**

| DELIVERY PROGRAM 2017-2021 |  |              |      |   |   | OPERATIONAL PLAN 2019-2020 |   |                |                       |
|----------------------------|--|--------------|------|---|---|----------------------------|---|----------------|-----------------------|
| Principal Activities       |  | Council Role | Year |   |   |                            | Annual Action   | Responsibility | Measure/<br>Target    |
|                            |  |              | 1    | 2 | 3 | 4                          |   |                |                       |
| 1.3.2.1                    | Facilitate the development of a range of community and cultural activities | Facilitate   | ✓    | ✓ | ✓ | ✓                          | 1.3.2.1.1 Coordinate the development of a Uralla Shire event toolkit. | TPOO           | Toolkit/<br>completed |
|                            |  |              | ✓    | ✓ | ✓ | ✓                          | 1.3.2.1.2 Attend Arts North West regional meetings.                   | CCDE           | Meetings/<br>attended |

### Strategy 1.3.3

### Lobby government, companies and other individuals to secure funding for cultural and creative expression fields

| DELIVERY PROGRAM 2017-2021 |  |              |      |   |   |   | OPERATIONAL PLAN 2019-2020  |                |                                      |  |  |
|----------------------------|--|--------------|------|---|---|---|---|----------------|--------------------------------------|--|--|
| Principal Activities       |  | Council Role | Year |   |   |   | Annual Action   | Responsibility | Measure/ Target                      |  |  |
|                            |  |              | 1    | 2 | 3 | 4 |   |                |                                      |  |  |
| 1.3.3.1                    | Enhance opportunities for community cultural and creative expression | Facilitate   | ✓    | ✓ | ✓ | ✓ | 1.3.3.1.1 Coordinate and deliver Council’s annual community grants and financial assistance programs. | CCDE           | Grants program rounds delivered/ = 2 |  |  |

Access to and equity of services  
Operate and maintain the McMaugh Gardens Aged Care Facility

| DELIVERY PROGRAM 2017-2021 |  |              |      |   |   |   | OPERATIONAL PLAN 2019-2020  |   |  |                       |
|----------------------------|--|--------------|------|---|---|---|---|---|--|-----------------------|
| Principal Activities       |  | Council Role | Year |   |   |   | Annual Action   | Responsibility  | Measure/<br>Target                                 |                       |
|                            |  |              | 1    | 2 | 3 | 4 |   |   |  |                       |
| 1.4.1.1                    | Operate a residential aged care facility | Provide      | ✓    | ✓ | ✓ | ✓ | 1.4.1.1.1 Manage McMaugh Gardens Aged Care facility in a financially sustainable manner. Identify and plan for impacts of bathroom renovations upon revenues. | MMG   | Operating result/<br>per plan                      |                       |
|                            |  |              | ✓    | ✓ | ✓ | ✓ | 1.4.1.1.2   |   | Annual average occupancy at benchmark/<br>per plan |                       |
|                            |  |              | ✓    | ✓ | ✓ | ✓ | 1.4.1.1.3 Maintain aged care facility accreditation and satisfactory aged care quality audit outcomes.  | MMG   | Accreditation/<br>maintained                       |                       |
|                            |  |              | ✓    | ✓ | ✓ | ✓ | 1.4.1.1.4   |   | Quality audit outcomes/<br>satisfactory            |                       |
|                            |  |              |      |   | ✓ |   |   | 1.4.1.1.5 Undertake ensuite upgrades in accordance with federal government grant. | MMG  | Upgrades/<br>complete |

## Strategy 1.4.2

## Provide quality Community Care, Ageing and Disability services

| DELIVERY PROGRAM 2017-2021 |                                      |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |  |  |
|----------------------------|--------------------------------------|--------------|------|---|---|---|--|----------------|--|--|
| Principal Activities       |                                      | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target  |  |
|                            |                                      |              | 1    | 2 | 3 | 4 |  |                |  |  |
| 1.4.2.1                    | Provide aged and disability services | Provide      | ✓    | ✓ | ✓ | ✓ | 1.4.2.1.1 Manage consumer directed aged and disability services in a financially sustainable manner. | MCC            | Net operating surplus/ achieved                        |  |
|                            |                                      |              | ✓    | ✓ | ✓ | ✓ | 1.4.2.1.2 Manage state and federal funding agreements and grant acquittals for compliance.           | MCC            | Funding agreements reporting and acquittals/ compliant |  |
|                            |                                      |              | ✓    | ✓ | ✓ | ✓ | 1.4.2.1.3 Maintain accreditation and satisfactory quality audit outcomes.                            | MCC            | Accreditation/ Maintained                              |  |
|                            |                                      |              | ✓    | ✓ | ✓ | ✓ | 1.4.2.1.4  |                | Quality audit outcomes/ satisfactory                   |  |
| 1.4.2.2                    | Provide community transport services | Provide      | ✓    | ✓ | ✓ | ✓ | 1.4.2.2.1 Manage community transport services in a financially sustainable manner.                   | MCC            | Net operating surplus/ achieved                        |  |
|                            |                                      |              | ✓    | ✓ | ✓ | ✓ | 1.4.2.2.2 Manage NSW State Government funding agreements and grant acquittals for compliance.        | MCC            | Funding agreements reporting and acquittals/ compliant |  |
|                            |                                      |              | ✓    | ✓ | ✓ | ✓ | 1.4.2.2.3 Maintain satisfactory service reviews and audit outcomes.                                  | MCC            | Audit outcomes/ satisfactory                           |  |

### Strategy 1.4.3

### Create a better understanding within the community of the services and facilities council provides

| DELIVERY PROGRAM 2017-2021 |   |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |                               |  |
|----------------------------|---|--------------|------|---|---|---|--|----------------|-------------------------------|--|
| Principal Activities       |   | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target               |  |
|                            |   |              | 1    | 2 | 3 | 4 |  |                |                               |  |
| 1.4.3.1                    | Promote Council’s services and facilities | Provide      | ✓    | ✓ | ✓ | ✓ | 1.4.3.1.1 Coordinate a local government week program to raise awareness of the services provided by Council. | CCDE           | Program/ delivered            |  |
|                            |   |              | ✓    | ✓ | ✓ | ✓ | 1.4.3.1.2 Prepare and distribute a regular Council newsletter to residents.                                  | CCDE           | Newsletter published/ monthly |  |

### Strategy 1.4.4

### Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities.

| DELIVERY PROGRAM 2017-2021 |   |              |      |   |   |   | OPERATIONAL PLAN 2019-2020  |                |                                  |  |
|----------------------------|---|--------------|------|---|---|---|---|----------------|----------------------------------|--|
| Principal Activities       |   | Council Role | Year |   |   |   | Annual Action   | Responsibility | Measure/ Target                  |  |
|                            |   |              | 1    | 2 | 3 | 4 |   |                |                                  |  |
| 1.4.4.1                    | Increase community participation in community and cultural events | Facilitate   | ✓    | ✓ | ✓ | ✓ | 1.4.4.1.1 Promote Uralla Shire community events through Council’s website.  | TPOO           | Events promoted/ as requested    |  |
|                            |   |              | ✓    | ✓ | ✓ | ✓ | 1.4.4.1.2 Seek Youth Week funding and facilitate the coordination of the Youth Week program of activities.  | CCDE           | Funding application/ lodged      |  |
|                            |   |              | ✓    | ✓ | ✓ | ✓ | 1.4.4.1.3   |                | Youth Week activities/ delivered |  |
|                            |   |              | ✓    | ✓ | ✓ | ✓ | 1.4.4.1.4 Seek National Aboriginal and Islander Day Observance Committee (NAIDOC) funding and coordinate Council’s NAIDOC activities in consultation with the Elders. | CCDE           | NAIDOC activities/ delivered     |  |

### Strategy 1.4.5

### Lobby government to maintain and improve community and public transport services and infrastructure

| DELIVERY PROGRAM 2017-2021 |                            |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |                           |  |  |
|----------------------------|----------------------------|--------------|------|---|---|---|--|----------------|---------------------------|--|--|
| Principal Activities       |                            | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/<br>Target        |  |  |
|                            |                            |              | 1    | 2 | 3 | 4 |  |                |                           |  |  |
| 1.4.5.1                    | Enhance transport services | Advocate     | ✓    | ✓ | ✓ | ✓ | 1.4.5.1.1 Advocate, when necessary, for continuing access to Mascot airport at peak times. | GM             | Advocate/<br>as necessary |  |  |

### Work towards achieving the status of a Disability Friendly community through the provision of accessible and inclusive facilities and services

### Strategy 1.4.6

| DELIVERY PROGRAM 2017-2021 |  |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |                         |  |
|----------------------------|--|--------------|------|---|---|---|--|----------------|-------------------------|--|
| Principal Activities       |  | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Outcome        |  |
|                            |  |              | 1    | 2 | 3 | 4 |  |                |                         |  |
| 1.4.6.1                    | Develop and implement a range of strategies to improve access and inclusion to council facilities and services | Provide      | ✓    | ✓ | ✓ | ✓ | 1.4.6.1.1 Incorporate principles of inclusion into Council’s asset planning and renewal programs (DIAP).   | DID            | Principles/ implemented |  |
|                            |  |              | ✓    | ✓ | ✓ | ✓ | 1.4.6.1.2 Assess and audit disability parking locations, including ramps and kerb access, as part of the Pedestrian Access and Mobility Plan development, subject to RMS funding (DIAP). | DID            | Review/ progressing     |  |

## OUR ECONOMY

### Goal 2.1

#### Strategy 2.1.1

An attractive environment for business, tourism and industry

Promote Uralla Shire and the region as a place to live, work, visit and invest

| DELIVERY PROGRAM 2017-2021 |   |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |  |  |
|----------------------------|---|--------------|------|---|---|---|--|----------------|--|--|
| Principal Activities       |   | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target                                      |  |
|                            |   |              | 1    | 2 | 3 | 4 |  |                |  |  |
| 2.1.1.1                    | Promote Uralla Shire through the visitor information centre | Provide      | ✓    | ✓ | ✓ | ✓ | 2.1.1.1.1 Operate the Visitor Information Centre.  | TPOO           | Visitor Information Centre open/ 7 days a week       |  |
|                            |   |              |      |   | ✓ | ✓ | 2.1.1.1.2 Finalise costs and timeframes for the Visitor Information Centre improvement project.                        | TPOO           | Estimated projects costs and timeframes/ established |  |
|                            |   |              |      |   | ✓ | ✓ | 2.1.1.1.3 Commence implementation of the Visitor Information Centre improvement project subject to Council resolution. | TPOO           | Project implementation/ commenced                    |  |

#### Strategy 2.1.2

Promote the Uralla Shire to business and industry and increase recognition of the areas strategic advantages

| DELIVERY PROGRAM 2017-2021 |  |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |  |
|----------------------------|--|--------------|------|---|---|---|--|----------------|--|
| Principal Activities       |  | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/<br>Target                               |
|                            |  |              | 1    | 2 | 3 | 4 |  |                |  |
| 2.1.2.1                    | Improve recognition of Uralla Shire and the region's strategic economic advantages | Advocate     |      | ✓ | ✓ | ✓ | 2.1.2.1.1 Partner with neighbouring councils to coordinate delivery of the Regional Economic Development Strategy. | EMCS           | Sub-regional working group meetings/<br>attended |



### Strategy 2.1.3

Lobby for government funded infrastructure and services to match business and industry development in the region (education, transport, health)

| DELIVERY PROGRAM 2017-2021 |  |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |   |  |
|----------------------------|--|--------------|------|---|---|---|--|----------------|---|--|
| Principal Activities       |  | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target                           |  |
|                            |  |              | 1    | 2 | 3 | 4 |  |                |   |  |
| 2.1.3.1                    | Enhance infrastructure to support regional education, transport and health development | Advocate     | ✓    | ✓ | ✓ | ✓ | 2.1.3.1.1 Lobby government for funding to undertake necessary upgrades to provide HML capacity.                      | DID            | Number of lobbying activities/ maintained |  |
|                            |  |              | ✓    | ✓ | ✓ | ✓ | 2.1.3.1.2 Develop a list of priority transport infrastructure projects to capitalise on grant funding opportunities. | DID            | Priority list/ compiled                   |  |

### Strategy 2.1.4

Implement tools to simplify development processes and encourage quality commercial, industrial, and residential development

| DELIVERY PROGRAM 2017-2021 |  |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |   |  |  |
|----------------------------|--|--------------|------|---|---|---|--|----------------|---|--|--|
| Principal Activities       |  | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target                                 |  |  |
|                            |  |              | 1    | 2 | 3 | 4 |  |                |   |  |  |
| 2.1.4.1                    | Process building and development application | Provide      | ✓    | ✓ | ✓ | ✓ | 2.1.4.1.1 Assess and determine development, construction, and other regulatory applications. | MDP            | Applications determined/ = statutory timeframes |  |  |
|                            |  |              | ✓    | ✓ | ✓ | ✓ | 2.1.4.1.2 Construction certificates provided in accordance with legislation.                 | MDP            | Certificates provided/ = statutory timeframes   |  |  |

## OUR ECONOMY

### Goal 2.2

#### Strategy 2.2.1

Growing diversified employment, education and tourism opportunities

Provide land use planning that facilitates employment creation

| DELIVERY PROGRAM 2017-2021 |   |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |                         |  |
|----------------------------|---|--------------|------|---|---|---|--|----------------|-------------------------|--|
| Principal Activities       |   | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target         |  |
|                            |   |              | 1    | 2 | 3 | 4 |  |                |                         |  |
| 2.2.1.1                    | Optimise land use planning instruments to support employment creating business and industries | Provide      | ✓    | ✓ | ✓ | ✓ | 2.2.1.1.1 Monitor and review Council’s Local Environment Plan and other strategic and supporting planning documents. | MDP            | LEP and DCP/ maintained |  |

#### Strategy 2.2.2

Support and encourage existing business and industry to develop and grow

| DELIVERY PROGRAM 2017-2021 |   |              |      |   |   |   | OPERATIONAL PLAN 2019-2020  |                |                                     |  |
|----------------------------|---|--------------|------|---|---|---|---|----------------|-------------------------------------|--|
| Principal Activities       |   | Council Role | Year |   |   |   | Annual Action   | Responsibility | Measure/ Target                     |  |
|                            |   |              | 1    | 2 | 3 | 4 |   |                |                                     |  |
| 2.2.2.1                    | Encourage business and industry development | Provide      | ✓    | ✓ | ✓ | ✓ | 2.2.2.1.1 Assess and maintain a sufficient supply of residential, lifestyle, agricultural commercial and industrial zoned land. | MDP            | Supply and demand review/ completed |  |
|                            |   |              |      | ✓ | ✓ |   | 2.2.2.1.2 Determine cost for construction of Stage 1 of the industrial subdivision project in Rowan Avenue, Uralla.             | DID            | Cost Estimate/ Complete             |  |
|                            |   |              |      | ✓ | ✓ | ✓ | 2.2.2.1.3 Commence construction of Stage 1 for the Rowan Avenue, Uralla, subdivision, subject to resolution of Council.         | DID            | Construction of Stage 1/commenced   |  |

**Strategy 2.2.3****Support the attraction of new businesses, including sustainable employment generating projects**

| DELIVERY PROGRAM 2017-2021 |  |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |  |  |  |
|----------------------------|--|--------------|------|---|---|---|--|----------------|--|--|--|
| Principal Activities       |  | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target                                    |  |  |
|                            |  |              | 1    | 2 | 3 | 4 |  |                |  |  |  |
| 2.2.3.1                    | Provide information to support new and existing business operators | Provide      | ✓    | ✓ | ✓ | ✓ | 2.2.3.1.1 Provide consultation with potential new business operators and pre-development application assistance. | MDP            | Consultation and assistance activities/ documented |  |  |

**Strategy 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 2017-2021 |  |              |      |   |   |   | OPERATIONAL PLAN 2019-2020  |                |                          |  |
|----------------------------|--|--------------|------|---|---|---|---|----------------|--------------------------|--|
| Principal Activities       |  | Council Role | Year |   |   |   | Annual Action   | Responsibility | Measure/ Target          |  |
|                            |  |              | 1    | 2 | 3 | 4 |   |                |                          |  |
| 2.2.4.1                    | Promote Uralla Shire and the region as a tourism destination | Facilitate   | ✓    | ✓ | ✓ | ✓ | 2.2.4.1.1 Collaborate with other councils and tourism bodies to promote the region with a Uralla Shire focus. | TPOO           | Promotional activity/ =2 |  |

## OUR ECONOMY

### Goal 2.3

#### Strategy 2.3.1

**A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycle ways that are adequate, interconnected and maintained**

**Provide an effective road network that balances asset conditions with available resources and asset utilisation**

| DELIVERY PROGRAM 2017-2021 |   |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |  |
|----------------------------|---|--------------|------|---|---|---|--|----------------|--|
| Principal Activities       |   | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target                            |
|                            |   |              | 1    | 2 | 3 | 4 |  |                |  |
| 2.3.1.1                    | Deliver road and drainage maintenance services and capital works programs | Provide      | ✓    | ✓ | ✓ | ✓ | 2.3.1.1.1 Deliver sealed roads bitumen maintenance program in line with established service levels and intervention points – per Transportation Asset Management Plan. | MIW            | Percentage of program completed/ =>90%     |
|                            |   |              | ✓    | ✓ | ✓ | ✓ | 2.3.1.1.2 Deliver sealed roads capital renewal program – per Transportation Asset Management Plan.   | MIW            | Percentage of program completed/ =>90%     |
|                            |   |              | ✓    | ✓ | ✓ | ✓ | 2.3.1.1.4 Seek funding for transport infrastructure expansion projects.  | MIW            | Number of funding applications/ maintained |
|                            |   |              | ✓    | ✓ | ✓ | ✓ | 2.3.1.1.5 Deliver unsealed roads grading program in line with established service levels and intervention points – per Transportation Asset Management Plan.           | MIW            | Percentage of program completed/ =>90%     |
|                            |   |              | ✓    | ✓ | ✓ | ✓ | 2.3.1.1.6 Deliver unsealed roads re-sheeting program in line with established service levels – per Transportation Asset Management Plan.                               | MIW            | Percentage of program completed/ =>90%     |
|                            |   |              |      |   |   |   |  |                |  |

### Strategy 2.3.2

### Maintain, review and replace Council bridges and culverts as required

| DELIVERY PROGRAM 2017-2021 |  |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |  |
|----------------------------|--|--------------|------|---|---|---|--|----------------|--|
| Principal Activities       |  | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target                        |
|                            |  |              | 1    | 2 | 3 | 4 |  |                |  |
| 2.3.2.1                    | Deliver bridge and culvert maintenance services and capital works programs | Provide      | ✓    | ✓ | ✓ | ✓ | 2.3.2.1.1 Inspect all bridges and carry out the required maintenance programs.                         | MIW            | Percentage of program completed/ =>90% |
|                            |  |              | ✓    | ✓ | ✓ | ✓ | 2.3.2.1.2 Deliver bridge and culvert capital works program – per Transportation Asset Management Plan. | MIW            | Percentage of program completed/ =>90% |

### Strategy 2.3.3

### Ensure road network supporting assets (signs, posts, lighting, guardrails, etc.) are maintained adequately and renewed as scheduled

| DELIVERY PROGRAM 2017-2021 |   |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |  |
|----------------------------|---|--------------|------|---|---|---|--|----------------|--|
| Principal Activities       |   | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target                        |
|                            |   |              | 1    | 2 | 3 | 4 |  |                |  |
| 2.3.3.1                    | Deliver roads, lighting, signs, guard rail, and posts maintenance and renewal program | Provide      | ✓    | ✓ | ✓ | ✓ | 2.3.3.1.1 Deliver unsealed road network supporting infrastructure replacement program.   | MIW            | Percentage of program completed/ =>90% |
|                            |   |              |      |   |   |   | 2.3.3.1.2 Renew and maintain lighting, signs, posts, and guard rail assets as necessary. | MIW            | As necessary/ completed                |

**Strategy 2.3.4****Provide a network of town and village streets that balances asset conditions with available resources and asset utilisation**

| DELIVERY PROGRAM 2017-2021 |  |              |      |   |   |   | OPERATIONAL PLAN 2019-2020  |                |  |  |
|----------------------------|--|--------------|------|---|---|---|---|----------------|--|--|
| Principal Activities       |  | Council Role | Year |   |   |   | Annual Action   | Responsibility | Measure/ Target                        |  |
|                            |  |              | 1    | 2 | 3 | 4 |   |                |  |  |
| 2.3.4.1                    | Deliver town and village streets maintenance services and capital works programs | Provide      | ✓    | ✓ | ✓ | ✓ | 2.3.4.1.1 Deliver town streets maintenance and resealing programs – per Transportation Asset Management Plan. | MIW            | Percentage of program completed/ =>90% |  |

**Strategy 2.3.5****Maintain existing walking and cycling networks across the region**

| DELIVERY PROGRAM 2017-2021 |   |              |      |   |   |   | OPERATIONAL PLAN 2019-2020  |                |  |
|----------------------------|---|--------------|------|---|---|---|---|----------------|--|
| Principal Activities       |   | Council Role | Year |   |   |   | Annual Action   | Responsibility | Measure/ Target                        |
|                            |   |              | 1    | 2 | 3 | 4 |   |                |  |
| 2.3.5.1                    | Deliver walkways and cycle ways maintenance services and capital works programs | Provide      | ✓    | ✓ | ✓ | ✓ | 2.3.5.1.1 Inspect footpaths and deliver maintenance and repair program. | MIW            | Percentage of program completed/ =>90% |

**Strategy 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**

| DELIVERY PROGRAM 2017-2021 |  |              |      |   |   | OPERATIONAL PLAN 2019-2020 |  |                |                                 |
|----------------------------|--|--------------|------|---|---|----------------------------|--|----------------|---------------------------------|
| Principal Activities       |  | Council Role | Year |   |   |                            | Annual Action  | Responsibility | Measure/ Target                 |
|                            |  |              | 1    | 2 | 3 | 4                          |  |                |                                 |
| 2.3.6.1                    | Expand the Shire’s integrated and accessible cycle ways and walkways network | Provide      | ✓    | ✓ | ✓ | ✓                          | 2.3.6.1.1 Seek funding from Roads and Maritime Services to extend Maitland Ave shared pedestrian/cycleway. | MIW            | Funding applications/ submitted |

**Strategy 2.3.7**

**Implement and maintain developer contribution plans**

| DELIVERY PROGRAM 2017-2021 |  |              |      |   |   |   | OPERATIONAL PLAN 2019-2020  |                |                 |
|----------------------------|--|--------------|------|---|---|---|---|----------------|-----------------|
| Principal Activities       |  | Council Role | Year |   |   |   | Annual Action   | Responsibility | Measure/ Target |
|                            |  |              | 1    | 2 | 3 | 4 |   |                |                 |
| 2.3.7.1                    | Develop section 94 and section 64 contribution framework | Provide      |      | ✓ | ✓ | ✓ | 2.3.7.1.1 Develop Section 64 contribution plans for consideration | MDP            | Plan/ completed |

**Strategy 2.3.8**

**Provide the required public transport infrastructure and work with key partners to expand the provision of cost effective public transport**

| DELIVERY PROGRAM 2017-2021 |   |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |                           |  |
|----------------------------|---|--------------|------|---|---|---|--|----------------|---------------------------|--|
| Principal Activities       |   | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target           |  |
|                            |   |              | 1    | 2 | 3 | 4 |  |                |                           |  |
| 2.3.8.1                    | Enhance Council's public transport infrastructure | Provide      | ✓    | ✓ | ✓ | ✓ | 2.3.8.1.1 Develop a renewal and maintenance program for Council bus stops. | MIW            | Service levels/ developed |  |



## OUR ECONOMY

### Goal 2.4

#### Strategy 2.4.1

Communities that are well serviced with essential infrastructure

Develop a strategically located network of quality, accessible and safe public amenities that are adequately maintained and renewed

| DELIVERY PROGRAM 2017-2021 |   |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |                            |
|----------------------------|---|--------------|------|---|---|---|--|----------------|----------------------------|
| Principal Activities       |   | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target            |
|                            |   |              | 1    | 2 | 3 | 4 |  |                |                            |
| 2.4.1.1                    | Provide public amenities for residents and visitors | Provide      | ✓    | ✓ | ✓ | ✓ | 2.4.1.1.1 Deliver maintenance and renewal programs for public amenities – per Buildings Asset Management Plan. | DID            | Service levels/ maintained |

#### Strategy 2.4.2

Implement Council's strategic asset management plan and continue to develop asset systems, plans and practices for infrastructure assets to minimize whole of life costs

| DELIVERY PROGRAM 2017-2021 |  |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |                        |
|----------------------------|--|--------------|------|---|---|---|--|----------------|------------------------|
| Principal Activities       |  | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target        |
|                            |  |              | 1    | 2 | 3 | 4 |  |                |                        |
| 2.4.2.1                    | Develop and implement asset management plans | Provide      | ✓    | ✓ | ✓ | ✓ | 2.4.2.1.1 Prepare an overarching asset management policy and strategy.                         | DID            | draft/ completed       |
|                            |  |              | ✓    | ✓ | ✓ | ✓ | 2.4.2.1.2 Review and update the Plant Asset Management Plan.                                   | DID            | Plan update/ completed |
|                            |  |              | ✓    | ✓ | ✓ | ✓ | 2.4.2.1.3 Review and update the Buildings Asset Management Plan, including service levels.     | DID            | Plan/ finalised        |
|                            |  |              | ✓    | ✓ | ✓ | ✓ | 2.4.2.1.4 Review and update the Transport Asset Management Plan.                               | DID            | Review/ completed      |
|                            |  |              | ✓    | ✓ | ✓ | ✓ | 2.4.2.1.5 Incorporate Council cemeteries into the Parks and Open Spaces Asset Management Plan. | DID            | Plan/ completed        |
|                            |  |              | ✓    | ✓ | ✓ | ✓ | 2.4.2.1.6 Review and update the Sewer Asset Management Plan.                                   | MWWS           | Plan update/ completed |

| DELIVERY PROGRAM 2017-2021 |  |              |      |   |   |   | OPERATIONAL PLAN 2019-2020  |                |                        |
|----------------------------|--|--------------|------|---|---|---|---|----------------|------------------------|
| Principal Activities       |  | Council Role | Year |   |   |   | Annual Action   | Responsibility | Measure/ Target        |
|                            |  |              | 1    | 2 | 3 | 4 |   |                |                        |
|                            |  |              | ✓    | ✓ | ✓ | ✓ | 2.4.2.1.7 Review and update the Water Supply Asset Management Plan. | MWWS           | Plan update/ completed |
|                            |  |              | ✓    | ✓ | ✓ | ✓ | 2.4.2.1.8 Implement the Stormwater Drainage Asset Management Plan.  | DID            | Plan update/ completed |

**Strategy 2.4.3** Provide the infrastructure to embellish public spaces, recreation areas and parkland areas

| DELIVERY PROGRAM 2017-2021 |                                       |              |      |   |   |   | OPERATIONAL PLAN 2019-2020                  |                |                        |
|----------------------------|---------------------------------------|--------------|------|---|---|---|---|----------------|------------------------|
| Principal Activities       |                                       | Council Role | Year |   |   |   | Annual Action                               | Responsibility | Measure/ Target        |
|                            |                                       |              | 1    | 2 | 3 | 4 |   |                |                        |
| 2.4.3.1                    | Provide connectivity to public spaces | Provide      | ✓    | ✓ | ✓ | ✓ | 2.4.3.1.1 Connect footpaths and cycle ways. | MIW            | Connectivity/ Improved |

**Strategy 2.4.4** Ensure adequate public car parking and kerb and gutter infrastructure is provided, maintained and renewed.

| DELIVERY PROGRAM 2017-2021 |   |              |      |   |   |   | OPERATIONAL PLAN 2018-2019   |                |                          |
|----------------------------|---|--------------|------|---|---|---|--|----------------|--------------------------|
| Principal Activities       |   | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target          |
|                            |   |              | 1    | 2 | 3 | 4 |  |                |                          |
| 2.4.4.1                    | Maintain kerb and guttering to established service levels | Provide      | ✓    | ✓ | ✓ | ✓ | 2.4.4.1.1 Inspect all kerb and gutter and undertake the required repair and replacement program. | MIW            | Program delivered/ =>90% |

OUR  
ENVIRONMENT

Goal 3.1

Strategy 3.1.1

To preserve, protect and renew our beautiful natural environment  
Record and promote the region's heritage in partnership with the community

| DELIVERY PROGRAM 2017-2021 |                                  |              |      |   |   |   | OPERATIONAL PLAN 2019-2020  |                |                               |
|----------------------------|----------------------------------|--------------|------|---|---|---|---|----------------|-------------------------------|
| Principal Activities       |                                  | Council Role | Year |   |   |   | Annual Action   | Responsibility | Measure/ Target               |
|                            |                                  |              | 1    | 2 | 3 | 4 |   |                |                               |
| 3.1.1.1                    | Preserve Uralla Shire's heritage | Provide      | ✓    | ✓ | ✓ | ✓ | 3.1.1.1.1 Progressively implement the recommended actions from the Heritage Strategy. | MDP            | Strategy actions/ implemented |

Strategy 3.1.2

Protect the Shire's historic buildings and sites, recognizing their value to the community

| DELIVERY PROGRAM 2017-2021 |                                       |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |  |
|----------------------------|---------------------------------------|--------------|------|---|---|---|--|----------------|--|
| Principal Activities       |                                       | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target                          |
|                            |                                       |              | 1    | 2 | 3 | 4 |  |                |  |
| 3.1.2.1                    | Provide heritage services and support | Provide      | ✓    | ✓ | ✓ | ✓ | 3.1.2.1.1 Facilitate a Heritage Advisory Service and Local Heritage Assistance Fund. | MDP            | Number of service activities/ maintained |

### Strategy 3.1.3

### Protect and maintain a healthy catchment and waterways

| DELIVERY PROGRAM 2017-2021 |   |              |      |   |   |   | OPERATIONAL PLAN 2019-2020  |                |                           |
|----------------------------|---|--------------|------|---|---|---|---|----------------|---------------------------|
| Principal Activities       |   | Council Role | Year |   |   |   | Annual Action   | Responsibility | Measure/ Target           |
|                            |   |              | 1    | 2 | 3 | 4 |   |                |                           |
| 3.1.3.1                    | Maintain compliant catchment and waterways management | Provide      | ✓    | ✓ | ✓ | ✓ | 3.1.3.1.1 Undertake annual maintenance program for Council's gross pollutant traps.   | MIW            | As necessary/ maintained  |
|                            |   |              | ✓    | ✓ | ✓ | ✓ | 3.1.3.1.2 Continue to Implement the actions for the Wooldridge fossicking area management plan.   | EMC            | Implementation/ commenced |
|                            |   |              | ✓    | ✓ | ✓ | ✓ | 3.1.3.1.3 Review Kentucky Creek Dam Safety Plan.  | MWWSS          | Plan/ reviewed            |
|                            |   |              | ✓    | ✓ | ✓ | ✓ | 3.1.3.1.4 Maintain compliance with Environmental Protection Licence requirements for the Uralla landfill, sewer and water treatment plants. | MWWSS          | Testing regime/ compliant |

### Strategy 3.1.4

### Raise community awareness of environmental and biodiversity issues

| DELIVERY PROGRAM 2017-2021 |  |              |      |   |   |   | OPERATIONAL PLAN 2019-2020  |                |   |
|----------------------------|--|--------------|------|---|---|---|---|----------------|---|
| Principal Activities       |  | Council Role | Year |   |   |   | Annual Action   | Responsibility | Measure/ Target                         |
|                            |  |              | 1    | 2 | 3 | 4 |   |                |   |
| 3.1.4.1                    | Provide bush regeneration activities and information | Provide      | ✓    | ✓ | ✓ | ✓ | 3.1.4.1.1 Continue to review and implement the Bush Regeneration Strategy and Action Plan.          | EMC            | Implementation/ commenced               |
|                            |  |              | ✓    | ✓ | ✓ | ✓ | 3.1.4.1.2 Continue to review and Implement the Environmental Sustainability Action Plan priorities. | EMC            | Implementation of priorities/ commenced |

**Maintain a healthy balance between development and the environment**  
**Retain open space and greenbelts that are accessible to everyone**

| DELIVERY PROGRAM 2017-2021 |                                    |              |       |   |   |   | OPERATIONAL PLAN 2019-2020  |                |                         |  |
|----------------------------|------------------------------------|--------------|-------|---|---|---|---|----------------|-------------------------|--|
| Principal Activities       |                                    | Council Role | Years |   |   |   | Annual Action   | Responsibility | Measure/ Target         |  |
|                            |                                    |              | 1     | 2 | 3 | 4 |   |                |                         |  |
| 3.2.1.1                    | Preserve sensitive greenbelt lands | Provide      | ✓     | ✓ | ✓ | ✓ | 3.2.1.1.1 Review and monitor vegetation and environmental protection measures for sensitive land. | MDP            | LEP and DCP/ maintained |  |

### Strategy 3.2.2

**Educate the community about sustainable practices in the home, at work and in public places**

| DELIVERY PROGRAM 2017-2021 |   |              |       |   |   |   | OPERATIONAL PLAN 2019-2020                              |                |  |
|----------------------------|---|--------------|-------|---|---|---|---|----------------|--|
| Principal Activities       |   | Council Role | Years |   |   |   | Annual Action   | Responsibility | Measure/ Target                          |
|                            |   |              | 1     | 2 | 3 | 4 |   |                |  |
| 3.2.2.1                    | Raise community awareness of sustainability practices | Facilitate   | ✓     | ✓ | ✓ | ✓ | 3.2.2.1.1 Collaborate and partner with the Uralla ZNET. | EMC            | Number of awareness programs/ maintained |

### Strategy 3.2.3

**Ensure that Uralla Shire is sufficiently prepared to deal with natural disasters including bushfires, major storms and flood events**

|                      |   | DELIVERY PROGRAM 2017-2021 |       |   |   |   | OPERATIONAL PLAN 2019-2020   |                |  |  |  |
|----------------------|---|----------------------------|-------|---|---|---|--|----------------|--|--|--|
| Principal Activities |   | Council Role               | Years |   |   |   | Annual Action  | Responsibility | Measure/ Target                            |  |  |
|                      |   |                            | 1     | 2 | 3 | 4 |  |                |  |  |  |
| 3.2.3.1              | Collaborate with service providers to be emergency response ready | Provide                    | ✓     | ✓ | ✓ | ✓ | 3.2.3.1.1 Participate in natural disaster mitigation and provide local emergency management officer. | DIR            | Seasonal mitigation activities/ maintained |  |  |

**Reuse, recycle and reduce waste**

**Promoting recycling, reusing and providing regular and efficient waste and recycling services**

| DELIVERY PROGRAM 2017-2021 |  |              |       |   |   |   | OPERATIONAL PLAN 2019-2020  |                |                            |
|----------------------------|--|--------------|-------|---|---|---|---|----------------|----------------------------|
| Principal Activities       |  | Council Role | Years |   |   |   | Annual Action   | Responsibility | Measure/ Target            |
|                            |  |              | 1     | 2 | 3 | 4 |   |                |                            |
| <b>3.3.1.1</b>             | <b>Provide waste removal and recycling services within the Shire</b> | Provide      | ✓     | ✓ | ✓ | ✓ | 3.3.1.1.1 Provide general waste collection services to the defined service areas.   | MWWSS          | Service levels/ maintained |
|                            |  |              | ✓     | ✓ | ✓ | ✓ | 3.3.1.1.2 Provide recycling waste collection services to the defined service areas.   | MWWSS          | Service levels/ maintained |
|                            |  |              |       | ✓ | ✓ | ✓ | 3.3.1.1.3 Continue operations evaluation and begin community consultation regarding future operation of the Bundarra Landfill site. | MWWSS          | Evaluation/ progressing    |
|                            |  |              |       |   | ✓ | ✓ | 3.3.1.1.4 Develop a Waste Services Asset Management Plan  | MWWSS          | Plan/ complete             |
|                            |  |              |       |   | ✓ |   | 3.3.1.1.3 Undertake a review of Council's waste management operating and service delivery environment.                              | MWWSS          | Review/ complete           |

**Strategy 3.3.2**

**Providing education to the community on ways to minimize the waste produced by households**

| DELIVERY PROGRAM 2017-2021 |  |              |       |   |   |   | OPERATIONAL PLAN 2019-2020  |                |                            |
|----------------------------|--|--------------|-------|---|---|---|---|----------------|----------------------------|
| Principal Activities       |  | Council Role | Years |   |   |   | Annual Action   | Responsibility | Measure/ Target            |
|                            |  |              | 1     | 2 | 3 | 4 |   |                |                            |
| <b>3.3.2.1</b>             | <b>Improve community awareness of recycling and waste minimisation</b> | Provide      | ✓     | ✓ | ✓ | ✓ | 3.3.2.1.1 Support the Northern Inland Regional Waste Community Recycling Centre Regional Communication and Education Plan | MWWSS          | Program/ delivered         |
|                            |  |              | ✓     | ✓ | ✓ | ✓ | 3.3.2.1.2 Offer schools access to Council-supported participation in waste education programs                             | MWWSS          | School participants/ 3     |
|                            |  |              | ✓     | ✓ | ✓ | ✓ | 3.3.2.1.3 Operate the Uralla Community Recycling Centre   | MWWSS          | Service levels/ maintained |

### Strategy 3.3.3

### Implementing initiatives to reduce illegal dumping and providing community education to prevent litter

| DELIVERY PROGRAM 2017-2021 |                          |              |       |   |   |   | OPERATIONAL PLAN 2019-2020  |                |                    |
|----------------------------|--------------------------|--------------|-------|---|---|---|---|----------------|--------------------|
| Principal Activities       |                          | Council Role | Years |   |   |   | Annual Action   | Responsibility | Measure/ Target    |
|                            |                          |              | 1     | 2 | 3 | 4 |   |                |                    |
| 3.3.3.1                    | Promote litter reduction | Provide      | ✓     | ✓ | ✓ | ✓ | 3.3.3.1.1 Continue to participate in the Northern Inland Regional Waste Litter Implementation Plan.   | MWWSS          | Program/ delivered |
|                            |                          |              |       | ✓ | ✓ |   | 3.3.3.1.2 Review the NSW Illegal Dumping Strategy for participation and implementation opportunities. | MMWWS          | Strategy/ reviewed |

### Strategy 3.3.4

### Identifying and implementing water conservation and sustainable water usage practices in council operations

| DELIVERY PROGRAM 2017-2021 |                        |              |       |   |   |   | OPERATIONAL PLAN 2019-2020  |                |                        |
|----------------------------|------------------------|--------------|-------|---|---|---|---|----------------|------------------------|
| Principal Activities       |                        | Council Role | Years |   |   |   | Annual Action   | Responsibility | Measure/ Target        |
|                            |                        |              | 1     | 2 | 3 | 4 |   |                |                        |
| 3.3.4.1                    | Minimise water wastage | Provide      |       |   | ✓ | ✓ | 3.3.4.1.1 Review council water consumption for major council facilities against historical records. | DID            | Inspections/ completed |

### Strategy 3.3.5

### Identify technologies in council facilities, infrastructure and service delivery to reduce our ecological footprint

| DELIVERY PROGRAM 2017-2021 |  |              |       |   |   |   | OPERATIONAL PLAN 2019-2020   |                |                                    |
|----------------------------|--|--------------|-------|---|---|---|--|----------------|------------------------------------|
| Principal Activities       |  | Council Role | Years |   |   |   | Annual Action  | Responsibility | Measure/ Target                    |
|                            |  |              | 1     | 2 | 3 | 4 |  |                |                                    |
| 3.3.5.1                    | Reduce Council's environmental footprint | Provide      | ✓     | ✓ | ✓ | ✓ | 3.3.5.1.1 Partner with ZNET to deliver the Elephants in the Woodlands project.                         | EMC            | Participation at meetings/ =4      |
|                            |  |              | ✓     | ✓ | ✓ | ✓ | 3.3.5.1.2 Update and implement criteria to assess environmental management in infrastructure projects. | EMC            | Criteria implementation/ commenced |

Secure sustainable and environmentally sound water-cycle infrastructure and services

Maintain and renew water network infrastructure to ensure the provision of secure, quality and reliable drinking water supplies

| DELIVERY PROGRAM 2017-2021 |                      |              |       |   |   |   | OPERATIONAL PLAN 2019-2020   |                |                                     |
|----------------------------|----------------------|--------------|-------|---|---|---|--|----------------|-------------------------------------|
| Principal Activities       |                      | Council Role | Years |   |   |   | Annual Action  | Responsibility | Measure/Target                      |
|                            |                      |              | 1     | 2 | 3 | 4 |  |                |                                     |
| 3.4.1.1                    | Provide water supply | Provide      | ✓     | ✓ | ✓ | ✓ | 3.4.1.1.1 Deliver Uralla and Bundarra water supply in compliance with the Drinking Water Quality Management Plan.  | MWWSS          | Compliance/achieved                 |
|                            |                      |              |       | ✓ | ✓ | ✓ | 3.4.1.1.2 Work with landholders to improve protection of Kentucky Creek and Taylors Pond drinking water storages.  | MWWSS          | Improvement initiatives/implemented |
|                            |                      |              | ✓     | ✓ | ✓ | ✓ | 3.4.1.1.3 Progress the investigations for the augmentations of the Bundarra and Uralla water supplies to increase yield, as identified in the Yield Study. | MWWSS          | Review/completed                    |
|                            |                      |              | ✓     | ✓ | ✓ | ✓ | 3.4.1.1.4 Continue annual water main replacement program.  | MWWSS          | Program/continued                   |
|                            |                      |              |       |   | ✓ |   | 3.4.1.1.5 Renew filter media at the Uralla water treatment plant.  | MWWSS          | Renewal/completed                   |
|                            |                      |              |       |   | ✓ |   | 3.4.1.1.6 Implement recommended work place health and safety improvements to Uralla and Bundarra water supply schemes.                                     | MWWSS<br>RMSO  | Improvements/completed              |



### Strategy 3.4.2

**Maintain and renew the sewerage network infrastructure to ensure the provision of efficient and environmentally-sound sewerage services**

| DELIVERY PROGRAM 2017-2021 |                           |              |       |   |   |   | OPERATIONAL PLAN 2019-2020   |                |                             |
|----------------------------|---------------------------|--------------|-------|---|---|---|--|----------------|-----------------------------|
| Principal Activities       |                           | Council Role | Years |   |   |   | Annual Action  | Responsibility | Measure/ Target             |
|                            |                           |              | 1     | 2 | 3 | 4 |  |                |                             |
| 3.4.2.1                    | Provide sewerage services | Provide      | ✓     | ✓ | ✓ | ✓ | 3.4.2.1.1 Operate the Uralla sewer treatment plant in an efficient and effective manner.                     | MWWSS          | Licence compliance/ met     |
|                            |                           |              | ✓     | ✓ | ✓ | ✓ | 3.4.2.1.2 Maintain and renew the sewer infrastructure network in-line with established programs.             | MWWSS          | Service levels/ met         |
|                            |                           |              | ✓     | ✓ | ✓ | ✓ | 3.4.2.1.3 Seek additional government funding to progress Bundarra sewerage scheme.                           | MWWSS          | Additional funding/ secured |
|                            |                           |              |       |   | ✓ |   | 3.4.2.1.4 Implement the recommended work place health and safety improvements to the Uralla sewerage scheme. | MWWSS<br>RMSO  | Improvements/ Completed     |

### Strategy 3.4.3

**Ensure adequate stormwater and drainage infrastructure is provided, maintained and renewed**

| DELIVERY PROGRAM 2017-2021 |  |              |       |   |   |   | OPERATIONAL PLAN 2019-2020  |                |                          |
|----------------------------|--|--------------|-------|---|---|---|---|----------------|--------------------------|
| Principal Activities       |  | Council Role | Years |   |   |   | Annual Action   | Responsibility | Measure/ Target          |
|                            |  |              | 1     | 2 | 3 | 4 |   |                |                          |
| 3.4.3.1                    | Provide stormwater and drainage infrastructure | Provide      | ✓     | ✓ | ✓ | ✓ | 3.4.3.1.1 Maintain and renew stormwater and drainage infrastructure.                    | MIW            | Maintenance program/ met |
|                            |  |              |       |   | ✓ |   | 3.4.3.1.2 Develop a stormwater asset management plan for the urban stormwater network.  | DID            | Plan/ complete           |
|                            |  |              |       |   | ✓ |   | 3.4.3.1.3 Undertake stormwater augmentation works to Rowen Ave, near Plane Ave, Uralla. | MIW            | Works/ completed         |

## OUR LEADERSHIP

### Goal 4.1

#### Strategy 4.1.1

A strong, accountable and representative Council

Provide clear direction for the community through the development of the Community Strategic Plan, Delivery Program, and Operational Plan

| DELIVERY PROGRAM 2017-2021 |  |              |       |   |   |   | OPERATIONAL PLAN 2019-2020   |                |  |
|----------------------------|--|--------------|-------|---|---|---|--|----------------|--|
| Principal Activities       |  | Council Role | Years |   |   |   | Annual Action  | Responsibility | Measure/ Target                            |
|                            |  |              | 1     | 2 | 3 | 4 |  |                |  |
| 4.1.1.1                    | Deliver integrated strategic planning and reporting requirements | Provide      | ✓     | ✓ | ✓ | ✓ | 4.1.1.1.1 Continue to develop and adjust the <b>Resourcing Strategy</b> in support of the 4-year Delivery Program. The resourcing strategy consists of the: <ul style="list-style-type: none"><li>Asset Management Strategy</li><li>Workforce Management Plan</li><li>Long Term Financial Plan</li></ul> | DID MHR CFO    | Resourcing Strategy/ monitored and updated |
|                            |  |              | ✓     | ✓ | ✓ | ✓ | 4.1.1.1.2 Develop and monitor the annual Operational Plan, including Budget.   |                |  |
|                            |  |              |       |   |   |   | 4.1.1.1.2.3  |                | Progress reported/ =>6 monthly             |
|                            |  |              |       |   |   | ✓ | ✓  | ✓              | ✓  |

## Strategy 4.1.2

## Engage with the community effectively and use community input to inform decision making

| DELIVERY PROGRAM 2017-2021 |  |            |              |       |   |   | OPERATIONAL PLAN 2019-2020   |               |  |                 |  |  |
|----------------------------|--|------------|--------------|-------|---|---|--|---------------|--|-----------------|--|--|
| Principal Activities       |  |            | Council Role | Years |   |   |  | Annual Action | Responsibility   | Measure/ Target |  |  |
|                            |  |            |              | 1     | 2 | 3 | 4  |               |  |                 |  |  |
| 4.1.2.1                    | Incorporate inclusive community consultation and stakeholder engagement in Council decision making | Facilitate | ✓            | ✓     | ✓ | ✓ | 4.1.2.1.1 Facilitate the delivery of community presentations to Council. | SEO           | Eligible community presentations to Council/ facilitated |                 |  |  |
|                            |  | Provide    | ✓            | ✓     | ✓ | ✓ | 4.1.2.1.2 Conduct Councillors community engagement events.               | CCDE          | Number of councillor community engagement activities/ =3 |                 |  |  |

### Strategy 4.1.3

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

| DELIVERY PROGRAM 2017-2021 |   |         |   |   |   | OPERATIONAL PLAN 2019-2020  |                |  |
|----------------------------|---|---------|---|---|---|---|----------------|--|
| Principal Activities       | Council Role  | Years   |   |   |   | Annual Action   | Responsibility | Measure/ Target  |
|                            |   | 1       | 2 | 3 | 4 |   |                |  |
| <b>4.1.3.1</b>             | <b>Implement and maintain a transparent and accountable decision making framework</b> | Provide |   | ✓ |   | 4.1.3.1.1 Review and update the agency information guide.   | EMCS           | Update/ completed  |
|                            |   |         |   | ✓ | ✓ | 4.1.3.1.2 Coordinate the publication of identified open access information to the website.  | CTI            | Identified open access information published/ =>50%                      |
|                            |   |         |   | ✓ | ✓ | 4.1.3.1.3 Publish the formal Access to Information disclosure log to the new website.   | CTI            | Information disclosure log updated and published/ every 45 days          |
|                            |   |         |   | ✓ | ✓ | 4.1.3.1.4 Maintain the register of government contracts over \$20,000 and publish to the website.                                       | EMCS           | Register of government contracts published to the website/ Every 20 days |
|                            |   |         | ✓ | ✓ | ✓ | 4.1.3.1.5 Priority statutory and corporate policies and codes reviewed and updated as part of a broader policy register review program. | EMCS           | Implementation milestones/ progressing                                   |
|                            |   |         | ✓ | ✓ | ✓ | 4.1.3.1.6 Business papers and minutes are distributed to Councillors and published to the community within agreed service levels.       | SEO            | Three days prior to meeting/ met   |
|                            |   |         | ✓ | ✓ | ✓ | 4.1.3.1.7 Council ordinary and extraordinary meetings are conducted and open to the public.   | GM             | Adopted schedule of meetings/ conducted                                  |

#### Strategy 4.1.4

#### Provide strong representation for the community at the regional, state and federal levels

| DELIVERY PROGRAM 2017-2021 |   |              |       |   |   |   | OPERATIONAL PLAN 2018-2019   |                |  |
|----------------------------|---|--------------|-------|---|---|---|--|----------------|--|
| Principal Activities       |   | Council Role | Years |   |   |   | Annual Action  | Responsibility | Measure/Target                               |
|                            |   |              | 1     | 2 | 3 | 4 |  |                |  |
| 4.1.4.1                    | Maintain effective partnerships and advocacy activities | Advocate     | ✓     | ✓ | ✓ | ✓ | 4.1.4.1.1 Advocate the needs of the shire to State and Federal Governments through regional joint organisations of council | GM             | As necessary advocacy activities/ maintained |

#### Strategy 4.1.5

#### Undertake the civic duties of Council with the highest degree of professionalism and ethics

| DELIVERY PROGRAM 2017-2021 |   |              |       |   |   |   | OPERATIONAL PLAN 2019-2020   |                |   |
|----------------------------|---|--------------|-------|---|---|---|--|----------------|---|
| Principal Activities       |   | Council Role | Years |   |   |   | Annual Action  | Responsibility | Measure/Target  |
|                            |   |              | 1     | 2 | 3 | 4 |  |                |   |
| 4.1.5.1                    | Implement and manage Council's integrity system | Provide      | ✓     | ✓ | ✓ | ✓ | 4.1.5.1.1 Maintain Public Interest Disclosure, Conflict of Interest, Related Party Disclosures and Code of Conduct Complaints Registers in accordance with legislative requirements. | EMCS           | Registers/ maintained   |
|                            |   |              | ✓     | ✓ | ✓ | ✓ | 4.1.5.1.2 Coordinate Public Interest Disclosures and Code of Conduct complaints in accordance with legislation, policy, and procedures.  | EMCS           | Reporting/ compliant  |
|                            |   |              |       | ✓ | ✓ | ✓ | 4.1.5.1.3 Publish a register of pecuniary and non-pecuniary interests disclosures to council's website in accordance with Government Information (Public Access) Act guidelines.     | EMCS           | Interests disclosure log updated and published/ every 45 days |
|                            |   |              |       | ✓ | ✓ | ✓ | 4.1.5.1.4 Implement the Office of Local Government's Local Government Act reform program.  | EMCS           | New legislation Implementation/ progressing                   |
|                            |   |              |       | ✓ | ✓ | ✓ | 4.1.5.1.5 Implement the Fraud and Corruption Control Strategy.   | EMCS           | Implementation milestones/ progressing                        |

| DELIVERY PROGRAM 2017-2021 |  |              |       |   |   |   | OPERATIONAL PLAN 2019-2020   |                |                                   |  |
|----------------------------|--|--------------|-------|---|---|---|--|----------------|-----------------------------------|--|
| Principal Activities       |  | Council Role | Years |   |   |   | Annual Action  | Responsibility | Measure/Target                    |  |
|                            |  |              | 1     | 2 | 3 | 4 |  |                |                                   |  |
| 4.2.1.1                    | Improve the cost effectiveness and efficiency of community service provision | Provide      | ✓     | ✓ | ✓ | ✓ | 4.2.1.1.1 Complete 2 Infrastructure and Development 'service level' reviews. | DID            | 2 service level reviews/completed |  |
|                            |  |              | ✓     | ✓ | ✓ | ✓ | 4.2.1.1.2 Complete 2 Aged and Community Care 'service level' reviews.        | EMACC          | 2 service level reviews/completed |  |
|                            |  |              | ✓     | ✓ | ✓ | ✓ | 4.2.1.1.3 Complete 2 Corporate Services 'service level' reviews.             | EMCS           | 2 service level reviews/completed |  |
|                            |  |              |       |   |   |   |  |                |                                   |  |

## Strategy 4.2.2

## Operate in a financially responsible and sustainable manner

| DELIVERY PROGRAM 2017-2021 |  |              |       |   |   | OPERATIONAL PLAN 2019-2020 |   |                |  |
|----------------------------|--|--------------|-------|---|---|----------------------------|---|----------------|--|
| Principal Activities       |  | Council Role | Years |   |   |                            | Annual Action   | Responsibility | Measure/ Target  |
|                            |  |              | 1     | 2 | 3 | 4                          |   |                |  |
| 4.2.2.1                    | Maintain and control financial system and improve long term financial sustainability | Provide      | ✓     | ✓ | ✓ | ✓                          | 4.2.2.1.1 Review and revise the 10-year Long Term Financial Plan.   | CFO            | Reviewed and adopted/ annually                             |
|                            |  |              |       | ✓ | ✓ |                            | 4.2.2.1.2 Subject to resolution of Council, make an application for a special rate variation (SRV) in accordance with the Independent Pricing and Regulatory Tribunal criteria (FFTF).  | CFO            | Special rate variation application/ lodged                 |
|                            |  |              | ✓     | ✓ | ✓ | ✓                          | 4.2.2.1.3 Complete and report quarterly budget review statements.   | CFO            | Budget review reported/ quarterly                          |
|                            |  |              |       |   | ✓ | ✓                          | 4.2.2.1.4 Ensure adequate and effective internal controls are in place for all financial management functions and implement procurement and financial control recommendations adopted by the Audit, Risk and Improvement Committee. | CFO            | Internal audit actions for financial controls/ implemented |
|                            |  |              | ✓     | ✓ | ✓ | ✓                          | 4.2.2.1.5 Maximise return on investment within the risk parameters provided by the USC Investments Policy 2019.   | CFO            | Investment returns / appropriate for risk                  |
|                            |  |              | ✓     | ✓ | ✓ | ✓                          | 4.2.2.1.6 Model and adopt rate structures to maximize equity across the Council area and between categories.  | CFO            | Rate structure review/ completed                           |
|                            |  |              | ✓     | ✓ | ✓ | ✓                          | 4.2.2.1.7 Collect all rates and charges in-line with payment requirements and undertake debt recovery action for outstanding accounts.  | CFO            | Outstanding debts/ =<6.5%                                  |
|                            |  |              | ✓     | ✓ | ✓ | ✓                          | 4.2.2.1.8 Develop a Procurement Policy.   | CFO            | Policy/ developed  |
|                            |  |              | ✓     | ✓ | ✓ | ✓                          | 4.2.2.1.9 Implement a procurement guideline and toolkit.  | CFO            | Guidelines and toolkit/ implemented                        |
|                            |  |              | ✓     | ✓ | ✓ | ✓                          | 4.2.2.1.11 Identify strategies to achieve annual expenditure reduction - (FFTF).  | CFO            | Expenditure reduction opportunities/ proposed              |
|                            |  |              | ✓     | ✓ | ✓ | ✓                          | 4.2.2.1.12 Review all fees and charges for full cost recovery where appropriate - (FFTF).   | CFO            | Review/ completed  |

| DELIVERY PROGRAM 2017-2021 |   |              |       |   |   |   | OPERATIONAL PLAN 2019-2020   |                |   |  |
|----------------------------|---|--------------|-------|---|---|---|--|----------------|---|--|
| Principal Activities       |   | Council Role | Years |   |   |   | Annual Action  | Responsibility | Measure/ Target   |  |
|                            |   |              | 1     | 2 | 3 | 4 |  |                |   |  |
|                            |   |              | ✓     | ✓ | ✓ | ✓ | 4.2.2.1.13 Review asset valuations and depreciation methodology for all asset classes.   | CFO            | Roads/ completed  |  |
|                            |   |              | ✓     | ✓ | ✓ | ✓ | 4.2.2.1.14 Update Council’s borrowing policy and capital expenditure guidelines.   | CFO            | Review/ completed   |  |
|                            |   |              | ✓     | ✓ | ✓ | ✓ | 4.2.2.1.15 Determine asset maintenance backlog based on asset management plans and incorporate into Long Term Financial Plan - (FFTF). | CFO<br>DID     | Asset maintenance backlog/ determined                     |  |
| 4.2.2.2                    | Develop and implement business plans for all business areas | Provide      | ✓     | ✓ | ✓ |   | 4.2.2.2.1 Finalise a draft business plan for McMaugh Gardens (PBPR).   | EMACC          | Plan/ developed   |  |
|                            |   |              | ✓     | ✓ | ✓ |   | 4.2.2.2.2 Finalise a draft business plan for Tablelands Community Support.   | EMACC          | Plan/ developed   |  |
|                            |   |              | ✓     | ✓ | ✓ |   | 4.2.2.2.3 Finalise a draft business plan for Tablelands Community Transport.   | EMACC          | Plan/ developed   |  |
|                            |   |              | ✓     | ✓ | ✓ |   | 4.2.2.2.4 Finalise a draft waste management services business plan (FFTF).   | MWWS           | Plan/ developed   |  |
|                            |   |              | ✓     | ✓ | ✓ |   | 4.2.2.2.5 Finalise a draft water supply business plan (PBPR).  | MWWS           | Plan/ developed   |  |
|                            |   |              | ✓     | ✓ | ✓ |   | 4.2.2.2.6 Finalise a draft sewer business plan.  | MWWS           | Plan/ developed   |  |
|                            |   |              | ✓     | ✓ | ✓ |   | 4.2.2.2.7 Finalise a draft business plan for caravan parks.  | DID            | Plan/ developed   |  |
|                            |   |              |       |   |   |   |  |                |   |  |
| 4.2.2.3                    | Maximise grant and funding partnership opportunities        | Provide      | ✓     | ✓ | ✓ | ✓ | 4.2.2.3.1 Identify and seek grant funding opportunities for Infrastructure and Development projects or services.                       | DID            | Number of grant funding opportunities pursued/ maintained |  |
|                            |   |              | ✓     | ✓ | ✓ | ✓ | 4.2.2.3.2 Identify and seek grant funding and partnership opportunities for Aged and Community Care projects or services.              | EMACC          | Number of grant funding opportunities pursued/ maintained |  |



| DELIVERY PROGRAM 2017-2021 |   |              |       |   |   |   | OPERATIONAL PLAN 2019-2020   |                |  |
|----------------------------|---|--------------|-------|---|---|---|--|----------------|--|
| Principal Activities       |   | Council Role | Years |   |   |   | Annual Action  | Responsibility | Measure/ Target                          |
|                            |   |              | 1     | 2 | 3 | 4 |  |                |  |
| 4.2.2.4                    | Achieve efficiency gains for internal services with a program of continuous improvement | Provide      | ✓     | ✓ | ✓ |   | 4.2.2.4.1 Complete implementation of the Virtuous Circle Project to improve organisational capacity and effectiveness. | EMCS           | Project milestones/complete              |
|                            |   |              |       | ✓ | ✓ | ✓ | 4.2.2.4.2 Undertake process reviews of identified Corporate Services priorities.                                       | EMCS           | Number of process reviews completed/ =1  |
|                            |   |              |       | ✓ | ✓ | ✓ | 4.2.2.4.3 Undertake process reviews of identified Infrastructure and Development priorities.                           | DID            | Number of process reviews completed/ =1  |
|                            |   |              |       | ✓ | ✓ | ✓ | 4.2.2.4.4 Undertake process reviews of identified Finance priorities.  | CFO            | Number of process reviews completed/ = 1 |
|                            |   |              |       | ✓ | ✓ | ✓ | 4.2.2.4.5 Undertake process reviews of identified Aged and Community Care priorities.                                  | MHR            | Number of process reviews completed/ =1  |

DRAFT

### Strategy 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 2017-2021 |   |              |       |   |   | OPERATIONAL PLAN 2019-2020 |   |                |   |
|----------------------------|---|--------------|-------|---|---|----------------------------|---|----------------|---|
| Principal Activities       |   | Council Role | Years |   |   |                            | Annual Action   | Responsibility | Measure/ Target                               |
|                            |   |              | 1     | 2 | 3 | 4                          |   |                |   |
| 4.2.3.1                    | Provide asset revaluation and long term funding scenarios for asset maintenance and renewal | Provide      | ✓     | ✓ | ✓ | ✓                          | 4.2.3.1.1 Develop long term funding scenarios that explore options to fund asset maintenance and renewal. | CFO            | Long term financial plan scenarios/ developed |
|                            |   |              | ✓     | ✓ | ✓ | ✓                          | 4.2.3.1.2 Deliver the asset revaluation program.  | DID<br>CFO     | Roads/ completed                              |

#### 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 2017-2021 |   |              |      |   |   |   | OPERATIONAL PLAN 2019-2020   |                |   |
|----------------------------|---|--------------|------|---|---|---|--|----------------|---|
| Principal Activities       |   | Council Role | Year |   |   |   | Annual Action  | Responsibility | Measure/ Target                                 |
|                            |   |              | 1    | 2 | 3 | 4 |  |                |   |
| 4.2.4.1                    | Enhance Council’s reputation as an innovative and inclusive workplace | Provide      |      | ✓ | ✓ |   | 4.2.4.1.1 Continue to develop a succession planning program for key positions (WMP 2.1 & 5.2). | MHR            | Program/ complete                               |
|                            |   |              |      |   | ✓ |   | 4.2.1.1.2 Implement new staff performance review process.                                      | MHR            | New process/implemented                         |
|                            |   |              | ✓    | ✓ | ✓ | ✓ | 4.2.1.1.3 Proactively manage the return to work and workers compensation processes (WMP 1.2).  | MHR            | Number of absentee days/ maintained or reducing |
|                            |   |              |      |   | ✓ | ✓ | 4.2.1.1.4 Formalise and implement a staff training and health and wellbeing program.           | MHR            | Program/ Operational                            |

#### Strategy 4.2.5

#### Provide customer service excellence

| DELIVERY PROGRAM 2017-2021 |  |              |       |   |   |   | OPERATIONAL PLAN 2019-2020   |                |   |
|----------------------------|--|--------------|-------|---|---|---|--|----------------|---|
| Principal Activities       |  | Council Role | Years |   |   |   | Annual Action  | Responsibility | Measure/ Target                             |
|                            |  |              | 1     | 2 | 3 | 4 |  |                |   |
| 4.2.5.1                    | Enhance customer service effectiveness | Provide      | ✓     | ✓ | ✓ |   | 4.2.5.1.1 Review and update Council’s Customer Service Charter.  | CCDE           | Charter review/ draft                       |
|                            |  |              |       | ✓ | ✓ | ✓ | 4.2.5.1.2 Implement Council’s customer satisfaction and community wellbeing surveys.   | CCDE           | Survey development/ commenced               |
|                            |  |              |       |   |   | ✓ | 4.2.5.1.3 Improve customer service skills and knowledge, including responding to people with a disability – including those with a language or literacy difficulty (DIAP). | CCDE           | Staff training/ commenced                   |
|                            |  |              |       |   | ✓ | ✓ | 4.2.5.1.4 Manage customer complaints in accordance with the USC Complaints Management Policy 2019.   | CCDE           | Complaint management/compliance with policy |

## Strategy 4.2.6

Identify and manage risk associated with all Council activities and ensures a safe and healthy work environment workforce

| DELIVERY PROGRAM 2017-2021 |  |              |       |   |   | OPERATIONAL PLAN 2019-2020 |   |                |   |
|----------------------------|--|--------------|-------|---|---|----------------------------|---|----------------|---|
| Principal Activities       |  | Council Role | Years |   |   |                            | Annual Action   | Responsibility | Measure/ Target                                 |
|                            |  |              | 1     | 2 | 3 | 4                          |   |                |   |
| 4.2.6.1                    | Develop and incorporate a risk management framework which is effective and accessible. | Provide      | ✓     | ✓ | ✓ | ✓                          | 4.2.6.1.1 Develop a workplace safety system.  | RMSO           | Workplace health and safety system/ progressing |
|                            |  |              | ✓     | ✓ | ✓ |                            | 4.2.6.1.2 Finalise development of an enterprise wide risk management framework.     | RMSO           | Risk management framework/ progressing          |
|                            |  |              | ✓     | ✓ | ✓ | ✓                          | 4.2.6.1.3 Facilitate regular meetings of the Audit, Risk and Improvement Committee. | EMCS           | Committee meetings held/ =>3                    |
|                            |  |              |       | ✓ | ✓ | ✓                          | 4.2.6.1.4 Facilitate an annual internal audit program.                              | RMSO           | Audit program completed/ => 1                   |

## Strategy 4.2.7

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

| DELIVERY PROGRAM 2017-2021 |  |              |       |   |   |   | OPERATIONAL PLAN 2019-2020   |                |   |
|----------------------------|--|--------------|-------|---|---|---|--|----------------|---|
| Principal Activities       |  | Council Role | Years |   |   |   | Annual Action  | Responsibility | Measure/ Target                               |
|                            |  |              | 1     | 2 | 3 | 4 |  |                |   |
| 4.2.7.1                    | Improve the corporate governance framework | Provide      | ✓     | ✓ | ✓ | ✓ | 4.2.7.1.1 Establish and implement the Corporate Governance Improvement Action Plan.  | EMCS           | Action Implementation milestones/ progressing |
|                            |  |              | ✓     | ✓ | ✓ | ✓ | 4.2.7.1.2 Coordinate compliance and reporting requirements to meet statutory obligations, and provide regular status reporting to the executive. | EMCS           | Compliance status reports/ quarterly          |
|                            |  |              | ✓     | ✓ | ✓ | ✓ | 4.2.7.1.3 Maintain the Gifts and Benefits Register.  | EMCS           | Register/ maintained                          |
|                            |  |              | ✓     | ✓ | ✓ | ✓ | 4.2.7.1.4 Complete and lodge annual Financial Statements in accordance with statutory requirements.  | CFO            | Statutory requirements/ met                   |
|                            |  |              | ✓     | ✓ | ✓ | ✓ | 4.2.7.1.5 Complete all taxation returns and grant acquittals as required by external bodies.   | CFO            | Returns and acquittals/ provided              |
|                            |  |              | ✓     | ✓ | ✓ | ✓ | 4.2.7.1.6 Organise and manage the external audit of Council and address any management letter recommendations.                                   | CFO            | External audit/ completed                     |
|                            |  |              | ✓     | ✓ | ✓ | ✓ | 4.2.7.1.7  |                | Management letter actions/ addressed          |

OUR LEADERSHIP

Goal 4.3

Strategy 4.3.1

Deliver the goals and strategies of the Community Strategic Plan

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 2017-2021 |  |              |       |   |   |   | OPERATIONAL PLAN 2019-2020   |                |                     |
|----------------------------|--|--------------|-------|---|---|---|--|----------------|---------------------|
| Principal Activities       |  | Council Role | Years |   |   |   | Annual Action  | Responsibility | Measure/ Target     |
|                            |  |              | 1     | 2 | 3 | 4 |  |                |                     |
| 4.3.1.1                    | Enhance the effectiveness of Council resourcing strategies and practices | Provide      | ✓     | ✓ | ✓ | ✓ | Review organisation structure to enable delivery of agreed services levels and projects. | GM             | Structure/ reviewed |

## PART 3: FINANCIAL SUMMARY

**Uralla Shire Council**  
**Draft Budget for the Year ending 30 June 2020**  
**INCOME STATEMENT - CONSOLIDATED**  
**Scenario: Draft Operational Plan**

|   | <b>Actuals<br/>2017/18<br/>\$</b> | <b>Current Year<br/>2018/19<br/>\$</b> | <b>Projected Years<br/>2019/20<br/>\$</b> |
|---|-----------------------------------|--|---|
| <b>Income from Continuing Operations</b>  |                                   |  |   |
| <b>Revenue:</b>   |                                   |  |   |
| Rates & Annual Charges  | 6,159,000                         | 6,366,524                              | 6,504,332                                 |
| User Charges & Fees   | 4,875,000                         | 4,533,600                              | 4,830,139                                 |
| Interest & Investment Revenue   | 393,000                           | 312,499                                | 315,200                                   |
| Other Revenues  | 616,000                           | 362,542                                | 477,309                                   |
| Grants & Contributions provided for Operating Purposes                                    | 7,761,000                         | 5,717,372                              | 7,538,335                                 |
| Grants & Contributions provided for Capital Purposes                                      | 1,552,000                         | 2,245,980                              | 5,270,813                                 |
| <b>Other Income:</b>  |                                   |  |   |
| Net gains from the disposal of assets   | -                                 | -                                      | -   |
| Joint Ventures & Associated Entities  | -                                 | -                                      | -   |
| <b>Total Income from Continuing Operations</b>  | <b>21,356,000</b>                 | <b>19,538,517</b>                      | <b>24,936,128</b>                         |
| <b>Expenses from Continuing Operations</b>  |                                   |  |   |
| Employee Benefits & On-Costs  | 9,424,000                         | 9,963,871                              | 10,179,406                                |
| Borrowing Costs   | 167,000                           | 155,673                                | 156,321                                   |
| Materials & Contracts   | 3,890,000                         | 4,228,290                              | 3,865,683                                 |
| Depreciation & Amortisation   | 4,270,000                         | 4,546,608                              | 4,345,341                                 |
| Impairment  | -                                 | -                                      | -   |
| Other Expenses  | 1,623,000                         | 1,927,695                              | 1,972,422                                 |
| Interest & Investment Losses  | -                                 | -                                      | -   |
| Net Losses from the Disposal of Assets  | 84,000                            | -                                      | -   |
| Joint Ventures & Associated Entities  | -                                 | -                                      | -   |
| <b>Total Expenses from Continuing Operations</b>  | <b>19,458,000</b>                 | <b>20,822,137</b>                      | <b>20,519,173</b>                         |
| <b>Operating Result from Continuing Operations</b>  | <b>1,898,000</b>                  | <b>(1,283,620)</b>                     | <b>4,416,955</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>1,898,000</b>                  | <b>(1,283,620)</b>                     | <b>4,416,955</b>                          |
| <b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b> | <b>346,000</b>                    | <b>(3,529,600)</b>                     | <b>(853,858)</b>                          |



**Uralla Shire Council**  
**Draft Budget for the Year ending 30 June 2020**  
**INCOME STATEMENT - GENERAL FUND**  
**Scenario: Draft Operational Plan**

|   | Actuals<br>2017/18<br>\$ | Current Year<br>2018/19<br>\$ | Projected Years<br>2019/20<br>\$ |
|---|--------------------------|-------------------------------|----------------------------------|
| <b>Income from Continuing Operations</b>  |                          |                               |                                  |
| <b>Revenue:</b>   |                          |                               |                                  |
| Rates & Annual Charges  | 5,063,000                | 5,211,133                     | 5,386,846                        |
| User Charges & Fees   | 3,324,000                | 3,167,563                     | 3,288,462                        |
| Interest & Investment Revenue   | 213,000                  | 146,831                       | 147,225                          |
| Other Revenues  | 605,000                  | 407,173                       | 499,236                          |
| Grants & Contributions provided for Operating Purposes                                    | 5,524,000                | 3,410,841                     | 5,382,627                        |
| Grants & Contributions provided for Capital Purposes                                      | 1,454,000                | 2,006,980                     | 1,753,213                        |
| <b>Other Income:</b>  |                          |                               |                                  |
| Net gains from the disposal of assets   | -                        | -                             | -                                |
| Joint Ventures & Associated Entities  | -                        | -                             | -                                |
| <b>Total Income from Continuing Operations</b>  | <b>16,183,000</b>        | <b>14,350,521</b>             | <b>16,457,610</b>                |
| <b>Expenses from Continuing Operations</b>  |                          |                               |                                  |
| Employee Benefits & On-Costs  | 6,572,000                | 7,463,462                     | 7,574,590                        |
| Borrowing Costs   | 156,000                  | 146,657                       | 146,655                          |
| Materials & Contracts   | 2,605,000                | 2,712,399                     | 2,448,605                        |
| Depreciation & Amortisation   | 3,381,000                | 3,656,717                     | 3,457,506                        |
| Impairment  | -                        | -                             | -                                |
| Other Expenses  | 1,567,000                | 1,618,395                     | 1,672,971                        |
| Interest & Investment Losses  | -                        | -                             | -                                |
| Net Losses from the Disposal of Assets  | 84,000                   | -                             | -                                |
| Joint Ventures & Associated Entities  | -                        | -                             | -                                |
| <b>Total Expenses from Continuing Operations</b>  | <b>14,365,000</b>        | <b>15,597,630</b>             | <b>15,300,327</b>                |
| <b>Operating Result from Continuing Operations</b>  | <b>1,818,000</b>         | <b>(1,247,109)</b>            | <b>1,157,283</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>1,818,000</b>         | <b>(1,247,109)</b>            | <b>1,157,283</b>                 |
| <b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b> | <b>364,000</b>           | <b>(3,254,089)</b>            | <b>(595,930)</b>                 |

**Uralla Shire Council**  
**Draft Budget for the Year ending 30 June 2020**  
**INCOME STATEMENT - WATER FUND**  
**Scenario: Draft Operational Plan**

|   | Actuals<br>2017/18<br>\$ | Current Year<br>2018/19<br>\$ | Projected Years<br>2019/20<br>\$ |
|---|--------------------------|-------------------------------|----------------------------------|
| <b>Income from Continuing Operations</b>  |                          |                               |                                  |
| <b>Revenue:</b>   |                          |                               |                                  |
| Rates & Annual Charges  | 388,000                  | 438,221                       | 466,876                          |
| User Charges & Fees   | 604,000                  | 527,546                       | 590,528                          |
| Interest & Investment Revenue   | 66,000                   | 64,542                        | 65,475                           |
| Other Revenues  | 7,000                    | -                             | 7,000                            |
| Grants & Contributions provided for Operating Purposes                                    | 18,000                   | 21,031                        | 38,117                           |
| Grants & Contributions provided for Capital Purposes                                      | -                        | -                             | -                                |
| <b>Other Income:</b>  |                          |                               |                                  |
| Net gains from the disposal of assets   | -                        | -                             | -                                |
| Joint Ventures & Associated Entities  | -                        | -                             | -                                |
| <b>Total Income from Continuing Operations</b>  | <b>1,083,000</b>         | <b>1,051,340</b>              | <b>1,167,996</b>                 |
| <b>Expenses from Continuing Operations</b>  |                          |                               |                                  |
| Employee Benefits & On-Costs  | 457,000                  | 283,857                       | 307,247                          |
| Borrowing Costs   | -                        | -                             | -                                |
| Materials & Contracts   | 349,000                  | 405,350                       | 343,069                          |
| Depreciation & Amortisation   | 485,000                  | 463,883                       | 484,327                          |
| Impairment  | -                        | -                             | -                                |
| Other Expenses  | -                        | 299,638                       | 296,025                          |
| Interest & Investment Losses  | -                        | -                             | -                                |
| Net Losses from the Disposal of Assets  | -                        | -                             | -                                |
| Joint Ventures & Associated Entities  | -                        | -                             | -                                |
| <b>Total Expenses from Continuing Operations</b>  | <b>1,291,000</b>         | <b>1,452,728</b>              | <b>1,430,668</b>                 |
| <b>Operating Result from Continuing Operations</b>  | <b>(208,000)</b>         | <b>(401,388)</b>              | <b>(262,672)</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>(208,000)</b>         | <b>(401,388)</b>              | <b>(262,672)</b>                 |
| <b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b> | <b>(208,000)</b>         | <b>(401,388)</b>              | <b>(262,672)</b>                 |

Uralla Shire Council  
Draft Budget for the Year ending 30 June 2020  
**INCOME STATEMENT - SEWER FUND**  
Scenario: Draft Operational Plan

|   | Actuals<br>2017/18<br>\$ | Current Year<br>2018/19<br>\$ | Projected Years<br>2019/20<br>\$ |
|---|--------------------------|-------------------------------|----------------------------------|
| <b>Income from Continuing Operations</b>  |                          |                               |                                  |
| <b>Revenue:</b>   |                          |                               |                                  |
| Rates & Annual Charges  | 708,000                  | 717,170                       | 650,610                          |
| User Charges & Fees   | 9,000                    | 15,327                        | 16,109                           |
| Interest & Investment Revenue   | 54,000                   | 53,176                        | 54,550                           |
| Other Revenues  | -                        | 500                           | 1,000                            |
| Grants & Contributions provided for Operating Purposes                                    | 16,000                   | 16,844                        | 13,138                           |
| Grants & Contributions provided for Capital Purposes                                      | 98,000                   | 239,000                       | 3,202,600                        |
| <b>Other Income:</b>  |                          |                               |                                  |
| Net gains from the disposal of assets   | -                        | -                             | -                                |
| Joint Ventures & Associated Entities  | -                        | -                             | -                                |
| <b>Total Income from Continuing Operations</b>  | <b>885,000</b>           | <b>1,042,017</b>              | <b>3,938,007</b>                 |
| <b>Expenses from Continuing Operations</b>  |                          |                               |                                  |
| Employee Benefits & On-Costs  | 290,000                  | 182,081                       | 190,315                          |
| Borrowing Costs   | -                        | -                             | -                                |
| Materials & Contracts   | 193,000                  | 159,740                       | 86,320                           |
| Depreciation & Amortisation   | 235,000                  | 224,707                       | 233,966                          |
| Impairment  | -                        | -                             | -                                |
| Other Expenses  | 4,000                    | 206,049                       | 199,284                          |
| Interest & Investment Losses  | -                        | -                             | -                                |
| Net Losses from the Disposal of Assets  | -                        | -                             | -                                |
| Joint Ventures & Associated Entities  | -                        | -                             | -                                |
| <b>Total Expenses from Continuing Operations</b>  | <b>722,000</b>           | <b>772,577</b>                | <b>709,885</b>                   |
| <b>Operating Result from Continuing Operations</b>  | <b>163,000</b>           | <b>269,440</b>                | <b>3,228,122</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>163,000</b>           | <b>269,440</b>                | <b>3,228,122</b>                 |
| <b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b> | <b>65,000</b>            | <b>30,440</b>                 | <b>25,522</b>                    |

Uralla Shire Council  
Draft Budget for the Year ending 30 June 2020  
**INCOME STATEMENT - AGED CARE (MCMAUGH) FUND**  
Scenario: Draft Operational Plan

|   | Actuals<br>2017/18<br>\$ | Current Year<br>2018/19<br>\$ | Projected Years<br>2019/20<br>\$ |
|---|--------------------------|-------------------------------|----------------------------------|
| <b>Income from Continuing Operations</b>  |                          |                               |                                  |
| <b>Revenue:</b>   |                          |                               |                                  |
| Rates & Annual Charges  | -                        | -                             | -                                |
| User Charges & Fees   | 938,000                  | 823,164                       | 935,040                          |
| Interest & Investment Revenue   | 60,000                   | 47,950                        | 47,950                           |
| Other Revenues  | 4,000                    | -                             | 15,000                           |
| Grants & Contributions provided for Operating Purposes                                    | 2,203,000                | 2,268,656                     | 2,104,453                        |
| Grants & Contributions provided for Capital Purposes                                      | -                        | -                             | 315,000                          |
| <b>Other Income:</b>  |                          |                               |                                  |
| Net gains from the disposal of assets   | -                        | -                             | -                                |
| Joint Ventures & Associated Entities  | -                        | -                             | -                                |
| <b>Total Income from Continuing Operations</b>  | <b>3,205,000</b>         | <b>3,139,770</b>              | <b>3,417,443</b>                 |
| <b>Expenses from Continuing Operations</b>  |                          |                               |                                  |
| Employee Benefits & On-Costs  | 2,105,000                | 2,034,471                     | 2,107,255                        |
| Borrowing Costs   | 11,000                   | 9,016                         | 9,666                            |
| Materials & Contracts   | 743,000                  | 428,160                       | 439,385                          |
| Depreciation & Amortisation   | 169,000                  | 201,301                       | 169,542                          |
| Impairment  | -                        | -                             | -                                |
| Other Expenses  | 52,000                   | 371,385                       | 397,374                          |
| Interest & Investment Losses  | -                        | -                             | -                                |
| Net Losses from the Disposal of Assets  | -                        | -                             | -                                |
| Joint Ventures & Associated Entities  | -                        | -                             | -                                |
| <b>Total Expenses from Continuing Operations</b>  | <b>3,080,000</b>         | <b>3,044,333</b>              | <b>3,123,221</b>                 |
| <b>Operating Result from Continuing Operations</b>  | <b>125,000</b>           | <b>95,437</b>                 | <b>294,222</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>125,000</b>           | <b>95,437</b>                 | <b>294,222</b>                   |
| <b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b> | <b>125,000</b>           | <b>95,437</b>                 | <b>(20,778)</b>                  |

**Uralla Shire Council**
**Draft Budget for the Year ending 30 June 2020**
**CASH FLOW STATEMENT - CONSOLIDATED**
**Scenario: Draft Operational Plan**

|   | Actuals<br>2017/18<br>\$ | Current Year<br>2018/19<br>\$ | Projected Years<br>2019/20<br>\$ |
|---|--------------------------|-------------------------------|----------------------------------|
| <b>Cash Flows from Operating Activities</b>                               |                          |                               |                                  |
| <b>Receipts:</b>  |                          |                               |                                  |
| Rates & Annual Charges  | 6,087,000                | 6,411,553                     | 6,500,036                        |
| User Charges & Fees   | 4,995,000                | 4,641,528                     | 4,798,540                        |
| Interest & Investment Revenue Received                                    | 366,000                  | 399,764                       | 341,122                          |
| Grants & Contributions  | 8,807,000                | 8,460,450                     | 12,756,222                       |
| Bonds & Deposits Received   | -                        | -                             | -                                |
| Other   | 1,369,000                | 212,847                       | 276,303                          |
| <b>Payments:</b>  |                          |                               |                                  |
| Employee Benefits & On-Costs  | (9,467,000)              | (9,818,944)                   | (10,171,659)                     |
| Materials & Contracts   | (4,347,000)              | (4,446,950)                   | (3,869,044)                      |
| Borrowing Costs   | (147,000)                | (157,070)                     | (157,489)                        |
| Bonds & Deposits Refunded   | -                        | -                             | -                                |
| Other   | (1,966,000)              | (1,927,695)                   | (1,972,422)                      |
| <b>Net Cash provided (or used in) Operating Activities</b>                | <b>5,697,000</b>         | <b>3,775,483</b>              | <b>8,501,610</b>                 |
| <b>Cash Flows from Investing Activities</b>                               |                          |                               |                                  |
| <b>Receipts:</b>  |                          |                               |                                  |
| Sale of Investment Securities   | 17,850,000               | 3,376,385                     | 3,149,108                        |
| Sale of Investment Property   | -                        | -                             | -                                |
| Sale of Real Estate Assets  | -                        | -                             | -                                |
| Sale of Infrastructure, Property, Plant & Equipment                       | 351,000                  | 119,000                       | -                                |
| Sale of Interests in Joint Ventures & Associates                          | -                        | -                             | -                                |
| Sale of Intangible Assets   | -                        | -                             | -                                |
| Deferred Debtors Receipts   | -                        | -                             | -                                |
| Sale of Disposal Groups   | -                        | -                             | -                                |
| Distributions Received from Joint Ventures & Associates                   | -                        | -                             | -                                |
| Other Investing Activity Receipts   | -                        | -                             | -                                |
| <b>Payments:</b>  |                          |                               |                                  |
| Purchase of Investment Securities   | (21,750,000)             | -                             | -                                |
| Purchase of Investment Property   | -                        | -                             | -                                |
| Purchase of Infrastructure, Property, Plant & Equipment                   | (4,943,000)              | (7,372,873)                   | (13,223,629)                     |
| Purchase of Real Estate Assets  | -                        | -                             | -                                |
| Purchase of Intangible Assets   | -                        | -                             | -                                |
| Deferred Debtors & Advances Made  | -                        | -                             | -                                |
| Purchase of Interests in Joint Ventures & Associates                      | -                        | -                             | -                                |
| Contributions Paid to Joint Ventures & Associates                         | -                        | -                             | -                                |
| Other Investing Activity Payments   | -                        | -                             | -                                |
| <b>Net Cash provided (or used in) Investing Activities</b>                | <b>(8,492,000)</b>       | <b>(3,877,488)</b>            | <b>(10,074,521)</b>              |
| <b>Cash Flows from Financing Activities</b>                               |                          |                               |                                  |
| <b>Receipts:</b>  |                          |                               |                                  |
| Proceeds from Borrowings & Advances                                       | 1,058,000                | -                             | -                                |
| Proceeds from Finance Leases  | -                        | -                             | -                                |
| Other Financing Activity Receipts   | -                        | -                             | -                                |
| <b>Payments:</b>  |                          |                               |                                  |
| Repayment of Borrowings & Advances  | (202,000)                | (220,914)                     | (225,343)                        |
| Repayment of Finance Lease Liabilities                                    | -                        | -                             | -                                |
| Distributions to Minority Interests                                       | -                        | -                             | -                                |
| Other Financing Activity Payments   | (1,400,000)              | -                             | -                                |
| <b>Net Cash Flow provided (used in) Financing Activities</b>              | <b>(544,000)</b>         | <b>(220,914)</b>              | <b>(225,343)</b>                 |
| <b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>             | <b>(3,339,000)</b>       | <b>(322,919)</b>              | <b>(1,798,253)</b>               |
| <b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b> | <b>9,782,000</b>         | <b>6,443,000</b>              | <b>6,120,081</b>                 |
| <b>Cash &amp; Cash Equivalents - end of the year</b>                      | <b>6,443,000</b>         | <b>6,120,081</b>              | <b>4,321,828</b>                 |
| <b>Cash &amp; Cash Equivalents - end of the year</b>                      | <b>6,443,000</b>         | <b>6,120,081</b>              | <b>4,321,828</b>                 |
| <b>Investments - end of the year</b>                                      | <b>8,550,000</b>         | <b>5,173,615</b>              | <b>2,045,506</b>                 |
| <b>Cash, Cash Equivalents &amp; Investments - end of the year</b>         | <b>14,993,000</b>        | <b>11,293,696</b>             | <b>6,346,334</b>                 |
| <b>Representing:</b>  |                          |                               |                                  |
| - External Restrictions   | 9,050,000                | 9,010,345                     | 6,609,092                        |
| - Internal Restrictions   | 4,894,000                | 3,468,350                     | 2,041,159                        |
| - Unrestricted  | 1,049,000                | (1,184,999)                   | (2,303,917)                      |
|   | <b>14,993,000</b>        | <b>11,293,696</b>             | <b>6,346,334</b>                 |

**Uralla Shire Council**  
**Draft Budget for the Year ending 30 June 2020**  
**CASH FLOW STATEMENT - GENERAL FUND**  
**Scenario: Draft Operational Plan**

|   | Actuals<br>2017/18<br>\$ | Current Year<br>2018/19<br>\$ | Projected Years<br>2019/20<br>\$ |
|---|--------------------------|-------------------------------|----------------------------------|
| <b>Cash Flows from Operating Activities</b>                               |                          |                               |                                  |
| <b>Receipts:</b>  |                          |                               |                                  |
| Rates & Annual Charges  | 4,989,000                | 5,241,287                     | 5,380,715                        |
| User Charges & Fees   | 3,454,000                | 3,185,221                     | 3,286,083                        |
| Interest & Investment Revenue Received                                    | 181,000                  | 232,093                       | 172,898                          |
| Grants & Contributions  | 6,473,000                | 5,914,919                     | 7,082,915                        |
| Bonds & Deposits Received   | -                        | -                             | -                                |
| Other   | 1,354,000                | 152,478                       | 495,105                          |
| <b>Payments:</b>  |                          |                               |                                  |
| Employee Benefits & On-Costs  | (6,864,000)              | (7,318,535)                   | (7,566,842)                      |
| Materials & Contracts   | (3,275,000)              | (2,931,059)                   | (2,451,966)                      |
| Borrowing Costs   | (136,000)                | (148,054)                     | (147,823)                        |
| Bonds & Deposits Refunded   | -                        | -                             | -                                |
| Other   | (1,449,000)              | (1,618,395)                   | (1,672,971)                      |
| <b>Net Cash provided (or used in) Operating Activities</b>                | <b>4,727,000</b>         | <b>2,709,954</b>              | <b>4,578,113</b>                 |
| <b>Cash Flows from Investing Activities</b>                               |                          |                               |                                  |
| <b>Receipts:</b>  |                          |                               |                                  |
| Sale of Investment Securities   | 17,850,000               | 3,376,385                     | 3,149,108                        |
| Sale of Investment Property   | -                        | -                             | -                                |
| Sale of Real Estate Assets  | -                        | -                             | -                                |
| Sale of Infrastructure, Property, Plant & Equipment                       | 351,000                  | 119,000                       | -                                |
| Sale of Interests in Joint Ventures & Associates                          | -                        | -                             | -                                |
| Sale of Intangible Assets   | -                        | -                             | -                                |
| Deferred Debtors Receipts   | -                        | -                             | -                                |
| Sale of Disposal Groups   | -                        | -                             | -                                |
| Distributions Received from Joint Ventures & Associates                   | -                        | -                             | -                                |
| Other Investing Activity Receipts   | -                        | -                             | -                                |
| <b>Payments:</b>  |                          |                               |                                  |
| Purchase of Investment Securities   | (21,750,000)             | -                             | -                                |
| Purchase of Investment Property   | -                        | -                             | -                                |
| Purchase of Infrastructure, Property, Plant & Equipment                   | (4,858,000)              | (6,245,314)                   | (7,507,229)                      |
| Purchase of Real Estate Assets  | -                        | -                             | -                                |
| Purchase of Intangible Assets   | -                        | -                             | -                                |
| Deferred Debtors & Advances Made  | -                        | -                             | -                                |
| Purchase of Interests in Joint Ventures & Associates                      | -                        | -                             | -                                |
| Contributions Paid to Joint Ventures & Associates                         | -                        | -                             | -                                |
| Other Investing Activity Payments   | -                        | -                             | -                                |
| <b>Net Cash provided (or used in) Investing Activities</b>                | <b>(8,407,000)</b>       | <b>(2,749,929)</b>            | <b>(4,358,121)</b>               |
| <b>Cash Flows from Financing Activities</b>                               |                          |                               |                                  |
| <b>Receipts:</b>  |                          |                               |                                  |
| Proceeds from Borrowings & Advances                                       | -                        | -                             | -                                |
| Proceeds from Finance Leases  | (342,000)                | -                             | -                                |
| Other Financing Activity Receipts   | -                        | -                             | -                                |
| <b>Payments:</b>  |                          |                               |                                  |
| Repayment of Borrowings & Advances  | (198,000)                | (216,025)                     | (219,993)                        |
| Repayment of Finance Lease Liabilities                                    | -                        | -                             | -                                |
| Distributions to Minority Interests                                       | -                        | -                             | -                                |
| Other Financing Activity Payments   | -                        | -                             | -                                |
| <b>Net Cash Flow provided (used in) Financing Activities</b>              | <b>(540,000)</b>         | <b>(216,025)</b>              | <b>(219,993)</b>                 |
| <b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>             | <b>(4,220,000)</b>       | <b>(256,000)</b>              | <b>0</b>                         |
| <b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b> | <b>4,477,000</b>         | <b>256,000</b>                | <b>(0)</b>                       |
| <b>Cash &amp; Cash Equivalents - end of the year</b>                      | <b>257,000</b>           | <b>(0)</b>                    | <b>0</b>                         |
| <b>Cash &amp; Cash Equivalents - end of the year</b>                      | <b>256,000</b>           | <b>(0)</b>                    | <b>0</b>                         |
| <b>Investments - end of the year</b>                                      | <b>8,550,000</b>         | <b>5,173,615</b>              | <b>2,024,506</b>                 |
| <b>Cash, Cash Equivalents &amp; Investments - end of the year</b>         | <b>8,806,000</b>         | <b>5,173,615</b>              | <b>2,024,506</b>                 |
| <b>Representing:</b>  |                          |                               |                                  |
| - External Restrictions   | 2,863,000                | 2,890,264                     | 2,287,264                        |
| - Internal Restrictions   | 4,894,000                | 3,468,350                     | 2,041,159                        |
| - Unrestricted  | 1,049,000                | (1,184,999)                   | (2,303,917)                      |
|   | <b>8,806,000</b>         | <b>5,173,615</b>              | <b>2,024,506</b>                 |

**Uralla Shire Council**  
**Draft Budget for the Year ending 30 June 2020**  
**CASH FLOW STATEMENT - WATER FUND**  
**Scenario: Draft Operational Plan**

|   | Actuals<br>2017/18<br>\$ | Current Year<br>2018/19<br>\$ | Projected Years<br>2019/20<br>\$ |
|---|--------------------------|-------------------------------|----------------------------------|
| <b>Cash Flows from Operating Activities</b>                               |                          |                               |                                  |
| <b>Receipts:</b>  |                          |                               |                                  |
| Rates & Annual Charges  | 388,000                  | 438,986                       | 464,637                          |
| User Charges & Fees   | 492,000                  | 622,032                       | 561,575                          |
| Interest & Investment Revenue Received                                    | 66,000                   | 64,597                        | 65,348                           |
| Grants & Contributions  | 18,000                   | 21,031                        | 38,117                           |
| Bonds & Deposits Received   | -                        | -                             | -                                |
| Other   | 7,000                    | -                             | 7,000                            |
| <b>Payments:</b>  |                          |                               |                                  |
| Employee Benefits & On-Costs  | (457,000)                | (283,857)                     | (307,247)                        |
| Materials & Contracts   | (357,000)                | (405,350)                     | (343,069)                        |
| Borrowing Costs   | -                        | -                             | -                                |
| Bonds & Deposits Refunded   | -                        | -                             | -                                |
| Other   | -                        | (299,638)                     | (296,025)                        |
| <b>Net Cash provided (or used in) Operating Activities</b>                | 157,000                  | 157,801                       | 190,336                          |
| <b>Cash Flows from Investing Activities</b>                               |                          |                               |                                  |
| <b>Receipts:</b>  |                          |                               |                                  |
| Sale of Investment Securities   | -                        | -                             | -                                |
| Sale of Investment Property   | -                        | -                             | -                                |
| Sale of Real Estate Assets  | -                        | -                             | -                                |
| Sale of Infrastructure, Property, Plant & Equipment                       | -                        | -                             | -                                |
| Sale of Interests in Joint Ventures & Associates                          | -                        | -                             | -                                |
| Sale of Intangible Assets   | -                        | -                             | -                                |
| Deferred Debtors Receipts   | -                        | -                             | -                                |
| Sale of Disposal Groups   | -                        | -                             | -                                |
| Distributions Received from Joint Ventures & Associates                   | -                        | -                             | -                                |
| Other Investing Activity Receipts   | -                        | -                             | -                                |
| <b>Payments:</b>  |                          |                               |                                  |
| Purchase of Investment Securities   | -                        | -                             | -                                |
| Purchase of Investment Property   | -                        | -                             | -                                |
| Purchase of Infrastructure, Property, Plant & Equipment                   | (52,000)                 | (400,802)                     | (489,900)                        |
| Purchase of Real Estate Assets  | -                        | -                             | -                                |
| Purchase of Intangible Assets   | -                        | -                             | -                                |
| Deferred Debtors & Advances Made  | -                        | -                             | -                                |
| Purchase of Interests in Joint Ventures & Associates                      | -                        | -                             | -                                |
| Contributions Paid to Joint Ventures & Associates                         | -                        | -                             | -                                |
| Other Investing Activity Payments   | -                        | -                             | -                                |
| <b>Net Cash provided (or used in) Investing Activities</b>                | (52,000)                 | (400,802)                     | (489,900)                        |
| <b>Cash Flows from Financing Activities</b>                               |                          |                               |                                  |
| <b>Receipts:</b>  |                          |                               |                                  |
| Proceeds from Borrowings & Advances                                       | -                        | -                             | -                                |
| Proceeds from Finance Leases  | -                        | -                             | -                                |
| Other Financing Activity Receipts   | -                        | -                             | -                                |
| <b>Payments:</b>  |                          |                               |                                  |
| Repayment of Borrowings & Advances  | -                        | -                             | -                                |
| Repayment of Finance Lease Liabilities                                    | -                        | -                             | -                                |
| Distributions to Minority 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>             | 105,000                  | (243,001)                     | (299,564)                        |
| <b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b> | 2,170,000                | 2,275,000                     | 2,031,999                        |
| <b>Cash &amp; Cash Equivalents - end of the year</b>                      | <b>2,275,000</b>         | <b>2,031,999</b>              | <b>1,732,436</b>                 |
| Cash & Cash Equivalents - end of the year                                 | 2,275,000                | 2,031,999                     | 1,732,436                        |
| Investments - end of the year   | -                        | -                             | -                                |
| <b>Cash, Cash Equivalents &amp; Investments - end of the year</b>         | <b>2,275,000</b>         | <b>2,031,999</b>              | <b>1,732,436</b>                 |
| <b>Representing:</b>  |                          |                               |                                  |
| - External Restrictions   | -                        | -                             | -                                |
| - Internal Restrictions   | -                        | -                             | -                                |
| - Unrestricted  | 2,275,000                | 2,031,999                     | 1,732,436                        |
|   | <b>2,275,000</b>         | <b>2,031,999</b>              | <b>1,732,436</b>                 |

**Uralla Shire Council**  
**Draft Budget for the Year ending 30 June 2020**  
**CASH FLOW STATEMENT - SEWER FUND**  
**Scenario: Draft Operational Plan**

|   | Actuals<br>2017/18<br>\$ | Current Year<br>2018/19<br>\$ | Projected Years<br>2019/20<br>\$ |
|---|--------------------------|-------------------------------|----------------------------------|
| <b>Cash Flows from Operating Activities</b>                               |                          |                               |                                  |
| <b>Receipts:</b>  |                          |                               |                                  |
| Rates & Annual Charges  | 687,000                  | 731,280                       | 654,683                          |
| User Charges & Fees   | 9,000                    | 11,112                        | 15,843                           |
| Interest & Investment Revenue Received                                    | 54,000                   | 55,124                        | 54,926                           |
| Grants & Contributions  | 114,000                  | 255,844                       | 3,215,738                        |
| Bonds & Deposits Received   | -                        | -                             | -                                |
| Other   | -                        | 500                           | 1,000                            |
| <b>Payments:</b>  |                          |                               |                                  |
| Employee Benefits & On-Costs  | (290,000)                | (182,081)                     | (190,315)                        |
| Materials & Contracts   | (230,000)                | (159,740)                     | (86,320)                         |
| Borrowing Costs   | -                        | -                             | -                                |
| Bonds & Deposits Refunded   | -                        | -                             | -                                |
| Other   | (4,000)                  | (206,049)                     | (199,284)                        |
| <b>Net Cash provided (or used in) Operating Activities</b>                | <b>340,000</b>           | <b>505,989</b>                | <b>3,466,272</b>                 |
| <b>Cash Flows from Investing Activities</b>                               |                          |                               |                                  |
| <b>Receipts:</b>  |                          |                               |                                  |
| Sale of Investment Securities   | -                        | -                             | -                                |
| Sale of Investment Property   | -                        | -                             | -                                |
| Sale of Real Estate Assets  | -                        | -                             | -                                |
| Sale of Infrastructure, Property, Plant & Equipment                       | -                        | -                             | -                                |
| Sale of Interests in Joint Ventures & Associates                          | -                        | -                             | -                                |
| Sale of Intangible Assets   | -                        | -                             | -                                |
| Deferred Debtors Receipts   | -                        | -                             | -                                |
| Sale of Disposal Groups   | -                        | -                             | -                                |
| Distributions Received from Joint Ventures & Associates                   | -                        | -                             | -                                |
| Other Investing Activity Receipts   | -                        | -                             | -                                |
| <b>Payments:</b>  |                          |                               |                                  |
| Purchase of Investment Securities   | -                        | -                             | -                                |
| Purchase of Investment Property   | -                        | -                             | -                                |
| Purchase of Infrastructure, Property, Plant & Equipment                   | (128,000)                | (586,757)                     | (4,861,500)                      |
| Purchase of Real Estate Assets  | -                        | -                             | -                                |
| Purchase of Intangible Assets   | -                        | -                             | -                                |
| Deferred Debtors & Advances Made  | -                        | -                             | -                                |
| Purchase of Interests in Joint Ventures & Associates                      | -                        | -                             | -                                |
| Contributions Paid to Joint Ventures & Associates                         | -                        | -                             | -                                |
| Other Investing Activity Payments   | -                        | -                             | -                                |
| <b>Net Cash provided (or used in) Investing Activities</b>                | <b>(128,000)</b>         | <b>(586,757)</b>              | <b>(4,861,500)</b>               |
| <b>Cash Flows from Financing Activities</b>                               |                          |                               |                                  |
| <b>Receipts:</b>  |                          |                               |                                  |
| Proceeds from Borrowings & Advances                                       | -                        | -                             | -                                |
| Proceeds from Finance Leases  | -                        | -                             | -                                |
| Other Financing Activity Receipts   | -                        | -                             | -                                |
| <b>Payments:</b>  |                          |                               |                                  |
| Repayment of Borrowings & Advances  | -                        | -                             | -                                |
| Repayment of Finance Lease Liabilities                                    | -                        | -                             | -                                |
| Distributions to Minority Interests                                       | -                        | -                             | -                                |
| Other Financing Activity Payments   | -                        | -                             | -                                |
| <b>Net Cash Flow provided (used in) Financing Activities</b>              | <b>-</b>                 | <b>-</b>                      | <b>-</b>                         |
| <b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>             | <b>212,000</b>           | <b>(80,768)</b>               | <b>(1,395,228)</b>               |
| <b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b> | <b>1,830,000</b>         | <b>2,042,000</b>              | <b>1,961,232</b>                 |
| <b>Cash &amp; Cash Equivalents - end of the year</b>                      | <b>2,042,000</b>         | <b>1,961,232</b>              | <b>566,004</b>                   |
| <b>Cash &amp; Cash Equivalents - end of the year</b>                      | <b>2,042,000</b>         | <b>1,961,232</b>              | <b>566,004</b>                   |
| <b>Investments - end of the year</b>                                      | <b>-</b>                 | <b>-</b>                      | <b>-</b>                         |
| <b>Cash, Cash Equivalents &amp; Investments - end of the year</b>         | <b>2,042,000</b>         | <b>1,961,232</b>              | <b>566,004</b>                   |
| <b>Representing:</b>  |                          |                               |                                  |
| - External Restrictions   | -                        | -                             | -                                |
| - Internal Restrictions   | -                        | -                             | -                                |
| - Unrestricted  | 2,042,000                | 1,961,232                     | 566,004                          |
|   | <b>2,042,000</b>         | <b>1,961,232</b>              | <b>566,004</b>                   |



**Uralla Shire Council**
**Draft Budget for the Year ending 30 June 2020**
**CASH FLOW STATEMENT - AGED CARE (MCMAUGH) FUND**
**Scenario: Draft Operational Plan**

|   | Actuals<br>2017/18<br>\$ | Current Year<br>2018/19<br>\$ | Projected Years<br>2019/20<br>\$ |
|---|--------------------------|-------------------------------|----------------------------------|
| <b>Cash Flows from Operating Activities</b>                               |                          |                               |                                  |
| <b>Receipts:</b>  |                          |                               |                                  |
| Rates & Annual Charges  | -                        | -                             | -                                |
| User Charges & Fees   | 833,000                  | 823,164                       | 935,040                          |
| Interest & Investment Revenue Received                                    | 57,000                   | 47,950                        | 47,950                           |
| Grants & Contributions  | 2,203,000                | 2,268,656                     | 2,419,453                        |
| Bonds & Deposits Received   | -                        | -                             | -                                |
| Other   | 8,000                    | 105,000                       | (181,875)                        |
| <b>Payments:</b>  |                          |                               |                                  |
| Employee Benefits & On-Costs  | (2,105,000)              | (2,034,471)                   | (2,107,255)                      |
| Materials & Contracts   | (750,000)                | (428,160)                     | (439,385)                        |
| Borrowing Costs   | (11,000)                 | (9,016)                       | (9,666)                          |
| Bonds & Deposits Refunded   | -                        | -                             | -                                |
| Other   | (52,000)                 | (371,385)                     | (397,374)                        |
| <b>Net Cash provided (or used in) Operating Activities</b>                | <b>183,000</b>           | <b>401,738</b>                | <b>266,889</b>                   |
| <b>Cash Flows from Investing Activities</b>                               |                          |                               |                                  |
| <b>Receipts:</b>  |                          |                               |                                  |
| Sale of Investment Securities   | -                        | -                             | -                                |
| Sale of Investment Property   | -                        | -                             | -                                |
| Sale of Real Estate Assets  | -                        | -                             | -                                |
| Sale of Infrastructure, Property, Plant & Equipment                       | -                        | -                             | -                                |
| Sale of Interests in Joint Ventures & Associates                          | -                        | -                             | -                                |
| Sale of Intangible Assets   | -                        | -                             | -                                |
| Deferred Debtors Receipts   | -                        | -                             | -                                |
| Sale of Disposal Groups   | -                        | -                             | -                                |
| Distributions Received from Joint Ventures & Associates                   | -                        | -                             | -                                |
| Other Investing Activity Receipts   | -                        | -                             | -                                |
| <b>Payments:</b>  |                          |                               |                                  |
| Purchase of Investment Securities   | -                        | -                             | -                                |
| Purchase of Investment Property   | -                        | -                             | -                                |
| Purchase of Infrastructure, Property, Plant & Equipment                   | (55,000)                 | (140,000)                     | (365,000)                        |
| Purchase of Real Estate Assets  | -                        | -                             | -                                |
| Purchase of Intangible Assets   | -                        | -                             | -                                |
| Deferred Debtors & Advances Made  | -                        | -                             | -                                |
| Purchase of Interests in Joint Ventures & Associates                      | -                        | -                             | -                                |
| Contributions Paid to Joint Ventures & Associates                         | -                        | -                             | -                                |
| Other Investing Activity Payments   | -                        | -                             | -                                |
| <b>Net Cash provided (or used in) Investing Activities</b>                | <b>(55,000)</b>          | <b>(140,000)</b>              | <b>(365,000)</b>                 |
| <b>Cash Flows from Financing Activities</b>                               |                          |                               |                                  |
| <b>Receipts:</b>  |                          |                               |                                  |
| Proceeds from Borrowings & Advances                                       | -                        | -                             | -                                |
| Proceeds from Finance Leases  | -                        | -                             | -                                |
| Other Financing Activity Receipts   | 1,058,000                | -                             | -                                |
| <b>Payments:</b>  |                          |                               |                                  |
| Repayment of Borrowings & Advances  | (5,000)                  | (4,889)                       | (5,350)                          |
| Repayment of Finance Lease Liabilities                                    | -                        | -                             | -                                |
| Distributions to Minority Interests                                       | -                        | -                             | -                                |
| Other Financing Activity Payments   | (1,400,000)              | -                             | -                                |
| <b>Net Cash Flow provided (used in) Financing Activities</b>              | <b>(347,000)</b>         | <b>(4,889)</b>                | <b>(5,350)</b>                   |
| <b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>             | <b>(219,000)</b>         | <b>256,849</b>                | <b>(103,461)</b>                 |
| <b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b> | <b>2,089,000</b>         | <b>1,870,000</b>              | <b>2,126,849</b>                 |
| <b>Cash &amp; Cash Equivalents - end of the year</b>                      | <b>1,870,000</b>         | <b>2,126,849</b>              | <b>2,023,388</b>                 |
| <b>Cash &amp; Cash Equivalents - end of the year</b>                      | <b>1,870,000</b>         | <b>2,126,849</b>              | <b>2,023,388</b>                 |
| <b>Investments - end of the year</b>                                      | <b>-</b>                 | <b>-</b>                      | <b>-</b>                         |
| <b>Cash, Cash Equivalents &amp; Investments - end of the year</b>         | <b>1,870,000</b>         | <b>2,126,849</b>              | <b>2,023,388</b>                 |
| <b>Representing:</b>  |                          |                               |                                  |
| - External Restrictions   | -                        | -                             | -                                |
| - Internal Restrictions   | -                        | -                             | -                                |
| - Unrestricted  | 1,870,000                | 2,126,849                     | 2,023,388                        |
|   | <b>1,870,000</b>         | <b>2,126,849</b>              | <b>2,023,388</b>                 |

**Uralla Shire Council**  
**Draft Budget for the Year ending 30 June 2020**  
**BALANCE SHEET - CONSOLIDATED**  
**Scenario: Draft Operational Plan**

|  | <b>Actuals<br/>2017/18<br/>\$</b> | <b>Current Year<br/>2018/19<br/>\$</b> | <b>Projected Years<br/>2019/20<br/>\$</b> |
|--|-----------------------------------|--|---|
| <b>ASSETS</b>  |                                   |  |   |
| <b>Current Assets</b>  |                                   |  |   |
| Cash & Cash Equivalents  | 6,443,000                         | 6,120,081                              | 4,321,828                                 |
| Investments  | 8,550,000                         | 5,173,615                              | 2,024,506                                 |
| Receivables  | 2,065,000                         | 1,069,774                              | 1,344,936                                 |
| Inventories  | 213,000                           | 203,044                                | 188,291                                   |
| Other  | 54,000                            | 55,439                                 | 53,367                                    |
| Non-current assets classified as "held for sale"                 | -                                 | -                                      | -   |
| <b>Total Current Assets</b>                                      | <b>17,325,000</b>                 | <b>12,621,952</b>                      | <b>7,932,928</b>                          |
| <b>Non-Current Assets</b>  |                                   |  |   |
| Investments  | -                                 | -                                      | -   |
| Receivables  | -                                 | -                                      | -   |
| Inventories  | -                                 | -                                      | -   |
| Infrastructure, Property, Plant & Equipment                      | 231,289,000                       | 233,767,265                            | 242,645,553                               |
| Investments Accounted for using the equity method                | -                                 | -                                      | -   |
| Investment Property  | -                                 | -                                      | -   |
| Intangible Assets  | -                                 | -                                      | -   |
| Non-current assets classified as "held for sale"                 | -                                 | -                                      | -   |
| Other  | -                                 | -                                      | -   |
| <b>Total Non-Current Assets</b>                                  | <b>231,289,000</b>                | <b>233,767,265</b>                     | <b>242,645,553</b>                        |
| <b>TOTAL ASSETS</b>  | <b>248,614,000</b>                | <b>246,389,217</b>                     | <b>250,578,481</b>                        |
| <b>LIABILITIES</b>   |                                   |  |   |
| <b>Current Liabilities</b>                                       |                                   |  |   |
| Bank Overdraft   | -                                 | -                                      | -   |
| Payables   | 3,836,000                         | 3,404,352                              | 3,390,746                                 |
| Income received in advance                                       | 475,000                           | 186,399                                | 197,656                                   |
| Borrowings   | 221,000                           | 225,343                                | 225,245                                   |
| Provisions   | 2,351,000                         | 2,386,911                              | 2,386,911                                 |
| Liabilities associated with assets classified as "held for sale" | -                                 | -                                      | -   |
| <b>Total Current Liabilities</b>                                 | <b>6,883,000</b>                  | <b>6,203,005</b>                       | <b>6,200,559</b>                          |
| <b>Non-Current Liabilities</b>                                   |                                   |  |   |
| Payables   | -                                 | -                                      | -   |
| Income received in advance                                       | -                                 | -                                      | -   |
| Borrowings   | 2,423,000                         | 2,197,743                              | 1,972,498                                 |
| Provisions   | 2,241,000                         | 2,205,089                              | 2,205,089                                 |
| Investments Accounted for using the equity method                | -                                 | -                                      | -   |
| Liabilities associated with assets classified as "held for sale" | -                                 | -                                      | -   |
| <b>Total Non-Current Liabilities</b>                             | <b>4,664,000</b>                  | <b>4,402,832</b>                       | <b>4,177,587</b>                          |
| <b>TOTAL LIABILITIES</b>   | <b>11,547,000</b>                 | <b>10,605,837</b>                      | <b>10,378,145</b>                         |
| <b>Net Assets</b>  | <b>237,067,000</b>                | <b>235,783,380</b>                     | <b>240,200,336</b>                        |
| <b>EQUITY</b>  |                                   |  |   |
| Retained Earnings  | 72,961,000                        | 71,677,380                             | 76,094,336                                |
| Revaluation Reserves   | 164,106,000                       | 164,106,000                            | 164,106,000                               |
| Council Equity Interest  | 237,067,000                       | 235,783,380                            | 240,200,336                               |
| Minority Equity Interest   | -                                 | -                                      | -   |
| <b>Total Equity</b>  | <b>237,067,000</b>                | <b>235,783,380</b>                     | <b>240,200,336</b>                        |

Uralla Shire Council  
Draft Budget for the Year ending 30 June 2020  
**BALANCE SHEET - GENERAL FUND**  
Scenario: Draft Operational Plan

|  | Actuals<br>2017/18<br>\$ | Current Year<br>2018/19<br>\$ | Projected Years<br>2019/20<br>\$ |
|--|--------------------------|-------------------------------|----------------------------------|
| <b>ASSETS</b>  |                          |                               |                                  |
| <b>Current Assets</b>  |                          |                               |                                  |
| Cash & Cash Equivalents  | 256,000                  | -                             | -                                |
| Investments  | 8,550,000                | 5,173,615                     | 2,024,506                        |
| Receivables  | 1,521,000                | 737,923                       | 789,074                          |
| Inventories  | 213,000                  | 203,044                       | 188,291                          |
| Other  | 54,000                   | 55,439                        | 53,367                           |
| Non-current assets classified as "held for sale"                 | -                        | -                             | -                                |
| <b>Total Current Assets</b>                                      | <b>10,594,000</b>        | <b>6,170,020</b>              | <b>3,055,239</b>                 |
| <b>Non-Current Assets</b>  |                          |                               |                                  |
| Investments  | -                        | -                             | -                                |
| Receivables  | -                        | -                             | -                                |
| Inventories  | -                        | -                             | -                                |
| Infrastructure, Property, Plant & Equipment                      | 203,451,000              | 205,691,597                   | 209,741,320                      |
| Investments Accounted for using the equity method                | -                        | -                             | -                                |
| Investment Property  | -                        | -                             | -                                |
| Intangible Assets  | -                        | -                             | -                                |
| Non-current assets classified as "held for sale"                 | -                        | -                             | -                                |
| Other  | -                        | -                             | -                                |
| <b>Total Non-Current Assets</b>                                  | <b>203,451,000</b>       | <b>205,691,597</b>            | <b>209,741,320</b>               |
| <b>TOTAL ASSETS</b>  | <b>214,045,000</b>       | <b>211,861,617</b>            | <b>212,796,559</b>               |
| <b>LIABILITIES</b>   |                          |                               |                                  |
| <b>Current Liabilities</b>                                       |                          |                               |                                  |
| Bank Overdraft   | -                        | -                             | -                                |
| Payables   | 1,836,000                | 1,404,352                     | 1,390,746                        |
| Income received in advance                                       | 475,000                  | 186,399                       | 197,656                          |
| Borrowings   | 216,000                  | 219,993                       | 219,451                          |
| Provisions   | 2,351,000                | 2,386,911                     | 2,386,911                        |
| Liabilities associated with assets classified as "held for sale" | -                        | -                             | -                                |
| <b>Total Current Liabilities</b>                                 | <b>4,878,000</b>         | <b>4,197,655</b>              | <b>4,194,765</b>                 |
| <b>Non-Current Liabilities</b>                                   |                          |                               |                                  |
| Payables   | -                        | -                             | -                                |
| Income received in advance                                       | -                        | -                             | -                                |
| Borrowings   | 2,374,000                | 2,153,982                     | 1,934,531                        |
| Provisions   | 2,241,000                | 2,205,089                     | 2,205,089                        |
| Investments Accounted for using the equity method                | -                        | -                             | -                                |
| Liabilities associated with assets classified as "held for sale" | -                        | -                             | -                                |
| <b>Total Non-Current Liabilities</b>                             | <b>4,615,000</b>         | <b>4,359,071</b>              | <b>4,139,620</b>                 |
| <b>TOTAL LIABILITIES</b>   | <b>9,493,000</b>         | <b>8,556,726</b>              | <b>8,334,384</b>                 |
| <b>Net Assets</b>  | <b>204,552,000</b>       | <b>203,304,891</b>            | <b>204,462,174</b>               |
| <b>EQUITY</b>  |                          |                               |                                  |
| Retained Earnings  | 55,795,000               | 54,547,891                    | 55,705,174                       |
| Revaluation Reserves   | 148,757,000              | 148,757,000                   | 148,757,000                      |
| Council Equity Interest  | 204,552,000              | 203,304,891                   | 204,462,174                      |
| Minority Equity Interest   | -                        | -                             | -                                |
| <b>Total Equity</b>  | <b>204,552,000</b>       | <b>203,304,891</b>            | <b>204,462,174</b>               |

Uralla Shire Council  
Draft Budget for the Year ending 30 June 2020  
**BALANCE SHEET - WATER FUND**  
Scenario: Draft Operational Plan

|  | Actuals<br>2017/18<br>\$ | Current Year<br>2018/19<br>\$ | Projected Years<br>2019/20<br>\$ |
|--|--------------------------|-------------------------------|----------------------------------|
| <b>ASSETS</b>  |                          |                               |                                  |
| <b>Current Assets</b>  |                          |                               |                                  |
| Cash & Cash Equivalents  | 2,275,000                | 2,031,999                     | 1,732,436                        |
| Investments  | -                        | -                             | -                                |
| Receivables  | 374,000                  | 278,694                       | 310,012                          |
| Inventories  | -                        | -                             | -                                |
| Other  | -                        | -                             | -                                |
| Non-current assets classified as "held for sale"                 | -                        | -                             | -                                |
| <b>Total Current Assets</b>                                      | <b>2,649,000</b>         | <b>2,310,693</b>              | <b>2,042,448</b>                 |
| <b>Non-Current Assets</b>  |                          |                               |                                  |
| Investments  | -                        | -                             | -                                |
| Receivables  | -                        | -                             | -                                |
| Inventories  | -                        | -                             | -                                |
| Infrastructure, Property, Plant & Equipment                      | 14,614,000               | 14,550,919                    | 14,556,492                       |
| Investments Accounted for using the equity method                | -                        | -                             | -                                |
| Investment Property  | -                        | -                             | -                                |
| Intangible Assets  | -                        | -                             | -                                |
| Non-current assets classified as "held for sale"                 | -                        | -                             | -                                |
| Other  | -                        | -                             | -                                |
| <b>Total Non-Current Assets</b>                                  | <b>14,614,000</b>        | <b>14,550,919</b>             | <b>14,556,492</b>                |
| <b>TOTAL ASSETS</b>  | <b>17,263,000</b>        | <b>16,861,612</b>             | <b>16,598,940</b>                |
| <b>LIABILITIES</b>   |                          |                               |                                  |
| <b>Current Liabilities</b>                                       |                          |                               |                                  |
| Bank Overdraft   | -                        | -                             | -                                |
| Payables   | -                        | -                             | -                                |
| Income received in advance                                       | -                        | -                             | -                                |
| 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>                                   |                          |                               |                                  |
| Payables   | -                        | -                             | -                                |
| Income received in advance                                       | -                        | -                             | -                                |
| 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>17,263,000</b>        | <b>16,861,612</b>             | <b>16,598,940</b>                |
| <b>EQUITY</b>  |                          |                               |                                  |
| Retained Earnings  | 8,641,000                | 8,239,612                     | 7,976,940                        |
| Revaluation Reserves   | 8,622,000                | 8,622,000                     | 8,622,000                        |
| Council Equity Interest  | 17,263,000               | 16,861,612                    | 16,598,940                       |
| Minority Equity Interest   | -                        | -                             | -                                |
| <b>Total Equity</b>  | <b>17,263,000</b>        | <b>16,861,612</b>             | <b>16,598,940</b>                |

Uralla Shire Council  
Draft Budget for the Year ending 30 June 2020  
**BALANCE SHEET - SEWER FUND**  
Scenario: Draft Operational Plan

|  | Actuals<br>2017/18<br>\$ | Current Year<br>2018/19<br>\$ | Projected Years<br>2019/20<br>\$ |
|--|--------------------------|-------------------------------|----------------------------------|
| <b>ASSETS</b>  |                          |                               |                                  |
| <b>Current Assets</b>  |                          |                               |                                  |
| Cash & Cash Equivalents  | 2,042,000                | 1,961,232                     | 566,004                          |
| Investments  | -                        | -                             | -                                |
| Receivables  | 65,000                   | 53,158                        | 48,974                           |
| Inventories  | -                        | -                             | -                                |
| Other  | -                        | -                             | -                                |
| Non-current assets classified as "held for sale"                 | -                        | -                             | -                                |
| <b>Total Current Assets</b>                                      | <b>2,107,000</b>         | <b>2,014,390</b>              | <b>614,978</b>                   |
| <b>Non-Current Assets</b>  |                          |                               |                                  |
| Investments  | -                        | -                             | -                                |
| Receivables  | -                        | -                             | -                                |
| Inventories  | -                        | -                             | -                                |
| Infrastructure, Property, Plant & Equipment                      | 8,924,000                | 9,286,050                     | 13,913,584                       |
| Investments Accounted for using the equity method                | -                        | -                             | -                                |
| Investment Property  | -                        | -                             | -                                |
| Intangible Assets  | -                        | -                             | -                                |
| Non-current assets classified as "held for sale"                 | -                        | -                             | -                                |
| Other  | -                        | -                             | -                                |
| <b>Total Non-Current Assets</b>                                  | <b>8,924,000</b>         | <b>9,286,050</b>              | <b>13,913,584</b>                |
| <b>TOTAL ASSETS</b>  | <b>11,031,000</b>        | <b>11,300,440</b>             | <b>14,528,562</b>                |
| <b>LIABILITIES</b>   |                          |                               |                                  |
| <b>Current Liabilities</b>                                       |                          |                               |                                  |
| Bank Overdraft   | -                        | -                             | -                                |
| Payables   | -                        | -                             | -                                |
| Income received in advance                                       | -                        | -                             | -                                |
| 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>                                   |                          |                               |                                  |
| Payables   | -                        | -                             | -                                |
| Income received in advance                                       | -                        | -                             | -                                |
| 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>11,031,000</b>        | <b>11,300,440</b>             | <b>14,528,562</b>                |
| <b>EQUITY</b>  |                          |                               |                                  |
| Retained Earnings  | 5,499,000                | 5,768,440                     | 8,996,562                        |
| Revaluation Reserves   | 5,532,000                | 5,532,000                     | 5,532,000                        |
| Council Equity Interest  | 11,031,000               | 11,300,440                    | 14,528,562                       |
| Minority Equity Interest   | -                        | -                             | -                                |
| <b>Total Equity</b>  | <b>11,031,000</b>        | <b>11,300,440</b>             | <b>14,528,562</b>                |

**Uralla Shire Council**  
**Draft Budget for the Year ending 30 June 2020**  
**BALANCE SHEET - AGED CARE (MCMAUGH) FUND**  
**Scenario: Draft Operational Plan**

|  | <b>Actuals<br/>2017/18<br/>\$</b> | <b>Current Year<br/>2018/19<br/>\$</b> | <b>Projected Years<br/>2019/20<br/>\$</b> |
|--|-----------------------------------|--|---|
| <b>ASSETS</b>  |                                   |  |   |
| <b>Current Assets</b>  |                                   |  |   |
| Cash & Cash Equivalents  | 1,870,000                         | 2,126,849                              | 2,023,388                                 |
| Investments  | -                                 | -                                      | -   |
| Receivables  | 105,000                           | -                                      | 196,875                                   |
| Inventories  | -                                 | -                                      | -   |
| Other  | -                                 | -                                      | -   |
| Non-current assets classified as "held for sale"                 | -                                 | -                                      | -   |
| <b>Total Current Assets</b>                                      | <b>1,975,000</b>                  | <b>2,126,849</b>                       | <b>2,220,263</b>                          |
| <b>Non-Current Assets</b>  |                                   |  |   |
| Investments  | -                                 | -                                      | -   |
| Receivables  | -                                 | -                                      | -   |
| Inventories  | -                                 | -                                      | -   |
| Infrastructure, Property, Plant & Equipment                      | 4,300,000                         | 4,238,699                              | 4,434,157                                 |
| Investments Accounted for using the equity method                | -                                 | -                                      | -   |
| Investment Property  | -                                 | -                                      | -   |
| Intangible Assets  | -                                 | -                                      | -   |
| Non-current assets classified as "held for sale"                 | -                                 | -                                      | -   |
| Other  | -                                 | -                                      | -   |
| <b>Total Non-Current Assets</b>                                  | <b>4,300,000</b>                  | <b>4,238,699</b>                       | <b>4,434,157</b>                          |
| <b>TOTAL ASSETS</b>  | <b>6,275,000</b>                  | <b>6,365,548</b>                       | <b>6,654,420</b>                          |
| <b>LIABILITIES</b>   |                                   |  |   |
| <b>Current Liabilities</b>                                       |                                   |  |   |
| Bank Overdraft   | -                                 | -                                      | -   |
| Payables   | 2,000,000                         | 2,000,000                              | 2,000,000                                 |
| Income received in advance                                       | -                                 | -                                      | -   |
| Borrowings   | 5,000                             | 5,350                                  | 5,794                                     |
| Provisions   | -                                 | -                                      | -   |
| Liabilities associated with assets classified as "held for sale" | -                                 | -                                      | -   |
| <b>Total Current Liabilities</b>                                 | <b>2,005,000</b>                  | <b>2,005,350</b>                       | <b>2,005,794</b>                          |
| <b>Non-Current Liabilities</b>                                   |                                   |  |   |
| Payables   | -                                 | -                                      | -   |
| Income received in advance                                       | -                                 | -                                      | -   |
| Borrowings   | 49,000                            | 43,761                                 | 37,967                                    |
| Provisions   | -                                 | -                                      | -   |
| Investments Accounted for using the equity method                | -                                 | -                                      | -   |
| Liabilities associated with assets classified as "held for sale" | -                                 | -                                      | -   |
| <b>Total Non-Current Liabilities</b>                             | <b>49,000</b>                     | <b>43,761</b>                          | <b>37,967</b>                             |
| <b>TOTAL LIABILITIES</b>   | <b>2,054,000</b>                  | <b>2,049,111</b>                       | <b>2,043,761</b>                          |
| <b>Net Assets</b>  | <b>4,221,000</b>                  | <b>4,316,437</b>                       | <b>4,610,659</b>                          |
| <b>EQUITY</b>  |                                   |  |   |
| Retained Earnings  | 3,026,000                         | 3,121,437                              | 3,415,659                                 |
| Revaluation Reserves   | 1,195,000                         | 1,195,000                              | 1,195,000                                 |
| Council Equity Interest  | 4,221,000                         | 4,316,437                              | 4,610,659                                 |
| Minority Equity Interest   | -                                 | -                                      | -   |
| <b>Total Equity</b>  | <b>4,221,000</b>                  | <b>4,316,437</b>                       | <b>4,610,659</b>                          |

**Uralla Shire Council**  
**Draft Budget for the Year ending 30 June 2020**  
**CAPITAL EXPENDITURE**  
**Scenario: Draft Operational Plan**

**General Fund**

|  |         |                  |
|--|---------|------------------|
| Plant and Equipment  | Renewal | 2,296,384        |
| Technology replacement                                     | Renewal | 30,500           |
| Industrial land redevelopment                              | New     | 618,545          |
| Sporting Complex, Squash Courts and Amenities              | Renewal | 260,880          |
| Amenities & Lunchroom, Machinery Parking Bay,              | Renewal | 26,800           |
| Aged Persons Unit x 4                                      | Renewal | 12,000           |
| MR73-Thunderbolts Way_Ch 23000 to 23650                    | Renewal | 260,000          |
| MR73-Thunderbolts Way_Ch 22000 to 23000                    | Renewal | 140,000          |
| Urban Local Rehab - John Street - Bridge to Queen          | Renewal | 100,000          |
| Urban Local Rehab - Park Street - From Queen Street 100m   | Renewal | 50,000           |
| Urban Local Rehab - Gilmore Place - AC overlay 00 to 140m  | Renewal | 40,000           |
| Urban Local - Reseals                                      | Renewal | 63,997           |
| Rural Local Upgrade - Bingara Road - Seal 6.68 to 15.0km   | New     | 1,181,817        |
| Rural Local Upgrade - Leece Road - Rehab and realigmt 350m | Renewal | 120,000          |
| Rural Local Rehab - Reeves Road - 00 to 1.0km              | Renewal | 186,000          |
| Rural Local Rehab - Noalimba Avenue - 5.0 to 6.0km         | Renewal | 345,000          |
| Rural Local - Reseals                                      | Renewal | 335,733          |
| Stormwater Repalcement                                     | New     | 45,000           |
| Uralla Parks & Reserves                                    | New     | 260,945          |
| Unsealed Regional Roads - Gravel Resheeting                | Renewal | 20,085           |
| Swimming Pool  | Renewal | 93,321           |
| Caravan parks  | Renewal | 400              |
| Library  | Renewal | 250              |
| Waste Equipment  | Renewal | 17,500           |
| Administration Building                                    | Renewal | 5,000            |
| Courthouse and Memorial Hall                               | Renewal | 42,000           |
| Footpaths  | Renewal | 59,554           |
| Kerb & Gutter  | Renewal | 70,600           |
| Regional Roads Sealed - Reseals                            | Renewal | 248,500          |
| Unsealed Rural Roads - Gravel resheeting                   | Renewal | 482,668          |
| Bike Tracks  | Renewal | 93,750           |
| <b>Sub-total</b>   |         | <b>7,507,229</b> |

**Water Fund**

|                                   |         |                |
|-----------------------------------|---------|----------------|
| Upgrade Water treatment Buliding  | Renewal | 25,400         |
| Upgrade Uralla Filtration Systems | Renewal | 300,000        |
| WHS Improvement Works             | Renewal | 140,000        |
| General Equipment                 | Renewal | 24,500         |
| <b>Sub-total</b>                  |         | <b>489,900</b> |

**Sewer Fund**

|  |         |                  |
|--|---------|------------------|
| Uralla Sewerage System WHS Improvement works | Renewal | 80,000           |
| Bundarra sewerage system                     | New     | 4,780,000        |
| Building AMP requirements for sewer fund     | Renewal | 1,500            |
| <b>Sub-total</b>                             |         | <b>4,861,500</b> |

**McMaugh Gardens**

|                                 |         |                |
|---------------------------------|---------|----------------|
| Resident room bathroom upgrades | Renewal | 315,000        |
| General furniture and Equipment | Renewal | 50,000         |
| <b>Sub-total</b>                |         | <b>365,000</b> |

**Total**

**13,223,629**

## PART 4: REVENUE POLICY



## Rating Policy

### 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 the general rate. The options are:

- a) an ad-valorem;
- b) an ad-valorem with a minimum; or
- c) a base amount plus an ad-valorem.

Uralla Shire Council utilises option c, 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 Generals Department is the agency who 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 2017 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 [http://www.valuergeneral.nsw.gov.au/land\\_values/valuation\\_method](http://www.valuergeneral.nsw.gov.au/land_values/valuation_method).

### Rate Pegging

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For 2019/20 Council has increased its notional general rate income by the permissible increase of 2.70% announced by the Independent Pricing and Regulatory Tribunal (IPART) on 11 September 2018.

IPART advised that in determining the 2019/20 rate peg, they took into consideration the rise in the Local Government Cost Index. The main contributors to increasing the level of the index over the year ending June 2018 were increases in labour and energy costs and higher construction costs for roads, drains, footpaths, kerbing and bridges.

The main components of the index and their percentage of the overall index are:

- Employee benefits and on-costs (41.7%)
- Construction works – roads, drains, footpaths, kerbing, bridges (19.2%)
- Other expenses (8.9%)
- Other business services – including items such as contractor and consultancy costs (6.0%)
- Buildings – non-dwelling (4.1%)
- Plant and equipment – machinery (3.4%)

- Electricity (2.7%)
- Road, footpath, kerbing, bridge and drain building materials (2.4%)

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 – 2019/20

| Rate Type | Category    | Sub Category | Ad Valorem Amount<br>Cents in \$ |           | Base Amount<br>\$ |           | Base Amount<br>% Yield |           | Rate Yield<br>\$ |             |
|-----------|-------------|--------------|----------------------------------|-----------|-------------------|-----------|------------------------|-----------|------------------|-------------|
|           |             |              | 2019/2020                        | 2018/2019 | 2019/2020         | 2018/2019 | 2019/2020              | 2018/2019 | 2019/2020        | 2018/2019   |
| Ordinary  | Farmland    |              | 0.3753                           | 0.3684    | \$290.00          | \$280.00  | 8.18%                  | 8.07%     | \$2,110,259      | \$2,064,121 |
| Ordinary  | Residential | Ordinary     | 0.3753                           | 0.3684    | \$290.00          | \$280.00  | 45.93%                 | 45.51%    | \$907,367        | \$882,795   |
| Ordinary  | Residential | Rural        | 0.3753                           | 0.3684    | \$290.00          | \$280.00  | 31.13%                 | 30.67%    | \$787,296        | \$762,418   |
| Ordinary  | Business    |              | 0.3753                           | 0.3684    | \$290.00          | \$280.00  | 41.20%                 | 40.76%    | \$106,281        | \$103,044   |
| Ordinary  | Mining      |              | 0.3753                           | 0.3684    | \$290.00          | \$280.00  | 0.00%                  | 0.00%     | \$0              | \$0         |

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

|                                       | Farmland      | Residential   | Rural<br>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      |

### Average Rate for each Land Category 2018/2019

|                                       | Farmland      | Residential   | Rural Residential | Business     | Mining |
|---------------------------------------|---------------|---------------|-------------------|--------------|--------|
| Approximate Total Rates from Category | \$2,064,121   | \$882,795     | \$762,418         | \$103,044    | \$0    |
| % of Total Rates                      | 54.14%        | 23.16%        | 20.00%            | 2.70%        | 0      |
| Number of assessments                 | 595           | 1,435         | 835               | 150          | 0      |
| Average rates per assessment          | \$3,469       | \$615         | \$913             | \$687        | \$0    |
| Total Land Value of category          | \$515,070,805 | \$130,563,180 | \$143,490,120     | \$16,570,010 | \$0    |
| % of Total Land Value                 | 63.93%        | 16.20%        | 17.81%            | 2.06%        | 0      |

### Average Rate for each Land Category 2017/18

|                                       | Farmland      | Residential   | Rural Residential | Business     | Mining |
|---------------------------------------|---------------|---------------|-------------------|--------------|--------|
| Approximate Total Rates from Category | \$2,008,997   | \$863,974     | \$743,551         | \$100,346    | \$0    |
| % of Total Rates                      | 54.05%        | 23.25%        | 20.00%            | 2.70%        | 0      |
| Number of assessments                 | 585           | 1,428         | 825               | 149          | 0      |
| Average rates per assessment          | \$3,434       | \$605         | \$901             | \$673        | \$0    |
| Total Land Value of category          | \$513,755,720 | \$130,297,150 | \$143,261,620     | \$16,509,010 | \$0    |
| % of Total Land Value                 | 63.91%        | 16.21%        | 17.82%            | 2.06%        | 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     |           |
|                             | 2019/2020 | 2018/2019 | 2019/2020 | 2018/2019 |
| Uralla Water                | \$341.00  | \$324.00  | \$419,430 | \$395,928 |
| Bundarra Water              | \$341.00  | \$324.00  | \$78,771  | \$74,844  |
| Total                       |           |           | \$498,201 | \$470,772 |

### 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    |           | Estimated Yield |           |
|                             | 2019/2020 | 2018/2019 | 2019/2020       | 2018/2019 |
| Uralla Water Usage Charge   | \$2.47    | \$2.35    | \$500,850       | \$443,000 |
| Bundarra Water Usage Charge | \$2.47    | \$2.35    | \$77,700        | \$69,000  |
| Total                       |           |           | \$578,550       | \$512,000 |

### Sewerage Charges - Residential

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 sewer system for sewerage services, as detailed in the table below:

| Annual Sewer Charges - Residential |           |           |           |           |
|------------------------------------|-----------|-----------|-----------|-----------|
| Charge                             | Amount    |           | Yield     |           |
|                                    | 2019/2020 | 2018/2019 | 2019/2020 | 2018/2019 |
| Uralla Sewerage                    | \$601.00  | \$572.00  | \$635,858 | \$602,316 |
| Bundarra Sewerage                  | \$601.00  | \$572.00  | \$Nil     | \$113,480 |
| Total                              |           |           | \$635,858 | \$715,796 |

## Sewerage Charges – Non - Residential

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     |           |
|  | 2018/2019 | 2018/2019 | 2019/2020 | 2018/2019 |
| Uralla Sewerage – Access               | \$420.00  | \$400.00  | \$38,640  | \$36,800  |
| Uralla Sewerage – Usage                | \$1.31    | \$1.25    |           |           |
| Bundarra Sewerage – Access             | \$420.00  | \$400.00  | \$0       | \$0       |
| Bundarra Sewerage – Usage              | \$1.31    | \$1.25    |           |           |

## 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 or Bundarra sewer systems for sewerage services, as detailed in the table below:

| Trade Waste Charges – Non-Residential |           |           |           |           |
|---------------------------------------|-----------|-----------|-----------|-----------|
| Charge                                | Amount    |           | Yield     |           |
|                                       | 2019/2020 | 2018/2019 | 2019/2020 | 2018/2019 |
| Trade Waste - Annual                  | \$77.50   | \$76.00   | \$5,200   | \$6,000   |
| Trade Waste - Usage                   | \$1.40    | \$1.38    |           |           |

## 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 |           |
|                               | 2019/2020 | 2018/2019 | 2019/2020       | 2018/2019 |
| Urban Residential levy        | \$25.00   | \$25.00   | \$23,950        | \$23,775  |
| Urban Strata residential levy | \$12.50   | \$12.50   | \$213           | \$213     |
| Charge per 350m <sup>2</sup>  | Amount    |           | Estimated Yield |           |
| Urban Business and industrial | \$25.00   | \$25.00   | \$5,750         | \$5,225   |

## Waste Facility Fee

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In accordance with Section 501 of the Local Government Act 1993, it is proposed to levy an annual charge on all rateable properties as a Waste Management Facility fee. 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.

| Waste Facility Fee |           |           |               |             |
|--------------------|-----------|-----------|---------------|-------------|
| Charge             | Amount    |           | Yield         |             |
|                    | 2018/2019 | 2018/2019 | No of Assess. | Total Yield |
| Waste Facility Fee | \$224.00  | \$218.00  | 3,028         | \$678,272   |

## 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    |             |
|                                       | 2019/2020 | 2018/2019 | Services | Total Yield |
| Uralla Residential                    | \$342.00  | \$333.00  | 1,089    | \$372,792   |
| Bundarra Residential                  | \$342.00  | \$333.00  | 178      | \$61,100    |
| Invergowrie Residential               | \$342.00  | \$333.00  | 514      | \$175,080   |
| Additional Recycling Bin              | \$118.00  | \$115.00  | 1        | \$118       |
| TOTAL                                 |           |           |          | \$609,090   |

## 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    |           |
|--------------------------|-----------|-----------|
|                          | 2018/2019 | 2018/2019 |
| Uralla Non-Rateable      | \$342.00  | \$333.00  |
| Bundarra Non-Rateable    | \$342.00  | \$333.00  |
| Additional Recycling Bin | \$118.00  | \$115.00  |

## 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    |             |
|   | 2019/2020 | 2018/2019 | Services | Total Yield |
| Uralla Commercial - Large                 | \$256.00  | \$249.00  | 135      | \$34,560    |
| Uralla Commercial - Small                 | \$197.00  | \$192.00  | 46       | \$9,062     |
| Bundarra Commercial                       | \$256.00  | \$249.00  | 38       | \$9,728     |
| TOTAL                                     |           |           |          | \$53,350    |



## Environmental Levy

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In accordance with Section 501 of the Local Government Act 1993, Council proposes to levy an annual Environmental Levy on every rateable assessment in the Shire. The levy is utilized to continue bush regeneration projects throughout the Shire and to match external funding for environmental management projects that are obtained. The levy is as detailed in the table below:

| Environnemental Levy |           |           |                 |           |
|----------------------|-----------|-----------|-----------------|-----------|
| Charge               | Amount    |           | Estimated Yield |           |
|                      | 2018/2019 | 2018/2019 | 2018/2019       | 2018/2019 |
| Environmental Levy   | \$81.00   | \$79.00   | \$245,268       | \$238,185 |
|                      |           |           |                 |           |

## Borrowings

---

There are no proposed borrowings for 2018/19.

## Interest on Rates & Charges

---

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 Act, the Minister has determined that the maximum rate of interest payable on overdue rates and charges for the 2019/20 rating year will be 7.5%

## Fees and Charges

---

In accordance with Section 608 of the Local Government Act, 1993, Council proposes a range of fees and charges as contained in the **2019/2020 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 2019/2020.

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**

---

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.

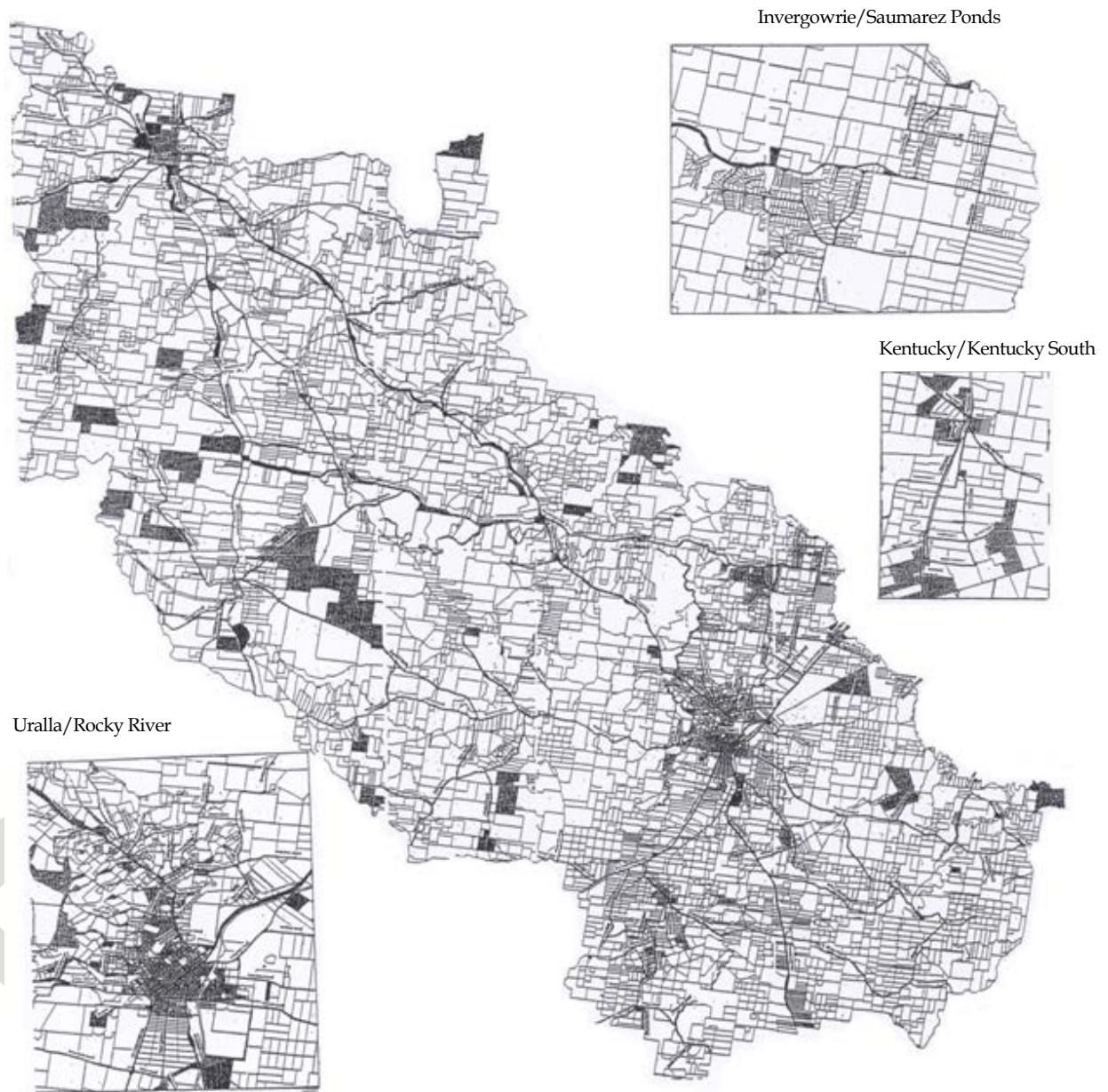
During the next financial year, Council will continue investigations into alternative methods of raising revenue with particular emphasis on user pays principles. Revision of Council's pricing policy will be undertaken during this period.

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.

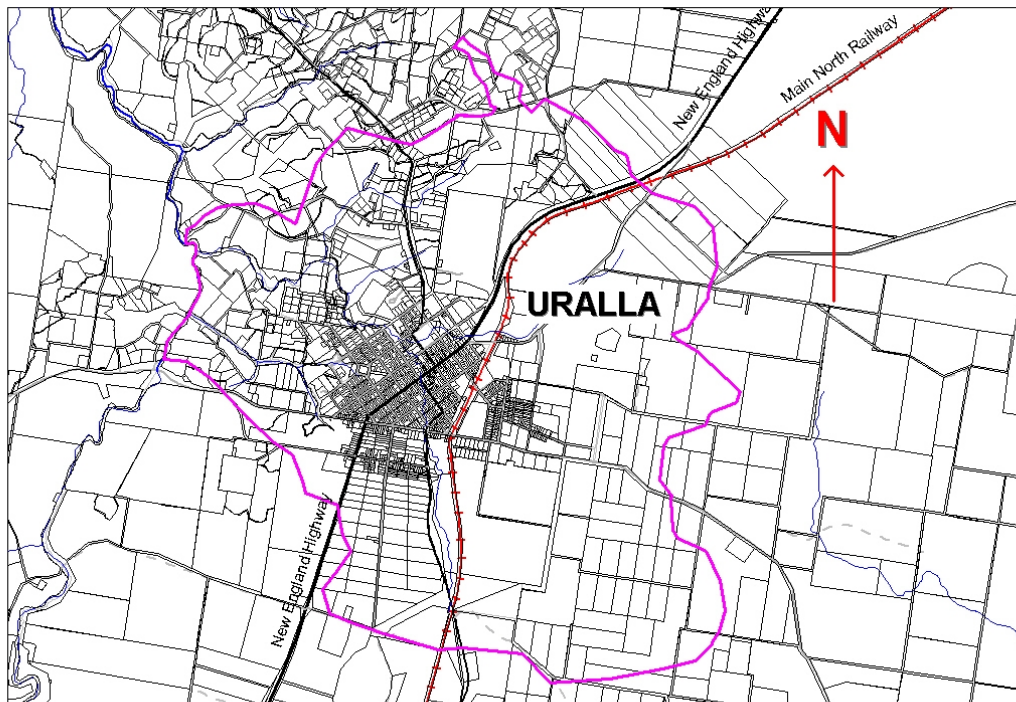
## Rating Maps

### Map of Ordinary Rate Area



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.

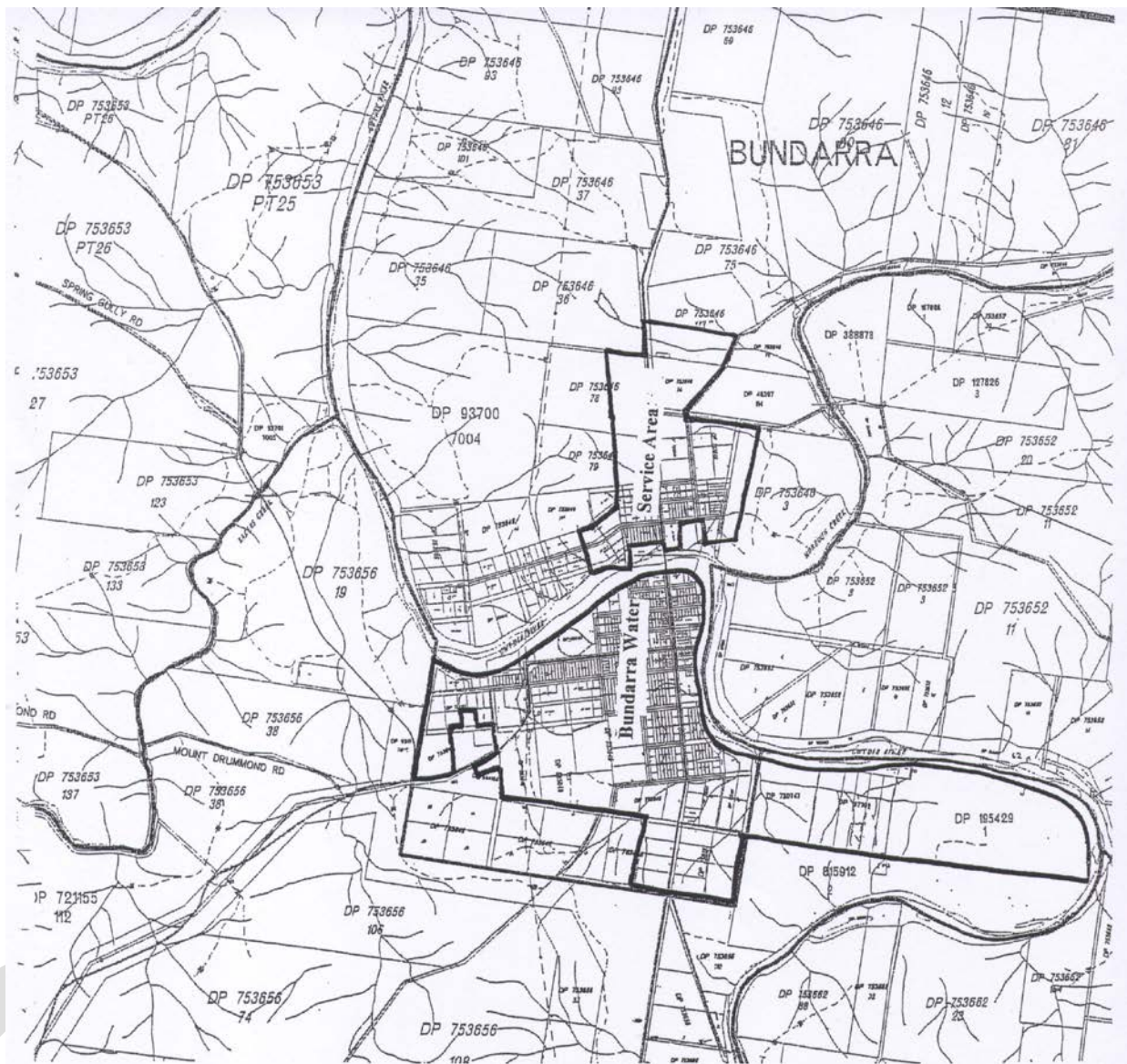
## Map of Uralla Stormwater Catchment Area



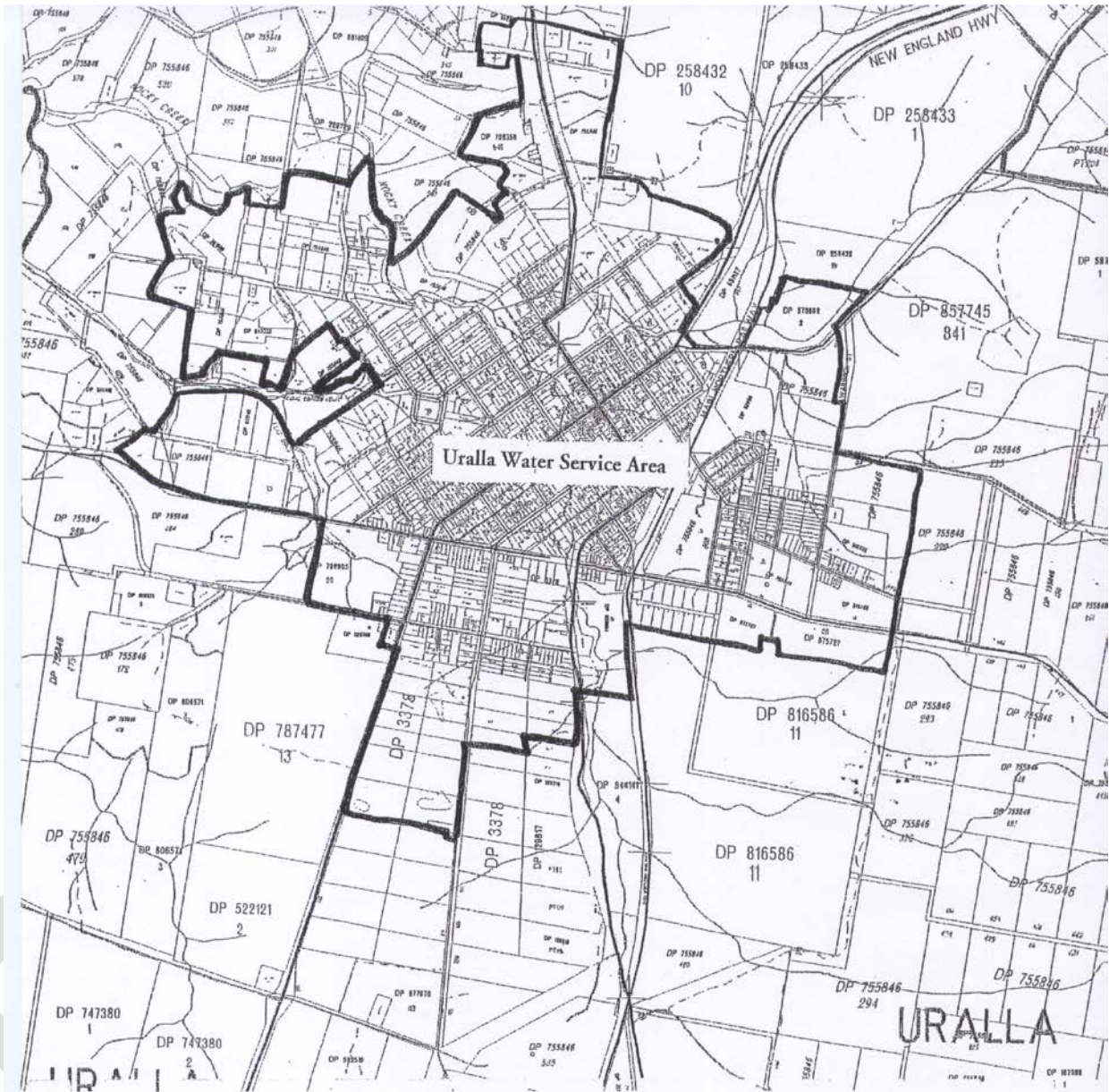
**URALLA SHIRE COUNCIL URBAN STORMWATER CATCHMENT AREA**



## Map of Bundarra Water Service Area



## Map of Uralla Water Service Area





[illegible]

## PART 5: FEES & CHARGES



DRAFT

## Fees & Charges

---

### Uralla Shire Council

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| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Uralla Shire Council

### Utilities

### Water Services

#### Access and Supply

|   |          |          |        |          |       |                                |   |
|---|----------|----------|--------|----------|-------|--------------------------------|---|
| Water Access Charge Uralla and Bundarra | \$324.00 | \$341.00 | \$0.00 | \$341.00 | 5.25% | Per annum<br>per<br>assessment | N |
| Water Supply – consumption charge       | \$2.35   | \$2.47   | \$0.00 | \$2.47   | 5.11% | Per kL                         | N |

#### Water Connection Fees

|  |   |            |        |            |       |   |   |
|--|---|------------|--------|------------|-------|---|---|
| Uralla and Bundarra Service Charge                                       | N/A   |            |        |            |       | Per<br>Connection   | N |
| Uralla and Bundarra Connection Charge to water main, up to 4 m           | \$1,200.00  | \$1,225.00 | \$0.00 | \$1,225.00 | 2.08% | Per<br>connection<br>within 4 m of<br>water main:<br>20 mm or 25<br>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<br>connection<br>beyond 4 m<br>of water<br>main: 20<br>mm or 25<br>mm | N |
|  | Last YR Fee<br>Per m construction cost + cost of additional design requirements will apply. Price on application. |            |        |            |       |   |   |



| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Other Water Fees and Charges

|   |          |          |        |          |        |           |   |
|---|----------|----------|--------|----------|--------|-----------|---|
| Water Meter supplied and fitted (20 mm) or replaced   | \$180.00 | \$198.00 | \$0.00 | \$198.00 | 10.00% | Per Meter | N |
| Water Meter Testing only  | \$80.00  | \$73.50  | \$0.00 | \$73.50  | -8.13% | 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  | \$80.00  | \$73.50  | \$0.00 | \$73.50  | -8.13% | Per Read  | N |

## Water Sales

|                  |        |        |        |        |       |        |   |
|------------------|--------|--------|--------|--------|-------|--------|---|
| Bulk water sales | \$5.00 | \$5.10 | \$0.00 | \$5.10 | 2.00% | Per kL | N |
|------------------|--------|--------|--------|--------|-------|--------|---|

## Water Restriction Devices

|   |          |          |        |          |        |              |   |
|---|----------|----------|--------|----------|--------|--------------|---|
| Installation/Removal during service hours (7.30 am-3.00 pm) | \$160.00 | \$147.00 | \$0.00 | \$147.00 | -8.13% | Per Activity | N |
|---|----------|----------|--------|----------|--------|--------------|---|

## Other Costs

|  |         |         |        |         |        |              |   |
|--|---------|---------|--------|---------|--------|--------------|---|
| Council required to clear vegetation to gain access to a meter, at cost charge   | \$80.00 | \$82.00 | \$0.00 | \$82.00 | 2.50%  | 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)   | \$70.00 | \$64.50 | \$0.00 | \$64.50 | -7.86% | Per Visit    | N |

## Sewer Charges

## Access and Supply

|                                 |          |          |        |          |       |   |   |
|---------------------------------|----------|----------|--------|----------|-------|---|---|
| Residential sewer access charge | \$572.00 | \$601.00 | \$0.00 | \$601.00 | 5.07% | Per annum<br>single<br>dwelling per<br>lot/unit | N |
|---------------------------------|----------|----------|--------|----------|-------|---|---|

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Access and Supply [continued]

|                                     |          |          |        |          |       |                                 |   |
|-------------------------------------|----------|----------|--------|----------|-------|---------------------------------|---|
| Commercial sewer access charge      | \$400.00 | \$420.00 | \$0.00 | \$420.00 | 5.00% | Per annum<br>single<br>business | N |
| Usage charge                        | \$1.25   | \$1.31   | \$0.00 | \$1.31   | 4.80% | Per kL                          | N |
| Unconnected lot sewer access charge | \$572.00 | \$601.00 | \$0.00 | \$601.00 | 5.07% | Per annum<br>per Lot            | N |

## Sewer Connection Charges

|  |   |            |        |            |       |  |   |
|--|---|------------|--------|------------|-------|--|---|
| Application Fee and Provision of Connection                                    |   |            |        |            | N/A   | Per<br>Connection  | N |
| Provide junction to main on property, up to 4 m                                | \$1,000.00  | \$1,020.00 | \$0.00 | \$1,020.00 | 2.00% |  | 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<br>construction<br>cost plus<br>other design<br>requirement<br>s | N |
|  | Last YR Fee<br>Per m construction cost + cost of additional design requirements will apply. Price on application. |            |        |            |       |  |   |

## Trade Waste Charges

### Trade Waste

|                               |         |         |        |         |       |           |   |
|-------------------------------|---------|---------|--------|---------|-------|-----------|---|
| Trade Waste – application fee | \$76.00 | \$77.50 | \$0.00 | \$77.50 | 1.97% | Per Annum | N |
| Trade Waste – usage           | \$1.38  | \$1.40  | \$0.00 | \$1.40  | 1.45% | Per kL    | N |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Drainage Fees

|                       |         |         |        |         |       |          |   |
|-----------------------|---------|---------|--------|---------|-------|----------|---|
| Copy of Drainage Plan | \$37.00 | \$38.00 | \$0.00 | \$38.00 | 2.70% | Per Plan | N |
|-----------------------|---------|---------|--------|---------|-------|----------|---|

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| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Engineering Services

### General Services

#### Kerb and Guttering

|   |          |         |                                     |          |       |           |   |
|---|----------|---------|-------------------------------------|----------|-------|-----------|---|
| Private works (not in conjunction with works program)       |          |         | Full cost of works per DCP plus 25% |          |       | Per Metre | N |
| Adjoining owner charges (in conjunction with works program) | \$101.00 | \$93.64 | \$9.36                              | \$103.00 | 1.98% | Per Metre | N |

#### Gutter Bridges

|                            |  |  |                             |  |  |                  |   |
|----------------------------|--|--|-----------------------------|--|--|------------------|---|
| Gutter Bridge Construction |  |  | Full cost of works plus 25% |  |  | Per construction | N |
|----------------------------|--|--|-----------------------------|--|--|------------------|---|

#### Landscaping Bonds

|                         |            |            |          |            |       |  |   |
|-------------------------|------------|------------|----------|------------|-------|--|---|
| Residential Flats/Units | \$679.80   | \$629.09   | \$62.91  | \$692.00   | 1.79% | Per Unit/<br>Minimum                                     | N |
| Light Industry/Industry | \$2,796.45 | \$2,586.36 | \$258.64 | \$2,845.00 | 1.74% | Per Unit/<br>Minimum<br>(GST payable only on forfeiture) | N |

#### Rural Addressing

|  |         |         |        |         |       |  |   |
|--|---------|---------|--------|---------|-------|--|---|
| Installation of new/replacement numbering post | \$70.00 | \$71.50 | \$0.00 | \$71.50 | 2.14% |  | N |
|--|---------|---------|--------|---------|-------|--|---|

#### Plant Hire Charges

|                       |  |  |  |  |  |          |   |
|-----------------------|--|--|--|--|--|----------|---|
| Charges by Plant Item |  | Internal hire rate plus 25% with a minimum 1 hr applying |  |  |  | Per Item | N |
|-----------------------|--|--|--|--|--|----------|---|

| Name | Year 18/19<br>Fee<br>(incl. GST) | Year 19/20<br>GST | Fee<br>(excl. GST) | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|-------------------|--------------------|--------------------|---------------|------|---|
|------|----------------------------------|-------------------|--------------------|--------------------|---------------|------|---|

## Plant Hire Charges [continued]

|   |  |          |   |
|---|--|----------|---|
| Grading Plant   | Internal hire rate plus 25% with a minimum 1 hr applying | Per Crew | N |
| 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 |
|-----------------------|----------------------|--|--|--|--|--|---|

## 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%                          | N |
|  | <div>Last YR Fee</div> <div>Estimated full cost of agreed work plus 25% margin or at hourly rates for unspecified work (i.e hire of plant only)</div> |   |
| 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: |         |        |         |       |                 | N |
| Unsieved sand                    | \$16.50  | \$15.27 | \$1.53 | \$16.80 | 1.82% | Per Cubic Metre | N |
| Gravel (Granite) at Depot        | \$41.00  | \$38.18 | \$3.82 | \$42.00 | 2.44% | Per Cubic Metre | N |
| Gravel – Carlon at Depot         | \$28.00  | \$25.91 | \$2.59 | \$28.50 | 1.79% | Per Cubic Metre | N |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Sale of sand, gravel and topsoil [continued]

|         |         |         |        |         |       |                 |   |
|---------|---------|---------|--------|---------|-------|-----------------|---|
| Topsoil | \$55.00 | \$50.91 | \$5.09 | \$56.00 | 1.82% | Per Cubic Metre | N |
|---------|---------|---------|--------|---------|-------|-----------------|---|

## Waste Management Facility

### Domestic Waste Management

|  |          |          |         |          |       |           |   |
|--|----------|----------|---------|----------|-------|-----------|---|
| Waste Facility Fee – included in Environmental Levy                                    | \$218.00 | \$203.64 | \$20.36 | \$224.00 | 2.75% | Per Annum | N |
| Annual kerbside service, red and yellow bin  | \$333.00 | \$310.91 | \$31.09 | \$342.00 | 2.70% | Per Annum | N |
| Additional kerbside recycling service (secondary service residential & commercial)     | \$115.00 | \$107.27 | \$10.73 | \$118.00 | 2.61% | Per Annum | N |
| Additional kerbside general waste service (secondary service residential & commercial) | \$218.00 | \$203.64 | \$20.36 | \$224.00 | 2.75% | Per Annum | N |

### Green Waste Kerbside Collection Fee – Uralla Township

|                |         |         |        |         |       |                      |   |
|----------------|---------|---------|--------|---------|-------|----------------------|---|
| Collection Fee | \$82.00 | \$75.91 | \$7.59 | \$83.50 | 1.83% | Per Annum & pro rata | N |
|----------------|---------|---------|--------|---------|-------|----------------------|---|

### Commercial Recycling

|  |          |          |         |          |       |              |   |
|--|----------|----------|---------|----------|-------|--------------|---|
| Annual kerbside service – Commercial 240 ltr bin | \$249.00 | \$232.73 | \$23.27 | \$256.00 | 2.81% | Per Property | N |
| Annual kerbside service – Commercial 140 ltr bin | \$192.00 | \$179.09 | \$17.91 | \$197.00 | 2.60% | Per Property | N |
| Manual Collection Weekly – Cardboard Only        | \$20.00  | \$18.64  | \$1.86  | \$20.50  | 2.50% | Per Week     | N |
| Manual Collection bi-weekly – Cardboard Only     | \$40.00  | \$37.27  | \$3.73  | \$41.00  | 2.50% | Per Week     | N |
| Community event bin charge (per bin)             | \$5.00   | \$4.64   | \$0.46  | \$5.10   | 2.00% | Per Event    | N |
| Commercial event bin charge (per bin)            | \$20.00  | \$18.64  | \$1.86  | \$20.50  | 2.50% | Per Event    | N |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Non-Rateable Commercial Recycling

|                                |          |          |         |          |       |           |   |
|--------------------------------|----------|----------|---------|----------|-------|-----------|---|
| Uralla & Bundarra Non-rateable | \$333.00 | \$310.91 | \$31.09 | \$342.00 | 2.70% | Per Annum | N |
|--------------------------------|----------|----------|---------|----------|-------|-----------|---|

## Waste Product Sales

|  |         |         |        |         |        |                      |   |
|--|---------|---------|--------|---------|--------|----------------------|---|
| 240L Wheelie Bin   | \$88.00 | \$98.50 | \$0.00 | \$98.50 | 11.93% | Each                 | N |
| 140L Wheelie Bin   | \$78.00 | \$79.50 | \$0.00 | \$79.50 | 1.92%  | Each                 | N |
| Delivery – Uralla & Bundarra town area (within 5 km)           | \$15.00 | \$16.00 | \$1.60 | \$17.60 | 17.33% | Per return trip      | N |
| Delivery – Uralla and Bundarra 5-15 km                         | \$20.00 | \$20.91 | \$2.09 | \$23.00 | 15.00% | Per return trip      | N |
| Delivery – beyond 15 km from Uralla or Bundarra, maximum 30 km | \$25.00 | \$25.91 | \$2.59 | \$28.50 | 14.00% | Per return trip      | N |
| Sale of Green Waste (mulched)                                  | \$15.00 | \$14.00 | \$1.40 | \$15.40 | 2.67%  | Per m3               | N |
| Sale of Green Waste (mulched)                                  | \$7.50  | \$7.00  | \$0.70 | \$7.70  | 2.67%  | Per excavator bucket | N |
| Mulch loading charge (applies to bulk sales > 6 m3)            | \$25.00 | \$23.18 | \$2.32 | \$25.50 | 2.00%  | Per service          | N |

## Sorted Recycling

|     |           |  |  |  |            |   |
|-----|-----------|--|--|--|------------|---|
| Fee | No charge |  |  |  | Any volume | N |
|-----|-----------|--|--|--|------------|---|

## Residential Waste

|                                      |         |         |        |         |       |                                |   |
|--------------------------------------|---------|---------|--------|---------|-------|--------------------------------|---|
| Wheelie Bin (up to 240 l and per bin | \$4.00  | \$3.73  | \$0.37 | \$4.10  | 2.50% | Per wheelie bin (full or part) | N |
| Car/sedan/wagon/4X4 domestic         | \$5.00  | \$4.64  | \$0.46 | \$5.10  | 2.00% | Full or part                   | N |
| Utility/6 x 4 trailer                | \$10.00 | \$9.27  | \$0.93 | \$10.20 | 2.00% | Level                          | N |
| Utility/6 x 4 trailer, heaped        | \$15.00 | \$14.00 | \$1.40 | \$15.40 | 2.67% | Heaped                         | N |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Commercial Waste

|                              |         |         |        |         |                      |  |   |
|------------------------------|---------|---------|--------|---------|----------------------|--|---|
| Bulk waste/ large commercial |         |         |        |         | Price on application | Per Application                            | N |
| Commercial waste fee         | \$50.00 | \$46.36 | \$4.64 | \$51.00 | 2.00%                | Per cubic metre, loads not exceeding 10 m3 | N |

## Uncontaminated garden and wood waste

|            |  |  |  |  |           |                 |   |
|------------|--|--|--|--|-----------|-----------------|---|
| Commercial |  |  |  |  | No charge | Per cubic metre | N |
|------------|--|--|--|--|-----------|-----------------|---|

## Contaminated Garden and Wood Waste

|     |  |  |  |  |   |  |   |
|-----|--|--|--|--|---|--|---|
| Fee |  |  |  |  | Charged at residential/commercial waste rates |  | N |
|-----|--|--|--|--|---|--|---|

## Clean brick, Concrete, Tile

|                              |         |         |        |         |       |                 |   |
|------------------------------|---------|---------|--------|---------|-------|-----------------|---|
| Wheelie Bin (up to 240 l)    | \$5.00  | \$4.64  | \$0.46 | \$5.10  | 2.00% | Full or part    | N |
| Car/sedan/wagon/4X4 domestic | \$7.00  | \$6.55  | \$0.65 | \$7.20  | 2.86% | Full or part    | N |
| Utility/6 x 4 trailer        | \$8.00  | \$7.45  | \$0.75 | \$8.20  | 2.50% | Full or part    | N |
| Commercial                   | \$25.00 | \$23.18 | \$2.32 | \$25.50 | 2.00% | Per cubic metre | N |

## Mattresses

|   |         |        |        |         |                  |      |   |
|---|---------|--------|--------|---------|------------------|------|---|
| Cot mattresses or any stripped mattresses |         |        |        |         | No charge        | Each | N |
|   |         |        |        |         | Min. Fee: \$7.00 |      |   |
| Single                                    | \$10.00 | \$9.27 | \$0.93 | \$10.20 | 2.00%            | Each | N |



| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Mattresses [continued]

|             |         |         |        |         |       |      |   |
|-------------|---------|---------|--------|---------|-------|------|---|
| King Single | \$12.00 | \$11.27 | \$1.13 | \$12.40 | 3.33% | Each | N |
| Double      | \$15.00 | \$14.00 | \$1.40 | \$15.40 | 2.67% | Each | N |
| Queen       | \$20.00 | \$18.64 | \$1.86 | \$20.50 | 2.50% | Each | N |
| King        | \$22.00 | \$20.45 | \$2.05 | \$22.50 | 2.27% | Each | N |

## Lounges

|          |         |         |        |         |       |      |   |
|----------|---------|---------|--------|---------|-------|------|---|
| 1 seater | \$10.00 | \$9.27  | \$0.93 | \$10.20 | 2.00% | Each | N |
| 2 seater | \$15.00 | \$14.73 | \$1.47 | \$16.20 | 8.00% | Each | N |
| 3 seater | \$20.00 | \$18.64 | \$1.86 | \$20.50 | 2.50% | Each | N |

## E-Waste

|                        |        |        |        |                |       |          |   |
|------------------------|--------|--------|--------|----------------|-------|----------|---|
| NTCRS eligible e-waste |        |        |        | Free of charge |       | Per Item | N |
| Non NTCRS e-waste      | \$1.50 | \$1.41 | \$0.14 | \$1.55         | 3.33% | Per Item | N |

## Appliances

|  |         |         |        |                |       |          |   |
|--|---------|---------|--------|----------------|-------|----------|---|
| Fridges, freezers & air-conditioning units containing CFCs | \$15.00 | \$14.00 | \$1.40 | \$15.40        | 2.67% | Per Unit | N |
| All other white goods                                      |         |         |        | Free of charge |       | Per Item | N |

## Dead Animals

|   |         |         |        |         |       |          |   |
|---|---------|---------|--------|---------|-------|----------|---|
| Animals: Large horses and cattle                          | \$0.00  | \$0.00  | \$0.00 | \$0.00  | ∞     | Per item | N |
| Small domestic animals e.g. cats, chickens, possums, dogs | \$14.50 | \$13.45 | \$1.35 | \$14.80 | 2.07% | Per Item | N |
| Medium animals – goats, sheep, pigs                       | \$34.00 | \$31.82 | \$3.18 | \$35.00 | 2.94% | Per Item | N |
| Animals – horses, cattle                                  | \$47.00 | \$43.64 | \$4.36 | \$48.00 | 2.13% | Per Item | N |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## 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                             | \$8.50   | \$5.91   | \$0.59  | \$6.50   | -23.53%      | Per Item | N |
| Car                                    | \$8.50   | \$7.00   | \$0.70  | \$7.70   | -9.41%       | Per Item | N |
| 4X4                                    | \$9.00   | \$10.55  | \$1.05  | \$11.60  | 28.89%       | Per Item | N |
| Light truck                            | \$11.50  | \$12.55  | \$1.25  | \$13.80  | 20.00%       | Per Item | N |
| Truck                                  | \$23.50  | \$23.18  | \$2.32  | \$25.50  | 8.51%        | Per Item | N |
| Super single                           | \$34.50  | \$30.91  | \$3.09  | \$34.00  | -1.45%       | Per Item | N |
| Small tractor tyre, up to 1 m          | \$50.05  | \$43.64  | \$4.36  | \$48.00  | -4.10%       | Per Item | N |
| Medium tractor tyre, 1 m-1.9 m         | \$78.50  | \$74.55  | \$7.45  | \$82.00  | 4.46%        | Per Item | N |
| Large tractor tyre, 2 m-2.8 m          | \$107.00 | \$97.73  | \$9.77  | \$107.50 | 0.47%        | Per Item | N |
| Extra large tractor tyre, > 2.8 m      | \$129.00 | \$114.55 | \$11.45 | \$126.00 | -2.33%       | Per Item | N |
| Fork lift tyre, small up to 12"        | \$15.00  | \$14.00  | \$1.40  | \$15.40  | 2.67%        | Per Item | N |
| Fork lift tyre, medium 12"-18"         | \$22.00  | \$22.27  | \$2.23  | \$24.50  | 11.36%       | Per Item | N |
| Fork lift tyre, large greater than 18" | \$39.00  | \$37.73  | \$3.77  | \$41.50  | 6.41%        | Per Item | N |
| Grader tyre                            | \$122.00 | \$114.55 | \$11.45 | \$126.00 | 3.28%        | Per Item | N |
| Earth mover, small – up to 1 m         | \$98.00  | \$90.00  | \$9.00  | \$99.00  | 1.02%        | Per Item | N |
| Earth mover, medium, 1 m-1.5 m         | \$197.00 | \$184.55 | \$18.45 | \$203.00 | 3.05%        | Per Item | N |
| Earth mover, large, greater than 1.5 m | \$390.00 | \$362.73 | \$36.27 | \$399.00 | 2.31%        | Per Item | N |
| Shredded Tyres                         |          |          |         |          | NOT ACCEPTED |          | N |

## Tyres on Rims

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

## 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.

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Asbestos [continued]

|   |          |          |         |          |       |           |   |
|---|----------|----------|---------|----------|-------|-----------|---|
| Asbestos – asbestos bag including disposal cost, maximum 0.5 m3 | \$19.00  | \$17.64  | \$1.76  | \$19.40  | 2.11% | Per Bag   | N |
| Fee   | \$260.00 | \$240.00 | \$24.00 | \$264.00 | 1.54% | Per tonne | N |

## Certified ENM and VENM

|   |           |  |  |  |  |            |   |
|---|-----------|--|--|--|--|------------|---|
| Clean Fill for use on cell walls, all volumes | No charge |  |  |  |  | Any Volume | N |
|---|-----------|--|--|--|--|------------|---|

## 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 | \$50.00 | \$46.36 | \$4.64 | \$51.00 | 2.00% | Per cubic metre | N |
|--|---------|---------|--------|---------|-------|-----------------|---|

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Community and Recreational Services

### Sporting Fields

#### Field Hire

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

|  |            |          |         |            |       |                     |   |
|--|------------|----------|---------|------------|-------|---------------------|---|
| Hampden Park   | \$53.00    | \$49.09  | \$4.91  | \$54.00    | 1.89% | Per Day             | N |
| Uralla Sporting Complex #  | \$53.00    | \$49.09  | \$4.91  | \$54.00    | 1.89% | Per field/per day   | N |
| Canteen hire (two available) #   | \$50.00    | \$46.36  | \$4.64  | \$51.00    | 2.00% | Per day per canteen | N |
| Canteen hire bond (for non-regular user groups and for those outside of Uralla Shire area) | \$1,000.00 | \$927.27 | \$92.73 | \$1,020.00 | 2.00% | Per event booking   | N |

### Parks and Gardens

#### Casual Hiring Fee

|                                       |         |         |        |         |       |         |   |
|---------------------------------------|---------|---------|--------|---------|-------|---------|---|
| Alma Park: Connect power to bandstand | \$33.00 | \$30.91 | \$3.09 | \$34.00 | 3.03% | Per Day | N |
|---------------------------------------|---------|---------|--------|---------|-------|---------|---|

### Aquatic Centre

#### Admittance Fees

|                              |         |         |        |         |        |            |   |
|------------------------------|---------|---------|--------|---------|--------|------------|---|
| Single Admission Fee – Adult | \$3.00  | \$3.64  | \$0.36 | \$4.00  | 33.33% | Per Person | N |
| Single Admission Fee – Child | \$2.00  | \$2.27  | \$0.23 | \$2.50  | 25.00% | Per Person | N |
| Books of 10 – Adult          | \$24.00 | \$32.73 | \$3.27 | \$36.00 | 50.00% | Per Book   | N |
| Books of 10 – Child          | \$16.00 | \$20.45 | \$2.05 | \$22.50 | 40.63% | Per Book   | N |
| Books of 20 – Adult          | \$42.00 | \$61.82 | \$6.18 | \$68.00 | 61.90% | Per Book   | N |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Admittance Fees [continued]

|                     |         |          |         |          |        |          |   |
|---------------------|---------|----------|---------|----------|--------|----------|---|
| Books of 20 – Child | \$28.00 | \$38.64  | \$3.86  | \$42.50  | 51.79% | Per Book | N |
| Books of 50 – Adult | \$90.00 | \$145.45 | \$14.55 | \$160.00 | 77.78% | Per Book | N |
| Books of 50 – Child | \$60.00 | \$90.91  | \$9.09  | \$100.00 | 66.67% | Per Book | N |

## Library Services

### Library Fees

|  |        |        |        |        |       |                       |   |
|--|--------|--------|--------|--------|-------|-----------------------|---|
| Member overdue fee (begins 1 week after due date)  | \$0.20 | \$0.20 | \$0.00 | \$0.20 | 0.00% | Per Item,<br>Per Week | N |
| Visitor overdue fee (begins 1 week after due date) | \$1.00 | \$1.00 | \$0.00 | \$1.00 | 0.00% | Per Item              | N |
| Lost membership card replacement                   | \$5.00 | \$5.00 | \$0.00 | \$5.00 | 0.00% | Per Card              | N |

### Lost, damaged or stolen books

|                  |         |         |        |         |         |          |   |
|------------------|---------|---------|--------|---------|---------|----------|---|
| Processing Fee   | \$11.00 | \$11.00 | \$0.00 | \$11.00 | 0.00%   | Per Item | N |
| Item Replacement |         |         |        |         | At cost | Per Item | N |

### Inter-Library Loan Fee

|                                   |         |         |        |         |           |          |   |
|-----------------------------------|---------|---------|--------|---------|-----------|----------|---|
| Charge 1 (local library search)   |         |         |        |         | No charge | Per Item | N |
| Charge 2 (Library Lending Charge) | \$16.50 | \$15.00 | \$1.50 | \$16.50 | 0.00%     | Per Item | N |

### Photocopies and Printing (self-service)

|                    |        |        |        |        |       |                          |   |
|--------------------|--------|--------|--------|--------|-------|--------------------------|---|
| A4 Black and White | \$0.30 | \$0.27 | \$0.03 | \$0.30 | 0.00% | Per single<br>sided page | N |
| A4 Colour          | \$0.50 | \$0.45 | \$0.05 | \$0.50 | 0.00% | Per single<br>sided page | N |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Photocopies and Printing (self-service) [continued]

|                    |        |        |        |        |        |                       |   |
|--------------------|--------|--------|--------|--------|--------|-----------------------|---|
| A3 Black and White | \$0.40 | \$0.45 | \$0.05 | \$0.50 | 25.00% | Per single sided page | N |
| A3 Colour          | \$0.80 | \$0.91 | \$0.09 | \$1.00 | 25.00% | Per single sided page | N |

## Tourism

### Hire

|               |         |         |        |         |       |         |   |
|---------------|---------|---------|--------|---------|-------|---------|---|
| Gold Pan Hire | \$18.00 | \$16.73 | \$1.67 | \$18.40 | 2.22% | Per Day | N |
|---------------|---------|---------|--------|---------|-------|---------|---|

## Photocopies and Printing (non self-service)

|                      |        |        |        |        |       |                       |   |
|----------------------|--------|--------|--------|--------|-------|-----------------------|---|
| A4 (Black and White) | \$0.60 | \$0.59 | \$0.06 | \$0.65 | 8.33% | Per single sided page | N |
| A4 (Colour)          | \$1.00 | \$0.95 | \$0.10 | \$1.05 | 5.00% | Per single sided page | N |
| A3 (Black and White) | \$1.00 | \$0.95 | \$0.10 | \$1.05 | 5.00% | Per single sided page | N |
| A3 (Colour)          | \$1.75 | \$1.64 | \$0.16 | \$1.80 | 2.86% | Per single sided page | N |
| Fax                  | \$0.70 | \$0.68 | \$0.07 | \$0.75 | 7.14% | Each                  | N |

## Cemeteries

### Searches

|   |          |          |        |          |       |          |   |
|---|----------|----------|--------|----------|-------|----------|---|
| Record search for burial details (after 15 minutes) | \$115.00 | \$117.00 | \$0.00 | \$117.00 | 1.74% | Per Hour | N |
|---|----------|----------|--------|----------|-------|----------|---|

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Uralla and Bundarra Lawn Cemeteries

|   |            |            |          |            |       |                      |   |
|---|------------|------------|----------|------------|-------|----------------------|---|
| Purchase of Double Depth Plot (does not include plaque)   | \$1,190.00 | \$1,104.55 | \$110.45 | \$1,215.00 | 2.10% | Per Plot             | N |
| Interment   | \$545.00   | \$504.55   | \$50.45  | \$555.00   | 1.83% | Per interment        | N |
| Interment: Saturdays, Sundays and Public Holidays loading | \$696.00   | \$643.64   | \$64.36  | \$708.00   | 1.72% | Per interment        | N |
| Surcharge for digging of grave by hand                    | \$56.00    | \$51.82    | \$5.18   | \$57.00    | 1.79% | Per Person, Per Hour | N |

## Uralla and Bundarra Old Section Cemeteries

|   |          |          |         |          |       |                       |   |
|---|----------|----------|---------|----------|-------|-----------------------|---|
| Purchase of plot  | \$510.00 | \$471.82 | \$47.18 | \$519.00 | 1.76% | Per Plot              | N |
| Permission to carry out work at existing grave, includes monument erection and inspection | \$62.00  | \$63.50  | \$0.00  | \$63.50  | 2.42% | Per Plot              | N |
| Interment   | \$545.00 | \$504.55 | \$50.45 | \$555.00 | 1.83% | Per interment         | N |
| Interment in an existing monument   | \$696.00 | \$643.64 | \$64.36 | \$708.00 | 1.72% | Per interment         | N |
| Interment: Saturdays, Sundays and Public Holidays loading                                 | \$696.00 | \$643.64 | \$64.36 | \$708.00 | 1.72% | Per interment         | N |
| Placement of ashes  | \$146.00 | \$135.00 | \$13.50 | \$148.50 | 1.71% | Minimum Per Placement | N |

## Uralla and Bundarra Niche Wall and Uralla Niche Garden

|  |          |          |         |          |       |               |   |
|--|----------|----------|---------|----------|-------|---------------|---|
| Purchase of Niche in wall and Interment of Ashes * | \$383.00 | \$354.55 | \$35.45 | \$390.00 | 1.83% | Per Niche     | N |
| * Interment includes standard plaque 145mm x 120mm |          |          |         |          |       |               |   |
| Purchase of Niche in garden                        | \$581.00 | \$537.27 | \$53.73 | \$591.00 | 1.72% | Per Niche     | N |
| Interment of Ashes                                 | \$124.00 | \$115.00 | \$11.50 | \$126.50 | 2.02% | Per Interment | N |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Uralla and Bundarra Niche Wall and Uralla Niche Garden [continued]

|  |          |          |         |          |       |               |   |
|--|----------|----------|---------|----------|-------|---------------|---|
| Family presence at interment after hours | \$69.00  | \$64.09  | \$6.41  | \$70.50  | 2.17% | Per Interment | N |
| Vase                                     | \$67.00  | \$62.27  | \$6.23  | \$68.50  | 2.24% | Per Vase      | N |
| Additional lines on plaque               | \$32.00  | \$30.00  | \$3.00  | \$33.00  | 3.13% | Per Line      | N |
| Removal of plaques                       | \$165.00 | \$152.73 | \$15.27 | \$168.00 | 1.82% | Per Plaque    | N |

## 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 | \$275.00 | \$254.55 | \$25.45 | \$280.00 | 1.82% | Per Unit Per Fortnight | N |
|----------|----------|----------|---------|----------|-------|------------------------|---|

### Uralla Pre-School \*

|                       |          |          |         |          |       |          |   |
|-----------------------|----------|----------|---------|----------|-------|----------|---|
| 5 Hill Street, Uralla | \$402.90 | \$372.73 | \$37.27 | \$410.00 | 1.76% | Per Week | N |
|-----------------------|----------|----------|---------|----------|-------|----------|---|

### Queen Street Uralla Caravan Park

|                                    |         |         |        |         |        |           |   |
|------------------------------------|---------|---------|--------|---------|--------|-----------|---|
| Queen Street, Uralla               |         |         |        |         | N/A    | Per Annum | N |
| Powered site for up to 2 persons   | \$29.00 | \$27.27 | \$2.73 | \$30.00 | 3.45%  | Per Night | N |
| Unpowered site for up to 2 persons | \$21.00 | \$20.00 | \$2.00 | \$22.00 | 4.76%  | Per Night | N |
| Additional persons >2              | \$5.00  | \$4.55  | \$0.45 | \$5.00  | 0.00%  | Per Night | N |
| Uninhabited, unpowered tent site   | \$5.00  | \$5.00  | \$0.50 | \$5.50  | 10.00% | Per Night | N |



| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

### Longer stays (7 nights for 6)

|   |          |          |         |          |        |          |   |
|---|----------|----------|---------|----------|--------|----------|---|
| Weekly Powered site for up to 2 persons   | \$174.00 | \$163.64 | \$16.36 | \$180.00 | 3.45%  | Per Week | N |
| Weekly Unpowered site for up to 2 persons | \$126.00 | \$120.00 | \$12.00 | \$132.00 | 4.76%  | Per Week | N |
| Permanents with metered site              | \$115.00 | \$106.36 | \$10.64 | \$117.00 | 1.74%  | Per Week | N |
| Power for metered site                    | \$0.36   | \$0.36   | \$0.04  | \$0.40   | 11.11% | kWh      | N |

## Uralla Community Centre

### Tablelands Community Support Options – TCS

|            |          |          |         |          |       |          |   |
|------------|----------|----------|---------|----------|-------|----------|---|
| TCS Office | \$360.00 | \$333.64 | \$33.36 | \$367.00 | 1.94% | Per Week | N |
| Office 1   | \$150.00 | \$139.09 | \$13.91 | \$153.00 | 2.00% | Per Week | N |
| Office 2   | \$37.00  | \$34.55  | \$3.45  | \$38.00  | 2.70% | Per Week | N |

### Large Group Room

|                                   |          |          |         |          |       |          |   |
|-----------------------------------|----------|----------|---------|----------|-------|----------|---|
| Local Community Groups – Half Day | \$43.00  | \$40.00  | \$4.00  | \$44.00  | 2.33% | Half Day | N |
| Local Community Groups – Full Day | \$81.00  | \$75.00  | \$7.50  | \$82.50  | 1.85% | Full Day | N |
| Affiliated Centre Tenants         | \$65.00  | \$60.45  | \$6.05  | \$66.50  | 2.31% | Half Day | N |
| Commercial Users                  | \$120.00 | \$111.36 | \$11.14 | \$122.50 | 2.08% | Full Day | N |

### Private Parties/ Commercial Functions

|                            |          |          |         |          |       |             |   |
|----------------------------|----------|----------|---------|----------|-------|-------------|---|
| Booking                    | \$140.00 | \$129.55 | \$12.95 | \$142.50 | 1.79% | Per Day     | N |
| Cleaning bond (refundable) | \$270.00 | \$250.00 | \$25.00 | \$275.00 | 1.85% | Per Booking | N |

### Small Group Room

|                                   |         |         |        |         |       |          |   |
|-----------------------------------|---------|---------|--------|---------|-------|----------|---|
| Local Community Groups – Half Day | \$27.00 | \$25.00 | \$2.50 | \$27.50 | 1.85% | Half Day | N |
|-----------------------------------|---------|---------|--------|---------|-------|----------|---|

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Small Group Room [continued]

|                                   |         |         |        |         |       |          |   |
|-----------------------------------|---------|---------|--------|---------|-------|----------|---|
| Local Community Groups – Full Day | \$43.00 | \$40.00 | \$4.00 | \$44.00 | 2.33% | Full Day | N |
| Affiliated Centre Tenants         | \$53.00 | \$49.09 | \$4.91 | \$54.00 | 1.89% | Half Day | N |
| Commercial Groups                 | \$76.00 | \$70.45 | \$7.05 | \$77.50 | 1.97% | Full Day | N |

## Kitchen (large room only)

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

## Building Rental – Bundarra

### Bundarra School of Arts Hall

|   |  |          |         |          |       |               |   |
|---|--|----------|---------|----------|-------|---------------|---|
| Hall Hire (less than 2 hours)           | \$0.00   | \$18.18  | \$1.82  | \$20.00  | ∞     | Per two hours | N |
| General Hall Hire <50                   | \$45.00  | \$41.82  | \$4.18  | \$46.00  | 2.22% | Per Day       | N |
| General Hall Hire >50                   | \$69.00  | \$64.09  | \$6.41  | \$70.50  | 2.17% | Per Day       | N |
| Kitchen Use Extra <50                   | \$24.00  | \$22.27  | \$2.23  | \$24.50  | 2.08% | Per Day       | N |
| Kitchen Use Extra >50                   | \$35.00  | \$32.73  | \$3.27  | \$36.00  | 2.86% | Per Day       | N |
| Balls/weddings (includes kitchen hire)  | \$130.00   | \$120.45 | \$12.05 | \$132.50 | 1.92% | Per Day       | N |
| Auction Sales, markets and similar uses | \$132.50 plus 25% of subletting fees             |          |         |          |       | Per Day       | N |
|   | Last YR Fee<br>\$130 plus 25% of subletting fees |          |         |          |       |               |   |
| Small Regular Usage – eg sporting clubs | \$10.00  | \$9.09   | \$0.91  | \$10.00  | 0.00% | Per Session   | N |
| Cleaning bond (refundable)              | \$86.00  | \$87.50  | \$0.00  | \$87.50  | 1.74% | Per Booking   | N |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## External Equipment Hire

|   |        |         |        |                     |        |          |   |
|---|--------|---------|--------|---------------------|--------|----------|---|
| Cleaning bond (refundable)  | \$0.00 | \$50.00 | \$0.00 | \$50.00             | ∞      | Per hire | N |
| Chairs  | \$1.40 | \$1.36  | \$0.14 | \$1.50              | 7.14%  | Per Item | N |
| Tables  | \$6.00 | \$6.36  | \$0.64 | \$7.00              | 16.67% | Per Item | N |
| Replacement of broken or missing chairs and tables (hall or external use) |        |         |        | At replacement cost |        | Per Item | N |

## Bundarra Caravan Park

|                                    |         |         |        |         |        |           |   |
|------------------------------------|---------|---------|--------|---------|--------|-----------|---|
| Powered site for up to 2 persons   | \$22.00 | \$20.91 | \$2.09 | \$23.00 | 4.55%  | Per Night | N |
| Unpowered site for up to 2 persons | \$8.00  | \$9.09  | \$0.91 | \$10.00 | 25.00% | Per Night | N |
| Additional persons                 | \$5.00  | \$4.55  | \$0.45 | \$5.00  | 0.00%  | Per Night | N |
| Showers                            | \$3.00  | \$2.73  | \$0.27 | \$3.00  | 0.00%  | Per Use   | N |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Aged and Disabled Services

### Tableland Community Support

#### Home Care Packages and Private Clients

##### HCP Clients

|   |        |            |        |            |   |                   |          |
|---|--------|------------|--------|------------|---|-------------------|----------|
| Administration HCP Level 1 – Monthly                          | \$0.00 | \$150.00   | \$0.00 | \$150.00   | ∞ | Per month         | N        |
| Administration HCP Level 2 – Monthly                          | \$0.00 | \$280.00   | \$0.00 | \$280.00   | ∞ | Per month         | N        |
| Administration HCP Level 3 – Monthly                          | \$0.00 | \$610.00   | \$0.00 | \$610.00   | ∞ | Per month         | N        |
| Administration HCP Level 4 – Monthly                          | \$0.00 | \$922.00   | \$0.00 | \$922.00   | ∞ | Per month         | N        |
| Care with active sleepover (Sleepover with Active Care) – HCP |        |            |        |            |   | Fees by Agreement | 24 hrs N |
| Case Management HCP Level 1 – Monthly                         | \$0.00 | \$100.00   | \$0.00 | \$100.00   | ∞ | Per month         | N        |
| Case Management HCP Level 2 – Monthly                         | \$0.00 | \$200.00   | \$0.00 | \$200.00   | ∞ | Per month         | N        |
| Case Management HCP Level 3 – Monthly                         | \$0.00 | \$690.00   | \$0.00 | \$690.00   | ∞ | Per month         | N        |
| Case Management HCP Level 4 – Monthly                         | \$0.00 | \$1,050.00 | \$0.00 | \$1,050.00 | ∞ | Per month         | N        |
| Domestic Assistance – Mon to Fri 6am to 6pm (HCP clients)     | \$0.00 | \$65.00    | \$0.00 | \$65.00    | ∞ | Per Hour          | N        |
| Domestic Assistance – Public holiday (HCP clients)            | \$0.00 | \$115.00   | \$0.00 | \$115.00   | ∞ | Per Hour          | N        |
| Domestic Assistance – Sat (HCP clients)                       | \$0.00 | \$85.00    | \$0.00 | \$85.00    | ∞ | Per Hour          | N        |
| Domestic Assistance – Sun (HCP clients)                       | \$0.00 | \$100.00   | \$0.00 | \$100.00   | ∞ | Per Hour          | N        |
| In Home Respite – Mon to Fri 6am to 6pm (HCP clients)         | \$0.00 | \$65.00    | \$0.00 | \$65.00    | ∞ | Per hour          | N        |
| In Home Respite – Public Holiday (HCP clients)                | \$0.00 | \$115.00   | \$0.00 | \$115.00   | ∞ | Per hour          | N        |
| In Home Respite – Sat (HCP clients)                           | \$0.00 | \$85.00    | \$0.00 | \$85.00    | ∞ | Per hour          | N        |
| In Home Respite – Sun (HCP clients)                           | \$0.00 | \$100.00   | \$0.00 | \$100.00   | ∞ | Per hour          | N        |
| Overnight Respite – HCP                                       |        |            |        |            |   | Fees by Agreement | 10 hrs N |
| Personal Care – Mon to Fri 6am to 6pm (HCP clients)           | \$0.00 | \$65.00    | \$0.00 | \$65.00    | ∞ | Per hour          | N        |
| Personal Care – Public Holiday (HCP clients)                  | \$0.00 | \$115.00   | \$0.00 | \$115.00   | ∞ | Per hour          | N        |
| Personal Care – Sat (HCP clients)                             | \$0.00 | \$85.00    | \$0.00 | \$85.00    | ∞ | Per hour          | N        |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## HCP Clients [continued]

|  |          |  |        |          |       |          |   |
|--|----------|--|--------|----------|-------|----------|---|
| Personal Care – Sun (HCP clients)                      | \$0.00   | \$100.00   | \$0.00 | \$100.00 | ∞     | Per hour | N |
| Registered Nurse – Mon to Fri 6am to 6pm (HCP clients) | \$0.00   | \$115.00   | \$0.00 | \$115.00 | ∞     | Per hour | N |
| Registered Nurse – Public Holiday (HCP clients)        | \$0.00   | \$225.00   | \$0.00 | \$225.00 | ∞     | Per hour | N |
| Registered Nurse – Sat (HCP clients)                   | \$0.00   | \$155.00   | \$0.00 | \$155.00 | ∞     | Per hour | N |
| Registered Nurse – Sun (HCP clients)                   | \$0.00   | \$180.00   | \$0.00 | \$180.00 | ∞     | Per hour | N |
| Social Support – Mon to Fri 6am to 6pm (HCP clients)   | \$0.00   | \$65.00  | \$0.00 | \$65.00  | ∞     | Per Hour | N |
| Social support – Public Holiday (HCP clients)          | \$0.00   | \$115.00   | \$0.00 | \$115.00 | ∞     | Per Hour | N |
| Social Support – Sat (HCP clients)                     | \$0.00   | \$85.00  | \$0.00 | \$85.00  | ∞     | Per Hour | N |
| Social support – Sun (HCP clients)                     | \$0.00   | \$100.00   | \$0.00 | \$100.00 | ∞     | Per Hour | N |
| Travel (HCP clients)                                   | \$0.00   | \$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 |
|  |          | Last YR Fee<br>Dept of Social Services Fees – My Aged Care website |        |          |       |          |   |
| Home Care Packages – Exit Fee                          | \$600.00 | \$600.00   | \$0.00 | \$600.00 | 0.00% | Exit     | N |

## Private Clients

|   |          |   |         |          |        |           |   |
|---|----------|---|---------|----------|--------|-----------|---|
| Administration (Private Clients) – Monthly                    |          | Charged by agreement relative to service needs (incl GST) |         |          |        |           | N |
| Registered Nurse – Mon to Fri 6am to 6pm (Private clients)    | \$0.00   | \$115.00  | \$11.50 | \$126.50 | ∞      | Per hour  | N |
| Registered Nurse – Public Holiday (Private clients)           | \$0.00   | \$225.00  | \$22.50 | \$247.50 | ∞      | Per hour  | N |
| Registered Nurse – Sat (Private clients)                      | \$0.00   | \$155.00  | \$15.50 | \$170.50 | ∞      | Per hour  | N |
| Registered Nurse – Sun (Private clients)                      | \$0.00   | \$180.00  | \$18.00 | \$198.00 | ∞      | Per hour  | N |
| Travel (Private Clients)                                      | \$0.95   | \$1.09  | \$0.11  | \$1.20   | 26.32% | Per km    | N |
| Case Management (Private clients) – Monthly                   |          | Cost by agreement relative to care needs - Plus GST       |         |          |        | Per Month | N |
| Domestic Assistance – Mon to Fri 6am to 6pm (Private clients) | \$55.00  | \$65.00   | \$6.50  | \$71.50  | 30.00% | Per Hour  | N |
| Domestic Assistance – Sat (Private clients)                   | \$82.00  | \$85.00   | \$8.50  | \$93.50  | 14.02% | Per Hour  | N |
| Domestic Assistance – Sun (Private clients)                   | \$103.00 | \$100.00  | \$10.00 | \$110.00 | 6.80%  | Per Hour  | N |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Private Clients [continued]

|   |                               |          |         |          |        |          |   |
|---|-------------------------------|----------|---------|----------|--------|----------|---|
| Domestic Assistance – Public holiday (Private clients)                    | \$128.00                      | \$115.00 | \$11.50 | \$126.50 | -1.17% | Per Hour | N |
| Social Support – Mon to Fri 6am to 6pm (Private clients)                  | \$55.00                       | \$65.00  | \$6.50  | \$71.50  | 30.00% | Per Hour | N |
| Social Support – Sat (Private clients)                                    | \$82.00                       | \$85.00  | \$8.50  | \$93.50  | 14.02% | Per Hour | N |
| Social Support – Sun (Private clients)                                    | \$103.00                      | \$100.00 | \$10.00 | \$110.00 | 6.80%  | Per Hour | N |
| Social Support – Public Holiday (Private clients)                         | \$128.00                      | \$115.00 | \$11.50 | \$126.50 | -1.17% | Per Hour | N |
| Personal Care – Mon to Fri 6am to 6pm (Private clients)                   | \$55.00                       | \$65.00  | \$6.50  | \$71.50  | 30.00% | Per Hour | N |
| Personal Care – Sat (Private clients)                                     | \$82.00                       | \$85.00  | \$8.50  | \$93.50  | 14.02% | Per Hour | N |
| Personal Care – Sun (Private clients)                                     | \$103.00                      | \$100.00 | \$10.00 | \$110.00 | 6.80%  | Per Hour | N |
| Personal Care – Public Holiday (Private clients)                          | \$128.00                      | \$115.00 | \$11.50 | \$126.50 | -1.17% | Per Hour | N |
| In Home Respite – Mon to Fri 6am to 6pm (Private clients)                 | \$55.00                       | \$65.00  | \$6.50  | \$71.50  | 30.00% | Per Hour | N |
| In Home Respite – Sat (Private clients)                                   | \$82.00                       | \$85.00  | \$8.50  | \$93.50  | 14.02% | Per Hour | N |
| In Home Respite – Sun (Private clients)                                   | \$103.00                      | \$100.00 | \$10.00 | \$110.00 | 6.80%  | Per Hour | N |
| In Home Respite – Public Holiday (Private clients)                        | \$128.00                      | \$115.00 | \$11.50 | \$126.50 | -1.17% | Per Hour | N |
| Overnight Respite – Private Clients                                       | Fees by Agreement             |          |         |          |        | 10 hrs   | N |
|   | Last YR Fee<br>By negotiation |          |         |          |        |          |   |
| Care with active sleepover (Sleepover with Active Care) – Private Clients | Fees by Agreement             |          |         |          |        | 24 hrs   | N |
|   | Last YR Fee<br>By negotiation |          |         |          |        |          |   |

## Commonwealth Home Support Program

|                             |        |        |        |        |       |          |   |
|-----------------------------|--------|--------|--------|--------|-------|----------|---|
| Domestic Assistance         | \$9.00 | \$9.00 | \$0.00 | \$9.00 | 0.00% | Per Hour | N |
| Personal care               | \$9.00 | \$9.00 | \$0.00 | \$9.00 | 0.00% | Per Hour | N |
| Respite                     | \$9.00 | \$9.00 | \$0.00 | \$9.00 | 0.00% | Per Hour | N |
| Social Support – Individual | \$9.00 | \$9.00 | \$0.00 | \$9.00 | 0.00% | Per Hour | N |
| Social Support – Group      | \$9.00 | \$9.00 | \$0.00 | \$9.00 | 0.00% | Per Hour | N |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Commonwealth Home Support Program [continued]

|                  |         |         |        |         |       |         |   |
|------------------|---------|---------|--------|---------|-------|---------|---|
| Allied Health    | \$25.00 | \$25.00 | \$0.00 | \$25.00 | 0.00% | Service | N |
| Home Maintenance | \$20.00 | \$20.00 | \$0.00 | \$20.00 | 0.00% | Service | N |

## NDIS

|                      |   |  |  |  |  |          |   |
|----------------------|---|--|--|--|--|----------|---|
| Access Community     | As per NDIS Price Guide - valid from 1 Feb 2019 |  |  |  |  | Per Hour | Y |
| Case Coordination    | As per NDIS Price Guide - Valid From 1 Feb 2019 |  |  |  |  | Per hour | Y |
| House cleaning       | As per NDIS Price Guide - 1 Feb 2019            |  |  |  |  | Per hour | Y |
| Plan Management      | As per NDIS Price Guide 1 Feb 2019              |  |  |  |  | Per hour | Y |
| Self-Care Activities | As per NDIS Price Guide 1 Feb 2019              |  |  |  |  | Per hour | Y |

## McMaugh Gardens Aged Care Centre

### Bond

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

### Daily Fees

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

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Respite

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

## Telephone Calls

|                  |         |        |        |        |       |          |   |
|------------------|---------|--------|--------|--------|-------|----------|---|
| Local            | \$0.55  | \$0.55 | \$0.05 | \$0.60 | 9.09% | Per Call | N |
| STD              | At cost |        |        |        |       | Per Call | N |
| Fax Transmission | \$0.55  | \$0.55 | \$0.05 | \$0.60 | 9.09% | Per Page | N |

## Transport Residents

|  |                |         |        |         |       |              |   |
|--|----------------|---------|--------|---------|-------|--------------|---|
| To Armidale                                | \$35.00        | \$32.73 | \$3.27 | \$36.00 | 2.86% | Return Trip  | N |
| From Uralla Doctors Surgery or Foot Clinic | \$6.00         | \$5.55  | \$0.55 | \$6.10  | 1.67% | One Way Trip | N |
| To and from Uralla CBD                     | \$6.00         | \$5.55  | \$0.55 | \$6.10  | 1.67% | One Way Trip | N |
| To Tamworth                                | By negotiation |         |        |         |       | One Way Trip | N |
| Staff Escort                               | \$45.00        | \$41.82 | \$4.18 | \$46.00 | 2.22% | Hour         | N |

## Visitor Meals

|        |         |        |        |         |       |      |   |
|--------|---------|--------|--------|---------|-------|------|---|
| Lunch  | \$10.00 | \$9.27 | \$0.93 | \$10.20 | 2.00% | Each | N |
| Dinner | \$10.00 | \$9.27 | \$0.93 | \$10.20 | 2.00% | Each | N |



| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Tablelands Community Transport

### Vehicle Hire (without driver)

Subject to conditions on application

#### Car

#### Mini Bus

### Client Contributions – Individual Trips

|                        |         |         |        |         |       |                            |   |
|------------------------|---------|---------|--------|---------|-------|----------------------------|---|
| Kentucky – Armidale    | \$0.00  | \$25.00 | \$0.00 | \$25.00 | ∞     | Per return trip per person | N |
| Uralla – Uralla        | \$9.00  | \$9.00  | \$0.00 | \$9.00  | 0.00% | Per Trip Per Person        | N |
| Armidale – Armidale    | \$9.00  | \$9.00  | \$0.00 | \$9.00  | 0.00% | Per Trip Per Person        | N |
| Invergowrie – Armidale | \$20.00 | \$20.00 | \$0.00 | \$20.00 | 0.00% | Per Trip Per Person        | N |
| Uralla – Armidale      | \$20.00 | \$20.00 | \$0.00 | \$20.00 | 0.00% | Per Trip Per Person        | N |
| Uralla – Tamworth      | \$40.00 | \$40.00 | \$0.00 | \$40.00 | 0.00% | Per Trip Per Person        | N |
| Armidale – Tamworth    | \$45.00 | \$45.00 | \$0.00 | \$45.00 | 0.00% | Per Trip Per Person        | N |

### Client Contributions – Mini Bus Group Trips

|                     |        |        |        |        |   |                            |   |
|---------------------|--------|--------|--------|--------|---|----------------------------|---|
| Armidale – Armidale | \$0.00 | \$9.00 | \$0.00 | \$9.00 | ∞ | Per return trip per person | N |
|---------------------|--------|--------|--------|--------|---|----------------------------|---|

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

### Client Contributions – Mini Bus Group Trips [continued]

|                     |        |         |        |         |       |                            |   |
|---------------------|--------|---------|--------|---------|-------|----------------------------|---|
| Kentucky – Armidale | \$0.00 | \$15.00 | \$0.00 | \$15.00 | ∞     | Per return trip per person | N |
| Uralla – Armidale   | \$9.00 | \$9.00  | \$0.00 | \$9.00  | 0.00% | Per Trip Per Person        | N |

### Other Services

|                             |  |  |  |  |  |   |
|-----------------------------|--|--|--|--|--|---|
| Community transport – other | Cost is variable based on km and time used |  |  |  |  | N |
|                             | Last YR Fee<br>By negotiation              |  |  |  |  |   |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Year 19/20<br>GST | Fee<br>(excl. GST) | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|-------------------|--------------------|--------------------|---------------|------|---|
|------|----------------------------------|-------------------|--------------------|--------------------|---------------|------|---|

## 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 94 Contributions Document                | N |
|                            | Last YR Fee<br>See: Section 94 Contributions Document |   |

#### Complying Development Certificates – Fees based on construction cost

|                     |   |                 |   |
|---------------------|---|-----------------|---|
| To \$5,000          | \$197.00 plus \$5.50 per \$1,000                                | Per Application | N |
|                     | Last YR Fee<br>\$194.00 plus \$5.50 per \$1,000                 |                 |   |
| \$5,001-\$100,000   | \$228.00 plus \$3.85 per \$1,000 above \$5,000                  | Per Application | N |
|                     | Last YR Fee<br>\$224.00 plus \$3.85 per \$1,000 above \$5,000   |                 |   |
| \$100,001-\$250,000 | \$627.00 plus \$2.20 per \$1,000 above \$100,000                | Per Application | N |
|                     | Last YR Fee<br>\$617.00 plus \$2.20 per \$1,000 above \$100,000 |                 |   |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Complying Development Certificates – Fees based on construction cost [continued]

|                |   |  |  |  |  |                 |   |
|----------------|---|--|--|--|--|-----------------|---|
| Over \$250,000 | \$985.00 plus \$1.10 per \$1,000 above \$250,000                |  |  |  |  | Per Application | N |
|                | Last YR Fee<br>\$969.00 plus \$1.10 per \$1,000 above \$250,000 |  |  |  |  |                 |   |

## Bushfire Attack Certification

|                    |          |          |         |          |       |                |   |
|--------------------|----------|----------|---------|----------|-------|----------------|---|
| Risk Certification | \$291.00 | \$270.22 | \$27.02 | \$297.24 | 2.14% | Per Assessment | N |
|--------------------|----------|----------|---------|----------|-------|----------------|---|

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

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

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

## Development Application

|  |        |            |        |            |   |  |   |
|--|--------|------------|--------|------------|---|--|---|
| Designated development requiring advertising | \$0.00 | \$2,220.00 | \$0.00 | \$2,220.00 | ∞ |  | Y |
|--|--------|------------|--------|------------|---|--|---|

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Development Application [continued]

|  |          |          |        |          |        |                     |   |
|--|----------|----------|--------|----------|--------|---------------------|---|
| Designated Development – Standard DA Fees plus additional fee(c.251)   | \$920.00 | \$920.00 | \$0.00 | \$920.00 | 0.00%  | Per Application     | Y |
| Erection of dwelling costing less than \$100,000 (c.247)   | \$455.00 | \$455.00 | \$0.00 | \$455.00 | 0.00%  | Per Application     | Y |
| Residential Flat Development Review Panel under SEPP 65  | \$760.00 | \$840.00 | \$0.00 | \$840.00 | 10.53% | Per Application     | Y |
| Development not involving the erection of a building, the carrying out of a work, or the subdivision of land or demolition | \$285.00 | \$285.00 | \$0.00 | \$285.00 | 0.00%  | Per Application     | Y |
| Advertising Signs (c.250)  | \$285.00 | \$285.00 | \$0.00 | \$285.00 | 0.00%  | First Sign          | Y |
| Additional Signs   | \$93.00  | \$93.00  | \$0.00 | \$93.00  | 0.00%  | Per Additional Sign | Y |

## Miscellaneous Administrative Application Fees

|  |         |         |        |         |        |                 |   |
|--|---------|---------|--------|---------|--------|-----------------|---|
| Section 88B  | \$58.20 | \$51.82 | \$5.18 | \$57.00 | -2.06% | Per Application | N |
| Stamping additional plans and specs – up to four copies            | \$25.00 | \$25.00 | \$0.00 | \$25.00 | 0.00%  | Per Application | Y |
| Each additional copy   | \$10.00 | \$10.00 | \$0.00 | \$10.00 | 0.00%  | Per Document    | Y |
| Building Specifications  | \$20.40 | \$19.09 | \$1.91 | \$21.00 | 2.94%  | Per Document    | N |
| Certified Copy of Document, map or plan as per s, 150(2) (R.c.262) | \$53.00 | \$53.00 | \$0.00 | \$53.00 | 0.00%  | Per Document    | Y |

## Building Entitlement Confirmation Fee

|                 |          |          |        |          |       |                 |   |
|-----------------|----------|----------|--------|----------|-------|-----------------|---|
| Per application | \$300.00 | \$305.10 | \$0.00 | \$305.10 | 1.70% | Per Application | Y |
|-----------------|----------|----------|--------|----------|-------|-----------------|---|

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Planning Reform Fee

|   |  |  |  |                    |  |            |   |
|---|--|--|--|--------------------|--|------------|---|
| For cost of work >\$50,000 for each \$1,000 |  |  |  | \$0.64 per \$1,000 |  | Per Matter | Y |
|---|--|--|--|--------------------|--|------------|---|

## Subdivision Fees

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

## Subdivision Certificate / Title Plan Processing Fee

|                |          |          |        |          |         |                 |   |
|----------------|----------|----------|--------|----------|---------|-----------------|---|
| Processing Fee | \$303.20 | \$160.50 | \$0.00 | \$160.50 | -47.06% | Per Application | N |
|----------------|----------|----------|--------|----------|---------|-----------------|---|

## Refund of DA fee for cancellation of DA

|                      |  |  |  |                           |  |                 |   |
|----------------------|--|--|--|---------------------------|--|-----------------|---|
| Processing commenced |  |  |  | 1/2 DA fee                |  | Per Application | N |
|                      |  |  |  | Last YR Fee<br>1/2 DA fee |  |                 |   |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Refund of DA fee for cancellation of DA [continued]

|                              |  |  |  |  |             |                 |   |
|------------------------------|--|--|--|--|-------------|-----------------|---|
| 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 | Y |
| Dwelling <\$100,000         | \$190.00 | \$190.00 | \$0.00 | \$190.00 | 0.00%                  | Per Application | Y |

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

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

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

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

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

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

|   |   |         |        |         |       |                 |   |
|---|---|---------|--------|---------|-------|-----------------|---|
| 96(1) – Minor Error/Discrepancy                               | \$71.00   | \$71.00 | \$0.00 | \$71.00 | 0.00% | Per Application | Y |
| 96(1A) + 96AA(1) – Modification of minor environmental impact | \$645.00 or 50% or original fee whichever is lesser |         |        |         |       | Per Application | Y |

## Other modifications per s.96(2) or 96AA(1) not of minor environmental impact

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

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

|                              |   |         |        |         |       |                 |   |
|------------------------------|---|---------|--------|---------|-------|-----------------|---|
| Less than \$5,000            | \$55.00   | \$55.00 | \$0.00 | \$55.00 | 0.00% | Per Application | Y |
| \$5,001-\$250,000            | \$85.00 + \$1.50 per \$1,000, or part thereof, above \$5,000    |         |        |         |       | Per Application | Y |
| \$250,001-\$500,000 (c. 258) | \$500.00 + \$0.85 per \$1,000, or part thereof, above \$250,000 |         |        |         |       | Per Application | Y |



| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

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

|   |  |          |        |          |       |                 |   |
|---|--|----------|--------|----------|-------|-----------------|---|
| \$500,001-\$1,000,000   | \$712.00 + \$0.50 per \$1,000, or part thereof, above \$500,000      |          |        |          |       | Per Application | Y |
| \$1,000,001-\$10,000,000  | \$987.00 + \$0.40 per \$1,000, or part thereof, above \$1,000,000    |          |        |          |       | Per Application | Y |
| Greater than \$10,000,001   | \$4,737.00 + \$0.27 per \$1,000, or part thereof, above \$10,000,000 |          |        |          |       | Per Application | Y |
| Modification to consent requiring advertisement per s96(2) or 96AA(1) EPA Act | \$665.00   | \$665.00 | \$0.00 | \$665.00 | 0.00% | Per Application | Y |
| Plus fee for any consent required notice pursuant to SEPP 65 (c.258)          | \$760.00   | \$760.00 | \$0.00 | \$760.00 | 0.00% | Per Application | Y |

## Designated Development

|     |          |          |        |          |       |                 |   |
|-----|----------|----------|--------|----------|-------|-----------------|---|
| Fee | \$920.00 | \$920.00 | \$0.00 | \$920.00 | 0.00% | Per Application | Y |
|-----|----------|----------|--------|----------|-------|-----------------|---|

## Integrated Development (c.252A/253)

|   |          |          |        |          |       |                 |   |
|---|----------|----------|--------|----------|-------|-----------------|---|
| Standard DA fee plus additional fee         | \$140.00 | \$140.00 | \$0.00 | \$140.00 | 0.00% | Per Application | Y |
| Fee to be forwarded to Integrated Authority | \$320.00 | \$320.00 | \$0.00 | \$320.00 | 0.00% | Per Application | Y |
| Standard DA fee plus additional fee         | \$140.00 | \$140.00 | \$0.00 | \$140.00 | 0.00% | Per Application | Y |
| Fee to be forwarded to Integrated Authority | \$320.00 | \$320.00 | \$0.00 | \$320.00 | 0.00% | Per Application | Y |

## Advertised Development (c.252)

|     |            |            |        |            |       |                 |   |
|-----|------------|------------|--------|------------|-------|-----------------|---|
| Fee | \$1,105.00 | \$1,105.00 | \$0.00 | \$1,105.00 | 0.00% | Per Application | Y |
|-----|------------|------------|--------|------------|-------|-----------------|---|

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Prohibited Development

|     |            |            |        |            |         |                 |   |
|-----|------------|------------|--------|------------|---------|-----------------|---|
| Fee | \$2,200.00 | \$1,105.00 | \$0.00 | \$1,105.00 | -49.77% | Per Application | Y |
|-----|------------|------------|--------|------------|---------|-----------------|---|

## Building Line Variation

|              |          |          |        |          |       |                 |   |
|--------------|----------|----------|--------|----------|-------|-----------------|---|
| All premises | \$155.00 | \$158.00 | \$0.00 | \$158.00 | 1.94% | Per Application | N |
|--------------|----------|----------|--------|----------|-------|-----------------|---|

## Other Notice Required

|     |            |            |        |            |       |                 |   |
|-----|------------|------------|--------|------------|-------|-----------------|---|
| Fee | \$1,105.00 | \$1,105.00 | \$0.00 | \$1,105.00 | 0.00% | Per Application | Y |
|-----|------------|------------|--------|------------|-------|-----------------|---|

## Privately Certified Certificate Registration (c.263)

|                           |          |            |        |            |        |                 |   |
|---------------------------|----------|------------|--------|------------|--------|-----------------|---|
| Fee                       | \$36.00  | \$36.00    | \$0.00 | \$36.00    | 0.00%  |                 | Y |
| Residential Flat Building | \$760.00 | \$1,000.00 | \$0.00 | \$1,000.00 | 31.58% | Per Application | Y |

## Engineering Plans Checking (design and construction) – based on cost of work

|   |            |            |          |            |       |  |   |
|---|------------|------------|----------|------------|-------|--|---|
| Less than \$10,000                                    | \$408.90   | \$378.18   | \$37.82  | \$416.00   | 1.74% |  | N |
| \$10,001-\$100,000                                    | \$510.50   | \$472.73   | \$47.27  | \$520.00   | 1.86% |  | N |
| Plus fee for each \$1,000 above \$10,000 to \$100,000 | \$19.90    | \$18.64    | \$1.86   | \$20.50    | 3.02% |  | N |
| Above \$100,000                                       | \$2,279.90 | \$2,109.09 | \$210.91 | \$2,320.00 | 1.76% |  | N |

## Staged Development

|   |         |         |        |         |       |  |   |
|---|---------|---------|--------|---------|-------|--|---|
| Plus fee for each \$1,000 above \$100,000 | \$10.70 | \$10.00 | \$1.00 | \$11.00 | 2.80% |  | N |
|---|---------|---------|--------|---------|-------|--|---|

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Planning Proposal

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

## SEPP Applications

|   |          |          |        |          |       |                 |   |
|---|----------|----------|--------|----------|-------|-----------------|---|
| State Environmental Planning Policy 1 Objections: Minimum plus any additional advertising fee | \$110.00 | \$110.00 | \$0.00 | \$110.00 | 0.00% | Per Application | Y |
|---|----------|----------|--------|----------|-------|-----------------|---|

## 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 | Y |
|--|--|--|--|--|--|--------------|---|

## Construction Certificates

|                     |  |   |         |          |   |                 |   |
|---------------------|--|---|---------|----------|---|-----------------|---|
| To \$5,000          | \$0.00   | \$142.50  | \$14.25 | \$156.75 | ∞ | Per Application | N |
| \$5,001-\$100,000   | \$0.00   | \$203.25  | \$20.33 | \$223.58 | ∞ | Per Application | N |
| \$100,001-\$250,000 | \$0.00   | \$311.25  | \$31.13 | \$342.38 | ∞ | Per Application | N |
| Over \$250,000      | \$342.38 plus \$1.10 per \$1,000 above \$250,000 |   |         |          |   | Per Application | N |
|                     |  | Last YR Fee<br>\$884.00 plus \$1.10 per \$1,000 above \$250,000 |         |          |   |                 |   |

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

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Section 68 Applications

|  |          |          |        |          |         |                 |   |
|--|----------|----------|--------|----------|---------|-----------------|---|
| On-site Waste Water management system  | \$236.90 | \$230.00 | \$0.00 | \$230.00 | -2.91%  | Per Application | N |
| Minor changes to existing OSSM system or scheduled inspection                                  | \$104.00 | \$83.00  | \$0.00 | \$83.00  | -20.19% | Per Application | N |
| Sewer supply work  | \$103.10 | \$161.50 | \$0.00 | \$161.50 | 56.64%  | Per Application | N |
| Water supply work  | \$103.10 | \$161.50 | \$0.00 | \$161.50 | 56.64%  | Per Application | N |
| Stormwater supply work   | \$103.10 | \$161.50 | \$0.00 | \$161.50 | 56.64%  | Per Application | N |
| Install a manufactured home, moveable dwelling or associated structure                         | \$439.00 | \$416.00 | \$0.00 | \$416.00 | -5.24%  | Per Application | N |
| Management of waste  | \$98.00  | \$103.50 | \$0.00 | \$103.50 | 5.61%   | Per Application | N |
| Community land   | \$295.10 | \$103.50 | \$0.00 | \$103.50 | -64.93% | Per Application | N |
| Public Roads   | \$98.00  | \$103.50 | \$0.00 | \$103.50 | 5.61%   | Per Application | N |
| Caravan Park/camping ground  | \$103.10 | \$207.00 | \$0.00 | \$207.00 | 100.78% | Per Application | N |
| Amusement Device   | \$103.10 | \$161.50 | \$0.00 | \$161.50 | 56.64%  | Per Application | N |
| Domestic oil or solid fuel heating appliance, other than a portable appliance                  | \$103.10 | \$161.50 | \$0.00 | \$161.50 | 56.64%  | Per Application | N |
| Use a standing vehicle or any article for the purpose of selling any article in a public place | \$324.70 | \$393.00 | \$0.00 | \$393.00 | 21.03%  | Per Application | N |

## Building Inspections (including Compliance and Occupation Certificates)

|                                       |          |          |         |          |         |                |   |
|---------------------------------------|----------|----------|---------|----------|---------|----------------|---|
| Inspection                            | \$113.30 | \$270.00 | \$27.00 | \$297.00 | 162.14% | Per Hour       | N |
| Inspection of dwelling for relocation | \$0.00   | \$270.22 | \$27.02 | \$297.24 | ∞       | Per Assessment | N |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Building Certificates (EPA R. c.260)

### Domestic – Includes Initial inspection

|     |          |          |        |          |       |              |   |
|-----|----------|----------|--------|----------|-------|--------------|---|
| Fee | \$250.00 | \$250.00 | \$0.00 | \$250.00 | 0.00% | Per Dwelling | Y |
|-----|----------|----------|--------|----------|-------|--------------|---|

### Commercial

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

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

|     |         |         |        |         |       |              |   |
|-----|---------|---------|--------|---------|-------|--------------|---|
| Fee | \$90.00 | \$90.00 | \$0.00 | \$90.00 | 0.00% | Per Building | Y |
|-----|---------|---------|--------|---------|-------|--------------|---|

### Copy of Building Certificate (c.261)

|     |         |         |        |         |       |          |   |
|-----|---------|---------|--------|---------|-------|----------|---|
| Fee | \$13.00 | \$13.00 | \$0.00 | \$13.00 | 0.00% | Per Copy | Y |
|-----|---------|---------|--------|---------|-------|----------|---|

### 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 | Y |
| Penalty notice has been issued for an offence under 76A(1) 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 | Y |
| Where Order No, 2, 12, 13, 15, 18 or 19 in the Table to s, 121B(1) 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 | Y |
| 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 | Y |
| 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 | Y |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Building Indemnity Insurance

|                   |         |         |        |         |       |             |   |
|-------------------|---------|---------|--------|---------|-------|-------------|---|
| Solicitor Enquiry | \$57.20 | \$58.50 | \$0.00 | \$58.50 | 2.27% | Per Enquiry | N |
|-------------------|---------|---------|--------|---------|-------|-------------|---|

## Environmental Engineering

### Damage Deposit

### Inspection

## Licencing Fees

### General

|  |          |          |        |          |        |                |   |
|--|----------|----------|--------|----------|--------|----------------|---|
| Advertisement/Advertising Structure Inspection                               | \$35.70  | \$38.00  | \$0.00 | \$38.00  | 6.44%  | Per Inspection | N |
| Sandwich Board Inspection  | \$26.50  | \$38.50  | \$0.00 | \$38.50  | 45.28% | Per Inspection | N |
| Cooling Tower Inspection (microbial Control)                                 | \$113.30 | \$161.50 | \$0.00 | \$161.50 | 42.54% | Per Inspection | N |
| Essential Services (Fire Safety) Certificate Registration and Administration | \$28.60  | \$42.00  | \$0.00 | \$42.00  | 46.85% | Per Inspection | N |
| Hairdresser/Beauty Salon – Skin Penetration Inspection                       | \$113.30 | \$161.50 | \$0.00 | \$161.50 | 42.54% | Per Inspection | N |

## Food Premises

|  |          |          |        |          |        |                       |   |
|--|----------|----------|--------|----------|--------|-----------------------|---|
| Annual Administration/Registration Fee (includes 1 inspection)   | \$204.20 | \$225.00 | \$0.00 | \$225.00 | 10.19% | Per Premises          | Y |
| Inspection Fee includes repeat inspection due to non-compliance, change of premises operator and if non compliance based on complaint. | \$127.60 | \$163.75 | \$0.00 | \$163.75 | 28.33% | Per Premises Per Hour | N |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Food Premises [continued]

|                             |          |          |        |          |       |            |   |
|-----------------------------|----------|----------|--------|----------|-------|------------|---|
| Issue of Improvement Notice | \$330.00 | \$330.00 | \$0.00 | \$330.00 | 0.00% | Per Notice | Y |
|-----------------------------|----------|----------|--------|----------|-------|------------|---|

## Swimming Pools

|  |          |          |         |          |        |              |   |
|--|----------|----------|---------|----------|--------|--------------|---|
| Registration on behalf of owner                      | \$10.00  | \$10.00  | \$0.00  | \$10.00  | 0.00%  | Per Pool/Spa | Y |
| Exemption  | \$70.00  | \$95.00  | \$0.00  | \$95.00  | 35.71% | Per Pool/Spa | Y |
| Inspection   | \$112.30 | \$161.82 | \$16.18 | \$178.00 | 58.50% | Per Pool/Spa | N |
| 2nd inspection if 1st failed (no 3rd inspection fee) | \$100.00 | \$161.82 | \$16.18 | \$178.00 | 78.00% | Per Pool/Spa | N |

## Street Vendors

|                      |          |          |        |          |         |            |   |
|----------------------|----------|----------|--------|----------|---------|------------|---|
| License/Approval Fee | \$250.10 | \$103.50 | \$0.00 | \$103.50 | -58.62% | Per Vendor | N |
|----------------------|----------|----------|--------|----------|---------|------------|---|

## Petrol Pump Approvals

## Hoarding Approval Fees

## Onsite Sewerage Management Systems

|  |          |          |         |          |         |                      |   |
|--|----------|----------|---------|----------|---------|----------------------|---|
| Registration                                 | \$31.70  | \$41.50  | \$0.00  | \$41.50  | 30.91%  | Per system           | N |
| Inspection                                   | \$112.30 | \$160.91 | \$16.09 | \$177.00 | 57.61%  | Inspection           | N |
| Administration fee for non-inspected systems | \$52.00  | \$41.36  | \$4.14  | \$45.50  | -12.50% | Per estimated system | N |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Development Information

### Development Certificates

|  |          |          |        |          |         |                     |   |
|--|----------|----------|--------|----------|---------|---------------------|---|
| s149(2) Planning Certificate (EPA R. c.259)                            | \$53.00  | \$53.00  | \$0.00 | \$53.00  | 0.00%   |                     | Y |
| EPA Regulations 2000   |          |          |        |          |         |                     |   |
| s149(5) Planning Certificate (includes Notices and Orders information) | \$133.00 | \$133.00 | \$0.00 | \$133.00 | 0.00%   |                     | Y |
| EPA Regulations 2000   |          |          |        |          |         |                     |   |
| Multiple copies of Certificates  | \$13.80  | \$14.20  | \$0.00 | \$14.20  | 2.90%   | Per additional copy | N |
| Section 735A Certificate   | \$117.40 | \$55.00  | \$0.00 | \$55.00  | -53.15% | Per Certificate     | N |
| Section 121ZP Certificate  | \$117.40 | \$55.00  | \$0.00 | \$55.00  | -53.15% | Per Certificate     | N |

### Certificates

|  |          |          |        |          |        |              |   |
|--|----------|----------|--------|----------|--------|--------------|---|
| Confirmation of Development Information (Interpreting LEP, existing use rights, housing entitlements, file search) | \$114.40 | \$103.50 | \$0.00 | \$103.50 | -9.53% | Per Hour     | N |
| Certified copy of an Environmental Planning Instrument/related document per s.150(2) EPA Act                       | \$45.90  | \$47.00  | \$0.00 | \$47.00  | 2.40%  | Per Copy     | N |
| CD Rom of Council LEP, DCP or related Planning/Development Policy  | \$18.40  | \$18.80  | \$0.00 | \$18.80  | 2.17%  | Per Disk     | N |
| Other copy of Council LEP, DCP or related Planning/Development Policy  | \$35.00  | \$36.00  | \$0.00 | \$36.00  | 2.86%  | Per Document | N |
| Documents <10 pages  | \$6.60   | \$6.80   | \$0.00 | \$6.80   | 3.03%  | Per Document | N |
| Documents 10-30 pages  | \$11.70  | \$12.00  | \$0.00 | \$12.00  | 2.56%  | Per Document | N |
| Documents 31-50 pages  | \$23.50  | \$24.00  | \$0.00 | \$24.00  | 2.13%  | Per Document | N |
| Documents >51 pages  | \$45.90  | \$47.00  | \$0.00 | \$47.00  | 2.40%  | Per Document | N |



| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Certificates [continued]

|  |         |         |        |         |       |              |   |
|--|---------|---------|--------|---------|-------|--------------|---|
| Binders and covers (DCP)                                   | \$59.20 | \$60.50 | \$0.00 | \$60.50 | 2.20% | Per Document | N |
| LEP full size colour map sheet                             | \$45.90 | \$47.00 | \$0.00 | \$47.00 | 2.40% | Per Document | N |
| Uralla Shire Biodiversity Strategy 2012                    | \$34.70 | \$35.50 | \$0.00 | \$35.50 | 2.31% | Per Document | N |
| Uralla Biodiversity Strategy Planning Outcomes Report 2013 | \$11.70 | \$12.00 | \$0.00 | \$12.00 | 2.56% | Per Document | N |

## Animal Control

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

|                                 |          |          |        |          |       |            |   |
|---------------------------------|----------|----------|--------|----------|-------|------------|---|
| Entire Animal (not desexed)     | \$207.00 | \$207.00 | \$0.00 | \$207.00 | 0.00% | Per Animal | Y |
| Desexed                         | \$57.00  | \$57.00  | \$0.00 | \$57.00  | 0.00% | Per Animal | Y |
| Pensioner                       | \$24.00  | \$24.00  | \$0.00 | \$24.00  | 0.00% | Per Animal | Y |
| Registered Breeders             | \$57.00  | \$57.00  | \$0.00 | \$57.00  | 0.00% | Per Animal | Y |
| Desexed purchased pound/shelter | \$28.50  | \$28.50  | \$0.00 | \$28.50  | 0.00% | Per Animal | Y |

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

|                                   |          |          |        |          |       |         |   |
|-----------------------------------|----------|----------|--------|----------|-------|---------|---|
| Animal surrender                  | \$90.00  | \$81.82  | \$8.18 | \$90.00  | 0.00% | Each    | N |
| First Release                     | \$60.00  | \$61.50  | \$0.00 | \$61.50  | 2.50% | Each    | N |
| Second Release (within 12 months) | \$110.00 | \$112.00 | \$0.00 | \$112.00 | 1.82% | Each    | N |
| Daily Charge, Sustenance          | \$18.50  | \$19.00  | \$0.00 | \$19.00  | 2.70% | Per Day | N |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Dog Control – Training Aids

|  |          |          |        |          |         |                                 |   |
|--|----------|----------|--------|----------|---------|---------------------------------|---|
| Hire of anti-barking collar (Citronella)     | \$42.00  | \$39.09  | \$3.91 | \$43.00  | 2.38%   | Per fortnight or minimum charge | N |
| Deposit for anti-barking collar (Citronella) | \$402.00 | \$48.64  | \$4.86 | \$53.50  | -86.69% | Bond                            | N |
| Hire of Trap                                 | \$10.00  | \$9.27   | \$0.93 | \$10.20  | 2.00%   | Per Hire                        | N |
| Trap deposit                                 | \$110.00 | \$112.00 | \$0.00 | \$112.00 | 1.82%   |                                 | N |
| Deposit – refundable                         |          |          |        |          |         |                                 |   |

## Stock Control – Release Fees

|                  |          |          |         |          |       |          |   |
|------------------|----------|----------|---------|----------|-------|----------|---|
| Impounding Costs | \$118.00 | \$109.09 | \$10.91 | \$120.00 | 1.69% | Per Hour | N |
|------------------|----------|----------|---------|----------|-------|----------|---|

## Sheep/Goats

|  |         |         |        |         |       |            |   |
|--|---------|---------|--------|---------|-------|------------|---|
| Impounded between 6.00 am-6.00 pm Monday to Friday                             | \$48.00 | \$44.55 | \$4.45 | \$49.00 | 2.08% | Per Animal | N |
| Impounded between 6.00 am-6.00 pm or on any time on Weekends & Public Holidays | \$95.00 | \$88.18 | \$8.82 | \$97.00 | 2.11% | Per Animal | N |

## Other Animals

|  |         |         |        |         |       |            |   |
|--|---------|---------|--------|---------|-------|------------|---|
| Impounded between 6.00 am-6.00 pm Monday to Friday                               | \$48.00 | \$44.55 | \$4.45 | \$49.00 | 2.08% | Per Animal | N |
| Impounded between 6.00 am-6.00 pm or on any time on Weekends and Public Holidays | \$95.00 | \$88.18 | \$8.82 | \$97.00 | 2.11% | Per Animal | N |

## Sustenance Costs

|               |         |         |        |         |       |                    |   |
|---------------|---------|---------|--------|---------|-------|--------------------|---|
| Sheep/Goats   | \$10.00 | \$9.27  | \$0.93 | \$10.20 | 2.00% | Per head / per day | N |
| Other animals | \$21.00 | \$19.55 | \$1.95 | \$21.50 | 2.38% | Per head / per day | N |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## 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 |  |  |  | \$130 + \$10 per night |  | Per Vehicle | N |
|--------------------|--|--|--|------------------------|--|-------------|---|

## Companion Animals Regulation 2018

|  |        |         |        |         |   |            |   |
|--|--------|---------|--------|---------|---|------------|---|
| Late fee permit not paid 28 days after permit required | \$0.00 | \$15.00 | \$0.00 | \$15.00 | ∞ | Per animal | Y |
|--|--------|---------|--------|---------|---|------------|---|

### Companion Animals Regulation 2018 (Part 4, Sec 27)

Commenced 1 July 2019

|  |        |          |        |          |   |            |   |
|--|--------|----------|--------|----------|---|------------|---|
| Permit fee for dangerous/ restricted dog | \$0.00 | \$195.00 | \$0.00 | \$195.00 | ∞ | Per animal | Y |
|--|--------|----------|--------|----------|---|------------|---|

### 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 undsexed cat | \$0.00 | \$80.00 | \$0.00 | \$80.00 | ∞ | Per animal | Y |
|-----------------------------|--------|---------|--------|---------|---|------------|---|

### Companion Animals Regulation 2018 (Part 4, Sec 27)

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

Commenced 1 July 2019

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Administrative Services

### Corporate Records

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

|                    |        |        |        |        |       |                       |   |
|--------------------|--------|--------|--------|--------|-------|-----------------------|---|
| A4 Black and White | \$0.60 | \$0.59 | \$0.06 | \$0.65 | 8.33% | Per single sided page | N |
| A4 Colour          | \$1.00 | \$0.95 | \$0.10 | \$1.05 | 5.00% | Per single sided page | N |
| A3 Black and White | \$1.00 | \$0.95 | \$0.10 | \$1.05 | 5.00% | Per single sided page | N |
| A3 Colour          | \$1.75 | \$1.64 | \$0.16 | \$1.80 | 2.86% | Per single sided page | N |

### 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                     | \$30.00 | \$0.00 | \$30.00 | 0.00% | Application     | Y |
| GIPA Processing Fee – regular  | \$30.00                     | \$30.00 | \$0.00 | \$30.00 | 0.00% | Per Hour        | Y |
| 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                     | \$15.00 | \$0.00 | \$15.00 | 0.00% | Per Hour        | Y |
| GIPA Processing Fee – special benefit to the public  | \$15.00                     | \$15.00 | \$0.00 | \$15.00 | 0.00% | Per Hour        | Y |
| Applies if the information sought has been made publicly available before  |                             |         |        |         |       |                 |   |
| GIPA Advance Deposit   | 50% of total Processing Fee |         |        |         |       | Per Application | Y |
| GIPA Internal Review   | \$40.00                     | \$40.00 | \$0.00 | \$40.00 | 0.00% | Per Matter      | Y |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Council Chamber/Office Room Hire

### Hire of Meeting Rooms and Facilities

|  |          |          |         |          |         |            |   |
|--|----------|----------|---------|----------|---------|------------|---|
| Council Chambers   | \$270.00 | \$200.00 | \$20.00 | \$220.00 | -18.52% | Per Day    | N |
| Non local groups – includes video, TV, whiteboard, kitchen facilities and complimentary tea and coffee |          |          |         |          |         |            |   |
| Kitchen facilities   | \$60.00  | \$0.05   | \$0.00  | \$0.05   | -99.92% | Per Day    | N |
| Tea and coffee provided (excluding service)  | \$8.50   | \$7.73   | \$0.77  | \$8.50   | 0.00%   | Per Person | N |

## Other Miscellaneous Fees and Charges

### Sale of document copies

|                              |         |         |        |         |         |      |   |
|------------------------------|---------|---------|--------|---------|---------|------|---|
| Development Control Plan     | \$26.00 | \$26.50 | \$0.00 | \$26.50 | 1.92%   | Each | N |
| Local Environment Plan (LEP) | \$36.00 | \$37.00 | \$0.00 | \$37.00 | 2.78%   | Each | N |
| State of Environment Report  | \$46.00 | \$12.00 | \$0.00 | \$12.00 | -73.91% | Each | N |

| Name | Year 18/19<br>Fee<br>(incl. GST) | Fee<br>(excl. GST) | Year 19/20<br>GST | Fee<br>(incl. GST) | Increase<br>% | Unit | S |
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|
|------|----------------------------------|--------------------|-------------------|--------------------|---------------|------|---|

## Financial Services

### General Income

#### Rate/Valuation Enquiries

|   |   |         |        |         |       |             |   |
|---|---|---------|--------|---------|-------|-------------|---|
| Written/complex response to a rating or valuation enquiry | By quotation, charged at \$55.00 per hour inc. GST<br>Min. Fee: \$50.00 |         |        |         |       | Per Invoice | N |
| Copy of rate notice                                       | \$17.00   | \$15.82 | \$1.58 | \$17.40 | 2.35% | Per Copy    | N |

#### Miscellaneous Fees

|  |         |         |        |         |       |            |   |
|--|---------|---------|--------|---------|-------|------------|---|
| Section 603 Certificates               | \$80.00 | \$85.00 | \$0.00 | \$85.00 | 6.25% |            | Y |
| Set by Department of Local Government. |         |         |        |         |       |            |   |
| Dishonoured Cheque Fee                 | \$40.00 | \$37.27 | \$3.73 | \$41.00 | 2.50% | Per Cheque | N |
| Refund Fee                             | \$10.00 | \$9.27  | \$0.93 | \$10.20 | 2.00% | Per Refund | N |

## Index of all fees

## Other

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| \$50,001-\$250,000                                   | [Development Applications – Building Works – Based on cost of works]           | 36 |
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5 Hill Street, Uralla

[Uralla Pre-School \*]

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### 9

96(1) – Minor Error/Discrepancy

[Modification of Consent at Applicants Request – c.258]

40

96(1A) + 96AA(1) – Modification of minor environmental impact

[Modification of Consent at Applicants Request – c.258]

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[Photocopies and Printing (non self-service)]

22

A3 (Colour)

[Photocopies and Printing (non self-service)]

22

A3 Black and White

[Photocopies and Printing (self-service)]

22

A3 Black and White

[Printing and copying (non self-service)]

52

A3 Colour

[Photocopies and Printing (self-service)]

22

A3 Colour

[Printing and copying (non self-service)]

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A4 (Black and White)

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31

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[Bond]

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14

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14

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Administration HCP Level 4 – Monthly

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| Case Management HCP Level 4 – Monthly  | [HCP Clients]   | 28 |
| CD Rom of Council LEP, DCP or related Planning/Development Policy                            | [Certificates]  | 48 |
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### D

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| Deposit for anti-barking collar (Citronella)   | [Dog Control – Training Aids]                                     | 50 |
| Desexed  | [Companion Animal 1998 – registrations (cats and dogs)]           | 49 |
| Desexed purchased pound/shelter  | [Companion Animal 1998 – registrations (cats and dogs)]           | 49 |
| Designated Development – Standard DA Fees plus additional fee(c.251)   | [Development Application]   | 37 |
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| Development consent, complying development consent or construction certificate consent was required and not obtained       | [Additional fee where applicant /owner erected the building and:] | 45 |
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### D [continued]

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|---|---|----|
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| Domestic Assistance – Sat (Private clients)                                   | [Private Clients]   | 29 |
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| Domestic Assistance – Sun (Private clients)                                   | [Private Clients]   | 29 |
| Domestic oil or solid fuel heating appliance, other than a portable appliance | [Section 68 Applications]                                   | 44 |
| Double  | [Mattresses]  | 17 |
| Dwelling <\$100,000   | [Review of Determination per s, 82A, EPA Regulations c.257] | 39 |

### E

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| Each additional copy   | [Miscellaneous Administrative Application Fees]         | 37 |
| Earth mover, large, greater than 1.5 m                                       | [Tyres]   | 18 |
| Earth mover, medium, 1 m-1.5 m   | [Tyres]   | 18 |
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| Fee to be forwarded to Integrated Authority                | [Integrated Development (c.252A/253)]               | 41 |
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| For cost of work >\$50,000 for each \$1,000                | [Planning Reform Fee]                               | 38 |
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| From Uralla Doctors Surgery or Foot Clinic                 | [Transport Residents]                               | 32 |

### G

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| GIPA Application Fee   | [Public Access Act (GIPA) Income]   | 52 |
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| Gravel – Carlon at Depot   | [Sale of sand, gravel and topsoil]  | 13 |
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| Greater than \$10,000,001  | [All other Development Work – EPA R. c.257]                                   | 39 |
| Greater than \$10,000,001  | [All other requests for modifications, based on estimated construction costs] | 41 |
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| House cleaning   | [NDIS]  | 31 |
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| In Home Respite – Public Holiday (HCP clients)   | [HCP Clients]   | 28 |
| In Home Respite – Public Holiday (Private clients)   | [Private Clients]   | 30 |
| In Home Respite – Sat (HCP clients)  | [HCP Clients]   | 28 |
| In Home Respite – Sat (Private clients)  | [Private Clients]   | 30 |
| In Home Respite – Sun (HCP clients)  | [HCP Clients]   | 28 |
| In Home Respite – Sun (Private clients)  | [Private Clients]   | 30 |
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| Inspection   | [Swimming Pools]  | 47 |
| Inspection   | [Onsite Sewerage Management Systems]                                      | 47 |
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| Late fee permit not paid 28 days after permit required | [Companion Animals Regulation 2018]  | 51 |
| LEP full size colour map sheet                         | [Certificates]   | 49 |
| Less than \$10,000                                     | [Engineering Plans Checking (design and construction) – based on cost of work] | 42 |
| Less than \$100,000                                    | [Review of Determination per s, 82B, EPA Regulations (Rejection) – c.257A]     | 40 |
| Less than \$5,000                                      | [All other Development Work – EPA R. c.257]                                    | 39 |
| Less than \$5,000                                      | [All other requests for modifications, based on estimated construction costs]  | 40 |
| Less than \$5000                                       | [Development Applications – Building Works – Based on cost of works]           | 36 |
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| Manual Collection Weekly – Cardboard Only                     | [Commercial Recycling]    | 14 |
| Medium animals – goats, sheep, pigs                           | [Dead Animals]            | 17 |
| Medium tractor tyre, 1 m-1.9 m                                | [Tyres]                   | 18 |
| Member overdue fee (begins 1 week after due date)             | [Library Fees]            | 21 |
| Minor changes to existing OSSM system or scheduled inspection | [Section 68 Applications] | 44 |

## Fee Name

## Parent

## Page

### M [continued]

|   |   |    |
|---|---|----|
| Modification to consent requiring advertisement per s96(2) or 96AA(1) EPA Act | [All other requests for modifications, based on estimated construction costs] | 41 |
| Motorcycle  | [Tyres]   | 18 |
| Mulch loading charge (applies to bulk sales > 6 m3)                           | [Waste Product Sales]   | 15 |
| Multiple copies of Certificates   | [Development Certificates]  | 48 |

### N

|  |  |    |
|--|--|----|
| No building or work involved: For dwelling house costing \$100,000 or less | [Other modifications per s.96(2) or 96AA(1) not of minor environmental impact] | 40 |
| Non NTCRS e-waste  | [E-Waste]  | 17 |
| Non Standard Resident  | [Daily Fees]   | 31 |
| Non-Pensioner  | [Respite]  | 32 |
| Not involving building work  | [Review of Determination per s, 82A, EPA Regulations c.257]                    | 39 |
| NTCRS eligible e-waste   | [E-Waste]  | 17 |

### O

|   |  |    |
|---|--|----|
| Office 1  | [Tablelands Community Support Options – TCS]                                   | 25 |
| Office 2  | [Tablelands Community Support Options – TCS]                                   | 25 |
| On-site Waste Water management system                                 | [Section 68 Applications]  | 44 |
| Original fee was greater than \$101.00                                | [Other modifications per s.96(2) or 96AA(1) not of minor environmental impact] | 40 |
| Original fee was less than \$100.00 (c.258)                           | [Other modifications per s.96(2) or 96AA(1) not of minor environmental impact] | 40 |
| Other animals   | [Sustenance Costs]   | 50 |
| Other copy of Council LEP, DCP or related Planning/Development Policy | [Certificates]   | 48 |
| Over \$250,000  | [Complying Development Certificates – Fees based on construction cost]         | 36 |
| Over \$250,000  | [Construction Certificates]  | 43 |
| Overnight Respite – HCP   | [HCP Clients]  | 28 |
| Overnight Respite – Private Clients                                   | [Private Clients]  | 30 |

### P

|   |   |    |
|---|---|----|
| Penalty notice has been issued for an offence under 76A(1) of the Act in relation to erection of building and the penalty has been paid | [Additional fee where applicant /owner erected the building and:] | 45 |
| Pensioner   | [Respite]   | 32 |
| Pensioner   | [Companion Animal 1998 – registrations (cats and dogs)]           | 49 |
| Per application   | [Building Entitlement Confirmation Fee]                           | 37 |
| Per Unit  | [Hill Street Uralla *]  | 24 |
| Permanents with metered site  | [Longer stays (7 nights for 6)]                                   | 25 |
| Permission to carry out work at existing grave, includes monument erection and inspection   | [Uralla and Bundarra Old Section Cemeteries]                      | 23 |

continued on next page ...



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### P [continued]

|  |  |    |
|--|--|----|
| Permit fee for dangerous/ restricted dog                                       | [Companion Animals Regulation 2018]  | 51 |
| Permit fee for undsexed cat  | [Companion Animals Regulation 2018]  | 51 |
| Personal care  | [Commonwealth Home Support Program]  | 30 |
| Personal Care – Mon to Fri 6am to 6pm (HCP clients)                            | [HCP Clients]  | 28 |
| Personal Care – Mon to Fri 6am to 6pm (Private clients)                        | [Private Clients]  | 30 |
| Personal Care – Public Holiday (HCP clients)                                   | [HCP Clients]  | 28 |
| Personal Care – Public Holiday (Private clients)                               | [Private Clients]  | 30 |
| Personal Care – Sat (HCP clients)  | [HCP Clients]  | 28 |
| Personal Care – Sat (Private clients)  | [Private Clients]  | 30 |
| Personal Care – Sun (HCP clients)  | [HCP Clients]  | 29 |
| Personal Care – Sun (Private clients)  | [Private Clients]  | 30 |
| Phased Resident  | [Daily Fees]   | 31 |
| Placement of ashes   | [Uralla and Bundarra Old Section Cemeteries]                                   | 23 |
| Plan Management  | [NDIS]   | 31 |
| Planning proposal application  | [Planning Proposal]  | 43 |
| Plus fee for any consent required notice pursuant to SEPP 65 (c.258)           | [All other requests for modifications, based on estimated construction costs]  | 41 |
| Plus fee for each \$1,000 above \$10,000 to \$100,000                          | [Engineering Plans Checking (design and construction) – based on cost of work] | 42 |
| Plus fee for each \$1,000 above \$100,000                                      | [Staged Development]   | 42 |
| Plus fee for required Notice under s.82A EPA Regulations                       | [All other Development Work – EPA R. c.257]                                    | 39 |
| Plus fee per additional lot created  | [Subdivision Fees]   | 38 |
| Plus fee per additional lot created  | [Subdivision Fees]   | 38 |
| Plus fee per additional lot created  | [Subdivision Fees]   | 38 |
| Power for metered site   | [Longer stays (7 nights for 6)]  | 25 |
| Powered site for up to 2 persons   | [Queen Street Uralla Caravan Park]   | 24 |
| Powered site for up to 2 persons   | [Bundarra Caravan Park]  | 27 |
| Private works (not in conjunction with works program)                          | [Kerb and Guttering]   | 12 |
| Processed sludges from water and sewer   | [Bio solids]   | 19 |
| Processing commenced   | [Refund of DA fee for cancellation of DA]                                      | 38 |
| Processing Fee   | [Lost, damaged or stolen books]  | 21 |
| Processing Fee   | [Subdivision Certificate / Title Plan Processing Fee]                          | 38 |
| Processing largely completed   | [Refund of DA fee for cancellation of DA]                                      | 39 |
| Processing not commenced   | [Refund of DA fee for cancellation of DA]                                      | 39 |
| Protected Resident   | [Daily Fees]   | 31 |
| Provide junction to main on property, up to 4 m                                | [Sewer Connection Charges]   | 10 |
| Provide junction with extension beyond property (previously 'application fee') | [Sewer Connection Charges]   | 10 |
| Public Roads   | [Section 68 Applications]  | 44 |
| Purchase of Double Depth Plot (does not include plaque)                        | [Uralla and Bundarra Lawn Cemeteries]  | 23 |
| Purchase of Niche in garden  | [Uralla and Bundarra Niche Wall and Uralla Niche Garden]                       | 23 |
| Purchase of Niche in wall and Interment of Ashes *                             | [Uralla and Bundarra Niche Wall and Uralla Niche Garden]                       | 23 |

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### P [continued]

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Queen Street, Uralla [Queen Street Uralla Caravan Park] 24

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Refund Fee [Miscellaneous Fees] 54  
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Registered Nurse – Mon to Fri 6am to 6pm (HCP clients) [HCP Clients] 29  
Registered Nurse – Mon to Fri 6am to 6pm (Private clients) [Private Clients] 29  
Registered Nurse – Public Holiday (HCP clients) [HCP Clients] 29  
Registered Nurse – Public Holiday (Private clients) [Private Clients] 29  
Registered Nurse – Sat (HCP clients) [HCP Clients] 29  
Registered Nurse – Sat (Private clients) [Private Clients] 29  
Registered Nurse – Sun (HCP clients) [HCP Clients] 29  
Registered Nurse – Sun (Private clients) [Private Clients] 29  
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Residential Flat Building [Privately Certified Certificate Registration (c.263)] 42  
Residential Flat Development Review Panel under SEPP 65 [Development Application] 37  
Residential Flats/Units [Landscaping Bonds] 12  
Residential sewer access charge [Access and Supply] 9  
Respite [Commonwealth Home Support Program] 30  
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### S

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s149(5) Planning Certificate (includes Notices and Orders information) [Development Certificates] 48  
Sale of Green Waste (mulched) [Waste Product Sales] 15  
Sale of Green Waste (mulched) [Waste Product Sales] 15  
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### S [continued]

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| Section 121ZP Certificate   | [Development Certificates]                          | 48 |
| Section 603 Certificates  | [Miscellaneous Fees]                                | 54 |
| Section 7.11 Contributions  | [Section 7.11 Contributions]                        | 35 |
| Section 735A Certificate  | [Development Certificates]                          | 48 |
| Section 88B   | [Miscellaneous Administrative Application Fees]     | 37 |
| Self-Care Activities  | [NDIS]  | 31 |
| Sewer supply work   | [Section 68 Applications]                           | 44 |
| Sheep/Goats   | [Sustenance Costs]                                  | 50 |
| Showers   | [Bundarra Caravan Park]                             | 27 |
| Shredded Tyres  | [Tyres]   | 18 |
| Single  | [Mattresses]  | 16 |
| Single Admission Fee – Adult  | [Admittance Fees]                                   | 20 |
| Single Admission Fee – Child  | [Admittance Fees]                                   | 20 |
| Small domestic animals e.g. cats, chickens, possums, dogs                                     | [Dead Animals]                                      | 17 |
| Small Regular Usage – eg sporting clubs   | [Bundarra School of Arts Hall]                      | 26 |
| Small tractor tyre, up to 1 m   | [Tyres]   | 18 |
| Social Support – Group  | [Commonwealth Home Support Program]                 | 30 |
| Social Support – Individual   | [Commonwealth Home Support Program]                 | 30 |
| Social Support – Mon to Fri 6am to 6pm (HCP clients)  | [HCP Clients]                                       | 29 |
| Social Support – Mon to Fri 6am to 6pm (Private clients)                                      | [Private Clients]                                   | 30 |
| Social support – Public Holiday (HCP clients)   | [HCP Clients]                                       | 29 |
| Social Support – Public Holiday (Private clients)   | [Private Clients]                                   | 30 |
| Social Support – Sat (HCP clients)  | [HCP Clients]                                       | 29 |
| Social Support – Sat (Private clients)  | [Private Clients]                                   | 30 |
| Social support – Sun (HCP clients)  | [HCP Clients]                                       | 29 |
| Social Support – Sun (Private clients)  | [Private Clients]                                   | 30 |
| Solicitor Enquiry   | [Building Indemnity Insurance]                      | 46 |
| Staff Escort  | [Transport Residents]                               | 32 |
| Stamping additional plans and specs – up to four copies                                       | [Miscellaneous Administrative Application Fees]     | 37 |
| Standard DA fee plus additional fee   | [Integrated Development (c.252A/253)]               | 41 |
| Standard DA fee plus additional fee   | [Integrated Development (c.252A/253)]               | 41 |
| Standard Resident   | [Daily Fees]  | 31 |
| State Environmental Planning Policy 1 Objections: Minimum plus any additional advertising fee | [SEPP Applications]                                 | 43 |
| State of Environment Report   | [Sale of document copies]                           | 53 |
| STD   | [Telephone Calls]                                   | 32 |
| Stormwater supply work  | [Section 68 Applications]                           | 44 |
| Subdivisions – No opening of a New Road   | [Subdivision Fees]                                  | 38 |
| Subdivisions – Opening of a New Road  | [Subdivision Fees]                                  | 38 |
| Subdivisions – Strata   | [Subdivision Fees]                                  | 38 |

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### S [continued]

|  |                                       |    |
|--|---------------------------------------|----|
| Super single                           | [Tyres]                               | 18 |
| Surcharge for digging of grave by hand | [Uralla and Bundarra Lawn Cemeteries] | 23 |

### T

|   |  |    |
|---|--|----|
| Tables                                      | [External Equipment Hire]  | 27 |
| TCS Office                                  | [Tablelands Community Support Options – TCS]                           | 25 |
| Tea and coffee provided (excluding service) | [Hire of Meeting Rooms and Facilities]                                 | 53 |
| To \$5,000                                  | [Complying Development Certificates – Fees based on construction cost] | 35 |
| To \$5,000                                  | [Construction Certificates]  | 43 |
| To and from Uralla CBD                      | [Transport Residents]  | 32 |
| To Armidale                                 | [Transport Residents]  | 32 |
| To Tamworth                                 | [Transport Residents]  | 32 |
| Topsoil                                     | [Sale of sand, gravel and topsoil]                                     | 14 |
| Trade Waste – application fee               | [Trade Waste]  | 10 |
| Trade Waste – usage                         | [Trade Waste]  | 10 |
| Trap deposit                                | [Dog Control – Training Aids]  | 50 |
| Travel (HCP clients)                        | [HCP Clients]  | 29 |
| Travel (Private Clients)                    | [Private Clients]  | 29 |
| Truck                                       | [Tyres]  | 18 |
| Truck/Float Hire                            | [Other Animal Fees]  | 51 |

### U

|  |   |    |
|--|---|----|
| Unconnected lot sewer access charge                                      | [Access and Supply]                           | 10 |
| Uninhabited, unpowered tent site   | [Queen Street Uralla Caravan Park]            | 24 |
| Unpowered site for up to 2 persons                                       | [Queen Street Uralla Caravan Park]            | 24 |
| Unpowered site for up to 2 persons                                       | [Bundarra Caravan Park]                       | 27 |
| Unsieved sand  | [Sale of sand, gravel and topsoil]            | 13 |
| Uralla – Armidale  | [Client Contributions – Individual Trips]     | 33 |
| Uralla – Armidale  | [Client Contributions – Mini Bus Group Trips] | 34 |
| Uralla – Tamworth  | [Client Contributions – Individual Trips]     | 33 |
| Uralla – Uralla  | [Client Contributions – Individual Trips]     | 33 |
| Uralla & Bundarra Non-rateable   | [Non-Rateable Commercial Recycling]           | 15 |
| Uralla and Bundarra Connection Charge to water main, connection over 4 m | [Water Connection Fees]                       | 8  |
| Uralla and Bundarra Connection Charge to water main, up to 4 m           | [Water Connection Fees]                       | 8  |
| Uralla and Bundarra Service Charge                                       | [Water Connection Fees]                       | 8  |
| Uralla Biodiversity Strategy Planning Outcomes Report 2013               | [Certificates]                                | 49 |
| Uralla Shire Biodiversity Strategy 2012                                  | [Certificates]                                | 49 |
| Uralla Sporting Complex #  | [Field Hire]                                  | 20 |
| Usage charge   | [Access and Supply]                           | 10 |

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### U [continued]

|  |                               |    |
|--|-------------------------------|----|
| Use a standing vehicle or any article for the purpose of selling any article in a public place | [Section 68 Applications]     | 44 |
| Utility/6 x 4 trailer  | [Residential Waste]           | 15 |
| Utility/6 x 4 trailer  | [Clean brick, Concrete, Tile] | 16 |
| Utility/6 x 4 trailer, heaped  | [Residential Waste]           | 15 |

### V

|  |  |    |
|--|--|----|
| Vase   | [Uralla and Bundarra Niche Wall and Uralla Niche Garden] | 24 |
| Vehicle Impounding                                 | [Other Regulatory Fees]                                  | 51 |
| Visitor overdue fee (begins 1 week after due date) | [Library Fees]   | 21 |

### W

|   |   |    |
|---|---|----|
| Waste Facility Fee – included in Environmental Levy   | [Domestic Waste Management]                                       | 14 |
| Water Access Charge Uralla and Bundarra   | [Access and Supply]   | 8  |
| Water Meter Special read  | [Other Water Fees and Charges]                                    | 9  |
| Water Meter supplied and fitted (20 mm) or replaced   | [Other Water Fees and Charges]                                    | 9  |
| Water Meter Testing only  | [Other Water Fees and Charges]                                    | 9  |
| Water Supply – consumption charge   | [Access and Supply]   | 8  |
| Water supply work   | [Section 68 Applications]   | 44 |
| Weekly Powered site for up to 2 persons   | [Longer stays (7 nights for 6)]                                   | 25 |
| Weekly Unpowered site for up to 2 persons   | [Longer stays (7 nights for 6)]                                   | 25 |
| Wheelie Bin (up to 240 l and per bin  | [Residential Waste]   | 15 |
| Wheelie Bin (up to 240 l)   | [Clean brick, Concrete, Tile]                                     | 16 |
| 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:] | 45 |
| Where Order No, 2, 12, 13, 15, 18 or 19 in the Table to s, 121B(1) of the Act has been issued               | [Additional fee where applicant /owner erected the building and:] | 45 |
| 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:] | 45 |
| Written/complex response to a rating or valuation enquiry   | [Rate/Valuation Enquiries]  | 54 |





## 2017-2021 DELIVERY PROGRAM AND 2019-2020 OPERATIONAL PLAN