



DELIVERY PROGRAM 2017-2022 OPERATIONAL PLAN 2020-2021

INFORMATION ABOUT THIS DOCUMENT

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Version 2	June 2020	Finalised for review by General Manager and Council Executive

Further Document Information and Relationships

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

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PART 1: OVERVIEW

Introduction

Message from the Mayor

I am pleased to present to you Council's Operational Plan 2020-21, which comprises the fourth year of Council's now five-year Delivery Program 2017-2022.

This document outlines Council's plan to deliver services and includes Council's projected budget for the financial year. Together, the actions of the Operational Plan and budget illustrate Council's annual commitment towards fulfilling the vision and goals of the Community Strategic Plan.

The work Council has undertaken in the past three years of its Delivery Program has strengthened the organisation and we are better equipped to face the future than ever before. Our community has seen numerous challenges over the past three years: from drought, water security in the region and the potability of our drinking water supplies; the increased threat of bushfires and longer fire seasons across the country; in addition to how our community must now adapt to the threat of a global pandemic.

The Uralla Shire community has proved its resilience time and time again, but there is still much work to be done. These recent challenges have illustrated the importance of addressing difficult issues proactively and head on, rather than deferring matters down the road. It has never been clearer how important it is that the whole community is provided with the safety and security that comes from effective and inclusive Council services.

On behalf of all of the Councillors, I take this opportunity to reaffirm our commitment to the Uralla Shire community as your elected representatives, with the best interests of the Shire as our first priority.

I would like to thank and recognise the Councillors for their contributions over this term to date and the dedication of Council staff. I look forward to another year of continued collaboration between the governing body of Council and staff who implement the Council's strategies on a day-to-day basis. Working together, we can achieve the vision and goals for the Uralla Shire.

Cr Michael Pearce
Mayor

Message from the General Manager

The new year ahead follows what has already been a challenging time for the Uralla Shire community. We have faced challenges posed by unprecedented drought and bushfires, arsenic contamination and issues of the drinkability of our water supplies, and the sudden need to adapt to a world facing the threat of the COVID-19 pandemic.

The effects of all these are far-reaching and will continue to be felt well into the future. As we look forward to the year ahead, Council's key focus will be ensuring the continued safety and well-being of the Uralla Shire community, building community connections and resilience, and encouraging economic recovery so that life and business in our Shire moves forward normally as much as possible.

This Operational Plan sets out Council's commitments to the community during this fourth year of the Delivery Program, which has been extended to a five-year plan following the announcement that the Local Government Elections have been postponed to 2021. The Principal Activities and annual Actions contained in this document are aimed at progressing the Strategies and achieving the Goals set out in the Community Strategic Plan. Together, these plans form a strategy which takes into account both the short and long term, enabling us to plan for a sustainable future for the Uralla Shire.

The 2020-21 Operational Plan sets out a detailed program consisting of 188 actions, showing how the community goals will be achieved and measured, and that the resources required to achieve these goals are both allocated and within Council's means.

We continue to adapt to changing circumstances, and look for ways to better service our community and strengthen our collective preparedness for the future. While some of Council's services may look different this year due to COVID-19, our commitment to the community remains unchanged. The Operational Plan for the coming year includes the continuation of service delivery across the full range of Council services currently provided to our community, including major projects:

- Progression and implementation of the Bundarra Sewerage Scheme;
- Delivering over \$900,000 in projects funded through the NSW Government's *Drought Stimulus Package*, including:
 - Multi-purpose court at Bundarra;
 - Change rooms & showers for family and disabled needs at the Uralla Swimming Pool;
 - The Constellations of the South project; and
 - A majority contribution towards the upgrade of the Uralla Visitor Information Centre;
- Construction of a new bridge over Tolleys Gully and realignment of approaches through the *NSW Growing Local Economies Fund*;
- Progressing the development of the light industrial project in Rowan Avenue subject to a successful business case being approved by the Office of Premier and Cabinet; and
- Community engagement projects to be delivered under the *NSW Bushfire Community Resilience & Economic Recovery Fund - Phase 1* grant funding.

In addition to these projects, Council will also deliver through our regular capital renewal programs, including roads renewal, resealing and resheeting programs, water supply infrastructure renewal works, sewerage service infrastructure renewal works, and buildings renewal works.

We look forward to welcoming Kate Jessep to Uralla Shire in July 2020 as Council's General Manager. Kate's experience and leadership will guide Council's response to the local, regional, state, national and global impacts which face us, and facilitate the continued growth and prosperity of the Uralla Shire.

On behalf of Council, the elected Councillors and the staff, we look forward to another successful and productive year delivering for the entire community of Uralla Shire and meeting the goals of the Community Strategic Plan.

Scott Phillips
Acting General Manager

Integrated Planning and Reporting

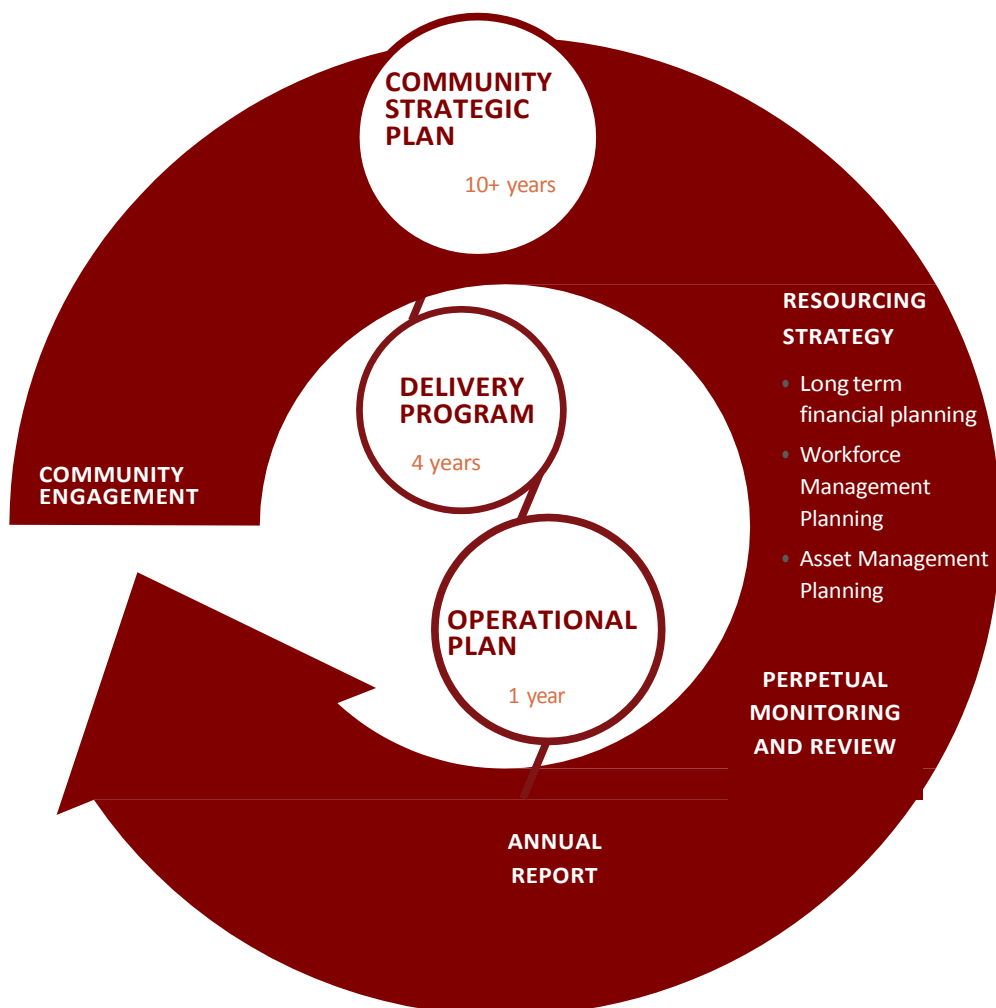
In October 2009, the NSW Government's new framework for strategic planning and reporting for local councils came into effect through the introduction of the *Local Government Amendment (Planning & Reporting) Act 2009*. This Act amended the *NSW Local Government Act 1993* with regard to councils' strategic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

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

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

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

Integrated Planning and Reporting Diagram



Our Planning Framework

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

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

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

Medium Term (4-Years) Delivery Program 2017-2021

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. Due to the Novel Coronavirus (COVID-19) pandemic, the Office of Local Government postponed NSW local elections from September 2020 to September 2021. In line with this announcement, the four year Delivery Program 2017-2021 has been extended to cover a five year period to 2022.

Short Term (1-Year) Operational Plan 2020-2021

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

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

Addressing the Quadruple Bottom Line

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

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

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

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

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

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 *NSW Disability Inclusion Act 2014* 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; and
 - 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.
- Retain its own independent community-based local government authority.

Our Community Goals

1. Our Society

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

2. Our Economy

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

3. Our Environment

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

4. Our Leadership

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

Understanding this Delivery Program and Operational Plan

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

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

Part 2: Combined Delivery Program 2017-2022 and Operational Plan 2020-2021

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

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

Part 3: Budget 2020-2021

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 2020-2021

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

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

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

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

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

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

At the end of the current term of Council, an End-of-Term Report (September 2016 - August 2022) 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 from 12.30pm in Council Chambers on the fourth Tuesday of each month from February to November and on the third Tuesday of December. No meeting is held in the month of January. Council Ordinary and Extraordinary Meetings are recorded, with audio recordings placed on the Council website the day after the meeting.

Agendas and business papers for meetings are available on Council's website at www.uralla.nsw.gov.au by the 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

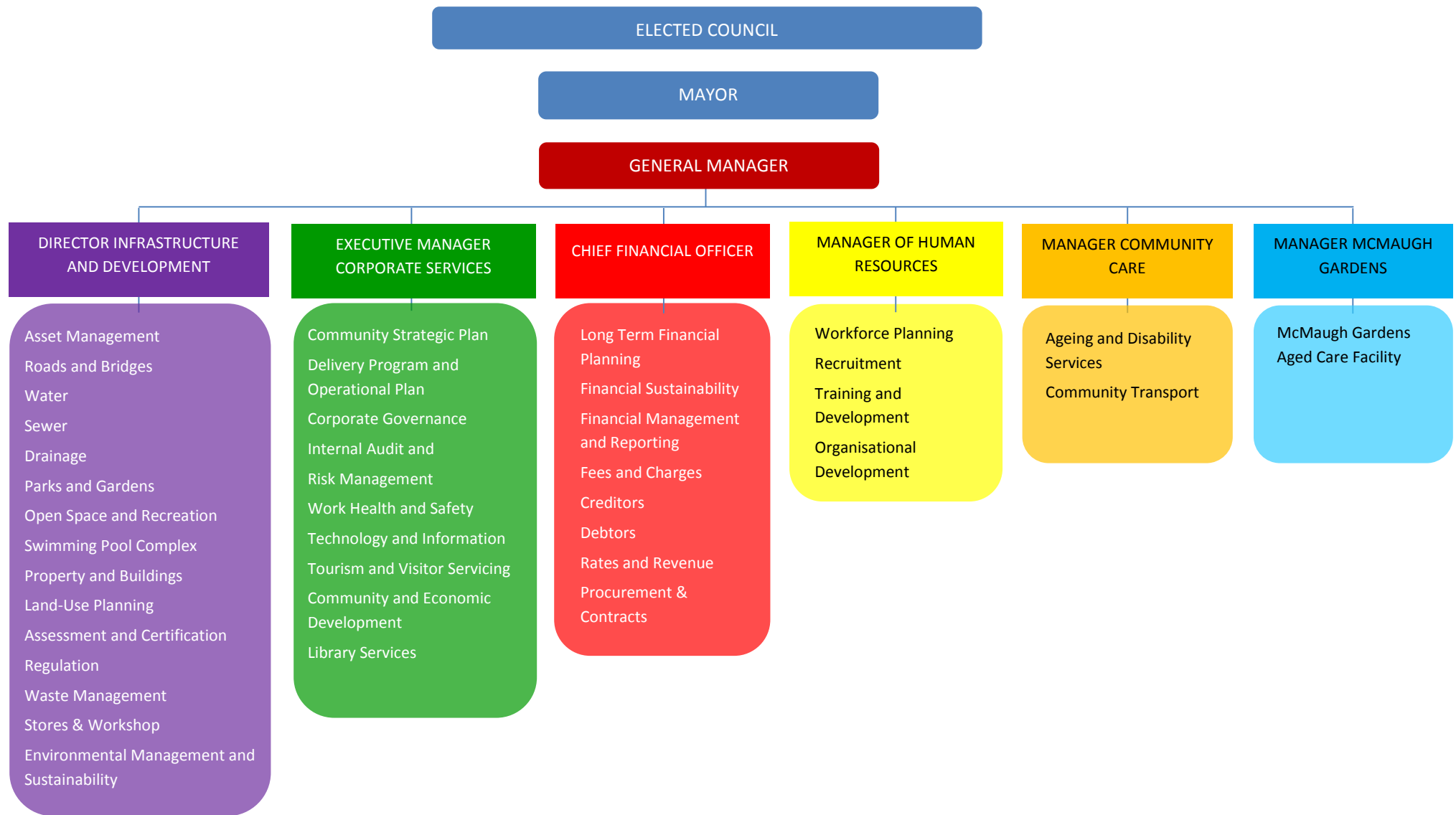
Council established the Budget Review and Finance Committee in 2018. The charter of the Budget Review and Finance Committee is to examine Council's financial position and undertake a detailed review of Council's budget and expenditure. The committee is to:

- 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.
- f. Be chaired by a councillor.

Budget Review and Finance Committee meetings are held in accordance with Council's Code of Meeting Practice following a meeting schedule adopted by Council for each year.

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

Organisation Structure



PART 2: DELIVERY PROGRAM 2017-2022 & OPERATIONAL PLAN 2020-2021

Responsibility Index

Each of the actions contained in Council's combined Delivery Program 2017-2022 and Operational Plan 2020-2021 is assigned to a council staff position. That position holder reports on the action progress to Council each quarter. The responsibility legend used throughout the following combined Delivery Program 2017-2022 and Operational Plan 2020-2021 is set out below:

• GM	General Manager	General Manager's Office
• EA	Executive Assistant	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
• MCI	Manager Civil Infrastructure	Infrastructure and Development
• EMC	Environmental Management Coordinator	Infrastructure and Development
• MDP	Manager Development and Planning	Infrastructure and Development
• MWWSS	Manager Waste, Water and Sewerage Services	Infrastructure and Development
• EMCS	Executive Manager Corporate Services	Corporate Services
• CCE	Coordinator Communications and Engagement	Corporate Services
• TPOO	Tourism Promotion and Operations Officer	Corporate Services
• CTI	Coordinator Technology and Information	Corporate Services
• CGR	Coordinator Governance and Risk	Corporate Services
• RMSO	Risk Management and Safety Officer	Corporate Services
• LIB	Librarian	Corporate Services
• MMG	Manager McMaugh Gardens Aged Care	McMaugh Gardens Aged Care Services
• MCC	Manager Community Care	Community Care Services

Reference Documents

Transportation Asset Management Plan:

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

Buildings Asset Management Plan:

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

Pedestrian Access and Mobility Plan:

www.uralla.nsw.gov.au/files/assets/public/council-services/uralla-pedestrian-access-mobility-plan-%E2%80%93-august-2019.pdf

40km/h High Pedestrian Activity Area Concepts - Bridge Street

www.uralla.nsw.gov.au/files/content/public/council-services/roads-bridges/managing-our-roads/bridge-street-high-pedestrian-activity-june-2018.pdf

**OUR
10 year
PLAN**

OUR SOCIETY
Goal 1.1
Strategy 1.1.1

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

DELIVERY PROGRAM 2017-2022							OPERATIONAL PLAN 2020-2021				
Principal Activity		Council Role	Year					Annual Action	Responsibility	Measure/ Target	
			1	2	3	4	5				
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 MCI	Volunteer maintenance activities/ increased	
			✓	✓	✓	✓	✓	1.1.1.1.2 Undertake annual maintenance program of parks.	MCI	Service levels/ maintained	

Strategy 1.1.2

Embellish our community with parks, paths, cycle ways, facilities, and meeting places

DELIVERY PROGRAM 2017-2022								OPERATIONAL PLAN 2020-2021				
Principal Activity		Council Role	Year					Annual Action	Responsibility	Measure/ Target		
			1	2	3	4	5					
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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
1.1.3.1	Provide cemetery services	Provide	✓	✓	✓	✓	✓	1.1.3.1.1 Undertake annual maintenance program of all cemeteries.	MCI	Service levels/ met
			✓	✓	✓	✓	✓	1.1.3.1.2 Seek heritage funding to carry out restoration work at Uralla’s Old Cemetery.	MCI	Heritage funding application/ lodged
			✓	✓	✓	✓	✓	1.1.3.1.3 Provide family history information and interment services.	MCI	Services/ provided

Strategy 1.1.4

Support, encourage and celebrate community participating and volunteerism

DELIVERY PROGRAM 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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).	CCE	Strategy/ developed

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

DELIVERY PROGRAM 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
1.2.1.1	Maintain community swimming complex, sports and recreation facilities	Provide	✓	✓	✓	✓	✓	1.2.1.1.1 Undertake the necessary maintenance to enable the operation of the Uralla swimming pool.	MCI	Service levels/ maintained
			✓	✓	✓	✓	✓	1.2.1.1.2 Maintain and test pool water quality in compliance with Department of Health guidelines.	MCI	Water quality/ compliant
					✓	✓	✓	1.2.1.1.3 Implement upgrades to the Uralla Sporting Complex through the Stronger Country Communities Fund.	MDP	Upgrades/ completed
			✓	✓	✓	✓	✓	1.2.1.1.4 Undertake the annual maintenance program at sporting fields (DIAP 2.7).	MCI	Service levels/ maintained
1.2.1.2	Provide shared footpaths and cycleways	Provide			✓	✓	✓	1.2.1.2.1 Implement the priority projects set out in the 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).	MCI	Identified works/ completed

Strategy 1.2.2

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

DELIVERY PROGRAM 2017-2022								OPERATIONAL PLAN 2020-2021			
Principal Activity		Council Role	Year					Annual Action	Responsibility	Measure/ Target	
			1	2	3	4	5				
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 2020-2021 Bush Bursary/CWA Scholarship program.	CCE	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 2017-2022								OPERATIONAL PLAN 2020-2021			
Principal Activity		Council Role	Year					Annual Action	Responsibility	Measure/ Target	
			1	2	3	4	5				
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 grant funding.	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 2017-2022								OPERATIONAL PLAN 2020-2021		
Principal Activity		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activity		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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

OUR
10 year
PLAN

OUR SOCIETY
Goal 1.3
Strategy 1.3.1

A diverse and creative culture
Provide enhanced and innovative library services that support and encourage lifelong learning

DELIVERY PROGRAM 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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.	LIB	Service level agreement/ compliant
			✓	✓	✓	✓	✓	1.3.1.1.2 Attend Central Northern Regional Library committee meetings.	LIB	Committee meetings/ attended
			✓	✓	✓	✓	✓	1.3.1.1.3 Operate the Uralla library service and programs.	LIB	Uralla library open/ 7 days a week
			✓	✓	✓	✓	✓	1.3.1.1.4 Operate the Bundarra library service.	LIB	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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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/ completed
			✓	✓	✓	✓	✓	1.3.2.1.2 Attend Arts North West regional meetings.	CCE	Meetings/ attended

Strategy 1.3.3 **Lobby government, companies and other individuals to secure funding for cultural and creative expression fields**

DELIVERY PROGRAM 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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.	CCE	Grants program rounds delivered/ = 2

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

DELIVERY PROGRAM 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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, including identifying and planning for impacts of bathroom renovations upon revenues.	MMG	Operating result/ per plan
										Annual average occupancy at benchmark/ per plan
			✓	✓	✓	✓	✓	1.4.1.1.2 Maintain aged care facility accreditation and satisfactory aged care quality audit outcomes.	MMG	Accreditation/ maintained
										Quality audit outcomes/ satisfactory

Strategy 1.4.2

Provide quality Community Care, Ageing and Disability services

DELIVERY PROGRAM 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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
									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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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.	CCE	Program/ delivered
			✓	✓	✓	✓	✓	1.4.3.1.2 Oversee the preparation and distribution of a regular Council newsletter to residents.	CCE	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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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.	LIB	Funding application/ lodged
			✓	✓	✓	✓	✓	1.4.4.1.3 Facilitate youth program of activities.	LIB	Youth 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.	CCE	NAIDOC activities/ delivered

Strategy 1.4.5

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

DELIVERY PROGRAM 2017-2022								OPERATIONAL PLAN 2020-2021		
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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/ 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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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 Develop and implement a Disability Inclusion Action Plan (DIAP).	CGR	Plan developed / implemented

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 2017-2022								OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target	
			1	2	3	4	5				
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/ operational	
					✓	✓	✓	2.1.1.1.2 Commence implementation of the Visitor Information Centre improvement project.	DID	Project implementation/ commenced	
		Facilitate				✓		2.1.1.1.3 Deliver the goals of the Uralla Shire Promotional Campaign project through the <i>NSW Bushfire Community Resilience & Economic Recovery Fund - Phase 1</i> grant funding.	CCE	Project milestones / met	

Strategy 2.1.2

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

DELIVERY PROGRAM 2017-2022								OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target	
			1	2	3	4	5				
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 CCE	Sub-regional working group meetings/ 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 2017-2022							OPERATIONAL PLAN 2020-2021				
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target	
			1	2	3	4	5				
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 2017-2022								OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target	
			1	2	3	4	5				
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	

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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 2017-2022								OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target	
			1	2	3	4	5				
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 2017-2022								OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target	
			1	2	3	4	5				
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 Commence construction of Stage 1 for the Rowan Avenue, Uralla, subdivision, subject to funding and 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 2017-2022							OPERATIONAL PLAN 2020-2021				
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target	
			1	2	3	4	5				
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	
		Facilitate				✓		2.2.3.1.2 Facilitate disaster preparedness and resilience training and resources to local businesses through the <i>NSW Bushfire Community Resilience & Economic Recovery Fund - Phase 1</i> grant funding.	CCE	Project milestones / met	

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 2017-2022								OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target	
			1	2	3	4	5				
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

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

Strategy 2.3.1

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

DELIVERY PROGRAM 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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.	MCI	Percentage of program completed/ =>90%
			✓	✓	✓	✓	✓	2.3.1.1.2 Deliver sealed roads capital renewal program – per Transportation Asset Management Plan.	MCI	Percentage of program completed/ =>90%
			✓	✓	✓	✓	✓	2.3.1.1.3 Seek funding for transport infrastructure expansion projects.	MCI	Number of funding applications/ maintained
			✓	✓	✓	✓	✓	2.3.1.1.4 Deliver unsealed roads grading program in line with established service levels and intervention points – per Transportation Asset Management Plan.	MCI	Percentage of program completed/ =>90%
			✓	✓	✓	✓	✓	2.3.1.1.5 Deliver unsealed roads re-sheeting program in line with established service levels – per Transportation Asset Management Plan.	MCI	Percentage of program completed/ =>90%

Strategy 2.3.2

Maintain, review and replace Council bridges and culverts as required

DELIVERY PROGRAM 2017-2022							OPERATIONAL PLAN 2020-2021				
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target	
			1	2	3	4	5				
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.	MCI	Percentage of program completed/ =>90%	
			✓	✓	✓	✓	✓	2.3.2.1.2 Deliver bridge and culvert capital works program – per Transportation Asset Management Plan.	MCI	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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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.	MCI	Percentage of program completed/ =>90%
			✓	✓	✓	✓	✓	2.3.3.1.2 Renew and maintain lighting, signs, posts, and guard rail assets as necessary.	MCI	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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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.	MCI	Percentage of program completed/ =>90%

Strategy 2.3.5 Maintain existing walking and cycling networks across the region

DELIVERY PROGRAM 2017-2022								OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target	
			1	2	3	4	5				
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.	MCI	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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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 shared pedestrian/cycleway along Plane Avenue to from East Street for 185m towards Rowan Avenue.	MCI	Funding applications/ submitted

Strategy 2.3.7

Implement and maintain developer contribution plans

DELIVERY PROGRAM 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
2.3.7.1	Develop section 7.11, section 7.12, and section 64 contribution framework	Provide		✓	✓	✓	✓	2.3.7.1.1 Develop Section 64 and Section 7.11 and Section 7.12 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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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.	MCI	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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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.	MWWSS	Plan update/ completed
			✓	✓	✓	✓	✓	2.4.2.1.7 Review and update the Water Supply Asset Management Plan.	MWWSS	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 2017-2022								OPERATIONAL PLAN 2020-2021		
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
2.4.3.1	Provide connectivity to public spaces	Provide	✓	✓	✓	✓	✓	2.4.3.1.1 Continue with footpath and cycleway program as per the Pedestrian Access and Mobility Plan.	MCI	Connectivity/ Improved

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

DELIVERY PROGRAM 2017-2022							OPERATIONAL PLAN 2018-2019			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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.	MCI	Program delivered/ =>90%

OUR
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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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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
						✓	✓	3.1.1.1.2 Continue management of Council's Crown Reserves.	EMC	Management activities/ Maintained

Strategy 3.1.2

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

DELIVERY PROGRAM 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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.	MCI	As necessary/ maintained
			✓	✓	✓	✓	✓	3.1.3.1.2 Develop Operation and Maintenance Plan and Emergency Management Plan for the Kentucky Creek Dam.	MWWSS	Plan/ Reviewed
			✓	✓	✓	✓	✓	3.1.3.1.3 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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
3.1.4.1	Provide bush regeneration activities and information	Provide	✓	✓	✓	✓	✓	3.1.4.1.1 Continue to Implement the actions for the Bush Regeneration Work plan.	EMC	Implementation/ commenced
						✓	✓	3.1.4.1.2 Liaise with the New England Weeds Authority to manage Council's statutory obligations under the Biosecurity Act.	EMC	Statutory obligations/ met

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OUR ENVIRONMENT

Goal 3.2

Strategy 3.2.1

Maintain a healthy balance between development and the environment

Retain open space and greenbelts that are accessible to everyone

DELIVERY PROGRAM 2017-2022								OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target	
			1	2	3	4	5				
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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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
		Provide	✓	✓	✓	✓	✓	3.2.2.1.2 Continue to review and Implement the Environmental Sustainability Action Plan priorities.	EMC	Implementation of priorities/ commenced

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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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.	DID	Seasonal mitigation activities/ maintained

Reuse, recycle and reduce waste

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

DELIVERY PROGRAM 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
3.3.1.1	Provide waste removal and recycling services within the Shire	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 and implement a Waste Services Asset Management Plan.	MWWSS	Plan/ complete

Strategy 3.3.2

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

DELIVERY PROGRAM 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
3.3.2.1	Improve community awareness of recycling and waste minimisation	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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
3.3.4.1	Minimise water wastage	Provide			✓	✓	✓	3.3.4.1.1 Review council water consumption for major council facilities against historical records.	MWWSS/MCI	Inspections/ completed

Strategy 3.3.5

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

DELIVERY PROGRAM 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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 and compliance in infrastructure and development 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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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 Develop the IWCM consultancy brief and progress the investigations for the augmentations of the Bundarra and Uralla water supplies to increase yield via alternative water sources.	MWWSS	Brief-Investigations/ completed-commenced
						✓		3.4.1.1.4 Conduct investigations to identify origins of arsenic in the Uralla Water supply and progress other initiatives.	MWWSS	Investigations/ conducted
			✓	✓	✓	✓	✓	3.4.1.1.5 Develop and deliver annual water main replacement program.	MWWSS	Program/ delivered
					✓	✓		3.4.1.1.6 Implement recommended work place health and safety improvements to Uralla and Bundarra water supply schemes.	MWWSS 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 2017-2022								OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target	
			1	2	3	4	5				
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 Undertake the project management of the construction phase of the Bundarra Sewerage Scheme through the engagement of project management staff or consultant.	MWWSS	Additional funding/ secured	
					✓	✓		3.4.2.1.4 Implement the recommended work place health and safety improvements to the Uralla sewerage scheme.	MWWSS RMSO	Improvements/ completed	

Strategy 3.4.3

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

DELIVERY PROGRAM 2017-2022								OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target	
			1	2	3	4	5				
3.4.3.1	Provide stormwater and drainage infrastructure	Provide	✓	✓	✓	✓	✓	3.4.3.1.1 Maintain and renew stormwater and drainage infrastructure.	MCI	Maintenance program/ met	
					✓	✓		3.4.3.1.2 Develop a stormwater asset management plan for the urban stormwater network.	DID	Plan/ complete	

OUR
10 year
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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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
4.1.1.1	Deliver integrated strategic planning and reporting requirements	Provide	✓	✓	✓	✓	✓	4.1.1.1.1 Continue to develop and adjust the Resourcing Strategy in support of the 4-year Delivery Program. The resourcing strategy consists of the: <ul style="list-style-type: none">Asset Management StrategyWorkforce Management PlanLong Term Financial Plan	DID MHR CFO	Resourcing Strategy/ monitored and updated
			✓	✓	✓	✓	✓	4.1.1.1.2 Develop the annual Operational Plan, including Budget.	CGR	Plan adopted/ 30 June
			✓	✓	✓	✓	✓	4.1.1.1.3 Monitor the annual Operational Plan by way of regular progress reporting to Council.	CGR	Progress reported/ quarterly
			✓	✓	✓	✓	✓	4.1.1.1.4 Coordinate and produce the Annual Report.	CGR	Report adopted and provided to the Office of Local Government/ 30 December

Strategy 4.1.2

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

DELIVERY PROGRAM 2017-2022							OPERATIONAL PLAN 2020-2021				
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target	
			1	2	3	4	5				
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.	EA	Eligible community presentations to Council/ facilitated	
		Provide	✓	✓	✓	✓	✓	4.1.2.1.2 Conduct Councillors community engagement events.	CCE	Number of councillor community engagement activities/ =3	
						✓		4.1.2.1.3 Deliver the community survey and engagement goals of the Local Business Community Engagement project through <i>NSW Bushfire Community Resilience & Economic Recovery Fund - Phase 1</i> grant funding.	CCE	Project milestones / met	

Strategy 4.1.3

Provide open, accountable and transparent decision making for the community

DELIVERY PROGRAM 2017-2022								OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target	
			1	2	3	4	5				
4.1.3.1	Implement and maintain a transparent and accountable decision making framework	Provide		✓	✓	✓	✓	4.1.3.1.1 Review and update the agency information guide.	CGR	Update/ completed	
						✓	✓	4.1.3.1.2 Develop an IT Strategic Plan.	CTI	Plan/ developed	
						✓	✓	4.1.3.1.3 Undertake the actions of the IT Strategic Plan.	CTI	Implementation milestones/ met	
				✓	✓	✓	✓	4.1.3.1.4 Maintain the register of government contracts over \$20,000 and publish to the website.	CGR	Register of government contracts updated/ 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.	CGR	Implementation milestones/ progressing	
			✓	✓	✓	✓	✓	4.1.3.1.6 Council and Council Committee business papers and minutes are distributed to Councillors and Committee members, and published to the community within agreed service levels.	EA	Code of Meeting Practice or relevant Committee Charter/ compliant	
			✓	✓	✓	✓	✓	4.1.3.1.7 Council ordinary and extraordinary meetings are conducted and open to the public.	GM	Adopted schedule of meetings/ conducted	
						✓	✓	4.1.3.1.8 Oversee Council and Council Committee meetings.	CGR	Meetings conducted/ compliant with policies and legislation	

Strategy 4.1.4

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

DELIVERY PROGRAM 2017-2022							OPERATIONAL PLAN 2018-2019			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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 the New England Joint Organisation	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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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.	CGR	Registers/ maintained
			✓	✓	✓	✓	✓	4.1.5.1.2 Coordinate Public Interest Disclosures and Code of Conduct complaints in accordance with legislation, policy, and procedures.	CGR	Reporting/ compliant
				✓	✓	✓	✓	4.1.5.1.3 Publish a register of pecuniary and non-pecuniary interests disclosures to council’s website in accordance with the Government Information (Public Access) Act guidelines.	CGR	Interests disclosure log updated and published/ every 45 days
			✓	✓	✓	✓	4.1.5.1.4 Implement the Fraud and Corruption Control Strategy.	CGR	Implementation milestones/ progressing	

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OUR LEADERSHIP
Goal 4.2
Strategy 4.2.1
An effective and efficient organisation
Provide a range of services that meet benchmarks determined with the community, having regard to quality and cost

DELIVERY PROGRAM 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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 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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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 an increase in rate revenue 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 in accordance with Council's Debt Recovery Policy.	CFO	Outstanding debts/ =<6.5%
			✓	✓	✓	✓	✓	4.2.2.1.8 Implement changes to the current procurement process by moving it from a paper based one to an electronic one and using the new procurement policy and procedures as a guide.	CFO	Guidelines and toolkit/ implemented
			✓	✓	✓	✓	✓	4.2.2.1.9 Identify strategies to achieve a consolidated profit before capital grants (balanced budget) over the full term of the LTFP.	CFO	Expenditure reduction opportunities/ proposed
			✓	✓	✓	✓	✓	4.2.2.1.10 Review all fees and charges on an annual basis for full cost recovery.	CFO	Review/ completed
			✓	✓	✓	✓	✓	4.2.2.1.11 Review asset valuations and depreciation methodology for all asset classes.	CFO	Roads/ completed

DELIVERY PROGRAM 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
			✓	✓	✓	✓	✓	4.2.2.1.12 Update Council's borrowing policy.	CFO	Review/ completed
			✓	✓	✓	✓	✓	4.2.2.1.13 Determine asset maintenance backlog based on asset management plans and incorporate into Long Term Financial Plan - (FFTF).	CFO 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 Tablelands Community Transport.	MCC	Plan/ developed
			✓	✓	✓	✓		4.2.2.2.2 Finalise a draft waste management services business plan (FFTF).	MWWSS	Plan/ developed
			✓	✓	✓	✓		4.2.2.2.3 Finalise a draft water supply business plan (PBPR).	MWWSS	Plan/ developed
			✓	✓	✓	✓		4.2.2.2.4 Finalise a draft sewer business plan.	MWWSS	Plan/ developed
			✓	✓	✓	✓		4.2.2.2.5 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 Care projects or services.	MMG	Number of grant funding opportunities pursued/ maintained
						✓	✓	4.2.2.3.3 Identify and seek grant funding and partnership opportunities for Aged and Community Care projects or services.	MCC	Number of grant funding opportunities pursued/ maintained
4.2.2.4	Achieve efficiency gains for internal services with a program of continuous improvement	Provide		✓	✓	✓	✓	4.2.2.4.1 Undertake process reviews of identified Corporate Services priorities.	EMCS	Number of process reviews completed/ =1
				✓	✓	✓	✓	4.2.2.4.2 Undertake process reviews of identified Infrastructure and Development priorities.	DID	Number of process reviews completed/ =1

DELIVERY PROGRAM 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
				✓	✓	✓	✓	4.2.2.4.3 Undertake process reviews of identified Finance priorities.	CFO	Number of process reviews completed/ = 1
				✓	✓	✓	✓	4.2.2.4.4 Undertake process reviews of identified Aged Care priorities.	MMG	Number of process reviews completed/ =1
						✓	✓	4.2.2.4.5 Undertake process reviews of identified Aged and Community Care priorities.	MCC	Number of process reviews completed/ =1

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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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 CFO	Community land, other assets, other structures, land improvements / 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 2017-2022							OPERATIONAL PLAN 2020-2021				
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target	
			1	2	3	4	5				
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	
			✓	✓	✓	✓	✓	4.2.4.1.2 Proactively manage the return to work and workers compensation processes (WMP 1.2).	MHR	Number of absentee days/ maintained or reducing	
					✓	✓	✓	4.2.4.1.3 Formalise and implement a staff training and health and wellbeing program.	MHR	Program/ operational	

Strategy 4.2.5

Provide customer service excellence

DELIVERY PROGRAM 2017-2022								OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target	
			1	2	3	4	5				
4.2.5.1	Enhance customer service effectiveness	Provide	✓	✓	✓	✓		4.2.5.1.1 Review and update Council’s Customer Service Charter.	CCE	Charter review/ draft	
				✓	✓	✓	✓	4.2.5.1.2 Implement Council’s customer satisfaction and community wellbeing surveys.	CCE	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).	CCE	Staff training/ commenced	
					✓	✓	✓	4.2.5.1.4 Manage customer complaints in accordance with the USC Complaints Management Policy 2019.	CCE	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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
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/ =>4
				✓	✓	✓	✓	4.2.6.1.4 Facilitate an annual internal audit program.	EMCS	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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
4.2.7.1	Improve the corporate governance framework	Provide	✓	✓	✓	✓	✓	4.2.7.1.1 Implement the Corporate Governance Improvement Action Plan.	CGR	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.	CGR	Compliance status reports/ quarterly
			✓	✓	✓	✓	✓	4.2.7.1.3 Maintain the Gifts and Benefits Register.	CGR	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
										Management letter actions/ addressed

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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 2017-2022							OPERATIONAL PLAN 2020-2021			
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
4.3.1.1	Enhance the effectiveness of Council resourcing strategies and practices	Provide	✓	✓	✓	✓	✓	4.3.1.1.1 Review organisation structure to enable delivery of agreed services levels and projects.	GM	Structure/ reviewed

PART 3: FINANCIAL SUMMARY

Uralla Shire Council
Budget for the Year Ending 30 June 2021
INCOME STATEMENT - CONSOLIDATED
Scenario: Base Case

	Actuals 2018/19	Current Year 2019/20	2020/21
	\$	\$	\$
Income from Continuing Operations			
Revenue:			
Rates & Annual Charges	6,516,000	6,504,332	6,710,618
User Charges & Fees	5,058,000	5,186,135	5,117,577
Interest & Investment Revenue	408,000	255,700	150,300
Other Revenues	612,000	923,921	343,635
Grants & Contributions provided for Operating Purposes	7,659,000	7,535,876	7,779,992
Grants & Contributions provided for Capital Purposes	1,531,000	3,287,541	10,128,675
Other Income:			
Net gains from the disposal of assets	-	-	-
Fair value increment on investment properties	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-
Reversal of impairment losses on receivables	-	-	-
Joint Ventures & Associated Entities	-	-	-
Total Income from Continuing Operations	21,784,000	23,693,505	30,230,797
Expenses from Continuing Operations			
Employee Benefits & On-Costs	9,519,000	9,923,111	10,127,747
Borrowing Costs	179,000	157,095	124,339
Materials & Contracts	4,619,000	4,037,685	4,730,972
Depreciation & Amortisation	4,523,000	4,473,341	4,872,337
Impairment of investments	-	-	-
Impairment of receivables	-	-	-
Other Expenses	1,589,000	2,369,178	1,859,937
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	1,531,000	-	-
Revaluation decrement/impairment of IPPE	-	-	-
Fair value decrement on investment properties	-	-	-
Joint Ventures & Associated Entities	-	-	-
Total Expenses from Continuing Operations	21,960,000	20,960,411	21,715,333
Operating Result from Continuing Operations	(176,000)	2,733,094	8,515,464
Discontinued Operations - Profit/(Loss)	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-
Net Operating Result for the Year	(176,000)	2,733,094	8,515,464
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,707,000)	(554,447)	(1,613,211)

Uralla Shire Council
Budget for the Year Ending 30 June 2021
INCOME STATEMENT - GENERAL FUND
Scenario: Base Case

	Actuals 2018/19	Current Year 2019/20	2020/21
	\$	\$	\$
Income from Continuing Operations			
Revenue:			
Rates & Annual Charges	5,375,000	5,386,846	5,532,104
User Charges & Fees	3,542,000	3,288,462	3,493,830
Interest & Investment Revenue	216,000	118,900	76,990
Other Revenues	599,000	543,848	366,652
Grants & Contributions provided for Operating Purposes	5,308,000	5,429,164	5,674,490
Grants & Contributions provided for Capital Purposes	953,000	2,455,342	4,015,455
Other Income:			
Net gains from the disposal of assets	-	-	-
Fair value increment on investment properties	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-
Reversal of impairment losses on receivables	-	-	-
Joint Ventures & Associated Entities	-	-	-
Total Income from Continuing Operations	15,993,000	17,222,563	19,159,521
Expenses from Continuing Operations			
Employee Benefits & On-Costs	6,748,000	7,230,631	7,319,990
Borrowing Costs	170,000	147,429	115,618
Materials & Contracts	3,040,000	2,638,500	3,208,491
Depreciation & Amortisation	3,628,000	3,585,506	3,976,241
Impairment of investments	-	-	-
Impairment of receivables	-	-	-
Other Expenses	1,525,000	1,583,227	1,607,806
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	1,531,000	-	-
Revaluation decrement/impairment of IPPE	-	-	-
Fair value decrement on investment properties	-	-	-
Joint Ventures & Associated Entities	-	-	-
Total Expenses from Continuing Operations	16,642,000	15,185,293	16,228,145
Operating Result from Continuing Operations	(649,000)	2,037,270	2,931,376
Discontinued Operations - Profit/(Loss)	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-
Net Operating Result for the Year	(649,000)	2,037,270	2,931,376
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,602,000)	(418,072)	(1,084,079)

Uralla Shire Council
Budget for the Year Ending 30 June 2021
INCOME STATEMENT - WATER FUND
Scenario: Base Case

	Actuals	Current Year	
	2018/19	2019/20	2020/21
	\$	\$	\$
Income from Continuing Operations			
Revenue:			
Rates & Annual Charges	415,000	466,876	493,349
User Charges & Fees	582,000	590,528	603,465
Interest & Investment Revenue	73,000	54,100	29,730
Other Revenues	9,000	421,000	8,000
Grants & Contributions provided for Operating Purposes	17,000	38,117	35,133
Grants & Contributions provided for Capital Purposes	-	-	-
Other Income:			
Net gains from the disposal of assets	-	-	-
Fair value increment on investment properties	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-
Reversal of impairment losses on receivables	-	-	-
Joint Ventures & Associated Entities	-	-	-
Total Income from Continuing Operations	1,096,000	1,570,621	1,169,677
Expenses from Continuing Operations			
Employee Benefits & On-Costs	370,000	351,341	405,306
Borrowing Costs	-	-	-
Materials & Contracts	599,000	348,069	468,780
Depreciation & Amortisation	464,000	484,327	450,615
Impairment of investments	-	-	-
Impairment of receivables	-	-	-
Other Expenses	5,000	781,725	292,299
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-
Fair value decrement on investment properties	-	-	-
Joint Ventures & Associated Entities	-	-	-
Total Expenses from Continuing Operations	1,438,000	1,965,462	1,617,000
Operating Result from Continuing Operations	(342,000)	(394,841)	(447,323)
Discontinued Operations - Profit/(Loss)	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-
Net Operating Result for the Year	(342,000)	(394,841)	(447,323)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(342,000)	(394,841)	(447,323)

Uralla Shire Council
Budget for the Year Ending 30 June 2021
INCOME STATEMENT - SEWER FUND
Scenario: Base Case

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$
Income from Continuing Operations			
Revenue:			
Rates & Annual Charges	726,000	650,610	685,165
User Charges & Fees	10,000	17,109	6,727
Interest & Investment Revenue	64,000	44,340	24,400
Other Revenues	-	-	1,000
Grants & Contributions provided for Operating Purposes	15,000	13,138	13,235
Grants & Contributions provided for Capital Purposes	208,000	702,199	6,113,220
Other Income:			
Net gains from the disposal of assets	-	-	-
Fair value increment on investment properties	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-
Reversal of impairment losses on receivables	-	-	-
Joint Ventures & Associated Entities	-	-	-
Total Income from Continuing Operations	1,023,000	1,427,396	6,843,747
Expenses from Continuing Operations			
Employee Benefits & On-Costs	185,000	219,255	196,395
Borrowing Costs	-	-	-
Materials & Contracts	257,000	75,820	87,120
Depreciation & Amortisation	225,000	233,966	218,804
Impairment of investments	-	-	-
Impairment of receivables	-	-	-
Other Expenses	9,000	193,514	230,465
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-
Fair value decrement on investment properties	-	-	-
Joint Ventures & Associated Entities	-	-	-
Total Expenses from Continuing Operations	676,000	722,555	732,784
Operating Result from Continuing Operations	347,000	704,841	6,110,963
Discontinued Operations - Profit/(Loss)	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-
Net Operating Result for the Year	347,000	704,841	6,110,963
Net Operating Result before Grants and Contributions provided for Capital Purposes	139,000	2,642	(2,257)

Uralla Shire Council
Budget for the Year Ending 30 June 2021
INCOME STATEMENT - AGED CARE (MCMAUGH) FUND
Scenario: Base Case

	Actuals 2018/19	Current Year 2019/20	2020/21
	\$	\$	\$
Income from Continuing Operations			
Revenue:			
Rates & Annual Charges	-	-	-
User Charges & Fees	924,000	1,290,036	1,013,554
Interest & Investment Revenue	55,000	38,360	19,180
Other Revenues	4,000	4,000	14,000
Grants & Contributions provided for Operating Purposes	2,319,000	2,055,457	2,057,134
Grants & Contributions provided for Capital Purposes	370,000	130,000	-
Other Income:			
Net gains from the disposal of assets	-	-	-
Fair value increment on investment properties	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-
Reversal of impairment losses on receivables	-	-	-
Joint Ventures & Associated Entities	-	-	-
Total Income from Continuing Operations	3,672,000	3,517,853	3,103,868
Expenses from Continuing Operations			
Employee Benefits & On-Costs	2,216,000	2,121,884	2,206,057
Borrowing Costs	9,000	9,666	8,721
Materials & Contracts	723,000	422,815	452,621
Depreciation & Amortisation	206,000	169,542	226,677
Impairment of investments	-	-	-
Impairment of receivables	-	-	-
Other Expenses	50,000	408,121	289,345
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-
Fair value decrement on investment properties	-	-	-
Joint Ventures & Associated Entities	-	-	-
Total Expenses from Continuing Operations	3,204,000	3,132,028	3,183,420
Operating Result from Continuing Operations	468,000	385,825	(79,551)
Discontinued Operations - Profit/(Loss)	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-
Net Operating Result for the Year	468,000	385,825	(79,551)
Net Operating Result before Grants and Contributions provided for Capital Purposes	98,000	255,825	(79,551)

Uralla Shire Council
Budget for the Year Ending 30 June 2021
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Base Case

	Actuals 2018/19	Current Year 2019/20	2020/21
	\$	\$	\$
Cash Flows from Operating Activities			
Receipts:			
Rates & Annual Charges	6,364,000	6,648,867	6,699,673
User Charges & Fees	5,384,000	5,047,063	5,111,139
Interest & Investment Revenue Received	374,000	342,610	186,147
Grants & Contributions	9,259,000	11,032,947	17,808,492
Bonds & Deposits Received	-	-	-
Other	981,000	981,363	186,246
Payments:			
Employee Benefits & On-Costs	(9,575,000)	(9,864,961)	(10,128,508)
Materials & Contracts	(5,356,000)	(4,486,917)	(4,701,702)
Borrowing Costs	(134,000)	(158,007)	(125,450)
Bonds & Deposits Refunded	-	-	-
Other	(1,071,000)	(2,369,178)	(1,859,937)
Net Cash provided (or used in) Operating Activities	6,226,000	7,173,786	13,176,100
Cash Flows from Investing Activities			
Receipts:			
Sale of Investment Securities	17,650,000	1,903,341	5,132,576
Sale of Real Estate Assets	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	208,000	-	-
Other Investing Activity Receipts	-	-	-
Payments:			
Purchase of Investment Securities	(19,000,000)	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(5,027,000)	(9,812,284)	(18,434,763)
Purchase of Real Estate Assets	-	-	-
Other Investing Activity Payments	-	-	-
Net Cash provided (or used in) Investing Activities	(6,169,000)	(7,908,943)	(13,302,187)
Cash Flows from Financing Activities			
Receipts:			
Proceeds from Borrowings & Advances	-	-	-
Proceeds from Finance Leases	-	-	-
Other Financing Activity Receipts	1,190,000	-	-
Payments:			
Repayment of Borrowings & Advances	(217,000)	(232,377)	(221,365)
Repayment of Finance Lease Liabilities	-	-	-
Other Financing Activity Payments	(869,000)	-	-
Net Cash Flow provided (used in) Financing Activities	104,000	(232,377)	(221,365)
Net Increase/(Decrease) in Cash & Cash Equivalents	161,000	(967,535)	(347,452)
plus: Cash, Cash Equivalents & Investments - beginning of year	1,443,000	1,604,000	636,465
Cash & Cash Equivalents - end of the year	1,604,000	636,465	289,014
Cash & Cash Equivalents - end of the year	1,604,000	636,465	289,014
Investments - end of the year	14,900,000	12,996,659	7,864,083
Cash, Cash Equivalents & Investments - end of the year	16,504,000	13,633,124	8,153,097
Representing:			
- External Restrictions	10,039,000	8,114,893	5,436,208
- Internal Restrictions	5,592,000	2,715,226	2,715,226
- Unrestricted	873,000	2,803,006	1,663
	16,504,000	13,633,124	8,153,097

Uralla Shire Council
Budget for the Year Ending 30 June 2021
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Base Case

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$
Cash Flows from Operating Activities			
Receipts:			
Rates & Annual Charges	-	5,491,986	5,526,121
User Charges & Fees	-	3,222,264	3,489,571
Interest & Investment Revenue Received	-	210,356	113,084
Grants & Contributions	-	8,094,036	9,589,770
Bonds & Deposits Received	-	-	-
Other	-	569,790	323,013
Payments:			
Employee Benefits & On-Costs	-	(7,172,481)	(7,320,751)
Materials & Contracts	-	(3,088,524)	(3,179,214)
Borrowing Costs	-	(148,341)	(116,729)
Bonds & Deposits Refunded	-	-	-
Other	-	(1,583,227)	(1,607,806)
Net Cash provided (or used in) Operating Activities	-	5,595,858	6,817,060
Cash Flows from Investing Activities			
Receipts:			
Sale of Investment Securities	-	1,636,768	3,121,343
Sale of Real Estate Assets	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-
Other Investing Activity Receipts	-	-	-
Payments:			
Purchase of Investment Securities	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(7,862,259)	(9,722,833)
Purchase of Real Estate Assets	-	-	-
Other Investing Activity Payments	-	-	-
Net Cash provided (or used in) Investing Activities	-	(6,225,491)	(6,601,490)
Cash Flows from Financing Activities			
Receipts:			
Proceeds from Borrowings & Advances	-	-	-
Proceeds from Finance Leases	-	-	-
Other Financing Activity Receipts	-	-	-
Payments:			
Repayment of Borrowings & Advances	-	(226,367)	(215,570)
Repayment of Finance Lease Liabilities	-	-	-
Other Financing Activity Payments	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(226,367)	(215,570)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(856,000)	0
plus: Cash, Cash Equivalents & Investments - beginning of year	-	856,000	0
Cash & Cash Equivalents - end of the year	-	0	0
Cash & Cash Equivalents - end of the year	856,000	0	0
Investments - end of the year	8,167,000	6,530,232	3,408,889
Cash, Cash Equivalents & Investments - end of the year	9,023,000	6,530,232	3,408,889
Representing:			
- External Restrictions	2,558,000	1,012,000	692,000
- Internal Restrictions	5,592,000	2,715,226	2,715,226
- Unrestricted	873,000	2,803,006	1,663
	9,023,000	6,530,232	3,408,889

Uralla Shire Council
Budget for the Year Ending 30 June 2021
CASH FLOW STATEMENT - WATER FUND
Scenario: Base Case

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$
Cash Flows from Operating Activities			
Receipts:			
Rates & Annual Charges	-	476,083	490,979
User Charges & Fees	-	521,047	597,408
Interest & Investment Revenue Received	-	52,630	29,647
Grants & Contributions	-	38,117	35,133
Bonds & Deposits Received	-	-	-
Other	-	421,000	8,000
Payments:			
Employee Benefits & On-Costs	-	(351,341)	(405,306)
Materials & Contracts	-	(348,069)	(468,780)
Borrowing Costs	-	-	-
Bonds & Deposits Refunded	-	-	-
Other	-	(781,725)	(292,299)
Net Cash provided (or used in) Operating Activities	-	27,742	(5,219)
Cash Flows from Investing Activities			
Receipts:			
Sale of Investment Securities	-	266,573	224,719
Sale of Real Estate Assets	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-
Other Investing Activity Receipts	-	-	-
Payments:			
Purchase of Investment Securities	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(544,315)	(219,500)
Purchase of Real Estate Assets	-	-	-
Other Investing Activity Payments	-	-	-
Net Cash provided (or used in) Investing Activities	-	(277,742)	5,219
Cash Flows from Financing Activities			
Receipts:			
Proceeds from Borrowings & Advances	-	-	-
Proceeds from Finance Leases	-	-	-
Other Financing Activity Receipts	-	-	-
Payments:			
Repayment of Borrowings & Advances	-	-	-
Repayment of Finance Lease Liabilities	-	-	-
Other Financing Activity Payments	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(250,000)	0
plus: Cash, Cash Equivalents & Investments - beginning of year	-	250,000	0
Cash & Cash Equivalents - end of the year	-	0	0
Cash & Cash Equivalents - end of the year	250,000	0	0
Investments - end of the year	2,248,000	1,981,427	1,756,708
Cash, Cash Equivalents & Investments - end of the year	2,498,000	1,981,427	1,756,708
Representing:			
- External Restrictions	-	-	-
- Internal Restrictions	-	-	-
- Unrestricted	2,498,000	1,981,427	1,756,708
	2,498,000	1,981,427	1,756,708

Uralla Shire Council
Budget for the Year Ending 30 June 2021
CASH FLOW STATEMENT - SEWER FUND
Scenario: Base Case

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$
Cash Flows from Operating Activities			
Receipts:			
Rates & Annual Charges	-	680,797	682,572
User Charges & Fees	-	13,717	10,606
Interest & Investment Revenue Received	-	41,264	24,237
Grants & Contributions	-	715,337	6,126,455
Bonds & Deposits Received	-	-	-
Other	-	-	1,000
Payments:			
Employee Benefits & On-Costs	-	(219,255)	(196,395)
Materials & Contracts	-	(75,820)	(87,120)
Borrowing Costs	-	-	-
Bonds & Deposits Refunded	-	-	-
Other	-	(193,514)	(230,465)
Net Cash provided (or used in) Operating Activities	-	962,526	6,330,890
Cash Flows from Investing Activities			
Receipts:			
Sale of Investment Securities	-	-	1,786,514
Sale of Real Estate Assets	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-
Other Investing Activity Receipts	-	-	-
Payments:			
Purchase of Investment Securities	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(861,500)	(8,442,430)
Purchase of Real Estate Assets	-	-	-
Other Investing Activity Payments	-	-	-
Net Cash provided (or used in) Investing Activities	-	(861,500)	(6,655,916)
Cash Flows from Financing Activities			
Receipts:			
Proceeds from Borrowings & Advances	-	-	-
Proceeds from Finance Leases	-	-	-
Other Financing Activity Receipts	-	-	-
Payments:			
Repayment of Borrowings & Advances	-	-	-
Repayment of Finance Lease Liabilities	-	-	-
Other Financing Activity Payments	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	101,026	(325,026)
plus: Cash, Cash Equivalents & Investments - beginning of year	-	224,000	325,026
Cash & Cash Equivalents - end of the year	-	325,026	0
Cash & Cash Equivalents - end of the year	224,000	325,026	0
Investments - end of the year	2,016,000	2,016,000	229,486
Cash, Cash Equivalents & Investments - end of the year	2,240,000	2,341,026	229,486
Representing:			
- External Restrictions	-	-	-
- Internal Restrictions	-	-	-
- Unrestricted	2,240,000	2,341,026	229,486
	2,240,000	2,341,026	229,486

Uralla Shire Council
Budget for the Year Ending 30 June 2021
CASH FLOW STATEMENT - AGED CARE (MCMAUGH) FUND
Scenario: Base Case

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$
Cash Flows from Operating Activities			
Receipts:			
Rates & Annual Charges	-	-	-
User Charges & Fees	-	1,290,036	1,013,554
Interest & Investment Revenue Received	-	38,360	19,180
Grants & Contributions	-	2,185,457	2,057,134
Bonds & Deposits Received	-	-	-
Other	-	35,500	(99,750)
Payments:			
Employee Benefits & On-Costs	-	(2,121,884)	(2,206,057)
Materials & Contracts	-	(422,022)	(452,627)
Borrowing Costs	-	(9,666)	(8,721)
Bonds & Deposits Refunded	-	-	-
Other	-	(408,121)	(289,345)
Net Cash provided (or used in) Operating Activities	-	587,660	33,369
Cash Flows from Investing Activities			
Receipts:			
Sale of Investment Securities	-	-	-
Sale of Real Estate Assets	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-
Other Investing Activity Receipts	-	-	-
Payments:			
Purchase of Investment Securities	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(544,210)	(50,000)
Other Investing Activity Payments	-	-	-
Net Cash provided (or used in) Investing Activities	-	(544,210)	(50,000)
Cash Flows from Financing Activities			
Receipts:			
Proceeds from Borrowings & Advances	-	-	-
Proceeds from Finance Leases	-	-	-
Other Financing Activity Receipts	-	-	-
Payments:			
Repayment of Borrowings & Advances	-	(6,010)	(5,795)
Repayment of Finance Lease Liabilities	-	-	-
Other Financing Activity Payments	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(6,010)	(5,795)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	37,440	(22,426)
plus: Cash, Cash Equivalents & Investments - beginning of year	-	274,000	311,440
Cash & Cash Equivalents - end of the year	-	311,440	289,014
Cash & Cash Equivalents - end of the year	274,000	311,440	289,014
Investments - end of the year	2,469,000	2,469,000	2,469,000
Cash, Cash Equivalents & Investments - end of the year	2,743,000	2,780,440	2,758,014
Representing:			
- External Restrictions	-	-	-
- Internal Restrictions	-	-	-
- Unrestricted	2,743,000	2,780,440	2,758,014
	2,743,000	2,780,440	2,758,014

Uralla Shire Council
Budget for the Year Ending 30 June 2021
BALANCE SHEET - CONSOLIDATED
Scenario: Base Case

	Actuals 2018/19	Current Year 2019/20	2020/21
	\$	\$	\$
ASSETS			
Current Assets			
Cash & Cash Equivalents	1,604,000	636,465	289,014
Investments	14,900,000	12,996,659	7,864,083
Receivables	2,136,000	1,539,460	1,780,917
Inventories	229,000	226,524	264,001
Other	59,000	66,440	74,146
Non-current assets classified as "held for sale"	-	-	-
Total Current Assets	18,928,000	15,465,548	10,272,161
Non-Current Assets			
Investments	-	-	-
Receivables	-	-	-
Inventories	-	-	-
Infrastructure, Property, Plant & Equipment	230,827,000	235,794,943	249,357,369
Investments Accounted for using the equity method	-	-	-
Investment Property	-	-	-
Intangible Assets	-	-	-
Non-current assets classified as "held for sale"	-	-	-
Other	-	-	-
Total Non-Current Assets	230,827,000	235,794,943	249,357,369
TOTAL ASSETS	249,755,000	251,260,491	259,629,529
LIABILITIES			
Current Liabilities			
Bank Overdraft	-	-	-
Payables	4,622,000	3,863,970	3,936,551
Income received in advance	567,000	329,804	332,162
Borrowings	233,000	221,365	238,040
Provisions	2,371,000	2,368,391	2,368,391
Liabilities associated with assets classified as "held for sale"	-	-	-
Total Current Liabilities	7,793,000	6,783,530	6,875,145
Non-Current Liabilities			
Payables	-	-	-
Income received in advance	-	-	-
Borrowings	2,194,000	1,973,258	1,735,218
Provisions	2,536,000	2,538,609	2,538,609
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
Total Non-Current Liabilities	4,730,000	4,511,866	4,273,826
TOTAL LIABILITIES	12,523,000	11,295,397	11,148,971
Net Assets	237,232,000	239,965,094	248,480,558
EQUITY			
Retained Earnings	72,785,000	75,518,094	84,033,558
Revaluation Reserves	164,447,000	164,447,000	164,447,000
	-	-	-
Council Equity Interest	237,232,000	239,965,094	248,480,558
Minority Equity Interest	-	-	-
Total Equity	237,232,000	239,965,094	248,480,558

Uralla Shire Council
Budget for the Year Ending 30 June 2021
BALANCE SHEET - GENERAL FUND
Scenario: Base Case

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$
ASSETS			
Current Assets			
Cash & Cash Equivalents	856,000	-	-
Investments	8,167,000	6,530,232	3,408,889
Receivables	1,719,000	1,115,935	1,236,255
Inventories	229,000	226,524	264,001
Other	59,000	66,440	74,146
Non-current assets classified as "held for sale"	-	-	-
Total Current Assets	11,030,000	7,939,131	4,983,291
Non-Current Assets			
Investments	-	-	-
Receivables	-	-	-
Inventories	-	-	-
Infrastructure, Property, Plant & Equipment	203,030,000	206,935,753	212,682,345
Investments Accounted for using the equity method	-	-	-
Investment Property	-	-	-
Intangible Assets	-	-	-
Non-current assets classified as "held for sale"	-	-	-
Other	-	-	-
Total Non-Current Assets	203,030,000	206,935,753	212,682,345
TOTAL ASSETS	214,060,000	214,874,884	217,665,636
LIABILITIES			
Current Liabilities			
Bank Overdraft	-	-	-
Payables	2,305,000	1,546,178	1,618,765
Income received in advance	567,000	329,804	332,162
Borrowings	227,000	215,570	231,782
Provisions	2,371,000	2,368,391	2,368,391
Liabilities associated with assets classified as "held for sale"	-	-	-
Total Current Liabilities	5,470,000	4,459,942	4,551,101
Non-Current Liabilities			
Payables	-	-	-
Income received in advance	-	-	-
Borrowings	2,151,000	1,936,063	1,704,281
Provisions	2,536,000	2,538,609	2,538,609
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
Total Non-Current Liabilities	4,687,000	4,474,672	4,242,890
TOTAL LIABILITIES	10,157,000	8,934,614	8,793,990
Net Assets	203,903,000	205,940,270	208,871,645
EQUITY			
Retained Earnings	55,146,000	57,183,270	60,114,645
Revaluation Reserves	148,757,000	148,757,000	148,757,000
Other Reserves	-	-	-
Council Equity Interest	203,903,000	205,940,270	208,871,645
Minority Equity Interest	-	-	-
Total Equity	203,903,000	205,940,270	208,871,645

Uralla Shire Council
Budget for the Year Ending 30 June 2021
BALANCE SHEET - WATER FUND
Scenario: Base Case

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$
ASSETS			
Current Assets			
Cash & Cash Equivalents	250,000	-	-
Investments	2,248,000	1,981,427	1,756,708
Receivables	258,000	319,744	328,254
Inventories	-	-	-
Other	-	-	-
Non-current assets classified as "held for sale"	-	-	-
Total Current Assets	2,756,000	2,301,171	2,084,963
Non-Current Assets			
Investments	-	-	-
Receivables	-	-	-
Inventories	-	-	-
Infrastructure, Property, Plant & Equipment	14,378,000	14,437,988	14,206,873
Investments Accounted for using the equity method	-	-	-
Investment Property	-	-	-
Intangible Assets	-	-	-
Non-current assets classified as "held for sale"	-	-	-
Other	-	-	-
Total Non-Current Assets	14,378,000	14,437,988	14,206,873
TOTAL ASSETS	17,134,000	16,739,159	16,291,836
LIABILITIES			
Current Liabilities			
Bank Overdraft	-	-	-
Payables	-	-	-
Income received in advance	-	-	-
Borrowings	-	-	-
Provisions	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
Total Current Liabilities	-	-	-
Non-Current Liabilities			
Payables	-	-	-
Income received in advance	-	-	-
Borrowings	-	-	-
Provisions	-	-	-
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
Total Non-Current Liabilities	-	-	-
TOTAL LIABILITIES	-	-	-
Net Assets	17,134,000	16,739,159	16,291,836
EQUITY			
Retained Earnings	8,299,000	7,904,159	7,456,836
Revaluation Reserves	8,835,000	8,835,000	8,835,000
Other Reserves	-	-	-
Council Equity Interest	17,134,000	16,739,159	16,291,836
Minority Equity Interest	-	-	-
Total Equity	17,134,000	16,739,159	16,291,836

Uralla Shire Council
Budget for the Year Ending 30 June 2021
BALANCE SHEET - SEWER FUND
Scenario: Base Case

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$
ASSETS			
Current Assets			
Cash & Cash Equivalents	224,000	325,026	-
Investments	2,016,000	2,016,000	229,486
Receivables	82,000	58,281	57,158
Inventories	-	-	-
Other	-	-	-
Non-current assets classified as "held for sale"	-	-	-
Total Current Assets	2,322,000	2,399,307	286,644
Non-Current Assets			
Investments	-	-	-
Receivables	-	-	-
Inventories	-	-	-
Infrastructure, Property, Plant & Equipment	9,184,000	9,811,534	18,035,160
Investments Accounted for using the equity method	-	-	-
Investment Property	-	-	-
Intangible Assets	-	-	-
Non-current assets classified as "held for sale"	-	-	-
Other	-	-	-
Total Non-Current Assets	9,184,000	9,811,534	18,035,160
TOTAL ASSETS	11,506,000	12,210,841	18,321,804
LIABILITIES			
Current Liabilities			
Bank Overdraft	-	-	-
Payables	-	-	-
Income received in advance	-	-	-
Borrowings	-	-	-
Provisions	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
Total Current Liabilities	-	-	-
Non-Current Liabilities			
Payables	-	-	-
Income received in advance	-	-	-
Borrowings	-	-	-
Provisions	-	-	-
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
Total Non-Current Liabilities	-	-	-
TOTAL LIABILITIES	-	-	-
Net Assets	11,506,000	12,210,841	18,321,804
EQUITY			
Retained Earnings	5,846,000	6,550,841	12,661,804
Revaluation Reserves	5,660,000	5,660,000	5,660,000
Other Reserves	-	-	-
Council Equity Interest	11,506,000	12,210,841	18,321,804
Minority Equity Interest	-	-	-
Total Equity	11,506,000	12,210,841	18,321,804

Uralla Shire Council
Budget for the Year Ending 30 June 2021
BALANCE SHEET - AGED CARE (MCMAUGH) FUND
Scenario: Base Case

	Actuals 2018/19	Current Year 2019/20	2020/21
	\$	\$	\$
ASSETS			
Current Assets			
Cash & Cash Equivalents	274,000	311,440	289,014
Investments	2,469,000	2,469,000	2,469,000
Receivables	77,000	45,500	159,250
Inventories	-	-	-
Other	-	-	-
Non-current assets classified as "held for sale"	-	-	-
Total Current Assets	2,820,000	2,825,940	2,917,264
Non-Current Assets			
Investments	-	-	-
Receivables	-	-	-
Inventories	-	-	-
Infrastructure, Property, Plant & Equipment	4,235,000	4,609,668	4,432,991
Investments Accounted for using the equity method	-	-	-
Investment Property	-	-	-
Intangible Assets	-	-	-
Non-current assets classified as "held for sale"	-	-	-
Other	-	-	-
Total Non-Current Assets	4,235,000	4,609,668	4,432,991
TOTAL ASSETS	7,055,000	7,435,608	7,350,255
LIABILITIES			
Current Liabilities			
Bank Overdraft	-	-	-
Payables	2,317,000	2,317,793	2,317,786
Income received in advance	-	-	-
Borrowings	6,000	5,795	6,258
Provisions	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
Total Current Liabilities	2,323,000	2,323,588	2,324,044
Non-Current Liabilities			
Payables	-	-	-
Income received in advance	-	-	-
Borrowings	43,000	37,195	30,937
Provisions	-	-	-
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
Total Non-Current Liabilities	43,000	37,195	30,937
TOTAL LIABILITIES	2,366,000	2,360,782	2,354,981
Net Assets	4,689,000	5,074,825	4,995,274
EQUITY			
Retained Earnings	3,494,000	3,879,825	3,800,274
Revaluation Reserves	1,195,000	1,195,000	1,195,000
Other Reserves	-	-	-
Council Equity Interest	4,689,000	5,074,825	4,995,274
Minority Equity Interest	-	-	-
Total Equity	4,689,000	5,074,825	4,995,274

URALLA SHIRE COUNCIL
CAPITAL EXPENDITURE
YEAR ENDED 30 JUNE 2021

	2020-2021 Budget	Funded from General	New asset or asset renewal
Organisational Service			
<i>IT Services</i>			
Technology replacement	116,500	116,500	Renewal
<i>Property</i>			
Administration building - general	30,000	30,000	Renewal
Infrastructure & Development			
Plant replacement program (net of sales)	2,282,000	2,282,000	Renewal
Industrial land redevelopment	492,606	492,606	New
<i>Works & Civil</i>			
Stormwater drainage	45,000	14,988	New
Bridges - Regional			
Tolleys Gully	1,100,000		Renewal
Footpaths	60,255	60,256	New
Kerb & Gutter	70,600		Renewal
Local Urban Streets			
Uralla Street - Start to 0.1km	21,000		Renewal
East Street - Start to 0.25km	60,515		Renewal
Queen Street - 0.66km to 0.86km	42,000		Renewal
King Street - 0.23km to 0.43km	56,000		Renewal
Maitland Street - 1km to 1.23km	66,080		Renewal
Queen Street - 0.75km to 1km	52,500		Renewal
Hill Street - 0.25km to 0.75km	120,862		Renewal
Local Urban Streets Reseals	70,343		Renewal
Regional Rural Sealed Roads			
MR73 - 8.5 to 8.8 km south of Uralla; widen should	247,840		Renewal
MR73C 1.3kms to 1.73kms	177,177		Renewal
MR73C 22kms to 22.65kms	287,912		Renewal
Sealed road reseal program	289,268	159,831	Renewal
Regional Rural Unsealed Roads Re-sheeting	20,705		Renewal
Sealed Rural Roads			
Kingstown Road 11.5km to 12.5km	269,500	142,587	Renewal
Kingstown Road 8.2km to 8.7km	134,750		Renewal
Torryburn Rd 11.5km to 11.75km	67,375		Renewal
Torryburn Rd 12.25km to 12.5km	67,375		Renewal
Arding Road 2.25km to 3km	202,125		Renewal
Dumaresq Road 1.5km to 1.65km	41,272		Renewal
Sealed Rural Road Reseal program	372,269		Renewal
Unsealed Rural Roads			
Bingara Rd reseal b/w 8.9km & 11.1km	794,183		New
Retreat Road 8.18km to 10.18km	400,000		New
Regional Rural Unsealed Roads Re-sheeting	482,668	-	Renewal
Bike Track			
Plane Ave to East St: 185m south of East St	64,753	-	New

URALLA SHIRE COUNCIL
CAPITAL EXPENDITURE
YEAR ENDED 30 JUNE 2021

	2020-2021 Budget	Funded from General	New asset or asset renewal
<i>Facilities & Open Space</i>			
Uralla Parks & Reserves			
Constellations of the South	150,000		New
Bundarra Parks & Reserves			
Multi Purpose Courts	260,000		New
Swimming Pool			
Change rooms & showers	205,000		New
<i>Water</i>			
Uralla			
Clear Scada licence and upgrade to WTP.	75,000		New
1.2 km fencing Kentucky Creek Dam	30,000		New
New computer and printer	2,500		Renewal
Dosing and other equipment upgrades/failures	5,000		Renewal
Bundarra			
Design and build new sludge pond	50,000		New
Equipment failure or replacement	16,000		Renewal
Sandblasting etc.	1,000		Renewal
Water filter media renewal	40,000		Renewal
<i>Sewer</i>			
Uralla			Renewal
Telemetry tender shared between water and sewer	20,000		New
Design and indicative costing only for STP upgrade	22,000		New
Other works	237,000		Renewal
Building AMP requirements	23,300		Renewal
Bundarra			
New sewerage system	8,140,130		New
Community Services			
<i>Community Development</i>			
Upgrade Visitor Information Centre	502,400		Renewal
<i>McMaugh Gardens</i>			
General furniture & equipment	50,000		Renewal
	<u>18,434,763</u>	<u>3,298,768</u>	

PART 4: REVENUE POLICY

Rating Policy

Rate Income

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

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

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

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

A base amount is an amount paid by every rateable property in each land category, regardless of land value. An Ad Valorem amount (c in \$ applied to Land Value) is the amount calculated in addition to the base amount. The base amount and Ad Valorem amount are combined to give the total amount of the rate.

The Valuer Generals Department is the agency which determines the unimproved capital value of all properties within a Council area for the purposes of rating and re-values all properties within the Uralla Shire Council area once every five years. A revaluation was carried out in 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 www.valuergeneral.nsw.gov.au/land-values/how-do-we-value-land/valuation-method.

Rate Pegging

For 2020-21 Council has increased its notional general rate income by the permissible increase of 2.60% announced by the Independent Pricing and Regulatory Tribunal (IPART) on 12 September 2019.

IPART advised that in determining the 2020-21 rate peg, they took into consideration the Local Government Cost Index, which measures price changes over the past year for goods, materials and labour used by an average council. The Local Government Cost Index is calculated by combining 26 cost components (such as employee benefits, salaries and wages, and building materials for roads, bridges and footpaths) using expenditure weightings based on NSW councils' expenditure in 2013-14 and 2014-15. The cost components measured cost changes over the four quarters to June 2019 compared to the four quarters to June 2018, with the exception of the Emergency Services Levy (ESL), which was calculated by using forecast costs for 2019-20.

The main contributors to the change in the index for the period ending June 2019 are:

- An increase of 2.6% in employee benefits and on-costs, measured by the ABS wage price index for the NSW public sector;

- An increase of 3.8% in construction works – roads, drains, footpaths, kerbing, bridges costs, measured by the ABS producer price index for roads and bridge construction – NSW; and
- An increase of 3.7% in building – non-dwelling costs, measured by the ABS producer price index for non-residential building construction – NSW.

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

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 – 2020-21

Rate Type	Category	Sub Category	Ad Valorem Amount Cents in \$		Base Amount \$		Base Amount % Yield		Rate Yield \$	
			2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020
Ordinary	Farmland		0.3133	0.3753	\$300.00	\$290.00	7.69%	8.18%	\$2,321,599	\$2,110,259
Ordinary	Residential	Ordinary	0.3133	0.3753	\$300.00	\$290.00	49.99%	45.93%	\$861,793	\$907,367
Ordinary	Residential	Rural	0.3133	0.3753	\$300.00	\$290.00	34.57%	31.13%	\$734,268	\$787,296
Ordinary	Business		0.3133	0.3753	\$300.00	\$290.00	45.43%	41.20%	\$100,370	\$106,281
Ordinary	Mining		0.3133	0.3753	\$300.00	\$290.00	0.00%	0.00%	\$0	\$0

Average Rate for each Land Category 2020-2021

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

Average Rate for each Land Category 2019/2020

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

Average Rate for each Land Category 2018/19

	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%

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	
	2020/2021	2019/2020	2020/2021	2019/2020
Uralla Water	\$359.00	\$341.00	\$441,570	\$419,430
Bundarra Water	\$359.00	\$341.00	\$82,929	\$78,771
Total			\$524,499	\$498,201

Water Supply – Consumption Charges

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

Water Usage Charge				
Charge	Amount per kL		Estimated Yield	
	2020/2021	2019/2020	2020/2021	2019/2020
Uralla Water Usage Charge	\$2.60	\$2.47	\$516,600	\$500,850
Bundarra Water Usage Charge	\$2.60	\$2.47	\$77,700	\$77,700
Total				\$578,550

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	
	2020/2021	2019/2020	2020/2021	2019/2020
Uralla Sewerage	\$632.00	\$601.00	\$668,656	\$635,858
Bundarra Sewerage	Nil	Nil	\$Nil	\$Nil
Total			\$668,656	\$635,858

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	
	2020/2021	2019/2020	2020/2021	2019/2020
Uralla Sewerage – Access	\$441.00	\$420.00	\$40,572	\$38,640
Uralla Sewerage – Usage	\$1.38	\$1.31		
Bundarra Sewerage – Access	\$0	\$0	\$0	\$0
Bundarra Sewerage – Usage	\$0			

Trade Waste Charges

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

Trade Waste Charges – Non-Residential				
Charge	Amount		Yield	
	2020/2021	2019/2020	2020/2021	2019/2020
Trade Waste - Annual	\$81.40	\$77.50	\$4,000	\$5,200
Trade Waste - Usage	\$1.47	\$1.40		

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	
	2020/2021	2019/2020	2020/2021	2019/2020
Urban Residential levy	\$25.00	\$25.00	\$24,025	\$23,950
Urban Strata residential levy	\$12.50	\$12.50	\$238	\$213
Charge per 350m ²	Amount		Estimated Yield	
Urban Business and industrial	\$25.00	\$25.00	\$5,750	\$5,750

Environmental Levy

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

Environmental Levy				
Charge	Amount		Estimated Yield	
	2020/2021	2019/2020	2020/2021	2019/2020
Environmental Levy	\$313.00	\$305.00	\$948,077	\$923,540

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	
	2020/2021	2019/2020	Services	Total Yield
Uralla Residential	\$352.00	\$342.00	1,089	\$383,694
Bundarra Residential	\$352.00	\$342.00	179	\$63,008
Invergowrie Residential	\$352.00	\$342.00	514	\$180,196
TOTAL				\$626,898
Additional Recycling Bin	\$122.00	\$118.00		

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	
	2020/2021	2019/2020
Uralla Non-Rateable	\$352.00	\$342.00
Bundarra Non-Rateable	\$352.00	\$342.00
Additional Recycling Bin	\$122.00	\$118.00

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	
	2020/2021	2019/2020	Services	Total Yield
Uralla Commercial - Large	\$263.00	\$256.00	135	\$35,505
Uralla Commercial - Small	\$203.00	\$197.00	46	\$9,338
Bundarra Commercial	\$263.00	\$256.00	38	\$9,994
TOTAL				\$54,837

Borrowings

There are no proposed borrowings for 2020-21.

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 Local Government Act, the Minister has determined that the maximum rate of interest payable on overdue rates and charges for the 2020-21 rating year will be 0% from July 2020 to December 2020 and 7% from January 2021 to June 2021.

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 **2020/2021 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 2020/2021.

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.

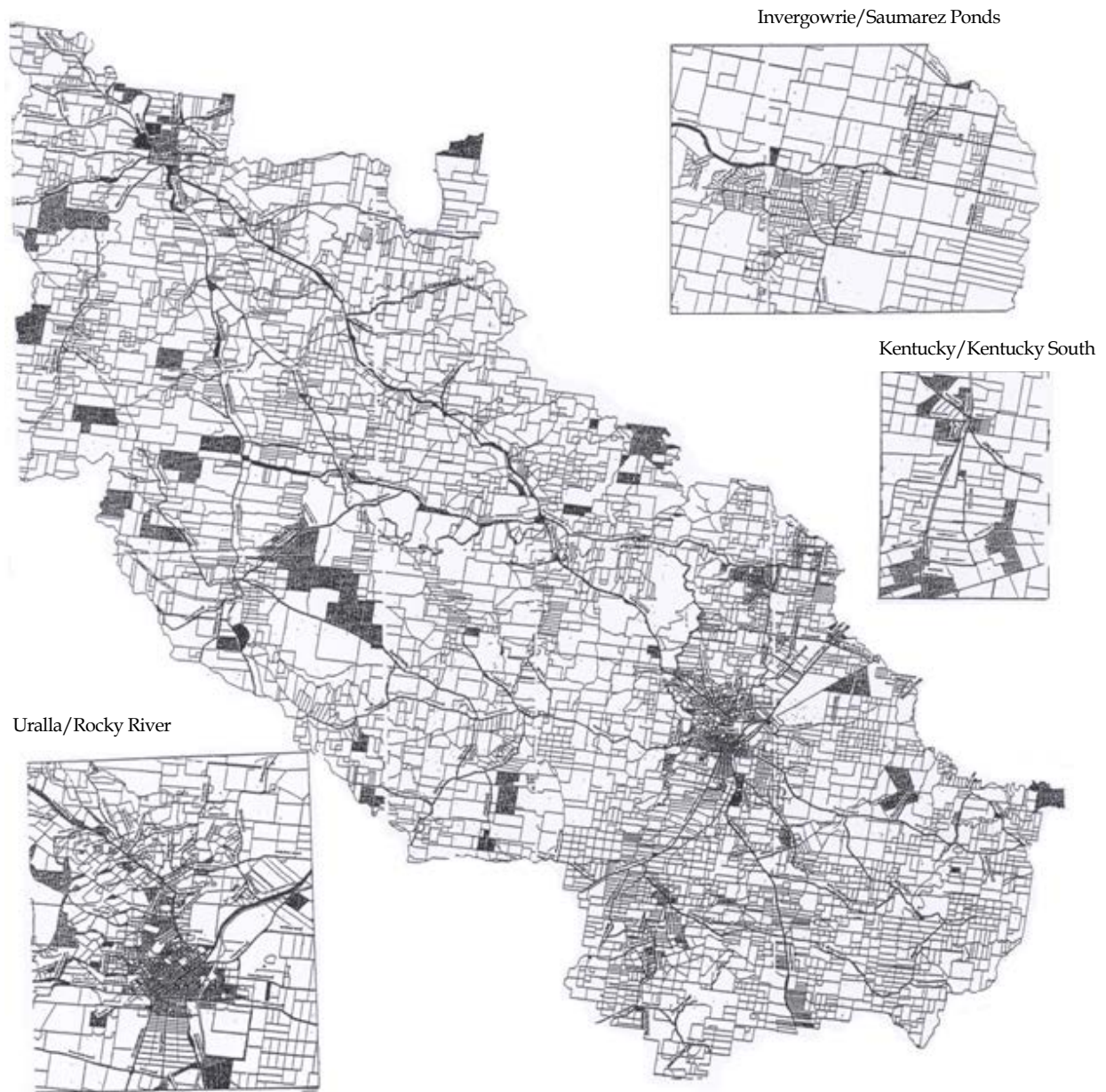
During the next financial year, Council will continue investigations into alternative methods of raising revenue with particular emphasis on user pays principles. Revision of Council's pricing policy will be undertaken during this period.

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.

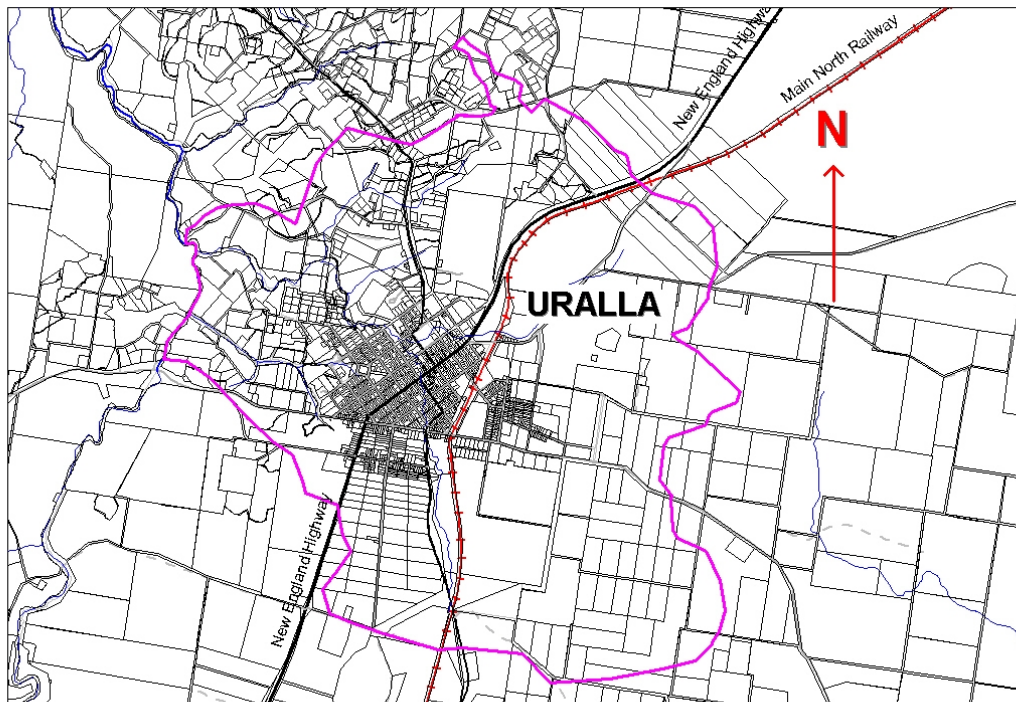
Rating Maps

Map of Ordinary Rate Area



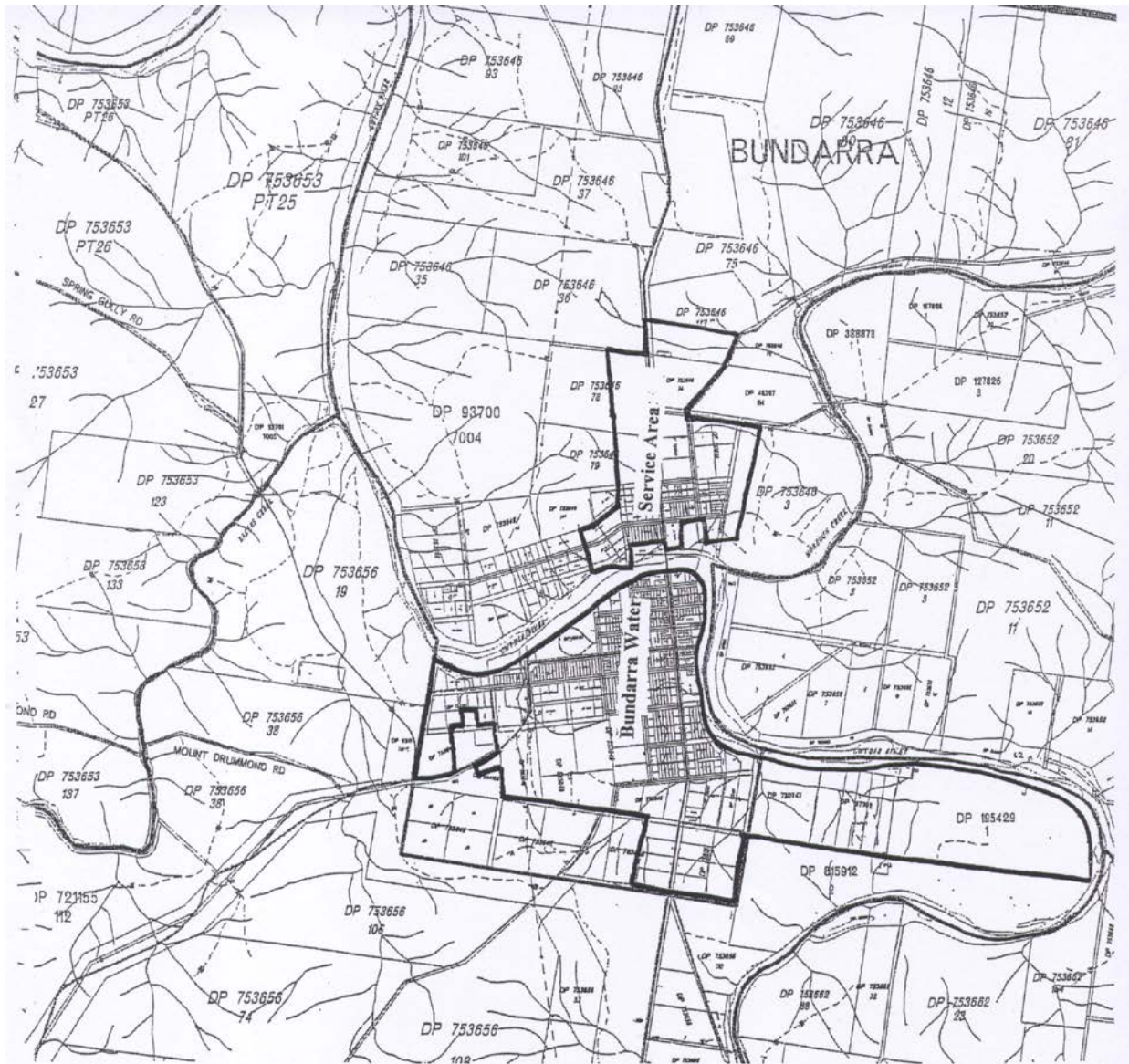
Uralla Shire applies the same base rate and rate in the dollar (ad valorem) for all rating categories (Farmland, Residential, Rural Residential, Mining and Business) across the Shire.

Map of Uralla Stormwater Catchment Area

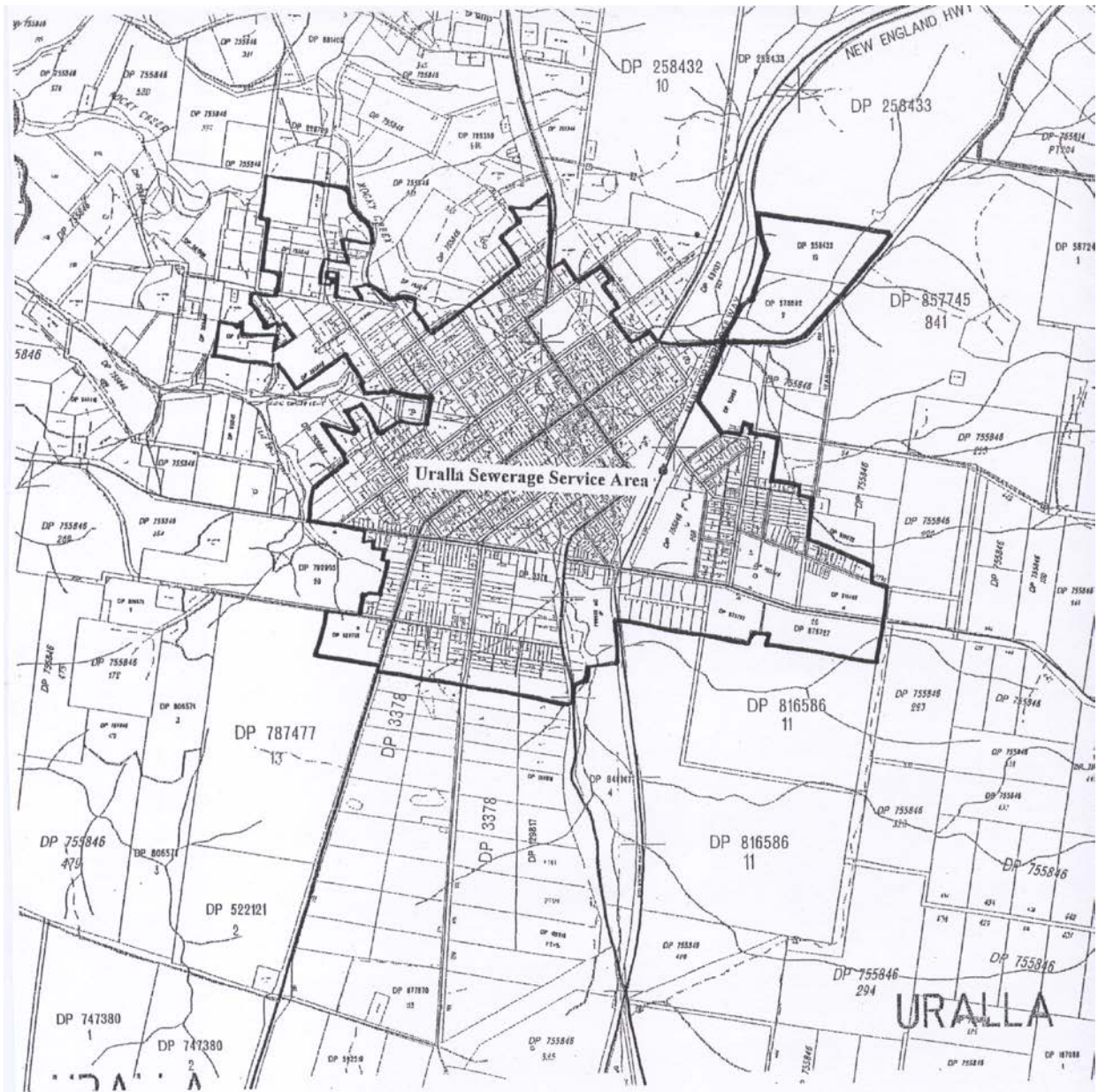


URALLA SHIRE COUNCIL URBAN STORMWATER CATCHMENT AREA

Map of Bundarra Water Service Area







PART 5: FEES & CHARGES



Fees & Charges

Uralla Shire Council

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Uralla Shire Council

Utilities

Water Services

Access and Supply

Water Access Charge Uralla and Bundarra	\$341.00	\$359.00	\$0.00	\$359.00	5.28%	N
Water Supply – consumption charge	\$2.47	\$2.60	\$0.00	\$2.60	5.26%	N

Water Connection Fees

Uralla and Bundarra Connection Charge to water main, up to 4 m	\$1,225.00	\$1,250.00	\$0.00	\$1,250.00	2.04%	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.					N

Other Water Fees and Charges

Water Meter supplied and fitted (20 mm) or replaced	\$198.00	\$202.00	\$0.00	\$202.00	2.02%	N
Water Meter Testing only	\$73.50	\$75.00	\$0.00	\$75.00	2.04%	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	\$73.50	\$75.00	\$0.00	\$75.00	2.04%	N

Water Sales

Treated sewage effluent charge from the Uralla STP	\$0.00	\$1.00	\$0.00	\$1.00	∞	N
Bulk water sales	\$5.10	\$5.20	\$0.00	\$5.20	1.96%	N

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Water Restriction Devices

Installation/Removal during service hours (7.30 am-3.00 pm)	\$147.00	\$150.00	\$0.00	\$150.00	2.04%	N
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Other Costs

Council required to clear vegetation to gain access to a meter, at cost charge	\$82.00	\$84.00	\$0.00	\$84.00	2.44%	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)	\$64.50	\$66.00	\$0.00	\$66.00	2.33%	N

Sewer Charges

Access and Supply

Residential sewer access charge	\$601.00	\$632.00	\$0.00	\$632.00	5.16%	N
Commercial sewer access charge	\$420.00	\$441.00	\$0.00	\$441.00	5.00%	N
Usage charge	\$1.31	\$1.38	\$0.00	\$1.38	5.34%	N
Unconnected lot sewer access charge	\$601.00	\$632.00	\$0.00	\$632.00	5.16%	N

Sewer Connection Charges

Provide junction to main on property, up to 4 m	\$1,020.00	\$1,045.00	\$0.00	\$1,045.00	2.45%	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.					N

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Trade Waste Charges

Trade Waste

Trade Waste – application fee	\$77.50	\$81.40	\$0.00	\$81.40	5.03%	N
Trade Waste – usage	\$1.40	\$1.47	\$0.00	\$1.47	5.00%	N

Drainage Fees

Copy of Drainage Plan	\$38.00	\$39.00	\$0.00	\$39.00	2.63%	N
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Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Engineering Services

General Services

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

Kerb and Guttering

Private works (not in conjunction with works program)				Full cost of works per DCP plus 25%		N
Adjoining owner charges (in conjunction with works program)	\$103.00	\$95.91	\$9.59	\$105.50	2.43%	N

Gutter Bridges

Gutter Bridge Construction				Full cost of works plus 25%		N
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Landscaping Bonds

Residential Flats/Units	\$692.00	\$706.00	\$0.00	\$706.00	2.02%	N
Light Industry/Industry	\$2,845.00	\$2,905.00	\$0.00	\$2,905.00	2.11%	N

Rural Addressing

Installation of new/replacement numbering post	\$71.50	\$66.36	\$6.64	\$73.00	2.10%	N
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Plant Hire Charges

89 Charges by Plant Item				Internal hire rate plus 25% with a minimum 1 hr applying		N
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Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Plant Hire Charges [continued]

Grading Plant	Internal hire rate plus 25% with a minimum 1 hr applying					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
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Civil Engineering Works

Civil Engineering Works	Estimated full cost of agreed work plus 25% margin or at hourly rates for unspecified work (i.e hire of plant only) plus 25%	N
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	\$16.80	\$19.09	\$1.91	\$21.00	25.00%	N
Gravel (Granite) at Depot	\$42.00	\$39.09	\$3.91	\$43.00	2.38%	N
Gravel – Carlon at Depot	\$28.50	\$26.82	\$2.68	\$29.50	3.51%	N
Topsoil	\$56.00	\$52.27	\$5.23	\$57.50	2.68%	N

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
Waste Management Facility						
Domestic Waste Management						
Waste Facility Fee – included in Environmental Levy	\$224.00	\$313.00	\$0.00	\$313.00	39.73%	N
Annual kerbside service, red and yellow bin	\$342.00	\$352.00	\$0.00	\$352.00	2.92%	N
Additional kerbside recycling service (secondary service residential & commercial)	\$118.00	\$122.00	\$0.00	\$122.00	3.39%	N
Additional kerbside general waste service (secondary service residential & commercial)	\$224.00	\$230.00	\$0.00	\$230.00	2.68%	N
Green Waste Kerbside Collection Fee – Uralla Township						
Collection Fee	\$83.50	\$85.50	\$0.00	\$85.50	2.40%	N
Commercial Recycling						
Annual kerbside service – Commercial 240 ltr bin	\$256.00	\$263.00	\$0.00	\$263.00	2.73%	N
Annual kerbside service – Commercial 140 ltr bin	\$197.00	\$203.00	\$0.00	\$203.00	3.05%	N
Manual Collection Weekly – Cardboard Only	\$20.50	\$21.00	\$0.00	\$21.00	2.44%	N
Manual Collection bi-weekly – Cardboard Only	\$41.00	\$42.00	\$0.00	\$42.00	2.44%	N
Community event bin charge (per bin)	\$5.10	\$5.20	\$0.00	\$5.20	1.96%	N
Commercial event bin charge (per bin)	\$20.50	\$21.00	\$0.00	\$21.00	2.44%	N
Non-Rateable Commercial Recycling						
Uralla & Bundarra Non-rateable	\$342.00	\$352.00	\$0.00	\$352.00	2.92%	N
Waste Product Sales						
240L Wheelie Bin	\$98.50	\$100.50	\$0.00	\$100.50	2.03%	N
140L Wheelie Bin	\$79.50	\$81.50	\$0.00	\$81.50	2.52%	N

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Waste Product Sales [continued]

Delivery – Uralla & Bundara town area (within 5 km)	\$17.60	\$18.64	\$1.86	\$20.50	16.48%	N
Delivery – Uralla and Bundarra 5-15 km	\$23.00	\$23.64	\$2.36	\$26.00	13.04%	N
Delivery – beyond 15 km from Uralla or Bundarra, maximum 30 km	\$28.50	\$29.09	\$2.91	\$32.00	12.28%	N

Sorted Recycling

Fee	No charge					N
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Residential Waste

Wheelie Bin (up to 240 l and per bin)	\$4.10	\$3.82	\$0.38	\$4.20	2.44%	N
Car/sedan/wagon/4X4 domestic	\$5.10	\$4.82	\$0.48	\$5.30	3.92%	N
Utility/6 x 4 trailer	\$10.20	\$9.45	\$0.95	\$10.40	1.96%	N
Utility/6 x 4 trailer, heaped	\$15.40	\$14.36	\$1.44	\$15.80	2.60%	N

Commercial Waste

Bulk waste/ large commercial	Price on application					N
Commercial waste fee	\$51.00	\$47.73	\$4.77	\$52.50	2.94%	N

Uncontaminated garden and wood waste

Commercial	No charge					N
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Contaminated Garden and Wood Waste

Fee	Charged at residential/commercial waste rates					N
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Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Clean brick, Concrete, Tile

Wheelie Bin (up to 240 l)	\$5.10	\$4.82	\$0.48	\$5.30	3.92%	N
Car/sedan/wagon/4X4 domestic	\$7.20	\$6.73	\$0.67	\$7.40	2.78%	N
Utility/6 x 4 trailer	\$8.20	\$7.64	\$0.76	\$8.40	2.44%	N
Commercial	\$25.50	\$24.09	\$2.41	\$26.50	3.92%	N

Mattresses

Cot mattresses or any stripped mattresses	No charge Min. Fee: \$7.00					N
Single	\$10.20	\$9.45	\$0.95	\$10.40	1.96%	N
King Single	\$12.40	\$11.64	\$1.16	\$12.80	3.23%	N
Double	\$15.40	\$14.36	\$1.44	\$15.80	2.60%	N
Queen	\$20.50	\$19.09	\$1.91	\$21.00	2.44%	N
King	\$22.50	\$20.91	\$2.09	\$23.00	2.22%	N

Lounges

1 seater	\$10.20	\$9.45	\$0.95	\$10.40	1.96%	N
2 seater	\$16.20	\$15.09	\$1.51	\$16.60	2.47%	N
3 seater	\$20.50	\$19.09	\$1.91	\$21.00	2.44%	N

E-Waste

NTCRS eligible e-waste	Free of charge					N
Non NTCRS e-waste	\$1.55	\$1.45	\$0.15	\$1.60	3.23%	N

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Appliances

Fridges, freezers & air-conditioning units containing CFCs	\$15.40	\$14.36	\$1.44	\$15.80	2.60%	N
All other white goods	Free of charge					N

Dead Animals

Small domestic animals e.g. cats, chickens, possums, dogs	\$14.80	\$13.82	\$1.38	\$15.20	2.70%	N
Medium animals – e.g. goats, sheep, pigs	\$35.00	\$32.73	\$3.27	\$36.00	2.86%	N
Large Animals – e.g. horses, cattle	\$48.00	\$44.55	\$4.45	\$49.00	2.08%	N

Tyres

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

Motorcycle	\$6.50	\$6.19	\$0.62	\$6.81	4.77%	N
Car	\$7.70	\$7.18	\$0.72	\$7.90	2.60%	N
4X4	\$11.60	\$11.02	\$1.10	\$12.12	4.48%	N
Light truck	\$13.80	\$12.91	\$1.29	\$14.20	2.90%	N
Truck	\$25.50	\$24.09	\$2.41	\$26.50	3.92%	N
Super single	\$34.00	\$40.43	\$4.04	\$44.47	30.79%	N
Small tractor tyre, up to 1 m	\$48.00	\$97.97	\$9.80	\$107.77	124.52%	N
Medium tractor tyre, 1 m-1.9 m	\$82.00	\$161.36	\$16.14	\$177.50	116.46%	N
Large tractor tyre, 2 m-2.8 m	\$107.50	\$161.68	\$16.17	\$177.85	65.44%	N
Extra large tractor tyre, > 2.8 m	\$126.00	\$178.84	\$17.88	\$196.72	56.13%	N
Fork lift tyre, small up to 12"	\$15.40	\$19.37	\$1.94	\$21.31	38.38%	N
Fork lift tyre, medium 12"-18"	\$24.50	\$23.63	\$2.36	\$25.99	6.08%	N
Fork lift tyre, large greater than 18"	\$41.50	\$42.77	\$4.28	\$47.05	13.37%	N
Grader tyre	\$126.00	\$117.27	\$11.73	\$129.00	2.38%	N
Earth mover, small – up to 1 m	\$99.00	\$136.84	\$13.68	\$150.52	52.04%	N

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Tyres [continued]

Earth mover, medium, 1 m-1.5 m	\$203.00	\$248.06	\$24.81	\$272.87	34.42%	N
Earth mover, large, greater than 1.5 m	\$399.00	\$494.55	\$49.45	\$544.00	36.34%	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.

Asbestos – asbestos bag including disposal cost, maximum 0.5 m3	\$19.40	\$18.00	\$1.80	\$19.80	2.06%	N
Fee	\$264.00	\$245.00	\$24.50	\$269.50	2.08%	N

Certified ENM and VENM

Clean Fill for use on cell walls, all volumes	No charge					N
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Bio solids

All special wastes must be collected, transported and disposed of strictly in accordance with the requirements of the WorkCover Authority and the Environment Protection Authority.

Processed sludges from water and sewer	\$51.00	\$47.73	\$4.77	\$52.50	2.94%	N
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Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Community and Recreational Services

Sporting Fields

Field Hire

External users – details of application should be sought from Council

Hampden Park	\$54.00	\$50.45	\$5.05	\$55.50	2.78%	N
Uralla Sporting Complex #	\$54.00	\$50.45	\$5.05	\$55.50	2.78%	N
Canteen hire (two available) #	\$51.00	\$47.73	\$4.77	\$52.50	2.94%	N
Canteen hire bond (for non-regular user groups and for those outside of Uralla Shire area)	\$1,020.00	\$1,045.00	\$0.00	\$1,045.00	2.45%	N

Parks and Gardens

Casual Hiring Fee

Alma Park: Connect power to bandstand	\$34.00	\$31.82	\$3.18	\$35.00	2.94%	N
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Aquatic Centre

Admittance Fees

Single Admission Fee – Adult	\$3.50	\$3.27	\$0.33	\$3.60	2.86%	N
Single Admission Fee – Child	\$2.00	\$1.91	\$0.19	\$2.10	5.00%	N
Books of 10 – Adult	\$31.50	\$29.55	\$2.95	\$32.50	3.17%	N
Books of 10 – Child	\$18.00	\$16.73	\$1.67	\$18.40	2.22%	N
Books of 20 – Adult	\$59.50	\$55.45	\$5.55	\$61.00	2.52%	N
Books of 20 – Child	\$34.00	\$31.82	\$3.18	\$35.00	2.94%	N
Books of 50 – Adult	\$140.00	\$130.00	\$13.00	\$143.00	2.14%	N

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Admittance Fees [continued]

Books of 50 – Child	\$80.00	\$74.55	\$7.45	\$82.00	2.50%	N
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Library Services

Library Fees

Lost membership card replacement	\$5.00	\$5.00	\$0.00	\$5.00	0.00%	N
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Lost, damaged or stolen books

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

Inter-Library Loan Fee

Charge 1 (local library search)	No charge from specific NSW libraries.					N
	Last YR Fee No charge					
Charge 2 (Library Lending Charge)	\$16.50	\$25.91	\$2.59	\$28.50	72.73%	N

Photocopies and Printing (self-service)

A4 Black and White	\$0.30	\$0.27	\$0.03	\$0.30	0.00%	N
A4 Colour	\$0.50	\$0.45	\$0.05	\$0.50	0.00%	N
A3 Black and White	\$0.50	\$0.45	\$0.05	\$0.50	0.00%	N

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
Photocopies and Printing (self-service) [continued]						
A3 Colour	\$1.00	\$0.91	\$0.09	\$1.00	0.00%	N
Tourism						
Hire						
Gold Pan Hire	\$18.40	\$17.09	\$1.71	\$18.80	2.17%	N
Photocopies and Printing (non self-service)						
A4 (Black and White)	\$0.65	\$0.64	\$0.06	\$0.70	7.69%	N
A4 (Colour)	\$1.05	\$1.00	\$0.10	\$1.10	4.76%	N
Cemeteries						
Searches						
Record search for burial details (after 15 minutes)	\$117.00	\$119.50	\$0.00	\$119.50	2.14%	N
Uralla and Bundarra Lawn Cemeteries						
Purchase of Double Depth Plot (does not include plaque)	\$1,215.00	\$1,127.27	\$112.73	\$1,240.00	2.06%	N
Interment	\$555.00	\$515.45	\$51.55	\$567.00	2.16%	N
Interment: Saturdays, Sundays and Public Holidays loading	\$708.00	\$657.27	\$65.73	\$723.00	2.12%	N
Surcharge for digging of grave by hand	\$57.00	\$53.18	\$5.32	\$58.50	2.63%	N

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Uralla and Bundarra Old Section Cemeteries

Purchase of plot	\$519.00	\$481.82	\$48.18	\$530.00	2.12%	N
Permission to carry out work at existing grave, includes monument erection and inspection	\$63.50	\$65.00	\$0.00	\$65.00	2.36%	N
Interment	\$555.00	\$515.45	\$51.55	\$567.00	2.16%	N
Interment in an existing monument	\$708.00	\$657.27	\$65.73	\$723.00	2.12%	N
Interment: Saturdays, Sundays and Public Holidays loading	\$708.00	\$657.27	\$65.73	\$723.00	2.12%	N
Placement of ashes	\$148.50	\$137.73	\$13.77	\$151.50	2.02%	N

Uralla and Bundarra Niche Wall and Uralla Niche Garden

Purchase of Niche in wall and Interment of Ashes *	\$390.00	\$361.82	\$36.18	\$398.00	2.05%	N
* Interment includes standard plaque 145mm x 120mm						
Purchase of Niche in garden	\$591.00	\$548.18	\$54.82	\$603.00	2.03%	N
Interment of Ashes	\$126.50	\$117.73	\$11.77	\$129.50	2.37%	N
Family presence at interment after hours	\$70.50	\$65.45	\$6.55	\$72.00	2.13%	N
Vase	\$68.50	\$63.64	\$6.36	\$70.00	2.19%	N
Additional lines on plaque	\$33.00	\$30.91	\$3.09	\$34.00	3.03%	N
Removal of plaques	\$168.00	\$155.91	\$15.59	\$171.50	2.08%	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	\$280.00	\$280.00	\$0.00	\$280.00	0.00%	N
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Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
Uralla Pre-School *						
5 Hill Street, Uralla	\$410.00	\$380.91	\$38.09	\$419.00	2.20%	N
Queen Street Uralla Caravan Park						
Powered site for up to 2 persons	\$30.00	\$28.18	\$2.82	\$31.00	3.33%	N
Unpowered site for up to 2 persons	\$22.00	\$20.45	\$2.05	\$22.50	2.27%	N
Additional persons >2	\$5.00	\$4.55	\$0.45	\$5.00	0.00%	N
Uninhabited, unpowered tent site	\$5.50	\$5.00	\$0.50	\$5.50	0.00%	N
Longer stays (7 nights for 6)						
Weekly Powered site for up to 2 persons	\$180.00	\$167.27	\$16.73	\$184.00	2.22%	N
Weekly Unpowered site for up to 2 persons	\$132.00	\$122.73	\$12.27	\$135.00	2.27%	N
Permanents with metered site	\$117.00	\$108.64	\$10.86	\$119.50	2.14%	N
Power for metered site	\$0.40	\$0.36	\$0.04	\$0.40	0.00%	N
Uralla Community Centre						
Tablelands Community Support Options – TCS						
TCS Office	\$367.00	\$340.91	\$34.09	\$375.00	2.18%	N
Office 1	\$153.00	\$142.27	\$14.23	\$156.50	2.29%	N
Office 2	\$38.00	\$35.45	\$3.55	\$39.00	2.63%	N
Large Group Room						
Local Community Groups – Half Day	\$44.00	\$40.91	\$4.09	\$45.00	2.27%	N
Local Community Groups – Full Day	\$82.50	\$76.82	\$7.68	\$84.50	2.42%	N

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Large Group Room [continued]

Affiliated Centre Tenants	\$66.50	\$61.82	\$6.18	\$68.00	2.26%	N
Commercial Users	\$122.50	\$113.64	\$11.36	\$125.00	2.04%	N

Private Parties/ Commercial Functions

Booking	\$142.50	\$132.27	\$13.23	\$145.50	2.11%	N
Cleaning bond (refundable)	\$275.00	\$280.50	\$0.00	\$280.50	2.00%	N

Small Group Room

Local Community Groups – Half Day	\$27.50	\$25.91	\$2.59	\$28.50	3.64%	N
Local Community Groups – Full Day	\$44.00	\$40.91	\$4.09	\$45.00	2.27%	N
Affiliated Centre Tenants	\$54.00	\$50.45	\$5.05	\$55.50	2.78%	N
Commercial Groups	\$77.50	\$72.27	\$7.23	\$79.50	2.58%	N

Kitchen (large room only)

All groups: Including crockery and cutlery	Included in large room hire					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)	\$20.00	\$18.18	\$1.82	\$20.00	0.00%	N
General Hall Hire <50	\$46.00	\$42.73	\$4.27	\$47.00	2.17%	N
General Hall Hire >50	\$70.50	\$65.45	\$6.55	\$72.00	2.13%	N
Kitchen Use Extra <50	\$24.50	\$22.73	\$2.27	\$25.00	2.04%	N

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Bundarra School of Arts Hall [continued]

Kitchen Use Extra >50	\$36.00	\$33.64	\$3.36	\$37.00	2.78%	N
Balls/weddings (includes kitchen hire)	\$132.50	\$123.18	\$12.32	\$135.50	2.26%	N
Auction Sales, markets and similar uses		\$132.50 plus 25% of subletting fees				N
Small Regular Usage – eg sporting clubs	\$10.00	\$9.09	\$0.91	\$10.00	0.00%	N
Cleaning bond (refundable)	\$87.50	\$100.00	\$0.00	\$100.00	14.29%	N

External Equipment Hire

Cleaning bond (refundable)	\$50.00	\$50.00	\$0.00	\$50.00	0.00%	N
Chairs	\$1.50	\$1.41	\$0.14	\$1.55	3.33%	N
Tables	\$7.00	\$6.55	\$0.65	\$7.20	2.86%	N
Replacement of broken or missing chairs and tables (hall or external use)		At replacement cost				N

Bundarra Caravan Park

Powered site for up to 2 persons	\$23.00	\$21.36	\$2.14	\$23.50	2.17%	N
Unpowered site for up to 2 persons	\$10.00	\$9.27	\$0.93	\$10.20	2.00%	N
Additional persons	\$5.00	\$4.55	\$0.45	\$5.00	0.00%	N
Showers	\$3.00	\$2.73	\$0.27	\$3.00	0.00%	N

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
Aged and Disabled Services						
Tableland Community Support						
Home Care Packages and Private Clients						
HCP Clients						
Care Management HCP Level 1 – Fortnightly	\$100.00	\$70.00	\$0.00	\$70.00	-30.00%	N
Care Management HCP Level 2 – Fortnightly	\$200.00	\$140.00	\$0.00	\$140.00	-30.00%	N
Care Management HCP Level 3 – Fortnightly	\$690.00	\$350.00	\$0.00	\$350.00	-49.28%	N
Care Management HCP Level 4 – Fortnightly	\$1,050.00	\$550.00	\$0.00	\$550.00	-47.62%	N
Care with active sleepover (Sleepover with Active Care) – HCP		Fees by Agreement				N
Domestic Assistance – Mon to Fri 6am to 6pm (HCP clients)	\$65.00	\$70.00	\$0.00	\$70.00	7.69%	N
Domestic Assistance – Public holiday (HCP clients)	\$115.00	\$140.00	\$0.00	\$140.00	21.74%	N
Domestic Assistance – Sat (HCP clients)	\$85.00	\$105.00	\$0.00	\$105.00	23.53%	N
Domestic Assistance – Sun (HCP clients)	\$100.00	\$122.50	\$0.00	\$122.50	22.50%	N
In Home Respite – Mon to Fri 6am to 6pm (HCP clients)	\$65.00	\$70.00	\$0.00	\$70.00	7.69%	N
In Home Respite – Public Holiday (HCP clients)	\$115.00	\$140.00	\$0.00	\$140.00	21.74%	N
In Home Respite – Sat (HCP clients)	\$85.00	\$105.00	\$0.00	\$105.00	23.53%	N
In Home Respite – Sun (HCP clients)	\$100.00	\$122.50	\$0.00	\$122.50	22.50%	N
Overnight Respite – HCP		Fees by Agreement				N
Package Management HCP Level 1 – Fortnightly	\$150.00	\$70.00	\$0.00	\$70.00	-53.33%	N
Package Management HCP Level 2 – Fortnightly	\$280.00	\$80.00	\$0.00	\$80.00	-71.43%	N
Package Management HCP Level 3 – Fortnightly	\$610.00	\$100.00	\$0.00	\$100.00	-83.61%	N
Package Management HCP Level 4 – Fortnightly	\$922.00	\$120.00	\$0.00	\$120.00	-86.98%	N
Personal Care – Mon to Fri 6am to 6pm (HCP clients)	\$65.00	\$70.00	\$0.00	\$70.00	7.69%	N
Personal Care – Public Holiday (HCP clients)	\$115.00	\$140.00	\$0.00	\$140.00	21.74%	N
Personal Care – Sat (HCP clients)	\$85.00	\$105.00	\$0.00	\$105.00	23.53%	N

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	
HCP Clients [continued]						
Personal Care – Sun (HCP clients)	\$100.00	\$122.50	\$0.00	\$122.50	22.50%	N
Registered Nurse – Mon to Fri 6am to 6pm (HCP clients)	\$115.00	\$85.00	\$0.00	\$85.00	-26.09%	N
Registered Nurse – Public Holiday (HCP clients)	\$225.00	\$170.00	\$0.00	\$170.00	-24.44%	N
Registered Nurse – Sat (HCP clients)	\$155.00	\$127.50	\$0.00	\$127.50	-17.74%	N
Registered Nurse – Sun (HCP clients)	\$180.00	\$148.75	\$0.00	\$148.75	-17.36%	N
Social Support – Mon to Fri 6am to 6pm (HCP clients)	\$65.00	\$70.00	\$0.00	\$70.00	7.69%	N
Social support – Public Holiday (HCP clients)	\$115.00	\$140.00	\$0.00	\$140.00	21.74%	N
Social Support – Sat (HCP clients)	\$85.00	\$105.00	\$0.00	\$105.00	23.53%	N
Social support – Sun (HCP clients)	\$100.00	\$122.50	\$0.00	\$122.50	22.50%	N
Travel (HCP clients)	\$1.10	\$1.10	\$0.00	\$1.10	0.00%	N
Home Care Packages – Client Income Assessed Fee	Dept of Social Services Fees – My Aged Care website					N
Home Care Packages – Exit Fee	\$600.00	\$400.00	\$0.00	\$400.00	-33.33%	N

Private Clients

Administration (Private Clients) – Monthly		Charged by agreement relative to service needs (incl GST)				
Registered Nurse – Mon to Fri 6am to 6pm (Private clients)	\$126.50	\$115.00	\$11.50	\$126.50	0.00%	
Registered Nurse – Public Holiday (Private clients)	\$247.50	\$225.00	\$22.50	\$247.50	0.00%	
Registered Nurse – Sat (Private clients)	\$170.50	\$155.00	\$15.50	\$170.50	0.00%	
Registered Nurse – Sun (Private clients)	\$198.00	\$180.00	\$18.00	\$198.00	0.00%	
Travel (Private Clients)	\$1.20	\$1.09	\$0.11	\$1.20	0.00%	
Case Management (Private clients) – Monthly		Cost by agreement relative to care needs - Plus GST				
Domestic Assistance – Mon to Fri 6am to 6pm (Private clients)	\$71.50	\$65.00	\$6.50	\$71.50	0.00%	
Domestic Assistance – Sat (Private clients)	\$93.50	\$110.00	\$11.00	\$121.00	29.41%	
Domestic Assistance – Sun (Private clients)	\$110.00	\$130.00	\$13.00	\$143.00	30.00%	
Domestic Assistance – Public holiday (Private clients)	\$126.50	\$150.00	\$15.00	\$165.00	30.43%	
Social Support – Mon to Fri 6am to 6pm (Private clients)	\$71.50	\$65.00	\$6.50	\$71.50	0.00%	

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Private Clients [continued]

Social Support – Sat (Private clients)	\$93.50	\$110.00	\$11.00	\$121.00	29.41%	N
Social Support – Sun (Private clients)	\$110.00	\$130.00	\$13.00	\$143.00	30.00%	N
Social Support – Public Holiday (Private clients)	\$126.50	\$150.00	\$15.00	\$165.00	30.43%	N
Personal Care – Mon to Fri 6am to 6pm (Private clients)	\$71.50	\$65.00	\$6.50	\$71.50	0.00%	N
Personal Care – Sat (Private clients)	\$93.50	\$110.00	\$11.00	\$121.00	29.41%	N
Personal Care – Sun (Private clients)	\$110.00	\$130.00	\$13.00	\$143.00	30.00%	N
Personal Care – Public Holiday (Private clients)	\$126.50	\$150.00	\$15.00	\$165.00	30.43%	N
In Home Respite – Mon to Fri 6am to 6pm (Private clients)	\$71.50	\$65.00	\$6.50	\$71.50	0.00%	N
In Home Respite – Sat (Private clients)	\$93.50	\$110.00	\$11.00	\$121.00	29.41%	N
In Home Respite – Sun (Private clients)	\$110.00	\$130.00	\$13.00	\$143.00	30.00%	N
In Home Respite – Public Holiday (Private clients)	\$126.50	\$150.00	\$15.00	\$165.00	30.43%	N
Overnight Respite – Private Clients	Fees by Agreement					N
Care with active sleepover (Sleepover with Active Care) – Private Clients	Fees by Agreement					N

Commonwealth Home Support Programme

Domestic Assistance	\$9.00	\$12.00	\$0.00	\$12.00	33.33%	N
Personal care	\$9.00	\$12.00	\$0.00	\$12.00	33.33%	N
Respite	\$9.00	\$12.00	\$0.00	\$12.00	33.33%	N
Social Support – Individual	\$9.00	\$12.00	\$0.00	\$12.00	33.33%	N
Social Support – Group	\$9.00	\$12.00	\$0.00	\$12.00	33.33%	N
Allied Health	\$25.00	\$28.00	\$0.00	\$28.00	12.00%	N
Home Maintenance	\$20.00	\$20.00	\$0.00	\$20.00	0.00%	N

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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NDIS

Access Community	As per NDIS Price Guide - valid from 1 July 2020					Y
	Last YR Fee As per NDIS Price Guide - valid from 1 Feb 2019					
House cleaning	As per NDIS Price Guide - 1 July 2020					Y
	Last YR Fee As per NDIS Price Guide - 1 Feb 2019					
Plan Management	As per NDIS Price Guide 1 July 2020					Y
	Last YR Fee As per NDIS Price Guide 1 Feb 2019					
Self-Care Activities	As per NDIS Price Guide 1 Feb 2020					Y
	Last YR Fee As per NDIS Price Guide 1 Feb 2019					

McMaugh Gardens Aged Care Centre

Bond

Accommodation Entry Bond	\$200,000.00	\$200,000.00	\$0.00	\$200,000.00	0.00%	Y
Accommodation Entry Bond – further detail	In line with the Dept of Health & Ageing regulated Pensioner Allowable limit for Accommodation Bonds					Y

Daily Fees

Standard Resident	As per Department of Health schedule of resident fees & charges					Y
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Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Daily Fees [continued]

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

Respite

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

Telephone Calls

Local	\$0.60	\$0.59	\$0.06	\$0.65	8.33%	N
STD	At cost					N
Fax Transmission	\$0.60	\$0.59	\$0.06	\$0.65	8.33%	N

Transport Residents

To Armidale	\$36.00	\$33.64	\$3.36	\$37.00	2.78%	N
From Uralla Doctors Surgery or Foot Clinic	\$6.10	\$5.73	\$0.57	\$6.30	3.28%	N
To and from Uralla CBD	\$6.10	\$5.73	\$0.57	\$6.30	3.28%	N
To Tamworth	By negotiation					N
Staff Escort	\$46.00	\$42.73	\$4.27	\$47.00	2.17%	N

Visitor Meals

Lunch	\$10.20	\$9.45	\$0.95	\$10.40	1.96%	N
Dinner	\$10.20	\$9.45	\$0.95	\$10.40	1.96%	N

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
Tablelands Community Transport						
Vehicle Hire (without driver)						
Subject to conditions on application						
Car						
Mini Bus						
Client Contributions – Individual return transport						
0-15 km	\$0.00	\$9.00	\$0.00	\$9.00	∞	N
16-50 km	\$0.00	\$20.00	\$0.00	\$20.00	∞	N
51-100 km	\$0.00	\$25.00	\$0.00	\$25.00	∞	N
101-150 km	\$0.00	\$35.00	\$0.00	\$35.00	∞	N
151-200 km	\$0.00	\$40.00	\$0.00	\$40.00	∞	N
201-250 km	\$0.00	\$45.00	\$0.00	\$45.00	∞	N
251-300 km	\$0.00	\$50.00	\$0.00	\$50.00	∞	N
Client Contributions – Group return transport						
Access Bus (Uralla/ Invergowrie/ Armidale)	\$0.00	\$5.00	\$0.00	\$5.00	∞	N
Social Outing	\$0.00	\$10.00	\$0.00	\$10.00	∞	N
Other Services						
Community transport – other	Cost is variable based on km and time used					N

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Development and Health Services

Development Control

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

Section 7.11 Contributions

Previously Section 94 Contributions

Section 7.11 Contributions	See: Section 94 Contributions Document	N
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Complying Development Certificates – Fees based on construction cost

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

Bushfire Attack Certification

Development Applications – Building Works – Based on cost of works

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

Less than \$5000	\$110.00	\$110.00	\$0.00	\$110.00	0.00%	Y
\$5,001-\$50,000	\$170.00 + \$3.00 per \$1,000, or part thereof, above \$5,000					Y
\$50,001-\$250,000	\$352.00 + \$3.64 per \$1,000, or part thereof, above \$50,000					Y
\$250,001-\$500,000	\$1,160.00 + \$2.34 per \$1,000, or part thereof, above \$250,000					Y
\$500,001-\$1,000,000	\$1,745.00 + \$1.64 per \$1,000, or part thereof, above \$500,000					Y

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Development Applications – Building Works – Based on cost of works [continued]

\$1,000,001-\$10,000,000	\$2,615.00 + \$1.44 per \$1,000, or part thereof, above \$1,000,000					Y
Greater than \$10,000,001	\$15,875.00 + \$1.19 per \$1,000, or part thereof, above \$10,000,000					Y

Development Application

Designated development requiring advertising	\$2,220.00	\$2,220.00	\$0.00	\$2,220.00	0.00%	Y
Designated Development – Standard DA Fees plus additional fee(c.251)	\$920.00	\$920.00	\$0.00	\$920.00	0.00%	Y
Erection of dwelling costing less than \$100,000 (c.247)	\$455.00	\$455.00	\$0.00	\$455.00	0.00%	Y
Residential Flat Development Review Panel under SEPP 65	\$840.00	\$840.00	\$0.00	\$840.00	0.00%	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%	Y
Advertising Signs (c.250)	\$285.00	\$285.00	\$0.00	\$285.00	0.00%	Y
Additional Signs	\$93.00	\$93.00	\$0.00	\$93.00	0.00%	Y

Miscellaneous Administrative Application Fees

Section 88B	\$57.00	\$58.50	\$0.00	\$58.50	2.63%	N
Stamping additional plans and specs – up to four copies	\$25.00	\$25.50	\$0.00	\$25.50	2.00%	Y
Each additional copy	\$10.00	\$10.20	\$0.00	\$10.20	2.00%	Y
Building Specifications	\$21.00	\$21.50	\$0.00	\$21.50	2.38%	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%	Y

Building Entitlement Confirmation Fee

Per application	\$305.10	\$311.20	\$0.00	\$311.20	2.00%	Y
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Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
Planning Reform Fee						
For cost of work >\$50,000 for each \$1,000				\$0.64 per \$1,000		Y
Subdivision Fees						
Subdivisions – Opening of a New Road	\$665.00	\$665.00	\$0.00	\$665.00	0.00%	Y
Plus fee per additional lot created	\$65.00	\$65.00	\$0.00	\$65.00	0.00%	Y
Subdivisions – No opening of a New Road	\$330.00	\$330.00	\$0.00	\$330.00	0.00%	Y
Plus fee per additional lot created	\$53.00	\$53.00	\$0.00	\$53.00	0.00%	Y
Subdivisions – Strata	\$330.00	\$330.00	\$0.00	\$330.00	0.00%	Y
Plus fee per additional lot created	\$65.00	\$65.00	\$0.00	\$65.00	0.00%	Y
Subdivision Certificate / Title Plan Processing Fee						
Processing Fee	\$160.50	\$164.00	\$0.00	\$164.00	2.18%	N
Refund of DA fee for cancellation of DA						
Processing commenced				1/2 DA fee		N
Processing largely completed				No refund		N
Processing not commenced				Full DA fee		N
Review of Determination per s, 82A, EPA Regulations c.257						
Not involving building work				50% of original DA fee		Y
Dwelling <\$100,000	\$190.00	\$190.00	\$0.00	\$190.00	0.00%	Y

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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All other Development Work – EPA R. c.257

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

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%	Y
\$100,001-\$1,000,000	\$150.00	\$150.00	\$0.00	\$150.00	0.00%	Y
Greater than \$1,000,001	\$250.00	\$250.00	\$0.00	\$250.00	0.00%	Y

Modification of Consent at Applicants Request – c.258

96(1) – Minor Error/Discrepancy	\$71.00	\$71.00	\$0.00	\$71.00	0.00%	Y
96(1A) + 96AA(1) – Modification of minor environmental impact	\$645.00 or 50% of original fee whichever is lesser					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					Y
Original fee was greater than \$101.00	50% of original fee					Y
No building or work involved: For dwelling house costing \$100,000 or less	\$190.00	\$190.00	\$0.00	\$190.00	0.00%	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%	Y
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Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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All other requests for modifications, based on estimated construction costs [continued]

\$5,001-\$250,000		\$85.00 + \$1.50 per \$1,000, or part thereof, above \$5,000				Y
\$250,001-\$500,000 (c. 258)		\$500.00 + \$0.85 per \$1,000, or part thereof, above \$250,000				Y
\$500,001-\$1,000,000		\$712.00 + \$0.50 per \$1,000, or part thereof, above \$500,000				Y
\$1,000,001-\$10,000,000		\$987.00 + \$0.40 per \$1,000, or part thereof, above \$1,000,000				Y
Greater than \$10,000,001		\$4,737.00 + \$0.27 per \$1,000, or part thereof, above \$10,000,000				Y
Modification to consent requiring advertisement per s96(2) or 96AA(1) EPA Act	\$665.00	\$665.00	\$0.00	\$665.00	0.00%	Y
Plus fee for any consent required notice pursuant to SEPP 65 (c.258)	\$760.00	\$760.00	\$0.00	\$760.00	0.00%	Y

Designated Development

Fee	\$920.00	\$920.00	\$0.00	\$920.00	0.00%	Y
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Integrated Development (c.252A/253)

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

Advertised Development (c.252)

Fee	\$1,105.00	\$1,105.00	\$0.00	\$1,105.00	0.00%	Y
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Prohibited Development

Fee	\$1,105.00	\$1,105.00	\$0.00	\$1,105.00	0.00%	Y
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Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	
Building Line Variation						
All premises	\$158.00	\$161.50	\$0.00	\$161.50	2.22%	N
Other Notice Required						
Fee	\$1,105.00	\$1,105.00	\$0.00	\$1,105.00	0.00%	Y
Privately Certified Certificate Registration (c.263)						
Fee	\$36.00	\$36.00	\$0.00	\$36.00	0.00%	Y
Residential Flat Building	\$1,000.00	\$1,020.00	\$0.00	\$1,020.00	2.00%	Y
Engineering Plans Checking (design and construction) – based on cost of work						
Less than \$10,000	\$416.00	\$386.36	\$38.64	\$425.00	2.16%	N
\$10,001-\$100,000	\$520.00	\$482.73	\$48.27	\$531.00	2.12%	N
Plus fee for each \$1,000 above \$10,000 to \$100,000	\$20.50	\$19.09	\$1.91	\$21.00	2.44%	N
Above \$100,000	\$2,320.00	\$2,154.55	\$215.45	\$2,370.00	2.16%	N
Staged Development						
DA fee plus fee for each \$1,000 above \$100,000	\$11.00	\$11.40	\$0.00	\$11.40	3.64%	N
Planning Proposal						
Planning proposal application	At full cost to applicant					N
Subject to \$4,500 deposit						

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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SEPP Applications

Long Service Levy

Part of the service may not be GST taxable

Long Service Levy fee for cost of works > \$25,000	0.35% of cost of all building work \$25,000 and over	Y
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Construction Certificates

To \$5,000	\$156.75	\$145.35	\$14.54	\$159.89	2.00%	N
\$5,001-\$100,000	\$223.58	\$207.32	\$20.73	\$228.05	2.00%	N
\$100,001-\$250,000	\$342.38	\$317.48	\$31.75	\$349.23	2.00%	N
Over \$250,000	\$349.25 plus \$1.10 per \$1,000 above \$250,000					N
	Last YR Fee \$342.38 plus \$1.10 per \$1,000 above \$250,000					

Fee for Basix Certificate (c.262B)

Section 68 Applications

On-site Waste Water management system	\$230.00	\$235.00	\$0.00	\$235.00	2.17%	N
Minor changes to existing OSSM system or scheduled inspection	\$83.00	\$85.00	\$0.00	\$85.00	2.41%	N
Sewer supply work	\$161.50	\$165.00	\$0.00	\$165.00	2.17%	N
Water supply work	\$161.50	\$165.00	\$0.00	\$165.00	2.17%	N
Stormwater supply work	\$161.50	\$165.00	\$0.00	\$165.00	2.17%	N
Install a manufactured home, moveable dwelling or associated structure	\$416.00	\$425.00	\$0.00	\$425.00	2.16%	N
Management of waste	\$103.50	\$106.00	\$0.00	\$106.00	2.42%	N
Community land	\$103.50	\$106.00	\$0.00	\$106.00	2.42%	N
Public Roads	\$103.50	\$106.00	\$0.00	\$106.00	2.42%	N

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Section 68 Applications [continued]

Caravan Park/camping ground	\$207.00	\$211.50	\$0.00	\$211.50	2.17%	N
Amusement Device	\$161.50	\$165.00	\$0.00	\$165.00	2.17%	N
Domestic oil or solid fuel heating appliance, other than a portable appliance	\$161.50	\$165.00	\$0.00	\$165.00	2.17%	N
Use a standing vehicle or any article for the purpose of selling any article in a public place	\$393.00	\$401.00	\$0.00	\$401.00	2.04%	N

Building Inspections (including Compliance and Occupation Certificates)

Inspection	\$205.30	\$190.36	\$19.04	\$209.40	2.00%	N
Inspection of dwelling for relocation	\$297.24	\$303.18	\$0.00	\$303.18	2.00%	N

Building Certificates (EPA R. c.260)

Domestic – Includes Initial inspection

Fee	\$250.00	\$250.00	\$0.00	\$250.00	0.00%	Y
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Commercial

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

Building Certificate – additional inspections (if required)

Fee	\$90.00	\$90.00	\$0.00	\$90.00	0.00%	Y
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Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Copy of Building Certificate (c.261)

Fee	\$13.00	\$13.00	\$0.00	\$13.00	0.00%	Y
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Additional fee where applicant /owner erected the building and:

Development consent, complying development consent or construction certificate consent was required and not obtained	Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding	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	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	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	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	Y

Building Indemnity Insurance

Solicitor Enquiry	\$58.50	\$60.00	\$0.00	\$60.00	2.56%	N
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Environmental Engineering

Damage Deposit

Inspection

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Licencing Fees

General

Inspection of Underground Petroleum Storage Systems				Min. Fee: \$300.00		N
Advertisement/Advertising Structure Inspection	\$38.00	\$39.00	\$0.00	\$39.00	2.63%	N
Sandwich Board Inspection	\$38.50	\$39.50	\$0.00	\$39.50	2.60%	N
Cooling Tower Inspection (microbial Control)	\$161.50	\$165.00	\$0.00	\$165.00	2.17%	N
Essential Services (Fire Safety) Certificate Registration and Administration	\$42.00	\$39.09	\$3.91	\$43.00	2.38%	N
Hairdresser/Beauty Salon/Skin Penetration Inspection	\$130.00	\$133.00	\$0.00	\$133.00	2.31%	N

Food Premises

Annual Administration/Registration Fee (includes 1 inspection)	\$225.00	\$229.50	\$0.00	\$229.50	2.00%	Y
Inspection Fee includes repeat inspection due to non-compliance, change of premises operator and if non compliance based on complaint.	\$163.75	\$167.50	\$0.00	\$167.50	2.29%	N
Issue of Improvement Notice	\$330.00	\$330.00	\$0.00	\$330.00	0.00%	Y

Swimming Pools

Registration on behalf of owner	\$10.00	\$9.09	\$0.91	\$10.00	0.00%	Y
Exemption	\$95.00	\$95.00	\$0.00	\$95.00	0.00%	Y
Inspection	\$178.00	\$136.36	\$13.64	\$150.00	-15.73%	N
2nd inspection if 1st failed (no 3rd inspection fee)	\$178.00	\$90.91	\$9.09	\$100.00	-43.82%	N

Street Vendors

License/Approval Fee	\$103.50	\$106.00	\$0.00	\$106.00	2.42%	N
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Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Petrol Pump Approvals

Hoarding Approval Fees

Onsite Sewerage Management Systems

Registration	\$41.50	\$41.50	\$0.00	\$41.50	0.00%	N
Inspection	\$177.00	\$177.00	\$0.00	\$177.00	0.00%	N
Administration fee for non-inspected systems	\$45.50	\$45.50	\$0.00	\$45.50	0.00%	N

Development Information

Development Certificates

Section 10.7(2) Certificate (EPA R. c.259) EPA Regulations 2000	\$53.00	\$53.00	\$0.00	\$53.00	0.00%	Y
Section 10.7(5) Certificate (includes Notices and Orders information) EPA Regulations 2000	\$133.00	\$133.00	\$0.00	\$133.00	0.00%	Y
Multiple copies of Certificates	\$14.20	\$14.60	\$0.00	\$14.60	2.82%	N
Section 735A Certificate	\$55.00	\$55.00	\$0.00	\$55.00	0.00%	N
Section 5(31) Certificates	\$55.00	\$55.00	\$0.00	\$55.00	0.00%	N

Certificates

Confirmation of Development Information (Interpreting LEP, existing use rights, housing entitlements, file search)	\$103.50	\$106.00	\$0.00	\$106.00	2.42%	N
Certified copy of an Environmental Planning Instrument/related document per s.150(2) EPA Act	\$47.00	\$48.00	\$0.00	\$48.00	2.13%	N
CD Rom of Council LEP, DCP or related Planning/Development Policy	\$18.80	\$19.20	\$0.00	\$19.20	2.13%	N
Other copy of Council LEP, DCP or related Planning/Development Policy	\$36.00	\$37.00	\$0.00	\$37.00	2.78%	N

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Certificates [continued]

Documents <10 pages	\$6.80	\$7.00	\$0.00	\$7.00	2.94%	N
Documents 10-30 pages	\$12.00	\$12.40	\$0.00	\$12.40	3.33%	N
Documents 31-50 pages	\$24.00	\$24.50	\$0.00	\$24.50	2.08%	N
Documents >51 pages	\$47.00	\$48.00	\$0.00	\$48.00	2.13%	N
Binders and covers (DCP)	\$60.50	\$62.00	\$0.00	\$62.00	2.48%	N
LEP full size colour map sheet	\$47.00	\$48.00	\$0.00	\$48.00	2.13%	N
Uralla Shire Biodiversity Strategy 2012	\$35.50	\$36.50	\$0.00	\$36.50	2.82%	N
Uralla Biodiversity Strategy Planning Outcomes Report 2013	\$12.00	\$12.40	\$0.00	\$12.40	3.33%	N

Animal Control

Companion Animal 1998 – registrations (cats and dogs)

Entire Animal (not desexed)	\$210.00	\$214.50	\$0.00	\$214.50	2.14%	Y
Desexed	\$58.00	\$59.50	\$0.00	\$59.50	2.59%	Y
Pensioner	\$25.00	\$25.50	\$0.00	\$25.50	2.00%	Y
Registered Breeders	\$58.00	\$59.50	\$0.00	\$59.50	2.59%	Y
Desexed purchased pound/shelter	\$29.00	\$29.58	\$0.00	\$29.58	2.00%	Y

Companion Animal Control – Release/Sale/Surrender

Animal surrender	\$90.00	\$90.00	\$0.00	\$90.00	0.00%	N
First Release	\$61.50	\$61.50	\$0.00	\$61.50	0.00%	N
Second Release (within 12 months)	\$112.00	\$112.00	\$0.00	\$112.00	0.00%	N
Daily Charge, Sustenance	\$19.00	\$19.00	\$0.00	\$19.00	0.00%	N

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Dog Control – Training Aids

Hire of anti-barking collar (Citronella)	\$43.00	\$40.00	\$4.00	\$44.00	2.33%	N
Deposit for anti-barking collar (Citronella)	\$53.50	\$50.00	\$5.00	\$55.00	2.80%	N
Hire of Trap	\$10.20	\$9.45	\$0.95	\$10.40	1.96%	N
Trap deposit	\$112.00	\$114.50	\$0.00	\$114.50	2.23%	N
Deposit – refundable						

Stock Control – Release Fees

Impounding Costs	\$120.00	\$122.50	\$0.00	\$122.50	2.08%	N
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Sheep/Goats

Impounded between 6.00 am-6.00 pm Monday to Friday	\$49.00	\$50.00	\$0.00	\$50.00	2.04%	N
Impounded between 6.00 am-6.00 pm or on any time on Weekends & Public Holidays	\$97.00	\$99.00	\$0.00	\$99.00	2.06%	N

Other Animals

Impounded between 6.00 am-6.00 pm Monday to Friday	\$49.00	\$50.00	\$0.00	\$50.00	2.04%	N
Impounded between 6.00 am-6.00 pm or on any time on Weekends and Public Holidays	\$97.00	\$99.00	\$0.00	\$99.00	2.06%	N

Sustenance Costs

Sheep/Goats	\$10.20	\$10.40	\$0.00	\$10.40	1.96%	N
Other animals	\$21.50	\$22.00	\$0.00	\$22.00	2.33%	N

Other Animal Fees

Damages to garden or growing crop				Full Cost Recovery		N
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Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Other Animal Fees [continued]

Fee for veterinary care				Full Cost Recovery		N
Fee for advertising				Full Cost Recovery		N
Fee for sale of animals				Full Cost Recovery		N
Fee for serving notices				Full Cost Recovery		N
Truck/Float Hire				Full Cost Recovery		N

Other Regulatory Fees

Vehicle Impounding				\$130 + \$10 per night		N
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Companion Animals Regulation 2018

Late fee permit not paid 28 days after permit required	\$15.00	\$15.00	\$0.00	\$15.00	0.00%	Y
Companion Animals Regulation 2018 (Part 4, Sec 27) Commenced 1 July 2019						
Permit fee for dangerous/ restricted dog	\$195.00	\$195.00	\$0.00	\$195.00	0.00%	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 undesexed cat	\$80.00	\$80.00	\$0.00	\$80.00	0.00%	Y
Companion Animals Regulation 2018 (Part 4, Sec 27) All undesexed cats will require a permit as well as lifetime registration from July 2019. Commenced 1 July 2019						

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Administrative Services

Corporate Records

Printing and copying (non self-service)

A4 Black and White	\$0.65	\$0.64	\$0.06	\$0.70	7.69%	N
A4 Colour	\$1.05	\$1.00	\$0.10	\$1.10	4.76%	N
A3 Black and White	\$1.05	\$1.00	\$0.10	\$1.10	4.76%	N
A3 Colour	\$1.80	\$1.68	\$0.17	\$1.85	2.78%	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%	Y
GIPA Processing Fee – regular	\$30.00	\$30.00	\$0.00	\$30.00	0.00%	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%	Y
GIPA Processing Fee – special benefit to the public	\$15.00	\$15.00	\$0.00	\$15.00	0.00%	Y
Applies if the information sought has been made publicly available before						
GIPA Advance Deposit	50% of total Processing Fee					Y
GIPA Internal Review	\$40.00	\$40.00	\$0.00	\$40.00	0.00%	Y

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Council Chamber/Office Room Hire

Hire of Meeting Rooms and Facilities

Council Chambers	\$220.00	\$205.00	\$20.50	\$225.50	2.50%	N
Non local groups – includes video, TV, whiteboard, kitchen facilities and complimentary tea and coffee						
Kitchen facilities	\$0.05	\$0.09	\$0.01	\$0.10	100.00%	N
Tea and coffee provided (excluding service)	\$8.50	\$0.00	\$0.00	\$0.00	-100.00%	N

Other Miscellaneous Fees and Charges

Sale of document copies

Development Control Plan	\$26.50	\$27.50	\$0.00	\$27.50	3.77%	N
Local Environment Plan (LEP)	\$37.00	\$38.00	\$0.00	\$38.00	2.70%	N
State of Environment Report	\$12.00	\$12.50	\$0.00	\$12.50	4.17%	N

Name	Year 19/20 Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	S
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Financial Services

General Income

Rate/Valuation Enquiries

Written/complex response to a rating or valuation enquiry	By quotation, charged at \$52.00 per hour excl GST Min. Fee: \$52.00					N
	Last YR Fee By quotation, charged at \$55.00 per hour Min. Fee: \$50.00					

Copy of rate notice	\$17.40	\$17.80	\$0.00	\$17.80	2.30%	N
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Miscellaneous Fees

Section 603 Certificates	\$85.00	\$85.00	\$0.00	\$85.00	0.00%	Y
Set by Department of Local Government.						
Dishonoured Cheque Fee	\$41.00	\$42.00	\$0.00	\$42.00	2.44%	N
Refund Fee	\$10.20	\$9.45	\$0.95	\$10.40	1.96%	N

Index of all fees

Other

\$1,000,001-\$10,000,000	[Development Applications – Building Works – Based on cost of works]	32
\$1,000,001-\$10,000,000	[All other Development Work – EPA R. c.257]	34
\$1,000,001-\$10,000,000	[All other requests for modifications, based on estimated construction costs]	35
\$10,001-\$100,000	[Engineering Plans Checking (design and construction) – based on cost of work]	36
\$100,001-\$1,000,000	[Review of Determination per s, 82B, EPA Regulations (Rejection) – c.257A]	34
\$100,001-\$250,000	[Complying Development Certificates – Fees based on construction cost]	31
\$100,001-\$250,000	[Construction Certificates]	37
\$250,001-\$500,000	[Development Applications – Building Works – Based on cost of works]	31
\$250,001-\$500,000	[All other Development Work – EPA R. c.257]	34
\$250,001-\$500,000 (c. 258)	[All other requests for modifications, based on estimated construction costs]	35
\$5,001-\$100,000	[Complying Development Certificates – Fees based on construction cost]	31
\$5,001-\$100,000	[Construction Certificates]	37
\$5,001-\$250,000	[All other Development Work – EPA R. c.257]	34
\$5,001-\$250,000	[All other requests for modifications, based on estimated construction costs]	35
\$5,001-\$50,000	[Development Applications – Building Works – Based on cost of works]	31
\$50,001-\$250,000	[Development Applications – Building Works – Based on cost of works]	31
\$500,001-\$1,000,000	[Development Applications – Building Works – Based on cost of works]	31
\$500,001-\$1,000,000	[All other Development Work – EPA R. c.257]	34
\$500,001-\$1,000,000	[All other requests for modifications, based on estimated construction costs]	35

0

0-15 km	[Client Contributions – Individual return transport]	30
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1

1 seater	[Lounges]	15
101-150 km	[Client Contributions – Individual return transport]	30
140L Wheelie Bin	[Waste Product Sales]	13
151-200 km	[Client Contributions – Individual return transport]	30
16-50 km	[Client Contributions – Individual return transport]	30

2

2 seater	[Lounges]	15
201-250 km	[Client Contributions – Individual return transport]	30
240L Wheelie Bin	[Waste Product Sales]	13
251-300 km	[Client Contributions – Individual return transport]	30
2nd inspection if 1st failed (no 3rd inspection fee)	[Swimming Pools]	40

Fee Name	Parent	Page
3		
3 seater	[Lounges]	15
4		
4X4	[Tyres]	16
5		
5 Hill Street, Uralla	[Uralla Pre-School *]	22
51-100 km	[Client Contributions – Individual return transport]	30
9		
96(1) – Minor Error/Discrepancy	[Modification of Consent at Applicants Request – c.258]	34
96(1A) + 96AA(1) – Modification of minor environmental impact	[Modification of Consent at Applicants Request – c.258]	34
A		
A3 Black and White	[Photocopies and Printing (self-service)]	19
A3 Black and White	[Printing and copying (non self-service)]	45
A3 Colour	[Photocopies and Printing (self-service)]	20
A3 Colour	[Printing and copying (non self-service)]	45
A4 (Black and White)	[Photocopies and Printing (non self-service)]	20
A4 (Colour)	[Photocopies and Printing (non self-service)]	20
A4 Black and White	[Photocopies and Printing (self-service)]	19
A4 Black and White	[Printing and copying (non self-service)]	45
A4 Colour	[Photocopies and Printing (self-service)]	19
A4 Colour	[Printing and copying (non self-service)]	45
Above \$100,000	[Engineering Plans Checking (design and construction) – based on cost of work]	36
Access Bus (Uralla/ Invergowrie/ Armidale)	[Client Contributions – Group return transport]	30
Access Community	[NDIS]	28
Accommodation Entry Bond	[Bond]	28
Accommodation Entry Bond – further detail	[Bond]	28
Additional kerbside general waste service (secondary service residential & commercial)	[Domestic Waste Management]	13
Additional kerbside recycling service (secondary service residential & commercial)	[Domestic Waste Management]	13
Additional lines on plaque	[Uralla and Bundarra Niche Wall and Uralla Niche Garden]	21
Additional persons	[Bundarra Caravan Park]	24
Additional persons >2	[Queen Street Uralla Caravan Park]	22
Additional Signs	[Development Application]	32
Adjoining owner charges (in conjunction with works program)	[Kerb and Guttering]	11

Fee Name

Parent

Page

A [continued]

Administration (Private Clients) – Monthly	[Private Clients]	26
Administration fee for non-inspected systems	[Onsite Sewerage Management Systems]	41
Advertisement/Advertising Structure Inspection	[General]	40
Advertising Signs (c.250)	[Development Application]	32
Affiliated Centre Tenants	[Large Group Room]	23
Affiliated Centre Tenants	[Small Group Room]	23
All breakages will be charged at replacement cost	[Kitchen (large room only)]	23
All groups: Including crockery and cutlery	[Kitchen (large room only)]	23
All other white goods	[Appliances]	16
All premises	[Building Line Variation]	36
Allied Health	[Commonwealth Home Support Programme]	27
Alma Park: Connect power to bandstand	[Casual Hiring Fee]	18
Amusement Device	[Section 68 Applications]	38
Animal surrender	[Companion Animal Control – Release/Sale/Surrender]	42
Annual Administration/Registration Fee (includes 1 inspection)	[Food Premises]	40
Annual kerbside service – Commercial 140 ltr bin	[Commercial Recycling]	13
Annual kerbside service – Commercial 240 ltr bin	[Commercial Recycling]	13
Annual kerbside service, red and yellow bin	[Domestic Waste Management]	13
Asbestos – asbestos bag including disposal cost, maximum 0.5 m3	[Asbestos]	17
Auction Sales, markets and similar uses	[Bundarra School of Arts Hall]	24

B

Balls/weddings (includes kitchen hire)	[Bundarra School of Arts Hall]	24
Binders and covers (DCP)	[Certificates]	42
Booking	[Private Parties/ Commercial Functions]	23
Books of 10 – Adult	[Admittance Fees]	18
Books of 10 – Child	[Admittance Fees]	18
Books of 20 – Adult	[Admittance Fees]	18
Books of 20 – Child	[Admittance Fees]	18
Books of 50 – Adult	[Admittance Fees]	18
Books of 50 – Child	[Admittance Fees]	19
Building Certificates – building up to 200m2	[Commercial]	38
Building Certificates – Fee for 201-2,000m2	[Commercial]	38
Building Certificates – Fee for greater than 2,001m2	[Commercial]	38
Building Specifications	[Miscellaneous Administrative Application Fees]	32
Bulk waste/ large commercial	[Commercial Waste]	14
Bulk water sales	[Water Sales]	8

C

Canteen hire (two available) #	[Field Hire]	18
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Fee Name

Parent

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C [continued]

URALLA SHIRE COUNCIL DRAFT DELIVERY PROGRAM 2017-2022 AND OPERATIONAL PLAN 2020-2021	Canteen hire bond (for non-regular user groups and for those outside of Uralla Shire area)	[Field Hire]	18
	Car	[Tyres]	16
	Car/sedan/wagon/4X4 domestic	[Residential Waste]	14
	Car/sedan/wagon/4X4 domestic	[Clean brick, Concrete, Tile]	15
	Caravan Park/camping ground	[Section 68 Applications]	38
	Care Management HCP Level 1 – Fortnightly	[HCP Clients]	25
	Care Management HCP Level 2 – Fortnightly	[HCP Clients]	25
	Care Management HCP Level 3 – Fortnightly	[HCP Clients]	25
	Care Management HCP Level 4 – Fortnightly	[HCP Clients]	25
	Care with active sleepover (Sleepover with Active Care) – HCP	[HCP Clients]	25
	Care with active sleepover (Sleepover with Active Care) – Private Clients	[Private Clients]	27
	Case Management (Private clients) – Monthly	[Private Clients]	26
	CD Rom of Council LEP, DCP or related Planning/Development Policy	[Certificates]	41
	Certified copy of an Environmental Planning Instrument/related document per s.150(2) EPA Act	[Certificates]	41
	Certified Copy of Document, map or plan as per s, 150(2) (R.c.262)	[Miscellaneous Administrative Application Fees]	32
	Chairs	[External Equipment Hire]	24
	Charge 1 (local library search)	[Inter-Library Loan Fee]	19
	Charge 2 (Library Lending Charge)	[Inter-Library Loan Fee]	19
	Charges by Plant Item	[Plant Hire Charges]	11
	Civil Engineering Works	[Civil Engineering Works]	12
	Clean Fill for use on cell walls, all volumes	[Certified ENM and VENM]	17
	Cleaning bond (refundable)	[Private Parties/ Commercial Functions]	23
	Cleaning bond (refundable)	[Bundarra School of Arts Hall]	24
	Cleaning bond (refundable)	[External Equipment Hire]	24
	Collection Fee	[Green Waste Kerbside Collection Fee – Uralla Township]	13
	Commercial	[Uncontaminated garden and wood waste]	14
	Commercial	[Clean brick, Concrete, Tile]	15
	Commercial event bin charge (per bin)	[Commercial Recycling]	13
	Commercial Groups	[Small Group Room]	23
	Commercial sewer access charge	[Access and Supply]	9
	Commercial Users	[Large Group Room]	23
	Commercial waste fee	[Commercial Waste]	14
	Community event bin charge (per bin)	[Commercial Recycling]	13
	Community land	[Section 68 Applications]	37
	Community transport – other	[Other Services]	30
139	Confirmation of Development Information (Interpreting LEP, existing use rights, housing entitlements, file search)	[Certificates]	41

Fee Name

Parent

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C [continued]

Cooling Tower Inspection (microbial Control)	[General]	40
Copy of Drainage Plan	[Drainage Fees]	10
Copy of rate notice	[Rate/Valuation Enquiries]	47
Cot mattresses or any stripped mattresses	[Mattresses]	15
Council Chambers	[Hire of Meeting Rooms and Facilities]	46
Council required to clear vegetation to gain access to a meter, at cost charge	[Other Costs]	9
Council required to return to property to read meter (e.g. where meter access is denied by locked yards/gates etc)	[Other Costs]	9

D

DA fee plus fee for each \$1,000 above \$100,000	[Staged Development]	36
Daily Charge, Sustenance	[Companion Animal Control – Release/Sale/Surrender]	42
Damages to garden or growing crop	[Other Animal Fees]	43
Day Respite	[Respite]	29
Delivery – beyond 15 km from Uralla or Bundarra, maximum 30 km	[Waste Product Sales]	14
Delivery – Uralla & Bundarra town area (within 5 km)	[Waste Product Sales]	14
Delivery – Uralla and Bundarra 5-15 km	[Waste Product Sales]	14
Deposit for anti-barking collar (Citronella)	[Dog Control – Training Aids]	43
Desexed	[Companion Animal 1998 – registrations (cats and dogs)]	42
Desexed purchased pound/shelter	[Companion Animal 1998 – registrations (cats and dogs)]	42
Designated Development – Standard DA Fees plus additional fee(c.251)	[Development Application]	32
Designated development requiring advertising	[Development Application]	32
Development consent, complying development consent or construction certificate consent was required and not obtained	[Additional fee where applicant /owner erected the building and:]	39
Development Control Plan	[Sale of document copies]	46
Development not involving the erection of a building, the carrying out of a work, or the subdivision of land or demolition	[Development Application]	32
Dinner	[Visitor Meals]	29
Dishonoured Cheque Fee	[Miscellaneous Fees]	47
Documents <10 pages	[Certificates]	42
Documents >51 pages	[Certificates]	42
Documents 10-30 pages	[Certificates]	42
Documents 31-50 pages	[Certificates]	42
Domestic Assistance	[Commonwealth Home Support Programme]	27
Domestic Assistance – Mon to Fri 6am to 6pm (HCP clients)	[HCP Clients]	25
Domestic Assistance – Mon to Fri 6am to 6pm (Private clients)	[Private Clients]	26
Domestic Assistance – Public holiday (HCP clients)	[HCP Clients]	25
Domestic Assistance – Public holiday (Private clients)	[Private Clients]	26

Fee Name

Parent

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D [continued]

Domestic Assistance – Sat (HCP clients)	[HCP Clients]	25
Domestic Assistance – Sat (Private clients)	[Private Clients]	26
Domestic Assistance – Sun (HCP clients)	[HCP Clients]	25
Domestic Assistance – Sun (Private clients)	[Private Clients]	26
Domestic oil or solid fuel heating appliance, other than a portable appliance	[Section 68 Applications]	38
Double Dwelling <\$100,000	[Mattresses]	15
	[Review of Determination per s, 82A, EPA Regulations c.257]	33

E

Each additional copy	[Miscellaneous Administrative Application Fees]	32
Earth mover, large, greater than 1.5 m	[Tyres]	17
Earth mover, medium, 1 m-1.5 m	[Tyres]	17
Earth mover, small – up to 1 m	[Tyres]	16
Entire Animal (not desexed)	[Companion Animal 1998 – registrations (cats and dogs)]	42
Erection of dwelling costing less than \$100,000 (c.247)	[Development Application]	32
Essential Services (Fire Safety) Certificate Registration and Administration	[General]	40
Exemption	[Swimming Pools]	40
Extra large tractor tyre, > 2.8 m	[Tyres]	16

F

Family presence at interment after hours	[Uralla and Bundarra Niche Wall and Uralla Niche Garden]	21
Fax Transmission	[Telephone Calls]	29
Fee	[Sorted Recycling]	14
Fee	[Contaminated Garden and Wood Waste]	14
Fee	[Asbestos]	17
Fee	[Designated Development]	35
Fee	[Advertised Development (c.252)]	35
Fee	[Prohibited Development]	35
Fee	[Other Notice Required]	36
Fee	[Privately Certified Certificate Registration (c.263)]	36
Fee	[Domestic – Includes Initial inspection]	38
Fee	[Building Certificate – additional inspections (if required)]	38
Fee	[Copy of Building Certificate (c.261)]	39
Fee for advertising	[Other Animal Fees]	44
Fee for sale of animals	[Other Animal Fees]	44
Fee for serving notices	[Other Animal Fees]	44
Fee for veterinary care	[Other Animal Fees]	44
Fee to be forwarded to Integrated Authority	[Integrated Development (c.252A/253)]	35

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Fee Name

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F [continued]

Fee to be forwarded to Integrated Authority	[Integrated Development (c.252A/253)]	35
First Release	[Companion Animal Control – Release/Sale/Surrender]	42
For cost of work >\$50,000 for each \$1,000	[Planning Reform Fee]	33
Fork lift tyre, large greater than 18"	[Tyres]	16
Fork lift tyre, medium 12"-18"	[Tyres]	16
Fork lift tyre, small up to 12"	[Tyres]	16
Fridges, freezers & air-conditioning units containing CFCs	[Appliances]	16
From Uralla Doctors Surgery or Foot Clinic	[Transport Residents]	29

G

General Hall Hire <50	[Bundarra School of Arts Hall]	23
General Hall Hire >50	[Bundarra School of Arts Hall]	23
GIPA Advance Deposit	[Public Access Act (GIPA) Income]	45
GIPA Application Fee	[Public Access Act (GIPA) Income]	45
GIPA Internal Review	[Public Access Act (GIPA) Income]	45
GIPA Processing Fee – hardship (Pensioner Concession card issued by the Commonwealth that is in force; or an enrolled full-time student; or a not-for-profit organisation)	[Public Access Act (GIPA) Income]	45
GIPA Processing Fee – regular	[Public Access Act (GIPA) Income]	45
GIPA Processing Fee – special benefit to the public	[Public Access Act (GIPA) Income]	45
Gold Pan Hire	[Hire]	20
Grader tyre	[Tyres]	16
Grading Plant	[Plant Hire Charges]	12
Gravel – Carlon at Depot	[Sale of sand, gravel and topsoil]	12
Gravel (Granite) at Depot	[Sale of sand, gravel and topsoil]	12
Greater than \$1,000,001	[Review of Determination per s, 82B, EPA Regulations (Rejection) – c.257A]	34
Greater than \$10,000,001	[Development Applications – Building Works – Based on cost of works]	32
Greater than \$10,000,001	[All other Development Work – EPA R. c.257]	34
Greater than \$10,000,001	[All other requests for modifications, based on estimated construction costs]	35
Gutter Bridge Construction	[Gutter Bridges]	11

H

Hairdresser/Beauty Salon/Skin Penetration Inspection	[General]	40
Hall Hire (less than 2 hours)	[Bundarra School of Arts Hall]	23
Hampden Park	[Field Hire]	18
Hire of anti-barking collar (Citronella)	[Dog Control – Training Aids]	43
Hire of Council Equipment – Bond 5% of replacement value	[General Services]	11
Hire of Council Equipment – other	[General Services]	11
Hire of Trap	[Dog Control – Training Aids]	43
Home Care Packages – Client Income Assessed Fee	[HCP Clients]	26

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Fee Name

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H [continued]

Home Care Packages – Exit Fee	[HCP Clients]	26
Home Maintenance	[Commonwealth Home Support Programme]	27
House cleaning	[NDIS]	28
I		
Impounded between 6.00 am-6.00 pm Monday to Friday	[Sheep/Goats]	43
Impounded between 6.00 am-6.00 pm Monday to Friday	[Other Animals]	43
Impounded between 6.00 am-6.00 pm or on any time on Weekends & Public Holidays	[Sheep/Goats]	43
Impounded between 6.00 am-6.00 pm or on any time on Weekends and Public Holidays	[Other Animals]	43
Impounding Costs	[Stock Control – Release Fees]	43
In Home Respite – Mon to Fri 6am to 6pm (HCP clients)	[HCP Clients]	25
In Home Respite – Mon to Fri 6am to 6pm (Private clients)	[Private Clients]	27
In Home Respite – Public Holiday (HCP clients)	[HCP Clients]	25
In Home Respite – Public Holiday (Private clients)	[Private Clients]	27
In Home Respite – Sat (HCP clients)	[HCP Clients]	25
In Home Respite – Sat (Private clients)	[Private Clients]	27
In Home Respite – Sun (HCP clients)	[HCP Clients]	25
In Home Respite – Sun (Private clients)	[Private Clients]	27
Inspection	[Building Inspections (including Compliance and Occupation Certificates)]	38
Inspection	[Swimming Pools]	40
Inspection	[Onsite Sewerage Management Systems]	41
Inspection Fee includes repeat inspection due to non-compliance, change of premises operator and if non compliance based on complaint.	[Food Premises]	40
Inspection of dwelling for relocation	[Building Inspections (including Compliance and Occupation Certificates)]	38
Inspection of Underground Petroleum Storage Systems	[General]	40
Install a manufactured home, moveable dwelling or associated structure	[Section 68 Applications]	37
Installation of new/replacement numbering post	[Rural Addressing]	11
Installation/Removal during service hours (7.30 am-3.00 pm)	[Water Restriction Devices]	9
Interment	[Uralla and Bundarra Lawn Cemeteries]	20
Interment	[Uralla and Bundarra Old Section Cemeteries]	21
Interment in an existing monument	[Uralla and Bundarra Old Section Cemeteries]	21
Interment of Ashes	[Uralla and Bundarra Niche Wall and Uralla Niche Garden]	21
Interment: Saturdays, Sundays and Public Holidays loading	[Uralla and Bundarra Lawn Cemeteries]	20
Interment: Saturdays, Sundays and Public Holidays loading	[Uralla and Bundarra Old Section Cemeteries]	21
Issue of Improvement Notice	[Food Premises]	40
Item Replacement	[Lost, damaged or stolen books]	19

Fee Name

Parent

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K

King	[Mattresses]	15
King Single	[Mattresses]	15
Kitchen facilities	[Hire of Meeting Rooms and Facilities]	46
Kitchen Use Extra <50	[Bundarra School of Arts Hall]	23
Kitchen Use Extra >50	[Bundarra School of Arts Hall]	24

L

Large Animals – e.g. horses, cattle	[Dead Animals]	16
Large tractor tyre, 2 m-2.8 m	[Tyres]	16
Late fee permit not paid 28 days after permit required	[Companion Animals Regulation 2018]	44
LEP full size colour map sheet	[Certificates]	42
Less than \$10,000	[Engineering Plans Checking (design and construction) – based on cost of work]	36
Less than \$100,000	[Review of Determination per s, 82B, EPA Regulations (Rejection) – c.257A]	34
Less than \$5,000	[All other Development Work – EPA R. c.257]	34
Less than \$5,000	[All other requests for modifications, based on estimated construction costs]	34
Less than \$5000	[Development Applications – Building Works – Based on cost of works]	31
License/Approval Fee	[Street Vendors]	40
Light Industry/Industry	[Landscaping Bonds]	11
Light truck	[Tyres]	16
Local	[Telephone Calls]	29
Local Community Groups – Full Day	[Large Group Room]	22
Local Community Groups – Full Day	[Small Group Room]	23
Local Community Groups – Half Day	[Large Group Room]	22
Local Community Groups – Half Day	[Small Group Room]	23
Local Environment Plan (LEP)	[Sale of document copies]	46
Long Service Levy fee for cost of works > \$25,000	[Long Service Levy]	37
Lost membership card replacement	[Library Fees]	19
Lunch	[Visitor Meals]	29

M

Management of waste	[Section 68 Applications]	37
Manual Collection bi-weekly – Cardboard Only	[Commercial Recycling]	13
Manual Collection Weekly – Cardboard Only	[Commercial Recycling]	13
Medium animals – e.g. goats, sheep, pigs	[Dead Animals]	16
Medium tractor tyre, 1 m-1.9 m	[Tyres]	16
Minor changes to existing OSSM system or scheduled inspection	[Section 68 Applications]	37
Modification to consent requiring advertisement per s96(2) or 96AA(1) EPA Act	[All other requests for modifications, based on estimated construction costs]	35
Motorcycle	[Tyres]	16

Fee Name

Parent

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M [continued]

Multiple copies of Certificates	[Development Certificates]	41
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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]	34
Non NTCRS e-waste	[E-Waste]	15
Non Standard Resident	[Daily Fees]	29
Non-Pensioner	[Respite]	29
Not involving building work	[Review of Determination per s, 82A, EPA Regulations c.257]	33
NTCRS eligible e-waste	[E-Waste]	15

O

Office 1	[Tablelands Community Support Options – TCS]	22
Office 2	[Tablelands Community Support Options – TCS]	22
On-site Waste Water management system	[Section 68 Applications]	37
Original fee was greater than \$101.00	[Other modifications per s.96(2) or 96AA(1) not of minor environmental impact]	34
Original fee was less than \$100.00 (c.258)	[Other modifications per s.96(2) or 96AA(1) not of minor environmental impact]	34
Other (private) works	[General Services]	11
Other animals	[Sustenance Costs]	43
Other copy of Council LEP, DCP or related Planning/Development Policy	[Certificates]	41
Over \$250,000	[Complying Development Certificates – Fees based on construction cost]	31
Over \$250,000	[Construction Certificates]	37
Overnight Respite – HCP	[HCP Clients]	25
Overnight Respite – Private Clients	[Private Clients]	27

P

Package Management HCP Level 1 – Fortnightly	[HCP Clients]	25
Package Management HCP Level 2 – Fortnightly	[HCP Clients]	25
Package Management HCP Level 3 – Fortnightly	[HCP Clients]	25
Package Management HCP Level 4 – Fortnightly	[HCP Clients]	25
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:]	39
Pensioner	[Respite]	29
Pensioner	[Companion Animal 1998 – registrations (cats and dogs)]	42
Per application	[Building Entitlement Confirmation Fee]	32
Per Unit	[Hill Street Uralla *]	21
Permanents with metered site	[Longer stays (7 nights for 6)]	22

Fee Name

Parent

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P [continued]

URALLA SHIRE COUNCIL DRAFT DELIVERY PROGRAM 2017-2022 AND OPERATIONAL PLAN 2020-2021

Permission to carry out work at existing grave, includes monument erection and inspection	
Permit fee for dangerous/ restricted dog	
Permit fee for undesexed cat	
Personal care	
Personal Care – Mon to Fri 6am to 6pm (HCP clients)	
Personal Care – Mon to Fri 6am to 6pm (Private clients)	
Personal Care – Public Holiday (HCP clients)	
Personal Care – Public Holiday (Private clients)	
Personal Care – Sat (HCP clients)	
Personal Care – Sat (Private clients)	
Personal Care – Sun (HCP clients)	
Personal Care – Sun (Private clients)	
Phased Resident	
Placement of ashes	
Plan Management	
Planning proposal application	
Plus fee for any consent required notice pursuant to SEPP 65 (c.258)	
Plus fee for each \$1,000 above \$10,000 to \$100,000	
Plus fee for required Notice under s.82A EPA Regulations	
Plus fee per additional lot created	
Plus fee per additional lot created	
Plus fee per additional lot created	
Power for metered site	
Powered site for up to 2 persons	
Powered site for up to 2 persons	
Private works (not in conjunction with works program)	
Processed sludges from water and sewer	
Processing commenced	
Processing Fee	
Processing Fee	
Processing largely completed	
Processing not commenced	
Protected Resident	
Provide junction to main on property, up to 4 m	
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2017-2022 DELIVERY PROGRAM AND 2020-2021 OPERATIONAL PLAN