

Uralla Shire Council

ANNUAL FINANCIAL STATEMENTS
for the year ended 30 June 2025



Uralla Shire Council

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2025



Uralla Shire Council

General Purpose Financial Statements

for the year ended 30 June 2025

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Overview

Uralla Shire Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

32 Salisbury Street
Uralla NSW 2358

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.uralla.nsw.gov.au.

Uralla Shire Council

General Purpose Financial Statements for the year ended 30 June 2025

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993*

The attached general purpose financial statements have been prepared in accordance with:

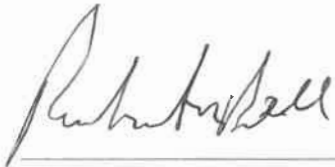
- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards issued by the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 23 September 2025.



Robert Bell
Mayor
23 September 2025



Tom O'Connor
Deputy Mayor
23 September 2025



Toni Averay
General Manager
23 September 2025



Mustaq Ahammed
Responsible Accounting Officer
23 September 2025

Uralla Shire Council

Income Statement

for the year ended 30 June 2025

Original unaudited budget 2025	\$ '000	Notes	Actual 2025	Actual 2024
	Income from continuing operations			
8,436	Rates and annual charges	B2-1	8,433	8,015
5,842	User charges and fees	B2-2	5,739	5,484
879	Other revenues	B2-3	1,060	724
9,968	Grants and contributions provided for operating purposes	B2-4	9,163	14,119
5,450	Grants and contributions provided for capital purposes	B2-4	1,877	3,557
777	Interest and investment income	B2-5	1,495	1,296
31,352	Total income from continuing operations		27,767	33,195
	Expenses from continuing operations			
12,913	Employee benefits and on-costs	B3-1	13,653	12,249
7,421	Materials and services	B3-2	9,006	7,402
129	Borrowing costs	B3-3	298	283
836	Other expenses	B3-5	789	595
—	Net loss from the disposal of assets	B4-1	1,931	1,903
21,299	Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets		25,677	22,432
10,053	Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets		2,090	10,763
6,349	Depreciation, amortisation and impairment of non-financial assets	B3-4	7,430	6,509
3,704	Operating result from continuing operations		(5,340)	4,254
3,704	Net operating result for the year attributable to Council		(5,340)	4,254
(1,745)	Net operating result for the year before grants and contributions provided for capital purposes		(7,217)	697

The above Income Statement should be read in conjunction with the accompanying notes.

Uralla Shire Council

Statement of Comprehensive Income

for the year ended 30 June 2025

\$ '000	Notes	2025	2024
Net operating result for the year – from Income Statement		(5,340)	4,254
Other comprehensive income:			
Amounts which will not be reclassified subsequent to operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-7	44,965	14,460
Impairment (loss) reversal / (revaluation decrement) relating to infrastructure, property, plant and equipment	C1-7	–	(1,694)
Total items which will not be reclassified subsequent to operating result		44,965	12,766
Total other comprehensive income for the year		44,965	12,766
Total comprehensive income for the year attributable to Council		39,625	17,020

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Uralla Shire Council

Statement of Financial Position

as at 30 June 2025

\$ '000	Notes	2025	2024
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	3,732	6,201
Investments	C1-2	24,550	21,250
Receivables	C1-4	3,440	3,439
Inventories	C1-5	257	114
Contract assets and contract cost assets	C1-6	1,318	2,861
Other	C1-8	69	168
Total current assets		33,366	34,033
Non-current assets			
Infrastructure, property, plant and equipment (IPPE)	C1-7	346,072	305,196
Right of use assets	C2-1	106	128
Total non-current assets		346,178	305,324
Total assets		379,544	339,357
LIABILITIES			
Current liabilities			
Payables	C3-1	8,305	6,401
Contract liabilities	C3-2	2,863	3,924
Lease liabilities	C2-1	21	20
Borrowings	C3-3	131	169
Employee benefit provisions	C3-4	2,331	2,452
Total current liabilities		13,651	12,966
Non-current liabilities			
Lease liabilities	C2-1	101	122
Borrowings	C3-3	1,025	1,154
Employee benefit provisions	C3-4	115	76
Provisions	C3-5	4,716	4,728
Total non-current liabilities		5,957	6,080
Total liabilities		19,608	19,046
Net assets		359,936	320,311
EQUITY			
Accumulated surplus	C4-1	88,101	93,441
IPPE revaluation surplus	C4-1	271,835	226,870
Council equity interest		359,936	320,311
Total equity		359,936	320,311

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Uralla Shire Council

Statement of Changes in Equity

for the year ended 30 June 2025

\$ '000	Notes	2025			2024		
		Accumulated surplus	IPPE revaluation surplus	Total equity	Accumulated surplus	IPPE revaluation surplus	Total equity
Opening balance at 1 July		93,441	226,870	320,311	89,187	214,104	303,291
Net operating result for the year		(5,340)	–	(5,340)	4,254	–	4,254
Net operating result for the period		(5,340)	–	(5,340)	4,254	–	4,254
Other comprehensive income							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-7	–	44,965	44,965	–	14,460	14,460
– Impairment (loss) reversal relating to IPP&E	C1-7	–	–	–	–	(1,694)	(1,694)
Other comprehensive income		–	44,965	44,965	–	12,766	12,766
Total comprehensive income		(5,340)	44,965	39,625	4,254	12,766	17,020
Closing balance at 30 June		88,101	271,835	359,936	93,441	226,870	320,311

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

for the year ended 30 June 2025

Original unaudited budget 2025	\$ '000	Notes	Actual 2025	Actual 2024
Cash flows from operating activities				
Receipts:				
8,436	Rates and annual charges		8,665	7,736
5,842	User charges and fees		5,662	5,505
777	Interest received		1,446	1,006
15,418	Grants and contributions		11,838	16,408
–	Bonds, deposits and retentions received		3	–
879	Other		1,948	2,555
Payments:				
(12,913)	Payments to employees		(13,706)	(12,299)
(7,421)	Payments for materials and services		(9,531)	(8,568)
(129)	Borrowing costs		(102)	(105)
–	Bonds, deposits and retentions refunded		–	(2)
(836)	Other		(730)	(1,145)
10,053	Net cash flows from operating activities	G1-1	5,493	11,091
Cash flows from investing activities				
Receipts:				
–	Sale of investments		21,250	20,765
–	Proceeds from sale of IPPE		327	325
–	Proceeds from retirement home contributions		2,700	1,750
Payments:				
–	Purchase of investments		(24,550)	(21,950)
(12,357)	Payments for IPPE		(5,577)	(8,071)
–	Repayment of retirement home contributions		(1,925)	(1,050)
(12,357)	Net cash flows from investing activities		(7,775)	(8,231)
Cash flows from financing activities				
Receipts:				
450	Proceeds from borrowings		–	–
Payments:				
(259)	Repayment of borrowings		(167)	(184)
–	Principal component of lease payments		(20)	(18)
191	Net cash flows from financing activities		(187)	(202)
(2,113)	Net change in cash and cash equivalents		(2,469)	2,658
27,451	Cash and cash equivalents at beginning of year		6,201	3,543
25,338	Cash and cash equivalents at end of year	C1-1	3,732	6,201
–	plus: Investments on hand at end of year	C1-2	24,550	21,250
25,338	Total cash, cash equivalents and investments		28,282	27,451

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

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Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 23 September 2025. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The material accounting policy information related to these consolidated financial statements are set out below. Accounting policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993* (Act) and *Local Government (General) Regulation 2021* (Regulation), and the Local Government Code of Accounting Practice and Financial Reporting. Council is a not-for-profit entity. The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment and investment property.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- i. estimated fair values of infrastructure, property, plant and equipment – refer Note C1-7
- ii. estimated tip remediation provisions – refer Note C3-5
- iii. employee benefit provisions – refer Note C3-4.

Significant judgements in applying the Council's accounting policies

- i. Impairment of receivables – refer Note C1-4.
- ii. Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.
- iii. Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Cash and other assets of the following entities or activities have been included as part of the Consolidated Fund:

- General purpose operations
- Water service
- Sewerage service

Notes to the Financial Statements

for the year ended 30 June 2025

A1-1 Basis of preparation (continued)

- McMaugh Gardens Aged Care Centre

The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge.

Volunteer services

Council uses volunteers in a number of its activities including at the Visitor Information Centre, McMaugh Gardens and Tablelands Community Transport. These services are not considered material and have therefore not been recognised in the income statement.

New accounting standards and interpretations issued but not yet effective

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council has not applied any pronouncements before its operative date in the annual reporting period beginning 1 July 2024.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

New accounting standards adopted during the year

During the year Council adopted all standards which were mandatorily effective for the first time at 30 June 2025.

The following new standard is effective for the first time at 30 June 2025:

- AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*.

Based on analysis of existing fair value methodology, the new standard will not have significant impact on the council's reported financial position.

- AASB 2020-1 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current*
- AASB 2020-6 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date*
- AASB 2022-6 *Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants*

Based on analysis of existing loans and other financial liabilities, the new standards will not have significant impact on the council's reported position or performance.

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

B Financial Performance

B1 Functions or activities

B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Functions or activities										
Our Society	9,122	9,659	11,102	10,196	(1,980)	(537)	5,064	5,677	27,717	28,817
Our Economy	4,885	9,034	10,786	10,365	(5,901)	(1,331)	3,939	8,474	283,882	244,547
Our Environment	6,354	6,594	8,882	6,605	(2,528)	(11)	425	1,097	55,410	55,532
Our Leadership	7,406	7,908	2,337	1,775	5,069	6,133	1,612	2,428	12,535	10,461
Total functions and activities	27,767	33,195	33,107	28,941	(5,340)	4,254	11,040	17,676	379,544	339,357

Notes to the Financial Statements

for the year ended 30 June 2025

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Our Society

Includes public libraries; sporting grounds and venues; swimming pools; parks; gardens; other sporting, recreational and cultural services; public cemeteries; public conveniences; other community amenities, aged person facilities, services for disabled persons, migrants and Indigenous persons; youth services. Includes Council's RFS and emergency services costs, fire protection, emergency services, enforcement of regulations and animal control.

Our Economy

Includes community centres and halls, including public halls; building control; quarries and pits; urban local, urban regional, sealed and unsealed roads, bridges, footpaths and parking areas; street cleaning; tourism and area promotion; industrial development promotion; real estate development; street lighting and town planning.

Our Environment

Includes noxious plants and insect/vermin control; other environmental protection; solid waste management, including domestic waste; other waste management; water and sewer services; other sanitation; drainage and stormwater management.

Our Leadership

Includes costs relating to Council's role as a component of democratic government, including elections, members' fees and expenses, subscriptions to local authority associations, meetings of Council and policymaking committees, public disclosure (e.g. GIPA), and legislative compliance. Also includes all administrative costs such as finance, human resources, information technology, governance and customer support.

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

B2 Sources of income

B2-1 Rates and annual charges

\$ '000	2025	2024
Ordinary rates		
Residential	1,643	1,581
Farmland	2,814	2,693
Business	103	98
Less: pensioner rebates (mandatory)	(84)	(85)
Rates levied to ratepayers	4,476	4,287
Pensioner rate subsidies received	46	48
Total ordinary rates	4,522	4,335
Annual charges (pursuant to s496, 496A, 496B, 501 & 611)		
Domestic waste management services	882	829
Stormwater management services	33	33
Water supply services	690	655
Sewerage services	1,106	1,044
Waste management services (non-domestic)	111	86
Environmental	1,131	1,075
Less: pensioner rebates (mandatory)	(94)	(96)
Annual charges levied	3,859	3,626
Pensioner annual charges subsidies received:		
– Water	15	16
– Sewerage	14	14
– Domestic waste management	23	24
Total annual charges	3,911	3,680
Total rates and annual charges	8,433	8,015

Council has used 2024 year valuations provided by the NSW Valuer General in calculating its rates.

Material accounting policy information

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

B2-2 User charges and fees

\$ '000	2025	2024
User charges		
Water supply services	960	909
Sewerage services	48	51
Waste management services (non-domestic)	234	239
Other	2	–
Total user charges	1,244	1,199
Fees		
Inspection services	46	50
Private works – section 67	17	4
Regulatory/ statutory fees	1	1
Registration fees	7	5
Section 10.7 certificates (EP&A Act)	24	19
Section 603 certificates	16	13
Town planning	148	121
Aged care	1,136	1,143
Caravan park	169	135
Cemeteries	43	58
Community centres	6	7
Sundry sales	64	65
Swimming centres	22	22
Tourism	–	3
Waste disposal tipping fees	219	161
Water and sewer connection fees	41	56
Scrap metal sales	130	37
Tablelands community support options – client contributions	121	88
Tablelands community support options – contract service fees	2,252	2,228
Tablelands community transport	29	67
Other	4	2
Total fees	4,495	4,285
Total user charges and fees	5,739	5,484
Timing of revenue recognition for user charges and fees		
User charges and fees recognised over time	4,632	3,239
User charges and fees recognised at a point in time	1,107	2,245
Total user charges and fees	5,739	5,484

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

B2-2 User charges and fees (continued)

Material accounting policy information

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as caravan parks, the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged, the fee is recognised on a straight-line basis over the expected life of the membership.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

B2-3 Other revenues

\$ '000	2025	2024
Rental income	116	112
Fines	7	2
Legal fees recovery – rates and charges (extra charges)	11	–
Commissions and agency fees	1	7
Diesel rebate	288	74
Insurance claims recoveries	204	398
Recycling income (non-domestic)	23	28
Sales – general	30	41
Donations received	3	3
Other reimbursements	364	47
Other sundry income	12	7
Staff FBT contributions	1	5
Total other revenue	1,060	724

Timing of revenue recognition for other revenue

Other revenue recognised at a point in time	1,060	724
Total other revenue	1,060	724

Material accounting policy information for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

B2-4 Grants and contributions

\$ '000	Operating 2025	Operating 2024	Capital 2025	Capital 2024
General purpose grants and non-developer contributions (untied)				
General purpose (untied)				
Current year allocation				
Financial assistance – general component	374	147	–	–
Financial assistance – local roads component	189	49	–	–
Payment in advance - future year allocation				
Financial assistance – general component	1,236	1,990	–	–
Financial assistance – local roads component	644	1,038	–	–
Amount recognised as income during current year	2,443	3,224	–	–
Special purpose grants and non-developer contributions (tied)				
Cash contributions				
Transport (other roads and bridges funding)	–	2,566	1,319	2,383
Local Government Recovery Grant	–	1,000	–	–
Transport for NSW contributions (regional roads, block grant)	1,095	1,178	–	15
Transport (roads to recovery)	–	751	–	–
Recreation and culture	27	125	246	612
Regional housing strategy	250	–	–	–
Water supplies	325	549	–	39
Library	79	92	–	–
Environmental programs	99	60	–	–
Bushfire Local Economic Recovery Fund	–	–	317	258
McMaugh gardens aged care – subsidies	4,178	4,028	–	–
Tablelands community transport – subsidies	539	438	–	–
Other specific grants	40	28	–	–
Stronger Country Communities Fund - refund	–	–	(5)	–
Total special purpose grants and non-developer contributions – cash	6,632	10,815	1,877	3,307

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

B2-4 Grants and contributions (continued)

\$ '000	Operating 2025	Operating 2024	Capital 2025	Capital 2024
Non-cash contributions				
Bushfire services	–	–	–	250
Total other contributions – non-cash	–	–	–	250
Total special purpose grants and non-developer contributions (tied)	6,632	10,815	1,877	3,557
Total grants and non-developer contributions	9,075	14,039	1,877	3,557
Comprising:				
– Commonwealth funding	2,455	8,006	204	48
– State funding	6,620	6,033	1,673	3,509
	9,075	14,039	1,877	3,557

Developer contributions

\$ '000	Notes	Operating 2025	Operating 2024	Capital 2025	Capital 2024
Developer contributions: (s7.4 & s7.11 - EP&A Act, s64 of the LGA):	G4				
Cash contributions					
S 7.11 – contributions towards amenities/services		28	10	–	–
S 7.12 – fixed development consent levies		60	70	–	–
Total developer contributions – cash		88	80	–	–
Total developer contributions		88	80	–	–
Total contributions		88	80	–	–
Total grants and contributions		9,163	14,119	1,877	3,557
Timing of revenue recognition					
Grants and contributions recognised over time		325	5,672	1,631	627
Grants and contributions recognised at a point in time		8,838	8,447	246	2,930
Total grants and contributions		9,163	14,119	1,877	3,557

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

B2-4 Grants and contributions (continued)

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2025	Operating 2024	Capital 2025	Capital 2024
Unspent grants and contributions				
Unspent funds at 1 July	4,142	760	1,772	3,472
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	731	4,131	28	624
Add: Funds received and not recognised as revenue in the current year	–	11	480	–
Less: Funds recognised as revenue in previous years that have been spent during the reporting year	(979)	(760)	(624)	(60)
Less: Funds received in prior year but revenue recognised and funds spent in current year	–	–	(605)	(2,264)
Unspent funds at 30 June	3,894	4,142	1,051	1,772
Contributions				
Unspent funds at 1 July	1,253	1,115	–	–
Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	151	138	–	–
Less: contributions recognised as revenue in previous years that have been spent during the reporting year	–	–	–	–
Unspent contributions at 30 June	1,404	1,253	–	–

Material accounting policy information

Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement but include achieving milestones associated with constructing an asset or delivering specific outcomes established in an agreement. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

B2-4 Grants and contributions (continued)

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consent Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment income

\$ '000	2025	2024
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	139	109
– Cash and investments	1,356	1,187
Total interest and investment income (losses)	1,495	1,296

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2025	2024
Salaries and wages	11,065	9,474
Employee leave entitlements (ELE)	1,681	1,729
Superannuation – defined contribution plans	1,382	1,119
Superannuation – defined benefit plans	20	33
Workers' compensation insurance	447	591
Fringe benefit tax (FBT)	–	5
Training costs (other than salaries and wages)	135	144
Travel expenses	34	18
Other	–	3
Total employee costs	14,764	13,116
Less: capitalised costs	(1,111)	(867)
Total employee costs expensed	13,653	12,249

Material accounting policy information

Employee benefit expenses are recorded when the service has been provided by the employee.

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in an Industry Defined Benefit Plan under Active Super – Pool B (the Scheme), however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 or more information.

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

B3-2 Materials and services

\$ '000	Notes	2025	2024
Raw materials and consumables		5,118	4,488
Contractor costs		6,979	8,740
Audit Fees	F2-1	104	106
Councillor and Mayoral fees and associated expenses	F1-2	260	133
Advertising		5	7
Bank charges		32	31
Computer software charges		21	16
Electricity and heating		264	268
Insurance		463	414
Postage		34	29
Printing and stationery		52	33
Street lighting		22	35
Subscriptions and publications		157	55
Telephone and communications		84	106
Internet and other communication		173	5
Licences		108	82
Motor vehicle registration fees		62	74
Other expenses		9	10
Volunteer reimbursements		1	2
Legal expenses:			
– Legal expenses: other		32	27
Expenses from short-term leases		15	26
– Legal expenses: debt recovery		24	–
Total materials and services		14,019	14,687
Less: capitalised costs		(5,013)	(7,285)
Total materials and services		9,006	7,402

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

B3-3 Borrowing costs

\$ '000	Notes	2025	2024
(i) Interest bearing liability costs			
Interest on leases		8	5
Interest on loans		93	98
Total interest bearing liability costs		101	103
Total interest bearing liability costs expensed		101	103
(ii) Other borrowing costs			
Amortisation of discounts			
– Remediation liabilities	C3-5	197	180
Total other borrowing costs		197	180
Total borrowing costs expensed		298	283

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2025	2024
Depreciation and amortisation			
Plant and equipment		862	875
Office equipment		20	30
Furniture and fittings		29	35
Infrastructure:	C1-7		
– Buildings – non-specialised		584	539
– Other structures		312	250
– Sealed roads structure		1,909	1,774
– Unsealed roads		784	836
– Bridges		512	486
– Footpaths		56	53
– Stormwater drainage		59	56
– Water supply network		600	580
– Sewerage network		467	444
Right of use assets	C2-1	22	22
Other assets:			
– Other		2	2
Reinstatement, rehabilitation and restoration assets:			
– Tip assets	C1-7	1,212	527
Total gross depreciation and amortisation costs		7,430	6,509
Total depreciation and amortisation costs		7,430	6,509
Impairment / revaluation decrement of IPPE			
Infrastructure:	C1-7		
– Sealed roads structure		–	1,577
– Unsealed roads		–	117
Total gross IPPE impairment / revaluation decrement costs		–	1,694
Amounts taken through revaluation reserve	C1-7	–	(1,694)
Total depreciation, amortisation and impairment for non-financial assets		7,430	6,509

Material accounting policy information

Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore, an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Notes to the Financial Statements

for the year ended 30 June 2025

B3-4 Depreciation, amortisation and impairment of non-financial assets (continued)

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B3-5 Other expenses

\$ '000	Notes	2025	2024
Impairment of receivables			
Other		-	57
Total impairment of receivables	C1-4	-	57
Other			
Donations, contributions and assistance to other organisations (Section 356)		789	538
Total other expenses		789	595

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

B4 Gains or losses

B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

\$ '000	Notes	2025	2024
Gain (or loss) on disposal of property (excl. investment property)			
Less: carrying amount of property assets sold/written off		(285)	(361)
Gain (or loss) on disposal		(285)	(361)
Gain (or loss) on disposal of plant and equipment	C1-7		
Proceeds from disposal – plant and equipment		327	325
Less: carrying amount of plant and equipment assets sold/written off		(271)	(316)
Gain (or loss) on disposal		56	9
Gain (or loss) on disposal of RFS fleet assets	C1-7		
Proceeds from disposal – RFS red fleet		–	–
Less: carrying amount of RFS red fleet written off		(1,132)	–
Gain (or loss) on disposal		(1,132)	–
Gain (or loss) on disposal of infrastructure	C1-7		
Less: carrying amount of infrastructure assets sold/written off		(570)	(1,551)
Gain (or loss) on disposal		(570)	(1,551)
Gain (or loss) on disposal of investments	C1-2		
Proceeds from disposal/redemptions/maturities – investments		21,250	20,765
Less: carrying amount of investments sold/redeemed/matured		(21,250)	(20,765)
Gain (or loss) on disposal		–	–
Net gain (or loss) from disposal of assets		(1,931)	(1,903)

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 25 June 2024 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2025 Budget	2025 Actual	2025 ----- Variance -----		
Revenues					
Rates and annual charges	8,436	8,433	(3)	0%	U
User charges and fees	5,842	5,739	(103)	(2)%	U
Other revenues	879	1,060	181	21%	F
Other revenue increased primarily due to a back claim of Fuel Tax Credits.					
Operating grants and contributions	9,968	9,163	(805)	(8)%	U
Capital grants and contributions	5,450	1,877	(3,573)	(66)%	U
The variance in capital grants and contributions primarily relates to road projects and the Uralla groundwater project. Progress on road capital works was hindered by continuous wet weather, while the groundwater project was delayed pending approval of an emergency water access licence.					
Interest and investment revenue	777	1,495	718	92%	F
Interest from term deposits increased due to higher interest rates than expected as well as the increase in cash balance in the hand.					
Expenses					
Employee benefits and on-costs	12,913	13,653	(740)	(6)%	U
Materials and services	7,421	9,006	(1,585)	(21)%	U
Continuous wet weather required additional expenditure on road maintenance to ensure public safety. Capital works could not progress under these conditions, resulting in higher operational costs and lower capital expense.					
Borrowing costs	129	298	(169)	(131)%	U
Effect of unwinding of discounting of remediation provision which is not budgeted.					
Depreciation, amortisation and impairment of non-financial assets	6,349	7,430	(1,081)	(17)%	U
Depreciation is higher than budgeted due to revaluation and indexation of council assets, the results of revaluation became available after adoption of the original budget.					
Other expenses	836	789	47	6%	F
Net losses from disposal of assets	—	1,931	(1,931)	∞	U

continued on next page ...

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Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

B5-1 Material budget variations (continued)

\$ '000	2025 Budget	2025 Actual	2025 ----- Variance -----
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Renewal of assets triggers write off of the original assets. These are non-cash transactions which are hard to budget.

Statement of cash flows

Cash flows from operating activities	10,053	5,493	(4,560)	(45)%	U
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The reduction in the advance payment of the OLG Financial Assistance Grant from 85% to 50% in 2025–26 has negatively affected operating cashflow. The other factor is a higher volume of operating and maintenance works due to wet weather.

Cash flows from investing activities	(12,357)	(7,775)	4,582	(37)%	F
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Less capital expenditure due to adverse weather conditions and other factors.

Cash flows from financing activities	191	(187)	(378)	(198)%	U
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Management decided not to proceed with the loan due to change in strategy.

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

\$ '000	2025	2024
Cash assets		
Cash on hand and at bank	2,344	3,109
Cash equivalent assets		
– Deposits at call	1,388	3,092
Total cash and cash equivalents	3,732	6,201

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	3,732	6,201
Balance as per the Statement of Cash Flows	3,732	6,201

C1-2 Financial investments

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Debt securities at amortised cost				
Term deposits	24,550	–	21,250	–
Total	24,550	–	21,250	–
Total financial investments	24,550	–	21,250	–
Total cash assets, cash equivalents and investments	28,282	–	27,451	–

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

C1-3 Restricted and allocated cash, cash equivalents and investments

\$ '000	2025	2024
(a) Externally restricted cash, cash equivalents and investments		
Total cash, cash equivalents and investments	28,282	27,451
Less: Externally restricted cash, cash equivalents and investments	(19,024)	(20,162)
Cash, cash equivalents and investments not subject to external restrictions	9,258	7,289
External restrictions		
External restrictions – included in liabilities		
External restrictions included in cash, cash equivalents and investments above comprise:		
Specific purpose unexpended grants – general fund	1,033	1,160
TCT and TCS payables	472	472
TCS and TCT contract liabilities	1,830	2,765
Specific purpose unexpended loans – general	487	487
McMaugh gardens resident bonds	4,800	4,025
Trusts and deposits	31	31
External restrictions – included in liabilities	8,653	8,940
External restrictions – other		
External restrictions included in cash, cash equivalents and investments above comprise:		
Developer contributions – general	1,403	1,252
Specific purpose unexpended grants (recognised as revenue) – general fund	3,888	4,680
Specific purpose unexpended grants (recognised as revenue) – water fund	24	74
Water fund	1,978	2,776
Sewer fund	2,755	2,121
Stormwater management	323	319
External restrictions – other	10,371	11,222
Total external restrictions	19,024	20,162

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

\$ '000	2025	2024
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(b) Internal allocations

Cash, cash equivalents and investments not subject to external restrictions

9,258	7,289
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Less: Internally restricted cash, cash equivalents and investments

(6,315)	(5,409)
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Unrestricted and unallocated cash, cash equivalents and investments

2,943	1,880
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Internal allocations

At 30 June, Council has internally allocated funds to the following:

FAGS received in advance	1,880	3,027
Employees leave entitlement	1,093	1,071
Tip Remediation	1,265	1,265
Water infrastructure	854	—
Sewer infrastructure	362	—
Roads	420	—
Plant	294	1
Waste management consultancy	8	8
Other	139	37
Total internal allocations	6,315	5,409

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

\$ '000	2025	2024
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(c) Unrestricted and unallocated

Unrestricted and unallocated cash, cash equivalents and investments	2,943	1,880
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Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

C1-4 Receivables

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Rates and annual charges	1,068	–	1,271	–
Interest and extra charges	91	–	90	–
User charges and fees	818	–	627	–
Private works	23	–	5	–
Accrued revenues				
– Interest on investments	635	–	587	–
– Other income accruals	167	–	132	–
Government grants and subsidies	156	–	472	–
Net GST receivable	215	–	135	–
Resident contributions	113	–	122	–
Other debtors	170	–	71	–
Total	3,456	–	3,512	–
Less: provision for impairment				
Other debtors	(16)	–	(73)	–
Total provision for impairment – receivables	(16)	–	(73)	–
Total net receivables	3,440	–	3,439	–

\$ '000	2025	2024
Movement in provision for impairment of receivables		
Balance at the beginning of the year	73	64
Movement through provision	(57)	–
+ new provisions recognised during the year	–	9
Balance at the end of the year	16	73

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

C1-4 Receivables (continued)

Material accounting policy information

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When estimating ECL, Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

When considering the ECL for rates and annual charges debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Credit losses are measured at the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

Council writes off a receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the receivables are over 5 years past due, whichever occurs first.

None of the receivables that have been written off are subject to enforcement activity.

Where Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

C1-5 Inventories

\$ '000	2025	2025	2024	2024
	Current	Non-current	Current	Non-current
(i) Inventories at cost				
Stores and materials	257	—	114	—
Total inventories at cost	257	—	114	—
Total inventories	257	—	114	—

Uralla Shire Council

Notes to the Financial Statements
for the year ended 30 June 2025

C1-6 Contract assets and Contract cost assets

\$ '000	2025 Current	2024 Current
Contract assets	1,318	2,861
Total contract assets and contract cost assets	1,318	2,861

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

C1-7 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2024			Asset movements during the reporting period								At 30 June 2025		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals ²	Depreciation expense	WIP transfers	Adjustments and transfers	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000														
Capital work in progress	2,807	–	2,807	747	413	–	–	(2,497)	–	–	–	1,470	–	1,470
Plant and equipment	12,273	(5,596)	6,677	4	1,129	(1,403)	(862)	–	–	–	–	10,937	(5,393)	5,544
Office equipment	848	(783)	65	–	–	–	(20)	–	–	–	–	843	(803)	40
Furniture and fittings	1,123	(950)	173	–	7	–	(29)	–	–	–	–	1,129	(979)	150
Land:														
– Operational land	3,507	–	3,507	–	–	–	–	–	–	–	1,192	4,699	–	4,699
– Community land	4,485	–	4,485	–	–	–	–	–	–	–	1,126	5,611	–	5,611
Land improvements – non-depreciable	132	–	132	–	–	–	–	–	–	–	–	132	–	132
Infrastructure:														
– Buildings – non-specialised	36,737	(15,215)	21,522	357	27	(285)	(584)	63	46	–	932	38,668	(16,590)	22,078
– Other structures	8,709	(3,247)	5,462	–	120	–	(312)	2	(46)	–	86	8,775	(3,462)	5,313
– Sealed roads structure	149,701	(45,815)	103,886	1,774	324	(315)	(1,909)	2,300	–	–	23,774	169,247	(39,412)	129,835
– Unsealed roads	20,907	(17,127)	3,780	42	–	(23)	(784)	–	–	–	9,799	21,882	(9,068)	12,814
– Bridges	51,050	(19,027)	32,023	–	–	–	(512)	–	–	–	19,616	62,414	(11,286)	51,128
– Footpaths	2,573	(731)	1,842	360	54	(127)	(56)	94	–	–	196	3,402	(1,040)	2,362
– Bulk earthworks (non-depreciable)	77,934	–	77,934	–	–	–	–	–	–	(12,720)	–	65,214	–	65,214
– Stormwater drainage	5,140	(1,356)	3,784	16	10	(14)	(59)	–	–	–	132	5,332	(1,464)	3,868
– Water supply network	38,387	(23,333)	15,054	223	168	(90)	(600)	30	–	–	361	39,544	(24,398)	15,146
– Sewerage network	27,162	(7,865)	19,297	5	12	(2)	(467)	8	–	–	471	27,862	(8,537)	19,325
Other assets:														
– Heritage collections	90	–	90	–	–	–	–	–	–	–	–	90	–	90
– Other	75	(30)	45	–	–	–	(2)	–	–	–	–	75	(32)	43
Reinstatement, rehabilitation and restoration assets (refer Note C3-5):														
– Tip assets	4,186	(1,555)	2,631	–	–	–	(1,212)	–	(209)	–	–	3,977	(2,767)	1,210
Total infrastructure, property, plant and equipment	447,826	(142,630)	305,196	3,528	2,264	(2,259)	(7,408)	–	(209)	(12,720)	57,685	471,303	(125,231)	346,072

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

(2) Plant and equipment disposal includes \$1,132 thousand of RFS red fleet assets write-off in 2025.

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

C1-7 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2023			Asset movements during the reporting period									At 30 June 2024		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	Impairment loss / revaluation decrements (recognised in equity)	WIP transfers	Adjustments and transfers	RFS contribution (from Note B2-4)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000															
Capital work in progress	3,372	–	3,372	2,300	677	(685)	–	–	(2,857)	–	–	–	2,807	–	2,807
Plant and equipment	11,681	(5,224)	6,457	–	1,160	(316)	(875)	–	–	–	250	–	12,273	(5,596)	6,677
Office equipment	848	(753)	95	–	–	–	(30)	–	–	–	–	–	848	(783)	65
Furniture and fittings	1,125	(915)	210	–	–	–	(35)	–	–	–	–	–	1,123	(950)	173
Land:															
– Operational land	3,493	–	3,493	–	–	–	–	–	–	–	–	14	3,507	–	3,507
– Community land	4,467	–	4,467	–	–	–	–	–	–	–	–	18	4,485	–	4,485
Land improvements – non-depreciable	–	–	–	–	–	–	–	–	132	–	–	–	132	–	132
Infrastructure:															
– Buildings – non-specialised	34,282	(14,252)	20,030	404	–	(361)	(539)	–	634	–	–	1,354	36,737	(15,215)	21,522
– Other structures	6,406	(2,893)	3,513	741	688	–	(250)	–	665	–	–	106	8,709	(3,247)	5,462
– Bridges	48,450	(17,572)	30,878	–	–	–	(486)	–	–	–	–	1,631	51,050	(19,027)	32,023
– Footpaths	2,442	(641)	1,801	–	–	–	(53)	–	–	–	–	94	2,573	(731)	1,842
– Bulk earthworks (non-depreciable)	73,965	–	73,965	–	–	–	–	–	–	–	–	3,969	77,934	–	77,934
– Stormwater drainage	4,892	(1,235)	3,657	–	–	–	(56)	–	–	–	–	183	5,140	(1,356)	3,784
– Water supply network	36,468	(21,639)	14,829	24	47	(11)	(580)	–	23	–	–	722	38,387	(23,333)	15,054
– Sewerage network	25,808	(7,046)	18,762	2	1	(4)	(444)	–	51	–	–	929	27,162	(7,865)	19,297
– Sealed roads structure	140,503	(41,057)	99,446	1,918	66	(816)	(1,773)	(1,577)	1,223	150	–	5,249	149,701	(45,815)	103,886
– Unsealed roads	19,954	(15,405)	4,549	49	–	(35)	(835)	(117)	129	(150)	–	191	20,907	(17,127)	3,780
Other assets:															
– Heritage collections	90	–	90	–	–	–	–	–	–	–	–	–	90	–	90
– Other	75	(28)	47	–	–	–	(2)	–	–	–	–	–	75	(30)	45
Reinstatement, rehabilitation and restoration assets (refer Note 11):															
– Tip assets	4,191	(1,028)	3,163	–	–	–	(527)	–	–	(5)	–	–	4,186	(1,555)	2,631
Total infrastructure, property, plant and equipment	422,512	(129,688)	292,824	5,438	2,639	(2,228)	(6,485)	(1,694)	–	(5)	250	14,460	447,826	(142,630)	305,196

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

Notes to the Financial Statements

for the year ended 30 June 2025

C1-7 Infrastructure, property, plant and equipment (continued)

Material accounting policy information

Initial recognition of infrastructure, property, plant and equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

When infrastructure, property, plant and equipment are acquired by Council for nil or nominal consideration, the assets are initially recognised at their fair value at acquisition date.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Revaluation model

Infrastructure, property, plant and equipment are held at fair value. Independent comprehensive valuations are performed at least every five years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Water and sewerage network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Department of Planning, Industry and Environment - Water.

Increases in the carrying amounts arising on revaluation are credited to the revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their carrying amount, net of their residual values, over their estimated remaining useful lives as follows:

Plant and equipment	Years	Other equipment	Years
Office equipment	5 to 20	Playground equipment	5 to 15
Office furniture	5 to 20	Benches, seats etc.	10 to 20
Computer equipment	4	Other open space recreational assets	10 to 100
Vehicles, trucks and utilities	5 to 10		
Dozers, graders and rollers	10	Buildings	
Other plant and equipment	10	Buildings: masonry	8 to 252
Water and sewer assets		Stormwater assets	
Dams and reservoirs	100	Drains	75 to 125
Water & Sewer Treatment Plants	70 to 100	Culverts	75 to 125
Reticulation pipes: PVC	80 to 133	Flood control structures	75 to 125
Reticulation pipes: other	25 to 75		
Pumps and telemetry	15 to 20		
Meters & Water Plant	10		
Water Mains	80 to 100		
Sewer Mains	70 to 100		
Transportation assets		Other infrastructure assets	
Sealed roads: surface	15 to 20	Bulk earthworks	Infinite
Sealed roads: structure	60 to 100	Swimming pools	50
Unsealed roads	20 to 30	Other open space/recreational assets	20
Bridge: concrete	100	Other infrastructure	20

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

C1-7 Infrastructure, property, plant and equipment (continued)

Bridge: other	80
Concrete road pavements	60
Kerb, gutter and footpaths	40

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated. Where the Crown reserves are under a lease arrangement they are accounted for under AASB 16 Leases, refer to Note C2-1.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Rural Fire Service assets

Under Section 119 of the *Rural Fire Services Act 1997 (NSW)*, "all firefighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the firefighting equipment has been purchased or constructed".

Up until 30 June 2024, council used to recognise Rural Fire fleet ("Red fleet") assets. However, following analysis of this matter, Council decided to write-off these assets in the current financial year due to lack of control over benefits associated with these assets. The net effect of write-off is a loss in amount of \$1,132 thousand in the current financial year.

C1-8 Other

Other assets

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Prepayments	69	—	168	—
Total other assets	69	—	168	—

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

C2 Leasing activities

C2-1 Council as a lessee

Council has leases over a range of assets including infrastructure, office and IT equipment. Information relating to the leases in place and associated balances and transactions is provided below.

Terms and conditions of leases

Office equipment is leased over periods between two and five years with no residual value and equal monthly instalments.

Crown land is leased for between three and eight years with equal annual payments.

Office and IT equipment

Leases for office and IT equipment are generally for low value assets, except for significant items such as photocopiers. The leases are for between 2 and 5 years with no renewal option, the payments are fixed, however some of the leases include variable payments based on usage.

(a) Right of use assets

\$ '000	Plant & Equipment	Crown Land	Total
2025			
Opening balance at 1 July	21	107	128
Depreciation charge	(11)	(11)	(22)
Balance at 30 June	10	96	106
2024			
Opening balance at 1 July	32	118	150
Depreciation charge	(11)	(11)	(22)
Balance at 30 June	21	107	128

(b) Lease liabilities

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Lease liabilities	21	101	20	122
Total lease liabilities	21	101	20	122

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

C2-1 Council as a lessee (continued)

(c) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
2025					
Cash flows	23	40	92	155	122
2024					
Cash flows	24	58	98	180	142

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Total lease liabilities relating to unrestricted assets	21	101	20	122
Total lease liabilities	21	101	20	122

(d) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2025	2024
Interest on lease liabilities	8	5
Amortisation of right of use assets	22	22
Expenses relating to short-term leases	15	26
	45	53

(e) Statement of Cash Flows

Total cash outflow for leases	24	24
	24	24

Material accounting policy information

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Leases at significantly below market value / Concessionary leases

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

C2-1 Council as a lessee (continued)

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

C3 Liabilities of Council

C3-1 Payables

\$ '000	2025	2025	2024	2024
	Current	Non-current	Current	Non-current
Goods and services – operating expenditure	1,050	–	194	–
Accrued expenses:				
– Borrowings	9	–	10	–
– Salaries and wages	594	–	521	–
– Other expenditure accruals	1,608	–	1,436	–
Security bonds, deposits and retentions	34	–	31	–
Retirement home contributions	4,800	–	4,025	–
Prepaid rates	210	–	181	–
Other	–	–	3	–
Total payables	8,305	–	6,401	–

Current payables not anticipated to be settled within the next twelve months

\$ '000	2025	2024
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Retirement home contributions	3,760	2,556
Total payables	3,760	2,556

Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

C3-2 Contract Liabilities

\$ '000	Notes	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Grants and contributions received in advance:					
Unexpended operating grants (received prior to performance obligation being satisfied) ⁱ	(i)	1,840	–	2,775	–
Unexpended capital grants (received prior to performance obligation being satisfied) ⁱⁱ	(ii)	1,023	–	1,149	–
Total grants received in advance		2,863	–	3,924	–
Total contract liabilities		2,863	–	3,924	–

(i) The contract liability relates to grants received prior to the revenue recognition criteria being satisfied since the performance obligations are ongoing

(ii) Council has received funding to construct assets, being road and water infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

Revenue recognised that was included in the contract liability balance at the beginning of the period

\$ '000	2025	2024
Grants and contributions received in advance:		
Capital grants (to construct Council controlled assets)	605	2,264
Total revenue recognised that was included in the contract liability balance at the beginning of the period	605	2,264

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

C3-3 Borrowings

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Loans – secured ¹	131	1,025	169	1,154
Total borrowings	131	1,025	169	1,154

(1) Loans are secured over the general rating income of Council.

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note E1-1.

(a) Changes in liabilities arising from financing activities

	2024		Non-cash movements				2025
\$ '000	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	1,323	(167)	–	–	–	–	1,156
Lease liability (Note C2-1)	142	(20)	–	–	–	–	122
Total liabilities from financing activities	1,465	(187)	–	–	–	–	1,278

	2023		Non-cash movements				2024
\$ '000	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	1,507	(184)	–	–	–	–	1,323
Lease liability (Note C2-1)	160	(18)	–	–	–	–	142
Total liabilities from financing activities	1,667	(202)	–	–	–	–	1,465

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

C3-3 Borrowings (continued)

(b) Financing arrangements

\$ '000	2025	2024
Total facilities		
Total financing facilities available to Council at the reporting date are:		
Bank overdraft facilities ¹	100	100
Credit cards/purchase cards	50	35
Master lease facilities	150	150
Total financing arrangements	300	285
Drawn facilities		
Financing facilities drawn down at the reporting date are:		
– Credit cards/purchase cards	15	9
Total drawn financing arrangements	15	9
Undrawn facilities		
Undrawn financing facilities available to Council at the reporting date are:		
– Bank overdraft facilities	100	100
– Credit cards/purchase cards	35	26
– Lease facilities	150	150
Total undrawn financing arrangements	285	276

Additional financing arrangements information

Breaches and defaults

During the current and prior year, there were no defaults or breaches on any of the loans.

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

C3-4 Employee benefit provisions

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Annual leave	833	–	770	–
Sick leave	34	–	50	–
Long service leave	1,456	115	1,632	76
Other leave	8	–	–	–
Total employee benefit provisions	2,331	115	2,452	76

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2025	2024
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	1,161	1,301
	1,161	1,301

Material accounting policy information

Long-term employee benefit obligations

The liability for vested employees for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

C3-5 Provisions

\$ '000	2025 Current	2025 Non-Current	2024 Current	2024 Non-Current
Asset remediation/restoration:				
Asset remediation/restoration (future works)	–	4,716	–	4,728
Sub-total – asset remediation/restoration	–	4,716	–	4,728
Total provisions	–	4,716	–	4,728

Description of and movements in provisions

\$ '000	Other provisions	
	Asset remediation	Total
2025		
At beginning of year	4,728	4,728
Unwinding of discount	197	197
Remeasurement effects	(209)	(209)
Total other provisions at end of year	4,716	4,716
2024		
At beginning of year	4,553	4,553
Unwinding of discount	180	180
Remeasurement effects	(5)	(5)
Total other provisions at end of year	4,728	4,728

Notes to the Financial Statements

for the year ended 30 June 2025

C3-5 Provisions (continued)

Nature and purpose of provisions

Asset remediation

The asset remediation provision represents the present value estimate of future costs Council will incur to restore, rehabilitate and reinstate the tip and quarry as a result of past operations.

Material accounting policy information

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

Asset remediation – tips and quarries

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs. Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

The ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within infrastructure, property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

Notes to the Financial Statements

for the year ended 30 June 2025

C4 Reserves

C4-1 Nature and purpose of reserves

IPPE Revaluation Surplus

The infrastructure, property, plant and equipment (IPPE) revaluation surplus is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

D Council structure

D1 Results by fund

General fund refers to all Council activities other than water and sewer. All amounts disclosed in this note are gross i.e. inclusive of internal charges and recoveries made between the funds. Assets and liabilities shown in the water and sewer columns are restricted for use for these activities.

D1-1 Income Statement by fund

\$ '000	General 2025	Water 2025	Sewer 2025
Income from continuing operations			
Rates and annual charges	6,687	663	1,083
User charges and fees	4,698	965	76
Interest and investment revenue	1,162	188	145
Other revenues	1,060	—	—
Grants and contributions provided for operating purposes	8,812	340	11
Grants and contributions provided for capital purposes	1,877	—	—
Total income from continuing operations	24,296	2,156	1,315
Expenses from continuing operations			
Employee benefits and on-costs	12,396	998	259
Materials and services	7,625	1,020	361
Borrowing costs	298	—	—
Other expenses	789	—	—
Net losses from the disposal of assets	1,929	—	2
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets	23,037	2,018	622
Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets	1,259	138	693
Depreciation, amortisation and impairment of non-financial assets	6,318	623	489
Operating result from continuing operations	(5,059)	(485)	204
Net operating result for the year	(5,059)	(485)	204
Net operating result attributable to each council fund	(5,059)	(485)	204
Net operating result for the year before grants and contributions provided for capital purposes	(6,936)	(485)	204

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

D1-2 Statement of Financial Position by fund

\$ '000	General 2025	Water 2025	Sewer 2025
ASSETS			
Current assets			
Cash and cash equivalents	3,604	128	—
Investments	19,921	1,874	2,755
Receivables	2,346	884	210
Inventories	257	—	—
Contract assets and contract cost assets	649	669	—
Other	69	—	—
Total current assets	26,846	3,555	2,965
Non-current assets			
Infrastructure, property, plant and equipment	307,320	17,692	21,060
Right of use assets	106	—	—
Total non-current assets	307,426	17,692	21,060
Total assets	334,272	21,247	24,025
LIABILITIES			
Current liabilities			
Payables	8,305	—	—
Contract liabilities	2,863	—	—
Lease liabilities	21	—	—
Borrowings	131	—	—
Employee benefit provision	2,331	—	—
Total current liabilities	13,651	—	—
Non-current liabilities			
Lease liabilities	101	—	—
Borrowings	1,025	—	—
Employee benefit provision	115	—	—
Provisions	4,716	—	—
Total non-current liabilities	5,957	—	—
Total liabilities	19,608	—	—
Net assets	314,664	21,247	24,025
EQUITY			
Accumulated surplus	68,525	7,380	12,196
IPPE revaluation surplus	246,139	13,867	11,829
Council equity interest	314,664	21,247	24,025
Total equity	314,664	21,247	24,025

Notes to the Financial Statements

for the year ended 30 June 2025

E Risks and accounting uncertainties

E1-1 Risks relating to financial instruments held

Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The finance team manages the cash and Investments portfolio with the assistance of independent advisors. Council has an investment policy which complies with the s 625 of the Act and the Ministerial Investment Order. The policy is regularly reviewed by Council and a monthly investment report is provided to Council setting out the make-up performance of the portfolio as required by local government regulations.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance team under policies approved by the Councillors.

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be the carrying value that approximates market value.
- **Borrowings** – are based upon estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.

The risks associated with the financial instruments held are:

- Market risk – interest rate risk – the risk that movements in interest rates could affect returns
- liquidity risk – the risk that Council will not be able to pay its debts as and when they fall due.
- credit risk – the risk that a contracting entity will not complete its obligations under a financial instrument, resulting in a financial loss to the Council.

Council manages these risks by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees. Council also seeks advice from independent advisers before placing any cash and investments.

(a) Market risk – interest rate risk

\$ '000	2025	2024
The impact on the results for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	271	261

Notes to the Financial Statements

for the year ended 30 June 2025

E1-1 Risks relating to financial instruments held (continued)

(b) Credit risk

Council's major receivables comprise rates, annual charges, user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk other than Council has significant credit risk exposures in its local area given the nature of Council activities.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance. The balances of receivables that remain within initial trade terms (as detailed in the table) are considered to be of high credit quality.

The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivable in the financial statements.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

Credit risk profile

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue	overdue rates and annual charges		Total
		< 5 years	≥ 5 years	
2025				
Gross carrying amount	638	430	–	1,068
2024				
Gross carrying amount	705	566	–	1,271

Notes to the Financial Statements

for the year ended 30 June 2025

E1-1 Risks relating to financial instruments held (continued)

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	Overdue debts				Total
		0 - 30 days	31 - 60 days	61 - 90 days	> 91 days	
2025						
Gross carrying amount	3,364	14	238	2	88	3,706
Expected loss rate (%)	0.00%	1.00%	1.00%	10.00%	16.00%	0.45%
ECL provision	—	—	2	—	14	16
2024						
Gross carrying amount	4,381	19	634	5	63	5,102
Expected loss rate (%)	0.00%	10.00%	4.26%	50.00%	70.00%	1.48%
ECL provision	—	2	27	3	41	73

Notes to the Financial Statements

for the year ended 30 June 2025

E1-1 Risks relating to financial instruments held (continued)

(c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	≤ 1 Year	payable in: 1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
2025							
Payables	0.00%	34	8,271	–	–	8,305	8,305
Borrowings	7.42%	–	131	1,025	–	1,156	1,156
Total financial liabilities		34	8,402	1,025	–	9,461	9,461
2024							
Payables	0.00%	31	6,370	–	–	6,401	6,401
Borrowings	7.97%	–	169	1,154	–	1,323	1,323
Total financial liabilities		31	6,539	1,154	–	7,724	7,724

Notes to the Financial Statements

for the year ended 30 June 2025

E2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

– Infrastructure, property, plant and equipment

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Fair value measurement hierarchy									
\$ '000	Notes	Date of latest valuation		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2025	2024	2025	2024	2025	2024	2025	2024
Recurring fair value measurements									
Infrastructure, property, plant and equipment	C1-7								
Plant and equipment				–	–	5,544	6,677	5,544	6,677
Office equipment				–	–	40	65	40	65
Furniture and fittings				–	–	150	173	150	173
Operational land		30/06/23	30/06/23	4,699	3,507	–	–	4,699	3,507
Community land		30/06/21	30/06/21	–	–	5,611	4,485	5,611	4,485
Land improvements – non-depreciable				–	–	132	132	132	132
Buildings – non-specialised		30/06/23	30/06/23	–	–	22,078	21,522	22,078	21,522
Other structures		30/06/21	30/06/21	–	–	5,313	5,462	5,313	5,462
Sealed road structure		30/06/25	30/06/20	–	–	129,835	103,886	129,835	103,886
Unsealed roads		30/06/25	30/06/20	–	–	12,814	3,780	12,814	3,780
Bridges		30/06/25	30/06/20	–	–	51,128	32,023	51,128	32,023
Footpaths		30/06/25	30/06/20	–	–	2,362	1,842	2,362	1,842
Bulk earthworks		30/06/25	30/06/20	–	–	65,214	77,934	65,214	77,934
Stormwater drainage		30/06/25	30/06/20	–	–	3,868	3,784	3,868	3,784
Water supply network		30/06/22	01/07/22	–	–	15,146	15,054	15,146	15,054
Sewerage network		30/06/22	01/07/22	–	–	19,325	19,297	19,325	19,297
Heritage collection		30/06/14	30/06/14	–	–	90	90	90	90
Other assets		30/06/21	30/06/21	–	–	43	45	43	45
Total infrastructure, property, plant and equipment				4,699	3,507	338,693	296,251	343,392	299,758

Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

E2-1 Fair value measurement (continued)

Infrastructure, property, plant and equipment (IPPE)

Councils Plant & Equipment, Furniture and Fittings incorporates:

Major Plant - trucks, tractors, graders, rollers and excavators
Fleet Vehicles - cars, vans, utes etc.
Minor Plant - chainsaw, brush cutters, mowers, concrete mixers.
Furniture and Fittings - desks, chairs, display system.
Office Equipment - computers, monitors, projectors, laptops

Plant equipment, office equipment and furniture & fittings are valued at cost but are disclosed at fair value in the notes. The carrying amount reflects the fair value of the asset due to the nature of the items as shown above

The unobservable Level 3 inputs used include:

Pattern of Consumption
Useful Life
Asset Condition
Residual Value
Gross Replacement Cost

There has been no change to the valuation process during the reporting period.

Land - Operational Land

Council's "Operational" land by definition has no special restriction other than those that may apply to any parcel of land. Fair value for operational land is obtained from an external valuer every 5 years.

Generally, fair value is the most advantageous price reasonably obtained by the seller and the most advantageous price reasonably obtained by buyer. This is not necessarily the market selling price of the asset rather, the maximum value that Council would rationally pay to acquire the asset, taking into account quoted market price in an active and liquid market, current market price of similar asset, cost of replacing an asset.

Criteria for this include: Land description and dimensions, planning and other constraints on development and the potential for alternative use (Valued by APV in June 2023).

The 'Market Approach' (observable input level 2) is used to value operational land. There has been no change to the valuation process during the reporting period.

Land Improvements

The cost approach is utilised, with asset values determined based on actual cost of construction and maintenance.

Any infrastructure constructed on improved land is separately valued.

Council carries fair value of land reserves using Level 3 Inputs

The unobservable Level 3 inputs used include:

Useful Life
Asset Condition
Asset Condition

The cost approach is used to value the land improvements. There has been no change to the valuation process during the reporting period.

Land - Community Land

Council's "Community" Land (including owned by Council, The Crown and various other Government Agencies that is managed by Council) by definition is land intended for public access and use or where other restrictions applying to the land create some obligation to maintain public access (such as a trust deed or dedication under section 94 of the EPA Act 1979). This gives rise to the restriction in the Act, intended to preserve the qualities of the land. Community land is valued at Valuer General unimproved capital value (UCV) which takes into account highest and best use values. This land was revalued in 2021.

Notes to the Financial Statements

for the year ended 30 June 2025

E2-1 Fair value measurement (continued)

Community Land:

- Cannot be sold
- Cannot be leased, licensed, or any other estate granted over the land for more than 21 years
- Must have a plan of management for it.

Buildings

Council buildings includes Libraries, Public Amenities, Sporting Club, Kiosks and Amenities, Depot Building and Workshops, McMaugh's Aged Care Centre, Community Centre, Visitor Information Centre, Pre School, SES Shelter and others. Council carries fair value buildings using level 3 inputs. Valuations were carried out by external valuers - APV in June 2023 using the cost approach.

This approach estimates the replacement cost for each building by componentising the building into significant parts with different useful life and taking into account a range of factors.

The unobservable Level 3 inputs used include:

Pattern of Consumption	Future Economic Benefit
Useful Life	Residual Value
Asset Condition	Remaining useful life

The cost approach is used to value the Buildings. There has been no change to the valuation process during the reporting period.

Infrastructure - Roads

This asset class comprises the Road Carriageway, Bus Shelter, Car Parks, Guardrails, Kerb and Gutter, Suburb Markers, and Traffic Facilities.

The road carriageway is defined as the trafficable portion of a road, between but not including the kerb and gutter and would include any paved markers parking places along roadside.

Council's Asset Management System include condition assessment data for a 5 year cycle on sealed roads and routine inspections of unsealed roads. Valuation of roads was carried out by external valuer - AssetVal during 2025. Roads are componentised into road surface, base, sub-base and earthworks. Surface has been split into sealed and unsealed road components.

Council fair values road infrastructure assets using Level 3 inputs at a component level.

The Cost Approach is used to value roads by componentising the assets into significant parts and then rolling these component values up to provide an overall road valuation (for each road segment) within the Council Asset System.

The unobservable Level 3 inputs used include:

Pattern of Consumption	Asset Condition	Remaining useful life
Useful Life and Residual Value	Gross Replacement Cost	

The cost approach is used to value the Roads (Sealed and Unsealed). There has been no change in valuation technique from prior years.

Infrastructure- Footpaths

A footpath is defined as all footways (including those shared with a cycleway) sealed or non-sealed. Council has specification for dimensions of cycleway and pathways. Valuation was undertaken in 2025 by external valuer AssetVal.

Councils fair values, footpaths, (non componentised) using Level 3 inputs

Pattern of Consumption
Useful Life
Asset Condition
Future Economic Benefit

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

E2-1 Fair value measurement (continued)

Remaining useful life

The cost approach is used to value the Footpaths. There has been no change to the valuation process during the reporting period.

Infrastructure - Stormwater Drainage

Council's Drainage Assets comprises pits, culverts, open channels, headwalls and various type of water quality devices used to collect, store and remove stormwater. The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. Council has adopted useful life of between 75 and 125 years for its stormwater drainage assets.

In 2025 valuation was carried out by external valuer - AssetVal using the cost approach. Council carries fair value drainage assets (non-componentised) using Level 3 inputs.

The unobservable Level 3 inputs used include:

Pattern of Consumption
Useful Life and Residual Value
Asset Condition
Gross Replacement Cost
Remaining useful life

The cost approach is used to value the Stormwater Drainage. There has been no change in valuation technique from prior years.

Infrastructure-Sewerage Network

Council's Sewerage Network consist of Sewer pipes, pump stations, treatment plant, telemetry system, manholes. Council carries fair values Sewerage Network Assets (non - componentised) using Level 3 inputs.

Council identifies 10 critical mains section each year for inspection; selection is based on the log of overflows, leakages or complaints. Data limitations therefore exist based upon sampling of inspections, lack of historical maintenance and complaint data. All asset components were assigned a residual value, useful life and remaining useful life, and were conditioned rated at time of valuation, with the condition rating determining the remaining useful life. A physical inspection of ground level assets was conducted and photographic evidence, including use of video, was collected of manholes and mains to support condition assessments.

Valuation was performed by Australis Asset Advisory Group on 1 July 2022.

The unobservable Level 3 inputs used include:

Useful Life
Asset Condition
Future Economic Benefit
Remaining useful life

The cost approach is used to value the Sewerage Network. There has been no change to the valuation process during the reporting period.

Other Assets

Council's other assets compromise of Heritage Collections - Thunderbolts Painting and other miscellaneous assets. A valuation of the collection of Thunderbolts paintings was undertaken by A.N.G Art Consulting in August 2014 providing a reasonable estimate of the replacement value of each work based on current market prices for similar works by the same artist. The remaining 'Other assets' were revalued utilising indexation during 2021 including the swimming pool which is recognised separately in the infrastructure note. Council carries fair values of other assets using level 3 inputs.

The unobservable Level 3 inputs used include:

Pattern of Consumption

Notes to the Financial Statements

for the year ended 30 June 2025

E2-1 Fair value measurement (continued)

Useful Life and Residual Value
Asset Condition
Gross Replacement Cost
Remaining useful life

The cost approach is used to value the Other Assets. There has been no change in valuation technique from prior year.

Infrastructure- Bridges

Council has 50 bridges/major culverts on local roads and 33 bridges/major culverts on regional roads. Of these, two bridges were replaced in 2017/18 with some additional work finalised in 2018/19.

All Council bridges are inspected by Council's qualified inspectors on a biannual program.

In 2025 valuation was carried out by external valuer - AssetVal using the cost approach. Previously, council engaged an independent company to assess HML capacity on selected bridges in 2018-19.

Bridges are componentised into bridges and major culverts, and culverts and drainage assets include both pits and pipes.

The unobservable Level 3 inputs used include:

Pattern of Consumption
Useful Life and Residual Value

The cost approach is used to value the Bridges. There has been no change in valuation technique from previous years.

Infrastructure- Bulk Earthworks

Council Bulk Earthworks consists of cuttings, fill and levelling of earth and rocks.

In 2025 valuation was carried out by external valuer - AssetVal using the cost approach.

The unobservable Level 3 inputs used include Unit Rates & Asset Condition.

The cost approach is used to value the Bulk Earthworks. There has been no change in valuation technique from prior years.

Infrastructure- Water Supply Network

Council's Water Network consist of Water pipes, pump stations, treatment plant, telemetry system and reservoirs
Council carries fair value Water Supply Network Assets (non-componentised) using Level 3 inputs.

Physical inspections were carried out with photographic evidence collected to support condition ratings. 100% of above ground infrastructure was inspected. Council identifies 10 critical mains sections each year for inspection; selection is based on the log of overflows, leakages or complaints. Data limitations therefore exist due to lack of records of historical maintenance and inspection and sampling of inspections. All asset components are assigned a residual value, useful life and remaining useful life, and were conditioned rated at time of revaluation, with the condition rating determining the useful life.

Valuation was performed by Australis Asset Advisory Group on 1 July 2022.

The unobservable Level 3 inputs used include:

Pattern of Consumption
Useful Life

The cost approach is used to value the Water Network. There has been no change in valuation technique from prior years.

Notes to the Financial Statements

for the year ended 30 June 2025

E2-1 Fair value measurement (continued)

Fair value measurements using significant unobservable inputs (level 3)

The valuation process for level 3 fair value measurements

The valuation techniques prescribed by AASB 13 can be summarised as:

Cost approach - Valuation technique that reflects the amount what would be required to replace the service capacity of an asset (current replacement cost).

Income approach - Valuation technique that converts future amounts (cash inflow /outflows) to signal the current (i.e. discounted) amount. The fair value measurement is determined on the basis of the value indicated by current market expectations about these future amounts.

Market approach - Valuation technique that uses prices and other relevant information, generated by market transactions involving identical or comparable (similar) assets, liabilities or a group of assets and liabilities such as a business.

For the purpose of level 3 fair value measurement a Cost Approach was used for most assets except Land - Operational and Community where a market approach is required. The inputs used for this technique are:

Pattern of consumption
Residual Value
Asset Condition
Useful Life
Unit Rates

Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

Notes to the Financial Statements

for the year ended 30 June 2025

E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under Active Super – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The standard employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current standard employer contribution rates are:

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

* For 180 Point Members, Employers are required to contribute 9.5% from 1 July 2025 of salaries to these members' accumulation accounts in line with current level of SG contributions, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$20.0 million per annum for 1 January 2022 to 31 December 2024, apportioned according to each employer's share of the accrued liabilities as at 30 June. Given the funding position of the Fund as at 30 June 2024, it was recommended to cease these past service contributions effective 1 January 2025.

The adequacy of contributions is assessed at each actuarial investigation which will be conducted annually, the next of which is due effective 30 June 2025.

Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment

Notes to the Financial Statements

for the year ended 30 June 2025

E3-1 Contingencies (continued)

of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2025 was \$120,864.64. The last valuation of the Scheme was performed by fund actuary, Richard Boyfield, FIAA as at 30 June 2024.

The anticipated employer defined benefit contributions for the 2025/26 year is \$7,422.90. This includes outstanding Past Service Liability contribution of \$11,591.20 and regular contributions credit of \$16,886.02.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2025 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,197.6	
Past Service Liabilities	2,092.0	105.0%
Vested Benefits	2,130.4	103.2%

* excluding other accumulation accounts and reserves in both assets and liabilities.

The share of any funding surplus or deficit that can be attributed to Council is 0.14%

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	6.0% per annum
Salary inflation	3.5% per annum
Increase in CPI	2.5% per annum

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the pooled employers.

Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review will be completed by December 2025.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

E3-1 Contingencies (continued)

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

ASSETS NOT RECOGNISED

(i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30/6/08.

(ii) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

F People and relationships

F1 Related party disclosures

F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2025	2024
Compensation:		
Short-term benefits ¹	1,158	826
Post-employment benefits	133	88
Total	1,291	914

(1) In 2025, the inclusion of two group managers into the KMP has led to payment increase.

Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of KMP using Council services (e.g. access to library or Council swimming pool) will not be disclosed.

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

F1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2025	2024
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	30	22
Councillors' fees	122	108
Other Councillors' expenses (including Mayor) ¹	108	3
Total	260	133

(1) The election and referendum including Councillors induction along with mayoral representation duties accounts for the variance.

F2 Other relationships

F2-1 Audit fees

\$ '000	2025	2024
During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms		
Auditors of the Council - NSW Auditor-General:		
(i) Audit and other assurance services		
Audit and review of financial statements	104	106
Remuneration for audit and other assurance services	104	106
Total Auditor-General remuneration	104	106
Non NSW Auditor-General audit firms		
Total audit fees	104	106

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

G Other matters

G1-1 Statement of Cash Flows information

Reconciliation of Operating Result

\$ '000	2025	2024
Net operating result from Income Statement	(5,340)	4,254
Add / (less) non-cash items:		
Depreciation and amortisation	7,430	6,509
(Gain) / loss on disposal of assets	1,931	1,903
Non-cash capital grants and contributions	–	(250)
Unwinding of discount rates on reinstatement provisions	197	180
Movements in operating assets and liabilities and other cash items:		
(Increase) / decrease of receivables	56	123
Increase / (decrease) in provision for impairment of receivables	(57)	9
(Increase) / decrease of inventories	(143)	210
(Increase) / decrease of other current assets	99	(96)
(Increase) / decrease of contract asset	1,543	(498)
Increase / (decrease) in payables	856	94
Increase / (decrease) in accrued interest payable	(1)	(2)
Increase / (decrease) in other accrued expenses payable	245	(1,065)
Increase / (decrease) in other liabilities	29	700
Increase / (decrease) in contract liabilities	(1,061)	(844)
Increase / (decrease) in employee benefit provision	(82)	(131)
Increase / (decrease) in other provisions	(209)	(5)
Net cash flows from operating activities	5,493	11,091

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

G2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2025	2024
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Sewerage and water infrastructure	521	–
Buildings	–	313
Plant and equipment	294	505
Road infrastructure	398	1,060
Other	–	280
Total commitments	1,213	2,158
These expenditures are payable as follows:		
Within the next year	1,213	2,158
Total payable	1,213	2,158
Sources for funding of capital commitments:		
Unrestricted general funds	331	219
Future grants and contributions	502	1,434
Internally restricted reserves	380	505
Total sources of funding	1,213	2,158

G3-1 Events occurring after the reporting date

No matters have risen subsequent to balance date that would require these financial statements to be amended.

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

G4 Statement of developer contributions

G4-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2024	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2025	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land	Non-cash Other					
Roads	801	23	–	–	39	–	–	863	–
Traffic facilities	22	1	–	–	1	–	–	24	–
Community facilities	91	2	–	–	4	–	–	97	–
Other	66	3	–	–	3	–	–	72	–
S7.11 contributions – under a plan	980	29	–	–	47	–	–	1,056	–
S7.12 levies – under a plan	272	60	–	–	15	–	–	347	–
Total S7.11 and S7.12 revenue under plans	1,252	89	–	–	62	–	–	1,403	–
Total contributions	1,252	89	–	–	62	–	–	1,403	–

Under the *Environmental Planning and Assessment Act 1979*, local infrastructure contributions, also known as developer contributions, are charged by councils when new development occurs. They help fund infrastructure like parks, community facilities, local roads, footpaths, stormwater drainage and traffic management. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

Uralla Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

G4-2 Developer contributions by plan

\$ '000	Opening balance at 1 July 2024	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2025	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land	Non-cash Other					
S7.11 contributions – under a plan									
CONTRIBUTION PLAN – RURAL INVERGOWRIE									
Roads	105	–	–	–	5	–	–	110	–
Traffic facilities	22	1	–	–	1	–	–	24	–
Community facilities	91	2	–	–	4	–	–	97	–
Other	60	3	–	–	3	–	–	66	–
Total	278	6	–	–	13	–	–	297	–
CONTRIBUTION PLAN – RURAL									
Other	6	–	–	–	–	–	–	6	–
Total	6	–	–	–	–	–	–	6	–
CONTRIBUTION PLAN – DCP ROAD MAINTENANCE ROYALTIES									
Roads	696	23	–	–	34	–	–	753	–
Total	696	23	–	–	34	–	–	753	–
S7.12 Levies – under a plan									
S7.12 LEVIES - UNDER A PLAN									
Other	272	60	–	–	15	–	–	347	–
Total	272	60	–	–	15	–	–	347	–

End of the audited financial statements

Statement of performance measures

Statement of performance measures – consolidated results

\$ '000	Amounts 2025	Indicator 2025	Indicators 20242023		Benchmark
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	(5,286)	(20.42)%	8.96%	(1.04)%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	25,890				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions ¹	16,727	60.24%	46.75%	45.69%	> 60.00%
Total continuing operating revenue ¹	27,767				
3. Unrestricted current ratio					
Current assets less all external restrictions	12,579	2.14x	2.42x	3.57x	> 1.50x
Current liabilities less specific purpose liabilities	5,867				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	2,442	8.48x	19.48x	12.56x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	288				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	1,159	11.66%	14.83%	12.49%	< 10.00%
Rates and annual charges collectable	9,944				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	28,282	13.99	14.76	14.35	> 3.00
Monthly payments from cash flow of operating and financing activities	2,021	months	months	months	months

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

Uralla Shire Council

Statement of performance measures by fund

\$ '000	General Indicators ³		Water Indicators		Sewer Indicators		Benchmark
	2025	2024	2025	2024	2025	2024	
1. Operating performance ratio ^{3,*}							
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	(22.32)%	8.22%	(22.50)%	20.93%	15.51%	2.44%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹							
2. Own source operating revenue ratio							
Total continuing operating revenue excluding capital grants and contributions ¹	56.01%	42.42%	84.23%	74.15%	99.16%	99.03%	> 60.00%
Total continuing operating revenue ¹							
3. Unrestricted current ratio							
Current assets less all external restrictions	2.14x	2.42x	∞	∞	∞	∞	> 1.50x
Current liabilities less specific purpose liabilities							
4. Debt service cover ratio							
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	5.59x	16.22x	∞	∞	∞	∞	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)							
5. Rates and annual charges outstanding percentage							
Rates and annual charges outstanding	11.32%	14.81%	12.86%	15.11%	12.98%	14.78%	< 10.00%
Rates and annual charges collectable							
6. Cash expense cover ratio							
Current year's cash and cash equivalents plus all term deposits	13.06 months	13.22 months	11.90 months	28.24 months	53.32 months	36.31 months	> 3.00 months
Monthly payments from cash flow of operating and financing activities							

(*) The 2022 ratio is restated due to reclassification of groundwater project grant from capital to operating grants (\$181 thousand).

(1) - (2) Refer to Notes at Note G6-1 above.

(3) General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.

Uralla Shire Council

Council information and contact details

Principal place of business:
32 Salisbury Street
Uralla NSW 2358

Contact details

Mailing Address:
PO Box 106
Uralla NSW 2358

Opening hours:
8:30am - 1:00pm
2:00pm to 4:30pm
Monday to Friday

Telephone: 02 6778 6300
Facsimile: 02 6778 6349

Internet: <http://www.uralla.nsw.gov.au/>
Email: council@uralla.nsw.gov.au

Officers

General Manager
Toni Averay

Responsible Accounting Officer
Mustaq Ahammed

Public Officer
Mr Steven Williams

Auditors
Audit Office of NSW
Level 19, Darling Park Tower 2,
201 Sussex Street,
Sydney NSW 2000

Elected members

Mayor
Robert Bell
Deputy Mayor
Cr Tom O'Connor

Councillors
Cr Kath Arnold
Cr Adam Blakester
Cr Sarah Burrows
Cr Leanne Doran
Cr David Mailler
Cr Lone Petrov
Cr Jen Philp

Other information

ABN: 55 868 272 018



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Uralla Shire Council

To the Councillors of Uralla Shire Council

Opinion

I have audited the accompanying financial statements of Uralla Shire Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2025, the Statement of Financial Position as at 30 June 2025, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of the Division
 - are, in all material respects, consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2025, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the statement of performance measures, special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 'Material budget variations'
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- on additional council disclosures 'Statement of performance measures'
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Furqan Yousuf
Delegate of the Auditor-General for New South Wales

30 October 2025
SYDNEY



Cr Robert Bell
Mayor
Uralla Shire Council
PO Box 106
URALLA NSW 2358

Contact: Furqan Yousuf
Phone no: 02 9275 7470
Our ref: R008-1981756498-5863

30 October 2025

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2025
Uralla Shire Council**

I have audited the general purpose financial statements (GPFS) of the Uralla Shire Council (the Council) for the year ended 30 June 2025 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

My audit procedures did not identify any instances of material non-compliance with the financial reporting requirements in Chapter 13, Part 3, Division 2 of the LG Act and the associated regulation or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2025 is issued in accordance with section 417 of the Act. The Report:

- must address the specific matters outlined in the Local Government Code of Accounting Practice and Financial Reporting 2024-25
- may include statements, comments and recommendations that I consider to be appropriate based on the conduct of the audit of the GPFS.

This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Financial performance

	2025	2024	Variance
	\$m	\$m	%
Rates and annual charges revenue	8.4	8.0	5.0
Grants and contributions provided for operating purposes revenue	9.2	14.1	34.8
Grants and contributions provided for capital purposes revenue	1.9	3.6	47.2
Operating result from continuing operations	(5.3)	4.3	223.3
Net Operating result for the year before grants and contributions provided for capital purposes	(7.2)	0.7	1128

Operating result from continuing operations

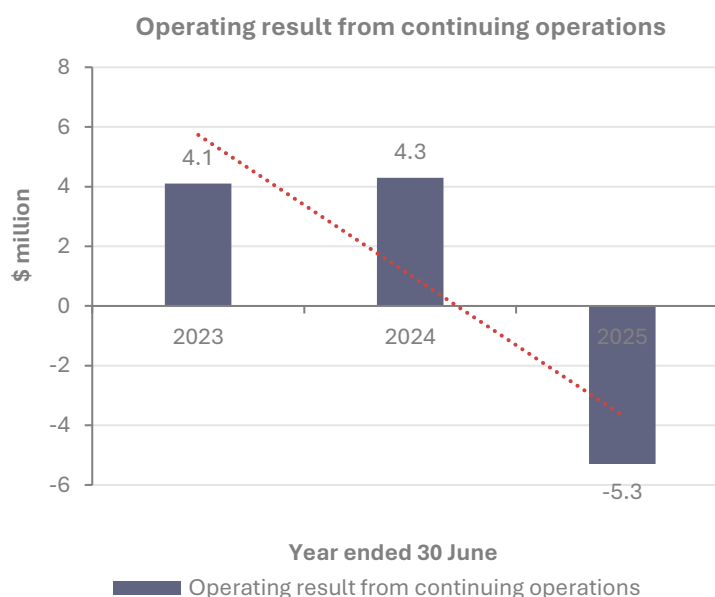
This graph shows the operating result from continuing operations for the current and prior two financial years.

Council's operating result from continuing operations has deteriorated in the current financial year compared to previous financial year.

The Council's operating result from continuing operations was \$9.6 million lower than the 2023–24 result.

In 2024-25:

- Depreciation, amortisation and impairment of non-financial assets expense (\$7.4 million) increased by \$921,000 (14.1 per cent) due to depreciation on fair value increments and additions from the previous financial year.
- Employee benefit costs have increased by \$1.4 million due to award increases, overtime payments and more staff members recruited funded by grants.



- Material and services expense (\$9.0 million) increased by \$1.6 million mainly due to operational works relating to operational grant revenue recognised on receipt in the previous financial year.

The net operating result for the year before grants and contributions provided for capital purposes was a deficit of \$7.2 million. Refer to 'Grants and contributions revenue' below for details.

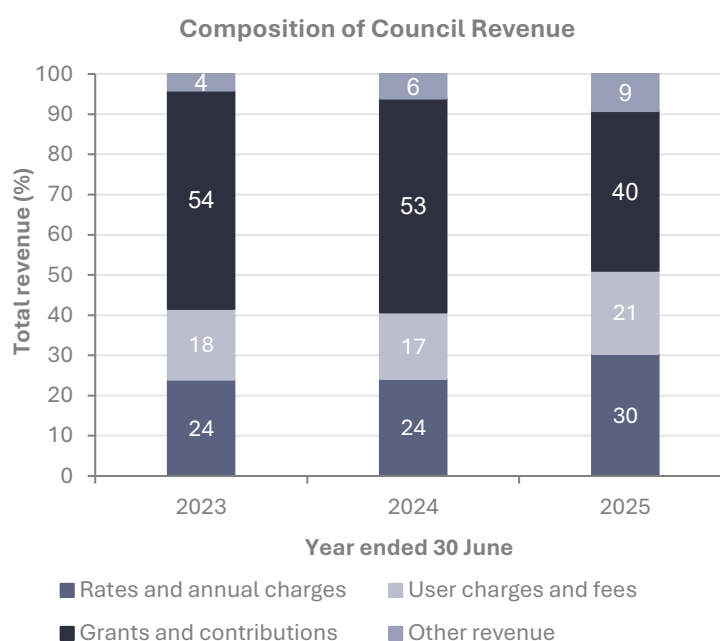
Income

Council revenue

This graph shows the composition of Council's revenue recognised for the current and prior two financial years.

Council revenue (\$27.8 million) decreased by \$5.4 million (16.3 per cent) in 2024–25 due to:

- rates and annual charges revenue (\$8.4 million) increased by \$418,000 (5 per cent) in 2024–25 predominantly due to approved rate peg increase of 4.5 per cent
- user charges and fees revenue (\$5.7 million) which increased by \$255,000 (3.6 per cent) predominantly due to increases in water supply user charges and scrap metal sales
- grants and contributions revenue (\$11.0 million) which decreased by \$6.6 million (37.3 per cent).



Grants and contributions revenue

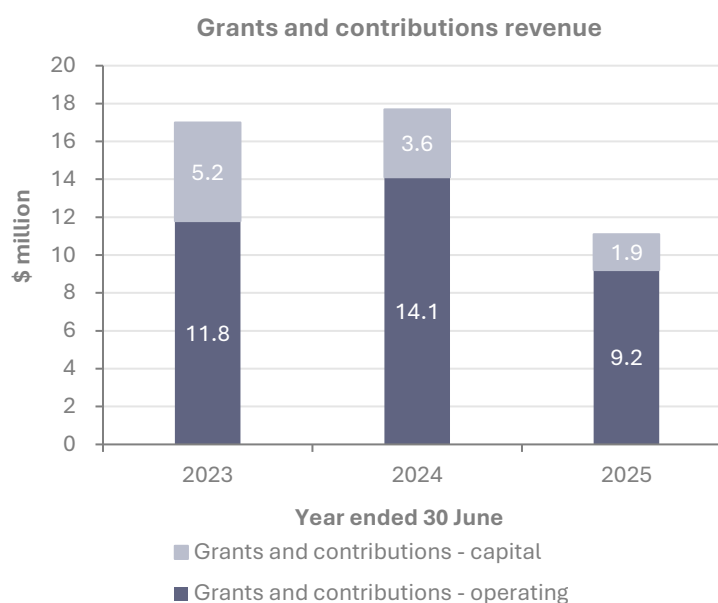
This graph shows the amount of grants and contributions revenue recognised for the current and prior two financial years.

Grants and contributions revenue (\$11.0 million) decreased by \$6.6 million (37.3 per cent) in 2024-25 due to:

- \$781,000 decrease in Financial Assistance operating grants due to receiving of 50 per cent of the financial assistance grants for 2025-26 in advance (85 per cent for 2024-25).
- \$3.6 million decrease in Transport (other roads and bridges funding) due to one- off operational grant funding of \$2.5 million related to Regional Emergency Road Repair Fund was received in 2024 and decrease in capital portion of \$1.1 million due to less work performed on the Thunderbolts way during the year
- \$1 million decrease in Local Government Recovery Grant due to one- off funding received in 2024
- \$751,000 decrease in Transport (Roads to Recovery) due to no funding allocated to Council as Council is yet to complete the acquittal for Road to Recovery End of Life
- \$366,000 decrease in capital recreation and culture funding due to revenue recognised in 2024 for major works performed under Public Space Legacy program (Glen precinct and Pioneer Park) in 2024.
- \$250,000 decrease in non-cash contribution received in 2024.

Offset by:

- \$250,000 increase in funding received under regional housing strategy during the year
- \$251,000 increase in subsidies received for McMaugh Gardens aged care and Tableland community transport.



CASH FLOWS

Statement of cash flows

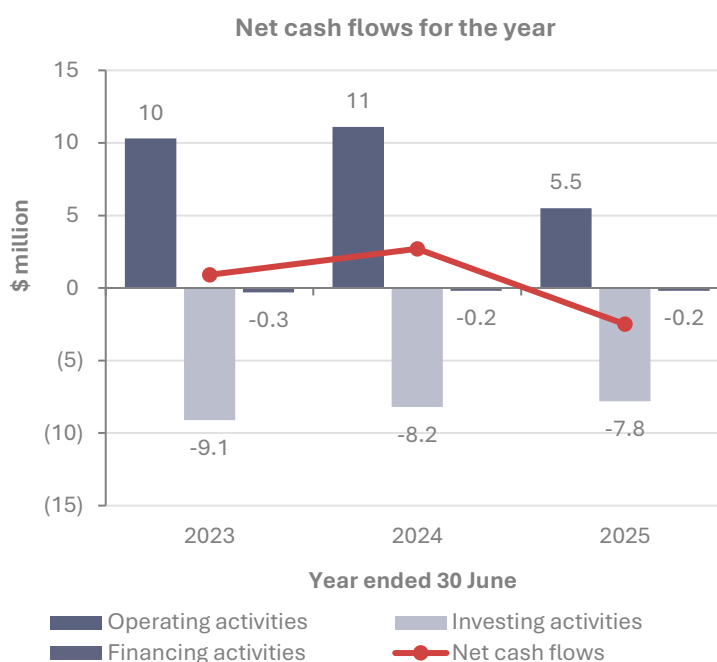
The Statement of Cash Flows details the Council's inflows and outflows of cash over a specific period. It helps in assessing the Council's ability to generate cash to fund its operations, pay off debts, and support future projects. It also aids in identifying any pressures or issues in the Council operating in a financially sustainable manner.

This graph shows the net cash flows for the current and prior two financial years.

The net cash outflows for the year were \$2.5 million (net cash inflows \$2.7 million in 2023-24).

In 2024-25 the net cashflows:

- from operating activities decreased by prior year \$5.6 million, mainly due to decreased grants and contribution revenue and increased costs related to employee benefits and material and services.
- used in investing activities decreased by \$456,000, mainly due to decreased payments for IPPE and increased proceeds from retirement home contribution.
- from financing activities are consistent with prior year.



FINANCIAL POSITION

Cash, cash equivalents and investments

This section of the Report provides details of the amount of cash, cash equivalents and investments recorded by the Council at 30 June 2025.

Externally restricted funds are the cash, cash equivalents and investments that can only be used for specific purposes due to legal or contractual restrictions.

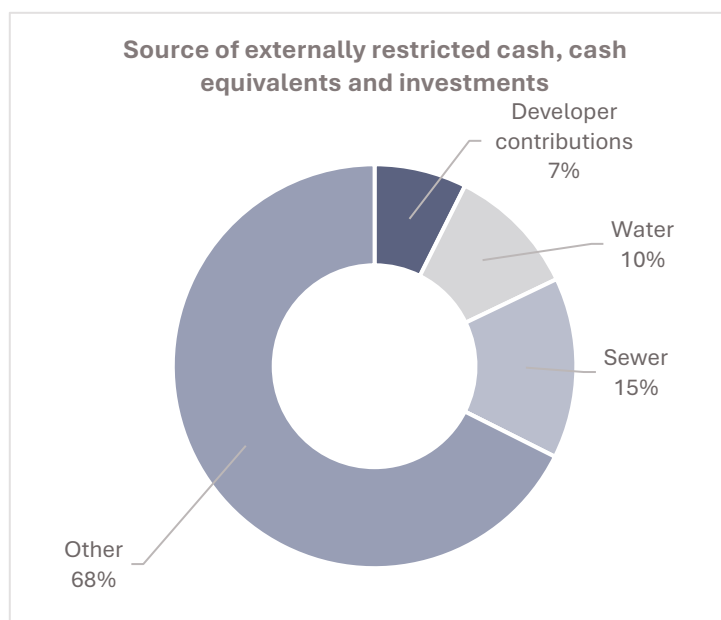
Cash, cash equivalents, and investments without external restrictions can be allocated internally by the elected Council's resolution or policy. These allocations are matters of Council policy and can be changed or removed by a Council resolution.

Cash, cash equivalents and investments	2025	2024	Percentage of total cash and investments 2025	Commentary
	\$m	\$m	%	
Total cash, cash equivalents and investments	28.3	27.5		Externally restricted balances are those which are only available for specific use due to a restriction placed by legislation or third-party contract. A breakdown of the sources of externally restricted balances is included in the graph below.
Restricted and allocated cash, cash equivalents and investments:				Internal allocations are determined by council policies or decisions, which are subject to change.
• External restrictions	19.0	20.2	67.14	External restrictions have decreased in 2024-25 due to Council decreased grant funds held as externally restricted.
• Internal allocations	6.3	5.4	22.3	

This graph shows the sources of externally restricted cash, cash equivalents and investments.

In 2024-25 the Council's main sources of externally restricted cash, cash equivalents and investments include:

- \$4.8 million in aged care facility refundable accommodation deposit (RAD) balance
- unexpended grant funds of \$4.9 million which have decreased \$919,000 from prior year
- water funds of \$2 million which have decreased \$798,000 from prior year
- sewer funds of \$2.8 million which have increased \$634,000 from prior year

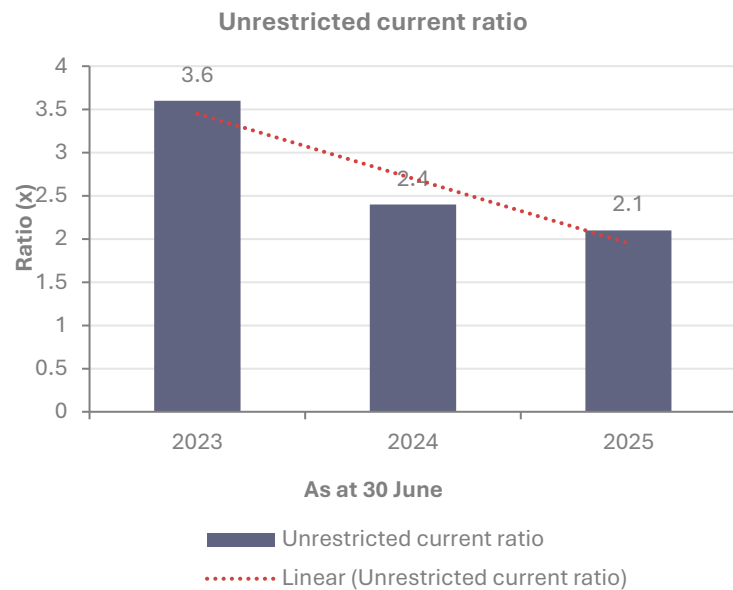


Council liquidity

This graph shows the Council's unrestricted current ratio for the current and prior two financial years.

The unrestricted current ratio is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The ratio measures the ratio of unrestricted current assets to specific purpose liabilities.

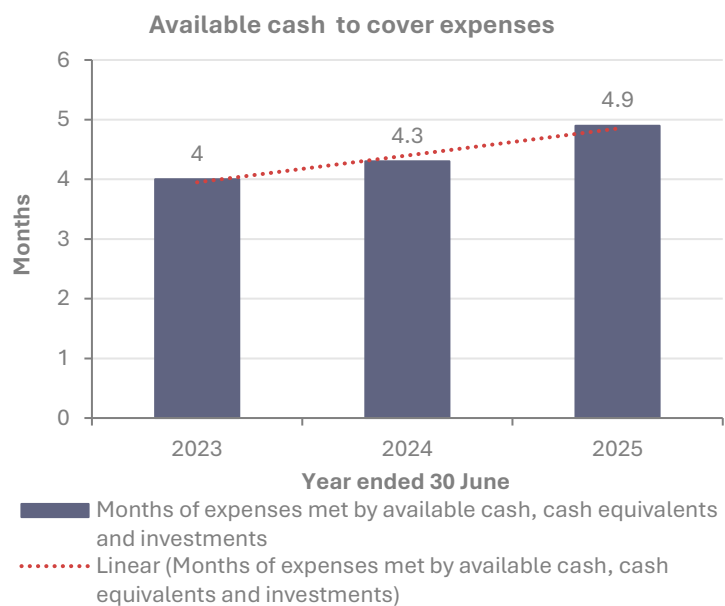
Council's ratio has deteriorated as compared to 2023-24.



This graph shows the number of months of general fund expenses (excluding depreciation and borrowing costs), Council can fund from its available cash, cash equivalents and investments (not subject to external restrictions).

Further details on cash, cash equivalents and investments including the sources of external restrictions are included in the section above.

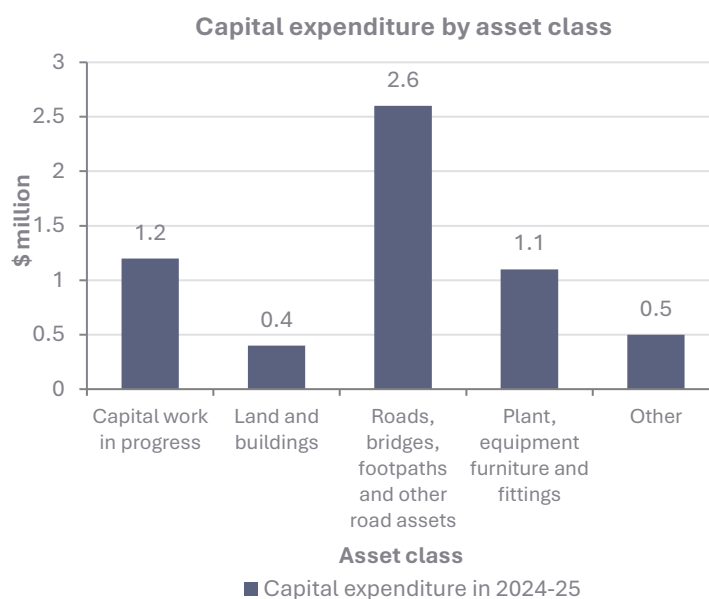
Council's ratio has improved in 2024-25.



Infrastructure, property, plant and equipment

This graph shows how much the Council spent on renewing and purchasing assets in 2024-25.

Council renewed \$3.5 million of infrastructure, property, plant and equipment during the 2024-25 financial year. This was mainly spent on roads. A further \$2.3 million was spent on new assets.



Debt

The table below provides an overview of the Council's loans and committed borrowing facilities. Committed borrowing facilities are an element of liquidity management and include bank overdrafts, and credit cards.

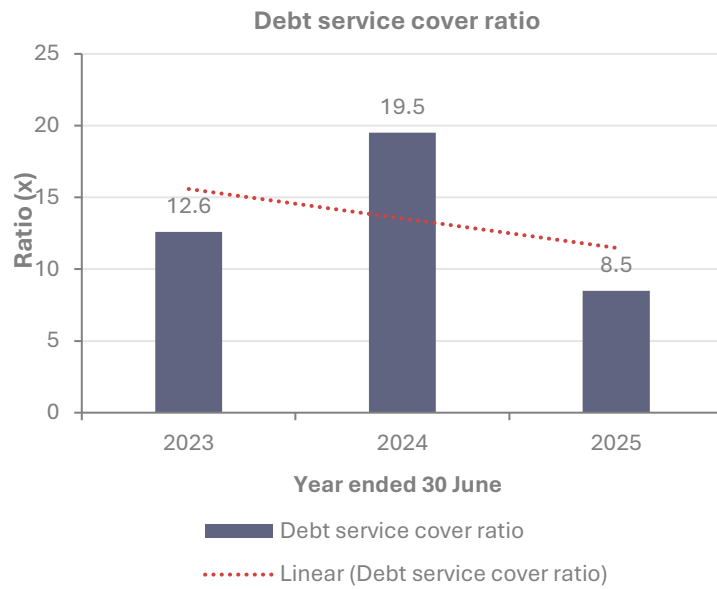
Debt	2025	2024	Commentary
	\$000	\$000	
Loans	1,156	1,323	Loans have decreased due to repayments during the year.
Approved overdraft facility	100	100	
Amount drawn down	-	-	
Credit card facility	50	35	
Amount used	15	9	

Debt service cover

This graph shows the Council's debt service cover ratio for the current and prior two financial years.

The debt service cover ratio measures the operating cash to service debt including interest, principal and lease payments.

The ratio has declined in 2024-25.



Furqan Yousuf
Director, Financial Audit

Delegate of the Auditor-General

Uralla Shire Council

SPECIAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2025



Special Purpose Financial Statements

for the year ended 30 June 2025

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Special Purpose Financial Statements

for the year ended 30 June 2025

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached special purpose financial statements have been prepared in accordance with:

- NSW Government Policy Statement, *Application of National Competition Policy to Local Government*
- Division of Local Government Guidelines, *Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality*
- The Local Government Code of Accounting Practice and Financial Reporting
- Sections 3 and 4 of the NSW Department of Climate Change, Energy, the Environment and Water's (DCCEEW) *Regulatory and assurance framework for local water utilities, July 2022*

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year,
- accord with Council's accounting and other records; and
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 23 September 2025.



Robert Bell

Mayor

23 September 2025



Tom O'Connor

Deputy Mayor

23 September 2025



Toni Averay

General Manager

23 September 2025



Mustaq Ahammed

Responsible Accounting Officer

23 September 2025

Uralla Shire Council

Income Statement of water supply business activity

for the year ended 30 June 2025

\$ '000	2025	2024
Income from continuing operations		
Access charges	663	628
User charges	965	937
Interest and investment income	188	168
Grants and contributions provided for operating purposes	340	565
Total income from continuing operations	2,156	2,298
Expenses from continuing operations		
Employee benefits and on-costs	998	459
Materials and services	1,020	754
Depreciation, amortisation and impairment	623	604
Total expenses from continuing operations	2,641	1,817
Surplus (deficit) from continuing operations before capital amounts	(485)	481
Grants and contributions provided for capital purposes	–	39
Surplus (deficit) from continuing operations after capital amounts	(485)	520
Surplus (deficit) from all operations before tax	(485)	520
Less: corporate taxation equivalent (25%) [based on result before capital]	–	(120)
Surplus (deficit) after tax	(485)	400
Plus accumulated surplus	7,865	7,345
– Corporate taxation equivalent	–	120
Closing accumulated surplus	7,380	7,865
Return on capital %	(2.7)%	2.8%
Subsidy from Council	1,221	256
Calculation of dividend payable:		
Surplus (deficit) after tax	(485)	400
Less: capital grants and contributions (excluding developer contributions)	–	(39)
Surplus for dividend calculation purposes	–	361
Potential dividend calculated from surplus	–	180

Uralla Shire Council

Income Statement of sewerage business activity

for the year ended 30 June 2025

\$ '000	2025	2024
Income from continuing operations		
Access charges	1,083	1,021
User charges	76	74
Interest and investment income	145	125
Grants and contributions provided for operating purposes	11	12
Total income from continuing operations	1,315	1,232
Expenses from continuing operations		
Employee benefits and on-costs	259	210
Materials and services	361	490
Depreciation, amortisation and impairment	489	466
Net loss from the disposal of assets	2	36
Total expenses from continuing operations	1,111	1,202
Surplus (deficit) from continuing operations before capital amounts	204	30
Surplus (deficit) from continuing operations after capital amounts	204	30
Surplus (deficit) from all operations before tax	204	30
Less: corporate taxation equivalent (25%) [based on result before capital]	(51)	(8)
Surplus (deficit) after tax	153	22
Plus accumulated surplus	11,992	11,962
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	51	8
Closing accumulated surplus	12,196	11,992
Return on capital %	1.0%	0.1%
Subsidy from Council	672	862
Calculation of dividend payable:		
Surplus (deficit) after tax	153	22
Surplus for dividend calculation purposes	153	22
Potential dividend calculated from surplus	77	11

Uralla Shire Council

Income Statement of McMaugh Gardens

for the year ended 30 June 2025

\$ '000	2025 Category 2	2024 Category 2
Income from continuing operations		
User charges	1,136	1,143
Interest and investment income	235	181
Grants and contributions provided for operating purposes	4,178	4,158
Other income	9	2
Total income from continuing operations	5,558	5,484
Expenses from continuing operations		
Employee benefits and on-costs	3,714	3,309
Borrowing costs	13	3
Materials and services	1,347	1,260
Depreciation, amortisation and impairment	227	218
Net loss from the disposal of assets	–	56
Total expenses from continuing operations	5,301	4,846
Surplus (deficit) from continuing operations before capital amounts	257	638
Grants and contributions provided for capital purposes	(5)	–
Surplus (deficit) from continuing operations after capital amounts	252	638
Surplus (deficit) from all operations before tax	252	638
Less: corporate taxation equivalent (25%) [based on result before capital]	(64)	(160)
Surplus (deficit) after tax	188	478
Plus accumulated surplus	4,575	3,937
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	64	160
Closing accumulated surplus	4,827	4,575
Return on capital %	4.3%	10.5%
Calculation of dividend payable:		
Surplus (deficit) after tax	188	478
Less: capital grants and contributions (excluding developer contributions)	5	–
Surplus for dividend calculation purposes	193	478
Potential dividend calculated from surplus	96	239

Uralla Shire Council

Statement of Financial Position of water supply business activity

as at 30 June 2025

\$ '000	2025	2024
ASSETS		
Current assets		
Cash and cash equivalents	128	129
Investments	1,874	2,721
Receivables	884	696
Contract assets and contract cost assets	669	422
Total current assets	3,555	3,968
Non-current assets		
Infrastructure, property, plant and equipment	17,692	17,133
Total non-current assets	17,692	17,133
Total assets	21,247	21,101
Net assets	21,247	21,101
EQUITY		
Accumulated surplus	7,380	7,865
IPPE revaluation surplus	13,867	13,236
Total equity	21,247	21,101

Uralla Shire Council

Statement of Financial Position of sewerage business activity

as at 30 June 2025

\$ '000	2025	2024
ASSETS		
Current assets		
Investments	2,755	2,121
Receivables	210	213
Total current assets	2,965	2,334
Non-current assets		
Infrastructure, property, plant and equipment	21,060	20,735
Total non-current assets	21,060	20,735
Total assets	24,025	23,069
Net assets	24,025	23,069
EQUITY		
Accumulated surplus	12,196	11,992
IPPE revaluation surplus	11,829	11,077
Total equity	24,025	23,069

Uralla Shire Council

Statement of Financial Position of McMaugh Gardens

as at 30 June 2025

\$ '000	2025 Category 2	2024 Category 2
ASSETS		
Current assets		
Investments	7,031	5,843
Receivables	113	122
Total current assets	7,144	5,965
Non-current assets		
Infrastructure, property, plant and equipment	6,240	6,084
Total non-current assets	6,240	6,084
Total assets	13,384	12,049
LIABILITIES		
Current liabilities		
Payables	4,808	4,034
Total current liabilities	4,808	4,034
Non-current liabilities		
Payables	2	9
Total non-current liabilities	2	9
Total liabilities	4,810	4,043
Net assets	8,574	8,006
EQUITY		
Accumulated surplus	4,827	4,575
Revaluation reserves	3,747	3,431
Total equity	8,574	8,006

Material accounting policy information

for the year ended 30 June 2025

Note – Material accounting policy information

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993* (Act), the *Local Government (General) Regulation 2021* (Regulation) and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

Declared business activities

In accordance with Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

(a) McMaugh Gardens Aged Care Centre

Comprising the operations and net assets of the 36 bed aged care facility "McMaugh Gardens Aged Care Centre" in King Street, Uralla.

Category 2

(where gross operating turnover is less than \$2 million)

(b) Uralla Shire Council Combined Water Supplies

Comprising the operations and net assets of the water supply systems servicing the towns of Uralla and Bundarra, each of which were established as separate Special Rate Funds.

(c) Uralla Shire Council Combined Sewerage Fund

Comprising the operations and net assets of the sewerage reticulation and treatment systems servicing the town of Uralla and Bundarra and which were established as a Special Rate Fund.

Material accounting policy information

for the year ended 30 June 2025

Note – Material accounting policy information (continued)

Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs. However, where Council does not pay some taxes, which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in special purpose financial statements. For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Corporate income tax rate – **25%** (LY 25%)

Land tax – the first \$1,075,000 of combined land values attracts **0%**. For the combined land values in excess of \$1,075,000 up to \$6,571,000 the rate is **\$100 + 1.6%**. For the remaining combined land value that exceeds \$6,571,000 a premium marginal rate of **2.0%** applies.

Payroll tax – **5.45%** on the value of taxable salaries and wages in excess of \$1,200,000.

In accordance with DCCEEW's regulatory and assurance framework, a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from water supply and sewerage business activities.

The payment of taxation equivalent charges, referred to in the regulatory and assurance framework as a 'dividend for taxation equivalent', may be applied for any purpose allowed under the Act.

Achievement of substantial compliance to DCCEEW's regulatory and assurance framework is not a prerequisite for the payment of the tax equivalent charges; however the payment must not exceed \$3 per assessment.

Income tax

An income tax equivalent has been applied on the profits of the business activities. Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested. Accordingly, the return on capital invested is set at a pre-tax level – gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the relevant corporate income tax rate, currently 25% (LY 25%).

Income tax is only applied where a gain from ordinary activities before capital amounts has been achieved. Since the taxation equivalent is notional – that is, it is payable to the 'Council' as the owner of business operations – it represents an internal payment and has no effect on the operations of the Council.

Accordingly, there is no need for disclosure of internal charges in the SPFS. The rate applied is 25% the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that Council business activities face 'true' commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

(i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

Material accounting policy information
for the year ended 30 June 2025

Note – Material accounting policy information (continued)

(ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 4.16% at 30/6/25.

(iii) Dividends

Council is not required to pay dividends to either itself as owner of a range of businesses, or to any external entities.

A local government water supply and sewerage business is permitted to pay annual dividends from their water supply or sewerage business surpluses. Each dividend must be calculated and approved in accordance with DCCEEW's regulatory and assurance framework and must not exceed 50% of the relevant surplus in any one year, or the number of water supply or sewerage assessments at 30 June 2025 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with DCCEEW's regulatory and assurance framework, statement of compliance and statement of dividend payment, dividend payment form and unqualified independent financial audit report are submitted to DCCEEW.



INDEPENDENT AUDITOR'S REPORT

Report on the special purpose financial statements

Uralla Shire Council

To the Councillors of Uralla Shire Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Uralla Shire Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2025, the Statement of Financial Position of each Declared Business Activity as at 30 June 2025 and the Material accounting policy information note.

The Declared Business Activities of the Council are:

- Water supply
- Sewerage
- McMaugh Gardens

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2025, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Material accounting policy information note and the Local Government Code of Accounting Practice and Financial Reporting 2024–25 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the Material accounting policy information note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Material accounting policy information note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

A handwritten signature in black ink, appearing to read 'Furqan', with a stylized flourish at the end.

Furqan Yousuf
Delegate of the Auditor-General for New South Wales

30 October 2025
SYDNEY

Uralla Shire Council

SPECIAL SCHEDULES
for the year ended 30 June 2025



Contents	Page
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Permissible income for general rates	3
Report on infrastructure assets as at 30 June 2025	7

Permissible income for general rates

\$ '000	Notes	Calculation 2024/25	Calculation 2025/26
Notional general income calculation ¹			
Last year notional general income yield	a	4,376	4,572
Plus or minus adjustments ²	b	4	4
Notional general income	c = a + b	4,380	4,576
Permissible income calculation			
Percentage increase	d	4.50%	4.90%
Plus percentage increase amount ³	f = d x (c + e)	197	224
Sub-total	g = (c + e + f)	4,577	4,800
Plus (or minus) last year's carry forward total	h	6	13
Less valuation objections claimed in the previous year	i	—	(2)
Sub-total	j = (h + i)	6	11
Total permissible income	k = g + j	4,583	4,811
Less notional general income yield	l	4,572	4,782
Catch-up or (excess) result	m = k - l	11	29
Plus income lost due to valuation objections claimed ⁴	n	2	—
Carry forward to next year ⁶	p = m + n + o	13	29

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (3) The 'percentage increase' is inclusive of the rate-peg percentage, and/or special variation and/or Crown land adjustment (where applicable).
- (4) Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer General. Councils can claim the value of the income lost due to valuation objections in any single year.
- (6) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Uralla Shire Council

To the Councillors of Uralla Shire Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Uralla Shire Council (the Council) for the year ending 30 June 2026.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2024–25 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2025.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.

A handwritten signature in black ink, appearing to read 'Furqan' followed by a stylized flourish.

Furqan Yousuf
Delegate of the Auditor-General for New South Wales

30 October 2025
SYDNEY

Uralla Shire Council

Report on infrastructure assets as at 30 June 2025

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2024/25 Required maintenance ^a	2024/25 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	1	2	3	4	5
Buildings	Other	–	664	1,110	800	22,078	38,668	5.4%	17.2%	64.3%	11.4%	1.7%
	Sub-total	–	664	1,110	800	22,078	38,668	5.4%	17.2%	64.3%	11.4%	1.7%
Other structures	Other structures	48	144	133	1,015	5,313	8,775	63.0%	24.0%	11.0%	1.0%	1.0%
	Sub-total	48	144	133	1,015	5,313	8,775	63.0%	24.0%	11.0%	1.0%	1.0%
Roads	Sealed roads	1,741	5,427	2,763	3,098	129,837	169,251	47.0%	25.0%	19.0%	6.0%	3.0%
	Bulk earthworks	–	–	–	–	65,214	65,214	100.0%	0.0%	0.0%	0.0%	0.0%
	Bridges	20	91	914	535	51,128	62,414	56.0%	42.0%	2.0%	0.0%	0.0%
	Unsealed roads	398	1,041	561	2,340	12,813	21,875	11.0%	36.0%	42.0%	6.0%	5.0%
	Footpaths	35	14	70	136	2,362	3,402	39.0%	24.0%	30.0%	7.0%	0.0%
	Sub-total	2,194	6,573	4,308	6,109	261,354	322,156	56.9%	24.0%	13.5%	3.6%	2.0%
Water supply network	Water supply network	2,143	2,429	1,194	1,886	15,146	39,544	6.0%	11.0%	65.0%	13.0%	5.0%
	Sub-total	2,143	2,429	1,194	1,886	15,146	39,544	6.0%	11.0%	65.0%	13.0%	5.0%
Sewerage network	Sewerage network	–	–	597	1,112	19,325	27,862	38.0%	16.0%	38.0%	7.0%	1.0%
	Sub-total	–	–	597	1,112	19,325	27,862	38.0%	16.0%	38.0%	7.0%	1.0%
Stormwater drainage	Stormwater drainage	22	–	114	299	3,868	5,332	6.0%	78.0%	13.0%	3.0%	0.0%
	Sub-total	22	–	114	299	3,868	5,332	6.0%	78.0%	13.0%	3.0%	0.0%
Total – all assets		4,407	9,810	7,456	11,221	327,084	442,337	46.2%	22.4%	24.1%	5.3%	2.0%

(a) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

- | | |
|------------------------------|---------------------------------------|
| 1 Excellent/very good | No work required (normal maintenance) |
| 2 Good | Only minor maintenance work required |
| 3 Satisfactory | Maintenance work required |

- | | |
|--------------------|-----------------------------------|
| 4 Poor | Renewal required |
| 5 Very poor | Urgent renewal/upgrading required |

Report on infrastructure assets as at 30 June 2025

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2025	Indicator 2025	Indicators 2024 2023		Benchmark
Buildings and infrastructure renewals ratio					
Asset renewals ¹	3,528	136.22%	81.27%	87.99%	> 100.00%
Depreciation, amortisation and impairment	2,590				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	4,407	2.37%	4.29%	2.33%	< 2.00%
Net carrying amount of infrastructure assets	185,904				
Asset maintenance ratio					
Actual asset maintenance	11,221	150.50%	105.12%	93.08%	> 100.00%
Required asset maintenance	7,456				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	9,810	2.22%	3.71%	3.60%	
Gross replacement cost	442,337				

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Uralla Shire Council

Report on infrastructure assets as at 30 June 2025

Infrastructure asset performance indicators (by fund)

\$ '000	General fund		Water fund		Sewer fund		Benchmark
	2025	2024	2025	2024	2025	2024	
Buildings and infrastructure renewals ratio							
Asset renewals ¹	216.68%	95.50%	37.17%	4.14%	1.07%	0.45%	> 100.00%
Depreciation, amortisation and impairment							
Infrastructure backlog ratio							
Estimated cost to bring assets to a satisfactory standard	1.50%	3.66%	14.15%	20.45%	0.00%	0.00%	< 2.00%
Net carrying amount of infrastructure assets							
Asset maintenance ratio							
Actual asset maintenance	145.15%	108.12%	157.96%	114.66%	186.26%	87.19%	> 100.00%
Required asset maintenance							
Cost to bring assets to agreed service level							
Estimated cost to bring assets to an agreed service level set by Council	1.97%	3.73%	6.14%	6.17%	0.00%	0.00%	
Gross replacement cost							

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.