



# DELIVERY PROGRAM 2017-2022 OPERATIONAL PLAN 2020-2021

## INFORMATION ABOUT THIS DOCUMENT

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### ***Further Document Information and Relationships***

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

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# PART 1: OVERVIEW

### Message from the Mayor

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

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

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

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

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

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

**Cr Michael Pearce**  
**Mayor**

## Message from the General Manager

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

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

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

The 2020-21 Operational Plan sets out a detailed program consisting of 189 actions, showing how the community goals will be achieved and measured, and that the resources required to achieve these goals are both allocated and within Council's means.

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

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

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

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

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

Scott Phillips  
**Acting General Manager**

### Integrated Planning and Reporting

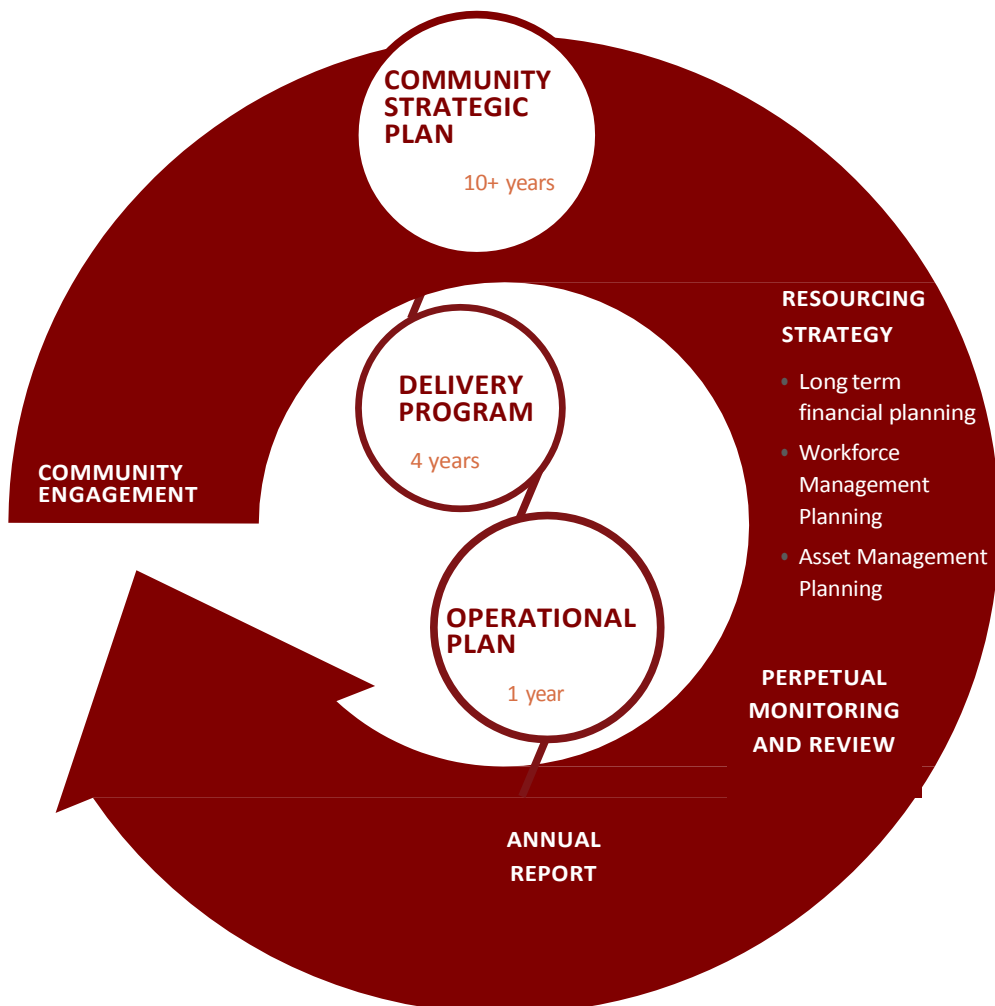
In October 2009, the NSW Government's new framework for strategic planning and reporting for local councils came into effect through the introduction of the *Local Government Amendment (Planning & Reporting) Act 2009*. This Act amended the *NSW Local Government Act 1993* with regard to councils' strategic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

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

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

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

**Integrated Planning and Reporting Diagram**



## **Our Planning Framework**

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

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

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

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

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

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

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

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

## **Addressing the Quadruple Bottom Line**

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

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

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

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

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



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

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

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

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

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

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

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

## **Our Mission**

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

## **Our Values**

The Uralla Shire community strives to:

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

## Our Community Goals

### 1. Our Society

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

### 2. Our Economy

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

### 3. Our Environment

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

### 4. Our Leadership

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

## Understanding this Delivery Program and Operational Plan

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

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

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

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

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

### Part 3: Budget 2020-2021

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

### Part 4: Statement of Revenue Policy 2020-2021

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

## Elected Members



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

### Roles and responsibilities

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

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

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

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

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

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

At the end of the current term of Council, an End-of-Term Report (September 2016 - August 2022) will be provided to the community detailing Council's overall achievements in implementing the Community Strategic Plan.

### **Council meetings**

Council meetings are held in accordance with Councils Code of Meeting Practice. The Ordinary Meetings of Council are held from 12.30pm in Council Chambers on the fourth Tuesday of each month from February to November and on the third Tuesday of December. No meeting is held in the month of January. Council Ordinary and Extraordinary Meetings are recorded, with audio recordings placed on the Council website the day after the meeting.

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

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

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

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

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

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

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

# Organisation Structure

ELECTED COUNCIL

MAYOR

GENERAL MANAGER

DIRECTOR INFRASTRUCTURE AND DEVELOPMENT

- Asset Management
- Roads and Bridges
- Water
- Sewer
- Drainage
- Parks and Gardens
- Open Space and Recreation
- Swimming Pool Complex
- Property and Buildings
- Land-Use Planning
- Assessment and Certification
- Regulation
- Waste Management
- Stores & Workshop
- Environmental Management and Sustainability

EXECUTIVE MANAGER CORPORATE SERVICES

- Community Strategic Plan
- Delivery Program and Operational Plan
- Corporate Governance
- Internal Audit and Risk Management
- Work Health and Safety
- Technology and Information
- Tourism and Visitor Servicing
- Community and Economic Development
- Library Services

CHIEF FINANCIAL OFFICER

- Long Term Financial Planning
- Financial Sustainability
- Financial Management and Reporting
- Fees and Charges
- Creditors
- Debtors
- Rates and Revenue
- Procurement & Contracts

MANAGER OF HUMAN RESOURCES

- Workforce Planning
- Recruitment
- Training and Development
- Organisational Development

MANAGER COMMUNITY CARE

- Ageing and Disability Services
- Community Transport

MANAGER MCMAUGH GARDENS

- McMaugh Gardens Aged Care Facility

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

## Responsibility Index

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

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

## Reference Documents

Transportation Asset Management Plan:

[www.uralla.nsw.gov.au/files/assets/public/council/governance-documents/asset-management-plan-transport.pdf](http://www.uralla.nsw.gov.au/files/assets/public/council/governance-documents/asset-management-plan-transport.pdf)

Buildings Asset Management Plan:

[www.uralla.nsw.gov.au/files/assets/public/council/governance-documents/asset-management-plan-buildings.pdf](http://www.uralla.nsw.gov.au/files/assets/public/council/governance-documents/asset-management-plan-buildings.pdf)

Pedestrian Access and Mobility Plan:

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

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

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



**OUR SOCIETY**  
**Goal 1.1**  
**Strategy 1.1.1**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activity	Council Role	Year					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
1.1.1.1 Maintain parks, gardens and open spaces	Provide	✓	✓	✓	✓	✓	1.1.1.1.1 Liaise with volunteers and other community groups to assist in the maintenance of parks, gardens, and open spaces.	EMC MCI	Volunteer maintenance activities/ increased
		✓	✓	✓	✓	✓	1.1.1.1.2 Undertake annual maintenance program of parks.	MCI	Service levels/ maintained

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activity	Council Role	Year					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
1.1.2.1 Prepare open space strategy	Provide				✓	✓	1.1.2.1.1 Engage with the community and key stakeholders in developing the Open Spaces Strategy.	MDP	Engagement program/ implemented
					✓	✓	1.1.2.1.2 Develop an overarching Open Spaces Strategy with an Action Plan guided by community consultation, and including disability inclusion and access provisions (DIAP 2.5) (2.6) (2.7).	MDP	Strategy and action plan/ adopted

**Strategy 1.1.3**

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

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

**Strategy 1.1.4**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/Target
			1	2	3	4	5			
1.1.4.1	Encourage volunteer participation	Provide	✓	✓	✓	✓	✓	1.1.4.1.1 Develop a volunteer strategy including an induction and support program to promote participation that encourages involvement by people with a disability (DIAP 3.2).	CCE	Strategy/developed

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/ Target
		1	2	3	4	5			
<b>1.2.1.1</b> <b>Maintain community swimming complex, sports and recreation facilities</b>	Provide	✓	✓	✓	✓	✓	1.2.1.1.1 Undertake the necessary maintenance to enable the operation of the Uralla swimming pool.	MCI	Service levels/ maintained
		✓	✓	✓	✓	✓	1.2.1.1.2 Maintain and test pool water quality in compliance with Department of Health guidelines.	MCI	Water quality/ compliant
					✓	✓	1.2.1.1.3 Implement upgrades to the Uralla Sporting Complex through the Stronger Country Communities Fund.	MDP	Upgrades/ completed
		✓	✓	✓	✓	✓	1.2.1.1.4 Undertake the annual maintenance program at sporting fields (DIAP 2.7).	MCI	Service levels/ maintained
<b>1.2.1.2</b> <b>Provide shared footpaths and cycleways</b>	Provide			✓	✓	✓	1.2.1.2.1 Implement the priority projects set out in the shared footpath and cycleway plan including disability access provisions in conjunction with the Pedestrian Access and Mobility Plan, subject to RMS funding approval (DIAP 2.6).	MCI	Identified works/ completed

**Strategy 1.2.2**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activity	Council Role	Year					Annual Action	Responsibility	Measure/Target	
		1	2	3	4	5				
1.2.2.1	Improve access to regional health services	Facilitate	✓	✓	✓	✓	✓	1.2.2.1.1 Liaise with medical practitioners to prepare for participation in the 2020-2021 Bush Bursary/CWA Scholarship program.	CCE	Liaison with medical practices/ completed

**Strategy 1.2.3**

**Provide, maintain and develop children’s play and recreational facilities that encourage active participation**

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activity	Council Role	Year					Annual Action	Responsibility	Measure/Target	
		1	2	3	4	5				
1.2.3.1	Enhance recreational facilities for children	Provide	✓	✓	✓	✓	✓	1.2.3.1.1 Deliver upgrades to children’s recreation facilities throughout the shire through grant funding.	DID	Grant funding/ milestones met

**Strategy 1.2.4**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activity	Council Role	Year					Annual Action	Responsibility	Measure/Target	
		1	2	3	4	5				
1.2.4.1	Preserve community safety	Facilitate	✓	✓	✓	✓	✓	1.2.4.1.1 Give support, within Council’s area of functional responsibility, to the police, emergency services, and community groups to preserve community safety.	DID	Support/ provided

Strategy 1.2.5

Provide effective regulatory, compliance and enforcement services for the community

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activity	Council Role	Year					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
<b>1.2.5.1</b> Provide effective regulatory, compliance and enforcement services	Provide	✓	✓	✓	✓	✓	1.2.5.1.1 Carry out food premises inspections to ensure compliance with the Food Act.	MDP	Food premises inspected annually/ 100%
		✓	✓	✓	✓	✓	1.2.5.1.2 Submit annual food premises compliance report.	MDP	Food premises returns submitted/ annually
		✓	✓	✓	✓	✓	1.2.5.1.3 Issue and serve Orders where necessary under relevant legislation.	MDP	Issued orders are compliant with legislation/ 100%
		✓	✓	✓	✓	✓	1.2.5.1.4 Register, licence and inspect onsite sewerage treatment systems.	MDP	Number of inspections undertaken as scheduled/ 90%
		✓	✓	✓	✓	✓	1.2.5.1.5 Administer companion animal registrations, respond to companion animal noise complaints, and impound animals and stray stock as required.	MDP	Respond to companion animal complaints/ 100%
		✓	✓	✓	✓	✓	1.2.5.1.6 Finalise and implement a trade waste policy.	MDP	Policy/ Implemented

**A diverse and creative culture**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
<b>1.3.1.1</b> <b>Provide library services and programs</b>	Provide	✓	✓	✓	✓	✓	1.3.1.1.1 Manage the service level agreement with Central Northern Regional Library.	LIB	Service level agreement/compliant
		✓	✓	✓	✓	✓	1.3.1.1.2 Attend Central Northern Regional Library committee meetings.	LIB	Committee meetings/attended
		✓	✓	✓	✓	✓	1.3.1.1.3 Operate the Uralla library service and programs.	LIB	Uralla library open/7 days a week
		✓	✓	✓	✓	✓	1.3.1.1.4 Operate the Bundarra library service.	LIB	Bundarra library operating and resources renewed/quarterly

**Strategy 1.3.2**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
<b>1.3.2.1</b> <b>Facilitate the development of a range of community and cultural activities</b>	Facilitate	✓	✓	✓	✓	✓	1.3.2.1.1 Coordinate the development of a Uralla Shire event toolkit.	TPOO	Toolkit/completed
		✓	✓	✓	✓	✓	1.3.2.1.2 Attend Arts North West regional meetings.	CCE	Meetings/attended

**Strategy 1.3.3**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
<b>1.3.3.1</b> <b>Enhance opportunities for community cultural and creative expression</b>	Facilitate	✓	✓	✓	✓	✓	1.3.3.1.1 Coordinate and deliver Council's annual community grants and financial assistance programs.	CCE	Grants program rounds delivered/= 2

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
1.4.1.1 Operate a residential aged care facility	Provide	✓	✓	✓	✓	✓	1.4.1.1.1 Manage McMaugh Gardens Aged Care facility in a financially sustainable manner, including identifying and planning for impacts of bathroom renovations upon revenues.	MMG	Operating result/ per plan
									Annual average occupancy at benchmark/ per plan
		✓	✓	✓	✓	✓	1.4.1.1.2 Maintain aged care facility accreditation and satisfactory aged care quality audit outcomes.	MMG	Accreditation/ maintained
									Quality audit outcomes/ satisfactory

Strategy 1.4.2

Provide quality Community Care, Ageing and Disability services

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
1.4.2.1 Provide aged and disability services	Provide	✓	✓	✓	✓	✓	1.4.2.1.1 Manage consumer directed aged and disability services in a financially sustainable manner.	MCC	Net operating surplus/achieved
		✓	✓	✓	✓	✓	1.4.2.1.2 Manage state and federal funding agreements and grant acquittals for compliance.	MCC	Funding agreements reporting and acquittals/compliant
		✓	✓	✓	✓	✓	1.4.2.1.3 Maintain accreditation and satisfactory quality audit outcomes.	MCC	Accreditation/Maintained Quality audit outcomes/satisfactory
1.4.2.2 Provide community transport services	Provide	✓	✓	✓	✓	✓	1.4.2.2.1 Manage community transport services in a financially sustainable manner.	MCC	Net operating surplus/achieved
		✓	✓	✓	✓	✓	1.4.2.2.2 Manage NSW State Government funding agreements and grant acquittals for compliance.	MCC	Funding agreements reporting and acquittals/compliant
		✓	✓	✓	✓	✓	1.4.2.2.3 Maintain satisfactory service reviews and audit outcomes.	MCC	Audit outcomes/satisfactory



**Strategy 1.4.3**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target	
		1	2	3	4	5				
<b>1.4.3.1</b>	<b>Promote Council's services and facilities</b>	Provide	✓	✓	✓	✓	✓	1.4.3.1.1 Coordinate a local government week program to raise awareness of the services provided by Council.	CCE	Program/delivered
			✓	✓	✓	✓	✓	1.4.3.1.2 Oversee the preparation and distribution of a regular Council newsletter to residents.	CCE	Newsletter published/monthly

**Strategy 1.4.4**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target	
		1	2	3	4	5				
<b>1.4.4.1</b>	<b>Increase community participation in community and cultural events</b>	Facilitate	✓	✓	✓	✓	✓	1.4.4.1.1 Promote Uralla Shire community events through Council's website.	TPOO	Events promoted/as requested
			✓	✓	✓	✓	✓	1.4.4.1.2 Seek Youth Week funding and facilitate the coordination of the Youth Week program of activities.	LIB	Funding application/lodged
			✓	✓	✓	✓	✓	1.4.4.1.3 Facilitate youth program of activities.	LIB	Youth activities/delivered
			✓	✓	✓	✓	✓	1.4.4.1.4 Seek National Aboriginal and Islander Day Observance Committee (NAIDOC) funding and coordinate Council's NAIDOC activities in consultation with the Elders.	CCE	NAIDOC activities/delivered

Strategy 1.4.5

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/Target
			1	2	3	4	5			
1.4.5.1	Enhance transport services	Advocate	✓	✓	✓	✓	✓	1.4.5.1.1 Advocate, when necessary, for continuing access to Mascot airport at peak times.	GM	Advocate/ as necessary

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

Strategy 1.4.6

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/Target
			1	2	3	4	5			
1.4.6.1	Develop and implement a range of strategies to improve access and inclusion to council facilities and services	Provide	✓	✓	✓	✓	✓	1.4.6.1.1 Incorporate principles of inclusion into Council’s asset planning and renewal programs (DIAP).	DID	Principles/ implemented
						✓	✓	1.4.6.1.2 Develop and implement a Disability Inclusion Action Plan (DIAP).	CGR	Plan developed / implemented

## OUR ECONOMY

### Goal 2.1

#### Strategy 2.1.1

An attractive environment for business, tourism and industry

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
2.1.1.1 Promote Uralla Shire through the visitor information centre	Provide	✓	✓	✓	✓	✓	2.1.1.1.1 Operate the Visitor Information Centre.	TPOO	Visitor Information Centre/operational
				✓	✓	✓	2.1.1.1.2 Commence implementation of the Visitor Information Centre improvement project.	DID	Project implementation/commenced
	Facilitate				✓		2.1.1.1.3 Deliver the goals of the Uralla Shire Promotional Campaign project through the <i>NSW Bushfire Community Resilience &amp; Economic Recovery Fund - Phase 1</i> grant funding.	CCE	Project milestones / met

#### Strategy 2.1.2

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
2.1.2.1 Improve recognition of Uralla Shire and the region's strategic economic advantages	Advocate		✓	✓	✓	✓	2.1.2.1.1 Partner with neighbouring councils to coordinate delivery of the Regional Economic Development Strategy.	EMCS CCE	Sub-regional working group meetings/attended

**Strategy 2.1.3**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
<b>2.1.3.1</b> Enhance infrastructure to support regional education, transport and health development	Advocate	✓	✓	✓	✓	✓	2.1.3.1.1 Lobby government for funding to undertake necessary upgrades to provide HML capacity.	DID	Number of lobbying activities/ maintained
		✓	✓	✓	✓	✓	2.1.3.1.2 Develop a list of priority transport infrastructure projects to capitalise on grant funding opportunities.	DID	Priority list/ compiled

**Strategy 2.1.4**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
<b>2.1.4.1</b> Process building and development application	Provide	✓	✓	✓	✓	✓	2.1.4.1.1 Assess and determine development, construction, and other regulatory applications.	MDP	Applications determined/ = statutory timeframes
		✓	✓	✓	✓	✓	2.1.4.1.2 Construction certificates provided in accordance with legislation.	MDP	Certificates provided/ = statutory timeframes

**OUR ECONOMY**  
**Goal 2.2**  
**Strategy 2.2.1**

**Growing diversified employment, education and tourism opportunities**  
**Provide land use planning that facilitates employment creation**

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
2.2.1.1	Optimise land use planning instruments to support employment creating business and industries	Provide	✓	✓	✓	✓	✓	2.2.1.1.1 Monitor and review Council's Local Environment Plan and other strategic and supporting planning documents.	MDP	LEP and DCP/ maintained

**Strategy 2.2.2**      **Support and encourage existing business and industry to develop and grow**

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
2.2.2.1	Encourage business and industry development	Provide	✓	✓	✓	✓	✓	2.2.2.1.1 Assess and maintain a sufficient supply of residential, lifestyle, agricultural commercial and industrial zoned land.	MDP	Supply and demand review/ completed
				✓	✓	✓	✓	2.2.2.1.2 Commence construction of Stage 1 for the Rowan Avenue, Uralla, subdivision, subject to funding and resolution of Council.	DID	Construction of Stage 1/ commenced

**Strategy 2.2.3**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
2.2.3.1 Provide information to support new and existing business operators	Provide	✓	✓	✓	✓	✓	2.2.3.1.1 Provide consultation with potential new business operators and pre-development application assistance.	MDP	Consultation and assistance activities/ documented
	Facilitate				✓		2.2.3.1.2 Facilitate disaster preparedness and resilience training and resources to local businesses through the <i>NSW Bushfire Community Resilience &amp; Economic Recovery Fund - Phase 1</i> grant funding.	CCE	Project milestones / met

**Strategy 2.2.4**

**Partner with neighbouring Councils to effectively market the unique natural characteristics and diverse tourism opportunities available within the New England region**

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
2.2.4.1 Promote Uralla Shire and the region as a tourism destination	Facilitate	✓	✓	✓	✓	✓	2.2.4.1.1 Collaborate with other councils and tourism bodies to promote the region with a Uralla Shire focus.	TPOO	Promotional activity/ =2

OUR ECONOMY

Goal 2.3

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

Strategy 2.3.1

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/ Target
		1	2	3	4	5			
2.3.1.1 Deliver road and drainage maintenance services and capital works programs	Provide	✓	✓	✓	✓	✓	2.3.1.1.1 Deliver sealed roads bitumen maintenance program in line with established service levels and intervention points – per Transportation Asset Management Plan.	MCI	Percentage of program completed/ =>90%
		✓	✓	✓	✓	✓	2.3.1.1.2 Deliver sealed roads capital renewal program – per Transportation Asset Management Plan.	MCI	Percentage of program completed/ =>90%
		✓	✓	✓	✓	✓	2.3.1.1.3 Seek funding for transport infrastructure expansion projects.	MCI	Number of funding applications/ maintained
		✓	✓	✓	✓	✓	2.3.1.1.4 Deliver unsealed roads grading program in line with established service levels and intervention points – per Transportation Asset Management Plan.	MCI	Percentage of program completed/ =>90%
		✓	✓	✓	✓	✓	2.3.1.1.5 Deliver unsealed roads re-sheeting program in line with established service levels – per Transportation Asset Management Plan.	MCI	Percentage of program completed/ =>90%

Strategy 2.3.2

Maintain, review and replace Council bridges and culverts as required

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/ Target
		1	2	3	4	5			
2.3.2.1 Deliver bridge and culvert maintenance services and capital works programs	Provide	✓	✓	✓	✓	✓	2.3.2.1.1 Inspect all bridges and carry out the required maintenance programs.	MCI	Percentage of program completed/ =>90%
		✓	✓	✓	✓	✓	2.3.2.1.2 Deliver bridge and culvert capital works program – per Transportation Asset Management Plan.	MCI	Percentage of program completed/ =>90%

**Strategy 2.3.3**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
2.3.3.1 Deliver roads, lighting, signs, guard rail, and posts maintenance and renewal program	Provide	✓	✓	✓	✓	✓	2.3.3.1.1 Deliver unsealed road network supporting infrastructure replacement program.	MCI	Percentage of program completed/ =>90%
		✓	✓	✓	✓	✓	2.3.3.1.2 Renew and maintain lighting, signs, posts, and guard rail assets as necessary.	MCI	As necessary/ completed

**Strategy 2.3.4**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
2.3.4.1 Deliver town and village streets maintenance services and capital works programs	Provide	✓	✓	✓	✓	✓	2.3.4.1.1 Deliver town streets maintenance and resealing programs – per Transportation Asset Management Plan.	MCI	Percentage of program completed/ =>90%

**Strategy 2.3.5**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
2.3.5.1 Deliver walkways and cycle ways maintenance services and capital works programs	Provide	✓	✓	✓	✓	✓	2.3.5.1.1 Inspect footpaths and deliver maintenance and repair program.	MCI	Percentage of program completed/ =>90%



**Strategy 2.3.6**

**Facilitate the enhancement and expansion of accessible walking and cycle networks where strategically identified and interconnect them with other transport and recreation facilities**

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target	
		1	2	3	4	5				
2.3.6.1	Expand the Shire's integrated and accessible cycle ways and walkways network	Provide	✓	✓	✓	✓	✓	2.3.6.1.1 Seek funding from Roads and Maritime Services to extend shared pedestrian/cycleway along Plane Avenue to from East Street for 185m towards Rowan Avenue.	MCI	Funding applications/ submitted

**Strategy 2.3.7**

**Implement and maintain developer contribution plans**

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target	
		1	2	3	4	5				
2.3.7.1	Develop section 7.11, section 7.12, and section 64 contribution framework	Provide		✓	✓	✓	✓	2.3.7.1.1 Develop Section 64 and Section 7.11 and Section 7.12 contribution plans for consideration	MDP	Plan/ completed

**Strategy 2.3.8**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target	
		1	2	3	4	5				
2.3.8.1	Enhance Council's public transport infrastructure	Provide	✓	✓	✓	✓	✓	2.3.8.1.1 Develop a renewal and maintenance program for Council bus stops.	MCI	Service levels/ developed

**OUR ECONOMY**  
**Goal 2.4**  
**Strategy 2.4.1**

**Communities that are well serviced with essential infrastructure**  
**Develop a strategically located network of quality, accessible and safe public amenities that are adequately maintained and renewed**

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target	
		1	2	3	4	5				
<b>2.4.1.1</b>	<b>Provide public amenities for residents and visitors</b>	Provide	✓	✓	✓	✓	✓	2.4.1.1.1 Deliver maintenance and renewal programs for public amenities – per Buildings Asset Management Plan.	DID	Service levels/ maintained

**Strategy 2.4.2**      **Implement Council’s strategic asset management plan and continue to develop asset systems, plans and practices for infrastructure assets to minimize whole of life costs**

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target	
		1	2	3	4	5				
<b>2.4.2.1</b>	<b>Develop and implement asset management plans</b>	Provide	✓	✓	✓	✓	✓	2.4.2.1.1 Prepare an overarching asset management policy and strategy.	DID	Draft/ completed
			✓	✓	✓	✓	✓	2.4.2.1.2 Review and update the Plant Asset Management Plan.	DID	Plan update/ completed
			✓	✓	✓	✓	✓	2.4.2.1.3 Review and update the Buildings Asset Management Plan, including service levels.	DID	Plan/ finalised
			✓	✓	✓	✓	✓	2.4.2.1.4 Review and update the Transport Asset Management Plan.	DID	Review/ completed
			✓	✓	✓	✓	✓	2.4.2.1.5 Incorporate Council cemeteries into the Parks and Open Spaces Asset Management Plan.	DID	Plan/ completed
			✓	✓	✓	✓	✓	2.4.2.1.6 Review and update the Sewer Asset Management Plan.	MWWSS	Plan update/ completed
			✓	✓	✓	✓	✓	2.4.2.1.7 Review and update the Water Supply Asset Management Plan.	MWWSS	Plan update/ completed
			✓	✓	✓	✓	✓	2.4.2.1.8 Implement the Stormwater Drainage Asset Management Plan.	DID	Plan update/ completed

**Strategy 2.4.3**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target	
		1	2	3	4	5				
2.4.3.1	Provide connectivity to public spaces	Provide	✓	✓	✓	✓	✓	2.4.3.1.1 Continue with footpath and cycleway program as per the Pedestrian Access and Mobility Plan.	MCI	Connectivity/Improved

**Strategy 2.4.4**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2018-2019				
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target	
		1	2	3	4	5				
2.4.4.1	Maintain kerb and guttering to established service levels	Provide	✓	✓	✓	✓	✓	2.4.4.1.1 Inspect all kerb and gutter and undertake the required repair and replacement program.	MCI	Program delivered/ =>90%

**OUR  
ENVIRONMENT**

**Goal 3.1**

**Strategy 3.1.1**

**To preserve, protect and renew our beautiful natural environment**

**Record and promote the region’s heritage in partnership with the community**

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/ Target
		1	2	3	4	5			
<b>3.1.1.1</b> Preserve Uralla Shire’s heritage	Provide	✓	✓	✓	✓	✓	3.1.1.1.1 Progressively implement the recommended actions from the Heritage Strategy.	MDP	Strategy actions/ implemented
					✓	✓	3.1.1.1.2 Continue management of Council's Crown Reserves.	EMC	Management activities/ Maintained

**Strategy 3.1.2**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/ Target
		1	2	3	4	5			
<b>3.1.2.1</b> Provide heritage services and support	Provide	✓	✓	✓	✓	✓	3.1.2.1.1 Facilitate a Heritage Advisory Service and Local Heritage Assistance Fund.	MDP	Number of service activities/ maintained

**Strategy 3.1.3**

**Protect and maintain a healthy catchment and waterways**

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target	
		1	2	3	4	5				
<b>3.1.3.1</b>	<b>Maintain compliant catchment and waterways management</b>	Provide	✓	✓	✓	✓	✓	3.1.3.1.1 Undertake annual maintenance program for Council’s gross pollutant traps.	MCI	As necessary/ maintained
			✓	✓	✓	✓	✓	3.1.3.1.2 Develop Operation and Maintenance Plan and Emergency Management Plan for the Kentucky Creek Dam.	MWWSS	Plan/ Reviewed
			✓	✓	✓	✓	✓	3.1.3.1.3 Maintain compliance with Environmental Protection Licence requirements for the Uralla landfill, sewer and water treatment plants.	MWWSS	Testing regime/ compliant

**Strategy 3.1.4**

**Raise community awareness of environmental and biodiversity issues**

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities	Council Role	Year					Annual Action	Responsibility	Measure/Target	
		1	2	3	4	5				
<b>3.1.4.1</b>	<b>Provide bush regeneration activities and information</b>	Provide	✓	✓	✓	✓	✓	3.1.4.1.1 Continue to Implement the actions for the Bush Regeneration Work plan.	EMC	Implementation/ commenced
			✓			✓	✓	3.1.4.1.2 Liaise with the New England Weeds Authority to manage Council's statutory obligations under the Biosecurity Act.	EMC	Statutory obligations/ met

**OUR  
10 year  
PLAN**

**OUR ENVIRONMENT  
Goal 3.2  
Strategy 3.2.1**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities	Council Role	Years					Annual Action	Responsibility	Measure/Target	
		1	2	3	4	5				
<b>3.2.1.1</b>	<b>Preserve sensitive greenbelt lands</b>	Provide	✓	✓	✓	✓	✓	3.2.1.1.1 Review and monitor vegetation and environmental protection measures for sensitive land.	MDP	LEP and DCP/ maintained

**Strategy 3.2.2 Educate the community about sustainable practices in the home, at work and in public places**

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities	Council Role	Years					Annual Action	Responsibility	Measure/Target	
		1	2	3	4	5				
<b>3.2.2.1</b>	<b>Raise community awareness of sustainability practices</b>	Facilitate	✓	✓	✓	✓	✓	3.2.2.1.1 Collaborate and partner with the Uralla ZNET.	EMC	Number of awareness programs/ maintained
		Provide	✓	✓	✓	✓	✓	3.2.2.1.2 Continue to review and Implement the Environmental Sustainability Action Plan priorities.	EMC	Implementation of priorities/ commenced

**Strategy 3.2.3 Ensure that Uralla Shire is sufficiently prepared to deal with natural disasters including bushfires, major storms and flood events**

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities	Council Role	Years					Annual Action	Responsibility	Measure/Target	
		1	2	3	4	5				
<b>3.2.3.1</b>	<b>Collaborate with service providers to be emergency response ready</b>	Provide	✓	✓	✓	✓	✓	3.2.3.1.1 Participate in natural disaster mitigation and provide local emergency management officer.	DID	Seasonal mitigation activities/ maintained

**Reuse, recycle and reduce wastage**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Years					Annual Action	Responsibility	Measure/ Target
		1	2	3	4	5			
<b>3.3.1.1</b> Provide waste removal and recycling services within the Shire	Provide	✓	✓	✓	✓	✓	3.3.1.1.1 Provide general waste collection services to the defined service areas.	MWWSS	Service levels/ maintained
		✓	✓	✓	✓	✓	3.3.1.1.2 Provide recycling waste collection services to the defined service areas.	MWWSS	Service levels/ maintained
				✓	✓	✓	3.3.1.1.3 Continue operations evaluation and begin community consultation regarding future operation of the Bundarra Landfill site.	MWWSS	Evaluation/ progressing
					✓	✓	3.3.1.1.4 Develop and implement a Waste Services Asset Management Plan.	MWWSS	Plan/ complete

**Strategy 3.3.2**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Years					Annual Action	Responsibility	Measure/ Target
		1	2	3	4	5			
<b>3.3.2.1</b> Improve community awareness of recycling and waste minimisation	Provide	✓	✓	✓	✓	✓	3.3.2.1.1 Support the Northern Inland Regional Waste Community Recycling Centre Regional Communication and Education Plan.	MWWSS	Program/ delivered
		✓	✓	✓	✓	✓	3.3.2.1.2 Offer schools access to Council-supported participation in waste education programs.	MWWSS	School participants/ 3
		✓	✓	✓	✓	✓	3.3.2.1.3 Operate the Uralla Community Recycling Centre.	MWWSS	Service levels/ maintained

**Strategy 3.3.3**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Years					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
<b>3.3.3.1 Promote litter reduction</b>	Provide	✓	✓	✓	✓	✓	3.3.3.1.1 Continue to participate in the Northern Inland Regional Waste Litter Implementation Plan.	MWWSS	Program/delivered
			✓	✓	✓		3.3.3.1.2 Review the NSW Illegal Dumping Strategy for participation and implementation opportunities.	MMWWS	Strategy/reviewed

**Strategy 3.3.4**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Years					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
<b>3.3.4.1 Minimise water wastage</b>	Provide			✓	✓	✓	3.3.4.1.1 Review council water consumption for major council facilities against historical records.	MWWSS MCI	Inspections/completed

**Strategy 3.3.5**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Years					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
<b>3.3.5.1 Reduce Council's environmental footprint</b>	Provide	✓	✓	✓	✓	✓	3.3.5.1.1 Partner with ZNET to deliver the Elephants in the Woodlands project.	EMC	Participation at meetings/ =4
		✓	✓	✓	✓	✓	3.3.5.1.2 Update and implement criteria to assess environmental management and compliance in infrastructure and development projects.	EMC	Criteria implementation/ commenced



Secure sustainable and environmentally sound water-cycle infrastructure and services

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/Target
			1	2	3	4	5			
3.4.1.1	Provide water supply	Provide	✓	✓	✓	✓	✓	3.4.1.1.1 Deliver Uralla and Bundarra water supply in compliance with the Drinking Water Quality Management Plan.	MWWSS	Compliance/achieved
					✓	✓	✓	3.4.1.1.2 Work with landholders to improve protection of Kentucky Creek and Taylors Pond drinking water storages.	MWWSS	Improvement initiatives/implemented
			✓	✓	✓	✓	✓	3.4.1.1.3 Develop the Integrated Water Cycle Management consultancy brief and progress the investigations for the augmentations of the Bundarra and Uralla water supplies to increase yield via alternative water sources.	MWWSS	Brief/completed  Investigations/commenced
							✓	3.4.1.1.4 Conduct investigations to identify origins of arsenic in the Uralla Water supply and progress other initiatives identified in the Integrated Water Cycle Management Plan to mitigate the risk.	MWWSS	Investigations/conducted
			✓	✓	✓	✓	✓	3.4.1.1.5 Develop and deliver annual water main replacement program.	MWWSS	Program/delivered
						✓	✓	3.4.1.1.6 Implement recommended work place health and safety improvements to Uralla and Bundarra water supply schemes.	MWWSS RMSO	Improvements/completed

**Strategy 3.4.2**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities	Council Role	Years					Annual Action	Responsibility	Measure/Target	
		1	2	3	4	5				
<b>3.4.2.1</b>	<b>Provide sewerage services</b>	Provide	✓	✓	✓	✓	✓	3.4.2.1.1 Operate the Uralla sewer treatment plant in an efficient and effective manner.	MWWSS	Licence compliance/met
			✓	✓	✓	✓	✓	3.4.2.1.2 Maintain and renew the sewer infrastructure network in line with established programs.	MWWSS	Service levels/met
			✓	✓	✓	✓	✓	3.4.2.1.3 Undertake the project management of the construction phase of the Bundarra Sewerage Scheme through the engagement of project management staff or consultant.	MWWSS	Additional funding/secured
						✓	✓	3.4.2.1.4 Implement the recommended work place health and safety improvements to the Uralla sewerage scheme.	MWWSS RMSO	Improvements/completed

**Strategy 3.4.3**

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

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

**OUR LEADERSHIP**

**Goal 4.1**

**Strategy 4.1.1**

**A strong, accountable and representative Council**

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

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

Strategy 4.1.2

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Years					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
4.1.2.1 Incorporate inclusive community consultation and stakeholder engagement in Council decision making	Facilitate	✓	✓	✓	✓	✓	4.1.2.1.1 Facilitate the delivery of community presentations to Council.	EA	Eligible community presentations to Council/ facilitated
	Provide	✓	✓	✓	✓	✓	4.1.2.1.2 Conduct Councillors community engagement events.	CCE	Number of councillor community engagement activities/ =3
						✓	4.1.2.1.3 Deliver the community survey and engagement goals of the Local Business Community Engagement project through <i>NSW Bushfire Community Resilience &amp; Economic Recovery Fund - Phase 1</i> grant funding.	CCE	Project milestones / met

Strategy 4.1.3

Provide open, accountable and transparent decision making for the community

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

**Strategy 4.1.4**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2018-2019				
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/Target
			1	2	3	4	5			
4.1.4.1	Maintain effective partnerships and advocacy activities	Advocate	✓	✓	✓	✓	✓	4.1.4.1.1 Advocate the needs of the shire to State and Federal Governments through the New England Joint Organisation.	GM	As necessary advocacy activities/ maintained

**Strategy 4.1.5**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/Target
			1	2	3	4	5			
4.1.5.1	Implement and manage Council's integrity system	Provide	✓	✓	✓	✓	✓	4.1.5.1.1 Maintain Public Interest Disclosure, Conflict of Interest, Related Party Disclosures, and Code of Conduct Complaints Registers in accordance with legislative requirements.	CGR	Registers/ maintained
			✓	✓	✓	✓	✓	4.1.5.1.2 Coordinate Public Interest Disclosures and Code of Conduct complaints in accordance with legislation, policy, and procedures.	CGR	Reporting/ compliant
			✓	✓	✓	✓	✓	4.1.5.1.3 Publish a register of pecuniary and non-pecuniary interests disclosures to council's website in accordance with the Government Information (Public Access) Act guidelines.	CGR	Interests disclosure log updated and published/ every 45 days
			✓	✓	✓	✓	✓	4.1.5.1.4 Implement the Fraud and Corruption Control Strategy.	CGR	Implementation milestones/ progressing

**OUR LEADERSHIP**

**Goal 4.2**

**Strategy 4.2.1**

**An effective and efficient organisation**

**Provide a range of services that meet benchmarks determined with the community, having regard to quality and cost**

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
4.2.1.1	Improve the cost effectiveness and efficiency of community service provision	Provide	✓	✓	✓	✓	✓	4.2.1.1.1 Complete 2 Infrastructure and Development 'service level' reviews.	DID	2 service level reviews/ completed
			✓	✓	✓	✓	✓	4.2.1.1.2 Complete 2 Corporate Services 'service level' reviews.	EMCS	2 service level reviews/ completed

Strategy 4.2.2

Operate in a financially responsible and sustainable manner

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Years					Annual Action	Responsibility	Measure/Target
		1	2	3	4	5			
4.2.2.1 Maintain and control financial system and improve long term financial sustainability	Provide	✓	✓	✓	✓	✓	4.2.2.1.1 Review and revise the 10-year Long Term Financial Plan.	CFO	Reviewed and adopted/ annually
				✓	✓	✓	4.2.2.1.2 Subject to resolution of Council, make an application for an increase in rate revenue in accordance with the Independent Pricing and Regulatory Tribunal criteria (FFTF).	CFO	Special rate variation application/ lodged
		✓	✓	✓	✓	✓	4.2.2.1.3 Complete and report quarterly budget review statements.	CFO	Budget review reported/ quarterly
					✓	✓	4.2.2.1.4 Ensure adequate and effective internal controls are in place for all financial management functions and implement procurement and financial control recommendations adopted by the Audit, Risk and Improvement Committee.	CFO	Internal audit actions for financial controls/ implemented
		✓	✓	✓	✓	✓	4.2.2.1.5 Maximise return on investment within the risk parameters provided by the USC Investments Policy 2019.	CFO	Investment returns / appropriate for risk
		✓	✓	✓	✓	✓	4.2.2.1.6 Model and adopt rate structures to maximise equity across the Council area and between categories.	CFO	Rate structure review/ completed
		✓	✓	✓	✓	✓	4.2.2.1.7 Collect all rates and charges in line with payment requirements and undertake debt recovery action for outstanding accounts in accordance with Council's Debt Recovery Policy.	CFO	Outstanding debts/ =<6.5%
		✓	✓	✓	✓	✓	4.2.2.1.8 Implement changes to the current procurement process by moving it from a paper based one to an electronic one and using the new procurement policy and procedures as a guide.	CFO	Guidelines and toolkit/ implemented
		✓	✓	✓	✓	✓	4.2.2.1.9 Identify strategies to achieve a consolidated profit before capital grants (balanced budget) over the full term of the LTFP.	CFO	Expenditure reduction opportunities/ proposed
		✓	✓	✓	✓	✓	4.2.2.1.10 Review all fees and charges on an annual basis for full cost recovery.	CFO	Review/ completed
		✓	✓	✓	✓	✓	4.2.2.1.11 Review asset valuations and depreciation methodology for all asset classes.	CFO	Roads/ completed



DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities	Council Role	Years					Annual Action	Responsibility	Measure/Target	
		1	2	3	4	5				
			✓	✓	✓	✓	✓	4.2.2.1.12 Update Council's borrowing policy.	CFO	Review/completed
			✓	✓	✓	✓	✓	4.2.2.1.13 Determine asset maintenance backlog based on asset management plans and incorporate into Long Term Financial Plan - (FFTF).	CFO DID	Asset maintenance backlog/determined
<b>4.2.2.2</b>	<b>Develop and implement business plans for all business areas</b>	Provide	✓	✓	✓	✓	✓	4.2.2.2.1 Finalise a draft business plan for Tablelands Community Transport.	MCC	Plan/developed
			✓	✓	✓	✓	✓	4.2.2.2.2 Finalise a draft waste management services business plan (FFTF).	MWWSS	Plan/developed
			✓	✓	✓	✓	✓	4.2.2.2.3 Finalise a draft water supply business plan (PBPR).	MWWSS	Plan/developed
			✓	✓	✓	✓	✓	4.2.2.2.4 Finalise a draft sewer business plan.	MWWSS	Plan/developed
			✓	✓	✓	✓	✓	4.2.2.2.5 Finalise a draft business plan for caravan parks.	DID	Plan/developed
<b>4.2.2.3</b>	<b>Maximise grant and funding partnership opportunities</b>	Provide	✓	✓	✓	✓	✓	4.2.2.3.1 Identify and seek grant funding opportunities for Infrastructure and Development projects or services.	DID	Number of grant funding opportunities pursued/maintained
			✓	✓	✓	✓	✓	4.2.2.3.2 Identify and seek grant funding and partnership opportunities for Aged Care projects or services.	MMG	Number of grant funding opportunities pursued/maintained
						✓	✓	4.2.2.3.3 Identify and seek grant funding and partnership opportunities for Aged and Community Care projects or services.	MCC	Number of grant funding opportunities pursued/maintained
<b>4.2.2.4</b>	<b>Achieve efficiency gains for internal services with a program of continuous improvement</b>	Provide		✓	✓	✓	✓	4.2.2.4.1 Undertake process reviews of identified Corporate Services priorities.	EMCS	Number of process reviews completed/=1
				✓	✓	✓	✓	4.2.2.4.2 Undertake process reviews of identified Infrastructure and Development priorities.	DID	Number of process reviews completed/=1

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

**Strategy 4.2.3**

**Develop and consistently apply an asset management framework that ensures existing and future infrastructure is affordable, funded and maintained to ensure inter-generational equity and sustainability**

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021			
Principal Activities	Council Role	Years					Annual Action	Responsibility	Measure/ Target
		1	2	3	4	5			
<b>4.2.3.1 Provide asset revaluation and long term funding scenarios for asset maintenance and renewal</b>	Provide	✓	✓	✓	✓	✓	4.2.3.1.1 Develop long term funding scenarios that explore options to fund asset maintenance and renewal.	CFO	Long term financial plan scenarios/ developed
		✓	✓	✓	✓	✓	4.2.3.1.2 Deliver the asset revaluation program.	DID CFO	Community land, other assets, other structures, land improvements / completed

**Strategy 4.2.4**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities		Council Role	Year					Annual Action	Responsibility	Measure/Target
			1	2	3	4	5			
4.2.4.1	Enhance Council's reputation as an innovative and inclusive workplace	Provide		✓	✓	✓		4.2.4.1.1 Continue to develop a succession planning program for key positions (WMP 2.1 & 5.2).	MHR	Program/complete
			✓	✓	✓	✓	✓	4.2.4.1.2 Proactively manage the return to work and workers compensation processes (WMP 1.2).	MHR	Number of absentee days/maintained or reduced
					✓	✓	✓	4.2.4.1.3 Formalise and implement a staff training and health and wellbeing program.	MHR	Program/operational

**Strategy 4.2.5**

**Provide customer service excellence**

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/Target
			1	2	3	4	5			
4.2.5.1	Enhance customer service effectiveness	Provide	✓	✓	✓	✓		4.2.5.1.1 Review and update Council's Customer Service Charter.	CCE	Charter review/draft
				✓	✓	✓	✓	4.2.5.1.2 Implement Council's customer satisfaction and community wellbeing surveys.	CCE	Survey development/commenced
						✓	✓	4.2.5.1.3 Improve customer service skills and knowledge, including responding to people with a disability – including those with a language or literacy difficulty (DIAP).	CCE	Staff training/commenced
					✓	✓	✓	4.2.5.1.4 Manage customer complaints in accordance with the USC Complaints Management Policy 2019.	CCE	Complaint management/compliance with policy

**Strategy 4.2.6**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
4.2.6.1	Develop and incorporate a risk management framework which is effective and accessible.	Provide	✓	✓	✓	✓	✓	4.2.6.1.1 Develop a workplace safety system.	RMSO	Workplace health and safety system/ progressing
			✓	✓	✓	✓		4.2.6.1.2 Finalise development of an enterprise wide risk management framework.	RMSO	Risk management framework/ progressing
			✓	✓	✓	✓	✓	4.2.6.1.3 Facilitate regular meetings of the Audit, Risk and Improvement Committee.	EMCS	Committee meetings held/ =>4
				✓	✓	✓	✓	4.2.6.1.4 Facilitate an annual internal audit program.	EMCS	Audit program completed/ => 1

**Strategy 4.2.7**

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

DELIVERY PROGRAM 2017-2022						OPERATIONAL PLAN 2020-2021				
Principal Activities		Council Role	Years					Annual Action	Responsibility	Measure/ Target
			1	2	3	4	5			
4.2.7.1	Improve the corporate governance framework	Provide	✓	✓	✓	✓	✓	4.2.7.1.1 Implement the Corporate Governance Improvement Action Plan.	CGR	Action Implementation milestones/ progressing
			✓	✓	✓	✓	✓	4.2.7.1.2 Coordinate compliance and reporting requirements to meet statutory obligations, and provide regular status reporting to the executive.	CGR	Compliance status reports/ quarterly
			✓	✓	✓	✓	✓	4.2.7.1.3 Maintain the Gifts and Benefits Register.	CGR	Register/ maintained
			✓	✓	✓	✓	✓	4.2.7.1.4 Complete and lodge annual Financial Statements in accordance with statutory requirements.	CFO	Statutory requirements/ met
			✓	✓	✓	✓	✓	4.2.7.1.5 Complete all taxation returns and grant acquittals as required by external bodies.	CFO	Returns and acquittals/ provided
			✓	✓	✓	✓	✓	4.2.7.1.6 Organise and manage the external audit of Council and address any management letter recommendations.	CFO	External audit/ completed
									Management letter actions/ addressed	

**OUR LEADERSHIP**  
**Goal 4.3**  
**Strategy 4.3.1**

**Deliver the goals and strategies of the Community Strategic Plan**  
**Resource the organisation of Council adequately to provide the services and support functions required to deliver the goals and strategies detailed in this plan**

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

# PART 3: FINANCIAL SUMMARY

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

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$
<b>Income from Continuing Operations</b>			
<b>Revenue:</b>			
Rates & Annual Charges	6,516,000	6,504,332	6,710,618
User Charges & Fees	5,058,000	5,186,135	5,117,577
Interest & Investment Revenue	408,000	255,700	150,300
Other Revenues	612,000	923,921	343,635
Grants & Contributions provided for Operating Purposes	7,659,000	7,535,876	7,779,992
Grants & Contributions provided for Capital Purposes	1,531,000	3,287,541	10,644,675
<b>Other Income:</b>			
Net gains from the disposal of assets	-	-	-
Fair value increment on investment properties	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-
Reversal of impairment losses on receivables	-	-	-
Joint Ventures & Associated Entities	-	-	-
<b>Total Income from Continuing Operations</b>	<b>21,784,000</b>	<b>23,693,505</b>	<b>30,746,797</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	9,519,000	9,923,111	10,127,747
Borrowing Costs	179,000	157,095	124,339
Materials & Contracts	4,619,000	4,037,685	4,770,972
Depreciation & Amortisation	4,523,000	4,473,341	4,855,306
Impairment of investments	-	-	-
Impairment of receivables	-	-	-
Other Expenses	1,589,000	2,369,178	1,856,829
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	1,531,000	-	-
Revaluation decrement/impairment of IPPE	-	-	-
Fair value decrement on investment properties	-	-	-
Joint Ventures & Associated Entities	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>21,960,000</b>	<b>20,960,411</b>	<b>21,735,194</b>
<b>Operating Result from Continuing Operations</b>	<b>(176,000)</b>	<b>2,733,094</b>	<b>9,011,603</b>
Discontinued Operations - Profit/(Loss)	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(176,000)</b>	<b>2,733,094</b>	<b>9,011,603</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(1,707,000)</b>	<b>(554,447)</b>	<b>(1,633,072)</b>

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

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$
<b>Income from Continuing Operations</b>			
<b>Revenue:</b>			
Rates & Annual Charges	5,375,000	5,386,846	5,532,104
User Charges & Fees	3,542,000	3,288,462	3,493,830
Interest & Investment Revenue	216,000	118,900	76,990
Other Revenues	599,000	543,848	366,652
Grants & Contributions provided for Operating Purposes	5,308,000	5,429,164	5,674,490
Grants & Contributions provided for Capital Purposes	953,000	2,455,342	4,531,455
<b>Other Income:</b>			
Net gains from the disposal of assets	-	-	-
Fair value increment on investment properties	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-
Reversal of impairment losses on receivables	-	-	-
Joint Ventures & Associated Entities	-	-	-
<b>Total Income from Continuing Operations</b>	<b>15,993,000</b>	<b>17,222,563</b>	<b>19,675,521</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	6,748,000	7,230,631	7,319,990
Borrowing Costs	170,000	147,429	115,618
Materials & Contracts	3,040,000	2,638,500	3,248,491
Depreciation & Amortisation	3,628,000	3,585,506	3,959,210
Impairment of investments	-	-	-
Impairment of receivables	-	-	-
Other Expenses	1,525,000	1,583,227	1,604,698
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	1,531,000	-	-
Revaluation decrement/impairment of IPPE	-	-	-
Fair value decrement on investment properties	-	-	-
Joint Ventures & Associated Entities	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>16,642,000</b>	<b>15,185,293</b>	<b>16,248,006</b>
<b>Operating Result from Continuing Operations</b>	<b>(649,000)</b>	<b>2,037,270</b>	<b>3,427,515</b>
Discontinued Operations - Profit/(Loss)	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(649,000)</b>	<b>2,037,270</b>	<b>3,427,515</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(1,602,000)</b>	<b>(418,072)</b>	<b>(1,103,940)</b>



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

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

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

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

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

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

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

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$
<b>Cash Flows from Operating Activities</b>			
<b>Receipts:</b>			
Rates & Annual Charges	6,364,000	6,648,867	6,699,673
User Charges & Fees	5,384,000	5,047,063	5,111,139
Interest & Investment Revenue Received	374,000	342,610	186,712
Grants & Contributions	9,259,000	11,032,947	18,295,862
Bonds & Deposits Received	-	-	-
Other	981,000	981,363	179,545
<b>Payments:</b>			
Employee Benefits & On-Costs	(9,575,000)	(9,864,961)	(10,128,508)
Materials & Contracts	(5,356,000)	(4,486,917)	(4,741,124)
Borrowing Costs	(134,000)	(158,007)	(125,450)
Bonds & Deposits Refunded	-	-	-
Other	(1,071,000)	(2,369,178)	(1,856,829)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>6,226,000</b>	<b>7,173,786</b>	<b>13,621,020</b>
<b>Cash Flows from Investing Activities</b>			
<b>Receipts:</b>			
Sale of Investment Securities	17,650,000	1,903,341	5,203,653
Sale of Real Estate Assets	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	208,000	-	-
Other Investing Activity Receipts	-	-	-
<b>Payments:</b>			
Purchase of Investment Securities	(19,000,000)	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(5,027,000)	(9,812,284)	(18,950,760)
Purchase of Real Estate Assets	-	-	-
Other Investing Activity Payments	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(6,169,000)</b>	<b>(7,908,943)</b>	<b>(13,747,107)</b>
<b>Cash Flows from Financing Activities</b>			
<b>Receipts:</b>			
Proceeds from Borrowings & Advances	-	-	-
Proceeds from Finance Leases	-	-	-
Other Financing Activity Receipts	1,190,000	-	-
<b>Payments:</b>			
Repayment of Borrowings & Advances	(217,000)	(232,377)	(221,365)
Repayment of Finance Lease Liabilities	-	-	-
Other Financing Activity Payments	(869,000)	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>104,000</b>	<b>(232,377)</b>	<b>(221,365)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>161,000</b>	<b>(967,535)</b>	<b>(347,452)</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>1,443,000</b>	<b>1,604,000</b>	<b>636,465</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>1,604,000</b>	<b>636,465</b>	<b>289,014</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>1,604,000</b>	<b>636,465</b>	<b>289,014</b>
<b>Investments - end of the year</b>	<b>14,900,000</b>	<b>12,996,659</b>	<b>7,793,005</b>
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>16,504,000</b>	<b>13,633,124</b>	<b>8,082,019</b>
<b>Representing:</b>			
- External Restrictions	10,039,000	8,114,893	5,436,208
- Internal Restrictions	5,592,000	2,715,226	2,534,226
- Unrestricted	873,000	2,803,006	111,585
	<b>16,504,000</b>	<b>13,633,124</b>	<b>8,082,019</b>

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

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$
<b>Cash Flows from Operating Activities</b>			
<b>Receipts:</b>			
Rates & Annual Charges	-	5,491,986	5,526,121
User Charges & Fees	-	3,222,264	3,489,571
Interest & Investment Revenue Received	-	210,356	113,649
Grants & Contributions	-	8,094,036	10,077,140
Bonds & Deposits Received	-	-	-
Other	-	569,790	316,312
<b>Payments:</b>			
Employee Benefits & On-Costs	-	(7,172,481)	(7,320,751)
Materials & Contracts	-	(3,088,524)	(3,218,636)
Borrowing Costs	-	(148,341)	(116,729)
Bonds & Deposits Refunded	-	-	-
Other	-	(1,583,227)	(1,604,698)
<b>Net Cash provided (or used in) Operating Activities</b>	-	5,595,858	7,261,980
<b>Cash Flows from Investing Activities</b>			
<b>Receipts:</b>			
Sale of Investment Securities	-	1,636,768	3,192,420
Sale of Real Estate Assets	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-
Other Investing Activity Receipts	-	-	-
<b>Payments:</b>			
Purchase of Investment Securities	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(7,862,259)	(10,238,830)
Purchase of Real Estate Assets	-	-	-
Other Investing Activity Payments	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(6,225,491)	(7,046,410)
<b>Cash Flows from Financing Activities</b>			
<b>Receipts:</b>			
Proceeds from Borrowings & Advances	-	-	-
Proceeds from Finance Leases	-	-	-
Other Financing Activity Receipts	-	-	-
<b>Payments:</b>			
Repayment of Borrowings & Advances	-	(226,367)	(215,570)
Repayment of Finance Lease Liabilities	-	-	-
Other Financing Activity Payments	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(226,367)	(215,570)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(856,000)	-
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	-	856,000	0
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	0	0
<b>Cash &amp; Cash Equivalents - end of the year</b>	856,000	0	0
<b>Investments - end of the year</b>	8,167,000	6,530,232	3,337,811
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>9,023,000</b>	<b>6,530,232</b>	<b>3,337,811</b>
<b>Representing:</b>			
- External Restrictions	2,558,000	1,012,000	692,000
- Internal Restrictions	5,592,000	2,715,226	2,534,226
- Unrestricted	873,000	2,803,006	111,585
	<b>9,023,000</b>	<b>6,530,232</b>	<b>3,337,811</b>

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

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

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

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

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

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



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

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	1,604,000	636,465	289,014
Investments	14,900,000	12,996,659	7,793,005
Receivables	2,136,000	1,539,460	1,815,684
Inventories	229,000	226,524	266,818
Other	59,000	66,440	74,657
Non-current assets classified as "held for sale"	-	-	-
<b>Total Current Assets</b>	<b>18,928,000</b>	<b>15,465,548</b>	<b>10,239,177</b>
<b>Non-Current Assets</b>			
Investments	-	-	-
Receivables	-	-	-
Inventories	-	-	-
Infrastructure, Property, Plant & Equipment	230,827,000	235,794,943	249,890,397
Investments Accounted for using the equity method	-	-	-
Investment Property	-	-	-
Intangible Assets	-	-	-
Non-current assets classified as "held for sale"	-	-	-
Other	-	-	-
<b>Total Non-Current Assets</b>	<b>230,827,000</b>	<b>235,794,943</b>	<b>249,890,397</b>
<b>TOTAL ASSETS</b>	<b>249,755,000</b>	<b>251,260,491</b>	<b>260,129,574</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Bank Overdraft	-	-	-
Payables	4,622,000	3,863,970	3,940,457
Income received in advance	567,000	329,804	332,162
Borrowings	233,000	221,365	238,040
Provisions	2,371,000	2,368,391	2,368,391
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Current Liabilities</b>	<b>7,793,000</b>	<b>6,783,530</b>	<b>6,879,050</b>
<b>Non-Current Liabilities</b>			
Payables	-	-	-
Income received in advance	-	-	-
Borrowings	2,194,000	1,973,258	1,735,218
Provisions	2,536,000	2,538,609	2,538,609
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Non-Current Liabilities</b>	<b>4,730,000</b>	<b>4,511,866</b>	<b>4,273,826</b>
<b>TOTAL LIABILITIES</b>	<b>12,523,000</b>	<b>11,295,397</b>	<b>11,152,877</b>
<b>Net Assets</b>	<b>237,232,000</b>	<b>239,965,094</b>	<b>248,976,697</b>
<b>EQUITY</b>			
Retained Earnings	72,785,000	75,518,094	84,529,697
Revaluation Reserves	164,447,000	164,447,000	164,447,000
	-	-	-
Council Equity Interest	237,232,000	239,965,094	248,976,697
Minority Equity Interest	-	-	-
<b>Total Equity</b>	<b>237,232,000</b>	<b>239,965,094</b>	<b>248,976,697</b>

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

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	856,000	-	-
Investments	8,167,000	6,530,232	3,337,811
Receivables	1,719,000	1,115,935	1,271,021
Inventories	229,000	226,524	266,818
Other	59,000	66,440	74,657
Non-current assets classified as "held for sale"	-	-	-
<b>Total Current Assets</b>	<b>11,030,000</b>	<b>7,939,131</b>	<b>4,950,307</b>
<b>Non-Current Assets</b>			
Investments	-	-	-
Receivables	-	-	-
Inventories	-	-	-
Infrastructure, Property, Plant & Equipment	203,030,000	206,935,753	213,215,373
Investments Accounted for using the equity method	-	-	-
Investment Property	-	-	-
Intangible Assets	-	-	-
Non-current assets classified as "held for sale"	-	-	-
Other	-	-	-
<b>Total Non-Current Assets</b>	<b>203,030,000</b>	<b>206,935,753</b>	<b>213,215,373</b>
<b>TOTAL ASSETS</b>	<b>214,060,000</b>	<b>214,874,884</b>	<b>218,165,680</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Bank Overdraft	-	-	-
Payables	2,305,000	1,546,178	1,622,671
Income received in advance	567,000	329,804	332,162
Borrowings	227,000	215,570	231,782
Provisions	2,371,000	2,368,391	2,368,391
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Current Liabilities</b>	<b>5,470,000</b>	<b>4,459,942</b>	<b>4,555,006</b>
<b>Non-Current Liabilities</b>			
Payables	-	-	-
Income received in advance	-	-	-
Borrowings	2,151,000	1,936,063	1,704,281
Provisions	2,536,000	2,538,609	2,538,609
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Non-Current Liabilities</b>	<b>4,687,000</b>	<b>4,474,672</b>	<b>4,242,890</b>
<b>TOTAL LIABILITIES</b>	<b>10,157,000</b>	<b>8,934,614</b>	<b>8,797,896</b>
<b>Net Assets</b>	<b>203,903,000</b>	<b>205,940,270</b>	<b>209,367,784</b>
<b>EQUITY</b>			
Retained Earnings	55,146,000	57,183,270	60,610,784
Revaluation Reserves	148,757,000	148,757,000	148,757,000
Other Reserves	-	-	-
Council Equity Interest	203,903,000	205,940,270	209,367,784
Minority Equity Interest	-	-	-
<b>Total Equity</b>	<b>203,903,000</b>	<b>205,940,270</b>	<b>209,367,784</b>

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

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

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

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

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

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

**Uralla Shire Council**  
**Budget for the Year Ending 30 June 2021**  
**CAPITAL EXPENDITURE - CONSOLIDATED**  
**Scenario: Base Case**

	<b>2020-2021 Budget</b>	<b>Funded from General</b>	<b>New asset or asset renewal</b>
<b>Organisational Services</b>			
<i>IT Services</i>			
Technology replacement	116,500	116,500	Renewal
<i>Property</i>			
Administration building - general	30,000	30,000	Renewal
Uralla Community Centre - general	45,000		Renewal
<b>Infrastructure &amp; Development</b>			
Plant replacement program (net of sales)	2,282,000	2,282,000	Renewal
Industrial land redevelopment	492,602	492,606	New
<i>Works &amp; Civil</i>			
Stormwater drainage	45,000	14,988	New
Bridges - Regional			
Tolleys Gully	1,100,000		Renewal
Footpaths	60,256	60,256	New
Kerb & Gutter	70,600		New
Local Urban Streets			
Uralla Street start to 0.1km	21,000		Renewal
East Street start to 0.25km	99,820		Renewal
Queen Street 0.75km to 1km	104,125		Renewal
Maitland St - 1km to 1.23km	82,775		Renewal
Local Urban Streets Reseals	70,343		Renewal
Regional Rural Sealed Roads			
MR73 - 8.5 to 8.8 km south of Uralla; widen should	247,840		Renewal
MR73C 1.3kms to 1.73kms	177,177		Renewal
MR73C 22kms to 22.65kms	287,912		Renewal
Sealed road reseal program	289,268	159,831	Renewal
Regional Rural Unsealed Roads Re-sheeting	20,705		Renewal
Sealed Rural Roads			
Kingstown Road 11.5km to 12.5km	269,500		Renewal
Kingstown Road 8.2km to 8.7km	134,750		Renewal
Torryburn Rd 11.5km to 11.75km	67,375		Renewal
Torryburn Rd 12.25km to 12.5km	67,375		Renewal
Arding Road 2.25km to 3km	215,634		Renewal
Hawthorne Drive	655,000	142,587	Renewal
Sealed Rural Road Reseal program	372,269		Renewal
Unsealed Rural Roads			
Bingara Rd reseal b/w 8.9km & 11.1km	794,183		New
Retreat Road 8.18km to 10.18km	400,000		New
Regional Rural Unsealed Roads Re-sheeting	482,668	-	Renewal
Bike Track			
Plane Ave to East St: 185m south of East St	64,753	-	New

**Uralla Shire Council**  
**Budget for the Year Ending 30 June 2021**  
**CAPITAL EXPENDITURE - CONSOLIDATED**  
**Scenario: Base Case**

	<b>2020-2021 Budget</b>	<b>Funded from General</b>	<b>New asset or asset renewal</b>
<i>Facilities &amp; Open Space</i>			
Caravan Parks			
Queen St Caravan Park Uralla	65,000		New
Bundarra Parks & Reserves			
Multi Purpose Courts	300,000		New
Swimming Pool			
Family and disabled change rooms	205,000		New
<i>Water</i>			
Uralla			
Clear Scada licence and upgrade to WTP.	75,000		New
1.2 km fencing Kentucky Creek Dam	30,000		New
New computer and printer	2,500		Renewal
Dosing and other equipment upgrades/failures	5,000		Renewal
Bundarra			
Design and build new sludge pond	50,000		New
Equipment failure or replacement	16,000		Renewal
Sandblasting etc.	1,000		Renewal
Water filter media renewal	40,000		Renewal
<i>Sewer</i>			
Uralla			
Telemetry tender shared between water and sewer	20,000		New
Design and indicative costing only for STP upgrade	22,000		Renewal
Other works	237,000		Renewal
Building AMP requirements	23,300		Renewal
Bundarra			
New sewerage system	8,140,130		New
<b>Community Services</b>			
<i>Community Development</i>			
Upgrade Visitor Information Centre	502,400		Renewal
<i>McMaugh Gardens</i>			
General furniture & equipment	50,000		Renewal
	<u>18,950,760</u>	<u>3,298,768</u>	

# PART 4: REVENUE POLICY



## Rating Policy

### Rate Income

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

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

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

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

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

The Valuer Generals Department is the agency which determines the unimproved capital value of all properties within a Council area for the purposes of rating and re-values all properties within the Uralla Shire Council area once every five years. A revaluation was carried out in 2017 and that has been used for rating purposes in this Operational Plan. Information on the valuation methodology can be obtained through the Valuer General website at [www.valuergeneral.nsw.gov.au/land-values/how-do-we-value-land/valuation-method](http://www.valuergeneral.nsw.gov.au/land-values/how-do-we-value-land/valuation-method).

### Rate Pegging

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

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

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

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

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

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

## **Rating Categories**

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

### **Farmland Rate**

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

### **Residential Rate**

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

### **Rural Residential Rate**

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

### **Business Rate**

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

### **Mining Rate**

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

### Rates Structure – 2020-21

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

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

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

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

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

### Average Rate for each Land Category 2018/19

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

## Annual Charges

### Water Supply - Access Charges

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

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

### Water Supply – Consumption Charges

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

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

### Sewerage Charges - Residential

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

Annual Sewer Charges – Residential				
Charge	Amount		Yield	
	2020/2021	2019/2020	2020/2021	2019/2020
Uralla Sewerage	\$632.00	\$601.00	\$668,656	\$635,858
Bundarra Sewerage	Nil	Nil	\$Nil	\$Nil
Total			\$668,656	\$635,858

## Sewerage Charges – Non-Residential

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

Annual Sewer Charges – Non-Residential				
Charge	Amount		Yield	
	2020/2021	2019/2020	2020/2021	2019/2020
Uralla Sewerage – Access	\$441.00	\$420.00	\$40,572	\$38,640
Uralla Sewerage – Usage	\$1.38	\$1.31		
Bundarra Sewerage – Access	\$0	\$0	\$0	\$0
Bundarra Sewerage – Usage	\$0			

## Trade Waste Charges

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

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

## Stormwater Management Levy

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

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

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

## Environmental Levy

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

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

## Waste Management Charge (Residential)

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

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

## Waste Management Charge (Non Rateable)

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

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

## Waste Management Charge (Non Residential)

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

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



## Borrowings

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There are no proposed borrowings for 2020-21.

## Interest on Rates & Charges

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Interest will be charged on overdue rates and charges as regulated by the Office of Local Government. Council will apply the maximum rate determined under this regulation. Interest will be calculated on a simple daily basis. In accordance with section 566(3) of the Local Government Act, the Minister has determined that the maximum rate of interest payable on overdue rates and charges for the 2020-21 rating year will be 0% from July 2020 to December 2020 and 7% from January 2021 to June 2021.

## Fees and Charges

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In accordance with Section 608 of the Local Government Act, 1993, Council proposes a range of fees and charges as contained in the **2020/2021 Fees and Charges Schedule** contained in this document. Council reserves the right to change any of the fees and charges or strike new fees and charges during 2020/2021.

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

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

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

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

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

## Pricing Policy

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

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

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

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

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

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

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

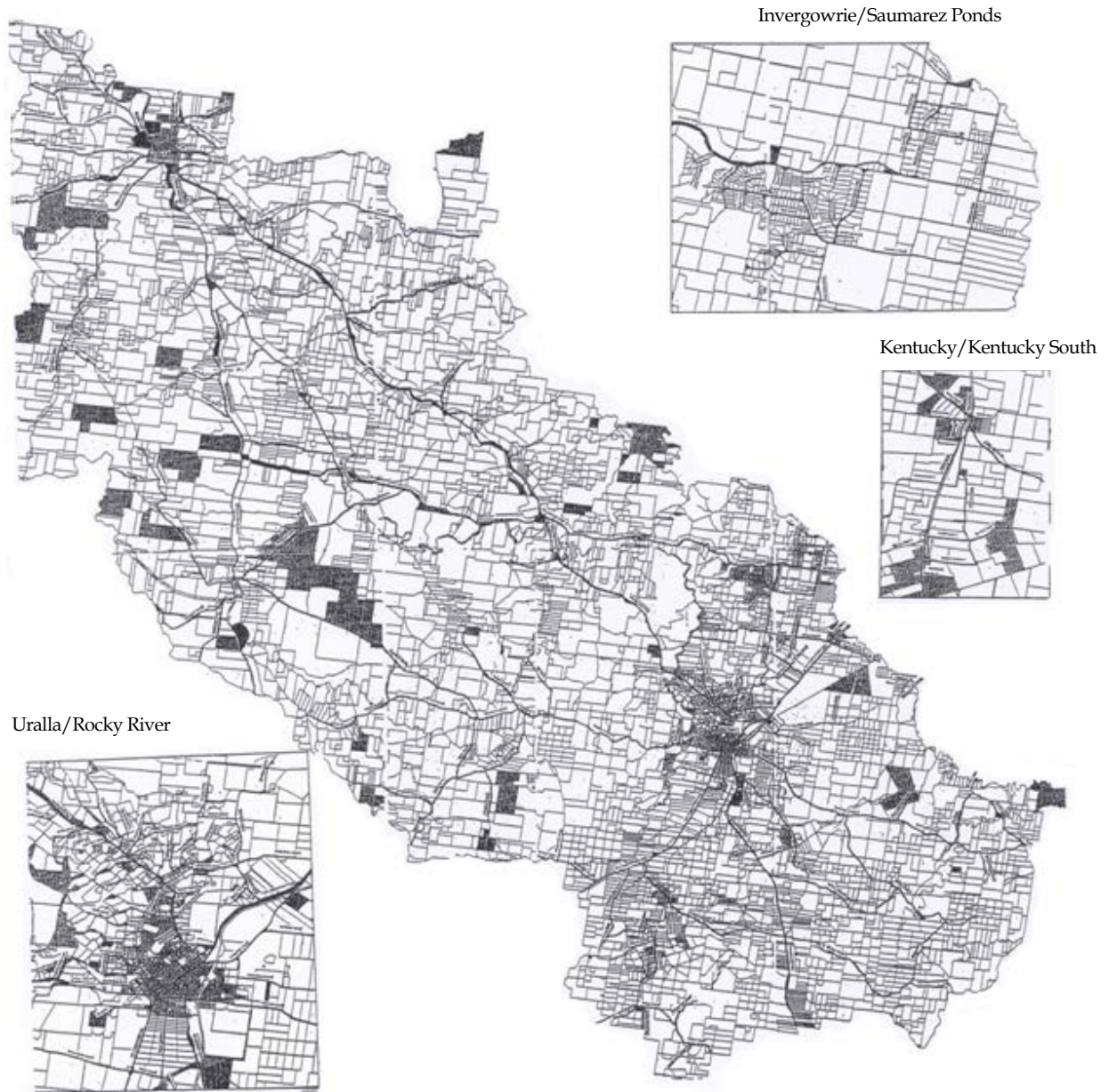
Council's pricing policy in relation to any particular good or service may be found in the relevant section of the Fees and Charges Schedule.

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

## Rating Maps

### Map of Ordinary Rate Area

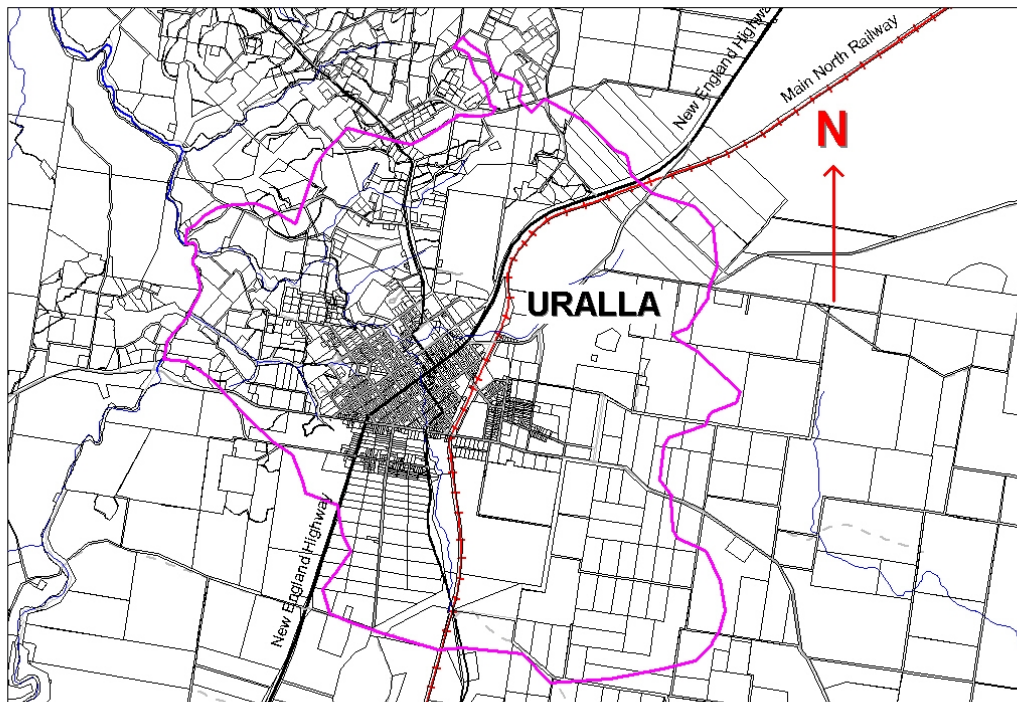
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Uralla Shire applies the same base rate and rate in the dollar (ad valorem) for all rating categories (Farmland, Residential, Rural Residential, Mining and Business) across the Shire.

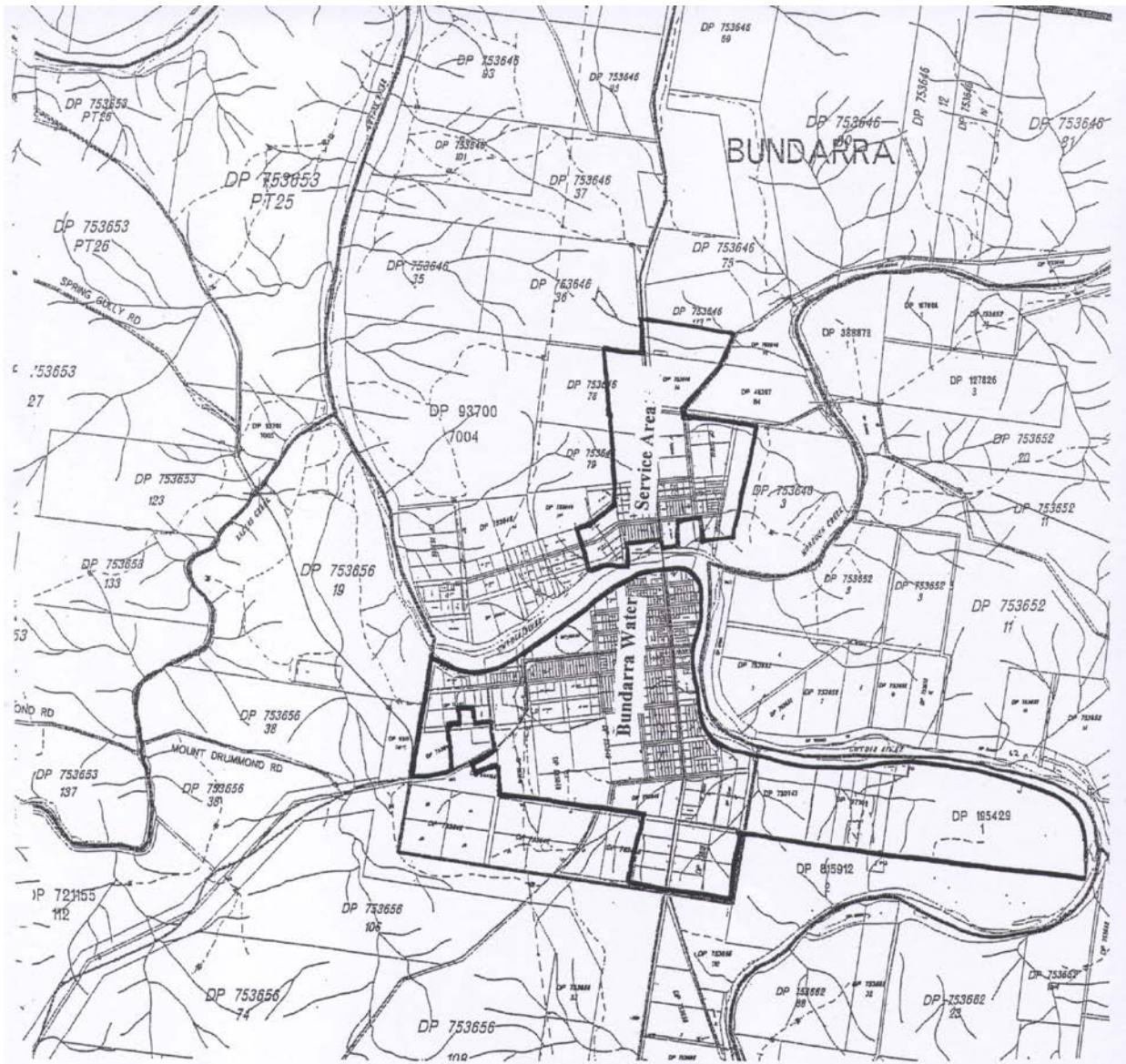
## Map of Uralla Stormwater Catchment Area

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**URALLA SHIRE COUNCIL URBAN STORMWATER CATCHMENT AREA**

# Map of Bundarra Water Service Area








# PART 5: FEES & CHARGES





# Fees & Charges

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## Uralla Shire Council

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Name	Year 20/21		Fee (incl. GST)	Unit	GST
	Fee (excl. GST)	GST			

## Uralla Shire Council

### Utilities

#### Water Services

##### Access and Supply

Water Access Charge Uralla and Bundarra	\$359.00	\$0.00	\$359.00	Per annum per assessment	N
Water Supply – consumption charge	\$2.60	\$0.00	\$2.60	Per kL	N

##### Water Connection Fees

Uralla and Bundarra Connection Charge to water main, up to 4 m	\$1,250.00	\$0.00	\$1,250.00	Per connection within 4 m of water main: 20 mm or 25 mm	N
Uralla and Bundarra Connection Charge to water main, connection over 4 m	Per m construction cost + cost of additional design requirements will apply. Price on application.			Per connection beyond 4 m of water main: 20 mm or 25 mm	N

##### Other Water Fees and Charges

Water Meter supplied and fitted (20 mm) or replaced	\$202.00	\$0.00	\$202.00	Per Meter	N
Water Meter Testing only	\$75.00	\$0.00	\$75.00	Per Meter	N
Fee will be refunded where meter is checked and found to be reading more than 4% over or under as per Australian Std AS3565-1 1998 and 2004					
Water Meter Special read	\$75.00	\$0.00	\$75.00	Per Read	N

##### Water Sales

Treated sewage effluent charge from the Uralla STP	\$1.00	\$0.00	\$1.00	kL	N
Bulk water sales	\$5.20	\$0.00	\$5.20	Per kL	N

##### Water Restriction Devices

Installation/Removal during service hours (7.30 am-3.00 pm)	\$150.00	\$0.00	\$150.00	Per Activity	N
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Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## Other Costs

Council required to clear vegetation to gain access to a meter, at cost charge	\$84.00	\$0.00	\$84.00	Per Activity	N
This charge applies where property owners have not prevented vegetation from growing around the meter and will not clear it themselves. Rates advise that this is an 'at cost' charge.					
Council required to return to property to read meter (e.g. where meter access is denied by locked yards/gates etc)	\$66.00	\$0.00	\$66.00	Per Visit	N

## Sewer Charges

### Access and Supply

Residential sewer access charge	\$632.00	\$0.00	\$632.00	Per annum single dwelling per lot/unit	N
Commercial sewer access charge	\$441.00	\$0.00	\$441.00	Per annum single business	N
Usage charge	\$1.38	\$0.00	\$1.38	Per kL	N
Unconnected lot sewer access charge	\$632.00	\$0.00	\$632.00	Per annum per Lot	N

### Sewer Connection Charges

Provide junction to main on property, up to 4 m	\$1,045.00	\$0.00	\$1,045.00		N
Council staff exposed main					
Provide junction with extension beyond property (previously 'application fee')	Per m construction cost + cost of additional design requirements will apply. Price on application.			Per m construction cost plus other design requirements	N

## Trade Waste Charges

### Trade Waste

Trade Waste – application fee	\$81.40	\$0.00	\$81.40	Per Annum	N
Trade Waste – usage	\$1.47	\$0.00	\$1.47	Per kL	N

### Drainage Fees

Copy of Drainage Plan	\$39.00	\$0.00	\$39.00	Per Plan	N
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Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## Engineering Services

### General Services

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

### Kerb and Guttering

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

### Gutter Bridges

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

Residential Flats/Units	\$706.00	\$0.00	\$706.00	Per Unit/ Minimum (GST payable only on forfeiture)	N
Light Industry/Industry	\$2,905.00	\$0.00	\$2,905.00	Per Unit/ Minimum (GST payable only on forfeiture)	N

### Rural Addressing

Installation of new/replacement numbering post	\$66.36	\$6.64	\$73.00	Per post	Y
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### Plant Hire Charges

Charges by Plant Item	Internal hire rate plus 25% with a minimum 1 hr applying			Per Item	Y
Grading Plant	Internal hire rate plus 25% with a minimum 1 hr applying			Per Crew	Y

Grading of private roads and driveways to be charged at full crew costs (grader, water cart & roller) unless alternative work available for unrequested grading items

### Road Restoration Fees

Road Restoration Fees	As per RMS Schedules				N
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Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## Civil Engineering Works

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

## Sale of sand, gravel and topsoil

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

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

Sale of sand, gravel and topsoil	At cost of winning material, plus 25% margin, subject to the following minimums:				Y
Unsieved sand	\$19.09	\$1.91	\$21.00	Per Cubic Metre	Y
Gravel (Granite) at Depot	\$39.09	\$3.91	\$43.00	Per Cubic Metre	Y
Gravel – Carlon at Depot	\$26.82	\$2.68	\$29.50	Per Cubic Metre	Y
Topsoil	\$52.27	\$5.23	\$57.50	Per Cubic Metre	Y

## Waste Management Facility

### Domestic Waste Management

Waste Facility Fee – included in Environmental Levy	\$313.00	\$0.00	\$313.00	Per Annum	N
Annual kerbside service, red and yellow bin	\$352.00	\$0.00	\$352.00	Per Annum	N
Additional kerbside recycling service (secondary service residential & commercial)	\$122.00	\$0.00	\$122.00	Per Annum	N
Additional kerbside general waste service (secondary service residential & commercial)	\$230.00	\$0.00	\$230.00	Per Annum	N

### Green Waste Kerbside Collection Fee – Uralla Township

Collection Fee	\$85.50	\$0.00	\$85.50	Per Annum & pro rata	N
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### Commercial Recycling

Annual kerbside service – Commercial 240 ltr bin	\$263.00	\$0.00	\$263.00	Per Property	N
Annual kerbside service – Commercial 140 ltr bin	\$203.00	\$0.00	\$203.00	Per Property	N
Manual Collection Weekly – Cardboard Only	\$21.00	\$0.00	\$21.00	Per Week	N
Manual Collection bi-weekly – Cardboard Only	\$42.00	\$0.00	\$42.00	Per Week	N
Community event bin charge (per bin)	\$5.20	\$0.00	\$5.20	Per Event	N
Commercial event bin charge (per bin)	\$21.00	\$0.00	\$21.00	Per Event	N

Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## Non-Rateable Commercial Recycling

Uralla & Bundarra Non-rateable	\$352.00	\$0.00	\$352.00	Per Annum	N
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## Waste Product Sales

240L Wheelie Bin	\$100.50	\$0.00	\$100.50	Each	N
140L Wheelie Bin	\$81.50	\$0.00	\$81.50	Each	N
Delivery – Uralla & Bundarra town area (within 5 km)	\$18.64	\$1.86	\$20.50	Per return trip	Y
Delivery – Uralla and Bundarra 5-15 km	\$23.64	\$2.36	\$26.00	Per return trip	Y
Delivery – beyond 15 km from Uralla or Bundarra, maximum 30 km	\$29.09	\$2.91	\$32.00	Per return trip	Y

## Sorted Recycling

Fee	No charge	Any volume	Y
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## Residential Waste

Wheelie Bin (up to 240 l and per bin)	\$3.82	\$0.38	\$4.20	Per wheelie bin (full or part)	Y
Car/sedan/wagon/4X4 domestic	\$4.82	\$0.48	\$5.30	Full or part	Y
Utility/6 x 4 trailer	\$9.45	\$0.95	\$10.40	Level	Y
Utility/6 x 4 trailer, heaped	\$14.36	\$1.44	\$15.80	Heaped	Y

## Commercial Waste

Bulk waste/ large commercial	Price on application			Per Application	Y
Commercial waste fee	\$47.73	\$4.77	\$52.50	Per cubic metre, loads not exceeding 10 m3	Y

## Uncontaminated garden and wood waste

Commercial	No charge	Per cubic metre	Y
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## Contaminated Garden and Wood Waste

Fee	Charged at residential/commercial waste rates	Y
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Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## Clean brick, Concrete, Tile

Wheelie Bin (up to 240 l)	\$4.82	\$0.48	\$5.30	Full or part	Y
Car/sedan/wagon/4X4 domestic	\$6.73	\$0.67	\$7.40	Full or part	Y
Utility/6 x 4 trailer	\$7.64	\$0.76	\$8.40	Full or part	Y
Commercial	\$24.09	\$2.41	\$26.50	Per cubic metre	Y

## Mattresses

Cot mattresses or any stripped mattresses	No charge			Each	Y
	Min. Fee excl. GST: \$7.00				
Single	\$9.45	\$0.95	\$10.40	Each	Y
King Single	\$11.64	\$1.16	\$12.80	Each	Y
Double	\$14.36	\$1.44	\$15.80	Each	Y
Queen	\$19.09	\$1.91	\$21.00	Each	Y
King	\$20.91	\$2.09	\$23.00	Each	Y

## Lounges

1 seater	\$9.45	\$0.95	\$10.40	Each	Y
2 seater	\$15.09	\$1.51	\$16.60	Each	Y
3 seater	\$19.09	\$1.91	\$21.00	Each	Y

## E-Waste

NTCRS eligible e-waste	Free of charge			Per Item	Y
Non NTCRS e-waste	\$1.45	\$0.15	\$1.60	Per Item	Y

## Appliances

Fridges, freezers & air-conditioning units containing CFCs	\$14.36	\$1.44	\$15.80	Per Unit	Y
All other white goods	Free of charge			Per Item	Y

## Dead Animals

Small domestic animals e.g. cats, chickens, possums, dogs	\$13.82	\$1.38	\$15.20	Per Item	Y
Medium animals – e.g. goats, sheep, pigs	\$32.73	\$3.27	\$36.00	Per Item	Y
Large Animals – e.g. horses, cattle	\$44.55	\$4.45	\$49.00	Per Item	Y

## Tyres

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

Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## Tyres [continued]

Motorcycle	\$6.19	\$0.62	\$6.81	Per Item	Y
Car	\$7.18	\$0.72	\$7.90	Per Item	Y
4X4	\$11.02	\$1.10	\$12.12	Per Item	Y
Light truck	\$12.91	\$1.29	\$14.20	Per Item	Y
Truck	\$24.09	\$2.41	\$26.50	Per Item	Y
Super single	\$40.43	\$4.04	\$44.47	Per Item	Y
Small tractor tyre, up to 1 m	\$97.97	\$9.80	\$107.77	Per Item	Y
Medium tractor tyre, 1 m-1.9 m	\$161.36	\$16.14	\$177.50	Per Item	Y
Large tractor tyre, 2 m-2.8 m	\$161.68	\$16.17	\$177.85	Per Item	Y
Extra large tractor tyre, > 2.8 m	\$178.84	\$17.88	\$196.72	Per Item	Y
Fork lift tyre, small up to 12"	\$19.37	\$1.94	\$21.31	Per Item	Y
Fork lift tyre, medium 12"-18"	\$23.63	\$2.36	\$25.99	Per Item	Y
Fork lift tyre, large greater than 18"	\$42.77	\$4.28	\$47.05	Per Item	Y
Grader tyre	\$117.27	\$11.73	\$129.00	Per Item	Y
Earth mover, small – up to 1 m	\$136.84	\$13.68	\$150.52	Per Item	Y
Earth mover, medium, 1 m-1.5 m	\$248.06	\$24.81	\$272.87	Per Item	Y
Earth mover, large, greater than 1.5 m	\$494.55	\$49.45	\$544.00	Per Item	Y
Shredded Tyres			NOT ACCEPTED		Y

## Tyres on Rims

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

## Asbestos

Inadequately wrapped or unbagged asbestos will not be accepted. Please note that asbestos weighing more than 100 kg, or consisting of more than 10 m<sup>2</sup> of sheeting in one load, will not be accepted without evidence of the required consignment number.

Asbestos – asbestos bag including disposal cost, maximum 0.5 m <sup>3</sup>	\$18.00	\$1.80	\$19.80	Per Bag	Y
Fee	\$245.00	\$24.50	\$269.50	Per tonne	Y

## Certified ENM and VENM

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

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

Processed sludges from water and sewer	\$47.73	\$4.77	\$52.50	Per cubic metre	Y
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Name	Year 20/21		Fee (incl. GST)	Unit	GST
	Fee (excl. GST)	GST			

## Community and Recreational Services

### Sporting Fields

#### Field Hire

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

Hampden Park	\$50.45	\$5.05	\$55.50	Per Day	Y
Uralla Sporting Complex #	\$50.45	\$5.05	\$55.50	Per field/per day	Y
Canteen hire (two available) #	\$47.73	\$4.77	\$52.50	Per day per canteen	Y
Canteen hire bond (for non-regular user groups and for those outside of Uralla Shire area)	\$1,045.00	\$0.00	\$1,045.00	Per event booking	N

### Parks and Gardens

#### Casual Hiring Fee

Alma Park: Connect power to bandstand	\$31.82	\$3.18	\$35.00	Per Day	Y
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### Aquatic Centre

#### Admittance Fees

Single Admission Fee – Adult	\$3.27	\$0.33	\$3.60	Per Person	Y
Single Admission Fee – Child	\$1.91	\$0.19	\$2.10	Per Person	Y
Books of 10 – Adult	\$29.55	\$2.95	\$32.50	Per Book	Y
Books of 10 – Child	\$16.73	\$1.67	\$18.40	Per Book	Y
Books of 20 – Adult	\$55.45	\$5.55	\$61.00	Per Book	Y
Books of 20 – Child	\$31.82	\$3.18	\$35.00	Per Book	Y
Books of 50 – Adult	\$130.00	\$13.00	\$143.00	Per Book	Y
Books of 50 – Child	\$74.55	\$7.45	\$82.00	Per Book	Y

### Library Services

#### Library Fees

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

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

Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## Inter-Library Loan Fee

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

## Photocopies and Printing (self-service)

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

## Tourism

### Hire

Gold Pan Hire	\$17.09	\$1.71	\$18.80	Per Day	Y
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## Photocopies and Printing (non self-service)

A4 (Black and White)	\$0.64	\$0.06	\$0.70	Per single sided page	Y
A4 (Colour)	\$1.00	\$0.10	\$1.10	Per single sided page	Y

## Cemeteries

### Searches

Record search for burial details (after 15 minutes)	\$119.50	\$0.00	\$119.50	Per Hour	N
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## Uralla and Bundarra Lawn Cemeteries

Purchase of Double Depth Plot (does not include plaque)	\$1,127.27	\$112.73	\$1,240.00	Per Plot	Y
Interment	\$515.45	\$51.55	\$567.00	Per interment	Y
Interment: Saturdays, Sundays and Public Holidays loading	\$657.27	\$65.73	\$723.00	Per interment	Y
Surcharge for digging of grave by hand	\$53.18	\$5.32	\$58.50	Per Person, Per Hour	Y

## Uralla and Bundarra Old Section Cemeteries

Purchase of plot – Double depth	\$1,127.27	\$112.73	\$1,240.00	Per Plot	Y
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Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## Uralla and Bundarra Old Section Cemeteries [continued]

Purchase of plot – Single Depth	\$481.82	\$48.18	\$530.00	Per Plot	Y
Permission to carry out work at existing grave, includes monument erection and inspection	\$65.00	\$0.00	\$65.00	Per Plot	N
Interment	\$515.45	\$51.55	\$567.00	Per interment	Y
Interment in an existing monument	\$657.27	\$65.73	\$723.00	Per interment	Y
Interment: Saturdays, Sundays and Public Holidays loading	\$657.27	\$65.73	\$723.00	Per interment	Y
Placement of ashes	\$137.73	\$13.77	\$151.50	Minimum Per Placement	Y

## Uralla and Bundarra Niche Wall and Uralla Niche Garden

Purchase of Niche in wall and Interment of Ashes *	\$361.82	\$36.18	\$398.00	Per Niche	Y
* Interment includes standard plaque 145mm x 120mm					
Purchase of Niche in garden	\$548.18	\$54.82	\$603.00	Per Niche	Y
Interment of Ashes	\$117.73	\$11.77	\$129.50	Per Interment	Y
Family presence at interment after hours	\$65.45	\$6.55	\$72.00	Per Interment	Y
Vase	\$63.64	\$6.36	\$70.00	Per Vase	Y
Additional lines on plaque	\$30.91	\$3.09	\$34.00	Per Line	Y
Removal of plaques	\$155.91	\$15.59	\$171.50	Per Plaque	Y

## Building Rental – Uralla

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

### Hill Street Uralla \*

Per Unit	\$285.50	\$0.00	\$285.50	Per Unit Per Fortnight	N
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### Uralla Pre-School \*

5 Hill Street, Uralla	\$380.91	\$38.09	\$419.00	Per Week	Y
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### Queen Street Uralla Caravan Park

Powered site for up to 2 persons	\$28.18	\$2.82	\$31.00	Per Night	Y
Unpowered site for up to 2 persons	\$20.45	\$2.05	\$22.50	Per Night	Y
Additional persons >2	\$4.55	\$0.45	\$5.00	Per Night	Y
Uninhabited, unpowered tent site	\$5.00	\$0.50	\$5.50	Per Night	Y

Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

### Longer stays (7 nights for 6)

Weekly Powered site for up to 2 persons	\$167.27	\$16.73	\$184.00	Per Week	Y
Weekly Unpowered site for up to 2 persons	\$122.73	\$12.27	\$135.00	Per Week	Y
Permanents with metered site	\$108.64	\$10.86	\$119.50	Per Week	Y
Power for metered site	\$0.36	\$0.04	\$0.40	kWh	Y

## Uralla Community Centre

### Tablelands Community Support Options – TCS

TCS Office	\$340.91	\$34.09	\$375.00	Per Week	Y
Office 1	\$142.27	\$14.23	\$156.50	Per Week	Y
Office 2	\$35.45	\$3.55	\$39.00	Per Week	Y

### Large Group Room

Local Community Groups – Half Day	\$40.91	\$4.09	\$45.00	Half Day	Y
Local Community Groups – Full Day	\$76.82	\$7.68	\$84.50	Full Day	Y
Affiliated Centre Tenants	\$61.82	\$6.18	\$68.00	Half Day	Y
Commercial Users	\$113.64	\$11.36	\$125.00	Full Day	Y

### Private Parties/ Commercial Functions

Booking	\$132.27	\$13.23	\$145.50	Per Day	Y
Cleaning bond (refundable)	\$280.50	\$0.00	\$280.50	Per Booking	N

### Small Group Room

Local Community Groups – Half Day	\$25.91	\$2.59	\$28.50	Half Day	Y
Local Community Groups – Full Day	\$40.91	\$4.09	\$45.00	Full Day	Y
Affiliated Centre Tenants	\$50.45	\$5.05	\$55.50	Half Day	Y
Commercial Groups	\$72.27	\$7.23	\$79.50	Full Day	Y

### Kitchen (large room only)

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

## Building Rental – Bundarra

### Bundarra School of Arts Hall

Hall Hire (less than 2 hours)	\$18.18	\$1.82	\$20.00	Per two hours	Y
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Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## Bundarra School of Arts Hall [continued]

General Hall Hire <50	\$42.73	\$4.27	\$47.00	Per Day	Y
General Hall Hire >50	\$65.45	\$6.55	\$72.00	Per Day	Y
Kitchen Use Extra <50	\$22.73	\$2.27	\$25.00	Per Day	Y
Kitchen Use Extra >50	\$33.64	\$3.36	\$37.00	Per Day	Y
Balls/weddings (includes kitchen hire)	\$123.18	\$12.32	\$135.50	Per Day	Y
Auction Sales, markets and similar uses	\$132.50 plus 25% of subletting fees			Per Day	Y
Small Regular Usage – eg sporting clubs	\$9.09	\$0.91	\$10.00	Per Session	Y
Cleaning bond (refundable)	\$100.00	\$0.00	\$100.00	Per Booking	N

## External Equipment Hire

Cleaning bond (refundable)	\$50.00	\$0.00	\$50.00	Per hire	N
Chairs	\$1.41	\$0.14	\$1.55	Per Item	Y
Tables	\$6.55	\$0.65	\$7.20	Per Item	Y
Replacement of broken or missing chairs and tables (hall or external use)	At replacement cost			Per Item	Y

## Bundarra Caravan Park

Powered site for up to 2 persons	\$21.36	\$2.14	\$23.50	Per Night	Y
Unpowered site for up to 2 persons	\$9.27	\$0.93	\$10.20	Per Night	Y
Additional persons	\$4.55	\$0.45	\$5.00	Per Night	Y
Showers	\$2.73	\$0.27	\$3.00	Per Use	Y

Name	Year 20/21		Unit	GST
	Fee (excl. GST)	GST		

## Aged and Disabled Services

### Tableland Community Support

### Home Care Packages and Private Clients

#### HCP Clients

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

Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## HCP Clients [continued]

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

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

## Commonwealth Home Support Programme

Domestic Assistance	\$12.00	\$0.00	\$12.00	Per Hour	N
Personal care	\$12.00	\$0.00	\$12.00	Per Hour	N
Respite	\$12.00	\$0.00	\$12.00	Per Hour	N
Social Support – Individual	\$12.00	\$0.00	\$12.00	Per Hour	N
Social Support – Group	\$12.00	\$0.00	\$12.00	Per Hour	N

Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## Commonwealth Home Support Programme [continued]

Allied Health	\$28.00	\$0.00	\$28.00	Service	N
Home Maintenance	\$20.00	\$0.00	\$20.00	Service	N

## NDIS

Access Community	As per NDIS Price Guide - valid from 1 July 2020			Per Hour	N
House cleaning	As per NDIS Price Guide - 1 July 2020			Per hour	N
Plan Management	As per NDIS Price Guide 1 July 2020			Per hour	N
Self-Care Activities	As per NDIS Price Guide 1 Feb 2020			Per hour	N

## McMaugh Gardens Aged Care Centre

### Bond

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

### Daily Fees

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

### Respite

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

### Telephone Calls

Local	\$0.59	\$0.06	\$0.65	Per Call	Y
STD			At cost	Per Call	Y

Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## Telephone Calls [continued]

Fax Transmission	\$0.59	\$0.06	\$0.65	Per Page	Y
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## Transport Residents

To Armidale	\$33.64	\$3.36	\$37.00	Return Trip	Y
From Uralla Doctors Surgery or Foot Clinic	\$5.73	\$0.57	\$6.30	One Way Trip	Y
To and from Uralla CBD	\$5.73	\$0.57	\$6.30	One Way Trip	Y
To Tamworth	By negotiation			One Way Trip	Y
Staff Escort	\$42.73	\$4.27	\$47.00	Hour	Y

## Visitor Meals

Lunch	\$9.45	\$0.95	\$10.40	Each	Y
Dinner	\$9.45	\$0.95	\$10.40	Each	Y

## Tablelands Community Transport

### Vehicle Hire (without driver)

Subject to conditions on application

#### Car

#### Mini Bus

### Client Contributions – Individual return transport

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

Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

### Client Contributions – Individual return transport [continued]

251-300 km	\$50.00	\$0.00	\$50.00	Per return trip per person	N
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### Client Contributions – Group return transport

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

### Other Services

Community transport – other	Cost is variable based on km and time used				N
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Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## Development and Health Services

### Development Control

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

#### Section 7.11 Contributions

Previously Section 94 Contributions

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

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

### Bushfire Attack Certification

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

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

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

### Development Application

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

Name	Year 20/21		Fee (incl. GST)	Unit	GST
	Fee (excl. GST)	GST			

## Development Application [continued]

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

## Miscellaneous Administrative Application Fees

Section 88B	\$58.50	\$0.00	\$58.50	Per Application	N
Stamping additional plans and specs – up to four copies	\$25.50	\$0.00	\$25.50	Per Application	N
Each additional copy	\$10.20	\$0.00	\$10.20	Per Document	N
Building Specifications	\$21.50	\$0.00	\$21.50	Per Document	N
Certified Copy of Document, map or plan as per s, 150(2) (R.c.262)	\$53.00	\$0.00	\$53.00	Per Document	N

## Building Entitlement Confirmation Fee

Per application	\$311.20	\$0.00	\$311.20	Per Application	N
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## Planning Reform Fee

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

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



Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

### Subdivision Certificate / Title Plan Processing Fee

Processing Fee	\$164.00	\$0.00	\$164.00	Per Application	N
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### Refund of DA fee for cancellation of DA

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

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

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

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

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

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

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

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

96(1) – Minor Error/Discrepancy	\$71.00	\$0.00	\$71.00	Per Application	N
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Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

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

96(1A) + 96AA(1) – Modification of minor environmental impact	\$645.00 or 50% of original fee whichever is lesser			Per Application	N
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## Other modifications per s.96(2) or 96AA(1) not of minor environmental impact

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

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

Less than \$5,000	\$55.00	\$0.00	\$55.00	Per Application	N
\$5,001-\$250,000	\$85.00 + \$1.50 per \$1,000, or part thereof, above \$5,000			Per Application	N
\$250,001-\$500,000 (c. 258)	\$500.00 + \$0.85 per \$1,000, or part thereof, above \$250,000			Per Application	N
\$500,001-\$1,000,000	\$712.00 + \$0.50 per \$1,000, or part thereof, above \$500,000			Per Application	N
\$1,000,001-\$10,000,000	\$987.00 + \$0.40 per \$1,000, or part thereof, above \$1,000,000			Per Application	N
Greater than \$10,000,001	\$4,737.00 + \$0.27 per \$1,000, or part thereof, above \$10,000,000			Per Application	N
Modification to consent requiring advertisement per s96(2) or 96AA(1) EPA Act	\$665.00	\$0.00	\$665.00	Per Application	N
Plus fee for any consent required notice pursuant to SEPP 65 (c.258)	\$760.00	\$0.00	\$760.00	Per Application	N

## Designated Development

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

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

Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

### Advertised Development (c.252)

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

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

All premises	\$161.50	\$0.00	\$161.50	Per Application	N
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### Other Notice Required

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

Fee	\$36.00	\$0.00	\$36.00		N
Residential Flat Building	\$1,020.00	\$0.00	\$1,020.00	Per Application	N

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

Less than \$10,000	\$386.36	\$38.64	\$425.00	Per Application	Y
\$10,001-\$100,000	\$482.73	\$48.27	\$531.00	Per Application	Y
Plus fee for each \$1,000 above \$10,000 to \$100,000	\$19.09	\$1.91	\$21.00	Per Application	Y
Above \$100,000	\$2,154.55	\$215.45	\$2,370.00	Per Application	Y

### Staged Development

DA fee plus fee for each \$1,000 above \$100,000	\$11.40	\$0.00	\$11.40		N
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### Planning Proposal

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

### SEPP Applications

Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## Long Service Levy

Part of the service may not be GST taxable

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

To \$5,000	\$145.35	\$14.54	\$159.89	Per Application	Y
\$5,001-\$100,000	\$207.32	\$20.73	\$228.05	Per Application	Y
\$100,001-\$250,000	\$317.48	\$31.75	\$349.23	Per Application	Y
Over \$250,000	\$349.25 plus \$1.10 per \$1,000 above \$250,000			Per Application	Y

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

### Section 68 Applications

On-site Waste Water management system	\$235.00	\$0.00	\$235.00	Per Application	N
Minor changes to existing OSSM system or scheduled inspection	\$85.00	\$0.00	\$85.00	Per Application	N
Sewer supply work	\$165.00	\$0.00	\$165.00	Per Application	N
Water supply work	\$165.00	\$0.00	\$165.00	Per Application	N
Stormwater supply work	\$165.00	\$0.00	\$165.00	Per Application	N
Install a manufactured home, moveable dwelling or associated structure	\$425.00	\$0.00	\$425.00	Per Application	N
Management of waste	\$106.00	\$0.00	\$106.00	Per Application	N
Community land	\$106.00	\$0.00	\$106.00	Per Application	N
Public Roads	\$106.00	\$0.00	\$106.00	Per Application	N
Caravan Park/camping ground	\$211.50	\$0.00	\$211.50	Per Application	N
Amusement Device	\$165.00	\$0.00	\$165.00	Per Application	N
Domestic oil or solid fuel heating appliance, other than a portable appliance	\$165.00	\$0.00	\$165.00	Per Application	N
Use a standing vehicle or any article for the purpose of selling any article in a public place	\$401.00	\$0.00	\$401.00	Per Application	N

## Building Inspections (including Compliance and Occupation Certificates)

Inspection	\$190.36	\$19.04	\$209.40	Per inspection	Y
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Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## Building Inspections (including Compliance and Occupation Certificates) [continued]

Inspection of dwelling for relocation	\$303.18	\$0.00	\$303.18	Per Assessment	N
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## Building Certificates (EPA R. c.260)

### Domestic – Includes Initial inspection

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

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

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

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

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

Development consent, complying development consent or construction certificate consent was required and not obtained	Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding	Per Certificate	N
Penalty notice has been issued for an offence under 76A(1) of the Act in relation to erection of building and the penalty has been paid	Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding	Per Certificate	N
Where Order No, 2, 12, 13, 15, 18 or 19 in the Table to s, 121B(1) of the Act has been issued	Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding	Per Certificate	N
Where a person has been found guilty of an offence under the Act in relation to the erection of a building	Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding	Per Certificate	N
Where the court has made a finding that the building was erected in contravention of a provision of the Act	Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding	Per Certificate	N

## Building Indemnity Insurance

Solicitor Enquiry	\$60.00	\$0.00	\$60.00	Per Enquiry	N
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Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## Environmental Engineering

### Damage Deposit

### Inspection

### Licencing Fees

#### General

Inspection of Underground Petroleum Storage Systems	Min. Fee excl. GST: \$300.00			Per inspection	N
Advertisement/Advertising Structure Inspection	\$39.00	\$0.00	\$39.00	Per Inspection	N
Sandwich Board Inspection	\$39.50	\$0.00	\$39.50	Per Inspection	N
Cooling Tower Inspection (microbial Control)	\$165.00	\$0.00	\$165.00	Per Inspection	N
Essential Services (Fire Safety) Certificate Registration and Administration	\$39.09	\$3.91	\$43.00	Per Inspection	Y
Hairdresser/Beauty Salon/Skin Penetration Inspection	\$133.00	\$0.00	\$133.00	Per Inspection	N

#### Food Premises

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

#### Swimming Pools

Registration on behalf of owner	\$9.09	\$0.91	\$10.00	Per Pool/Spa	Y
Exemption	\$95.00	\$0.00	\$95.00	Per Pool/Spa	N
Inspection	\$136.36	\$13.64	\$150.00	Per Pool/Spa	Y
2nd inspection if 1st failed (no 3rd inspection fee)	\$90.91	\$9.09	\$100.00	Per Pool/Spa	Y

#### Street Vendors

License/Approval Fee	\$106.00	\$0.00	\$106.00	Per Vendor	N
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#### Petrol Pump Approvals

Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## Hoarding Approval Fees

### Onsite Sewerage Management Systems

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

## Development Information

### Development Certificates

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

### Certificates

Confirmation of Development Information (Interpreting LEP, existing use rights, housing entitlements, file search)	\$106.00	\$0.00	\$106.00	Per Hour	N
Certified copy of an Environmental Planning Instrument/related document per s.150(2) EPA Act	\$48.00	\$0.00	\$48.00	Per Copy	N
CD Rom of Council LEP, DCP or related Planning/Development Policy	\$19.20	\$0.00	\$19.20	Per Disk	N
Other copy of Council LEP, DCP or related Planning/Development Policy	\$37.00	\$0.00	\$37.00	Per Document	N
Documents <10 pages	\$7.00	\$0.00	\$7.00	Per Document	N
Documents 10-30 pages	\$12.40	\$0.00	\$12.40	Per Document	N
Documents 31-50 pages	\$24.50	\$0.00	\$24.50	Per Document	N
Documents >51 pages	\$48.00	\$0.00	\$48.00	Per Document	N
Binders and covers (DCP)	\$62.00	\$0.00	\$62.00	Per Document	N
LEP full size colour map sheet	\$48.00	\$0.00	\$48.00	Per Document	N

Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## Certificates [continued]

Uralla Shire Biodiversity Strategy 2012	\$36.50	\$0.00	\$36.50	Per Document	N
Uralla Biodiversity Strategy Planning Outcomes Report 2013	\$12.40	\$0.00	\$12.40	Per Document	N

## Animal Control

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

Entire Animal (not desexed)	\$214.50	\$0.00	\$214.50	Per Animal	N
Desexed	\$59.50	\$0.00	\$59.50	Per Animal	N
Pensioner	\$25.50	\$0.00	\$25.50	Per Animal	N
Registered Breeders	\$59.50	\$0.00	\$59.50	Per Animal	N
Desexed purchased pound/shelter	\$29.58	\$0.00	\$29.58	Per Animal	N

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

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

### Dog Control – Training Aids

Hire of anti-barking collar (Citronella)	\$40.00	\$4.00	\$44.00	Per fortnight or minimum charge	Y
Deposit for anti-barking collar (Citronella)	\$50.00	\$5.00	\$55.00	Bond	Y
Hire of Trap	\$9.45	\$0.95	\$10.40	Per Hire	Y
Trap deposit	\$114.50	\$0.00	\$114.50		N
Deposit – refundable					

### Stock Control – Release Fees

Impounding Costs	\$122.50	\$0.00	\$122.50	Per Hour	N
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### Sheep/Goats

Impounded between 6.00 am-6.00 pm Monday to Friday	\$50.00	\$0.00	\$50.00	Per Animal	N
Impounded between 6.00 am-6.00 pm or on any time on Weekends & Public Holidays	\$99.00	\$0.00	\$99.00	Per Animal	N



Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## Other Animals

Impounded between 6.00 am-6.00 pm Monday to Friday	\$50.00	\$0.00	\$50.00	Per Animal	N
Impounded between 6.00 am-6.00 pm or on any time on Weekends and Public Holidays	\$99.00	\$0.00	\$99.00	Per Animal	N

## Sustenance Costs

Sheep/Goats	\$10.40	\$0.00	\$10.40	Per head / per day	N
Other animals	\$22.00	\$0.00	\$22.00	Per head / per day	N

## Other Animal Fees

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

## Other Regulatory Fees

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

Late fee permit not paid 28 days after permit required	\$15.00	\$0.00	\$15.00	Per animal	N
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### Companion Animals Regulation 2018 (Part 4, Sec 27)

Commenced 1 July 2019

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

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

Commenced 1 July 2019

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

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

Commenced 1 July 2019

Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## Administrative Services

### Corporate Records

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

A4 Black and White	\$0.64	\$0.06	\$0.70	Per single sided page	Y
A4 Colour	\$1.00	\$0.10	\$1.10	Per single sided page	Y
A3 Black and White	\$1.00	\$0.10	\$1.10	Per single sided page	Y
A3 Colour	\$1.68	\$0.17	\$1.85	Per single sided page	Y

## Public Access Act (GIPA) Income

Photocopy, printing and postage fees also apply.

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

GIPA Application Fee	\$30.00	\$0.00	\$30.00	Application	N
GIPA Processing Fee – regular	\$30.00	\$0.00	\$30.00	Per Hour	N
GIPA Processing Fee – hardship (Pensioner Concession card issued by the Commonwealth that is in force; or an enrolled full-time student; or a not-for-profit organisation)	\$15.00	\$0.00	\$15.00	Per Hour	N
GIPA Processing Fee – special benefit to the public	\$15.00	\$0.00	\$15.00	Per Hour	N
Applies if the information sought has been made publicly available before					
GIPA Advance Deposit	50% of total Processing Fee			Per Application	N
GIPA Internal Review	\$40.00	\$0.00	\$40.00	Per Matter	N

## Council Chamber/Office Room Hire

### Hire of Meeting Rooms and Facilities

Council Chambers	\$205.00	\$20.50	\$225.50	Per Day	Y
Non local groups – includes video, TV, whiteboard, kitchen facilities and complimentary tea and coffee					
Kitchen facilities	\$0.09	\$0.01	\$0.10	Per Day	Y
Tea and coffee provided (excluding service)	\$0.00	\$0.00	\$0.00	Per Person	Y

## Other Miscellaneous Fees and Charges

### Sale of document copies

Development Control Plan	\$27.50	\$0.00	\$27.50	Each	N
Local Environment Plan (LEP)	\$38.00	\$0.00	\$38.00	Each	N

Name	Year 20/21		Fee (incl. GST)	Unit	GST
	Fee (excl. GST)	GST			

**Sale of document copies** [continued]

State of Environment Report	\$12.50	\$0.00	\$12.50	Each	N
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Name	Year 20/21			Unit	GST
	Fee (excl. GST)	GST	Fee (incl. GST)		

## Financial Services

### General Income

#### Rate/Valuation Enquiries

Written/complex response to a rating or valuation enquiry	By quotation, charged at \$52.00 per hour excl GST			Per Invoice	N
	Min. Fee excl. GST: \$52.00				
Copy of rate notice	\$17.80	\$0.00	\$17.80	Per Copy	N

#### Miscellaneous Fees

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

## Index of all fees

### Other

\$1,000,001-\$10,000,000	[Development Applications – Building Works – Based on cost of works]	23
\$1,000,001-\$10,000,000	[All other Development Work – EPA R. c.257]	25
\$1,000,001-\$10,000,000	[All other requests for modifications, based on estimated construction costs]	26
\$10,001-\$100,000	[Engineering Plans Checking (design and construction) – based on cost of work]	27
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\$100,001-\$250,000	[Construction Certificates]	28
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\$5,001-\$250,000	[All other Development Work – EPA R. c.257]	25
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### 1

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101-150 km	[Client Contributions – Individual return transport]	21
140L Wheelie Bin	[Waste Product Sales]	10
151-200 km	[Client Contributions – Individual return transport]	21
16-50 km	[Client Contributions – Individual return transport]	21

### 2

2 seater	[Lounges]	11
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### 3

3 seater	[Lounges]	11
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### 4

4X4	[Tyres]	12
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### 5

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5 Hill Street, Uralla 51-100 km	[Uralla Pre-School *] [Client Contributions – Individual return transport]	15 21
<b>9</b>		
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A4 Black and White	[Photocopies and Printing (self-service)]	14
A4 Black and White	[Printing and copying (non self-service)]	34
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<b>C</b>		
Canteen hire (two available) #	[Field Hire]	13
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Council required to return to property to read meter (e.g. where meter access is denied by locked yards/gates etc)	[Other Costs]	7
<b>D</b>		
DA fee plus fee for each \$1,000 above \$100,000	[Staged Development]	27
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Damages to garden or growing crop	[Other Animal Fees]	33
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Fee to be forwarded to Integrated Authority	[Integrated Development (c.252A/253)]	26
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Interment: Saturdays, Sundays and Public Holidays loading	[Uralla and Bundarra Old Section Cemeteries]	15
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Less than \$100,000	[Review of Determination per s, 82B, EPA Regulations (Rejection) – c.257A]	25
Less than \$5,000	[All other Development Work – EPA R. c.257]	25
Less than \$5,000	[All other requests for modifications, based on estimated construction costs]	26
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Light truck	[Tyres]	12
Local	[Telephone Calls]	20
Local Community Groups – Full Day	[Large Group Room]	16
Local Community Groups – Full Day	[Small Group Room]	16
Local Community Groups – Half Day	[Large Group Room]	16
Local Community Groups – Half Day	[Small Group Room]	16
Local Environment Plan (LEP)	[Sale of document copies]	34
Long Service Levy fee for cost of works > \$25,000	[Long Service Levy]	28
Lost membership card replacement	[Library Fees]	13
Lunch	[Visitor Meals]	21
<b>M</b>		
Management of waste	[Section 68 Applications]	28
Manual Collection bi-weekly – Cardboard Only	[Commercial Recycling]	9
Manual Collection Weekly – Cardboard Only	[Commercial Recycling]	9
Medium animals – e.g. goats, sheep, pigs	[Dead Animals]	11
Medium tractor tyre, 1 m-1.9 m	[Tyres]	12
Minor changes to existing OSSM system or scheduled inspection	[Section 68 Applications]	28
Modification to consent requiring advertisement per s96(2) or 96AA(1) EPA Act	[All other requests for modifications, based on estimated construction costs]	26
Motorcycle	[Tyres]	12
Multiple copies of Certificates	[Development Certificates]	31
<b>N</b>		

## N [continued]

No building or work involved: For dwelling house costing \$100,000 or less	[Other modifications per s.96(2) or 96AA(1) not of minor environmental impact]	26
Non NTCRS e-waste	[E-Waste]	11
Non Standard Resident	[Daily Fees]	20
Non-Pensioner	[Respite]	20
Not involving building work	[Review of Determination per s, 82A, EPA Regulations c.257]	25
NTCRS eligible e-waste	[E-Waste]	11

## O

Office 1	[Tablelands Community Support Options – TCS]	16
Office 2	[Tablelands Community Support Options – TCS]	16
On-site Waste Water management system	[Section 68 Applications]	28
Original fee was greater than \$101.00	[Other modifications per s.96(2) or 96AA(1) not of minor environmental impact]	26
Original fee was less than \$100.00 (c.258)	[Other modifications per s.96(2) or 96AA(1) not of minor environmental impact]	26
Other (private) works	[General Services]	8
Other animals	[Sustenance Costs]	33
Other copy of Council LEP, DCP or related Planning/Development Policy	[Certificates]	31
Over \$250,000	[Complying Development Certificates – Fees based on construction cost]	23
Over \$250,000	[Construction Certificates]	28
Overnight Respite – HCP	[HCP Clients]	18
Overnight Respite – Private Clients	[Private Clients]	19

## P

Package Management HCP Level 1 – Fortnightly	[HCP Clients]	18
Package Management HCP Level 2 – Fortnightly	[HCP Clients]	18
Package Management HCP Level 3 – Fortnightly	[HCP Clients]	18
Package Management HCP Level 4 – Fortnightly	[HCP Clients]	18
Penalty notice has been issued for an offence under 76A(1) of the Act in relation to erection of building and the penalty has been paid	[Additional fee where applicant /owner erected the building and:]	29
Pensioner	[Respite]	20
Pensioner	[Companion Animal 1998 – registrations (cats and dogs)]	32
Per application	[Building Entitlement Confirmation Fee]	24
Per Unit	[Hill Street Uralla *]	15
Permanents with metered site	[Longer stays (7 nights for 6)]	16
Permission to carry out work at existing grave, includes monument erection and inspection	[Uralla and Bundarra Old Section Cemeteries]	15
Permit fee for dangerous/ restricted dog	[Companion Animals Regulation 2018]	33
Permit fee for undesexed cat	[Companion Animals Regulation 2018]	33
Personal care	[Commonwealth Home Support Programme]	19
Personal Care – Mon to Fri 6am to 6pm (HCP clients)	[HCP Clients]	18
Personal Care – Mon to Fri 6am to 6pm (Private clients)	[Private Clients]	19
Personal Care – Public Holiday (HCP clients)	[HCP Clients]	18
Personal Care – Public Holiday (Private clients)	[Private Clients]	19
Personal Care – Sat (HCP clients)	[HCP Clients]	18
Personal Care – Sat (Private clients)	[Private Clients]	19
Personal Care – Sun (HCP clients)	[HCP Clients]	18
Personal Care – Sun (Private clients)	[Private Clients]	19
Phased Resident	[Daily Fees]	20
Placement of ashes	[Uralla and Bundarra Old Section Cemeteries]	15
Plan Management	[NDIS]	20
Planning proposal application	[Planning Proposal]	27

Fee Name	Parent	Page
<b>P [continued]</b>		
Plus fee for any consent required notice pursuant to SEPP 65 (c.258)	[All other requests for modifications, based on estimated construction costs]	26
Plus fee for each \$1,000 above \$10,000 to \$100,000	[Engineering Plans Checking (design and construction) – based on cost of work]	27
Plus fee for required Notice under s.82A EPA Regulations	[All other Development Work – EPA R. c.257]	25
Plus fee per additional lot created	[Subdivision Fees]	24
Plus fee per additional lot created	[Subdivision Fees]	24
Plus fee per additional lot created	[Subdivision Fees]	24
Power for metered site	[Longer stays (7 nights for 6)]	16
Powered site for up to 2 persons	[Queen Street Uralla Caravan Park]	15
Powered site for up to 2 persons	[Bundarra Caravan Park]	17
Private works (not in conjunction with works program)	[Kerb and Guttering]	8
Processed sludges from water and sewer	[Bio solids]	12
Processing commenced	[Refund of DA fee for cancellation of DA]	25
Processing Fee	[Lost, damaged or stolen books]	13
Processing Fee	[Subdivision Certificate / Title Plan Processing Fee]	25
Processing largely completed	[Refund of DA fee for cancellation of DA]	25
Processing not commenced	[Refund of DA fee for cancellation of DA]	25
Protected Resident	[Daily Fees]	20
Provide junction to main on property, up to 4 m	[Sewer Connection Charges]	7
Provide junction with extension beyond property (previously 'application fee')	[Sewer Connection Charges]	7
Public Roads	[Section 68 Applications]	28
Purchase of Double Depth Plot (does not include plaque)	[Uralla and Bundarra Lawn Cemeteries]	14
Purchase of Niche in garden	[Uralla and Bundarra Niche Wall and Uralla Niche Garden]	15
Purchase of Niche in wall and Interment of Ashes *	[Uralla and Bundarra Niche Wall and Uralla Niche Garden]	15
Purchase of plot – Double depth	[Uralla and Bundarra Old Section Cemeteries]	14
Purchase of plot – Single Depth	[Uralla and Bundarra Old Section Cemeteries]	15
<b>Q</b>		
Queen	[Mattresses]	11
<b>R</b>		
Record search for burial details (after 15 minutes)	[Searches]	14
Refund Fee	[Miscellaneous Fees]	36
Registered Breeders	[Companion Animal 1998 – registrations (cats and dogs)]	32
Registered Nurse – Mon to Fri 6am to 6pm (HCP clients)	[HCP Clients]	18
Registered Nurse – Mon to Fri 6am to 6pm (Private clients)	[Private Clients]	19
Registered Nurse – Public Holiday (HCP clients)	[HCP Clients]	18
Registered Nurse – Public Holiday (Private clients)	[Private Clients]	19
Registered Nurse – Sat (HCP clients)	[HCP Clients]	18
Registered Nurse – Sat (Private clients)	[Private Clients]	19
Registered Nurse – Sun (HCP clients)	[HCP Clients]	18
Registered Nurse – Sun (Private clients)	[Private Clients]	19
Registration	[Onsite Sewerage Management Systems]	31
Registration on behalf of owner	[Swimming Pools]	30
Removal of plaques	[Uralla and Bundarra Niche Wall and Uralla Niche Garden]	15
Replacement of broken or missing chairs and tables (hall or external use)	[External Equipment Hire]	17
Residential Flat Building	[Privately Certified Certificate Registration (c.263)]	27
Residential Flat Development Review Panel under SEPP 65	[Development Application]	24
Residential Flats/Units	[Landscaping Bonds]	8

Fee Name	Parent	Page
<b>R [continued]</b>		
Residential sewer access charge	[Access and Supply]	7
Respite	[Commonwealth Home Support Programme]	19
Road Restoration Fees	[Road Restoration Fees]	8
<b>S</b>		
Sale of sand, gravel and topsoil	[Sale of sand, gravel and topsoil]	9
Sandwich Board Inspection	[General]	30
Second Release (within 12 months)	[Companion Animal Control – Release/Sale/Surrender]	32
Section 10.7(2) Certificate (EPA R. c.259)	[Development Certificates]	31
Section 10.7(5) Certificate (includes Notices and Orders information)	[Development Certificates]	31
Section 5(31) Certificates	[Development Certificates]	31
Section 603 Certificates	[Miscellaneous Fees]	36
Section 7.11 Contributions	[Section 7.11 Contributions]	23
Section 735A Certificate	[Development Certificates]	31
Section 88B	[Miscellaneous Administrative Application Fees]	24
Self-Care Activities	[NDIS]	20
Sewer supply work	[Section 68 Applications]	28
Sheep/Goats	[Sustenance Costs]	33
Showers	[Bundarra Caravan Park]	17
Shredded Tyres	[Tyres]	12
Single	[Mattresses]	11
Single Admission Fee – Adult	[Admittance Fees]	13
Single Admission Fee – Child	[Admittance Fees]	13
Small domestic animals e.g. cats, chickens, possums, dogs	[Dead Animals]	11
Small Regular Usage – eg sporting clubs	[Bundarra School of Arts Hall]	17
Small tractor tyre, up to 1 m	[Tyres]	12
Social Outing	[Client Contributions – Group return transport]	22
Social Support – Group	[Commonwealth Home Support Programme]	19
Social Support – Individual	[Commonwealth Home Support Programme]	19
Social Support – Mon to Fri 6am to 6pm (HCP clients)	[HCP Clients]	18
Social Support – Mon to Fri 6am to 6pm (Private clients)	[Private Clients]	19
Social support – Public Holiday (HCP clients)	[HCP Clients]	18
Social Support – Public Holiday (Private clients)	[Private Clients]	19
Social Support – Sat (HCP clients)	[HCP Clients]	18
Social Support – Sat (Private clients)	[Private Clients]	19
Social support – Sun (HCP clients)	[HCP Clients]	18
Social Support – Sun (Private clients)	[Private Clients]	19
Solicitor Enquiry	[Building Indemnity Insurance]	29
Staff Escort	[Transport Residents]	21
Stamping additional plans and specs – up to four copies	[Miscellaneous Administrative Application Fees]	24
Standard DA fee plus additional fee	[Integrated Development (c.252A/253)]	26
Standard DA fee plus additional fee	[Integrated Development (c.252A/253)]	26
Standard Resident	[Daily Fees]	20
State of Environment Report	[Sale of document copies]	35
STD	[Telephone Calls]	20
Stormwater supply work	[Section 68 Applications]	28
Subdivisions – No opening of a New Road	[Subdivision Fees]	24
Subdivisions – Opening of a New Road	[Subdivision Fees]	24
Subdivisions – Strata	[Subdivision Fees]	24
Super single	[Tyres]	12
Surcharge for digging of grave by hand	[Uralla and Bundarra Lawn Cemeteries]	14
<b>T</b>		
Tables	[External Equipment Hire]	17
TCS Office	[Tablelands Community Support Options – TCS]	16
Tea and coffee provided (excluding service)	[Hire of Meeting Rooms and Facilities]	34

Fee Name	Parent	Page
<b>T [continued]</b>		
To \$5,000	[Complying Development Certificates – Fees based on construction cost]	23
To \$5,000	[Construction Certificates]	28
To and from Uralla CBD	[Transport Residents]	21
To Armidale	[Transport Residents]	21
To Tamworth	[Transport Residents]	21
Topsoil	[Sale of sand, gravel and topsoil]	9
Trade Waste – application fee	[Trade Waste]	7
Trade Waste – usage	[Trade Waste]	7
Trap deposit	[Dog Control – Training Aids]	32
Travel (HCP clients)	[HCP Clients]	18
Travel (Private Clients)	[Private Clients]	19
Treated sewage effluent charge from the Uralla STP	[Water Sales]	6
Truck	[Tyres]	12
Truck/Float Hire	[Other Animal Fees]	33
<b>U</b>		
Unconnected lot sewer access charge	[Access and Supply]	7
Uninhabited, unpowered tent site	[Queen Street Uralla Caravan Park]	15
Unpowered site for up to 2 persons	[Queen Street Uralla Caravan Park]	15
Unpowered site for up to 2 persons	[Bundarra Caravan Park]	17
Unsieved sand	[Sale of sand, gravel and topsoil]	9
Uralla & Bundarra Non-rateable	[Non-Rateable Commercial Recycling]	10
Uralla and Bundarra Connection Charge to water main, connection over 4 m	[Water Connection Fees]	6
Uralla and Bundarra Connection Charge to water main, up to 4 m	[Water Connection Fees]	6
Uralla Biodiversity Strategy Planning Outcomes Report 2013	[Certificates]	32
Uralla Shire Biodiversity Strategy 2012	[Certificates]	32
Uralla Sporting Complex #	[Field Hire]	13
Usage charge	[Access and Supply]	7
Use a standing vehicle or any article for the purpose of selling any article in a public place	[Section 68 Applications]	28
Utility/6 x 4 trailer	[Residential Waste]	10
Utility/6 x 4 trailer	[Clean brick, Concrete, Tile]	11
Utility/6 x 4 trailer, heaped	[Residential Waste]	10
<b>V</b>		
Vase	[Uralla and Bundarra Niche Wall and Uralla Niche Garden]	15
Vehicle Impounding	[Other Regulatory Fees]	33
<b>W</b>		
Waste Facility Fee – included in Environmental Levy	[Domestic Waste Management]	9
Water Access Charge Uralla and Bundarra	[Access and Supply]	6
Water Meter Special read	[Other Water Fees and Charges]	6
Water Meter supplied and fitted (20 mm) or replaced	[Other Water Fees and Charges]	6
Water Meter Testing only	[Other Water Fees and Charges]	6
Water Supply – consumption charge	[Access and Supply]	6
Water supply work	[Section 68 Applications]	28
Weekly Powered site for up to 2 persons	[Longer stays (7 nights for 6)]	16
Weekly Unpowered site for up to 2 persons	[Longer stays (7 nights for 6)]	16
Wheelie Bin (up to 240 l and per bin)	[Residential Waste]	10
Wheelie Bin (up to 240 l)	[Clean brick, Concrete, Tile]	11
Where a person has been found guilty of an offence under the Act in relation to the erection of a building	[Additional fee where applicant /owner erected the building and:]	29

Fee Name	Parent	Page
<b>W</b> [continued]		
Where Order No, 2, 12, 13, 15, 18 or 19 in the Table to s, 121B(1) of the Act has been issued	[Additional fee where applicant /owner erected the building and:]	29
Where the court has made a finding that the building was erected in contravention of a provision of the Act	[Additional fee where applicant /owner erected the building and:]	29
Written/complex response to a rating or valuation enquiry	[Rate/Valuation Enquiries]	36



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2017-2022 DELIVERY PROGRAM AND  
2020-2021 OPERATIONAL PLAN