



Uralla Shire Council
Annual Report

2024-2025

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Section 1 – Welcome

Mayor's Message

It is my privilege to present Uralla Shire Council's Annual Report for 2024/2025.

This year has highlighted the strength, resilience and character of our community. Across the Shire, from our towns to our rural villages, we have continued to work together to navigate challenges while building on the opportunities before us.

Council has undertaken its work in a complex environment shaped by rising costs, increasing regulatory demands and significant external pressures such as the emerging Renewable Energy Zone. These forces will influence our region for many years, and it is essential that our community continues to have a strong voice in shaping its future.

Throughout the year, Council's advocacy has remained firmly focused on protecting and promoting the interests of our residents. We have engaged actively with State agencies, regional partners and local organisations to ensure Uralla is well represented as decisions are made about infrastructure, services and long-term investment.

Our community has shown once again that progress is built through collaboration. Volunteers, local groups, businesses and residents have contributed time, ideas and energy to improving our Shire. Council's achievements this year are strengthened by that shared commitment.

Looking forward, we will continue to champion transparency, local decision-making and a sustainable future for Uralla. By working together, we will ensure our Shire remains a connected, vibrant and inclusive place to live.

Thank you to everyone, including residents, Councillors, staff and volunteers, who has contributed to our progress throughout the year. Your involvement and passion make Uralla the community we are proud to serve.



Mayor Robert Bell



General Manager's Message

I am pleased to present the 2024/2025 Annual Report, which reflects a year of focused effort, practical improvement and dedicated service across the organisation.

Like many rural councils, we have operated in demanding conditions. Rising operational costs, increased regulatory requirements and ongoing State Government cost shifting have placed considerable pressure on our budget and service delivery. Despite this, Council has worked strategically to make the best use of our resources and support a stable foundation for the future.

A key priority this year has been strengthening our workforce. Attracting and retaining skilled staff in a competitive regional environment requires continued investment, and we have focused on building a capable, reliable and community-oriented team. The professionalism of our staff underpins every service we deliver.

We have also made significant progress in communication and engagement. The introduction of Council's e-newsletter has improved access to timely information, receiving strong uptake and positive feedback from residents. This platform, along with more consistent updates across our digital channels, is helping build transparency and trust.

Operationally, this has been a year of meaningful achievements. The inaugural Street Christmas Fair showcased our community's creativity and participation, while the opening of our Legacy Parks marked a milestone that was many years in the making. These projects reflect both the dedication of our staff and the enthusiasm of our community.

Looking ahead, our financial modelling makes clear that the cost of maintaining essential services continues to rise faster than our ability to generate revenue. The Long-Term Financial Plan identifies the scale of this challenge, and Council will need to consider difficult but necessary decisions to remain sustainable. As an organisation, we remain committed to careful planning, responsible management and delivering the best outcomes possible within our means.

Thank you to our staff, Councillors, community groups and residents for your support and partnership throughout the year. Together, we will continue strengthening the organisation and delivering services that reflect the needs and expectations of the Uralla community.



General Manager – Toni Averay



Overview

Under the *Local Government Act 1993* (the “Act”), all Councils in New South Wales are required to report on their progress in implementing their Delivery Program.

The content of the Annual Report must be prepared in accordance with the Act as well as *Local Government (General) Regulation 2021* and must include a copy of the council’s audited Financial Statements.

Once adopted, the Annual Report must be published to the council website.

This Annual Report comprises four sections:

1. Welcome and Overview
2. Performance Reporting
3. Statutory Reporting
4. Attachments:
 - A. Financial Statements 2024-2025
 - B. GIPA Report 2024-2025
 - C. Statement of Business Ethics

Our Council

Uralla Shire Council is constituted under the Act and was proclaimed on 5 December 1947, coming into effect on 1 January 1948.

Uralla Shire Council is a large and diverse organisation employing over 192 staff (136 Full Time Equivalent) and is responsible for assets worth more than \$330 million, 32 different service areas and an annual operating budget of approximately \$24.5 million.

The Uralla Shire local government area covers an area approximately 3,230 square kilometres and is home to a permanent resident population of around 5,971 people (2021 census). The primary township is Uralla, which is located 22 kilometres south of Armidale and 89 kilometres north of Tamworth on the New England Highway.

Other localities in the Uralla Shire local government area include Abington, Arding, Bakers Creek, Balala, Boorolong, Briarbrook, Bundarra, Camerons Creek, Dangarsleigh, Dumaresq, Enmore, Gostwyck, Invergowrie, Kentucky, Kentucky South, Kingstown, Mihi, Rocky River, Salisbury Plains, Saumarez, Saumarez Ponds, Torryburn, Wollun and Yarrowyck.

Our Vision

In 2034 the Uralla Shire community will be a vibrant community with a growing economy and sustainable lifestyle that values its heritage.

Our Mission

Uralla Shire Council listens to and facilitates the aspirations of the community.

Our Values

Council's values lay the foundation for the organisation, the ingrained principles guide us in our actions.

- **Unity**

Council is strongest when we work together as a team. Unity is built from a shared vision. The stability of unity comes from the spirit of equality and openness.

- **Safety**

Council is required to maintain healthy and safe workplaces. This means that it is important to take care of our own health and safety and that we must not adversely affect the health and safety of others.

- **Commitment to Service**

In all of our dealings we will be respectful and treat people with dignity and professionalism. We support collaboration and teamwork, internally and externally, including other agencies.

Statement of Business Ethics

Through our core values and principles, we have committed to ensure that in our business dealings, we and the businesses we deal with act in a transparent, ethical and accountable manner so as to enhance and protect our reputation as well as safeguarding our culture of integrity and ethical conduct.

We recognise that our reputation is built on trust, and this influences how our community and business partners feel about our organisation and the services it provides. This reputation can be tarnished forever by the unethical actions of a few people or even just one person.

This means, among other things, acting honestly, observing a high standard of probity, ethical behaviour, and integrity, treating each other and our customers, partners, suppliers and our community fairly and with respect, and being transparent and open in our business processes.

We need to ensure that we all understand the standards expected of us as council officials (Code of Conduct). We also need to ensure that we communicate to our suppliers, contractors, and business partners the standards we expect of them if we are to do business with them.

The Statement of Business Ethics is one of the tools we use to communicate this standard of behaviour.

Mayor and Councillors

All New South Wales Councils went to the polls in September 2024 to elect Councillors for the next 4-year term.

For the period July 2024 to September 2024 Council was governed by the following elected Councillors:

Mayor Robert Bell
Deputy Mayor Councillor Robert Crouch
Councillor Tim Bower
Councillor Sarah Burrows
Councillor Leanne Doran
Councillor Bruce McMullen
Councillor Tom O'Connor
Councillor Lone Petrov
Councillor Tara Toomey

In Uralla Shire, the number of candidates nominated for the 2024 election was equal to the number to be elected, therefore, the NSW Electoral Commission declared candidates as being elected uncontested. The elected Mayor and Councillors were sworn in on Tuesday 17 September.

For the period September 2024 to June 2025, Uralla Shire Council was governed by the following elected Councillors:

Mayor Robert Bell
Deputy Mayor Tom O'Connor
Councillor Sarah Burrows
Councillor Leanne Doran
Councillor Lone Petrov
Councillor Adam Blakester
Councillor Kath Arnold
Councillor David Mailler
Councillor Jen Philp

Councillors have a responsibility to:

- Be an active and contributing member of the governing body.
- Make considered and well-informed decisions as a member of the governing body;
- Participate in the development of long-term plans for the community as required by the Integrated Planning and Reporting framework;
- Represent the collective interests of residents, ratepayers and the local community.
- Facilitate communication between the local community and the governing body.
- Uphold and represent accurately the policies and decisions of the governing body, and
- Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor.

In addition to having special responsibilities as a Councillor, the Mayor can represent Council and exercise urgent policy-making functions between meetings. The Mayor usually acts as spokesperson for Council, carries out certain civic and ceremonial functions, and presides as chairperson during Council meetings. The Council may also delegate other functions to the Mayor.



Left to Right: Cr Lone Petrov, Cr Adam Blakester, Cr Kath Arnold, Cr David Mailler, Mayor Robert Bell, Cr Sarah Burrows, Cr Jen Philp, Deputy Mayor Tom O'Connor, Cr Leanne Doran (June 2025) .

Referendum

In addition to Councillor elections at the 2024 Local Government elections the Uralla Community was also required to vote on two questions as part of a constitutional referendum.

A Constitutional Referendum is a special poll initiated by a Council that can only contain questions relating to the creation or abolition of wards, the way the Mayor is elected, or changing the number of councillors. The outcome of a Constitutional Referendum is binding on the Council.

Voters were asked:

1. Are you in favour of the Mayor being elected by the Councillors?

The question was declared NOT PASSED on 01/10/2024 which means Uralla Shire will continue to elect their Mayor through popular vote

2. Are you in favour of removing the current ward system so that all electors vote for all Councillors that represent the Uralla Shire Council area?

The question was declared as PASSED on 01/10/2024 which means that the ward system will be abolished as at the next election.



Until then, Uralla Shire Council is broken up into two wards (A & B – as shown in the image to the left).

Citizenship Ceremonies held by Uralla Shire Council:

In 2024/2025 Uralla Shire Council hosted two citizenship ceremonies:

- 27 August 2024 – Six (6) Conferees attended a Ceremony at Council Chambers to take their pledge to being a new Citizen of Australia.
- 25 February 2025 One (1) Conferee attended a Ceremony at Council Chambers to take their pledge to being a new Citizen of Australia.

Council Meetings

Ordinary Council Meetings are held at 4pm on the fourth Tuesday of each month from February to November and on the third Tuesday of the month in December. No meeting is held during the month of January. Council meetings are held at the Uralla Shire Council Chambers, located at 32 Salisbury Street, Uralla. Extraordinary Council Meetings are held as and when required and the public is notified via Council's website. Members of the public may attend all Council and Council Committee meetings.

Members of the public may also, at the discretion of the Council in each case, be permitted to address a Council Meeting on a particular issue which is listed on the Business Paper for that meeting.

In 2024-2025, Council held eleven (11) Ordinary Meetings and three (3) Extraordinary Meetings.

Previous Council - Mayor and Councillors:

Mayor & Councillors	Ordinary Meetings	Ordinary Meeting	Extraordinary Meeting
	23/07/24	27/08/24	16/08/24
R Bell	✓	✓	✓
T Bower	✓	✓	✓
S Burrows	✓	✓	✓
B Crouch	✓	✓	✓
L Doran	✓	✓	✓
B McMullen	✓	✓	✓
T O'Connor	✓	✓	✓
L Petrov	✓	✓	✓
T Toomey	✓	✓	✓

Ordinary Meetings						
Mayor & Councillors	24/9/2024	22/10/2024	26/11/2024	17/12/2024	25/2/2025	25/3/2025
R Bell	✓		✓	✓	✓	✓
T O'Connor	✓	✓	✓	✓	✓	✓
S Burrows	✓	✓	✓	✓	✓	✓
A Blakester	✓	✓	✓	✓	✓	✓
L Doran	✓	✓	✓	✓	✓	✓
D Mailler	✓		✓	✓	✓	✓
K Arnold	✓	✓	✓	✓	✓	✓
L Petrov	✓	✓	✓	✓	✓	✓
J Philp	✓	✓	✓	✓	✓	✓

Mayor & Councillors	Ordinary Meetings			Extraordinary Meetings	
	29/04/25	27/05/25	24/6/2025	31/3/2025	13/5/2025
<i>R Bell</i>	✓	✓	✓	✓	✓
<i>T O'Connor</i>	✓	✓	✓	✓	✓
<i>S Burrows</i>	✓	✓	✓	✓	✓
<i>A Blakester</i>	✓	✓	✓	✓	✓
<i>L Doran</i>	✓	✓	✓	✓	✓
<i>D Mailler</i>	✓	✓	✓	✓	✓
<i>K Arnold</i>	✓	✓	✓	✓	✓
<i>L Petrov</i>	✓	✓		✓	✓
<i>J Philp</i>	✓	✓	✓	✓	✓

General Manager Workshops and Briefings

In addition to council meetings, the General Manager also facilitated 12 workshops and briefings throughout the year to provide councillors with more detailed information on contemporary matters and items in the business agenda.

Committees

Council operates a range of Specific Purpose Committees and Section 355 Committees, and is represented by Councillors on a number of External Boards, Committees and Organisations. Council reviews its committee representation annually and resolves to appoint delegates for the following 12-month period.

During 2024 – 2025, Council was represented by Councillors on one Specific Purpose Committees, thirteen (13) External Boards, Committees and Organisations, and three (3) Section 355 Committees:

Committee	Delegate (New Council)
SPECIFIC PURPOSE COMMITTEES	
1. Audit, Risk & Improvement Committee	Cr A Blakester
EXTERNAL BOARDS, COMMITTEES & ORGANISATION	
2. Arts North-West Strategic Advisory Council (SAC)	Cr A Blakester General Manager (Alternate)
3. Central Northern Regional Library	Cr L Petrov
4. Community Safety Precinct Committee	Mayor Bell
5. Country Mayor's Association	Mayor Bell
6. Local Traffic Committee	Cr D Mailler
7. Mid North Weight of Loads	General Manager
8. Rural Fire Service Liaison Committee	Cr J Philp General Manager
9. Northern Joint Regional Planning Panel	General Manager Cr S Burrows (Panel Member) Cr D Mailler (Panel Member) Cr T O'Connor (Alternate Panel Member) Cr L Doran (Alternate Panel Member)
10. New England Regional Energy Zone Reference Group	Mayor (28 June 2022) General Manager
11. Thunderbolt Energy Community Consultative Committee	Cr Burrows
12. Rural Fire Service Liaison Committee	Deputy Mayor, Cr R Couch General Manager
13. New England Bushfire Management Committee	Mayor Bell
14. Coalition of Renewable Energy Mayors (CoREM)	Mayor General Manager
15. New England Renewable Energy Zone Community Reference Group North	Cr Sarah Burrows
S355 COMMITTEES	
16. Bundarra School of Arts Hall Committee	Cr L Doran Cr J Philp Alternate delegate Cr A Blakester
17. Uralla Township and Environs Committee	Cr L Petrov Cr K Arnold
18. Australia Day Committee	Cr S Burrows Cr T O'Connor

Our Structure

Organisational Structure

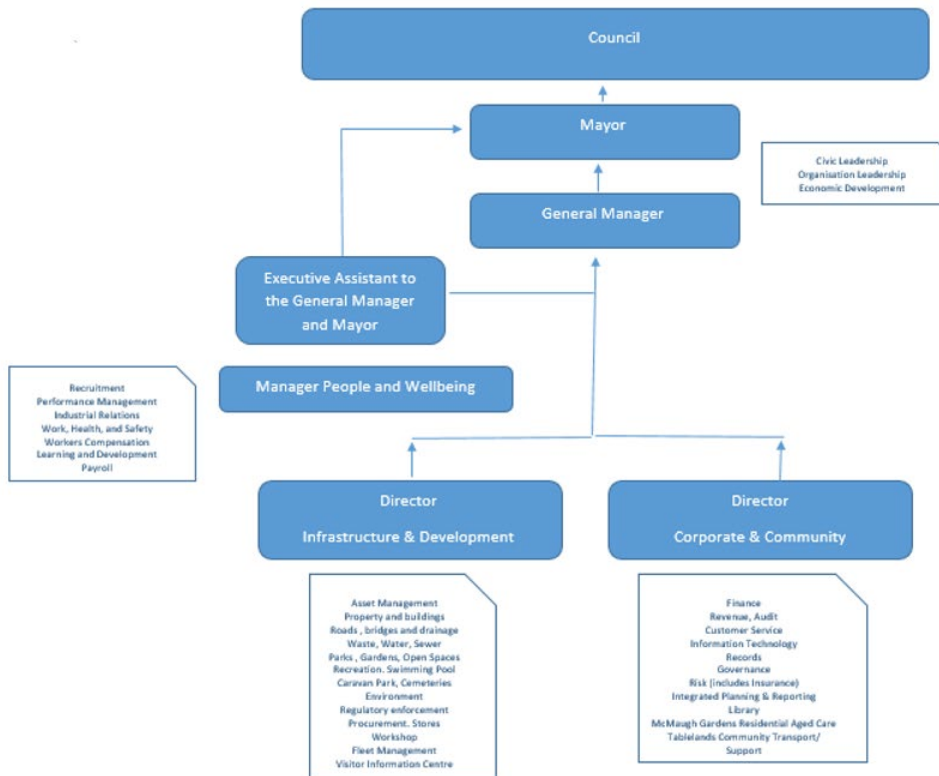
The General Manager is responsible for the efficient and effective operation of Uralla Shire Council and for the implementation, without undue delay, of decisions of the Council.

At the ordinary Meeting of Council held on 24 June 2025 Council resolved to endorse the Workforce Management Strategy 2025 -2029.

The Workforce Management Strategy ensures Council has the necessary finance, people and asset resources to deliver on the objectives in the Delivery Plan. It outlines a four-year plan to align Council's human resources with its strategic goals. To address challenges such as high turnover, an ageing workforce, and regional competition the Workforce Management Strategy focusses on five strategic areas: capacity and capability, attraction and retention, ageing workforce support, training and development, and workplace health and safety.

In 2024/2025 the workforce comprised three (3) directorates; office of the General Manager, Corporate and Community and Infrastructure and Development.

From 1 July 2024 to 30 June 2025



Section 2 – Performance Reporting

Integrated Planning and Reporting Framework

The Integrated Planning and Reporting (“IP&R”) framework requires Council to lead the development of long-term plans for our community. Through the IP&R framework, Council must prepare a number of related plans that detail how we intend to deliver services and infrastructure in the short and long term, based on community priorities that have been identified through community consultation and engagement.

Each year Council prepares an Annual Report which includes a copy of our audited financial reports. The Annual Report details our progress in implementing the Delivery Program and the activities we have undertaken to deliver on the objectives of our Community Strategic Plan.

Community Strategic Plan

The 10-year Community Strategic Plan is a high-level plan prepared by Council. Its purpose is to identify our community’s main priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the planning process considered the issues and pressures that may impact the community and the level of resources that will realistically be available to achieve its aspirations.

Between January and March 2025 Council undertook community engagement to review and refresh the Community Strategic Plan resulting in a new *Community Strategic Plan 2025-2034*. The *Community Strategic Plan 2025-2034* contains fourteen (14) goals across the four themes of “Community Minded”, “Prosperous”, “Good Custodians” and “Independent”.

Our Plan On A Page



Community Minded

An accessible, inclusive, and empowered community.

- A growing, community-minded shire
- A safe, active, and healthy shire
- A diverse and creative culture that celebrates our history
- Access to and equity of services



Prosperous

A sustainable economy that supports prosperity.

- An attractive environment for the business sector
- Diverse and growing employment opportunities
- Well serviced communities



Independent

An independent shire and well-governed community.

- Informed and collaborative community leaders
- A strategic, accountable, and representative Council
- An efficient and effective independent local government



Good Custodians

Good custodianship of our natural and built environment.

- Preserve, protect, and renew our beautiful natural environment
- Development that respects and enriches our environment
- A circular economy
- Secure, sustainable water cycle management that enhances ecosystems

Our vision

A vibrant community with a growing economy and sustainable lifestyle that values its heritage

Council's mission

Uralla Shire Council listens to and facilitates the aspirations of the community.

Delivery Program

The four-year Delivery Program outlines how Council will contribute to achieving the vision set out in the Community Strategic Plan and turns the strategic objectives contained in our Community Strategic Plan into actions. All plans, projects, activities, and funding allocations made by Council must be directly linked to the Delivery Program.

Council adopted a new Delivery Program for 2026-2029 at its Ordinary Council meeting of 24 June 2025.

Resourcing Strategy

The four-year Resourcing Strategy outlines how Council will resource the implementation of its Delivery Program through money, assets, and people. The Resourcing Strategy comprises the Long-Term Financial Plan, Asset Management Plans and a Workforce Management Plan.

Council adopted the *2025-2034 Resourcing Strategy* at its Ordinary Meeting of 24 June 2025.

Operational Plan

Supporting the Delivery Program is an annual Operational Plan. Adopted by Council each year alongside its annual Budget, the Operational Plan identifies the plans, projects and activities that will be carried out over the financial year covered by the Operational Plan to achieve the commitments made in the Delivery Program.

Council adopted the *2025-2026 Operational Plan* at its Ordinary Meeting of 24 June 2025.

Annual Report

Within five months of the end of each financial year, Council prepares an Annual Report, which includes a copy of our audited financial statements. The Annual Report details our progress in implementing the Delivery Program and the actions we have undertaken to deliver on our Operational Plan.

Our Performance

Delivery Program 2022 – 2026

The *2022–2026 Delivery Program* (“Delivery Program”) outlines Uralla Shire Council’s commitment to delivering on the community’s long-term vision by translating strategic goals into actionable priorities across four key themes: Society, Economy, Environment, and Leadership. Its high-level deliverables include fostering inclusive community participation, supporting local business and tourism, enhancing infrastructure and essential services, protecting the natural environment, and ensuring transparent, accountable governance through integrated planning and reporting.

Uralla Shire Council has delivered consistently across the four strategic pillars of the Delivery Program. Over the course of the Delivery Program, the key achievements that illustrate the focus on the Community Strategic Plan objectives include:

1. Our Society

Goal: We have an accessible, inclusive and sustainable community.

Key Achievements under the Delivery Program include:

- Volunteer Framework adopted and implemented.
- 188 library programs delivered in 2024–2025.
- All major community events delivered, including Australia Day, NAIDOC Week, Youth Week, and Seniors Week (where funded).

Stand out projects/achievements under the Delivery Program include:

Christmas Street Fair

In December 2024, Council delivered the inaugural Christmas Street Fair at Pioneer Park, attracting over 4,000 attendees. The event was co-designed with community groups and evaluated for social and economic impact. The success led to multi-year funding being secured for future fairs.

McMaugh Gardens Expansion

Council progressed plans to expand the McMaugh Gardens Aged Care Facility to 50 beds, including nursing accommodation. A grant application was submitted, and a financial feasibility study initiated to support long-term planning.

2. Our Economy

Goal: We drive the economy to support prosperity

Key Achievements under the Delivery Program include:

- Business directory streamlined in partnership with the Chamber.
- VIC accreditation maintained; regional tourism collaboration strengthened.
- Rowan Avenue Industrial Land activated for strategic investment.

Stand out projects/achievements under the Delivery Program include:

Rowan Avenue Industrial Land Activation

Council worked with EnergyCo and other stakeholders to position Rowan Avenue Industrial Land as a strategic site for renewable energy and industrial development. Multiple expressions of interest were received, and planning continues into 2025–2026.

EV Charging Infrastructure Feasibility

Council assessed the viability of installing electric vehicle chargers on Council property. While existing sites lacked capacity, Council pivoted to work with developers through the DA process to identify future opportunities.

Local Housing Strategy

Council made significant advancement on the *Uralla Shire Council Local Housing Strategy* (“Strategy”) which sets a 20-year vision to address housing affordability, changing demographics, and the impacts of regional growth, including the New England Renewable Energy Zone. The Strategy (adopted in August 2025) aims to ensure affordable, diverse housing while preserving village character and supporting growth from the Renewable Energy Zone. It prioritizes planning for worker accommodation and innovative housing models to meet future community needs.

3. Our Environment

Goal: We are good custodians of our environment.

Key Achievements under the Delivery Program include:

- Racecourse Lagoon restoration commenced.
- Climate Change Policy drafted.
- Kerbside waste collection routes expanded.
- Groundwater business case completed for water security.

Stand out projects/achievements under the Delivery Program include:

Racecourse Lagoon Ecological Restoration

Phase 1 of tree planting was completed in 2024–2025, with Phase 2 scheduled for Spring 2025. A Plan of Management was finalised and submitted for ministerial consent, supporting long-term ecological health.

Groundwater Security for Uralla

Council developed two bores and completed testing to support supplementary water supply. A licence application for emergency potable supply was submitted, enhancing resilience against drought.

4. Our Leadership

Goal: We are an independent Shire and well governed community.

Key Achievements under the Delivery Program include:

- Community Strategic Plan and Delivery Program reviewed and adopted.

- Cybersecurity framework implemented; staff training delivered.
- Councillor induction and professional development completed.
- Shared services established with Walcha Council.

Stand out projects/achievements under the Delivery Program include:

Cybersecurity Transformation

Council achieved Level 1 compliance with the “Essential 8 Framework” following a Cyber Security Maturity Assessment. A Cyber Crime and Security Incidents Policy was adopted, and staff training was delivered across the organisation.

Shared Services with Walcha Council

Council collaborated with Walcha on shared WHS advisory, ranger services, and coordination of the Audit Risk & Improvement Committee. This partnership also facilitated the dissolution of the New England Weeds Authority, with functions and staff integrated into Council and support offered to Walcha Council for the transition.

Long Term Financial Plan adopted.

In 2024–25, Council developed an in-house Long-Term Financial Plan (“LTFP”) modelling tool to support financial planning for the 2025–26 to 2034–35 period. The model provides Council with the flexibility to regularly update financial projections as external conditions change and to test multiple scenarios based on varying assumptions. This improved analytical capability is a significant internal achievement and enhances Council’s ability to undertake agile, informed long-term planning.

The LTFP identified a declining financial outlook under the base case scenario, particularly in relation to maintaining service levels and funding essential asset renewal. The modelling further indicated that, without progressing a Special Rate Variation (“SRV”), Council’s available cash would be almost exhausted in 2025–26, resulting in a negative cash position that could require borrowings or lead to potential intervention from the Office of Local Government.

Striking a New Deal (“SaNDS”)

Over the past year, Uralla Shire Council has worked with The Next Economy through the SaND project helping regional communities manage the impacts and opportunities of renewable energy development.

Between December 2024 and July 2025, more than 150 residents from across the Shire took part in interviews, workshops and surveys to explore how renewable energy development can strengthen what we love about this place, what needs to be protected and how benefits can be shared fairly. These insights contribute to ensuring that future decisions around renewable energy development reflect local priorities and values.

Overall Delivery Program Performance

Year	Completion Rate	Comment
2021–2022	High	Strong foundational year

Year	Completion Rate	Comment
2022–2023	High	Continued delivery, expanded engagement
2023–2024	High	59/59 Society actions, 42/45 Economy actions completed
2024–2025	High	All actions completed except a few grant-dependent items that were not funded and as a result could not be actioned

The State of the Shire report provides further detail on Council achievements throughout the previous term of Council ([LINK](#))

Operational Plan 2024-2025

In August 2025 Council received an annual report detailing the delivery of actions under the 2024/2025 Operational Plan. The report confirmed that Council achieved a high level of performance across all strategic themes, with most planned actions completed and several flagship initiatives delivered.

In the Community and Society domain, Council successfully delivered all major events, including Australia Day, NAIDOC Week, Youth Week, and the inaugural Christmas Street Fair, which attracted over 4,000 attendees and secured multi-year funding. A Volunteer Framework was adopted and implemented, supporting structured engagement across aged care, libraries, and transport services. Council also progressed the McMaugh Gardens expansion project, submitting grant applications and commissioning feasibility studies for a proposed 50-bed facility.

Under the Economy theme, Council maintained accreditation of the Visitor Information Centre and strengthened regional tourism partnerships. The Rowan Avenue Industrial Land was actively promoted, attracting interest from renewable energy developers. Business support services were streamlined, with Council transitioning its business directory to the local Chamber and updating online resources.

In the area of Environmental Sustainability, Council completed Phase 1 of ecological restoration works at Racecourse Lagoon and advanced revegetation efforts at Mt Mutton Koala Habitat. A Climate Change Policy was drafted, and the Integrated Water Cycle Management Plan progressed, enhancing strategic planning for water security. Waste management services were expanded, including kerbside collection routes and implementation of the landfill master plan.

Council also delivered significant outcomes in Infrastructure and Essential Services, completing capital road upgrades and resealing programs despite adverse weather conditions. Water and sewage treatment plants in Uralla and Bundarra were operated in full compliance with regulatory standards. Stormwater infrastructure was inspected and mapped, and parks and recreational facilities were maintained to a high standard.

In the Leadership and Governance space, Council reviewed and adopted the *Community Strategic Plan 2022–2032* and the *2025–2029 Delivery Program*. Governance was strengthened

through quarterly Audit Risk & Improvement Committee meetings, councillor induction programs, and shared services with Walcha Council following the dissolution of the New England Weeds Authority.

Finally, in Financial and Operational Management, Council submitted 17 grant applications valued at \$2.36 million. Debt recovery processes were improved, and financial sustainability was maintained. Council also delivered cybersecurity upgrades, implemented the Authority Altitude system, and ensured continuous IT service uptime.

Overall, the *2024/2025 Operational Plan* reflects a year of strong delivery, strategic alignment, and community-focused outcomes.

2022-2023 Additional Special Variation

In late 2021, the Independent Pricing and Regulatory Tribunal (“IPART”) announced that the rate peg for Uralla Shire Council for the 2022–23 financial year was set at 0.7%, significantly below the 2.5% increase assumed in the Council’s adopted LTFP.

Following receipt of the determination, Council raised its concerns with the Office of Local Government (“OLG”) regarding the impact of the reduced rate peg on its financial sustainability. After reviewing Council’s submission, the Office of Local Government issued a circular advising that councils could apply for a one-off Additional Special Variation (“ASV”) for the financial year 2022-23. Following the approval for the ASV, Council resolved at its Ordinary Meeting, held on 26 April 2022, to apply for the variation on the following basis:

That Council apply for a permanent special variation for 2022-23 under section 508(2) of the *Local Government Act 1993 (NSW)* of 2.5% representing \$74,012 additional income (otherwise \$28,761 under the IPART approved 0.7% increase) on the basis that Council considers it has a demonstrable financial need:

1. Such that, in the absence of a special variation, council would have less funds available to meet its obligations as identified in its 2021-22 LTFP; and
2. For the special variation to be retained in its rate base on a going basis as identified in its 2021-22 LTFP; and
3. Have considered the impact on ratepayers and the community in 2022-23 and future years, and considers that it is reasonable.

This disclosure was inadvertently omitted from the 2022–23 Annual Report and is now included in the 2024-25 Annual Report to ensure full transparency and compliance with the reporting requirements of the *Local Government (General) Regulation 2021* and IPART’s Guidelines for Rate Variation Disclosures.

Section 3 - Statutory Reporting

Rates Written Off

Local Government (General) Regulation 2021 – section 132

Pension rebates granted during the 2024-2025 financial year:

- General - \$83,620.46
- Water - \$27,033.68
- Sewer - \$24,939.49
- Domestic Waste Management - \$41,929.45

An amount of \$14,806.88 was written off as rates and charges during the year.

Overseas Visits

Local Government Act 1993 – section 428(4)(b); Local Government (General) Regulation 2021 – section 217(1)(a)

There were no overseas visits in 2024-2025.

Councillor Expenses and Provision of Facilities

Local Government (General) Regulation 2021 – section 217(1)(a1)

Council has adopted a Policy, last reviewed in April 2025, regarding the payment of expenses and the provision of facilities for Councillors. All fees and expenses are paid in accordance with that Policy.

By resolution 16.06/24, the Mayoral allowance for 2024-2025 was set at \$29,500 + the fee adopted for Councillors. An equipped office with fixed telephone is provided for the Mayor, adjacent to the Council Chambers. Councillors, including the Mayor, are paid an annual meeting fee of \$13,520 each, which is paid in equal monthly instalments.

In addition to the above fees, the Council paid \$29,912 for the expenses of, and the provision of facilities to Councillors in relation to their civic functions. The detailed breakdown of these expenses which must be reported in accordance with section 217(1)(a1) of the regulation, is provided below:

Expense	Value
Dedicated Office Equipment	-
Telephone Calls and internet costs	\$2,033
Conferences and Seminars	\$11,786
Domestic Travel	\$836
Subscriptions	\$2,435
Catering	\$4,982
Other travel expenses	\$7,839
Overseas Visits	-
Expenses of Spouses, Partners or Accompanying Persons	-
Childcare	-
TOTAL	\$29,912

Induction training and ongoing professional development for Mayor and Councillors

Local Government (General) Regulation 2021 – section 186 (a) (b)

The Mayor and councillors participated in the following professional development programs in 2024/2025:

Professional Development	Planning for Non-Planners Part 1	Planning for Non-Planners Part 2	Understanding Local Government	Business Excellence in Local Government	Free Online Webinars	Infrastructure Tours	LGNSW Annual Conference	Country Mayors Association Meetings	
Mayor Bell	✓	✓	<i>Discretionary Attendance</i>	<i>Discretionary Attendance</i>		✓	✓		
Cr Burrows	✓	✓				✓			
Cr Bower	✓	✓				✓			
Cr Crouch	✓	✓				✓			
Cr Doran									
Cr McMullen	✓	✓				✓			
Cr O'Connor	✓	✓				✓			
Cr Petrov	✓	✓				✓			
Cr Toomey	✓	✓				✓			

Professional Development	Induction session with key management	LGNSW Induction program for Councillors	Free Online Webinars	Various Renewable Wind Farm project updates	Various Renewable Solar Farm project updates	Various Renewable Transmission line updates	LGNSW Annual Conference	Country Mayors Association Meetings	Workshops on Draft Housing Strategy	Budget Workshops including Draft Capital Plan	Community Consultation workshops
Mayor Bell	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
Cr Burrows	✓	✓		✓	✓	✓			✓	✓	✓
Cr Arnold	✓	✓		✓	✓	✓			✓	✓	✓
Cr Maille	✓	✓		✓	✓	✓			✓	✓	✓

Cr Doran	✓			✓	✓	✓		✓	✓	✓
Cr Blakester	✓	✓		✓	✓	✓		✓	✓	✓
Cr O'Connor	✓	✓		✓	✓	✓		✓	✓	✓
Cr Petrov	✓	✓		✓	✓	✓		✓	✓	✓
Cr Philp	✓	✓		✓	✓	✓		✓	✓	✓

Local Government (General) Regulation 2021 – section 186 (c)

The Mayor and councillors were provided with the following information as part of the ongoing professional development program:

Circulars/seminars/activities	Number
OLG Circulars (link provided to Councillors in weekly bulletin)	Online
LGNSW (link provided to Councillors in weekly bulletin)	45
USC Councillors weekly bulletin	45
General Manager Information & Induction Sessions	24

Major Contracts

Local Government (General) Regulation 2021 – section 217(1)(a2)

Council awarded major contracts, for \$150,000 or more, as set out below:

PROJECT	NAME OF CONTRACTOR	NATURE OF GOODS OR SERVICES SUPPLIED	TOTAL AMOUNT PAYABLE EXCLUSIVE GST \$
Workers Comp Insurance Inst 1 2024-25	StateCover Mutual Limited (221)	Workers Comp Insurance Inst 1 2024-25	\$152,339.77
2023/24 Rural Fire Service Contribution	Armidale Regional Council (72)	2023/24 Rural Fire Service Contribution	\$205,047.65
Workers Comp Insurance Balance 2024-25	StateCover Mutual Limited (221)	Workers Comp Insurance Balance 2024-25	\$294,311.50
Plant Purchase	HVT Automotive Group Pty Ltd (3385)	Mack MP8 6 Cylinder Turbo Intercooled Diesel 500H	\$161,363.64
Authority Altitude SaaS Service 1/3/25-28/2/26	Civica Pty Limited (81)	Authority Altitude SaaS Service 1/3/25-28/2/26	\$159,327.80
P/L Insurance renewal 2025/2026	Statewide Mutual (719)	P/L Insurance renewal 2025/2026	\$148,111.40
Asphalt Materials and Services	Bitupave Limited T/as Boral Asphalt (3440)	Bitumen, Emulsions and Asphalt Materials and Services - LGP213-3	\$405,691.00
Bridge St (Main Street)	Trazlbat Pty Ltd (3501)	Water Main Renewal Works	\$409,321.25
Water Main Breaks	Stripes Civil Pty Ltd (3491)	Water Main Renewal Works	\$374,564.34
T122324URA- Supply and Delivery of Oils/Lubricants, Kerosene and AdBlue	Campbell's Fuel (143)	T122324URA- Supply and Delivery of Oils/Lubricants, Kerosene and AdBlue	\$447,056.13
T422223URA - Supply and Delivery of Bitumen Emulsion	Fulton Hogan (1064)	T422223URA - Supply and Delivery of Bitumen Emulsion	\$177,441.41
Kerbside Waste Collection	JR & EG Richards (NSW) Pty Ltd (2054)	Kerbside Waste Collection	\$524,709.36
Terriblevale Road	SRB Excavations Pty Ltd (3360)	Quarry Materials Supplied & Delivered	\$165,759.30
Council Facilities Consumption	Origin Energy Electricity Limited (48)	Electricity/Energy Supply	\$147,151.54
USC Phones & Internet Supply	Telstra (47)	USC Phones & Internet Supply	\$365,216.31
Stormwater Revaluation 2025 - LGP420	Interflow Pty Ltd (3328)	Stormwater Condition Assessment	\$183,720.58
Plant Purchase	JT Fossey (180)	Water Cart Purchase	\$279,641.33
Sewer Manhole Asset Inspections	Fitt Resources Pty Ltd (2639)	Uralla Manhole Condition Assessment	\$323,275.50
WO Project IWCM - Strategic Planning Project (SSWP214)	NSW Public Works Authority (3327)	WO Project IWCM - Strategic Planning Project (SSWP214)	\$405,603.00
Gostwyck Road Rehab (RERRF) 2.5 to 4.0km	Colas NSW Pty Ltd (3499)	SPRAY SEALING - Gostwyck Road Rehabilitation	\$188,981.43
Terrible Vale Road Crossing 5.15km Investigation (LRCl4)	GHD Pty Ltd (1657)	Terrible Vale Road Causeway Design	\$151,382.00

Legal Proceedings

Local Government (General) Regulation 2021 – section 217(1)(a3)

During the 2024-2025 financial year there were no legal proceedings taken by or against the council.

Subsidised Private Works

Local Government (General) Regulation 2021 – section 217(1)(a4)

Council makes the following charges for work carried out on private land.

Plant	Council adopts a standard schedule of hire charges for the use of plant on private land. The charge is based on wet hire and is market competitive.
Labour	Direct cost plus 25% for overheads.
Materials	Actual cost plus 25%.

The rates are reviewed annually during the preparation of the Annual Budget and advertised with the Schedule of Fees and Charges attached to the Operational Plan. Council has not carried out any work on private property during the 2024-2025 year except private works orders that have been raised and works charged in accordance with the adopted fees and charges.

Financial Assistance to Others

Local Government (General) Regulation 2021 – section 217(1)(a5)

Contributions made to schools and local community groups under section 356 of the *Local Government Act 1993* were as follows:

Presentation Nights	\$
Uralla Central School	250
Bundarra Central School	250
St Joseph's School	145
Rocky River School	145
Kingstown School	145
Kentucky School	145
Total	1080

Community Grants and Donations	
Thunderbolts Festival	12,000
Uralla Arts Lantern Parade	3,000
Australia Day Activities	2,500
Other Shire events & Community Grants Fund	1,000
Street Stall (Plus overheads)	12,785
Pre-school rent	22,677
Youth Services & NAIDOC (in addition to administration costs of \$7,500)	7,267
School presentation nights	1080
Bush Bursary	3,000
Arts Northwest	5,106
Total	72,415

Uralla Shire Council provides local community groups with the use of a small shop, "The Uralla Community Store", located in the main street from which to run fundraising activities such as the sale of raffle tickets, produce, handicrafts and cake stalls. Applications are called for annually with one week per year being allocated to each group.



General Manager and Senior Staff Remuneration

Local Government (General) Regulation 2021 – section 217(1)(b-d)(i-v)

The General Manager, Executive Director Infrastructure & Development and Executive Director Corporate & Community were designated as a Senior Staff Members in accordance with the meaning of the Act.

General Manager

The total remuneration comprised in the annual remuneration package of the General Manager at the end of the reporting period was as follows:

(i) the total value of the salary component of the package	\$236,151
(ii) the total amount of any bonus payments, performance payments or other payments made to the General Manager that do not form part of the salary component of the General Manager	\$0.00
(iii) the total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the General Manager may be a contributor	\$27,157
(iv) the total value of any non-cash benefits for which the General Manager may elect under the package	\$10,308
(v) the total amount payable by the council by way of fringe benefits tax for any such non-cash benefits	\$0.00
Total:	\$273,616

Executive Directors

The total remuneration comprised in the remuneration packages of the Executive Director positions at the end of the reporting period was as follows:

(i) the aggregate total value of the salary component of the packages	\$333,176
(ii) the total amount of any bonus payments, performance payments or other payments made to them that do not form part of the salary components of their packages,	\$0.00
(iii) the total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the Executive Directors may be a contributor	\$ 39,620
(iv) the total value of any non-cash benefits for which the Executive Directors may elect under the package	\$0.00
(v) the total amount payable by the council by way of fringe benefits tax for any such non-cash benefits	\$0.00
Total:	\$372,796

The Uralla Shire Council labour statistics as at 04 December 2024:

(i) persons employed by the council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contracts	
on a permanent full-time basis	80
on a permanent part-time basis	49
on a casual basis	48
under a fixed-term contract	7
(ii) persons employed by the council as senior staff member	3
(iii) persons engaged by the council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person	2
(iv) persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	0
Total:	189

Stormwater Management Services

Local Government (General) Regulation 2021 – section 217(1)(e)

Council raised \$33,362.50 through the Stormwater Annual Charge in 2024-2025. These funds are utilised to continue the implementation of strategies outlined in Council's Delivery Program.

External Bodies that Exercise Council Functions

Whilst Council has 355 committees that provide advice to council there were no external bodies exercising council functions under delegation.

Participation in Corporations, Partnerships, Joint Ventures or Other Bodies

Local Government (General) Regulation 2021 – section 217(1)(a8)

Council was party to the following partnerships, cooperatives and joint ventures:

- * Arts Northwest
- * Central Northern Regional Library
- * Country Mayors Association of New South Wales
- * Local Government New South Wales
- * New England Weeds Authority
- * Northern Inland Regional Waste Group
- * Mid North Weight of Loads Group
- * Rural Fire Service District/Zone group
- * Statewide Mutual
- * StateCover Mutual Ltd

Equal Employment Opportunity

Council is an Equal Employment Opportunity (“EEO”) employer.

Uralla Shire Council is committed to fully utilising the talents and resources of employees and that no employee or job applicant receives less favourable treatment on the grounds of race (including colour, nationality and ethnic or national origin), sex, marital status, pregnancy, physical and intellectual impairment, sexuality, gender or age by conditions or requirements which cannot be shown to be relevant to performance.

Council is committed to promoting equal employment opportunity as governed by Anti-Discrimination law, EEO principles and the *Protected Disclosures Act 1994* for all its employees.

Council includes in its induction process information to raise staff awareness of policies and procedures relating to EEO.

Council regularly reviews its Training Plan to identify skill gaps, to train and employ appropriate staff and to promote career progression.

Compliance with Companion Animals Act and Regulation

Council's activities during the year in relation to enforcing and ensuring compliance with the *Companion Animals Act 1998* are set out below.

Animal Control Services	NUMBER
Total Dogs Seized by Ranger	49
Total Dogs Seized by other persons	6
Dogs Returned to Owner (not impounded)	4
Dogs Uncontrolled in public area (off-leash)	45
Dogs processed through Animal Shelter	53
Dogs Released to owners	34
Dogs Sold	4
Dogs Released to Organisations to re-home	10
Dogs Euthanized – Unable to Rehome (unsuitable)	4
Dogs Euthanized because of Dog Attack – Unable to Rehome (unsuitable)	2
Dogs Total Euthanized	5
Cats processed through Animal Shelter	37
Cats Released to owners	1
Cats Rehomed	8
Cats Released to Organisations to re-home	5
Cats Total Euthanized	22
Total Outgoing Animals from Animal Shelter Facility	90
Penalty Infringement Notices Issued – Companion Animals	10
Penalty Infringement Notices Issued – Livestock	0
Reportable Dog Attacks	10
Dangerous Dog Declarations	2
Notice of Intentions to Declare Dog Dangerous	2
Menacing Dog Declarations	0
Notice of Intentions to Declare Dog Menacing	1
Off-Leash Areas in the Shire	2
OTHER ANIMAL MANAGEMENT ACTIVITIES	141
Community Education Programs as required in the Council Newsletter	Monthly
Community Education & Information as required on the Council Website	Active
Total animal registrations	61

Strategies the Council has in place to promote and assist the desexing of dogs and cats	
<p>Community Assistance Program with RSPCA New England through Armidale RSPCA and Armidale Animal Welfare League. Assistance with desexing of Dogs and Cats.</p> <p>Literature supplied from the Office of Local Government and Cat Protection Society NSW advising of desexing, permit requirements and The Good Neighbour Project-cat containment/desexing. All Companion Animal Certificates for Cats are posted with this promotional material.</p> <p>Council website and shelter website promoting desexing.</p> <p>Enforcement action under sections 10B and 11E <i>Companion Animals Act 1998</i>. Regular search of the Companion Animals Register identifying unregistered animals and non-desexed cats requiring permit. Notice issued under section 10B and 11E of <i>Companion Animals Act 1998</i> to owners of non-desexed cats and unregistered animals.</p>	
Strategies in place for complying with the requirement under s 64 of the <i>Companion Animals Act 1998</i> to seek alternatives to euthanasia for unclaimed animals	
<p>Shared service Armidale Animal Shelter. Armidale shelter advertise all animals available for rehoming and two rehoming agents contacted advising of available animals for rehoming.</p> <p>Use of rehoming organisations. No animal surrenders taken by Uralla council unless Ranger has contacted two rehoming agents first. Animals moved owner to rehoming agent if available, Armidale Shelter last resort.</p> <p>Where the rehoming agent is collecting animals held past the required time limits, assistance with transport to local shelters is provided.</p> <p>List of rehoming agents provided by the Office of Local Government (“OLG”).</p>	
Lodgement of pound data collection returns with the Office of Local Government (“OLG”)	
Data lodged NSW Companion Animals Register. Impounding data supplied by Armidale Animal Shelter & Impounding data from Uralla Ranger.	
Lodgement of data about dog attacks with the OLG	
Data lodged NSW Companion Animals Register. Customer Request Management (“CRM”) reports of dog attack incidents used to provide data.	
EXPENSES 2024-2025	
Amount of funding spent on companion animal management and activities.	\$122,729.
Fund money used for managing and controlling companion animals	\$0

Planning Agreements

Particulars of compliance with and effect of planning agreements in force during the year	Nil
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Contributions and Levies

Disclosure of how development contributions and development levies have been used or expended under each contributions plan	No contributions or development levies have been used.
Details for projects for which contributions or levies have been used:	
Project identification number and description	N/A
The kind of public amenity or public service the project relates	N/A
Amount of monetary contributions or levies used or expended on project.	N/A
Percentage of project cost funded by contributions or levies.	N/A
Amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan	N/A
Value of the land and material public benefit other than money or land	N/A
Whether the project is complete	N/A
Total value of all contributions and levies received during the year	\$88,763
Total value of all contributions and levies expended during the year	No contributions or development levies have been used.
Recovery and threat abatement plans – Councils identified in a plan as responsible for implementation of measures included in the plan, must report on actions taken to implement those measures as to the state of the environment in its area.	Council has no recovery or threat abatement plans.

Swimming Pool Inspections

Details of inspections of private swimming pools. Include the number of inspections that:	
were of tourist and visitor accommodation	0
were of premises with more than 2 dwellings	1
resulted in issuance of a certificate of compliance under s22D of the SP Act	8
resulted in issuance of a certificate of non-compliance under cl 21 SP Reg	3

Note that of the three non-compliant certificates further inspection determined that the non-compliance issues had been resolved.

Carers Recognition Act

Carers Recognition Act 2010

Uralla Shire Council recognises the contribution carers make to the Uralla Shire community. Council's human resources policies fully take the *Carers Recognition Act 2010* into account when these policies are drafted, implemented and reviewed.

Council employees are entitled to use any current or accrued sick leave entitlement to provide care and support to a person whose wellbeing is their responsibility. In cases which require long-term provision of care, the employee is encouraged to discuss arrangements with their supervisor or manager.

Disability Inclusion Act

Disability Inclusion Act 2014

Council adopted its four-year Disability Inclusion Action Plan ("DIAP") 2022 -2026 at its Ordinary Meeting held 24 May 2022. The document was uploaded to Council's website and sent to Family and Community Services ("FACS") and Local Government NSW ("LGNSW") on 29 June 2022.

Staff have increased awareness of inclusive and respectful language, with many well advanced in this area. All new staff are advised of the principles of council's DIAP as part of the induction process.

Council continues to install and update signage in line with the changing needs of the community. In 2024/2025 this has included the repainting of accessible parking symbols on the ground to enhance the visibility of existing signage indicating the space as accessible parking. Clear and visible signage has also been placed at the entries to the Salisbury Street Administration centre to indicate where to enter for general enquiries.

Public Interest and Disclosure (PID)

Public Interest Disclosure Act 2022

Annual Report on Public Interest Disclosures (“PID”) 1 July 2024 to 30 June 2025. There were no PID’s made in 2024/2025.

Number of public officials who made public interest disclosures to Council	0
Number of public interest disclosures received by Council	0
Of the public interest disclosures received by Council, how many were primarily about:	
• Corrupt conduct	0
• Maladministration	0
• Serious and substantial waste	0
• Government information contravention	0
• Local government pecuniary interest contravention	0
Number of public interest disclosures (received by Council since 1 January 2012) that have been finalised in this reporting period	0

Uralla Shire Council applied the PID policy for the duration of 2024–2025. The policy is available for viewing on Council’s website, and information is provided to new employees through the Employee Induction Manual.

Code of Conduct Reporting

Sections 11.1 and 11.2 of Council's procedures for the administration of the Code of Conduct 2020 Policy requires a report be provided to Council and the OLG on the following range of complaints statistics within three months of the end of September each year.

For 2024/2025 there were no Code of Conduct matters reported or investigated.

	Annual Reporting Requirement Descriptor	Annual Statistic
Number of Complaints		
1.	The total number of complaints received in the period about Councillors and the General Manager under the code of conduct from the following sources:	
a	Community	0
b	Other Councillors	0
c	General Manager	0
d	Other Council staff	0
2.	The total number of complaints finalised in the period about Councillors and the General Manager under the Code of Conduct in the following periods:	
a	3 Months	0
b	6 Months	0
c	9 Months	0
d	12 Months	0
e	Over 12 months	0
Overview of complaints and costs		
3a	The number of complaints finalised at the outset by alternative means by the General Manager or Mayor	0
b	The number of complaints referred to the Office of Local Government (OLG) under a special complaints management arrangement	0
c	The number of code of conduct complaints referred to a conduct reviewer	0
d	The number of code of conduct complaints finalised at preliminary assessment stage by the conduct reviewer	0
e	The number of code of conduct complaints referred to the General Manager or Mayor for resolution after preliminary assessment by conduct reviewer	0
f	The number of finalised complaints investigated by a conduct reviewer	0
g	The cost of dealing with complaints via preliminary assessment	0
h	Progressed to full investigation by a conduct reviewer	0
i	The number of finalised complaints investigated where there was found to be no breach	0
J	The number of finalised complaints investigated where there was found to be a breach	0
K	The number of complaints referred by the General Manager or Mayor to another agency or body such as the ICAC, the NSW Ombudsman, Office of Local Government (OLG) or the Police:	
	ICAC	0
	NSW Ombudsman	0
	Police	0
	Other Agency (please specify)	0

l	The number of complaints being investigated that are not yet finalised	0
m	The total cost of dealing with code of conduct complaints within the period made about councillors and the General Manager including staff costs	0

Preliminary Assessment Statistics		
4	The number of complaints determined by the conduct reviewer at the preliminary assessment stage by each of the following actions:	
a	To take no action (clause 6.13(a) of the 2020 Procedures)	0
b	To resolve the complaint by alternative and appropriate strategies (clause 6.13(b) of the 2020 Procedures)	0
c	To refer the matter back to the General Manager or the Mayor, for resolution by alternative and appropriate strategies (clause 6.13(c) of the 2020 Procedures)	0
d	To refer the matter to another agency or body such as the ICAC, the NSW Ombudsman, Office of Local Government (OLG) or the Police (clause 6.13(d) of the 2020 Procedures)	0
e	To investigate the matter (clause 6.13(e) of the 2020 Procedures)	0
f	Other action (please specify)	0
Investigation Statistics		
5	The number of investigated complaints resulting in a determination that there was no breach, in which the following recommendations were made:	
a	That the council revise its policies or procedures	0
b	That a person or persons undertake training or other education (clause 7.40 of the 2020 Procedures)	0
6	The number of investigated complaints resulting in a determination that there was a breach in which the following recommendations were made:	
a	That the council revise any of its policies or procedures (clause 7.39 of the 2020 Procedures)	0
b	In the case of a breach by the General Manager, that action be taken under the General Manager's contract for the breach (clause 7.37(a) of the 2020 Procedures)	0
c	In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the Local Government Act 1993 (clause 7.37(b) of the 2020 Procedures)	0
d	In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the Local Government Act 1993 and that the matter be referred to Office of Local Government (OLG) for further action (clause 7.37(c) of the 2020 Procedures)	0
7	Matter referred or resolved after commencement of an investigation (clause 7.20 of the 2020 Procedures)	0
Categories of misconduct		
8	The number of investigated complaints resulting in a determination that there was a breach with respect to each of the following categories of conduct:	
a	General conduct (Part 3)	0
b	Non-pecuniary conflict of interest (Part 5)	0
c	Personal benefit (Part 6)	0
d	Relationship between council officials (Part 7)	0
e	Access to information and resources (Part 8)	0
Outcome of determinations		
9	The number of investigated complaints resulting in a determination that there was a breach in which the council:	
a	Adopted the independent conduct reviewers recommendation	0
b	Failed to adopt the independent conduct reviewers recommendation	0
10	The number of investigated complaints resulting in a determination where:	
a	The external conduct reviewers decision was overturned by the Office of Local Government (OLG)	0
b	Council's response to the external conduct reviewers recommendation was overturned by the Office of Local Government (OLG)	0

Financial Management

The annual financial statements for the financial year 2024-2025 comprising the General-Purpose Financial Statements, Special Purpose Financial Statements, and the Special Schedules are attached to this Annual Report. These statements include comments from Council's Auditors - The Audit Office of NSW. A condensed overview of Council's financial performance in 2024-2025 and its financial position as of the reporting period are outlined below:

	2024-25 \$000	2023-24 \$000
Income statement		
Total income from continuing operations	27,767	33,195
Total expenses from continuing operations	33,107	28,941
Net operating result from continuing operations	(5,340)	4,254
Less: Income received for the purpose of capital grants	1,877	3,557
Net operating result excluding grants received for capital purpose	(7,217)	697
Statement of financial position		
Total current assets	33,366	34,033
Total non-current assets	346,178	305,324
Total assets	379,544	339,357
Total current liabilities	13,651	12,966
Total non-current liabilities	5,957	6,080
Total liabilities	19,608	19,046
Total equity	359,936	320,311
Other financial information		
Unrestricted current ratio (Benchmark > 1.5X)	2.14	2.42
Operating performance ratio (Benchmark > 0%)	-20.42%	8.96%
Debt service cover ratio (Benchmark > 2.0%)	8.48	19.48
Rates and annual charges outstanding ratio (Benchmark > 10%)	11.66%	14.83%
Buildings and Infrastructure renewals ratio (Benchmark > 100%)	136.22%	81.27%
Own source operating revenue (Benchmark > 60%)	60.24%	46.75%
Cash expense cover ratio (Benchmark > 3 months)	13.99	14.76

Modern Slavery Act 2018 (NSW)

The *Modern Slavery Act 2018* requires each Council to publish in its annual report:

- a statement of the action taken by the council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the council and identified by the Commissioner as being a significant issue, and
- a statement of steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery within the meaning of the *Modern Slavery Act 2018 (NSW)*.

NSW local councils are required to take reasonable steps to ensure that the goods and services they procure are not the product of modern slavery.

The Anti-slavery Commissioner did not raise any issues concerning Council's operation during 2024-2025 Council was not required to take any action in this regard.

Throughout 2024-2025 Council has improved its procurement processes to incorporate specific checks and balances to only procure goods and services that are not the product of modern slavery. Procurement templates have been updated acknowledging the change in legislation and taking further due diligence steps so that goods and services procured by and for Council during the year were not the product of modern slavery within the meaning of the *Modern Slavery Act 2018*.

Government Information (Public Access) - GIPA

Council is required to provide a report on GIPA each year. The GIPA report attached in Section 4.

Section 4 – Attachments

Annexure A - Financial Statements 2024-2025

Annexure B - GIPA Report 2024-2025

Annexure C - Statement of Business Ethics