



AGENDA & BUSINESS PAPERS

Notice is hereby given, in accordance with the provision of the *Local Government Act 1993* that a meeting of Uralla Shire Council will be held in the Council Chambers, 32 Salisbury Street, Uralla.

ORDINARY COUNCIL MEETING

27 May 2025

Commencing at 4:00 PM



Statement of Ethical Obligations

The Mayor and Councillors are bound by the Oath/ Affirmation of Office made at the start of the Council term to undertake their civic duties in the best interests of the people of Uralla Shire and to faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the *Local Government Act* or any other Act, to the best of their skill and judgement.

It is also a requirement that the Mayor and Councillors disclose conflicts of interest in relation to items listed for consideration on the Agenda or which are considered at this meeting in accordance with Council's Code of Conduct and Code of Meeting Practice.

Toni Averay

General Manager

AGENDA

1	OPENING & WELCOME.....	4
2	PRAYER	4
3	ACKNOWLEDGEMENT OF COUNTRY	4
4	WEBCAST INFORMATION.....	4
5	APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS	4
6	DISCLOSURE & DECLARATION OF INTEREST/S.....	4
7	CONFIRMATION OF MINUTES	5
7.1	Confirmation of Minutes Ordinary Meeting held 29 April 2025	5
7.2	Confirmation of Minutes Extraordinary Meeting held 13 May 2025	20
8	URGENT, SUPPLEMENTARY, AND LATE ITEMS OF BUSINESS (INCLUDING PETITIONS).....	26
9	WRITTEN REPORTS FROM DELEGATES	27
9.1	Mayors Activity Report for April 2025	27
10	PUBLIC FORUM.....	29
	Nil	
11	MAYORAL MINUTE	29
	Nil	
12	NOTICE OF MOTION/QUESTIONS WITH NOTICE.....	29
	Nil	
13	REPORT OF COMMITTEES	30
13.1	Expression of Interest - Membership - Bundarra School of Arts Hall and Community Consultative s355 Committee - Alison Bayliss	30
13.2	Bundarra School of Arts Hall and Community Consultative s355 Committee - Minutes of Meeting held 16 April 2025	34
13.3	Bundarra School of Arts Hall and Community Consultative s355 Committee - Minutes of Meeting held 14 May 2025.....	42
14	REPORTS TO COUNCIL.....	52
14.1	Local Government Remuneration Tribunal's Determination for Mayor and Councillors Remuneration for 2025/2026.....	52
14.2	Strategic Water Planning Study (Integrated Water Cycle Management Project) - May 2025	103
14.3	Update - Sewer & Water Debtors in Arrears	120
14.4	Council Adoption of New England Weeds Authority (NEWA) Policies	124
14.5	DRAFT Long Term Financial Plan 2026-2035	127
14.6	Quarterly Budget Review March 2024-25 (QBRs)	180
14.7	Monthly Finance Report for April 2025	195
14.8	Loans as at 30 April 2025	198
14.9	Investments as at 30 April 2025	199

14.10	Register Resolutions Actions Status as at 21 May 2025	202
15	CONFIDENTIAL MATTERS	215
15.1	Hill Street Affordable Housing Development	215
15.2	Review of Council's Community Care Services	215
15.3	Outcome of Tender for Manhole and Reticulation System.....	215
15.4	Procurement of Bogie Drive Water Cart via Tender VP452458	215
16	COMMUNICATION OF COUNCIL DECISION	215
17	CONCLUSION OF MEETING.....	215

- 1 OPENING & WELCOME**
- 2 PRAYER**
- 3 ACKNOWLEDGEMENT OF COUNTRY**
- 4 WEBCAST INFORMATION**
- 5 APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS**
- 6 DISCLOSURE & DECLARATION OF INTEREST/S**

7 CONFIRMATION OF MINUTES


7.1 Confirmation of Minutes Ordinary Meeting held 29 April 2025

Department: General Manager's Office

Prepared By: Executive Assistant

Authorised By: General Manager

Reference: UINT/25/13438

Attachments: 1. Minutes of Ordinary Meeting held 29 April 2025 [↓](#) 

RECOMMENDATION

That Council adopts the minutes of the Ordinary Meeting held 29 April 2025 as a true and correct record.

OR

with the following amendments as a true and correct record:



MINUTES of

ORDINARY COUNCIL MEETING

Held on 29 April 2025 at 4:00 PM

Attendance at Meeting:

Councillors: Mayor R Bell (Chair)
Deputy Mayor T O'Connor
Cr S Burrows
Cr L Doran
Cr L Petrov
Cr A Blakester
Cr D Mailler
Cr J Philp
Cr K Arnold
Nil

Apologies:

Ms T Averay, General Manager
Mr M Raby, Director, Infrastructure & Development
Mr B Dyer, Acting Director, Corporate & Community
Mr M McLindin, Group Manager Infrastructure Services

Staff:

Mr S Williams, Manager Governance
Mr M Ahammed, Manager Finance & IT
Ms K Blackwood, Manager, Development & Planning
Mr S Vivers, former Acting Manager Planning & Development
Ms W Westbrook, Executive Assistant

ORDINARY COUNCIL MEETING MINUTES

29 APRIL 2025

CONTENTS

1	OPENING & WELCOME.....	4
2	PRAYER	4
3	ACKNOWLEDGEMENT OF COUNTRY	4
4	WEBCAST INFORMATION.....	4
5	APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS	4
5.1	Leave of Absence	4
6	DISCLOSURE & DECLARATIONS OF INTEREST/S	5
7	CONFIRMATION OF MINUTES	5
7.1	Confirmation of Minutes Ordinary Meeting held 25 March 2025.....	5
7.2	Confirmation of Minutes Extraordinary Meeting held 31 March 2025.....	5
8	URGENT, SUPPLEMENTARY, AND LATE ITEMS OF BUSINESS (INCLUDING PETITIONS).....	6
9	WRITTEN REPORTS FROM DELEGATES	6
9.1	Mayor's Activity Report for March 2025	6
10	PUBLIC FORUM.....	6
14.1	DA-4-2022-2 - Horse Stables (Modification to include Animal Shelters, Round Yard and Non-Commerical Keeping of Horses) - 59 Pinegrove Road SAUMAREZ PONDS	7
11	MAYORAL MINUTE	7
	Nil	
12	NOTICE OF MOTION/QUESTIONS WITH NOTICE.....	7
	Nil	
13	REPORT OF COMMITTEES	7
	Nil	
14	REPORTS TO COUNCIL.....	8
14.2	Mid North Weight of Loads Group	8
14.3	Loans as at 31 March 2025	8
14.4	Investments as at 31 March 2025.....	8
14.5	Uralla Courthouse Schedule of Fees and Charges	9
14.6	Procure to Pay.....	9
14.7	Policy Review	10
14.8	Proposed Quality Care and Governance Committee for Aged and Community Care.....	11
14.9	2024-2025 6 Month Delivery Program and Operational Plan progress report	12
14.10	Draft Community Strategic Plan 2025 -2034 and Draft Delivery Program 2026-2029.....	12
14.11	Register Resolutions Actions Status as at 23 April 2025.....	12
15	CONFIDENTIAL MATTERS	13
15.1	Grace Munro Aged Care Facility Lease	13

ORDINARY COUNCIL MEETING MINUTES		29 APRIL 2025
15.2	Hill Street Affordable Housing Development.....	13
16	COMMUNICATIONS OF COUNCIL DECISIONS	14
15.1	Grace Munro Aged Care Facility Lease	14
17	CONCLUSION OF MEETING.....	14

AUDIO link of Meeting here: <https://urallashirecouncil.podbean.com/e/29th-april-ordinary-meeting-of-uralla-shire-council/>

UNCONFIRMED

ORDINARY COUNCIL MEETING MINUTES

29 APRIL 2025

1 OPENING & WELCOME

The Chair declared the meeting opened at 4:00pm.

2 PRAYER

The Chair recited the Uralla Shire Council prayer.

1 minutes silence for Francis (Frank) Hargrave

It is with sadness that I inform you of the sudden passing of our friend, and colleague, Francis (Frank) Hargrave, in the early hours of this morning. The news comes as a shock to us all, and our thoughts and prayers are with Frank's family and loved ones during this difficult time. Particularly, to his brother Rodney Hargrave and his nephew Beau Hargrave who are employees of Council.

Frank was a valued member of our team, known for his passion and dedication to keeping our roads safe. Frank commenced his employment with Council as a casual labourer in mid-2007. He quickly set his sights on becoming the Ganger Bitumen and set about obtaining the needed qualifications such as HR truck licence. In 2017, Frank reached his goal and was appointed Bitumen Ganger and would proudly tell anyone of how much he enjoyed this role.

He will be greatly missed by all who knew him and those that had the privilege of working with him.

Please join me in a minute's silence to remember Frank and honour his memory.

3 ACKNOWLEDGEMENT OF COUNTRY

The Chair read the acknowledgement of country.

4 WEBCAST INFORMATION

The Chair advised the meeting was recorded, with the recording to be made available on Council's website following the meeting and reminded the attendees from making defamatory statements.

5 APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS**5.1 LEAVE OF ABSENCE****RESOLUTION 01.04/25**

Moved: Cr Leanne Doran

Seconded: Cr Jen Philp

That Council receive the leave of absence presented by Cr Petrov for the 24 June 2025 Ordinary meeting.

For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, Jen Philp and Kath Arnold

Against: Nil

CARRIED 8/0

ORDINARY COUNCIL MEETING MINUTES

29 APRIL 2025

6 DISCLOSURE & DECLARATIONS OF INTEREST/S

Nil

7 CONFIRMATION OF MINUTES**7.1 CONFIRMATION OF MINUTES ORDINARY MEETING HELD 25 MARCH 2025****RESOLUTION 02.04/25****Moved:** Cr Leanne Doran**Seconded:** Cr Lone Petrov

That Council adopts the minutes of the Ordinary Meeting held 25 March 2025 as a true and correct record noting:

1. The amendment to the minutes of the Ordinary Meeting 25 February 2025 to include the two (2) items raised by Cr Doran in the Register of Actions; and
2. The issue raised by Cr Burrows that any adopted budget line items can only be changed by further resolution of Council.

For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Jen Philp and Kath Arnold

Against: Cr Adam Blakester

CARRIED 7/1**7.2 CONFIRMATION OF MINUTES EXTRAORDINARY MEETING HELD 31 MARCH 2025****RESOLUTION 03.04/25****Moved:** Cr Sarah Burrows**Seconded:** Cr Leanne Doran

That the Minutes of Extraordinary Meeting held 31 March be adopted as a true and correct record.

For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, Jen Philp and Kath Arnold

Against: Nil

CARRIED 8/0

Cr Mailler arrived at 4:18pm

ORDINARY COUNCIL MEETING MINUTES

29 APRIL 2025

8 URGENT, SUPPLEMENTARY, AND LATE ITEMS OF BUSINESS (INCLUDING PETITIONS)

The Chair advised there were no late, urgent and supplementary items or reports of business.

9 WRITTEN REPORTS FROM DELEGATES**9.1 MAYOR'S ACTIVITY REPORT FOR MARCH 2025****RESOLUTION 04.04/25**

Moved: Cr Jen Philp

Seconded: Cr Kath Arnold

That Council receives the Mayor's Activity report for March 2025.

For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold

Against: Nil

CARRIED 9/0**10 PUBLIC FORUM****10.1 The chair introduced the speaker – Kirstie Blain.**

The speaker made a presentation to Council on item 14.1 speaking for amendment to the DA-4-2022-2.

The Chair invited questions from Councillors.

The Chair thanked the Speaker for the presentation to Council.

10.2 The chair introduced the speaker – Michelle MacDonald.

The speaker made a presentation to Council on item 14.1 speaking against amendment to the DA-4-2022-2.

The Chair invited questions from Councillors.

The Chair thanked the Speaker for the presentation to Council.

ORDINARY COUNCIL MEETING MINUTES

29 APRIL 2025

14.1 DA-4-2022-2 - HORSE STABLES (MODIFICATION TO INCLUDE ANIMAL SHELTERS, ROUND YARD AND NON-COMMERICAL KEEPING OF HORSES) - 59 PINEGROVE ROAD SAUMAREZ PONDS**RESOLUTION 05.04/25****Moved:** Cr David Mailler**Seconded:** Cr Jen Philp**Following a DIVISION Decision the Council voted as follows:****That Council:**

- 1. Approves the Development Application (Modification: to include Animal Shelters, Round Yard and Non-Commercial Keeping of Horses) (ref: DA-4-2022-2) for Horse Stables at Lot 4 DP249440 and Lot 331 DP257168, land known as 59 Pinegrove Road, subject to the amended conditions of consent in the attached Notice of Determination.**
- 2. Authorises the issue of the Building Information Certificate (ref: BIC-10-2024) for Animal Shelters and Round Yard at Lot 4 DP249440, land known as 59 Pinegrove Road.**
- 3. Notes the letters of support and submission received.**

For: Crs Robert Bell, Sarah Burrows, Tom O'Connor, Lone Petrov, David Mailler, Jen Philp and Kath Arnold

Against: Crs Leanne Doran and Adam Blakester

CARRIED 7/2**11 MAYORAL MINUTE**

Nil

12 NOTICE OF MOTION/QUESTIONS WITH NOTICE

Nil

13 REPORT OF COMMITTEES

Nil

ORDINARY COUNCIL MEETING MINUTES

29 APRIL 2025

14 REPORTS TO COUNCIL**14.2 MID NORTH WEIGHT OF LOADS GROUP****RESOLUTION 06.04/25****Moved:** Deputy Mayor Tom O'Connor**Seconded:** Cr David Mailler

That Council resolves to renew the Agreement to participate in the Mid North Weight Of Loads Group.

For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold

Against: Nil

CARRIED 9/0

14.3 LOANS AS AT 31 MARCH 2025**RESOLUTION 07.04/25****Moved:** Cr Adam Blakester**Seconded:** Cr Sarah Burrows

That Council notes that the total loan position as of 31 March 2025 is \$1,197,526.

For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold

Against: Nil

CARRIED 9/0

14.4 INVESTMENTS AS AT 31 MARCH 2025**RESOLUTION 08.04/25****Moved:** Cr Adam Blakester**Seconded:** Cr David Mailler

That Council notes the cash position as of 31 March 2025 consisting of:

- cash and overnight funds of \$3,693,590.
- term deposits of \$24,350,000.
- total of cash and term deposits amount to \$28,043,590 which comprises \$24,772,813 in restricted funds and \$3,270,777 in unrestricted funds, reconciled for 31 March 2025.

ORDINARY COUNCIL MEETING MINUTES

29 APRIL 2025

For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold

Against: Nil

CARRIED 9/0

14.5 URALLA COURTHOUSE SCHEDULE OF FEES AND CHARGES**RESOLUTION 09.04/25**

Moved: Cr Sarah Burrows

Seconded: Cr Lone Petrov

That Council:

1. Notes the information provided in this report regarding future venue.
2. Implements a 6 month booking management trial for the Courthouse.
3. Endorses the proposed fees and charges for the Uralla Courthouse for inclusion in Council's Draft 25/26 Fees and Charges Schedule to be publicly exhibited with the draft 25/26 Budget.
4. Receives advice on corporate overheads for the Courthouse.

For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold

Against: Nil

CARRIED 9/0

14.6 PROCURE TO PAY**RESOLUTION 10.04/25**

Moved: Cr Adam Blakester

Seconded: Cr Lone Petrov

That Council:

1. Notes the progress on implementation of the Civica Authority Procure to Pay system.
2. Receives a future report on the revised Procurement Policy.
3. Receives a future report on the performance and functionality of the new procurement system post implementation.

For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold

Against: Nil

CARRIED 9/0

ORDINARY COUNCIL MEETING MINUTES

29 APRIL 2025

14.7 POLICY REVIEW

RESOLUTION 11.04/25

Moved: Cr Sarah Burrows

Seconded: Cr David Mailler

That Council:

1. Endorses the revised draft Councillor Expenses & Facilities Policy for public exhibition for 28 days with the following amendment:
 - a. On page 7 - replace “representing the Mayor” with “accompanying the Mayor” under ‘Expenses for spouses , partners and accompanying persons’, 3rd bullet point.
2. Endorses the revised draft Enterprise Risk Management Policy for public exhibition for 28 days subject to amendment to include reference to the Council (elected representatives).
3. Receives a further report on completion of the exhibition period should any submissions be received and/or any material changes proposed.
4. Adopts the revised Policies should no submissions be received prompting material changes.
5. Adopts the Policy on Policy Making subject to receiving a final approved version.

For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold

Against: Nil

CARRIED 9/0

PROCEDURAL MOTION - BREAK

RESOLUTION 12.04/25

Moved: Cr Leanne Doran

Seconded: Cr Jen Philp

The Chair called for a short break at 6:41pm

For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold

Against: Nil

CARRIED 9/0

ORDINARY COUNCIL MEETING MINUTES

29 APRIL 2025

PROCEDURAL MOTION - RETURN

RESOLUTION 13.04/25

Moved: Cr Leanne Doran

Seconded: Cr Sarah Burrows

The Chair reconvened the meeting after a short break at 7:09pm

For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold

Against: Nil

CARRIED 9/0

14.8 PROPOSED QUALITY CARE AND GOVERNANCE COMMITTEE FOR AGED AND COMMUNITY CARE

RESOLUTION 14.04/25

Moved: Cr Sarah Burrows

Seconded: Cr David Mailler

That Council:

1. Calls for Expressions of Interest from suitably qualified independent experts to sit on the Aged Care Compliance and Assurance Committee.
2. Adopts the fees for the independent members and Chair as detailed in this report.
3. Appoints Councillor Arnold as Council's delegate representative to the Committee, with Councillor Philp as the alternate delegate.
4. Endorses the revised Draft Terms of Reference – Aged Care Compliance and Assurance Committee (April 2025) subject to amendments as agreed and places them on public exhibition from Monday 5 May 2025 for 28 days.
5. Receives a report on the result of the Expressions of Interest and the exhibition of the Draft Terms of Reference at its June 2025 ordinary meeting.

For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold

Against: Nil

CARRIED 9/0

ORDINARY COUNCIL MEETING MINUTES

29 APRIL 2025

14.9 2024-2025 6 MONTH DELIVERY PROGRAM AND OPERATIONAL PLAN PROGRESS REPORT

RESOLUTION 15.04/25

Moved: Cr David Mailler

Seconded: Cr Jen Philp

That Council notes the 2024/2025 6 Month Delivery Program and Operational Plan progress report.

For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, David Mailler, Jen Philp and Kath Arnold

Against: Cr Adam Blakester

CARRIED 8/1

14.10 DRAFT COMMUNITY STRATEGIC PLAN 2025 -2034 AND DRAFT DELIVERY PROGRAM 2026-2029

RESOLUTION 16.04/25

Moved: Cr David Mailler

Seconded: Cr Lone Petrov

That Council:

1. Endorses the Draft Uralla Shire Community Strategic Plan 2025-2034 and the Draft Uralla Shire Council Delivery Program 2026-2029 to be placed on public exhibition for a minimum period of 28 days.
2. Receives a further report following the exhibition period which outlines community submissions and any changes proposed.

For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold

Against: Nil

CARRIED 9/0

14.11 REGISTER RESOLUTIONS ACTIONS STATUS AS AT 23 APRIL 2025

RESOLUTION 17.04/25

Moved: Cr Sarah Burrows

Seconded: Cr Jen Philp

That Council notes the Resolution Actions Status Report as at 23 April 2025 noting the issue raised by Cr Doran on resolution number 40.07/24 which should be 46.07/24.

For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold

Against: Nil

CARRIED 9/0

15 CONFIDENTIAL MATTERS**RESOLUTION 18.04/25**

Moved: Cr David Mailler

Seconded: Cr Sarah Burrows

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the *Local Government Act 1993*:

15.1 Grace Munro Aged Care Facility Lease

This matter is considered to be confidential under Section 10A(2) - d(i) and d(ii) of the *Local Government Act 1993*, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and information that would, if disclosed, confer a commercial advantage on a competitor of the council.

15.2 Hill Street Affordable Housing Development

This matter is considered to be confidential under Section 10A(2) - d(i) of the *Local Government Act 1993*, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold

Against: Nil

CARRIED 9/0

RESOLUTION 20.04/25

Moved: Mayor Robert Bell

Seconded: Deputy Mayor Tom O'Connor

That Council return to Open Session of Council and that the resolutions of Closed Session of Council become the resolutions of Open session of Council.

For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold

Against: Nil

CARRIED 9/0

ORDINARY COUNCIL MEETING MINUTES

29 APRIL 2025

16 COMMUNICATIONS OF COUNCIL DECISIONS

The Chair communicated the Council decisions from the closed session.

15.1 GRACE MUNRO AGED CARE FACILITY LEASE**RESOLUTION 19.04/25**

Moved: Cr David Mailler

Seconded: Cr Sarah Burrows

That Council:

1. Notes the letter from Grace Munro Aged Care Centre Ltd dated 11 April 2025 requesting that rent remain at the current rate with CPI increases only.
2. Enters into a short term lease with Grace Munro Aged Care Centre Ltd, with rent to remain at the current rate with CPI increases only.
3. Delegates authority to the General Manager to finalise lease negotiations and execute the short-term lease agreement for up to 3 years.
4. Encourages Grace Munro Aged Care Centre Ltd to progress the proposed nurses accommodation as part of a business planning process.

For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold

Against: Nil

CARRIED 9/0

17 CONCLUSION OF MEETING

The meeting was closed at 9.24pm.

7.2 Confirmation of Minutes Extraordinary Meeting held 13 May 2025

Department: General Manager's Office

Prepared By: Executive Assistant

Authorised By: General Manager

Reference: UINT/25/13439

Attachments: 1. Minutes of Extraordinary Meeting held 13 May 2025 [!\[\]\(de95854c7ee024cfadc48187bbb781b2_img.jpg\) !\[\]\(cef08d8c15d8a8acd5e25ab0d65432c3_img.jpg\)](#)

RECOMMENDATION

That the Minutes of Extraordinary Meeting held 13 May be adopted as a true and correct record.

OR

with the following amendments as a true and correct record:



MINUTES of

EXTRAORDINARY COUNCIL MEETING

Held on 13 May 2025 at 4:00 PM

Attendance at Meeting:

Councillors: Mayor R Bell (Chair)
Deputy Mayor T O'Connor
Cr S Burrows
Cr L Doran
Cr L Petrov
Cr A Blakester
Cr D Mailler
Cr J Philp
Cr K Arnold
Nil

Apologies:

Ms T Averay, General Manager
Mr M Raby, Director, Infrastructure & Development
Mr B Dyer, Acting Director, Corporate & Community
Mr M McLindin, Group Manager Infrastructure Services
Mr S Williams, Acting Manager Governance
Mr M Ahammed, Manager Finance & IT
Ms K Blackwood, Manager, Development & Planning
Ms W Westbrook, Executive Assistant

Staff:



REQUEST FOR EXTRAORDINARY COUNCIL MEETING

s366 of the Local Government Act

REASON FOR EXTRAORDINARY MEETING FOR

13 May 2025 AT 5:30pm:

1. Draft Operational Plan & Budget 2025 - 2026.

REQUESTED BY:

Councillor Name	Councillor Signature	Dated
Mayor –Robert Bell		30 April 2025

Councillor Name	Councillor Signature	Dated
Deputy Mayor – Thomas O'Connor		30 April 2025

EXTRAORDINARY COUNCIL MEETING MINUTES

13 MAY 2025

CONTENTS

1	OPENING & WELCOME.....	4
2	PRAYER	4
3	ACKNOWLEDGEMENT OF COUNTRY	4
4	WEBCAST INFORMATION.....	4
5	APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS	4
6	DISCLOSURE & DECLARATION OF INTEREST/S.....	4
7	PURPOSE OF EXTRAORDINARY MEETING	4
8	LATE REPORTS/SUPPLEMENTARY/URGENT ITEMS (INCLUDING PETITIONS).....	4
9	REPORTS TO COUNCIL.....	5
9.1	Draft Operational Plan 2025 - 2026.....	5
10	COMMUNICATION OF COUNCIL DECISIONS	5
11	CONCLUSION OF MEETING.....	5

AUDIO link here: <https://urallashirecouncil.podbean.com/e/13th-may-2025-extraordinary-meeting-of-uralla-shire-council/>

EXTRAORDINARY COUNCIL MEETING MINUTES13 MAY 2025

1 OPENING & WELCOME

The Chair declared the meeting opened at 5:30pm [Type time](#).

2 PRAYER

The Chair recited the Uralla Shire Council prayer.

3 ACKNOWLEDGEMENT OF COUNTRY

The Chair read the acknowledgement of country.

4 WEBCAST INFORMATION

The Chair advised the meeting was recorded, with the recording to be made available on Council's website following the meeting.

5 APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS

Nil

6 DISCLOSURE & DECLARATION OF INTEREST/S

Nil

7 PURPOSE OF EXTRAORDINARY MEETING

The Chair advised the purpose of the extraordinary meeting.

8 LATE REPORTS/SUPPLEMENTARY/URGENT ITEMS (INCLUDING PETITIONS)

The Chair advised there were no late, urgent and supplementary items or reports of business.

EXTRAORDINARY COUNCIL MEETING MINUTES

13 MAY 2025

9 REPORTS TO COUNCIL**9.1 DRAFT OPERATIONAL PLAN 2025 - 2026****RESOLUTION 22.05/25****Moved:** Cr David Mailler**Seconded:** Cr Adam Blakester**That:**

1. The Draft Operational Plan 2025-2026 including the draft budget, draft statement of revenue policy and draft fees and charges be placed on public exhibition from 16 May 2025 to 13 June 2025 subject to the changes requested by Councillors and detailed on the record attached to the minutes; and
2. Following public exhibition, a further report is provided to Council which addresses all submissions received from the public, and all operational considerations that may arise as a result.

For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold

Against: Nil

CARRIED 9/0**Attachments**

- 1 Councillor resolved amendments to Draft Operational Plan

10 COMMUNICATION OF COUNCIL DECISIONS**11 CONCLUSION OF MEETING**

The meeting was closed at 6.53pm.

8 URGENT, SUPPLEMENTARY, AND LATE ITEMS OF BUSINESS (INCLUDING PETITIONS)

9 WRITTEN REPORTS FROM DELEGATES

9.1 Mayors Activity Report for April 2025

Department:	General Manager's Office
Prepared By:	Executive Assistant
Authorised By:	Mayor
Reference:	UINT/25/12885

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	4.	We are an independent shire and well-governed community
Strategy:	4.1.	Informed and collaborative leadership in our community

SUMMARY

The Mayor's Activity Report outlines activities conducted during the month of April 2025.

RECOMMENDATION

That Council receives the Mayor's Activity report for April 2025.

REPORT

DATE	COMMITTEE/MEETING/EVENT	LOCATION
April 2025	School visits continued by Mayor and Councillors as part of Youth Forum Week included: 31 Mar – Rocky River Primary School 31 Mar – St Josephs Primary School 1 Apr - Uralla Central School 3 Apr - Kentucky Primary School (held at chambers) 8 Apr - Bundarra Central School	Uralla Shire at respective school locations
4 Apr 2025	Meeting Member Northern Tablelands	Uralla
7 Apr 2025	Mayor & GM Catch up Meeting	Uralla
9 Apr 2025	2AD Interview	Online

8 Mar 2025	Information Sessions: <ul style="list-style-type: none">- 4 year Delivery Program- 25/26 Proposed Capital Works program	Uralla
14 Apr 2025	Mayor & GM Catch up Meeting	Uralla
14 Apr 2025 2025	Uralla Arts meeting	Uralla
15 Apr 2025	Information Session <ul style="list-style-type: none">- 2nd Budget Workshop	Uralla
24 Apr 2025	UNE Professor Armstrong collaboration meeting	Uralla
25 Apr 2025	Anzac Day Dawn & Main service	Uralla
28 Apr 2025	Mayor & GM Catch up Meeting	Uralla
29 Apr 2025	DA site visit – DA-4-2022-2	Uralla
29 Apr 2025	Ordinary Council Meeting	Uralla
30 Apr 2025	2AD Interview	Online

10 PUBLIC FORUM

Nil

11 MAYORAL MINUTE



Nil

12 NOTICE OF MOTION/QUESTIONS WITH NOTICE

Nil

13 REPORT OF COMMITTEES

13.1 Expression of Interest - Membership - Bundarra School of Arts Hall and Community Consultative s355 Committee - Alison Bayliss

Department:	Infrastructure & Development
Prepared By:	Executive Support Officer Infrastructure & Development
Authorised By:	Director Infrastructure & Development
Reference:	UINT/25/11270
Attachments:	<ol style="list-style-type: none"> 1. Email - Alison Bayliss - Bundarra Consultative s355 Committee Membership Application ↓  2. EOI - Alison Bayliss ↓ 

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	<ol style="list-style-type: none"> 2. We drive the economy to support prosperity 4. We are an independent shire and well-governed community
Strategy:	<ol style="list-style-type: none"> 1. We have an accessible inclusive and sustainable community 2.3. Communities that are well serviced with essential infrastructure 4.1. Informed and collaborative leadership in our community 4.2. A strategic, accountable and representative Council 1.4. Access to and equity of services

SUMMARY

Council has received a further expression of interest (EOI) for membership to the newly established (March 2025) Bundarra School of Arts Hall and Community Consultative s355 Committee from Alison Bayliss (see attachments).

RECOMMENDATION

That Council appoints Alison Bayliss as a member of the newly established Bundarra School of Arts Hall and Community Consultative s355 Committee.

REPORT

Council has received an Expression of Interest (EOI) application from Alison Bayliss for membership to the newly established (Resolution 03.03/25) Bundarra School of Arts Hall and Community Consultative s355 Committee.

The Committee currently has a membership of thirteen (13). The Terms of Reference (ToR) states membership of the Committee shall consist of a minimum of four (4) and a maximum of fifteen (15) members of the public.

Alison is a Bundarra resident with a long family history to the town, is a member of the CWA, and has experience in early childhood education as well as local government.

CONCLUSION

It is recommended that Council appoints Alison Bayliss as a member of the Bundarra School of Arts Hall and Community Consultative s355 Committee, bringing the total membership of the newly formed Committee to fourteen (14) members.

From: [Alison Bayliss](#)
To: [Council](#)
Subject: Bundarra Consultative s355 committee membership application
Date: Tuesday, 22 April 2025 1:36:09 PM
Attachments: [1000008051.jpg](#)

Good afternoon


Please find attached my application for membership to the Bundarra Consultative s355 committee. I attended the last meeting as a visitor & would like to apply for membership. I lived in Bundarra until I was in my mid twenties & have recently moved back after over 30 years. I have always remained connected to the community through family connections. My great grandparents, grandparents & mother lived on Bramble Berry Bakers Creek & each generation were active members in the community. A lot has changed & I would like to be part of this committee to support the community to grow, improve & develop. I appreciate you taking the time to consider my application. I look forward to hearing from you in the future with the outcome of my application.

Kind Regards

Alison

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Bundarra School of Arts Hall and Community Consultative s355 Committee
Expression of Interest
MEMBERSHIP

 **URALLA SHIRE COUNCIL**

PO Box 106
 URALLA NSW 2358
 02 6778 6300
 council@uralla.nsw.gov.au
 www.uralla.nsw.gov.au

Name: *Alison Dayliss*

Address: [REDACTED]

Phone: [REDACTED]

Email: [REDACTED]

1. Are you a resident of Uralla Shire? *Yes*

2. Which sectors of the community are you able to represent?

I have only recently moved to Bundarra - my background is in Early Childhood Education & Care so have an interest in that sector. I am a member of CWA & have a general interest in the community.

3. Why Would you like to become a member of the Committee?

I lived in Bundarra over 30 years & have just moved back. I would like to work towards the continued enhancement of the community to ensure it's sustainability. The town was so much more once & it would be wonderful to work together to bring some of that back.

4. What skills can you bring to the Committee?

I have an interest in local government & worked as a customer service officer at Hilltops Council in Young. I also worked for QLD Government in the early childhood sector. I think I bring a fresh pair of eyes & an understanding of working with councils.

5. Could you share your previous experience in community projects which would be useful for the Committee?

I have worked with Not for Profit Childcare providers & corporate childcare in small communities helping them to remain viable. When I lived in Bundarra I worked to develop Neighbour Aid, assisted local community groups e.g. CWA, Neighbour Aid, Child.

6. If I am selected, I agree to abide by Council's Code of Conduct and the Code of Meeting Practice

Yes

Alison Dayliss

Please find links below to documents you will need to be familiar with and agree to the requirements held within

[Committee Terms of Reference](#)



[Code of Meeting Practice](#)

[Code of Conduct](#)

Please return your expression of interest via email to council@uralla.nsw.gov.au

13.2 Bundarra School of Arts Hall and Community Consultative s355 Committee - Minutes of Meeting held 16 April 2025

Department: Infrastructure & Development**Prepared By:** Executive Support Officer Infrastructure & Development**Authorised By:** Director Infrastructure & Development**Reference:** UINT/25/12438

Attachments: 1. Minutes - 1st Bundarra School of Arts Hall and Community Consultative Committee - 16 April 2025  

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	1.	We have an accessible inclusive and sustainable community
	2.	We drive the economy to support prosperity
	4.	We are an independent shire and well-governed community
Strategy:	1.4.	Access to and equity of services
	2.3.	Communities that are well serviced with essential infrastructure
	4.1.	Informed and collaborative leadership in our community
	4.2.	A strategic, accountable and representative Council

SUMMARY

The Minutes of the first meeting of the newly appointed members of the Bundarra School of Arts Hall and Community Consultative s355 Committee meeting held on 16 April 2025, are presented for the information and endorsement of Council (attachment 1).

RECOMMENDATION**That Council:**

1. **Notes the minutes of the Bundarra School of Arts Hall and Community Consultative s355 Committee Meeting held 16 April 2025; and**
2. **Approves the Committee's recommendation that the available footpath funding for Bundarra be allocated to a footpath along Thunderbolts Way from the Grace Munro Aged Care Complex towards the Sports Club.**

REPORT

The recently established (March 2025) Bundarra School of Arts Hall and Community Consultative s355 Committee held its first meeting on 16 April 2025. The meeting was attended by the newly appointed Committee Members and the minutes are attached to this report in which the Committee is recommending Council approve the available footpath funding for Bundarra to be allocated to a footpath along Thunderbolts Way from the Grace Munro Aged Care Complex towards the Sports Club.

CONCLUSION

The Bundarra School of Arts Committee Meeting took place at Bundarra on 16 April 2025. The minutes of that meeting are attached to this report for Council's information.

The Bundarra School of Arts Hall and Community Consultative s355 Committee is recommending Council approve the available footpath funding for Bundarra to be allocated to a footpath along Thunderbolts Way from the Grace Munro Aged Care Complex towards the Sports Club.

COUNCIL IMPLICATIONS

Community Engagement/Communication

Community will be informed of Council's decision and future intentions via the newly compiled Bundarra Committee Email Distribution List

Policy and Regulation

Previous S355 Bundarra School of Arts Community Consultative Committee Terms of Reference 2022
Local Government Act 1993; section 355

Financial/Long Term Financial Plan

N/A

Asset Management/Asset Management Strategy

N/A

Workforce/Workforce Management Strategy

N/A

Legal and Risk Management

N/A

Performance Measures

N/A

Project Management

Infrastructure & Development Directorate

MINUTES OF THE BUNDARRA SCHOOL OF ARTS HALL AND COMMUNITY CONSULTATIVE S355 COMMITTEE 16 APRIL 2025



MINUTES of Bundarra School of Arts Hall and Community Consultative s355 Committee Meeting

**For the Meeting of 16 April 2025 at 6:30pm
Agenda issued 11 April 2025**

Attachments:

1. Council Report - 2nd Bundarra Community Meeting Session dated 25 March 2025
2. Meeting Notes - 2nd Bundarra Community Meeting Session dated 25 March 2025
3. Bundarra Schedule of Works as at 16 April 2025

Attendance at Meeting:

Committee Members:

Peter Gregory
Rodney Hargrave
Jennifer Dezius
Theresa Layton
John Layton
Shannon Lee Johnson
Jackie Stibbard
Rebecca McLean
Matthew Monk
Angela Iskov

Councillors:

Leanne Doran
Jen Philp

Staff:

Adam Blakester – Meeting Facilitator
Toni Averay - General Manager
Mick Raby - Director Infrastructure & Development
Emily Sims - Senior Strategic Planner

Apologies:

Jeffrey Dezius
Lindsay Groth
Kylie Jarman

Visitors and guests

Alison Bayliss
Bruce McLean
Ken Miller
Deb Cook

MINUTES OF THE BUNDARRA SCHOOL OF ARTS HALL AND COMMUNITY CONSULTATIVE S355 COMMITTEE 16 APRIL 2025

AGENDA

1.	WELCOME, ACKNOWLEDGEMENT AND INTRODUCTIONS/REINTRODUCTIONS	3
2.	FORMAL APPOINTMENT OF CHAIR, OFFICE HOLDERS AND COMMITTEE MEMBERS	3
3.	INTRODUCTION AND DISCUSSION OF PREVIOUS COMMITTEE TERMS OF REFERENCE	3
4.	ANY QUESTIONS ARISING FROM:	3
5.	LAST MEETING ACTION ITEM UPDATES	4
6.	BUNDARRA SCHEDULE OF WORKS (STANDING ITEM)	4
7.	PRESENTATION OF DRAFT URALLA SHIRE HOUSING STRATEGY	5
8.	COUNCIL UPDATES (STANDING ITEM)	5
9.	CHECK-IN REGARDING COMMUNITY NEEDS, PRIORITIES AND OPPORTUNITIES	5
10.	CURRENT FUNDING OPPORTUNITIES FOR THE COMMITTEE	5
11.	OTHER BUSINESS	5
12.	NEXT STEPS	5
13.	NEW ACTIONS ARISING FROM THESE MINUTES.	5

MINUTES OF THE BUNDARRA SCHOOL OF ARTS HALL AND COMMUNITY CONSULTATIVE S355 COMMITTEE

1. Welcome, Acknowledgement and Introductions/Reintroductions

- Attendees were confirmed.
- Apologies were recorded.
- The Bundarra Community Email Distribution List was updated.

2. Formal Appointment of Chair, Office Holders and Committee Members

- Vacant Committee Positions were discussed:
 - a. Chairperson
 - b. Secretary
 - c. Treasurer
 - d. Hall Bookings Officer
- Committee members were offered the time to read the previous Committee's ToR. Numerous Members had not yet seen this. It was agreed to defer the election of above positions until the next meeting in May.
- A decision to have future meetings start at 6:00pm, to limit meetings to a 1.5hr duration, and seek to move towards 1hr meetings once process is practiced, was also agreed.
- It was also agreed to re-send via email a copy of ToR to all Committee members.

ACTION: Circulate ToR via email to all members.

- Question – re procedure of the meeting
In the absence of a Chair being appointed, Clr Blakester discussed alternative chairing options, and proposed to facilitate this meeting, like was done for the previous Information Sessions.

3. Introduction and Discussion of previous Committee Terms of Reference

- It was agreed to bring back questions and suggested changes to next meeting.
- Question asked whether the meeting was open to visitors. It was confirmed that the Committee meetings are open to other interested community members, however only the Committee Members have a vote on formal decisions made.

4. Any Questions Arising from:

- Attachment 1 – Report to Council Ordinary Meeting held 25 March 2025
- Attachment 2 – Draft Notes from the second Information Session held on 12 March 2025
- 1. *Question – What happened with the previous Committee's decision to prioritise the footpath from Aged Care to Sports facility?*
MR discussed the relevant grant being rejected – now a new opportunity has arisen (see Agenda Item 5).
- 2. *RTC money raised is it committed? Does the RTC money need to be leveraged, eg, matched \$ for \$?*
Clr Doran – no.
Clr Blakester – The funds are held in a restricted reserve.

MINUTES OF THE BUNDARRA SCHOOL OF ARTS HALL AND COMMUNITY CONSULTATIVE S355 COMMITTEE

3. *Question – Caravan Park update requested.*

Update by Peter Gregory (Town Ganger)

There was a wide-ranging discussion regarding the operations and procedures.

There is active engagement with the remaining two campers who have stayed longer than the maximum 14-day period.

ACTIONS: Check signage is accurate and complete with formal notifications and details, eg, the Ranger details.

Develop Terms & Conditions on a receipt to be issued at time of payment.

Can we accommodate paying clients for longer than 14 days if it makes sense to do so, eg, short-term workers staying in town? Question to be put to Acting Director Corporate & Community.

5. Last Meeting Action Item Updates

Last Meeting Actions as at 16 April 2025 was discussed.

Question - Can we do a four-year plan of priorities for Bundarra?

MR Yes.

ACTION: Set-aside time in next meeting agenda to discuss four-year plan.

There was considerable discussion regarding the immediate funding opportunity to identify a priority section of 200m of standard width footpath from the Strong Country Communities Fund, with a purpose which supports the community being active.

Four sections of footpath were considered, being:

1. Grace Munro to sports club
2. School to pub
3. Pre-school to main street
4. Store to skatepark

The Committee, in a consensus decision, decided to recommend to Council, that the available footpath funding for Bundarra be allocated to a footpath from Grace Munro towards the Sports Club.

RECOMMENDATION TO COUNCIL:

That the available footpath funding for Bundarra be allocated to a footpath from Grace Munro towards the Sports Club.

It was noted that the other footpath priorities would be kept in mind for future funding.

ACTION: MR to bring the draft Pedestrian and Mobility Plan (PAMP) to the Committee.

6. Bundarra Schedule of Works (Standing Item)

Bundarra Schedule of Works as at 16 April 2025 was presented.

There was discussion regarding speeding issues and the traffic counter. MR confirmed that average and maximum speeds are also recorded. Further, ideas to manage speeding are the responsibility of the Uralla Shire Traffic Committee.

MINUTES OF THE BUNDARRA SCHOOL OF ARTS HALL AND COMMUNITY CONSULTATIVE S355 COMMITTEE

Question - Can we get a copy of the traffic data and speeds and timing?

ACTION: MR yes - via email.

7. Presentation of Draft Uralla Shire Housing Strategy

Emily Sims – Senior Strategic Planner, Uralla Shire Council presented an overview of the Draft Strategy and responded to questions.

8. Council Updates (Standing Item)

There was no discussion regarding the Council Update items as at 16 April 2025 as presented.

9. Check-in regarding Community Needs, Priorities and Opportunities

There was no discussion regarding the items as at 16 April 2025 as presented.

10. Current Funding Opportunities for the Committee

Current Funding Opportunities as presented were noted.

11. Other Business

Nil.

12. Next Steps

The Committee agreed to hold the next meeting on Wednesday 14 May 2025, from 6:00 – 7:30pm at the Bundarra School of Arts Hall.


13. New Actions Arising from these Minutes.

Actions Arising from This Meeting:	Who	Status
ToR <ul style="list-style-type: none"> Circulate Bundarra School of Arts Hall and Community Consultative Committee Terms of Reference via email to all members 	ESO	Complete Emailed 28/4/25
Bundarra Caravan Park <ul style="list-style-type: none"> Check signage is accurate and complete with formal notifications and details, e.g. the Ranger details. Develop Terms & Conditions on a receipt to be issued at time of payment. Can we accommodate paying clients for longer than 14 days if it makes sense to do so? Question to be put to ADCC. 	ADCC	
Four Year Plan of Priorities <ul style="list-style-type: none"> MR to bring the draft PAMP to the Committee Set-aside time in next meeting agenda to discuss four-year plan 	MR AB	

MINUTES OF THE BUNDARRA SCHOOL OF ARTS HALL AND COMMUNITY CONSULTATIVE S355 COMMITTEE

Actions Arising from This Meeting:	Who	Status
Traffic Safety <ul style="list-style-type: none">Email copy of the traffic data and speeds and timing.	MR	
Footpaths <ul style="list-style-type: none">Advise Council that the Committee's recommendation regarding the available footpath funding for Bundarra is that it be allocated to joining Grace Munro with the Bundarra Sports Club	MR	
Report to Council <ul style="list-style-type: none">That the Meeting Agenda and Draft Minutes be advised to Council at the May Ordinary Meeting	MR	

13.3 Bundarra School of Arts Hall and Community Consultative s355 Committee - Minutes of Meeting held 14 May 2025

Department:	Infrastructure & Development
Prepared By:	Executive Support Officer Infrastructure & Development
Authorised By:	Director Infrastructure & Development
Reference:	UINT/25/12969
Attachments:	1. Minutes - Bundarra School of Arts Hall and Community Consultative s355 Committee - 14 May 2025  

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	1. We have an accessible inclusive and sustainable community
	2. We drive the economy to support prosperity
	4. We are an independent shire and well-governed community
Strategy:	1.4. Access to and equity of services
	2.3. Communities that are well serviced with essential infrastructure
	4.1. Informed and collaborative leadership in our community
	4.2. A strategic, accountable and representative Council

SUMMARY

The Minutes the Bundarra School of Arts Hall and Community Consultative s355 Committee meeting held on 14 May 2025 are presented for the information and endorsement of Council (Attachment 1).

RECOMMENDATION

That Council:

1. Notes the Minutes of the Bundarra School of Arts Hall and Community Consultative s355 Committee Meeting held 14 May 2025; and
2. Acknowledges the current priority replacement pram ramp list may not proceed until Telstra has addressed the need to lower existing pits (which are Telstra assets), and the timing of this is indeterminant; and
3. Supports the expenditure of the remaining Bundarra pram ramp budget (approximately \$8,000) instead, on the construction of a pram ramp servicing the preschool first, and if sufficient funding remains, then a pram ramp servicing the CWA/Library building second, and if sufficient funding remains, further successive pram ramps selected by the Committee in priority order.

REPORT

The Bundarra School of Arts Hall and Community Consultative s355 Committee held a meeting on 14 May 2025. The meeting was attended by the Committee Members and the Minutes are attached to this report which includes the Committee's recommendation (as above) that the Preschool ramp be completed first, then if there is any funding leftover, outside the CWA/Library building.

CONCLUSION

The Bundarra School of Arts Committee Meeting took place at Bundarra on 14 May 2025. The minutes of that meeting are attached to this report for Council's information and endorsement.

COUNCIL IMPLICATIONS**Community Engagement/Communication**

Community will be informed of Council's decision and future intentions via the newly compiled Bundarra Committee Email Distribution List

Policy and Regulation

Previous S355 Bundarra School of Arts Community Consultative Committee Terms of Reference 2022
Local Government Act 1993; section 355

Financial/Long Term Financial Plan

N/A

Asset Management/Asset Management Strategy

N/A

Workforce/Workforce Management Strategy

N/A

Legal and Risk Management

N/A

Performance Measures

N/A

Project Management

Infrastructure & Development Directorate



MINUTES of

Bundarra School of Arts Hall and Community Consultative s355 Committee Meeting

Held 14 May 2025 at 6:10pm

Attendance at Meeting:

Committee Members:

Bec McLean
Jeffery Dezius
Jennifer Dezius
Kylie Jarman
Lindsay Groth
Matthew Monk - Chair
Peter Gregory
Rodney Hargrave

Councillors:

Jen Philp - Secretary
Leanne Doran
Adam Blakester

Staff:

Toni Averay – General Manager

Apologies:

Jackie Stibbard
John Layton
Angela Iskov
Shannon Lee Johnson
Theresa Layton
Mick Raby - Director Infrastructure & Development

Visitors:

Alison Bayliss
Ken Miller
Deb Cook

**BUNDARRA SCHOOL OF ARTS HALL & COMMUNITY CONSULTATIVE S355 COMMITTEE
MINUTES**

14 MAY 2025**AGENDA**

1	OPENING & WELCOME.....	2
2	APOLOGIES BY COMMITTEE MEMBERS	2
3	CONFIRMATION OF MINUTES	2
4	ITEMS.....	2
4.1	BUSINESS ARISING FROM PREVIOUS MEETING:.....	2
4.2	TERMS OF REFERENCE	2
4.3	VOTE FOR COMMITTEE APPOINTMENTS.....	3
4.4	RTC FUNDING.....	4
4.5	SCHEDULE OF WORKS.....	4
4.6	OTHER BUSINESS	5
5	NEW ACTIONS ARISING.....	6
5	RECOMMENDATIONS TO COUNCIL.....	7
6	CONCLUSION OF MEETING.....	7

**BUNDARRA SCHOOL OF ARTS HALL & COMMUNITY CONSULTATIVE S355 COMMITTEE
MINUTES**

14 MAY 2025**1 OPENING & WELCOME**

The meeting opened at 6:10pm.

2 APOLOGIES BY COMMITTEE MEMBERS

Jackie Stibbard
John Layton
Angela Iskov
Shannon Lee Johnson
Theresa Layton
Mick Raby - Director Infrastructure & Development

3 CONFIRMATION OF MINUTES

The minutes of meeting held 16 April 2025 were confirmed with the addition of Ken Miller and Deb Cook as attendees.

4 ITEMS**4.1 BUSINESS ARISING FROM PREVIOUS MEETING:**

1. 2 x long term campers at the caravan park. 1 hasn't paid anything, Ranger has been notified, Police next step?
Other camper is up to date with payments, has bought a house in Bundarra, waiting for date to move into it.
2. Cars speeding in 50km areas. We have traffic information, options to slow people down discussed.
3. Bundarra transfer station CCTV cameras noted - issue of animal carcasses being dumped still a concern.
4. EOI for s355 committee needs amending (mostly updating). This may need to be finalised once the Terms of Reference are done as well.

ACTION:

1. Toni to follow up caravan overstayer with Ranger for next steps – Police assistance?
2. Matthew Monk to talk to Dean Cook (local police officer) and invite to meeting to discuss options to make streets safer.
3. Look at EOI and update as required, particularly around 'resident' changing to what interest you have in the area eg, business, reside etc.

4.2 TERMS OF REFERENCE

1. Suggest that the TOR be adopted and amendments identified over the next few months.
2. Noted they can be changed later by Council resolution initiated by Committee request.
3. Matthew noted that the name of the Committee could be changed by a request to Council, eg, change from Bundarra School of Arts Hall and Community Consultative s355 Committee to Bundarra Community Committee.
4. Noted roles to be filled – Chairperson, Secretary, Treasurer, Bookings Officer (noted that Kylie has put her hand up to be nominated for the Bookings Officer).

**BUNDARRA SCHOOL OF ARTS HALL & COMMUNITY CONSULTATIVE S355 COMMITTEE
MINUTES**

14 MAY 2025**ACTION:**

1. Start to make amendments to the TOR in the future to bring to Council for adoption.
Put on next Agenda for discussion.

4.3 VOTE FOR COMMITTEE APPOINTMENTS**1. Chairperson**

Nominations: Matthew Monk and Jen Dezius
After a secret ballot, Matthew was elected as the Chairperson.
Matthew assumed the role of Chair immediately.

2. Secretary

Nomination: Councillor Jen Philp
Accepted.
Noted that Councillors are non-voting

3. Treasurer

Nomination: Bec McLean
Accepted.

4. Bookings Officer

Nomination: Kylie Jarman
Accepted.

5. Key Register for Hall. Ask around who has keys, who needs keys etc.
Kylie Jarman and John Layton have keys, unsure of who else.

ACTION:

1. Find out who has keys for Hall, and who needs keys. Kylie, Matt and a spare set at the Bundarra Depot maybe?

BUNDARRA SCHOOL OF ARTS HALL & COMMUNITY CONSULTATIVE S355 COMMITTEE
MINUTES

14 MAY 2025

4.4 RTC FUNDING

1. RTC funding is in Council bank account for use in Bundarra. Council will look for advice from Committee and community to decide what the funding can be used for?

Proposed Community Energy Upgrades Fund Round 2, grant closes 13 June 2025. Relates to community energy, will be 50% funded for local government bodies, need to be auspice by council. Must complete project by March 2028. Eg, solar on hall. Focused on energy efficiency for local governments existing operations.

Community Energy Upgrades Grant:

<https://business.gov.au/-/media/grants-and-programs/community-energy-upgrades-fund-round-2/community-energy-upgrades-fund-round-2-grant-opportunity-guidelines-pdf.pdf>

Discussion around what would be beneficial, if it's worth Council to put in for this grant, and then what would be the benefit. What has Solar in Bundarra, would it be beneficial, maybe for Grace Munro. Put towards Council to look at Grace Munro for this grant opportunity.

There are other grants from places that can be used for other things.

2. Carry the 27k over until next meeting, for discussion around what it can be used for and how it can benefit the community.

ACTION:

1. Council consider grant application for battery and solar panels at Grace Munro.
2. Put RTC funding on agenda for next meeting.

4.5 SCHEDULE OF WORKS

1. Committee noted DID was seeking Committee advice on priority ramps in main street noting \$8k remaining - Rodney provided overview on current works plans noting issue of Telstra pits impacting on some options.

Committee to work out where they are needed. Rodney explained about ramps in the town, big issues are Telstra pits and where they are located. Preschool to main street...? What other sites might work? Outside the library/CWA building, might be an option if there is any money left over. New pram ramp at shop, done in a way for the water to drain away.

RECOMMENDATION:**That Council:**

1. **Acknowledge the current priority replacement pram ramp list may not proceed until Telstra has addressed the need to lower existing pits (which are Telstra assets), and the timing of this is indeterminant; and**
2. **Support expending the remaining Bundarra pram ramp budget (approximately \$8,000) instead, on the construction of a pram ramp servicing the preschool first, and if sufficient funding remains, then a pram ramp servicing the CWA/Library building second, and if sufficient funding remains, a third and successive pram ramps selected by the Committee in future.**

**BUNDARRA SCHOOL OF ARTS HALL & COMMUNITY CONSULTATIVE S355 COMMITTEE
MINUTES****14 MAY 2025****ACTION:**

1. Committee to write a letter to Telstra to get them to fix their pits. Get a list of what pits need to be looked at.
2. Peter Gregory to provide list of Telstra pits around town that need maintenance so Council can follow up.

4.6 OTHER BUSINESS

1. No lights on the bridge working, essential energy issue, maybe connected to the works on the bridge.
2. Main Street lighting. (used Gilgai as example). Essential energy to work on some of this, there is opportunities for Council to work with essential energy to change the types of light to reduce energy consumption.
3. Update on the works on the bridge, can council get an update?
4. Trees – in town, look at the Street Tree Policy for planting of new ones. Dead trees – work is scheduled in the coming months to sort this issue.
5. Dead trees out of town, fire hazard, could ask council to advocate on this with RFS. Also advocate to RFS with membership drive to do training activities to burn locally when conditions are right.
6. NEWA – Uralla council waiting for dissolution date, hopefully July, then Uralla will be taking over the weeds management in the shire. Privet right through Bundarra, particularly at Grace Munro, will need a weed action plan approved to focus on priority plans.
7. Open up these meetings to the community and make sure they have an understanding of what this committee is, what they are doing, get businesses involved etc.
8. Bringing more people to Bundarra
Bundarra races look like they will be back on 5 October (long weekend). Once formalised to work with Council to see how they can help.
Bundarra Garden Festival 8-9 November (?)
9. Water samples brought to try if committee wanted to.

ACTION:

1. Jenny Dezius to see if lights still not working on bridge and contact Essential Energy.
2. Council to look into options with essential energy for better lighting in main street.
3. Council to get an update from TfNSW regarding work on the bridge and distribute to Bundarra contacts.
4. Committee to look at Street Tree Policy, identify what they would like.
5. Identify where is a fire hazard outside of town, work with RFS to best mitigate these areas
6. Council to prioritise privet at Grace Munro and Preschool in a WAP.
7. Advertise the meeting agenda through Council channels (website, facebook, etc) and through local

**BUNDARRA SCHOOL OF ARTS HALL & COMMUNITY CONSULTATIVE S355 COMMITTEE
MINUTES****14 MAY 2025**

- contacts. Minutes at local places once accepted.
8. Meeting minutes are on Council website even before confirmation at next meeting.
 9. Make Bundarra events calendar.

5 NEW ACTIONS ARISING

Actions Arising from this Meeting:	Who	Status
1. Add Ken and Deb to 16 April 2025 meeting as attendees	ESO	Complete 15/5/25
2. Circulate the confirmed meeting mins to all Bundarra contacts	ESO	
3. Toni to follow up caravan park overstayer	TA	Emailed Ranger 16/5/25
4. Matthew Monk to talk to Dean (local police officer) and invite to meeting to discuss options to make streets safer	MM	
5. Look at EOI and update as required, particularly around 'resident' changing to what interest you have in the area eg, business, reside etc	ESO	Complete 15/5/25
6. Start to make amendments to the TOR in the future to bring to council for adoption. Put on next Agenda for discussion	BCC	
7. Find out who has keys for Hall, and who needs keys. Kylie, Matt and a spare set at the Bundarra Depot maybe?	BCC	
8. Council consider grant application for battery and solar panels at Grace Munro	TA	Emailed AM & A/DCC - 16/5/25
9. Put RTC funding on agenda for next meeting	JP	
10. Recommend to council that the 'preschool' ramp done first, then if there is any funding left over outside the CWA/Library building	ESO	Complete Council Report – 27/5/2025
11. Committee can write a letter to Telstra to get them to fix their pits	BCC	
12. Get a list of what pits need to be looked at. Peter Gregory to get a list of pits	PG	
13. Jenny Dezius to see if lights still not working on bridge and contact Essential Energy	JD	
14. Council to look into options with essential energy for better lighting in main street	DID	
15. Council to get an update from TfNSW regarding work on the bridge and distribute to Bundarra contacts	DID	
16. Committee to look at Street Tree Policy, identify what they would like	BCC	

BUNDARRA SCHOOL OF ARTS HALL & COMMUNITY CONSULTATIVE S355 COMMITTEE
MINUTES

14 MAY 2025

Actions Arising from this Meeting:	Who	Status
17. Identify where is a fire hazard outside of town, work with RFS to best mitigate these areas	BCC	
18. Council to prioritise privet at Grace Munro and Preschool in a WAP	DID	
19. Advertise the meeting agenda through Council channels (website, facebook, etc) and through local contacts. Minutes at local places once accepted	ESO BCC	
20. Meeting minutes are on Council website even before confirmation at next meeting	ESO	Complete 19/5/2025
21. Make Bundarra events calendar	BCC	

6 RECOMMENDATIONS TO COUNCIL

1.	That Council: Complete the preschool ramp first, then if there is any funding leftover, outside the CWA/Library building.
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7 CONCLUSION OF MEETING

The meeting was closed at 7:52pm.

Next meeting: 6:00pm
11 June 2025

14 REPORTS TO COUNCIL

14.1 Local Government Remuneration Tribunal's Determination for Mayor and Councillors Remuneration for 2025/2026

Department:	Corporate & Community
Prepared By:	Acting Manager Governance & Service Centre
Authorised By:	General Manager
Reference:	UINT/25/12670
Attachments:	1. Local Government Remuneration Tribunal - Annual Determination for Mayor & Councillors 2025-26  
LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK	
Goal:	4. We are an independent shire and well-governed community
Strategy:	4.2. A strategic, accountable and representative Council

SUMMARY

Council is required to fix and pay an annual fee for Councillors and the Mayor, effective 1 July 2025, based on the annual determination made by the Local Government Remuneration Tribunal (the **Tribunal**).

The Tribunal has determined a 3.00 per cent per annum increase in minimum and maximum fees applicable to each category of council from 1 July 2025 as per section 241 of the *Local Government Act 1993 (NSW)* (**LG Act**).

This report provides an overview of the Tribunal's determination and seeks a resolution from Council to adopt the 2025/2026 annual fee for Councillors and the Mayor

RECOMMENDATION

That Council approves the following annual fees for the 2025/26 year in accordance with the annual determination made by the Local Government Remuneration Tribunal:

1. Approves the annual fee for Councillors at the maximum rate of \$13,930 effective 1 July 2025; and
2. Approves the annual fee for the Mayor at the maximum rate of \$30,390 effective 1 July 2025, making the payment to the Mayor \$30,390 + the fee adopted for Councillors; and
3. Approves the payment of the Mayoral fee to the Deputy Mayor whenever the Deputy Mayor stands in for the mayor for a period in excess of 1 week (7 days) effective 1 July 2025, and deducts this from the Mayoral allowance.

REPORT

The Tribunal is constituted under Chapter 9, Division 4 of the LG Act. The Tribunal is required to make annual determinations on the categorisation of each Council for the purpose of determining the minimum and maximum fees payable to Councillors and Mayors. Rates vary depending on the category of a council. Uralla Shire Council is categorised as a General-Purpose Council - Non-Metropolitan – Rural as per section 239 of the LG Act.

Sections 248 and 249 of the LG Act require councils to fix and pay an annual fee based on the Tribunal's determination for the 2025/2026 financial year. The Tribunal has determined a 3.00 per cent per annum

increase in minimum and maximum fees to Mayoral and Councillor fees, applicable to each category of council, effective 1 July 2025.

The Tribunal determination range for 1 July 2025 for General Purpose Councils – Non-Metropolitan – Rural, based on the 3.00% increase is:

- Councillor: \$10,530 (minimum) to \$13,930 (maximum); and
- Additional Mayoral fee: \$11,210 (minimum) to \$30,390 (maximum).

This has been calculated from a commencing rate based on the Council remuneration resolution in June 2024 being:

Resolution 16.06/24

That Council:

- i. Approves the annual fee for the mayor at the maximum rate of \$29,500 effective 1 July 2024, making the payment to the Mayor \$29,500 + the fee adopted for Councillors; and*
- ii. Approves the annual fee for Councillors at the maximum rate of \$13,520 effective 1 July 2024; and*
- iii. Approves the payment of the Mayoral fee to the Deputy Mayor whenever the Deputy Mayor stands in for the mayor for a period in excess of 1 week (7 days) effective 1 July 2024, and deducts this from the Mayoral allowance.*

A council may pay the Deputy Mayor a fee determined by the council for such time as the Deputy Mayor acts in the office of the Mayor. The amount of the fee so paid must be deducted from the Mayor's annual fee.

GENERAL MANAGER COMMENTS

The determination report from the Tribunal provided commentary on numerous submissions around a perceived inadequacy of the remuneration structure for rural and regional councils. Specifically, that the remuneration provided to regional and rural councillors does not reflect the significant stressors that regional and rural councils in NSW face, and that consideration should be given to the additional demands placed on mayors and councillors from these councils. The report noted that submission asserted that:

1. Current councillor pay does not fairly reflect the responsibilities in regional and rural areas.
2. Rural and regional councils face distinct stressors compared to metropolitan councils.
3. Mayors and councillors generally are managing broader roles and higher community demands, particularly in Local Government Areas impacted by State Government planning decision such as Renewable Energy Zones
4. Regional and rural councillor roles are impacted by both operating with fewer financial and human resources and a higher per capita representation rate.

An underlying theme in the submissions was that there should be greater consideration of these challenges when setting councillor remuneration.

LGNSW made a submission to the Tribunal advocating for an increase in the fees payable to mayors and councillors of at least 4%. The submission was premised on the following (*excerpt from Local Government Remuneration Tribunal Annual Determination 2025 pp23-24*) :

- *“Assist in reversing the fee erosion which occurred under the previous NSW Public Sector Wages Policy,*
- *Mitigate economic pressures and the rising cost of living,*
- *Ensure councillors and mayors receive fair and reasonable remuneration for the work they perform, and*

- *Address historic undervaluation of the work performed by elected representative in local government in NSW.*

Economic data provided to the Tribunal by LGNSW to support their claim for an increase of at least 4% included:

- *Annual Consumer Price Index (CPI) increase of 3.8% for the 12 months to June 2024,*
- *The Fair Work Commission (FWC) awarding a 3.75% increase to the minimum pay for modern awards, and increasing the national minimum wage to \$915.90, as well as the FWC's comments regarding the growing cost of living and deterioration of disposable income, and*
- *The rate peg for the 2025-26 financial year being between 3.6%- 5.1%. It is noted that the Tribunal's determination represents a 3.75% increase on the previous maximum rate, a modest increase given all considerations." (Local Government Remuneration Tribunal Annual Determination 2025 pp23-24).*

CONCLUSION

Having regard to the Tribunal's determination and the submission made by LGNSW, it is recommended that Council fix the additional Mayoral fee and the fee for Councillors at the maximum amount as determined for a General-Purpose Council - Non-Metropolitan – Rural.

COUNCIL IMPLICATIONS

Community Engagement/Communication

- Section 239 of the LG Act requires the Tribunal to determine the categories of councils and mayoral offices at least once every 3 years. A review of categories was last carried out by the Tribunal in 2023. The Tribunal will next consider the model, criteria for each group, and the allocation of councils in the 2026 review.
- The criterion for each category is published in Appendix 1 of the Determination and remains unchanged from 2023.

Policy and Regulation

Local Government Remuneration Tribunal's Determination.

Sections 241, 248 and 249 of the LG Act.

Financial/Long Term Financial Plan

The draft 2025/26 budget has accounted for the proposed increase of 4.0%.

Asset Management/Asset Management Strategy

Not applicable

Workforce/Workforce Management Strategy

Not applicable

Legal and Risk Management

A Council cannot fix a fee higher than the maximum amount determined by the Tribunal. Further, if a Council does not fix a fee, the Council must pay the minimum fee determined by the Tribunal.

Councillors should consider the risk of competing professional and income priorities of elected members when adopting the remuneration rate.

Performance Measures

Application of the resolved increase to Councillor and Mayoral remuneration.

Project Management

Manager Governance.

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**Local Government
Remuneration Tribunal**

Annual Determination

Report and determination
under sections 239 and 241 of the
Local Government Act 1993

17 April 2025



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Contents

Executive Summary	3
Categories	3
Fees	3
Section 1 – Introduction	4
Background	4
Section 2 – 2024 Determination	5
2024 Annual Determination	5
Section 3 – 2025 Review	6
2025 Annual Review process	6
Submissions Received – Remuneration Structure	18
Section 4 – 2025 Fees	23
Submissions – 2025 Fees	23
Conclusion	28
Section 5 – Determinations	29
Determination No. 1 – Allocation of councils into each of the categories as per section 239 of the LG Act effective 1 July 2025	29
Determination No. 2 - Fees for Councillors and Mayors as per section 241 of the LG Act effective from 1 July 2025	33
Appendices	36
Appendix 1 Criteria that apply to categories	36

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Executive Summary

The *Local Government Act 1993* (LG Act) requires the Local Government Remuneration Tribunal (the Tribunal) to report to the Minister for Local Government by 1 May each year on its determination of categories of councils and the maximum and minimum amounts of fees to be paid to mayors, councillors, as well as chairpersons and members of county councils.

Categories

Section 239 of the LG Act requires the Tribunal to determine the categories of councils and mayoral offices at least once every 3 years. A review of categories was last carried out by the Tribunal in 2023.

The Tribunal will next consider the model, the criteria for each group, and the allocation of councils in the 2026 review.

The criteria for each category is published in Appendix 1 of the Determination and remains unchanged from 2023.

It should be noted that **the Tribunal determined that one Council - Mid Coast Council – would be re-categorised from a Regional Centre to Regional Strategic Area from 1 July 2025** as a result of meeting the criteria at Appendix 1.

Fees

The Tribunal has determined a **3% per annum** increase in the minimum and maximum fees applicable to each category from **1 July 2025**.

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Section 1 – Introduction

Background

1. Section 239 of the LG Act requires the Tribunal to determine the categories of councils and mayoral offices at least once every 3 years. The Tribunal last undertook a comprehensive review of the categories and the allocation of councils into each of those categories in 2023.
2. The Tribunal will next conduct a full review of the categories and the allocation of councils as required by the LG Act in the 2026 Annual Review.
3. Section 241 of the LG Act provides that the Tribunal determine the minimum and maximum amount of fees to be paid to mayors and councillors of councils, as well as chairpersons and members of county councils for each of the categories determined under s.239.
4. The Tribunal can also determine that a council be re-categorised into a different category, existing or new, with a higher range of fees.
5. The Tribunal's Annual Determination takes effect from 1 July each year.

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Section 2 – 2024 Determination

2024 Annual Determination

6. In 2024, the Tribunal received 19 written submissions, which included two requests for re-categorisation.
7. The Tribunal found that the current allocation of the councils remained appropriate, with the exceptions outlined below.
8. The Tribunal closely reviewed population and data relating to council operations in the 2024 Annual Determination process to ensure categorisation of councils was consistent with the criteria.
9. For reasons explained at paragraphs 35-39 of the Local Government Annual Determination 2024, Hilltops Council and Muswellbrook Shire Council were reclassified as Regional Rural Councils.
10. The Tribunal determined that fees would increase by 3.75% for the minimum and maximum fees applicable to each category from 1 July 2024.

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Section 3 – 2025 Review

2025 Annual Review process

11. The Tribunal's 2025 Annual Review commenced in October 2024, when it wrote to all councils inviting submissions regarding fees. The Tribunal noted that it is only required to review the categories every three years and will next consider the model, the criteria applicable to each category and the allocation of councils in the 2026 Annual Review.
12. The invitation noted that it is expected that submissions are endorsed by respective councils.
13. The Tribunal also wrote to the President of Local Government NSW (LGNSW) inviting a submission.
14. The Tribunal received 16 written submissions from individual councils and one submission from LGNSW.
15. The Tribunal acknowledges and thanks all parties for their submissions.

Submissions Received – Requests for Re-categorisation

16. Seven of the 16 council submissions received requested re-categorisation or changes to current category criteria.
17. LGNSW also advocated for changes to factors affecting categorisation of councils.
18. Berrigan, City of Parramatta, Gilgandra Shire, Lake Macquarie City, City of Ryde, City of Sydney and Blacktown put forward cases for re-

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categorisation, or changes to category criteria, and the creation of new categories, for the Tribunal's consideration.

Requests for Re-classification

19. **Berrigan Shire Council** requested re-categorisation from Rural to Rural Large, despite acknowledging that they do not meet all the benchmarks in the criteria for this category.
20. The criteria for Rural Large is outlined at Appendix 1 of the 2024 Annual Determination, page 38 which states:

“Councils categorised as Rural Large will have a residential population greater than 10,000, and a councillor to resident ratio of at least 1 to 1200.

Other features may include:

- *one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre*
- *a limited range of services, facilities and employment opportunities compared to Regional Rural councils*
- *local economies based on agricultural/resource industries.”*

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21. Council's submission states they are currently at 86% of the population target threshold and 90% of the representation ratio but are meeting other criteria benchmarks.
22. Given that Council does not currently satisfy the population and ratio thresholds specified for Rural Large, the Tribunal is not persuaded to include Berrigan Shire Council in Rural Large at this time.
23. **City of Parramatta Council** requested that it be re-categorised to the highest category of general purpose councils, Principal CBD, in order to recognise its size, rate of growth, economic and global influence, operational budget, and strategic and geographical importance.
24. Council put forward a similar case for re-categorisation as part of the 2024 annual determination process, which was unsuccessful. In addition to the reasons put forth in paragraph 20 of the 2024 annual determination, the Council has included the following reasons for its re-categorisation request:
 - A local economy that has more than 30% of Australia's top 500 companies with offices in Parramatta, and estimated public and private investments in the next 5 years of \$20 billion
 - It is estimated by 2050 that Parramatta will be a city with a population of more than 500,000 people
 - The expected accessibility of the City, being a 'gateway to Sydney' with more people expected to live west of Parramatta than to its

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east by 2050, and being accessible by 2.3 million people within 45 minutes

- Key infrastructure in Parramatta, including but not limited to the Parramatta PHIVE, Commbank Stadium, the new Parramatta Light Rail, the Westmead Institute for Medical Research, Sydney Olympic Park and construction of Powerhouse Parramatta
- Expansion of education and innovation precincts, with Parramatta's education and training sector being valued at \$1.6 billion, and
- Significant operating and capital works budget of \$607 million, including multiple town centres, and sports and cultural hubs.

25. The Council also argues that a re-classification would reflect the additional skills and abilities that representing a growth council requires.
26. The City of Parramatta notes that the number of electors that each councillor represents is higher than the City of Sydney's. The submission states that the elected councillors represent more than 125,000 enrolled electors, compared to City of Sydney's elected councillors representing 45,891 enrolled electors.
27. Parramatta was classified as a Major CBD, following the 2017 Annual Determination. The Tribunal had found that Parramatta Council was significantly different from other large metropolitan councils on the basis of its secondary CBD status, as recognised by the State Government, at paragraph 21 of the 2017 annual determination. As a result, the

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description of Major CBD has remained specific to the City of Parramatta. Similarly, the Principal CBD criteria remained specific to the City of Sydney, since its inception in 2017.

28. Given the specific nature of both Major CBD and Principal CBD categories, the City of Parramatta's request for re-categorisation will require a change in the categories' criteria. As stated above, the Tribunal is not considering the criteria applicable to each category in the 2025 Annual Review process. The Tribunal will next consider the categories and criteria as part of the 2026 Annual Review process.
29. **Gilgandra Shire Council's** submission requests that it be re-categorised from Rural to Rural Large. Gilgandra Shire Council's case to be included in Rural Large category is based on two main points. The first point being Council offers a diverse range of services, and secondly these services result in higher levels of accountability and responsibilities for councillors.
30. Council submits it offers a diverse range of services over and above traditional local government services, which includes being the primary service provider for the community in the aged care and disability services. These include:
- Age care and disabilities services
 - Meals on wheels and community transport
 - Home care package delivery
 - Operation of a villa retirement village
 - Indigenous specific residential age care facility

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- Residential aged care nursing home
 - Supported employment service for adults with intellectual disabilities
 - Special disability accommodation properties for adults with intellectual disabilities
 - Supported Living Services through the National Disability Insurance Scheme, and
 - Day activities centre to support clients with unique challenges.
31. The submission notes these services not only entail a higher level of accountability and responsibility from Council (due to changes in the regulatory environment) but also generate larger revenue and employment opportunities that is comparable to a Rural Large category.
32. Council further submits that when assessing categories to place councils in, the Tribunal should also give due consideration to other factors than those outlined in the s.240 of the LG Act, such as services provided; financial responsibility; scale of operation; and number of employees.
33. While the Tribunal notes Council's request, it does not satisfy the population and ratio thresholds specified for the category of Rural Large. Further, the changes to criteria suggested would require a change in categories, which is not being considered this year. For these reasons, the Tribunal is not persuaded to include Gilgandra Shire Council in Rural Large at this time.

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34. Similar to last year, **Lake Macquarie City Council** requested that it be re-categorised from Regional Strategic Area to Major Strategic Area. Council also advocated for the population threshold of Regional Strategic Area be adjusted from its current threshold of 300,000 down to 200,000.
35. Council argues that its population, scale and output of council operations is significantly greater than other councils categorised as Regional Strategic Area, and more aligns with the Central Coast, as the council classified as a 'Major Strategic Area'.
36. Lake Macquarie City Council's request for re-categorisation is based on the following:
- Lake Macquarie being the second largest non-metropolitan council by population in NSW, with a larger population than Newcastle and Wollongong, which are classified as Major Regional Cities.
 - A population density that is 'significantly larger' than other Regional Strategic Areas and supported by 5 precincts in the Lake Macquarie LGA that have been identified for inclusion in the NSW Government Transport Oriented Development Program, which aims to encourage housing development near transport hubs, and are argued to lead to population growth near the hubs; and
 - A Gross Regional Product that is comparable to those of Major Strategic Areas and Major Regional City, rather than other Regional Strategic Areas.

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37. Council provided population data to support its case for the population threshold of Regional Strategic Area to be adjusted from its current threshold of 300,000 down to 200,000. The data was also provided as justification for its claim of a 'significant disparity within the Regional Strategic Area category' between Lake Macquarie and other councils:
- Lake Macquarie: 219,249 residents, 24,769 non-residents
 - Shoalhaven: 108,895 residents, 4,632 non-residents
 - Tweed: 98,967 residents, 7,755 non-residents
 - Maitland: 95,958 residents, 15,305 non-residents
38. As stated in paragraph 28 of the 2024 Annual Determination, all categories were determined by extensive evidence examined and considered by the Tribunal. It was determined that the population threshold for the Major Strategic Area was appropriate. As a result, the Tribunal is currently not persuaded to modify the criteria for the Major Strategic Area.
39. **City of Ryde Council** provided a submission requesting it be re-classified from its existing category of Metropolitan Large to Metropolitan Major. Council's case to be re-classified includes:
- The LGA having an area of 40.651 km², 16 suburbs, 3 wards, a population of 135,000 residents and over 54,000 rateable properties within its boundaries
 - A local economy that consists of 92,000 local jobs, 14,300 businesses and a gross regional product of \$19.2 billion

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- An innovation district within its west ward that has a long history of investment from all tiers of government, ultimately contributing \$13.6 billion annually to the NSW economy
 - Future growth opportunities linked to the Governments Transport Oriented Development Accelerated Precincts, which Macquarie Park is identified as, that will bring increased housing, amenities and job retention, and
 - Plans to build 2 new schools, 11,600 new homes, the redevelopment of Ryde Hospital and bringing together a range of organisations to create a fully integrated academic health sciences centre at Macquarie University Hospital.
40. As stated in Council's own submission, currently it does not satisfy the population threshold criteria required for Metropolitan Major. Accordingly, the Tribunal is not persuaded at this time to include City of Ryde in the category of Metropolitan Major.
41. The Tribunal also notes **Wollondilly Council's** submission confirming its adopted position to remain classified as a Regional Centre.
42. The Tribunal acknowledges each of the Council's requests for re-categorisation. Whilst the Tribunal has not been persuaded at this time to grant these requests, any council that provides a submission in the 2026 annual review, which includes a request for re-categorisation, will of course be considered.

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Requests for New Classifications

43. The **City of Sydney** Council requested the Tribunal change the classification name from Principal CBD to the previously used term “Principal City”.
44. The category “Principal City” was last used in the 2016 Determination. It was changed to Principal CBD in 2017 as a result of a review of categories. This review was undertaken in the context of Local Government reform, and council amalgamations, reducing the number of councils from 152 to 128.
45. Council’s submission outlines the history of boundary changes, including its expansion of the City of Sydney as a consideration in reverting to the 2016 category name.
46. Sydney City Council contends that reverting to the category term “Principal City” recognises that the council’s significance and contribution extends beyond the Sydney CBD.
47. The Tribunal notes the City of Sydney’s request would constitute modification to the category of “Principal CBD”. As stated above, the category “Principal CBD” is specific to City of Sydney and the Tribunal is not considering changes to the criteria applicable to each category in the 2025 Annual Review.
48. **Blacktown Council** requested re-categorisation from its current category of Metropolitan Major to a newly created category of “Metropolitan Major – High Growth”.

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49. Council's case to be re-categorised to a newly created category is based on the following:
- Council asserts that it is the largest and one of the fastest growing local government areas in NSW, and
 - It undertakes several transformational projects, including projects funded from NSW Government and Western Sydney Infrastructure Grants.
50. Further, Council submits that the category of Metropolitan Major fails to account for the transformational nature of projects undertaken by Council, including the economic and strategic impacts for NSW, and impact on its local government area (LGA), which results in attracting new residents and people to the LGA.
51. The Tribunal notes that a new category, Metropolitan Major, was introduced in 2023, to address generally the issues raised in the current submission.
52. As explained in the Tribunal's letter inviting submissions, the Tribunal is required to review the categories at least once every three years. The Tribunal will next consider the model, the criteria applicable to each category and the allocation of councils in the 2026 Annual Review process.
53. As such, the Tribunal is not persuaded at this time to create a new category.

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54. **LGNSW** submitted that the Tribunal should, as part of its determination for the categorisation of councils, consider the demographic and economic shifts impacting the complexity of council operations, and the communities that councils serve.
55. The LGNSW submission provides examples of recent demographic shifts the Tribunal should consider, as factors affecting categorisation of councils, including:
- The NSW Government's Transport Oriented Development Program, where the resulting accelerated growth drastically increases demands on the strategic and infrastructure planning functions of councils affected
 - The Renewable Energy Zones, which drive tens of billions of dollars of investment in rural and regional LGAs, and creates additional impacts in said councils, including population growth and growing infrastructure for transport and utilities, or
 - The Renewable Energy Planning Framework, which includes benefit sharing guidelines for councils to ensure their communities share the benefits of the project and require additional responsibility and management from affected councils.
56. Section 240 of the LG Act notes that the Tribunal is to determine categories for councils and mayoral offices according to prescribed matters. One such matter is the 'nature and extent of the development of areas', which could reasonably be accepted to include the items listed by LGNSW.

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57. However, this matter would also require a change to the categories' criteria, in order to identify areas of high development. As stated above, the Tribunal is not considering any modifications to the categories as part of the 2025 Annual Review process. However, the Tribunal will consider proposed modifications to categories as part of the 2026 Annual Review process.

Reclassification due to population thresholds

58. As was the case last year, the Tribunal reviewed applicable data as part of this review, to determine if any councils have met relevant benchmarks, therefore requiring a move in category.
59. The Tribunal identified that **Mid-Coast Council** met the population benchmark to be considered a Regional Strategic Area. As a result, Mid-Coast Council will be classified as a Regional Strategic Area in the 2025 Annual Determination.
60. The Tribunal will continue to monitor and review applicable data to ensure categorisation of councils remain consistent with the current criteria.

Submissions Received – Remuneration Structure

61. The current state of the remuneration structure continues to be a key issue of concern raised in submissions. A significant number of submissions received provide commentary on the structure, including examples of how it could be improved. These are addressed in the points below.

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Fees for Deputy Mayors

62. The issue of fees for deputy mayors was once again raised.
63. Three submissions asserted that the position of deputy mayor should attract its own distinct independent fee, beyond the fee provided for in s.249(5) of the LG Act.
64. The Tribunal dealt with this issue in its 2024 Annual Determination at paragraph 53-55. It was noted that the Tribunal lacked the powers to implement changes to the fee structure that would include a distinct independent fee for the position of deputy mayor.
65. There has been no change to the legislation to permit such a change. Therefore, the Tribunal is currently unable to introduce a remuneration structure that would include a distinct independent fee for the position of deputy mayor.

Changes to the role of Mayors and Councillors

66. It was suggested that the current remuneration structure is not fit for purpose as it no longer recognises the roles and responsibilities required of councillors and mayors.
67. Multiple submissions, including the LGNSW's submission, highlighted how the role of the councillor and mayor have changed over the past 9 years. Submissions identified a variety of factors that have impacted the roles of councillors and mayors, including the impact of NSW Government

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priorities and investments, and amendments to the LG Act (e.g. via the *Local Government Amendment (Governance and Planning) Bill 2016*).

68. It has been suggested that these changes have impacted the volume, nature and workload of the role, whilst remuneration has not been increased accordingly.
69. The recent submissions to the Tribunal, along with its own observations, highlight that the role of mayor in civic leadership, advocacy and representation has become more complex and demanding – an issue that must be addressed.
70. Community expectations are increasing on the mayor from both the council and the community to be seen and immediately present during times of natural disasters, major events or crisis.
71. Additionally, the disparity in the council categorisation between the annual fees for councillors and the mayor needs to be more consistent, so as not to be seen to be devaluing the role of mayor in some circumstances.
72. The Tribunal is not suggesting a fundamental review of the role of mayors and notes that people that enter local government representation do so from a sense of civic service, rather than remuneration.
73. However, the Tribunal has a statutory function, and not unlike the governing body of a council, mayors and councillors, its role, responsibility and functions are clear. The same can be said in relation to the clear functions of the general manager of a council.

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74. As previously stated, many of the matters raised in both council and LGNSW submissions are beyond the remit of the Tribunal, and to a degree, were addressed in the 2023 determination.

Regional and Rural mayors and councillors

75. Several submissions, including LGNSW, also raised concerns regarding the inadequacy of the remuneration structure, for rural and regional councils.
76. Specifically, that the remuneration provided to regional and rural councillors does not reflect the significant stressors that regional and rural councils in NSW face and that consideration should be given to the additional demands placed on mayors and councillors in rural and regional councils.
77. One submission suggested that fees for rural councils should be commensurate with fees for regional and metropolitan councils – arguing that mayors and councillors, regardless of their location, are required to possess a wide range of skills and knowledge.

Fees set by councils

78. Submissions received by the Tribunal regarding the current state of the remuneration framework raised concerns about councils setting their own fees, asserting that it could potentially be seen as a conflict of interest.

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79. It was suggested that a possible solution would be for the Tribunal to determine a fixed annual fee for mayors and councillors.
80. Whilst the Tribunal acknowledges and understands the concern raised, as explained in the 2024 Annual Determination at paragraph 68-69, such a change to the framework, to determine a fixed annual fee for mayors and councillors, would require legislative change.
81. As there has been no changes to the legislative scheme, it is not within the Tribunal's remit to determine a fixed annual fee for mayor and councillors' remuneration.

Request for a Review of the Remuneration Structure

82. For the reasons outlined above, several submissions suggested the Tribunal undertake a comprehensive review of the framework.
83. One submission went so far as to request the Tribunal recommend to the Minister for Local Government that a comprehensive review of the framework and LG Act be undertaken. Others suggested the Tribunal actively seek a referral from the Minister to undertake such a review.
84. The LG Act does not specify that the Tribunal is able to carry out a comprehensive review of the framework. As such, it is not within the Tribunal's remit to undertake such a review, unless such a function is conferred or imposed on it by the Minister, as per s.238(2) of the LG Act.
85. Should such a function be conferred on the Tribunal, it will of course carry out its functions and undertake a review.

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Section 4 – 2025 Fees

Submissions – 2025 Fees

86. LGNSW's submission to the Tribunal advocated for an increase in the minimum and maximum fees payable to mayors and councillors of at least 4%, to:

- Assist in reversing the fee erosion which occurred under the previous NSW Public Sector Wages Policy
- Mitigate economic pressures and the rising cost of living
- Ensure councillors and mayors receive fair and reasonable remuneration for the work they perform, and
- Address historic undervaluation of the work performed by elected representative in local government in NSW.

87. Economic data provided to the Tribunal by LGNSW to support their claim for an increase of at least 4% included:

- An annual Consumer Price Index (CPI) increase of 3.8% for the 12 months to June 2024
- The Fair Work Commission (FWC) awarding a 3.75% increase to the minimum pay for modern awards, and increasing the national minimum wage to \$915.90, as well as the FWC's comments regarding the growing cost of living and deterioration of disposable income, and
- The rate peg for the 2025-26 financial year being between 3.6%-5.1%.

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88. LGNSW also noted that the annual wage review, state wage case, award increases and the Independent Pricing and Regulatory Tribunal all had a clear theme on the increasing financial pressures on councils and its officers, which warrant increases in revenue and wages.
89. During its meeting with the Tribunal and assessors, LGNSW asserted that the current fees paid to mayors and councillors do not reflect their responsibilities. Nor do the current level of fees contribute to attracting a diverse range of candidates to stand for local government elections.
90. LGNSW also raised the issue of superannuation. It was contended that the payment of superannuation be mandated. Current arrangements require that a council pass a resolution at an open meeting to make such payments.
91. Four submissions received from individual councils directly addressed the issue of quantum increase to the minimum and maximum fees. These submissions sought an increase ranging from 3% to 10%.
92. The City of Sydney Council notes in its submission that it was not seeking an increase in fees payable for the Lord Mayor of Sydney.
93. The Tribunal is empowered under the s.241 of the LG Act to set minimum and maximum fees payable. It is then up to council to fix payment of annual fees for the mayor as outlined in s.249 of the LG Act.
94. It was suggested that the current fees, particularly in rural and remote communities, do not recognise or value the role of mayor and councillor,

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with fees set at a level that is commensurate to unqualified or inexperienced personnel.

95. The Tribunal was provided with a number of examples to demonstrate the financial impact, by way of lost wages, under the current fee rates.
96. Furthermore, 4 submissions compared the remuneration for NSW mayors and councillors with mayors and councillors in Victoria and Queensland as well as state Members of Parliament. The figures were provided to the Tribunal to demonstrate that the remuneration for NSW mayors and councillors is lower than all comparison examples provided.
97. It was also asserted that the low level of fees set for mayors and councillors devalues the importance and responsibility of the roles, diminishing the work undertaken on behalf of the community and is a significant barrier as to why people do not run for council.

“If councillors were paid a full-time wage I would have run again. Nothing surer.”

98. Another submission suggested that fees need to reflect the part-time or full-time nature of the work carried out by mayors and councillors. The setting of fees at such a rate would appropriately recognise and value this important work, whilst also mitigating any financial loss incurred by those members of the community elected to carry out these critical functions.
99. Nine submissions supported an increase, whilst not making a direct comment on the quantum. Other submissions advocated for remuneration to be set at a level that:

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- Is in line with responsibilities and challenges councillors' face
- Reflects the public profile and exposure of the role
- Reflects the growing complexity of the role
- Reduces the gap between minimum and maximum fees for each category
- Accounts for the rising cost of living challenges
- Reflects the commitment, accountability, workload, skills and knowledge required to perform the role of councillor and mayor regardless of location
- Establishes and maintains parity with mayors and councillors in other States and Territories
- Is 'determined outside of council so as councillors are not determining their own payments', and
- Overcomes economic barriers that prevent diverse members of the community from participating as a mayor or councillor.

Fee Increase

100. The Tribunal considered a range of factors in determining the amount to increase minimum and maximum fees payable to councillors and mayors.

This included a wide range of economic data such as:

- Consumer Price Index for the 12 months to December each year
- Wage Price Index for the 12 months to December each year

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- Full-time average weekly ordinary time earnings for the 12 months to November each year
- NSW Public Sector Salaries increases
- Local Government State Award increases
- IPART Rate Peg Base Cost Change
- Public Service Senior Executive remuneration determinations, by the Statutory and Other Offices Remuneration Tribunal, and
- State Members of Parliament Basic Salary remuneration determinations by the Parliamentary Remuneration Tribunal.

101. On this occasion the Tribunal has determined that a **3%** increase will apply to the minimum and maximum fees applicable to existing categories.

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Conclusion

102. The Tribunal's determination has been made with the assistance of the Assessors, Ms Kylie Yates and Mr Brett Whitworth.
103. Determination 1 sets out the allocation of councils into each of the categories as per s.239 of the LG Act.
104. Determination 2 sets out the minimum and maximum fees paid to councillors and mayors and chairpersons of county councils as per s.241 of the LG Act.
105. The Tribunal acknowledges and thanks the Remuneration Tribunal secretariat for its excellent research and support to facilitate the successful completion the 2025 Annual Determination.



Viv May PSM

Local Government Remuneration Tribunal

Dated 17 April 2025

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Section 5 – Determinations

Determination No. 1 – Allocation of councils into each of the categories as per section 239 of the LG Act effective 1 July 2025

General Purpose Councils – Metropolitan

Principal CBD (1)

- Sydney

Major CBD (1)

- Parramatta

Metropolitan Major (2)

- Blacktown
- Canterbury-Bankstown

Metropolitan Large (10)

- Bayside
- Cumberland
- Fairfield
- Inner West
- Liverpool
- Northern Beaches
- Penrith
- Ryde
- Sutherland

- The Hills

Metropolitan Medium (8)

- Campbelltown
- Camden
- Georges River
- Hornsby
- Ku-ring-gai
- North Sydney
- Randwick
- Willoughby

Metropolitan Small (8)

- Burwood
- Canada Bay
- Hunters Hill
- Lane Cove
- Mosman
- Strathfield
- Waverley
- Woollahra

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General Purpose Councils - Non-Metropolitan

Major Regional City (2)

- Newcastle
- Wollongong

Major Strategic Area (1)

- Central Coast

Regional Centre (22)

- Albury
- Armidale
- Ballina
- Bathurst
- Blue Mountains
- Byron
- Cessnock
- Clarence Valley
- Coffs Harbour
- Dubbo
- Eurobodella

Regional Strategic Area(5)

- Lake Macquarie
- Maitland
- Mid-Coast
- Shoalhaven
- Tweed
- Hawkesbury
- Lismore
- Orange
- Port Macquarie-Hastings
- Port Stephens
- Queanbeyan-Palerang
- Shellharbour
- Tamworth
- Wagga Wagga
- Wingecarribee
- Wollondilly

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Regional Rural (14)

- Bega
- Broken Hill
- Goulburn Mulwaree
- Griffith
- Hilltops
- Kempsey
- Kiama
- Lithgow
- Mid-Western
- Muswellbrook
- Nambucca
- Richmond Valleys
- Singleton
- Snowy Monaro

Rural Large (16)

- Bellingen
- Cabonne
- Cootamundra-Gundagai
- Cowra
- Federation
- Greater Hume
- Gunnedah
- Inverell
- Leeton
- Moree Plains
- Murray River
- Narrabri
- Parkes
- Snowy Valleys
- Upper Hunter
- Yass

Rural (38)

- Balranald
- Berrigan
- Bland
- Blayney
- Bogan
- Bourke
- Brewarrina
- Carrathool
- Central Darling
- Cobar
- Coolamon
- Coonamble
- Dungog
- Edward River

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- Forbes
- Gilgandra
- Glen Innes Severn
- Gwydir
- Hay
- Junee
- Kyogle
- Lachlan
- Liverpool Plains
- Lockhart
- Murrumbidgee
- Narrandera
- Narromine
- Oberon
- Temora
- Tenterfield
- Upper Lachlan
- Uralla
- Walcha
- Walgett
- Warren
- Warrumbungle
- Weddin
- Wentworth

County Councils

Water (4)

- Central Tablelands
- Goldenfields Water
- Riverina Water
- Rous

Other (6)

- Castlereagh-Macquarie
- Central Murray
- Hawkesbury River
- New England Tablelands
- Upper Hunter
- Upper Macquarie

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Determination No. 2 - Fees for Councillors and Mayors as per section 241 of the LG Act effective from 1 July 2025

The annual fees to be paid in each of the categories to Councillors, Mayors, Members, and Chairpersons of County Councils effective on and from 1 July 2024 as per section 241 of the *Local Government Act 1993* are determined as follows:

Table 4: Fees for General Purpose and County Councils

General Purpose Councils – Metropolitan

Councillor/Member Annual Fee (\$) effective 1 July 2025

Category	Minimum	Maximum
Principal CBD	31,640	46,420
Major CBD	21,120	39,100
Metropolitan Major	21,120	36,970
Metropolitan Large	21,120	34,820
Metropolitan Medium	15,830	29,550
Metropolitan Small	10,530	23,220

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2025

Category	Minimum	Maximum
Principal CBD	193,650	254,810
Major CBD	44,840	126,320
Metropolitan Major	44,840	114,300
Metropolitan Large	44,840	101,470

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Metropolitan Medium	33,630	78,480
Metropolitan Small	22,420	50,650

General Purpose Councils - Non-Metropolitan

Councillor/Member Annual Fee (\$) effective 1 July 2025

Category	Minimum	Maximum
Major Regional City	21,120	36,690
Major Strategic Area	21,120	36,690
Regional Strategic Area	21,120	34,820
Regional Centre	15,830	27,860
Regional Rural	10,530	23,220
Rural Large	10,530	18,890
Rural	10,530	13,930

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2025

Category	Minimum	Maximum
Major Regional City	44,840	114,300
Major Strategic Area	44,840	114,300
Regional Strategic Area	44,840	101,470
Regional Centre	32,940	68,800
Regional Rural	22,420	50,680
Rural Large	16,820	40,530
Rural	11,210	30,390

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County Councils**Councillor/Member Annual Fee (\$) effective 1 July 2025**

Category	Minimum	Maximum
Water	2,090	11,620
Other	2,090	6,930

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2025

Category	Minimum	Maximum
Water	4,490	19,080
Other	4,490	12,670

*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).



Viv May PSM

Local Government Remuneration Tribunal

Dated: 17 April 2025

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Appendices

Appendix 1 Criteria that apply to categories

Principal CBD

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

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Major CBD

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety have been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

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Metropolitan Major

Councils categorised Metropolitan Major will typically have a minimum residential population of 400,000.

Councils may also be categorised Metropolitan Major if their residential population combined with their non-resident working population exceeds 400,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$300M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Major will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

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Metropolitan Large

Councils categorised as Metropolitan Large will typically have a minimum residential population of 200,000.

Councils may also be categorised as Metropolitan Large if their residential population combined with their non-resident working population exceeds 200,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$200M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

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Metropolitan Medium

Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.

Councils may also be categorised as Metropolitan Medium if their residential population combined with their non-resident working population exceeds 100,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$100M per annum
- services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- industrial, commercial and residential centres and development corridors
- high population growth.

The sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Large councils.

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Metropolitan Small

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other metropolitan councils include:

- total operating revenue less than \$150M per annum.

While these councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium councils the overall sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Medium councils.

Major Regional City

Newcastle City Council and Wollongong City Councils are categorised as Major Regional City. These councils:

- are metropolitan in nature with major residential, commercial and industrial areas
- typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development

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- provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region
- have significant transport and freight infrastructure servicing international markets, the capital city and regional areas
- have significant natural and man-made assets to support diverse economic activity, trade and future investment
- typically contain ventures which have a broader State and national focus which impact upon the operations of the council.

Major Strategic Area

Councils categorised as Major Strategic Area will have a minimum population of 300,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum

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- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Central Coast Council meets the criteria to be categorised as a Major Strategic Area. Its population, predicted population growth, and scale of the Council's operations warrant that it be differentiated from other non-metropolitan councils. Central Coast Council is also a significant contributor to the regional economy associated with proximity to and connections with Sydney and the Hunter Region.

Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from councils in the Regional Centre category on the basis of their significant population and will typically have a residential population above 100,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum

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- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Lake Macquarie Council meets the criteria to be categorised as a Regional Strategic Area. Its population and overall scale of council operations will be greater than Regional Centre councils.

Regional Centre

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large city or town providing a significant proportion of the region's housing and employment
- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$100M per annum
- the highest rates of population growth in regional NSW

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- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

Regional Rural

Councils categorised as Regional Rural will typically have a minimum residential population of 20,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages
- health services, tertiary education services and regional airports which service a regional community
- a broad range of industries including agricultural, educational, health, professional, government and retail services
- large visitor numbers to established tourism ventures and events.

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Councils in the category of Regional Rural provide a degree of regional servicing below that of a Regional Centre.

Rural Large

Councils categorised as Rural Large will have a residential population greater than 10,000, and a councillor to resident ratio of at least 1 to 1200.

Other features may include:

- one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- a limited range of services, facilities and employment opportunities compared to Regional Rural councils
- local economies based on agricultural/resource industries.

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Rural

Councils categorised as Rural will typically have a residential population less than 10,000.

County Councils - Water

County councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.




County Councils - Other

County councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the Biosecurity Act 2015.

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14.2 Strategic Water Planning Study (Integrated Water Cycle Management Project) - May 2025**Department:** Infrastructure & Development**Prepared By:** Project Officer Water & Sewer**Authorised By:** Director Infrastructure & Development**Reference:** UINT/25/12008

Attachments:

1. SSWP214 - Strategic Planning - Letter regarding extension to closing date for SSWP Stream 2 funding - 13 June 2024 [↓](#) 
2. USC Strategic Planning Progress Report - April 2025 [↓](#) 
3. USC Strategic Planning Project Program_20250220_v3 [↓](#) 

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:

1. We have an accessible inclusive and sustainable community
2. We drive the economy to support prosperity
3. We are good custodians of our environment

Strategy:

- 1.4. Access to and equity of services
- 2.3. Communities that are well serviced with essential infrastructure
- 3.4. Secure, sustainable and environmentally sound water-cycle infrastructure and services

SUMMARY

The purpose of this report is to advise Council of the status of the locally critical Integrated Water Cycle Management Project (Strategic Water Planning Study) which is being funded under the Safe and Secure Water Program of the Department of Climate Change, Energy, the Environment and Water (the Department).

At the Ordinary Meeting of Council held on 22 October 2024 Council was provided with an update of the Integrated Water Cycle Management Project. This report advises Council of the project's status and changes as at May 2025.

RECOMMENDATION

That Council notes the status report for the Integrated Water Cycle Management Project.

REPORT***Summary***

The Minister extended the date for completion of all studies under the Safe and Secure Water Program to 31 December 2025 (Attachment 1). This a six-month extension from the previously reported 30 June 2025 date for completion.

In response, Public Works Advisory, the principal consultant for the majority portion of the work, has provided a new timetable extending its delivery timeframe out to 31 December 2025.

This change will result in a six-month delay in completing the project and will result in additional project management and communications costs to Council for the further six (6) months post the originally planned 30 June 2025 target completion date for the project. In response Council has sought a commitment of additional funding from the funding partner - the Safe and Secure Water Program of the Department of

Climate Change, Energy the Environment and Water - to cover those additional predicted costs caused by PWA's slippage of the completion date. Council has received a considerate hearing on the matter from the funding partner but is awaiting formal final approval that these additional costs will be funded.

Notwithstanding any future approval for the additional costs, PWA's amended work package (Attachment 2) will now be delivered in accordance the new timetable based on a 30 December 2025 completion date (refer GANTT Chart at Attachment 3).

Additional Works

As a result of the extension to 31 December 2025) and the subsequent revision of the timetable provided by PWA4, Council is now liaising with its directly engaged communications consultant Becscomm Pty to develop a revised timetable for the required community engagement.

In addition to that, Council is also seeking approval and funding from the Department for an additional program of water quality and chemical studies, particularly regarding the nature and potential causes of the 2019 arsenic concentrations, and their potential treatment should that ever reoccur.

This additional work is a direct consequence of the recommendations from the joint staff workshop held in Uralla on 25 September 2024 with Department Officers and NSW Health representatives. A consequent investigation was conducted by the Department's Operational Support Team (AOS) which attended the Kentucky Creek Dam treatment plant in October 2024. Bench scale testing was undertaken to assess the treatability of the raw water and the opportunities to optimise the treatment process.

Current Status

Following the workshop on 25 September on the incident of 2019 when the treated water quality was compromised by the presence of arsenic because of a long drought and low water volume in Kentucky Creek Dam, Council has undertaken the following work:

1. Employed a full-time project manager.
2. Commissioned a principal consultant, PWA, to undertake the mandatory tasks as set out in its proposal dated 20 October 2023.
3. Undertaken a comprehensive gathering of information on the water and sewer system, community usage and the treatment processes and performance.
4. Commissioned a Communication/Engagement Specialist consultant, Becscomm Pty Ltd, to undertake a comprehensive community engagement program including stakeholder and community engagement activities, monitor community feedback at the PWA workshops, facilitate community and Council briefing sessions, and provide post consultation analysis and a written report.
5. Organised a comprehensive workshop with representatives of the Department of Climate Change and NSW Health, including independent consultants and ZNET, to review and discuss the Kentucky Creek Dam arsenic incident as a first step to managing the potential for further arsenic contamination in the short term and to ensure that longer term mitigation measures are included in the Strategic Water Planning Study.
6. Supported Investigations by the Department's Advanced Operational Support Group (AOS) on the raw water quality and the optimising of the chemical treatment process for the raw water.
7. Council undertook water and soil sampling and testing around Kentucky Creek Dam in November 2024, where arsenic (both inorganic and organic) was detected in surface waters in early 2020. Both soil and water samples were sent to a laboratory for testing of both organic and inorganic arsenic.
8. Commissioned a consultant to measure the amount of silt and sediment and the available water volume in the Kentucky Creek Dam - (Bathymetric Survey).
9. Council staff attended a ZNET community question and answer session about the Bathymetric Survey results and implications held at the Uralla Court House.
10. Commissioned additional investigations by Environmental Solutions Pty Ltd of the chemical and physical Dam water and sediment at various locations and depths.

11. Provided detailed data sets on the water supply and wastewater processes and infrastructure, systems and financial and usage information to progress Council's comprehensive studies and investigations being undertaken by PWA and its subconsultants.
12. Established monthly monitoring and recording of the weather and dam waters at various locations and depths to manage Dam water quality and to ensure that appropriate treatment is given to the raw water to ensure compliance with the Australian Drinking Water Guidelines.
13. Council has initiated a comprehensive monthly monitoring program on advice from the DCCEEW.
14. PWA commenced work on the various studies and has scheduled monthly Teams meetings with Council. PWA has also scheduled three community meetings commencing in June through to December 2025. These meetings are to inform Council and community on options and present a water security report (June), Issues Paper Report (June) and final Strategy Report (December 2025).
15. Council has written to the Department seeking funding for an additional 6 Provisional Items including a workshop and presentation of the draft strategy to Council.

Synopsis of the Current Project Situation

The current grant offered under the Deed of Agreement by the Department is up to \$855,315.00 (GST exclusive) based on a projected total project cost of \$950,350.00, or actual project costs whichever is the lesser. Council's requirement is to fund 10% of the end cost (expected to be \$950,350). Council's maximum expenditure exposure will be \$95,035 if the entire project budget is expended.

The current funding is now based on a completion of the project by 31 December 2025.

PWA has extended its program until 31 December 2025 and Council is seeking additional funding for a further 6 months for the project management cost impacts of that extension, and the additional cost impacts on public communications requirements.

In addition, Council is seeking approval for the design and execution of additional raw water quality and chemical treatment studies to be undertaken by an independent consultant as a result, of work undertaken by the AOS and advice from the Department's specialists.

The new focus of these studies will entail further testing, the documentation of an Arsenic Water Quality Response Plan, an update of water treatment Safe Operating Procedures (SOPs) to respond to raw water quality variations, and the documentation of procedures for an Emergency Action Plan to secure the towns water supply in the event of failure of the Kentucky and/or Bundara water supply.

Council has requested a variation to the Deed of Agreement and the funding of the additional costs for the project as set out above. These requests are currently being assessed by the funding partner.

Next Steps

The following Milestones (which result in Council claiming payments under the Grant Deed) remain a key driver for the project team:

1. Milestone 3 – **“Issues Paper”: “Submit a draft issues paper to the Department for review”** – Due 13 June 2025
2. Milestone 4 – **“Water Security Options Assessment”: Submit Draft Water Security Options Assessment to the Department for review”** – Due 14 August 2025.
3. Milestone 7 – **“Submit Options Report to Department for Review”** – Due 12 September 2025.

To achieve these milestones the following Workshops and Meetings have been scheduled:

- Workshop 1 - Presentation of Issues Paper Report and Secure Yield Modelling Outcome - 18 June 2025.
- Workshop 2 - Options Assessment Technical Review - 8 September 2025

- Workshop 3 - Presentation of Draft Strategy Report - 25 November 2025

Council has now negotiated the following 'enabling' deliverables and delivery timeframes with Public Works Advisory:

Deliverables and Dates

- Draft Water Security Report - 13 June 2025
- Draft Issues Paper Report - 13 June 2025
- Final Issues Paper Report - 30 June 2025
- Draft Options Assessment Report - 5 September 2025
- Final Options Assessment Report - 17 September 2025
- Draft Strategy Report - 2 November 2025
- Final Strategy Report - 9 December 2025
- Drought and Emergency Response Contingency Plan - 16 December 2025

The various reports prepared by PWA and Becscomm (our public communications consultant) will:

- identify risks in managing town water and sewerage services and offer opportunities for improvement.
- provide a comprehensive 30-year strategy for resourcing via appropriate community input.
- ensure any necessary capital works are those which are essential and appropriately sized for the provision of appropriate, affordable, and cost-effective urban water services that meet community needs and protect public health and the environment into the future.
- inform and support Council's Asset Management Planning by identifying the appropriate capital investment plan and by attracting co-funding (grants) under SSWP Stream 1 for essential high priority capital works.

NSW DCCEEW has put together a training material package to assist Councillors with their understanding of their obligations regarding water and sewerage management. The material is located here:

<https://water.dpie.nsw.gov.au/our-work/local-water-utilities/councillor-training>

CONCLUSION

Water security requires solutions that work locally and are cost-effective at scale. To survive a severe drought a community needs access to a large storage of water at the start of the drought. Solutions are capital-intensive and will require external funding. External funding support is available to water authorities which have a completed 'Integrated Water Cycle Management Plan' (now 'Strategic Water Planning Study')

Bodies in control of water funding expect water authorities to take an evidence-based approach to both options development and feasibility assessment of those options. The Strategic Water Planning Study is the appropriate vehicle for progressing such an evidence-based exploration of options including viability and high-level costings and the community acceptance and the community's willingness to pay.

COUNCIL IMPLICATIONS**Community Engagement/Communication**

Informed community engagement of water supply options will include information on viability of each option to provide better water security, construction and operational costs, regulatory requirements, and risks. These will be addressed within the Strategic Water Planning Study.

Policy and Regulation

Nil.

Financial/Long Term Financial Plan

Council is eligible for further funding for capital works emanating from the IWCMP under the Safe and Secure Water Program (SSWP). A review of water supply options will give high-level cost estimates for design and construction works.

Asset Management/Asset Management Strategy

Development of alternate water supply will be capital-intensive, requiring access to capital grants. It is important to demonstrate to funding bodies that a rational, evidence-based approach has been taken in options development and a business case consistent with Treasury guidelines.

Workforce/Workforce Management Strategy

Nil. Succession planning is a known issue in the Water & Sewer operations team, but this is normally considered in the W&S Strategic Business Plan rather than the IWCMP.

Legal and Risk Management

Secure water supply and quality to the communities of Uralla and Bundarra are a key risk especially with variations resulting from climate change.

Performance Measures

Completion of assessment of alternate water supply options and a level of community acceptance.

Project Management

A dedicated project manager has been employed to manage both the IWCM and the groundwater projects; 90% funding is available under the IWCM and 100% funding under the groundwater project.

Department of Climate Change, Energy, the Environment and Water



Our ref: OUT24/8430

Toni Averay
Uralla Shire Council
council@uralla.nsw.gov.au
13 June 2024

Subject: Safe and Secure Water Program – Strategic Planning (Stream 2) project timeframe extension.

Dear Toni,

I am writing regarding your SSWP Strategic Planning project SSWP214.

I understand that there have been some challenges in completing the agreed works and meeting the milestones within the current deed's deadline of 31 December 2024. We appreciate your efforts towards completing the milestones for this project.

I am pleased to inform you that the closing date for the completion of your Strategic Planning grant project has been extended to **31 December 2025**. The department is unable to offer any further extension beyond this date and milestones must be completed in full to claim payment for each milestone.

Your Senior Grant Project Officer Elizabeth Hallanoro, Elizabeth.Hallanoro@dpie.nsw.gov.au will be in contact with you soon to discuss a variation to your deed to reflect this new closing date. We are committed to supporting you throughout this process and ensuring the successful completion of your project.


Yours sincerely,

A handwritten signature in blue ink that reads "Kirsty Fenton".

Ms Kirsty Fenton
Director Grants Programs
Department of Climate Change, Energy, the Environment and Water

Progress Report April 2025

1. Project Data

Project data	Description	
Project name	Strategic Planning Uralla Shire Council	
Envision project ID	P-FY20242284	
Client name	Uralla Shire Council	
Client's representative	Rodney Williams	
Client's contact number	[REDACTED]	
Client's contact email	rwilliams@uralla.nsw.gov.au	
PWA Responsible Manager	Glenn Fernandes	
Project Manager	Kafil Uddin	
Project Team	Water Resources Management – Planning	

2. Overall Status for this Project

Use the RAG Status criteria mentioned in Appendix B to determine the RAG status of the project components listed below.

Topic	Current Period	Previous Period	Comments
Schedule / Program			<ul style="list-style-type: none"> Majority of Level 1 & 2 information for the study are collected. Few other Level 1 & 2 information are yet to be provided by Council. While this information is not critical, they are important to be included in the study. Secure Yield Study is well underway via external consultant.
	A	A	
Financial (incl. billing, forecast exp. Etc.)			The second invoice covering all works carried out until Apr 2025 will be raised in May. The invoice will be sent to council@uralla.nsw.gov.au .
	G	G	
Resources			<ul style="list-style-type: none"> Resource had been allocated to carry out billing data analysis, production data analysis, water cycle analysis inc. water demand, etc. With all information made available, the consultant had started working on secure yield modelling works.
	G	G	

Topic	Current Period	Previous Period	Comments
PWA Fees	G	G	- Fees on schedule at this point
Variations	G	G	- No variation.
Deliverables / Design	G	G	
Risk and Issues	A	A	The project schedule was reviewed in Feb 2025 with revised a finish date in mid-December 2025.
WHS	G	G	- None.

3. Project Scope

The following are the deliverables associated with this engagement

- Information gathering and review
- Preparation of the IWCM Issues Paper
- Options assessment and IWCM scenario analysis
- Preparation of the Draft and Final Strategy Report
- Drought and Emergency Response Contingency Plan

4. Project timeframe

The project timeframes are provided as below as estimated in February 2025. Full program in Appendix B.



Public Works
Advisory

Progress Report

Strategic Planning Uralla Shire Council

ID	Task Name	Duration	Start	Finish
1	Project Start-up	106 days	Mon 5/08/24	Mon 30/12/24
2	Information gathering	4 wks	Mon 5/08/24	Fri 30/08/24
3	Initial information review	4 wks	Mon 2/09/24	Fri 27/09/24
4	Data gathering site visit	2 days	Tue 1/10/24	Wed 2/10/24
5	Review information	1 day	Thu 3/10/24	Thu 3/10/24
6	Formal start-up meeting	1 day	Fri 25/10/24	Fri 25/10/24
7	Issues Paper	94 days	Mon 24/02/25	Thu 3/07/25
8	Population and water cycle analysis inc. water demand and sewer load forecasts	8 wks	Mon 24/02/25	Fri 18/04/25
9	Capacity Assessment - hydraulic modelling and reuse scheme	6 wks	Mon 21/04/25	Fri 30/05/25
10	Performance assessment - HBT, DWMS and Circular 18	4 wks	Mon 21/04/25	Fri 16/05/25
11	Performance and capacity assessment of sewerage schemes	6 wks	Mon 21/04/25	Fri 30/05/25
12	Secure yield modelling	8 wks	Mon 31/03/25	Fri 23/05/25
13	Water security draft report	2 wks	Mon 26/05/25	Fri 6/06/25
14	Workshop 1 - Presentation of water security report	2 days	Mon 9/06/25	Tue 10/06/25
15	Draft Issues paper	2.6 wks	Mon 2/06/25	Wed 18/06/25
16	Workshop 2 - completion of Issues Paper	3 days	Thu 19/06/25	Mon 23/06/25
17	Issues Paper report	1.6 wks	Tue 24/06/25	Thu 3/07/25
18	Options Assessment	67 days	Wed 11/06/25	Thu 11/09/25
19	Water security options assessment study	9 wks	Wed 11/06/25	Tue 12/08/25
20	Options evaluation and assessment - system capacity, demand management,	6 wks	Fri 4/07/25	Thu 14/08/25
21	Draft Options Assessment Report	4 wks	Fri 15/08/25	Thu 11/09/25
22	Technical Review Meeting	1 day	Fri 29/08/25	Fri 29/08/25
23	Final options assessment report	7 days	Wed 3/09/25	Thu 11/09/25
24	Scenario creation and analysis	100 days	Mon 2/06/25	Fri 17/10/25
25	Financial modelling	3 wks	Mon 1/09/25	Fri 19/09/25
26	Preparation of 30-year baseline asset renewal plan	12 wks	Mon 2/06/25	Fri 22/08/25
27	First Cut Developer Charges	3 wks	Mon 1/09/25	Fri 19/09/25
28	Scenario development and assessment	4 wks	Mon 22/09/25	Fri 17/10/25
29	Strategy Report - including financial plan	31 days	Mon 20/10/25	Mon 1/12/25
30	Draft Strategy Report	4 wks	Mon 20/10/25	Fri 14/11/25
31	Workshop 3 - presentation of draft Strategy	1 day	Mon 17/11/25	Mon 17/11/25
32	Final Strategy Report	10 days	Tue 18/11/25	Mon 1/12/25
33	Drought and Emergency Response Contingency Plan	4 wks	Tue 18/11/25	Mon 15/12/25

Hunter New England | North Coast | Riverina Western | South Coast | Sydney

Asset Advisory | Heritage | Project + Program Management | Assurance | Procurement | Engineering | Planning | Sustainability
Developments | Buildings | Water Infrastructure | Roads + Bridges | Coastal | Waste | Emergency Management | Surveying

3

5. Project Finances

5.1 Finance summary

The first invoice covering all works carried out until Feb 2025 has been raised in Mar 2025 valued \$44.5K ex. GST. Council has requested for forecasted invoice values for the remaining months of this FY.

5.2 PWA Variations

No variations proposed at this point in time. Monthly update will include any potential issues that could require variations.

Description	Value \$	Status	Comments

6. Stakeholder Communications

Attendees:

Uralla Shire Council	NSW Public Works	DCCEEW
Rodney Williams (RW)	Kafil Uddin (KU)	Sheree Livingstone (SL)
Myles McLindin (MM)		Roshan Iyadurai (RI)
Maurie Waters (MW)		Sean Moran (SM)
Rebecca Spencer (RS) -- Becscomm		

Appendix A Progress meeting minutes from 17/04/2025

A summary of the progress meeting minutes is provided below. Actions are in bold

A.1 Minutes/Actions

Item	Response by	Status	Remarks
Community Consultation and Engagement by Becscomm	MW	Open	<p>RS introduced herself and discussed the community consultation strategy which includes surveys, face-to-face pop-up displays, and targeted meetings. The goal is to gather community feedback on various options developed by Public Works.</p> <p>KU recommended Becscomm's attendance in the workshops (Uralla and online) to receive firsthand information on the study outcomes.</p> <p>KU also requested Council (MW) to share the technical part of PW's proposal (excluding information commercial in confidence) with Becscomm for their better understanding of the project deliverables.</p>
DPIE Water Safe and Secure Water Program Risk Prioritisation (Item 1.8 in the requested information list)	SM	Closed	<p>VM offered to assist with this document.</p> <p>In the absence of VM in this meeting, RI was noted on this.</p> <p><i>Post meeting: SM shared the document via email.</i></p>
Additional item: Bathymetric Survey for Taylors Pond	KU	Open	<p>KU shared that the consultant carrying out the secure yield modelling has agreed to do a check by varying (i.e. assume different volumes) the Taylors Pond storage size to see how that changes the yield and how it meets your future target demand. They will do it for a small fee variation (less than \$5K).</p> <p>Council wanted the above in writing.</p>

Strategic Planning Uralla Shire Council

Item	Response by	Status	Remarks
Description of Council's use of CRM system and description of the existing management systems used for assets, customer complaints/relationship, finance and its effectiveness in use by staff (Items 2.3 and 3.5).	MM	Open	Noting that Council previously responded that "no formal system in place, most of the complaints are not responded to and are not closed off", etc., PW still insisted to share any available CRM record for consideration in the analysis. Similarly, any description of the systems is better than no information.
Nominated population growth rate per serviced community, and for the LGA, anticipated growth in non-residential customers, spatial distribution and staging of growth in new developments and infill (Items 4.1 to 4.3).	MM	Closed	Council advised that there are no further details available to be shared with PW apart from the following (that have already been shared). <ul style="list-style-type: none"> - "Uralla Housing Strategy 2025-2035", and - 3 different growth forecast scenarios by REMPLAN based on REZ Projects roll out.
<ul style="list-style-type: none"> • Description of on-site sewer management systems (OSSMS) performance in each community (Item 8.1). • Information on unserviced urban centres including estimated number of dwellings and future growth (Item 8.3). • Qualitative information about water availability in unserviced communities (e.g. rivers, dams, bores, rainwater tanks). (Item 8.4) 	MM	Open	Follow up with the relevant Council Departments to provide descriptions and reports requested in the items. RW requested MM to assist in this issue.
Groundwater investigation	RW	Closed	Council to provide a report to DCCEEW in two weeks, which will also be shared with PW. Preliminary tests found adequate water for emergency supply, but slow recovery suggests limitations. <i>Post meeting: RW shared the document via email.</i>

Next progress meeting is scheduled on Thursday, 15 May 2025, 11:00am – 12:00pm.



Strategic Planning Uralla Shire Council

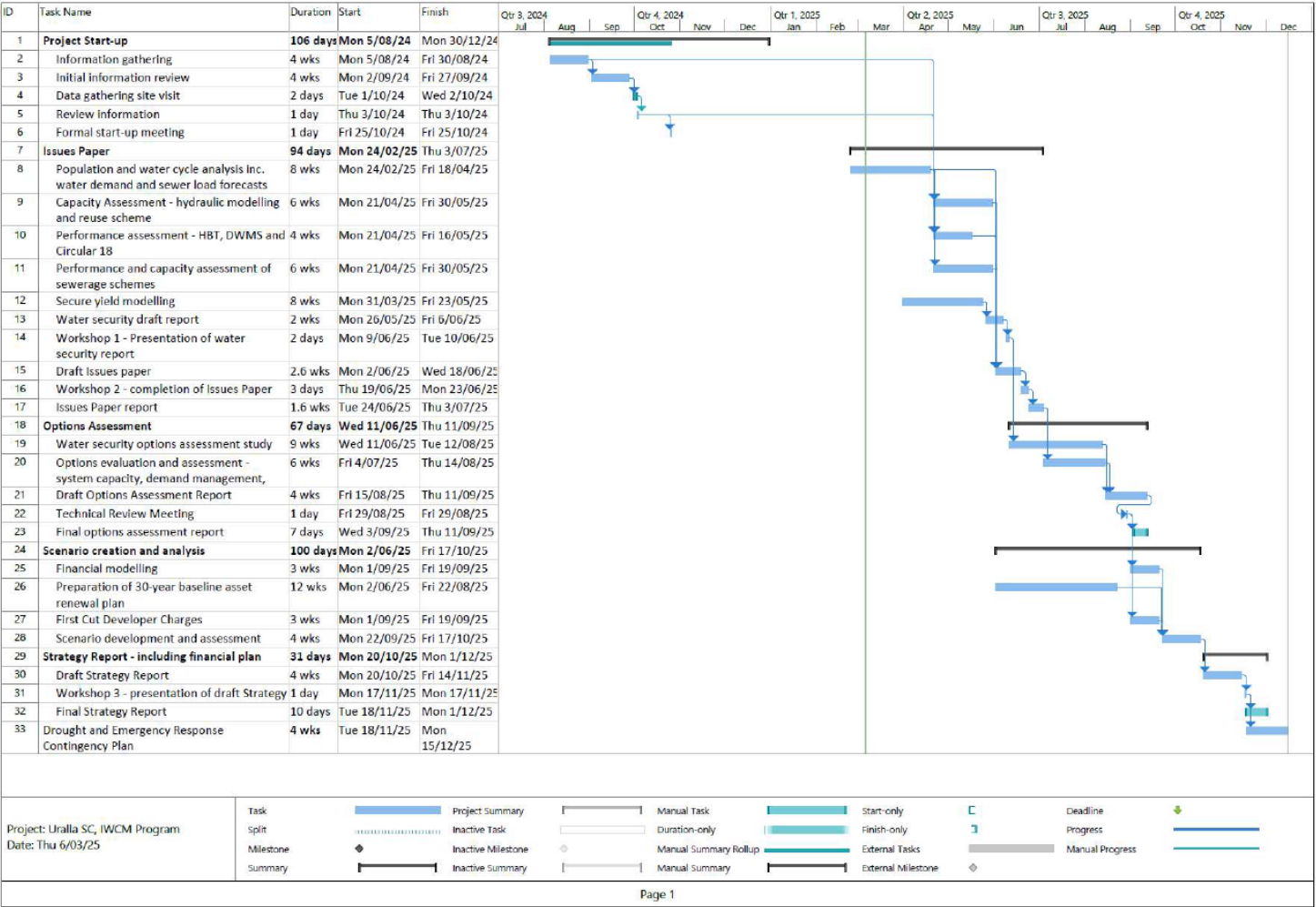
Progress Report

Appendix B Updated Project Program (20/02/2025)



Strategic Planning Uralla Shire Council

Progress Report



Appendix C RAG or Traffic Light Indicator Criteria

Use these criteria to determine the status of the project for the Executive Summary.

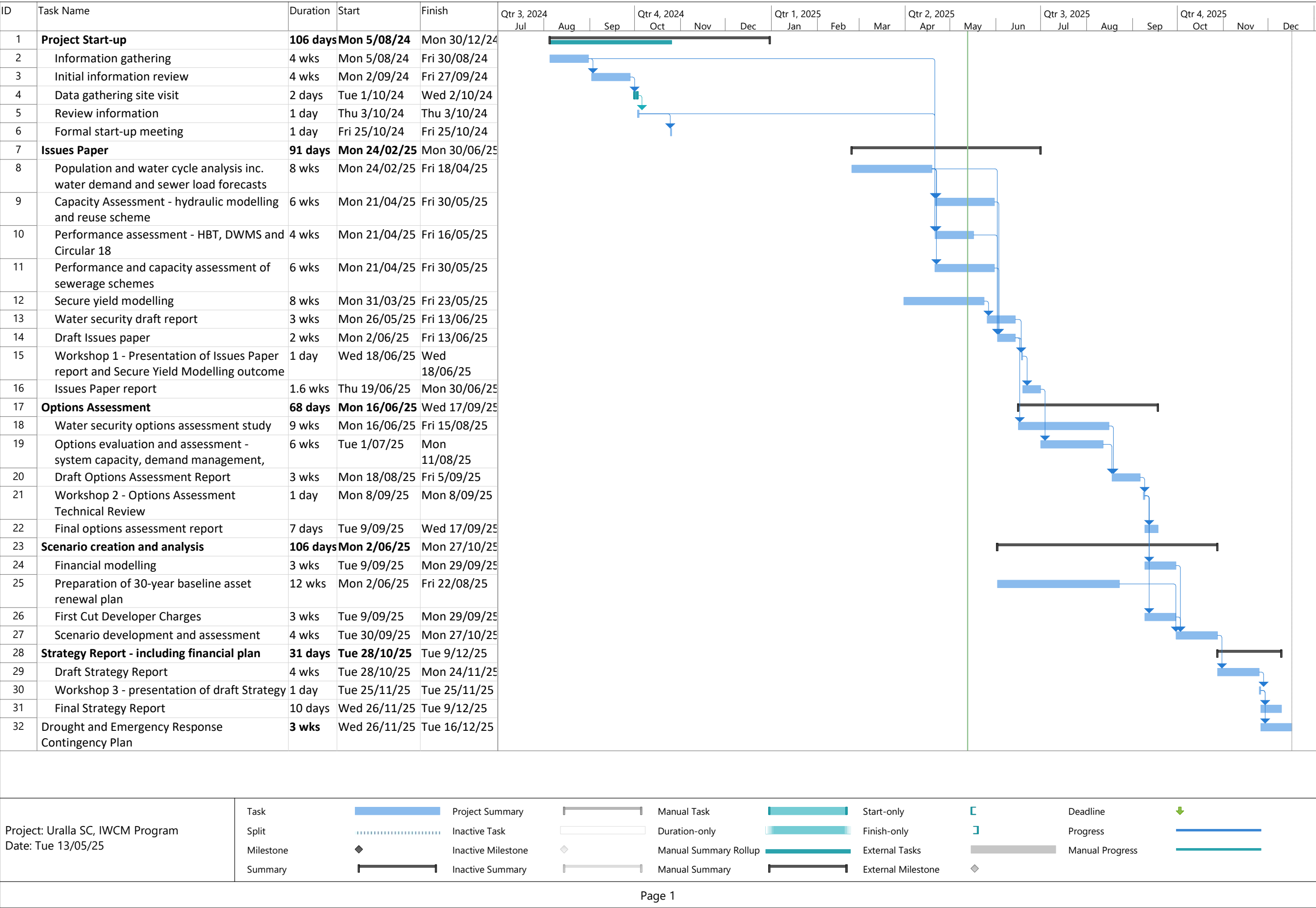
Summary section	Red	Amber	Green
Schedule	Project is behind or is projected to be behind schedule at completion.	Project is behind or is projected to be behind schedule, but steps are being made to bring back on schedule e.g. agreed de-scope, additional resources etc	Project is on schedule and is expected to remain on schedule at completion
Forecast expenditure/ Client Exp	Forecast expenditure is over the agreed baseline costs by $\geq 5\%$	Forecast expenditure is over the agreed baseline costs by 0% to $< 5\%$	Forecast expenditure is under or on baseline budget
Resources	There is a currently a lack of skilled resources available to fulfil key roles in the project which is likely to impact on ability to deliver to scope, time or cost.	There is an emerging lack of skilled resources available now and in the immediate future to fulfil key roles in the project which may impact on ability to deliver to scope, time or cost.	Resources are available as required to complete the project.
Financial/ Budget PWA Fee	Project costs are over or projected to be over the agreed baseline costs by $\geq 10\%$	Project costs are over or projected to be over the agreed baseline costs by 0% to 10%	Project costs or projected costs are under or on baseline budget
Variations	Variations addressed after the fact, costs exceeding expectations, variations holding up works	Delays in notification and approval of variations, details not clear, costs unexpected	Variations being communicated and approved in a timely manner, costs for variations reasonable
Deliverables	Deliverables not in accordance with project scope. Quality issues not being resolved in a timely manner. Significant re-work required	Minor occurrences of deliverables not in accordance with project scope. Minimal need for re-work	Quality issues managed proactively and resolved in a timely manner. Deliverables in accordance with project scope and no issues identified
Risk and Issues	Project risk profile increasing, which may include potential delays, deliverables not ready or accepted, or significant issues not being resolved	Potential emerging problems with risks, or issues or deliverables which require immediate management attention to resolve	Risks, issues and deliverables being attended to as per plan with not foreseeable problems



Strategic Planning Uralla Shire Council

Progress Report

Summary section	Red	Amber	Green
Suppliers/Contractors	Project has major issues with supplier / contractor in terms of delivery dates, visibility of status, or quality of deliverables and cannot obtain an agreed and timely resolution	Project has issues with suppliers but there is a plan in place for timely resolution	No known supplier / contractor problems at this time
WHS	Serious incident occurs. PIN issued by SafeWork NSW. WHS procedures not being followed	Minor issues/non-compliances observed. Site Safety Instruction formally issued. Monthly reporting not completed	No WHS incidents or issues, Works complying with relevant plans. Monthly reporting completed



14.3 Update - Sewer & Water Debtors in Arrears

Department:	Infrastructure & Development
Prepared By:	Group Manager Infrastructure Services
Authorised By:	Director Infrastructure & Development

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	4.	We are an independent shire and well-governed community
Strategy:	4.2.	A strategic, accountable and representative Council

SUMMARY

This report provides Council with an update of water and sewerage outstanding debtors, as of 30 April 2025. The table below shows the current position regarding outstanding debtors for year to date.

Particulars	Amount
Debts from the previous (23/24) financial year still outstanding	\$193,644
Prepayments/credits applied to accounts	(\$20,637)
Interest on accounts in arrears	\$2,361
Debts from first billing period 24/25 financial year still outstanding	\$82,377
Total outstanding as at 30 April 2025	\$257,745

RECOMMENDATION

That Council notes the report on Sewer and Water Arrears and notes that a report for Smart Meter Investment will be tabled in the near future.

REPORT

Council issues charges for water and sewer usage biannually, in December and May. The total annual expected billing amount is in the vicinity of \$800,000 per year.

Water/Sewer Usage budget began the 24/25 FY with an accumulated unpaid carryover of \$193,644 from previous billing periods.

During the 24/25 financial year to date, the first of the biannual charges were issued in December 2024 in the amount of \$378,751.35. An amount of \$82,377 is currently outstanding against those latest bills.

After accounting for prepayments and credits (\$20,637), the total accumulated arrears for water usage charges as at 30 April 2025 is therefore \$257,745.

As at the time of writing, Council is currently in the process of reading meters to calculate the May 2025 water usage charges which will be billed in June 2025.

Summary of the Situation

The currently outstanding amount of \$257,745 is solely attributable to Water Usage/Consumption charges which are issued on a six-monthly basis, rather than Water or Sewer Access Charges which are issued via Rates Notices.

As with all rates, fees, and charges issued by Council there is a level of non or late payment to be expected. However, the proportion of Water Usage/Consumption charges currently outstanding is above that 'expected' level.

Water Usage/Consumption charges are, by their nature, very individualised charges which are, currently, subject to a series of human-based readings and calculations. At each step of the physical meter reading and following calculation process there is a risk of human error which, if it occurs, results in an incorrect charge being issued.

The actual error rate of the water usage calculation process is low, however it is not zero. This has led to a perception amongst some customers that the accuracy of the current process is flawed and prone to error. This leads to a significant number of customer requests for "check" reads and/or disputes regarding the veracity of the charges issued during each period. The level of challenged water usage bills is well above that for Council's other billing and collection streams.

The charge remains outstanding during the time taken to resolve such issues. This aspect inflates the level of outstanding or late water usage charges beyond the normal non-payment level.

Specific Issues Which Have Impacted Timely Collection of Water Usage Charges

Several issues have impacted timely payment and collection of outstanding water usage charges during the period, including:

- The perceived accuracy/inaccuracy of issued Water Usage/Consumption charges by receiving users of the system;
- A necessarily high number of 'estimated' water meter readings during the COVID-19 period which are still resulting in customer challenges to bills issued at that time;
- An ongoing number of 'estimated' meter reads caused by a failure of Council to insist that meters be easily accessible to staff/contractors who are required to physically read the meters;
- Aging water meters potentially providing inaccurate readings leading to increased requests for check reads; and
- Limited resources available to deal with customers at an individual level to resolve complex Water Usage/Consumption charge disputes which extends the payment outstanding period.

Consequence

These issues have led to downstream administrative inefficiencies, including a necessity to dealing with re-read requests and bill adjustments at an individual level. Additionally, the long intervals between reads can mean house-side leaks go undetected, leading to significant bill shock and water wastage. This aspect also results in payment delays as staff work with the customer to resolve the issue.

Ability to Utilise Normal Debt Collection Processes

Due to the uncertainties which arise from the above issues, it is very challenging for Council to initiate standard debt recovery actions without confirming the accuracy of the meter data and/or the resultant calculations for each individual customer affected.

Current Actions to Improve the Situation

Staff are continuing to deal with the back log of disputed Water Usage/Consumption bills. At the same time staff are currently completing the second water meter readings to inform the calculation of the second period

invoicing for Water Usage/Consumption charges. The current process being followed now includes several changes to that previously utilised:

- Readers are now unaware of the previous/historical usage data and therefore 'estimates' cannot be made in the field if a meter is inaccessible or unreadable. Rather, advice is issued to residents to ensure clear access is available, and a second reading visit is scheduled.
- Readers have been issued with camera-capable mobile phones and physically take a photograph of each meter's usage data at the time of reading in addition to the writing the data into the record.
- We are asked to take a special meter read when a property is sold, and the balance due and payable is then paid out of the sale price. The outstanding amount is settled during the conveyancing process.

A second significant improvement will be generated with the future move to smart meters. The rollout of smart meters is expected to address many of these issues by providing:

- Accurate, real-time data on water usage;
- Greater billing transparency;
- Earlier detection of leaks; and
- Improved ability for residents to individually monitor consumption within the property and avoid bill shock.

The Move to Smart Meters

The rollout of smart meters is currently occurring in Armidale Regional Council. Uralla Shire Council and Armidale Regional Council's Water Teams have been working together with a prospective supplier to work through potential issues and mitigation strategies. A key task is a specific and appropriate community engagement campaign to address the myths/concerns that have arisen during Armidale's rollout.

In light of the lessons learned via this process staff now recommend that the best timing for the rollout of smart meters will be to run concurrently with the usual meter reading process during May 2026. The reasons for this are:

- Our neighbouring council is currently going through the process, and we can learn from the positives and negatives from their experience.
- The changeover will require a significant community education program prior to beginning the changeover process. Given the current intensity of Council's community consultation efforts, it is recommended that the necessary education campaign be delayed until January 2026.
- This timeline will allow Council to conduct two additional meter reading periods (May 2025 and December 2025) to effectively finalise and zero all accounts prior to the installation of smart meters, allowing all legacy issues and all previous water quantities to be confirmed.

CONCLUSION

The current arrears situation highlights ongoing issues with water metering accuracy and the limitations of existing infrastructure. Smart meter implementation is a key strategy for improving revenue recovery, operational efficiency, and customer experience. Whilst awaiting the future installation of smart meters, Council's physical meter reading processes have been significantly improved.

Community Engagement/Communication

The introduction of smart meters will require clear communication with residents regarding benefits, usage, and support during the transition.

Policy and Regulation

Ongoing monitoring to ensure compliance with billing and debt recovery regulatory requirements.

Financial/Long Term Financial Plan

Unreliable meter data and arrears impact Council's cash flow. Investment in smart meters is expected to deliver long-term financial benefits through improved cost recovery. Cost recovery will come from:

- Reduced loss of water in the reticulation system.
- Reduced loss of water through faulty meter reads, essentially undercharging for consumption.
- Nil labour costs for water meter reads.
- Less administration for water rates management.

Workforce/Workforce Management Strategy

Resolution of meter disputes is resource intensive. Smart meters should reduce demand on staff time.

Legal and Risk Management

Accurate data collection is essential for defensible debt recovery. Smart meters mitigate the risk of billing disputes and legal challenges.

14.4 Council Adoption of New England Weeds Authority (NEWA) Policies

Department:	Infrastructure & Development
Prepared By:	Group Manager Infrastructure Services
Authorised By:	Director Infrastructure & Development
Reference:	UINT/25/13425

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	3.	We are good custodians of our environment
	4.	We are an independent shire and well-governed community
Strategy:	3.1.	To preserve, protect and renew our beautiful natural environment
	4.3.	An efficient and effective independent local government

SUMMARY

Current New England Weeds Authority (NEWA) Policies, Management Plans and Programs must be adopted by Council Resolution by Uralla Shire Council (USC) to enable USC to be recognised as a Weeds Authority in accordance with the Biosecurity Act 2015, as a necessary process to allow the New England County Council (operating as NEWA) to be formally dissolved.

RECOMMENDATION**That Council:**

- 1. Notes the expected dissolution of the New England County Council (operating as NEWA) on 16 June 2025.**
- 2. Adopts the existing NEWA Policies enabling USC to be recognised as a Weeds Authority under the Biosecurity Act 2015 and to continue existing weed management and biosecurity functions effective.**
- 3. Notes that Council officers will undertake a review of all related policies and programs.**

REPORT

The New England Weeds Authority (NEWA) will be dissolved by the end of the Financial Year. The responsibilities and duties that NEWA undertook will now be those of Uralla Shire Council's (USC) to undertake.

For the dissolution of NEWA to be completed, USC, and the other partner Councils, will need to be certified as a "Weed Authority" under the Biosecurity Act 2015 by Department of Primary Industries (DPI) and Local Land Services (LLS). A necessary step as part of this certification process is to show that USC have Policies, Management Plans and Programs in place to fulfill the obligations of the Biosecurity Act 2015.

DPI and LLS understands that under the circumstances with the dissolution of NEWA, it is unrealistic to expect all the Partner Councils to develop, review, approve and adopt the necessary Policies, Management Plans and Programs to operate as a Weeds Authority in time for dissolution. It is also recognised that all the Policies, Management Plans and Programs currently in place with NEWA have been accepted by DPI/LLS and if NEWA

was not being dissolved, there would be no need for any changes. Therefore, the current Policies, Management Plans and Programs are acceptable.

To mitigate this problem, it has been confirmed by DPI that it is acceptable for Councils to adopt the existing policies by resolution and place a Cover Sheet over the existing documents.

With this Cover Sheet added to all Policies, Management Plans and Programs, and adopted by USC, DPI will recognise that USC has the necessary systems in place to act as a Weeds Authority in accordance with the Biosecurity Act 2015.

The current list of applicable Policies, Management Plans and Programs is as follows:

- 10 Year Business Activity Strategic Plan
- Regional Weed Management Plan
- Business Plan & Participant Agreement
- Regional Inspection Plan
- Weed Incursion Plan
- Regional Rapid Response Plan
- High Risk Pathway Management Plan
- Communication Strategy
- Pesticide Use Program
- NEWA Operational Plan
- Northern Tablelands Regional Inspection Program
- Weed Control Management Program:
 - Alligator Weed
 - African Lovegrass
 - Rag Weed
 - Blackberry
 - Cats Claw Creeper
 - Chilean Needle Grass
 - Coolatai Grass
 - Fireweed
 - Gorse
 - Green Cestrum
 - Harrisia Cactus
 - Honey Locust
 - Mexican Water Lily
 - Montpellier Broom
 - Nodding Thistle
 - Privet
 - Silverleaf Nightshade
 - St Johns Wort
 - Sweet Briar
 - Tropical Soda Apple
 - Water Hyacinth
 - Water Lettuce
 - Yellow bells
 - Serrated Tussock

Identified existing NEWA employees transferring to USC will operate under existing adopted USC Policies and exercise their powers under the Biosecurity Act 2015.

CONCLUSION

The adoption of existing NEWA Policies is a key requirement for USC Certification to act as a Weeds Management Authority in accordance with the Biosecurity Act.

COUNCIL IMPLICATIONS**Community Engagement/Communication**

A full review of policies and procedures will be undertaken in the first 12 months of operation.

Policy and Regulation

There are various Policies, Management Plans and Programs required as part of the planned operation as a Weeds Management Authority.

Financial/Long Term Financial Plan

Adoption of these Policies will not have an effect on the Long-Term Financial Plan.

Asset Management/Asset Management Strategy

Adoption of these Policies will not have an effect on existing Assets.

Workforce/Workforce Management Strategy

Adoption of these Policies will not have an effect on Workforce. This has been addressed elsewhere.

Legal and Risk Management

The current Policies, Management Plans and Programs have already been reviewed and accepted by DPI and are seen as business as usual for Weeds Management Authorities.

Performance Measures







All Policies, Management Plans and Programs will be reviewed and updated within one year of USC becoming a Weeds Authority.

Project Management

Manager of Waste and Environment will manage this process with the assistance of the new Biosecurity and Weeds officers.

14.5 DRAFT Long Term Financial Plan 2026-2035

Department:	Corporate & Community
Prepared By:	Chief Financial Officer
Authorised By:	General Manager
Reference:	UINT/25/12867

Attachments:	1. Previous Report to Council 25 March 2025 ↓ 
	2. LTFP 2025-26 to 2034-35 Combined report - Base Model presented to Ordinary Meeting 25 March 2025 ↓ 
	3. LTFP Report 2025-26 to 2034-35 as presented to Ordinary Meeting 25 March 2025 ↓ 
	4. Bob Crouch LFP Submission - received 5 May 2025 ↓ 
	5. NSW Farmers LTFP Submission - received 5 May 2025 ↓ 
	6. Tara Toomey LTFP Submission - received 5 May 2025 ↓ 

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	4. We are an independent shire and well-governed community
Strategy:	4.1. Informed and collaborative leadership in our community
	4.2. A strategic, accountable and representative Council
	4.3. An efficient and effective independent local government

SUMMARY

The Long-Term Financial Plan (**LTFP**) models the financial implications for Council for a term of 10 years. The LTFP consolidates Council's current and future financial obligations, informs decision-making and demonstrates how the objectives of the Community Strategic Plan and commitments of the Delivery Program, Asset Management Plan and Operational Plan will be resourced and funded.

Council considered the draft LTFP at the meeting of 25 March 2025 (Attachments 1, 2 & 3) and resolved as follows:

1. ***Endorses Version 4 of the draft Long Term Financial Plan for public exhibition for 28 days.***
2. ***Receives a future report detailing all submissions received during the exhibition period and any recommendations arising.***
3. ***Subject to consideration of the public submissions, undertakes a comprehensive community engagement program regarding the proposed Special Rate Variation for financial years 26/27 and 27/28 included in Version 4.***
4. ***Receive a further report at the completion of the Community Engagement to enable Council to determine a final position on the proposed SRV prior to making an application to IPART.***

The draft LTFP was placed on exhibition and extended to 5th May 2025. Three (3) submissions were received and are attached to this report. The issues raised in the submissions are discussed below. No changes to the draft LTFP are proposed and it is recommended that Council adopts the LTFP as exhibited.

RECOMMENDATION

That Council:

1. Adopts the draft Long Term Financial Plan as exhibited.

2. Acknowledges the three submissions made during the public exhibition period and thanks the submitters for their feedback.
3. Notes that the Plan will be reviewed annually, and further revisions recommended as appropriate.
4. Commences a comprehensive community engagement program regarding the proposed Special Rate Variation (SRV) for financial years 26/27 and 27/28.
5. Undertakes a review of the current rating strategy during the first quarter of financial year 25/26.
6. Notes that a further report will be prepared for Council on completion of the community engagement program to enable Council to finalise its decision on the SRV and any application to the Independent Pricing and Regulatory Tribunal (IPART).

REPORT

Three submissions were received during the exhibition period. No changes are proposed as a result of issues raised in the submissions. A summary of the issues raised and officer comments follows.

Submission 1 - (Refer Attachment 4)

General Fund Revenue/Special Rate Variation

Over the last ten years (or so) Council has considered several versions of similar plans that have contained proposed SRVs. Every time, the drafts have predicted that Council will be in a dire financial position if they do not apply to the State for a substantial SRV. The Council of the day, recognising the burden the proposed SRV would place on ratepayers, instead of applying for an SRV took a more pragmatic, empathetic approach. Council always chose to develop a budget that ensured council "lived within its means". The Council of the day also recognised the need to strategically reduce services where necessary to enable a responsible budget to be developed. This reduction was carefully designed to minimise impact.

There is no doubt that council rate increases within the rate peg guidelines have resulted in Council rates increasing at less than the CPI. This impact decreased council's purchasing power and put an increasing strain on Council year by year. I congratulate Council staff for the work they have done to manage Council resources and (with few exceptions) maintain service delivery with this ever-decreasing resource base.

However, the situation has now changed. My understanding of the IPART rate peg decisions for 2025-26 (following a 2023 review) set the productivity gain component to zero¹. I also understand that the historic reduction in the real value of rates year by year was primarily due to IPART specifying productivity savings as a component of the IPART determination. With IPART setting the productivity component to zero, CPI predicted to be 3.7% or less (by the RBA²), and local government salary and wages to increase by 3% on July 1 2025 (United Services Union³), the IPART determination for Uralla of 4.9⁴ enables the council, possibly for the first time since rate pegging was introduced, to increase rates at a level above the CPI.

Consequently, as the previous dire prediction did not eventuate, it should be possible for Council to maintain the existing level of services without resorting to an SRV. Prior to proceeding to spend considerable resources on developing the case for an SRV I believe Council should consider, take into account and respond to:

- 1. Given you have run a balanced budget despite previous dire predictions of budget overrun, what positions/services (if any) have been reduced (particularly in the last twelve months) to enable the budget to be balanced?*
- 2. If you proceed with an SRV application what additional services will be delivered, and given the additional cost to our community do they represent exceptional value for money?*
- 3. Given that the rate peg exceeds the predicted CPI by some 1.2%, what additional services will be delivered by the extra resources?*

Waste Services

Uralla Waste Services cannot continue to run at a deficit. There is also need for the remediation to be provided for and as Uralla is possibly the lowest cost provider of waste services in the New England. I recognise there is the necessity to increase prices as suggested.

Officer response:

The submission raises important issues regarding past financial decisions, current funding conditions, and the sustainability of Council services. The submitter has rightly pointed out that the Council has historically avoided applying for an SRV, instead opting to manage within available resources by reducing or deferring services and asset renewals where necessary. This approach has limited Council's ability to invest in long-term asset maintenance and service improvements.

Recent financial stability has largely been due to special grants from state and federal governments linked to events such as the drought (2018–2020), COVID-19 (2020–2022), and severe weather (2022–2023). These funds supported asset maintenance and renewals but are not ongoing. Without this special funding, the Council would have had to use its own resources and would likely have had to consider an SRV earlier.

While the 2025–26 rate peg of 4.94% may appear positive, the increase, being above the Consumer Price Index, was primarily intended to cover Council's 2024–25 election costs. It represents a one-off adjustment rather than a continuous funding solution and does not address the broader, ongoing financial challenges faced by the Council.

These challenges include escalating costs in construction and materials, insurance and electricity, well above the national CPI, along with rising cost for wages, asset renewal, and growing compliance requirements from the Office of Local Government and the Department of Health. The cost of audits alone has almost doubled over the past 5-6 years

Following are responses to the specific issues raised:

1. *Service Reductions:* Over recent years, Council has implemented targeted reductions in staffing and service levels to help balance the budget. While these measures have provided short-term relief, they have accumulated long-term pressure that is not sustainable, continuing to add pressure to both service delivery and staff resources.
2. *Purpose of the SRV:* The proposed Special Rate Variation (SRV) is intended to support the continued delivery of existing services, address the backlog in asset renewal, and strengthen Council's financial resilience. The SRV is not intended to fund new or additional services.
3. *Rate Peg vs CPI:* Although the rate peg for 2025–26 exceeds the Consumer Price Index, this is a one-off adjustment to recover the cost of Council's election held in financial year 2024–25. It does not resolve the long-term funding shortfall identified in Council's long-term financial plan.
4. *Regarding waste services:* The positive feedback is acknowledged. The price increases are necessary to ensure long-term sustainability and support landfill remediation, particularly considering Uralla's fees were lower than those of neighbouring Armidale Regional Council.

Submission 2 – (Refer Attachment 5)**Summary of issues raised:**

Past rates information has been sourced from Uralla Shire documents, and an analysis of this data is provided in the attachments to this submission. The following points are based on this analysis.

- *Under the current methodology of rate setting, farmland represents 19% of ratepayers but contributes 62% of the rates income.*
- *The proportion of rates paid by farmland ratepayers (62%) and non-farmland ratepayers (38%) has remained unchanged over the years.*

- *This is despite the fact that across the 18-year period from 2006/7 to 2024/25 there has been a shift in the proportion of properties within each category:*
 - ◊ *the number of farmland properties declined by 11% (76 properties) and,*
 - ◊ *the number of non- farmland properties has increased by 18% (an additional 379).*

The average rates per property have increased over this 18-year period by 90% for farmland, compared to 38% for all other categories. The increase borne by farmland rates payers over this period is more than double that of other categories purely as a result of the methodology used by USC in setting rates.

Request from NSW Farmers Assoc:

*NSW Farmers Uralla Branch therefore requests that the decision to adopt **any** level of SRV is immutably linked to:*

- *a decision to review the methodology used by Uralla Shire Council to set rates, and*
- *adoption of a method that ensures there is greater parity in both the proposed SRV increase, and ongoing rates that are levied across all categories of ratepayers.*

We request that the review of rate methodologies and rates setting should include those methods used by comparable local governments, and that the findings of the review are to be made publicly available.

Summary of LTFP submission from NSW Farmers Association:

- *The modelling assumes no change in property numbers or land values, acknowledging that actual future valuations (2026/27–2028/29) are unknown as the Valuer General hasn't released them yet.*
- *The proposed SRV increase would disproportionately affect rural landowners due to the current rate-setting methodology.*
- *USC is one of the few councils using the same]ad-valorem rate for all property categories, which spreads the burden equally by land value rather than ability to pay or population distribution.*
- *Base rate is constrained by low residential land values (only 12% of total land value but 47% of properties), leading to an artificially low base rate that drives up ad-valorem charges on higher-value land like farmland.*
- *Land value alone doesn't reflect population density or business/farming enterprises' financial capacity, making the uniform ad-valorem rate approach unfair.*
- *NSW Farmers Uralla members believe the current approach is inequitable and that the SRV will make it worse, calling for a revised, more equitable methodology*

Officer response:

The points raised in the submission are acknowledged. However, these also apply to residential land, noting that land used for non-business purposes does not have the opportunity for tax deduction.

The Long-Term Financial Plan (LTFP) provides an overall financial projection for the next ten years and does not propose a specific rating model as per land classification. Rating models are determined annually as part of the budget process, with the agreement of the Council.

As an outcome of this process, Council may consider a review of the current rating model after the adoption of the 25/26 budget and during the community engagement period for the proposed SRV.

Submission 3 – (Refer Attachment 6)

Summary of issues raised:

- *Long-Term Financial Plan (LTFP) is incomplete and lacks transparency, particularly due to the absence of a draft budget for 2025-26.*
- *The draft budget should have been available for public feedback before finalising the LTFP figures.*

- *Discrepancies exist between various financial documents (original budget, monthly reports, QBRs), undermining the credibility of the LTFP.*
- *Insufficient explanation for sharp increases in of operational fees up to 60%*
- *The SRV is likely to receive favourable consideration from IPART since the Council did not apply for an SRV before.*
- *Potential income from REZ in 5-7 years has not been given due consideration prior to asking for SRV.*
- *The Council's assumption of \$2 million grant funding for landfill remediation does not represent a best estimate and is insufficient.*

Officer response:

Following are responses to key issues raised:

- The draft LTFP adopts a 10-year projection and is subject to annual review. There is a requirement for Council to develop and exhibit an LTFP as part of the Integrated Planning and Reporting framework post Council elections. The LTFP forms part of the Council's Resourcing Strategy along with the Workforce Management Plan and the Asset Management Plan to be adopted by 30 June. The draft plan and associated modelling required significant work which commenced after the election and could not be delayed until the adoption of the 25/26 budget.
- As above, the LTFP work could not be delayed for the preparation of the 25/26 budget.
- Similarly, the LTFP was prepared to project the financial results for the next 10 years, using the 2023-24 actual data and the original budget for 2024-25. Changes during the financial year were not included due to the constant fluctuation of numbers. Considering actual data from 2024-25 would require maintaining multiple versions, which was not feasible with the current resource capacity and given the required timeframes. The LTFP will be subject to annual review which will incorporate more detailed financial data regarding any service changes unknown at the time of the Plan's development.
- The only significant percentage increases are for waste gate fees which have increased to 60%. While the percentages appear high at 60%, the actual dollar cost is modest; for example, the fee of a carload of residential waste will increase from \$12.50 to \$20; while the cost for a single mattress will increase from \$13 to \$20.80. The fee increase is required to support the recovery of actual operational costs for the landfill and after a benchmark comparison of Uralla landfill's gate fees with those of Armidale Regional Council. Our analysis shows that Uralla currently charges on average 97% less than Armidale. However, rather than implementing the full adjustment, a more moderate 60% increase has been proposed. Note this is an adjustment in the draft 25/26 budget.
- The SRV proposal was incorporated into the LTFP model based on financial projections, not on the assumption that Uralla would receive favourable consideration simply because the Council has not previously applied for an SRV.
- Potential revenue from the REZ is still in the very early stages of planning. Even if the Council receives REZ funding, it will be strictly restricted for specific purposes and will not be provided to support Council's day-to-day operations. For example, Council will negotiate voluntary planning agreements with REZ developers for specific Community Benefit purposes as outlined in Council's Community Benefit Sharing Policy, with future legacy projects to be considered by the Community Advisory Body once formed.
- The \$2 million funding assumption for landfill remediation was included in the Council's information session based on internal discussions. At this stage, the Council has not received any confirmation or indication from external funding bodies regarding this amount.

Some points raised in the submission were related to mapping that altered the reporting lines and had a cascading effect on subsequent reporting lines.

Importantly, the mapping did not impact the overall bottom line. We acknowledge and appreciate the feedback, however, we strongly encourage the community to focus on providing more strategic analysis and suggestions regarding the Long-Term Financial Plan (LTFP).

LONG TERM FINANCIAL REPORT CONSIDERATIONS

It is important to recap the considerations that have led to the development of the draft LTFP. All NSW local government authorities are required to develop and adopt a LTFP as part of the Integrated Planning and Reporting framework. The LTFP is reviewed and updated annually to ensure it remains relevant, adapts to changing circumstances, and incorporates updates to assumptions, financial performance, and strategic priorities. The LTFP is built on key assumptions to present a realistic financial outlook aligned with strategic objectives, covering both financial and operational aspects. The LTFP highlights our progress towards long-term financial sustainability, which is essentially the council's financial capacity to deliver acceptable, affordable, and ongoing services to its community.

The LTFP serves as a strategic roadmap for managing resources, investments, and expenditures over an extended period. Its primary objective is to ensure financial sustainability while meeting the community's needs and maintaining service levels.

Long term financial sustainability challenges

Uralla Shire Council provides a wide range of services to our community. Maintaining our roads and footpaths, managing waste collection and landfill, looking after parks, library services, Visitor Information Services, and delivering community events and programs are all services that our communities rely on every day. In recent years, there has been both a reduction in funding from both the Federal and State Governments and a significant financial impact from cost-shifting, particularly from the State Government.

Key future financial challenges for Council include waste management and the future capital investment required at the Uralla landfill, aged and community care services, new biodiversity and weed management responsibilities, and the ongoing strategic and planning response to renewable energy development.

Just like households and businesses, Council has also been facing rising costs. As a Council, we have done everything we can to reduce spending, including improving efficiencies, reviewing fees and charges, sharing staff with other councils and securing grants wherever possible. The development of the LTFP model has demonstrated that Council cannot continue to deliver the current level of services, meet the current service standards and deliver capital programs without additional revenue. An SRV spread over financial years 26/27 and 27/28 is included as an assumption in the LTFP. Any SRV is subject to approval by the Independent Pricing and Regulatory Tribunal (**IPART**).

It is recommended Council now commence a robust community engagement program regarding the proposed SRV. A further report will be prepared for Council on the outcome of the community engagement to enable Council to make a final determination regarding the proposed SRV.

Recap - Financial sustainability and factors contributing to the need for a Special Rate Variation

For 48 consecutive years, Council's annual rates increases have been less than CPI because of the 'Rate Peg' applied by the NSW Government

The NSW Government's Forced Rate Peg applied to NSW Councils 48 years ago (1977) introduced the practice of capping the annual increase that a council could apply to its rates.

The standard principle, which continues to be applied by consecutive NSW Governments, is to ensure that each successive annual rate increase will be less than the actual CPI increase for the previous year.

In short, Council's costs of delivering its core service functions go up each year by more than Council is allowed to collect. This process has ensured a steady diminution in the real purchasing power of all NSW councils' rates revenue, year on year, for the past 48 years.

Assuming Council collected \$100 per ratepayer in 1977, then an annual rate cap which is say 0.2% less than each CPI over the 48-year period has now resulted in Council collecting, in real terms, less than \$70 per rate payer of purchasing power in 2025.

An amount now equal to \$460 per ratepayer, per annum of costs have been unilaterally shifted from the NSW Government onto NSW Councils

Cost Shifting is where consecutive the State Government unilaterally makes councils responsible and accountable for the delivery of what were previously NSW Government responsibilities and services, without providing sufficient compensatory revenue or funding to the councils affected.

The most recent analysis on the matter "How State Costs Eat Council Rates" (LGNSW 2024) found that the burden of cost shifting has skyrocketed 78% in the past five years to \$1.36 billion a year.

The LGNSW calculation notes that NSW councils (after decades of 'successful' cost shifting by the NSW Government) are now annually responsible for delivering more than \$460 per ratepayer of what once were NSW and Federal Government responsibilities (with limited, if any, offsetting revenue).

The Diminishing Level of Federal Financial Assistance Grants

A vertical fiscal imbalance (**VFI**) refers to a mismatch between the spending responsibilities and revenue-raising capabilities of different levels of government, particularly between the Federal Government and NSW Government on the one hand, and Local Councils on the other.

Local government councils only collect around 3.5 percent of taxation nationally and cannot effectively execute their duties without support from other spheres of government (ie. Commonwealth and State). This support is required to enable local councils to provide and maintain the infrastructure their communities need such as swimming pools, playgrounds, sports facilities, regional airports, and roads.

This disparity was formally acknowledged by the Commonwealth Government more than 30 years ago. To address this disparity the Commonwealth Government committed at the time to providing local councils with an annual 1% share of the Commonwealth Government's total taxation takings each year.

That commitment was not maintained over time and real value of Financial Assistance Grants provided to local government has steadily declined over the past three decades from the promised 1 percent share of Commonwealth taxation revenue to around 0.55 percent today.

CONCLUSION

The preparation of Council's draft LTFP involved a series of strategic adjustments to overcome initial projected cash deficits and to achieve financial sustainability across the 10-year period which the LTFP covers. The first version of the LTFP highlighted significant cash flow challenges, which were addressed through the rearrangement of capital investments and with revenue enhancements through a proposed special rate variation, increased waste service fees, and additional bond income from McMaugh Gardens, leading to a positive cash flow to support Council's long-term objectives.

The draft LTFP is now well-positioned to support Council's future goals while maintaining financial stability. The LTFP will continue to be reviewed annually, with any changes in circumstances addressed through future updates. It is recommended that Council adopts the draft LTFP as exhibited. A comprehensive community engagement program for the proposed SRV is recommended for Council approval, noting that a future report will be prepared on the outcome of the community engagement to enable Council to make a final decision on the proposed SRV.

COUNCIL IMPLICATIONS

Community Engagement/Communication

The draft LTFP has been public exhibited with three submissions received.

Policy and Regulation

Local Government Act 1993, Local Government (General) Regulation 2021, Office of Local Government Integrated Planning and Reporting Guidelines.

Financial/Long Term Financial Plan

The LTFP is a projection for the next 10 years and will be reviewed annually.

The factors leading to the inclusion of the proposed SRV in the underlying assumptions have been outlined above under *Financial Sustainability and factors contributing to the need for a Special Rate Variation*.

Asset Management/Asset Management Strategy

Asset Management Plan projections have been incorporated in the LTFP. The decision regarding the suggested financial models within the LTFP could influence the lifespan of assets and the ability to sustain the use of infrastructure.

Workforce/Workforce Management Strategy

Work force management plan projections have been incorporated in the LTFP.

Legal and Risk Management

Annual review of costs and revenue raising opportunities is a necessary part of financial management.

Performance Measures

The Long-Term Financial Plan will be supported by the Delivery Program and the Operational Plan which include performance measures.

Project Management

Project management for the LTFP is the responsibility of the Chief Financial Officer.

ORDINARY COUNCIL MEETING BUSINESS AGENDA

25 MARCH 2025

14.5 DRAFT Long Term Financial Plan 2026-2035

Department:	Corporate & Community
Prepared By:	Manager Finance
Authorised By:	General Manager
Reference:	UINT/24/18144
Attachments:	<ol style="list-style-type: none"> 1. LTFP Report 2025-26 to 2034-35 2. LTFP 2025-26 to 2034-35 Combined Report - Base Model
LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK	
Goal:	4. We are an independent shire and well-governed community
Strategy:	<ol style="list-style-type: none"> 4.1. Informed and collaborative leadership in our community 4.2. A strategic, accountable and representative Council 4.3. An efficient and effective independent local government

SUMMARY

The Long-Term Financial Plan (**LTFP**) models the financial implications for a term of 10 years. The LTFP consolidates Council's current and future financial obligations, informs decision-making and demonstrates how the objectives of the Community Strategic Plan and commitments of the Delivery Program, Asset Management Plan and Operational Plan will be resourced and funded.

This report presents the LTFP model for Council consideration, analysing the annual cash position in both the base model and in various scenarios. The first version of the LTFP highlighted significant cash flow challenges which would undermine the long-term financial sustainability of Council. These challenges were addressed in the recommended Version 4 through the rearrangement of capital investments and revenue enhancements, a proposed Special Rate Variation, increased waste service fees, and additional bond income from McMaugh Gardens, leading to a positive cash flow to support Council's long-term objectives.

It is recommended that Council endorses Version 4 of the LTFP for public exhibition. Subject to the outcome of the public exhibition process, a further report will be prepared for Council for adoption of the LTFP. Noting the recommended Version 4 relies on a Special Rate Variation, a comprehensive community engagement program will be recommended for Council approval.

RECOMMENDATION

That Council:

1. Endorses Version 4 of the draft Long Term Financial Plan for public exhibition for 28 days.
2. Receives a future report detailing all submissions received during the exhibition period and any recommendations arising.
3. Subject to consideration of the public submissions, undertakes a comprehensive community engagement program regarding the proposed Special Rate Variation for financial years 26/27 and 27/28 included in Version 4.

ORDINARY COUNCIL MEETING BUSINESS AGENDA

25 MARCH 2025

REPORT

All NSW local government authorities are required to develop and adopt a LTFP as part of the Integrated Planning and Reporting framework. The LTFP is reviewed and updated annually to ensure it remains relevant, adapts to changing circumstances, and incorporates updates to assumptions, financial performance, and strategic priorities. The LTFP is built on key assumptions to present a realistic financial outlook aligned with strategic objectives, covering both financial and operational aspects.

The development of Uralla Shire Council's LTFP has undergone development across multiple scenarios to ensure financial sustainability and strategic alignment with Council's strategic objectives. After multiple revisions of the LTFP model, a base model was developed projecting a positive position across all financial funds. Various scenarios were tested by adjusting revenue and expense assumptions in the base model to assess their impact on the cash position.

The LTFP includes:

- The key planning assumptions used to develop the LTFP.
- Sensitivity analysis highlighting factors/ assumptions most likely to affect the LTFP.
- Financial modelling for different scenarios.
- Projected income and expenditure, balance sheet and cash flow statement.
- Methods of monitoring financial performance.

The LTFP highlights our progress towards long-term financial sustainability, which is essentially the council's financial capacity to deliver acceptable, affordable, and ongoing services to its community.

The preparation of the LTFP was a collaborative process, with the financial model created in-house and input gathered from stakeholders. The LTFP serves as a strategic roadmap for managing resources, investments, and expenditures over an extended period. Its primary objective is to ensure financial sustainability while meeting the community's needs and maintaining service levels. This report outlines the various stages involved in the preparation of the LTFP for a ten-year period across financial years 2025-26 to 2034-35.

The initial version of the LTFP, showed significant cash deficits across the 10-year period. Subsequent refinements resulted in improved cash flow and financial sustainability.

To provide a more detailed segment-wise analysis, an additional financial fund was created, bringing the total to five funds. The funds now include the General Fund, Water Fund, Wastewater Fund, McMaugh Gardens Fund, and Waste Services Fund.

Long term financial sustainability challenges

Uralla Shire Council provides a wide range of services to our community. Maintaining our roads and footpaths, managing waste collection and landfill, looking after parks, library services, Visitor Information Services, and delivering community events and programs are all services that our communities rely on every day.

In recent years, there has been both a reduction in funding from both the Federal and State Governments and a significant financial impact from cost-shifting, particularly from the State Government.

Key future financial challenges for Council include waste management and the future capital investment required at the Uralla landfill, aged and community care services, new biodiversity and weed management responsibilities, and the ongoing strategic and planning response to renewable energy development.

ORDINARY COUNCIL MEETING BUSINESS AGENDA25 MARCH 2025

Just like households and businesses, Council has also been facing rising costs. As a Council, we have done everything we can to reduce spending, including improving efficiencies, reviewing fees and charges, sharing staff with other councils and securing grants wherever possible.

The development of the LTFP model has demonstrated that Council cannot continue to deliver the current level of services, meet the current service standards and deliver capital programs without additional revenue. The scenarios detailed below tested a number of assumptions to arrive at a model that ensures Council's financial sustainability over the forecast 10-year period.

Principal to the recommended Version 4 model, is the assumption of a Special Rate Variation spread over financial years 26/27 and 27/28. Any Special Rate Variation is subject to approval by the Independent Pricing and Regulatory Tribunal (IPART).

Subject to Council approval and the outcome of the public exhibition process for the LTFP, the proposed implementation timeframe allows for a robust community engagement program prior to an application to IPART.

LTFP scenario models

Four LTFP scenarios were developed to model Council's projected financial expenditure, cash flow and revenue over the 10-year horizon. These are discussed below.

Version 1 - Initial Plan and Cash Deficits

The first version of the LTFP focused on Council's baseline financial situation, using a combination of past trends and the current year's original budgets for income, expenditure, and capital investments, as per the asset management plans. Various assumptions, including general rates, waste service fees, and capital works, were applied to build this LTFP model.

Key Results

- Operational expenses and capital investments exceeded forecast income, resulting in a negative cash flow.
- The projections indicated a cumulative cash deficit of \$6.5 million. This included a \$19.7 million deficit in general funds, a \$4.1 million surplus in water funds, a \$7.2 million surplus in sewer funds, a \$0.7 million surplus in McMaugh Gardens funds, and a \$2.6 million deficit in waste funds.
- This gave rise to concerns regarding Council's ability to maintain service levels and meet financial obligations without substantial revisions.

Issues Identified

- High capital expenditure not aligned with available cash flow.
- Insufficient revenue growth in key areas, such as rates and waste services.

Version 2 - Rearrangement and Deferral of Capital Investments

In response to the significant cash deficits in the first version of the LTFP, the second version of the LTFP included some strategic adjustments, particularly in capital investments, to reduce the negative impact on Council's cash flow.

Key Adjustments

- Rearrangement of Capital Projects - Capital projects were rescheduled, with some large-scale investments deferred to future years, reducing immediate cash outflows.
- Capital Investment Prioritisation - Less urgent or non-essential capital works were postponed to allow for the allocation of resources to critical infrastructure needs.

ORDINARY COUNCIL MEETING BUSINESS AGENDA

25 MARCH 2025

- Cash Flow Adjustment - With the deferral and reallocation of capital expenditures, the immediate pressure on Council's cash flow was alleviated, resulting in a less severe deficit.

Key Results

- The cash deficit was reduced, but the cash position remained negative.
- The deferral of capital works provided temporary financial relief, but it highlighted the need for generation of ongoing revenue to ensure long-term sustainability of Council operations and provision of services.

Version 3 - Special Rate Variation and Waste Service Fee Increase

The third stage of LTFP development aimed to achieve a positive cash flow while maintaining key services and required capital works.

Key Adjustments

- Special Rate Variation - A special rate variation was modelled to increase general rates above the forecast standard rate peg, ensuring the rate base aligns with rising service delivery costs and infrastructure investment needs.
- Increase in Waste Service Fees: To cover the estimated \$4.6 million required for landfill remediation starting from 2026-27, and approximately \$4 million for new landfill facility development, increased fees and charges for waste management services were applied in this version of LTFP.

Key Results

- These refinements generated a positive cash flow in the later years of the LTFP model.
- Although short-term projections indicated tight cash positions, these are manageable, enabling Council to confidently plan future investments and maintain service delivery.

Version 4 - McMaugh Gardens Capital Investment and Additional Revenue from Bonds

The fourth version of the LTFP incorporated additional investments identified at a later stage following a consultant's review of McMaugh Gardens asset renewals.

At the same time, a new revenue source emerged from recent changes resulting from the *Aged Care Act 2024 (Cth)*, enabling Council to retain 2% of bond money annually for up to 5 years, capped at 10% in total.

Key Adjustments

- Retention Income from Bonds - Allows Council to generate more revenue and accommodate the requirement of additional capital investments for future renewals and upgrades to McMaugh Gardens infrastructure.

Key Results

- The updated version, built upon all previous adjustments to the LTFP model, demonstrates a positive cash position across the 10-year period.
- **This version of the LTFP model aligns with Council's objectives for financial sustainability, effective service delivery, and long-term growth.**

ORDINARY COUNCIL MEETING BUSINESS AGENDA

25 MARCH 2025

Sensitivity Analysis

Sensitivity analysis in the LTFP help to assess the impact of changes in key assumptions and variables regarding financial outcomes. Sensitivity analysis involves testing how the plan's projections respond to different scenarios, mainly in revenue and expenses.

After developing the base LTFP model through to Version 4, three sensitivity scenarios were developed to assess the financial impact, and to enable Council to make informed decisions. The scenarios are:

- **Base model – Version 4 of the LTFP model**
- **Sensitivity 1:** 1% decrease in revenue.
- **Sensitivity 2:** 1% increase in expenses.
- **Sensitivity 3:** Combination of a 1% revenue decrease and a 1% expense increase.

A snapshot of the cash position in each of the scenarios for each of the five financial funds is provided in the table below:

General Fund Cash Position in Various Scenarios

Various Scenario	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Base Model - Total Cash and Investment	19,044	20,355	19,899	19,447	19,035	19,890	20,866	22,402	23,221	24,643	24,532
Sensitivity 1 - Total Cash and Investment	19,044	20,171	19,518	18,853	18,223	18,889	19,672	21,009	21,626	22,840	22,513
Sensitivity 2 - Total Cash and Investment	19,044	20,170	19,513	18,832	18,194	18,829	19,579	20,888	21,467	22,649	22,273
Sensitivity 3 - Total Cash and Investment	19,044	19,987	19,132	18,239	17,382	17,790	18,309	19,380	19,715	20,648	20,012
Restricted Cash	16,440	17,890	17,828	18,321	18,689	18,901	19,265	19,739	20,184	20,627	21,143
Unrestricted Cash Base Model	2,604	2,464	2,071	1,126	345	989	1,601	2,662	3,038	4,016	3,389
Unrestricted Cash Sensitivity 1	2,604	2,281	1,690	532	(467)	(12)	407	1,270	1,442	2,213	1,370
Unrestricted Cash Sensitivity 2	2,604	2,280	1,685	511	(496)	(72)	314	1,148	1,284	2,022	1,130
Unrestricted Cash Sensitivity 3	2,604	2,097	1,304	(82)	(1,308)	(1,110)	(956)	(360)	(468)	21	(1,131)

Water Cash Position in Various Scenarios

Various Scenario	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Base Model	2,873	2,012	1,903	1,987	2,104	1,759	1,860	1,934	2,016	2,097	2,178
Sensitivity 1	2,873	1,992	1,864	1,929	2,027	1,662	1,742	1,795	1,856	1,915	1,973
Sensitivity 2	2,873	1,984	1,854	1,921	2,020	1,651	1,732	1,786	1,847	1,907	1,966
Sensitivity 3	2,873	1,964	1,816	1,863	1,943	1,554	1,615	1,647	1,687	1,725	1,762

Waste Water Cash Position in Various Scenarios

Various Scenario	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Base Model	2,169	2,406	2,655	2,920	3,190	3,394	3,648	3,917	4,188	4,464	4,747
Sensitivity 1	2,169	2,393	2,629	2,881	3,137	3,327	3,567	3,822	4,077	4,338	4,605
Sensitivity 2	2,169	2,396	2,637	2,892	3,150	3,343	3,585	3,842	4,100	4,364	4,634
Sensitivity 3	2,169	2,383	2,608	2,850	3,095	3,273	3,501	3,743	3,986	4,234	4,488

McMaugh Gardens Cash Position in Various Scenarios

Various Scenario	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Base Model	370	13	41	94	288	191	346	445	562	198	6
Sensitivity 1	370	(43)	(74)	(81)	51	(111)	(22)	9	56	(381)	(646)
Sensitivity 2	370	(47)	(77)	(84)	50	(113)	(22)	10	58	(383)	(650)
Sensitivity 3	370	(99)	(188)	(255)	(183)	(411)	(385)	(422)	(444)	(956)	(1,297)

Waste Services Cash Position in Various Scenarios

Various Scenario	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Base Model	1,319	1,437	1,160	630	134	200	511	1,418	2,261	3,183	4,071
Sensitivity 1	1,265	1,319	1,406	1,075	508	(25)	3	274	1,141	1,943	2,822
Sensitivity 2	1,265	1,319	1,407	1,098	526	(11)	24	299	1,174	1,984	2,873
Sensitivity 3	1,265	1,319	1,375	1,013	405	(170)	(173)	62	897	1,666	2,512

As demonstrated in the above table, the base model of the LTFP is the only scenario which provides a positive cash position across all funds.

ORDINARY COUNCIL MEETING BUSINESS AGENDA

25 MARCH 2025

Financial sustainability and factors contributing to the need for a Special Rate Variation

- *For 48 consecutive year's Council's annual rates increases have been less than CPI because of the 'Rate Peg' applied by the NSW Government.*

The NSW Government's Forced Rate Peg – The 'Rate Peg', applied to NSW Councils 48 years ago (1977) by the NSW Government introduced the practice of capping the annual increase that a council could apply to its previous year's total rates revenue.

The standard principle, which continues to be applied by consecutive NSW Governments, is to ensure that each successive annual rate increase will be less than the actual CPI increase for the previous year.

In short, Council's costs of delivering its core service functions go up each year by more than Council is allowed to collect. This process has ensured a steady diminution in the real purchasing power of all NSW councils' rates revenue, year on year, for the past 48 years.

Assuming Council collected \$100 per ratepayer in 1977, then an annual rate cap which is say 0.2% less than each CPI over the 48-year period has now resulted in Council collecting, in real terms, less than \$70 per ratepayer of purchasing power in 2025.

- *An amount now equal to \$460 per Ratepayer, per annum of costs have been unilaterally shifted from the NSW Government onto NSW Councils*

Cost Shifting - is the annual process of consecutive NSW Governments unilaterally making councils responsible and accountable for the delivery of what were previously NSW Government responsibilities and services without providing sufficient compensatory revenue or funding to the councils affected.

The most recent analysis on the matter "*How State Costs Eat Council Rates*" (LGNSW 2024) found that the burden of cost shifting has skyrocketed 78% in the past five years to \$1.36 billion a year.

The LGNSW calculation notes that NSW councils (after decades of 'successful' cost shifting by the NSW Government) are now annually responsible for delivering more than \$460 per ratepayer of what once were NSW and Federal Government responsibilities (with limited, if any, offsetting revenue).

- *The Diminishing Level of Federal Assistance Grants*

Financial Assistance Grants – A vertical fiscal imbalance (VFI) refers to a mismatch between the spending responsibilities and revenue-raising capabilities of different levels of government, particularly between the Federal Government and NSW Government on the one hand, and Local Councils on the other.

Local government councils only collect around 3.5 percent of taxation nationally and cannot effectively execute their duties without support from other spheres of government (ie. Commonwealth and State) to provide and maintain the infrastructure their communities need such as swimming pools, playgrounds, sports facilities, regional airports, and roads.

This disparity was formally acknowledged by the Commonwealth Government more than 30 years ago. To address this disparity the Commonwealth Government committed at the time to providing local councils with an annual 1% share of the Commonwealth Government's total taxation takings each year.

That commitment was not maintained over time and real value of Financial Assistance Grants provided to local government has steadily declined over the past three decades from the promised 1 percent share of Commonwealth taxation revenue to around 0.55 percent today.

ORDINARY COUNCIL MEETING BUSINESS AGENDA25 MARCH 2025

CONCLUSION

The preparation of Council's LTFP involved a series of strategic adjustments to overcome initial projected cash deficits and to achieve financial sustainability across the 10-year period which the LTFP covered. The first version of the LTFP highlighted significant cash flow challenges, which were addressed through the rearrangement of capital investments and revenue enhancements through a special rate variation, increased waste service fees, and additional bond income from McMaugh Gardens, leading to a positive cash flow to support Council's long-term objectives.

The LTFP is now well-positioned to support Council's future goals while maintaining financial stability. The LTFP will continue to be reviewed annually, with any changes in circumstances addressed through future updates. After analysing the annual cash position in both the base model and in various sensitivity scenarios, we recommend that Council endorses Version 4 of the LTFP for public exhibition. Subject to the outcome of the public exhibition process, a further report will be prepared for Council for adoption of the LTFP. Noting the recommended Version 4 relies on a Special Rate Variation, a comprehensive community engagement program will be recommended for Council approval.

COUNCIL IMPLICATIONS**Community Engagement/Communication**

The draft LTFP be placed on public exhibition for community consultation.

Policy and Regulation

Local Government Act 1993, Local Government (General) Regulation 2021, Office of Local Government Integrated Planning and Reporting Guidelines.

Financial/Long Term Financial Plan

Council is exploring other possibilities to generate additional revenue for the delivery of services and capital expenditure.

Asset Management/Asset Management Strategy

Asset Management Plan projections have been incorporated in the LTFP. The decision regarding the suggested financial models within the LTFP could influence the lifespan of assets and the ability to sustain the use of infrastructure.

Workforce/Workforce Management Strategy

Work force management plan projections have been incorporated in the LTFP.

Legal and Risk Management

Continued review of costs and revenue raising opportunities is necessary to confidently assess the risk of financial sustainability.

Performance Measures

The Long Term Financial Plan will be supported by the Delivery Programme and the Operational Plan which include performance measures.

Project Management

Project management for the LTFP is the responsibility of the Chief Financial Officer.

Annexure A - Detailed financial statements for base model of the Uralla Shire Council LTFP

Uralla Shire Council Long Term Financial Plan 2025-26 to 2034-35 Consolidated Profit & Loss Account											
	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Income from continuing operations											
Rates and annual charges	8,436	8,942	10,570	12,246	12,689	13,070	13,396	13,815	14,160	14,514	14,967
User charges and fees	5,842	6,445	6,658	6,858	7,064	7,276	7,471	7,672	7,879	8,091	8,309
Other revenue	879	764	810	599	633	661	681	701	722	743	765
Grants and contributions provided for operating purposes	9,968	11,115	11,262	11,560	11,866	12,391	12,716	13,050	13,394	13,749	14,365
Interest and investment income	777	676	577	538	518	518	518	518	518	518	518
Total revenue from operational activities	25,903	27,942	29,878	31,801	32,770	33,916	34,783	35,756	36,673	37,615	38,925
Expenses from continuing operations											
Employee benefits and on-costs	(12,913)	(14,709)	(14,532)	(14,242)	(14,799)	(16,200)	(16,585)	(17,304)	(18,082)	(18,624)	(19,162)
Materials and services	(7,177)	(8,465)	(8,387)	(8,562)	(8,988)	(9,129)	(9,343)	(9,782)	(9,984)	(10,088)	(11,000)
Borrowing costs	(129)	(249)	(249)	(40)	(33)	(27)	(22)	(17)	(13)	(8)	(3)
Councillor and Mayoral fees and associated expenses	(162)	(168)	(173)	(178)	(183)	(189)	(195)	(200)	(206)	(213)	(219)
Audit fees	(161)	(182)	(188)	(195)	(201)	(208)	(215)	(222)	(229)	(237)	(244)
Other expenses	(756)	(611)	(630)	(649)	(668)	(688)	(709)	(730)	(752)	(774)	(798)
Net loss/(gain) from the disposal of assets	220	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	(21,080)	(24,385)	(24,159)	(23,866)	(24,873)	(26,440)	(27,068)	(28,255)	(29,265)	(29,943)	(31,427)
Operating result prior to consideration of capital grants and depreciation	4,824	3,557	5,719	7,935	7,897	7,476	7,714	7,501	7,407	7,671	7,498
Depreciation on Non-current assets	(7,511)	(8,165)	(6,721)	(6,926)	(7,170)	(7,381)	(7,567)	(7,756)	(7,924)	(8,107)	(8,299)
Operating profit/(loss) after depreciation	(2,687)	(4,608)	(1,001)	1,009	727	95	148	(255)	(517)	(436)	(802)
Grants and contributions provided for capital purposes	5,450	2,459	4,293	2,328	2,363	2,398	2,434	2,471	2,508	2,545	2,583
Overall result with capital grants	2,763	(2,149)	3,292	3,337	3,090	2,493	2,582	2,216	1,991	2,110	1,782
Capital Investments											
Employee benefits and on-costs	(1,798)	(455)	(1,087)	(1,845)	(1,771)	(868)	(994)	(803)	(568)	(585)	(623)
Materials and services	(10,779)	(6,563)	(6,894)	(9,490)	(9,184)	(7,836)	(7,721)	(6,758)	(7,659)	(7,738)	(9,025)
Total Capex during the year	(12,577)	(7,018)	(7,981)	(11,336)	(10,955)	(8,704)	(8,715)	(7,561)	(8,227)	(8,323)	(9,648)
Cash flow surplus/(deficit) for the year	(2,303)	(1,002)	2,032	(1,073)	(695)	1,170	1,433	2,410	1,688	1,894	433

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Profit & Loss Account - General Fund (Exc. Waste Service)

	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Income from continuing operations											
Rates and annual charges	4,565	4,786	6,153	7,571	7,874	8,110	8,312	8,604	8,819	9,039	9,356
User charges and fees	3,156	3,321	3,425	3,527	3,633	3,742	3,849	3,960	4,074	4,190	4,311
Other revenue	826	689	704	468	482	497	509	522	535	548	562
Grants and contributions provided for operating purposes	5,427	6,832	6,851	7,016	7,186	7,571	7,751	7,937	8,128	8,324	8,778
Interest and investment income	404	418	356	331	318	318	318	318	318	318	318
Total revenue from operational activities	14,378	16,046	17,489	18,913	19,494	20,238	20,741	21,340	21,873	22,420	23,324
Expenses from continuing operations											
Employee benefits and on-costs	(7,767)	(8,783)	(8,681)	(8,513)	(8,844)	(9,675)	(9,906)	(10,333)	(10,796)	(11,120)	(11,442)
Materials and services	(2,588)	(4,149)	(3,919)	(3,960)	(4,249)	(4,247)	(4,339)	(4,653)	(4,727)	(4,699)	(5,477)
Borrowing costs	(93)	(53)	(47)	(40)	(33)	(27)	(22)	(17)	(13)	(8)	(3)
Councillor and Mayoral fees and associated expenses	(162)	(168)	(173)	(178)	(183)	(189)	(195)	(200)	(206)	(213)	(219)
Audit fees	(161)	(182)	(188)	(195)	(201)	(208)	(215)	(222)	(229)	(237)	(244)
Other expenses	(756)	(611)	(630)	(649)	(668)	(688)	(709)	(730)	(752)	(774)	(798)
Net loss/(gain) from the disposal of assets	220	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	(11,308)	(13,946)	(13,638)	(13,534)	(14,178)	(15,033)	(15,385)	(16,156)	(16,723)	(17,051)	(18,183)
Operating result prior to consideration of capital grants and depreciation	3,071	2,100	3,851	5,379	5,315	5,205	5,356	5,184	5,150	5,369	5,141
Depreciation on Non-current assets	(4,943)	(5,121)	(5,224)	(5,351)	(5,518)	(5,682)	(5,822)	(5,964)	(6,101)	(6,251)	(6,401)
Operating profit/(loss) after depreciation	(1,873)	(3,021)	(1,373)	28	(202)	(477)	(466)	(780)	(951)	(882)	(1,260)
Grants and contributions provided for capital purposes	4,300	2,259	2,293	2,328	2,363	2,398	2,434	2,471	2,508	2,545	2,583
Results with capital grants	2,427	(762)	921	2,356	2,161	1,921	1,968	1,691	1,556	1,663	1,323
Capital Investments											
Employee benefits and on-costs	(1,708)	(340)	(990)	(1,805)	(1,731)	(815)	(951)	(760)	(525)	(530)	(579)
Materials and services	(8,461)	(4,159)	(5,548)	(6,846)	(6,727)	(6,144)	(6,227)	(5,833)	(6,758)	(6,405)	(7,772)
Total Capex during the year	(10,169)	(4,499)	(6,538)	(8,652)	(8,458)	(6,960)	(7,178)	(6,593)	(7,282)	(6,936)	(8,352)
Cash flow surplus/(deficit) for the year	(2,798)	(140)	(393)	(945)	(780)	644	612	1,061	375	979	(627)

Uralla Shire Council Long Term Financial Plan 2025-26 to 2034-35 Profit & Loss Account - Water Fund											
	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Income from continuing operations											
Rates and annual charges	675	696	720	742	764	787	806	827	847	868	890
User charges and fees	1,007	1,016	1,052	1,083	1,116	1,149	1,178	1,208	1,238	1,269	1,301
Other revenue	-	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for operating purposes	824	-	-	-	-	-	-	-	-	-	-
Interest and investment income	136	89	76	71	69	69	69	69	69	69	69
Total revenue from operational activities	2,643	1,801	1,849	1,897	1,949	2,005	2,054	2,103	2,154	2,206	2,260
Expenses from continuing operations											
Employee benefits and on-costs	(396)	(528)	(522)	(512)	(532)	(582)	(595)	(621)	(649)	(668)	(688)
Materials and services	(1,836)	(829)	(858)	(883)	(910)	(937)	(960)	(984)	(1,009)	(1,034)	(1,060)
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	(2,232)	(1,356)	(1,379)	(1,395)	(1,441)	(1,519)	(1,556)	(1,606)	(1,658)	(1,703)	(1,748)
Operating result prior to consideration of capital grants and depreciation	411	445	469	502	508	487	498	498	496	504	512
Depreciation on Non-current assets	(639)	(669)	(698)	(713)	(726)	(739)	(758)	(771)	(784)	(797)	(811)
Operating profit/(loss) after depreciation	(228)	(224)	(229)	(211)	(218)	(252)	(260)	(273)	(288)	(294)	(299)
Grants and contributions provided for capital purposes	1,150	200	-	-	-	-	-	-	-	-	-
Results with capital grants	922	(24)	(229)	(211)	(218)	(252)	(260)	(273)	(288)	(294)	(299)
Capital Investments											
Employee benefits and on-costs	(82)	(63)	(25)	(18)	(17)	(17)	(18)	(18)	(19)	(19)	(19)
Materials and services	(1,456)	(1,442)	(554)	(400)	(373)	(814)	(380)	(406)	(396)	(404)	(412)
Total Capex during the year	(1,538)	(1,505)	(579)	(418)	(390)	(832)	(397)	(424)	(414)	(423)	(431)
Cash flow surplus/(deficit) in the year	23	(861)	(110)	84	117	(345)	101	74	82	81	81

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Profit & Loss Account - Sewer Fund

	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Income from continuing operations											
Rates and annual charges	1,091	1,128	1,168	1,203	1,239	1,276	1,308	1,341	1,374	1,408	1,444
User charges and fees	57	81	84	86	89	91	94	96	98	101	103
Other revenue	-	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Interest and investment income	84	52	44	41	40	40	40	40	40	40	40
Total revenue from operational activities	1,232	1,261	1,296	1,330	1,367	1,407	1,441	1,476	1,512	1,549	1,587
Expenses from continuing operations											
Employee benefits and on-costs	(340)	(263)	(260)	(255)	(265)	(290)	(297)	(310)	(323)	(333)	(343)
Materials and services	(324)	(449)	(464)	(478)	(493)	(507)	(520)	(533)	(546)	(560)	(574)
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	(664)	(712)	(724)	(733)	(757)	(797)	(817)	(843)	(870)	(893)	(917)
Operating result prior to consideration of capital grants and depreciation	568	549	571	597	610	610	625	634	642	656	670
Depreciation on Non-current assets	(488)	(501)	(510)	(519)	(530)	(540)	(551)	(562)	(573)	(584)	(595)
Operating profit/(loss) after depreciation	80	48	61	78	80	70	73	72	70	72	75
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-	-
Results with capital grants	80	48	61	78	80	70	73	72	70	72	75
Capital Investments											
Employee benefits and on-costs	-	(10)	(16)	(17)	(17)	(23)	(19)	(18)	(19)	(19)	(19)
Materials and services	(520)	(302)	(306)	(315)	(323)	(383)	(351)	(346)	(353)	(361)	(368)
Total Capex during the year	(520)	(312)	(323)	(332)	(341)	(406)	(370)	(365)	(372)	(380)	(387)
Cash flow surplus/(deficit) in the year	48	237	249	265	269	204	254	269	270	276	283

Uralla Shire Council Long Term Financial Plan 2025-26 to 2034-35 Profit & Loss Account - McMaugh Gardens											
	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Income from continuing operations											
Rates and annual charges	-	-	-	-	-	-	-	-	-	-	-
User charges and fees	1,109	1,240	1,284	1,322	1,362	1,403	1,438	1,474	1,510	1,548	1,587
Other revenue	5	37	67	91	110	122	129	135	142	149	156
Grants and contributions provided for operating purposes	3,717	4,282	4,411	4,543	4,680	4,820	4,965	5,113	5,267	5,425	5,588
Interest and investment income	131	107	91	84	81	81	81	81	81	81	81
Total revenue from operational activities	4,961	5,667	5,852	6,041	6,232	6,426	6,611	6,802	6,999	7,202	7,411
Expenses from continuing operations											
Employee benefits and on-costs	(3,363)	(4,210)	(4,161)	(4,080)	(4,239)	(4,638)	(4,748)	(4,954)	(5,176)	(5,331)	(5,485)
Materials and services	(1,025)	(1,322)	(1,368)	(1,409)	(1,452)	(1,495)	(1,533)	(1,571)	(1,610)	(1,650)	(1,692)
Borrowing costs	(3)	(1)	(0)	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	(4,391)	(5,533)	(5,530)	(5,490)	(5,691)	(6,133)	(6,281)	(6,524)	(6,786)	(6,981)	(7,177)
Operating result prior to consideration of capital grants and depreciation	570	135	323	551	541	293	330	278	214	221	234
Depreciation on Non-current assets	(229)	(235)	(248)	(256)	(269)	(279)	(290)	(296)	(302)	(307)	(323)
Operating profit/(loss) after depreciation	342	(100)	75	295	272	13	40	(18)	(89)	(86)	(88)
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-	-
Results with capital grants	342	(100)	75	295	272	13	40	(18)	(89)	(86)	(88)
Capital Investments											
Employee benefits and on-costs	(8)	(5)	(5)	(6)	(6)	(6)	(6)	(6)	(6)	(17)	-
Materials and services	(193)	(486)	(290)	(492)	(341)	(384)	(169)	(173)	(91)	(569)	(426)
Total Capex during the year	(200)	(492)	(295)	(498)	(346)	(390)	(174)	(179)	(97)	(586)	(426)
Cash flow surplus/(deficit) in the year	370	(357)	28	53	194	(98)	156	99	117	(365)	(191)

Uralla Shire Council Long Term Financial Plan 2025-26 to 2034-35 Profit & Loss Account - Waste Service											
	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Income from continuing operations											
Rates and annual charges	2,105	2,332	2,530	2,731	2,813	2,897	2,970	3,044	3,120	3,198	3,278
User charges and fees	513	787	815	839	864	890	913	935	959	983	1,007
Other revenue	48	37	38	40	41	42	43	44	45	46	47
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Interest and investment income	22	10	10	10	10	10	10	10	10	10	10
Total revenue from operational activities	2,689	3,167	3,393	3,620	3,728	3,840	3,935	4,033	4,134	4,237	4,343
Expenses from continuing operations											
Employee benefits and on-costs	(1,048)	(925)	(908)	(883)	(919)	(1,016)	(1,039)	(1,086)	(1,137)	(1,171)	(1,205)
Materials and services	(1,404)	(1,717)	(1,777)	(1,831)	(1,886)	(1,942)	(1,991)	(2,041)	(2,092)	(2,144)	(2,197)
Borrowing costs	(34)	(195)	(202)	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	(2,485)	(2,838)	(2,888)	(2,714)	(2,804)	(2,958)	(3,030)	(3,126)	(3,229)	(3,315)	(3,402)
Operating result prior to consideration of capital grants and depreciation	204	329	505	906	924	882	906	907	905	922	940
Depreciation on Non-current assets	(1,212)	(1,639)	(41)	(87)	(128)	(141)	(145)	(163)	(164)	(167)	(169)
Operating profit/(loss) after depreciation	(1,008)	(1,310)	464	819	796	741	760	744	741	755	772
Grants and contributions provided for capital purposes	-	-	2,000	-	-	-	-	-	-	-	-
Results with capital grants	(1,008)	(1,310)	2,464	819	796	741	760	744	741	755	772
Capital Investments											
Employee benefits and on-costs	-	(37)	(51)	-	-	(6)	-	-	-	-	(5)
Materials and services	(150)	(173)	(197)	(1,437)	(1,419)	(111)	(595)	-	(62)	-	(48)
Total Capex during the year	(150)	(210)	(247)	(1,437)	(1,419)	(117)	(595)	-	(62)	-	(53)
Cash flow surplus/(deficit) in the year	54	119	2,258	(530)	(495)	765	311	907	843	922	887
Cash outflow for tip remediation	-	-	(2,535)	-	-	(699)	-	-	-	-	-
Cash flow surplus/(deficit) in the year including remediation	54	119	(277)	(530)	(495)	66	311	907	843	922	887

Uralla Shire Council Long Term Financial Plan 2025-26 to 2034-35 Consolidated Cash Flow Statement											
Amounts in '000											
Particulars of Cash Movement	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	8,436	8,942	10,570	12,246	12,689	13,070	13,396	13,815	14,160	14,514	14,967
User charges and fees	5,842	6,445	6,658	6,858	7,064	7,276	7,471	7,672	7,879	8,091	8,309
Other revenue	879	764	810	599	633	661	681	701	722	743	765
Grants and contributions provided for operating purposes	9,968	11,115	11,262	11,560	11,866	12,391	12,716	13,050	13,394	13,749	14,365
Grants and contributions provided for capital purposes	5,450	2,459	4,293	2,328	2,363	2,398	2,434	2,471	2,508	2,545	2,583
Interest and investment income	777	676	577	538	518	518	518	518	518	518	518
Payments:											
Employee benefits and on-costs	(12,913)	(14,709)	(14,532)	(14,242)	(14,799)	(16,200)	(16,585)	(17,304)	(18,082)	(18,624)	(19,162)
Materials and services	(7,177)	(8,465)	(8,387)	(8,562)	(8,988)	(9,129)	(9,343)	(9,782)	(9,984)	(10,088)	(11,000)
Borrowing costs	(129)	(249)	(249)	(40)	(33)	(27)	(22)	(17)	(13)	(8)	(3)
Councillor and Mayoral fees and associated expenses	(162)	(168)	(173)	(178)	(183)	(189)	(195)	(200)	(206)	(213)	(219)
Audit fees	(161)	(182)	(188)	(195)	(201)	(208)	(215)	(222)	(229)	(237)	(244)
Other expenses	(756)	(611)	(630)	(649)	(668)	(688)	(709)	(730)	(752)	(774)	(798)
Net loss/(gain) from the disposal of assets	220	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	10,274	6,016	10,013	10,263	10,260	9,874	10,148	9,972	9,915	10,217	10,081
Cash Flows from Investing Activities											
Net change in investments	(11)	779	(31)	247	184	106	182	237	222	221	259
Investment in Infrastructure, Property, Plant & Equipment	(12,577)	(7,018)	(10,517)	(11,336)	(10,955)	(9,403)	(8,715)	(7,561)	(8,227)	(8,323)	(9,648)
Net Cash provided (or used in) Investing Activities	(12,587)	(6,239)	(10,548)	(11,089)	(10,770)	(9,298)	(8,533)	(7,324)	(8,005)	(8,102)	(9,389)
Cash Flows from Financing Activities											
Receipts from loans or borrowings/McM Bonds	700	819	105	380	318	208	284	340	324	324	359
Payment of loans or borrowings	(138)	(148)	(135)	(134)	(134)	(102)	(102)	(102)	(102)	(102)	(102)
Net Cash provided (or used in) Financing Activities	562	672	(31)	246	184	106	182	237	222	222	257
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	(1,752)	449	(566)	(580)	(326)	682	1,797	2,885	2,132	2,337	949
Opening Balance of Cash and Cash Equivalent (including Restrictions)	27,451	25,699	26,148	25,581	25,002	24,675	25,358	27,155	30,040	32,172	34,509
Cash & Cash Equivalents - end of the year	25,699	26,148	25,581	25,002	24,675	25,358	27,155	30,040	32,172	34,509	35,458

Uralla Shire Council Long Term Financial Plan 2025-26 to 2034-35 Cash Flow Statement - General Fund											
Amounts in '000											
Particulars of Cash Movement	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	4,565	4,786	6,153	7,571	7,874	8,110	8,312	8,604	8,819	9,039	9,356
User charges and fees	3,156	3,321	3,425	3,527	3,633	3,742	3,849	3,960	4,074	4,190	4,311
Other revenue	826	689	704	468	482	497	509	522	535	548	562
Grants and contributions provided for operating purposes	5,427	6,832	6,851	7,016	7,186	7,571	7,751	7,937	8,128	8,324	8,778
Grants and contributions provided for capital purposes	4,300	2,259	2,293	2,328	2,363	2,398	2,434	2,471	2,508	2,545	2,583
Interest and investment income	404	418	356	331	318	318	318	318	318	318	318
Payments:											
Employee benefits and on-costs	(7,767)	(8,783)	(8,681)	(8,513)	(8,844)	(9,675)	(9,906)	(10,333)	(10,796)	(11,120)	(11,442)
Materials and services	(2,588)	(4,149)	(3,919)	(3,960)	(4,249)	(4,247)	(4,339)	(4,653)	(4,727)	(4,699)	(5,477)
Borrowing costs	(93)	(53)	(47)	(40)	(33)	(27)	(22)	(17)	(13)	(8)	(3)
Councillor and Mayoral fees and associated expenses	(162)	(168)	(173)	(178)	(183)	(189)	(195)	(200)	(206)	(213)	(219)
Audit fees	(161)	(182)	(188)	(195)	(201)	(208)	(215)	(222)	(229)	(237)	(244)
Other expenses	(756)	(611)	(630)	(649)	(668)	(688)	(709)	(730)	(752)	(774)	(798)
Net loss/(gain) from the disposal of assets	220	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	7,371	4,359	6,144	7,707	7,678	7,603	7,790	7,655	7,657	7,914	7,724
Cash Flows from Investing Activities											
Net change in investments	(11)	779	(31)	247	184	106	182	237	222	221	259
Investment in Infrastructure, Property, Plant & Equipment	(10,169)	(4,499)	(6,538)	(8,652)	(8,458)	(6,960)	(7,178)	(6,593)	(7,282)	(6,936)	(8,352)
Net Cash provided (or used in) Investing Activities	(10,179)	(3,720)	(6,569)	(8,405)	(8,274)	(6,854)	(6,996)	(6,356)	(7,060)	(6,714)	(8,093)
Cash Flows from Financing Activities											
Receipts from loans or borrowings/McM Bonds	700	819	105	380	318	208	284	340	324	324	359
Payment of loans or borrowings	(138)	(148)	(135)	(134)	(134)	(102)	(102)	(102)	(102)	(102)	(102)
Net Cash provided (or used in) Financing Activities	562	672	(31)	246	184	106	182	237	222	222	257
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	(2,247)	1,311	(456)	(452)	(412)	855	976	1,536	820	1,422	(111)
Opening Balance of Cash and Cash Equivalent (including Restrictions)	21,291	19,044	20,355	19,899	19,447	19,035	19,890	20,866	22,402	23,221	24,643
Cash & Cash Equivalents - end of the year	19,044	20,355	19,899	19,447	19,035	19,890	20,866	22,402	23,221	24,643	24,532

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Cash Flow Statement - Water Fund

	Amounts in '000										
Particulars of Cash Movement	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	675	696	720	742	764	787	806	827	847	868	890
User charges and fees	1,007	1,016	1,052	1,083	1,116	1,149	1,178	1,208	1,238	1,269	1,301
Other revenue	-	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for operating purposes	824	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for capital purposes	1,150	200	-	-	-	-	-	-	-	-	-
Interest and investment income	136	89	76	71	69	69	69	69	69	69	69
Payments:											
Employee benefits and on-costs	(396)	(528)	(522)	(512)	(532)	(582)	(595)	(621)	(649)	(668)	(688)
Materials and services	(1,836)	(829)	(858)	(883)	(910)	(937)	(960)	(984)	(1,009)	(1,034)	(1,060)
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	1,561	644	469	502	508	487	498	498	496	504	512
Cash Flows from Investing Activities											
Investment in Infrastructure, Property, Plant & Equipment	(1,538)	(1,505)	(579)	(418)	(390)	(832)	(397)	(424)	(414)	(423)	(431)
Net Cash provided (or used in) Investing Activities	(1,538)	(1,505)	(579)	(418)	(390)	(832)	(397)	(424)	(414)	(423)	(431)
Cash Flows from Financing Activities											
Receipts from loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Payment of loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	23	(861)	(110)	84	117	(345)	101	74	82	81	81
Plus: Cash & Cash Equivalents - beginning of year (including restricted funds)	2,850	2,873	2,012	1,903	1,987	2,104	1,759	1,860	1,934	2,016	2,097
Cash & Cash Equivalents - end of the year	2,873	2,012	1,903	1,987	2,104	1,759	1,860	1,934	2,016	2,097	2,178

Uralla Shire Council Long Term Financial Plan 2025-26 to 2034-35 Cash Flow Statement - Sewer Fund											
Amounts in '000											
Particulars of Cash Movement	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	1,091	1,128	1,168	1,203	1,239	1,276	1,308	1,341	1,374	1,408	1,444
User charges and fees	57	81	84	86	89	91	94	96	98	101	103
Other revenue	-	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-	-
Interest and investment income	84	52	44	41	40	40	40	40	40	40	40
Payments:											
Employee benefits and on-costs	(340)	(263)	(260)	(255)	(265)	(290)	(297)	(310)	(323)	(333)	(343)
Materials and services	(324)	(449)	(464)	(478)	(493)	(507)	(520)	(533)	(546)	(560)	(574)
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	568	549	571	597	610	610	625	634	642	656	670
Cash Flows from Investing Activities											
Investment in Infrastructure, Property, Plant & Equipment	(520)	(312)	(323)	(332)	(341)	(406)	(370)	(365)	(372)	(380)	(387)
Net Cash provided (or used in) Investing Activities	(520)	(312)	(323)	(332)	(341)	(406)	(370)	(365)	(372)	(380)	(387)
Cash Flows from Financing Activities											
Receipts from loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Payment of loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	48	237	249	265	269	204	254	269	270	276	283
Plus: Cash & Cash Equivalents - beginning of year (including restricted funds)	2,121	2,169	2,406	2,655	2,920	3,190	3,394	3,648	3,917	4,188	4,464
Cash & Cash Equivalents - end of the year	2,169	2,406	2,655	2,920	3,190	3,394	3,648	3,917	4,188	4,464	4,747

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Cash Flow Statement - McMaugh Fund

	Amounts in '000										
Particulars of Cash Movement	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	-	-	-	-	-	-	-	-	-	-	-
User charges and fees	1,109	1,240	1,284	1,322	1,362	1,403	1,438	1,474	1,510	1,548	1,587
Other revenue	5	37	67	91	110	122	129	135	142	149	156
Grants and contributions provided for operating purposes	3,717	4,282	4,411	4,543	4,680	4,820	4,965	5,113	5,267	5,425	5,588
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-	-
Interest and investment income	131	107	91	84	81	81	81	81	81	81	81
Payments:											
Employee benefits and on-costs	(3,363)	(4,210)	(4,161)	(4,080)	(4,239)	(4,638)	(4,748)	(4,954)	(5,176)	(5,331)	(5,485)
Materials and services	(1,025)	(1,322)	(1,368)	(1,409)	(1,452)	(1,495)	(1,533)	(1,571)	(1,610)	(1,650)	(1,692)
Borrowing costs	(3)	(1)	(0)	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	570	135	323	551	541	293	330	278	214	221	234
Cash Flows from Investing Activities											
Investment in Infrastructure, Property, Plant & Equipment	(200)	(492)	(295)	(498)	(346)	(390)	(174)	(179)	(97)	(586)	(426)
Net Cash provided (or used in) Investing Activities	(200)	(492)	(295)	(498)	(346)	(390)	(174)	(179)	(97)	(586)	(426)
Cash Flows from Financing Activities											
Receipts from loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Payment of loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	370	(357)	28	53	194	(98)	156	99	117	(365)	(191)
Plus: Cash & Cash Equivalents - beginning of year (including restricted funds)	-	370	13	41	94	288	191	346	445	562	198
Cash & Cash Equivalents - end of the year	370	13	41	94	288	191	346	445	562	198	6

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Cash Flow Statement - Waste Service

Amounts in '000											
Particulars of Cash Movement	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	2,105	2,332	2,530	2,731	2,813	2,897	2,970	3,044	3,120	3,198	3,278
User charges and fees	513	787	815	839	864	890	913	935	959	983	1,007
Other revenue	48	37	38	40	41	42	43	44	45	46	47
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for specific purposes	-	-	2,000	-	-	-	-	-	-	-	-
Interest and investment income	22	10	10	10	10	10	10	10	10	10	10
Payments:											
Employee benefits and on-costs	(1,048)	(925)	(908)	(883)	(919)	(1,016)	(1,039)	(1,086)	(1,137)	(1,171)	(1,205)
Materials and services	(1,404)	(1,717)	(1,777)	(1,831)	(1,886)	(1,942)	(1,991)	(2,041)	(2,092)	(2,144)	(2,197)
Borrowing costs	(34)	(195)	(202)	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Remediation of landfill	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	204	329	2,505	906	924	882	906	907	905	922	940
Cash Flows from Investing Activities											
Remediation of landfill assets	-	-	(2,535)	-	-	(699)	-	-	-	-	-
Investment in Infrastructure, Property, Plant & Equipment	(150)	(210)	(247)	(1,437)	(1,419)	(117)	(595)	-	(62)	-	(53)
Net Cash provided (or used in) Investing Activities	(150)	(210)	(2,782)	(1,437)	(1,419)	(816)	(595)	-	(62)	-	(53)
Cash Flows from Financing Activities											
Receipts from loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Payment of loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	54	119	(277)	(530)	(495)	66	311	907	843	922	887
Plus: Cash & Cash Equivalents - beginning of year (including restricted funds)	1,265	1,319	1,437	1,160	630	134	200	511	1,418	2,261	3,183
Cash & Cash Equivalents - end of the year	1,319	1,437	1,160	630	134	200	511	1,418	2,261	3,183	4,071

Uralla Shire Council											
Long Term Financial Plan 2025-26 to 2034-35											
Consolidated Balance Sheet											
	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Current assets											
Cash and cash equivalents	9,335	8,333	7,829	6,757	6,062	6,533	7,966	10,377	12,064	13,958	14,391
Investments	16,343	17,122	17,091	17,337	17,522	17,627	17,809	18,047	18,269	18,490	18,749
Receivables	4,059	3,791	4,171	4,267	4,333	4,475	4,594	4,700	4,816	4,933	5,081
Inventories	324	238	204	289	280	247	253	236	256	260	294
Contract assets	1,498	1,035	1,131	1,431	1,412	1,234	1,250	1,166	1,239	1,263	1,393
Other	111	117	132	120	123	125	123	124	124	124	124
Total current assets	31,671	30,637	30,557	30,202	29,732	30,242	31,995	34,649	36,768	39,027	40,032
Non-current assets											
Infrastructure, property, plant and equipment (IPPE)	315,321	318,340	323,467	333,407	341,840	346,549	352,071	356,488	361,666	367,071	373,198
Right of use assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	315,321	318,340	323,467	333,407	341,840	346,549	352,071	356,488	361,666	367,071	373,198
Total assets	346,992	348,976	354,025	363,608	371,572	376,790	384,067	391,137	398,434	406,099	413,230
Current liabilities											
Payables	(6,850)	(6,452)	(6,461)	(6,922)	(6,931)	(6,743)	(6,756)	(6,674)	(6,850)	(6,879)	(7,231)
Contract liabilities	(6,839)	(8,383)	(4,263)	(4,509)	(3,398)	(3,460)	(3,429)	(3,444)	(3,437)	(3,441)	(3,439)
Lease liabilities	(21)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)
Borrowings	(138)	(148)	(135)	(134)	(134)	(102)	(102)	(102)	(102)	(102)	(102)
Employee benefit provisions	(2,431)	(2,479)	(2,454)	(2,455)	(2,462)	(2,457)	(2,458)	(2,459)	(2,458)	(2,458)	(2,459)
Total current liabilities	(16,278)	(17,482)	(13,333)	(14,039)	(12,946)	(12,782)	(12,766)	(12,700)	(12,867)	(12,901)	(13,251)
Non-current liabilities											
Lease liabilities	(141)	(135)	(132)	(136)	(134)	(134)	(135)	(135)	(135)	(135)	(135)
Borrowings	(1,016)	(887)	(757)	(625)	(523)	(420)	(318)	(216)	(113)	(11)	-
Employee benefit provisions	(1,341)	(507)	(642)	(830)	(660)	(711)	(733)	(701)	(715)	(717)	(711)
Provisions for Tip Assets	(4,728)	(2,364)	-	-	-	-	-	-	-	-	-
Total non-current liabilities	(7,227)	(3,894)	(1,532)	(1,591)	(1,317)	(1,265)	(1,186)	(1,051)	(963)	(862)	(846)
Net assets	323,487	327,601	339,160	347,978	357,310	362,743	370,115	377,386	384,604	392,336	399,134
EQUITY											
Accumulated surplus	(91,945)	(88,874)	(92,191)	(95,756)	(99,057)	(101,768)	(104,602)	(107,077)	(109,341)	(111,738)	(113,814)
IPPE revaluation reserve	(231,542)	(238,726)	(246,969)	(252,222)	(258,253)	(260,975)	(265,513)	(270,308)	(275,264)	(280,598)	(285,320)
Total equity	(323,487)	(327,601)	(339,160)	(347,978)	(357,310)	(362,743)	(370,115)	(377,386)	(384,604)	(392,336)	(399,134)

Uralla Shire Council Long Term Financial Plan 2025-26 to 2034-35 Balance Sheet - General Fund											
	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Current assets											
Cash and cash equivalents	2,604	2,464	2,071	1,126	345	989	1,601	2,662	3,038	4,016	3,389
Investments	16,343	17,122	17,091	17,337	17,522	17,627	17,809	18,047	18,269	18,490	18,749
Receivables	3,021	2,732	3,091	3,166	3,210	3,329	3,425	3,507	3,600	3,693	3,816
Inventories	324	238	204	289	280	247	253	236	256	260	294
Contract assets	1,077	601	683	970	938	745	746	647	704	713	826
Other	111	117	132	120	123	125	123	124	124	124	124
Total current assets	23,480	23,274	23,271	23,008	22,417	23,062	23,957	25,224	25,990	27,295	27,198
Non-current assets											
Infrastructure, property, plant and equipment (IPPE)	268,613	272,400	275,665	284,776	293,431	298,706	303,711	308,685	314,258	320,629	327,510
Right of use assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	268,613	272,400	275,665	284,776	293,431	298,706	303,711	308,685	314,258	320,629	327,510
Total assets	292,093	295,674	298,936	307,784	315,849	321,768	327,668	333,908	340,248	347,924	354,708
Current liabilities											
Payables	(6,850)	(6,452)	(6,461)	(6,922)	(6,931)	(6,743)	(6,756)	(6,674)	(6,850)	(6,879)	(7,231)
Contract liabilities	(2,775)	(3,771)	(3,273)	(3,522)	(3,398)	(3,460)	(3,429)	(3,444)	(3,437)	(3,441)	(3,439)
Lease liabilities	(21)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)
Borrowings	(138)	(148)	(135)	(134)	(134)	(102)	(102)	(102)	(102)	(102)	(102)
Employee benefit provisions	(2,431)	(2,479)	(2,454)	(2,455)	(2,462)	(2,457)	(2,458)	(2,459)	(2,458)	(2,458)	(2,459)
Total current liabilities	(12,214)	(12,870)	(12,343)	(13,053)	(12,946)	(12,782)	(12,766)	(12,700)	(12,867)	(12,901)	(13,251)
Non-current liabilities											
Lease liabilities	(141)	(135)	(132)	(136)	(134)	(134)	(135)	(135)	(135)	(135)	(135)
Borrowings	(1,016)	(887)	(757)	(625)	(523)	(420)	(318)	(216)	(113)	(11)	-
Employee benefit provisions	(1,341)	(507)	(642)	(830)	(660)	(711)	(733)	(701)	(715)	(717)	(711)
Provisions for Tip Assets	(4,728)	(2,364)	-	-	-	-	-	-	-	-	-
Total non-current liabilities	(7,227)	(3,894)	(1,532)	(1,591)	(1,317)	(1,265)	(1,186)	(1,051)	(963)	(862)	(846)
Net assets	272,651	278,910	285,061	293,140	301,587	307,721	313,717	320,157	326,418	334,161	340,612
EQUITY											
Accumulated surplus	(68,366)	(67,604)	(68,525)	(70,881)	(73,041)	(74,962)	(76,930)	(78,621)	(80,177)	(81,840)	(83,163)
IPPE revaluation reserve	(204,285)	(211,306)	(216,536)	(222,259)	(228,545)	(232,759)	(236,787)	(241,536)	(246,241)	(252,321)	(257,449)
Total equity	(272,651)	(278,910)	(285,061)	(293,140)	(301,587)	(307,721)	(313,717)	(320,157)	(326,418)	(334,161)	(340,612)

Uralla Shire Council Long Term Financial Plan 2025-26 to 2034-35 Balance Sheet - Water											
	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Current assets											
Cash and cash equivalents (inter-fund amount)	2,873	2,012	1,903	1,987	2,104	1,759	1,860	1,934	2,016	2,097	2,178
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	696	710	724	739	754	769	784	800	816	832	849
Inventories	-	-	-	-	-	-	-	-	-	-	-
Contract assets	422	434	447	461	475	489	503	519	534	550	567
Other	-	-	-	-	-	-	-	-	-	-	-
Total current assets	3,991	3,157	3,074	3,187	3,332	3,017	3,147	3,252	3,366	3,479	3,593
Non-current assets											
Infrastructure, property, plant and equipment (IPPE)	17,133	18,032	18,868	18,749	18,454	18,118	18,211	17,851	17,504	17,134	16,759
Right of use assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	17,133	18,032	18,868	18,749	18,454	18,118	18,211	17,851	17,504	17,134	16,759
Total assets	21,124	21,189	21,942	21,935	21,786	21,135	21,359	21,103	20,870	20,613	20,353
Current liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-
Total current liabilities	-	-	-	-	-	-	-	-	-	-	-
Non-current liabilities											
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-
Provisions for Tip Assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	-	-	-	-	-	-	-	-	-	-	-
Net assets	21,124	21,189	21,942	21,935	21,786	21,135	21,359	21,103	20,870	20,613	20,353
EQUITY											
Accumulated surplus	(8,266)	(7,320)	(7,115)	(7,133)	(7,126)	(7,092)	(7,084)	(7,071)	(7,056)	(7,050)	(7,044)
IPPE revaluation reserve	(12,858)	(13,869)	(14,827)	(14,802)	(14,660)	(14,043)	(14,275)	(14,032)	(13,814)	(13,563)	(13,308)
Total equity	(21,124)	(21,189)	(21,942)	(21,935)	(21,786)	(21,135)	(21,359)	(21,103)	(20,870)	(20,613)	(20,353)

Uralla Shire Council Long Term Financial Plan 2025-26 to 2034-35 Balance Sheet - Wastewater											
	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Current assets											
Cash and cash equivalents (inter-fund amount)	2,169	2,406	2,655	2,920	3,190	3,394	3,648	3,917	4,188	4,464	4,747
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	217	222	226	231	235	240	245	250	255	260	265
Inventories	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total current assets	2,387	2,628	2,881	3,151	3,425	3,634	3,893	4,167	4,443	4,724	5,012
Non-current assets											
Infrastructure, property, plant and equipment (IPPE)	20,767	20,578	20,391	20,203	20,014	19,879	19,698	19,500	19,300	19,096	18,887
Right of use assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	20,767	20,578	20,391	20,203	20,014	19,879	19,698	19,500	19,300	19,096	18,887
Total assets	23,154	23,206	23,272	23,354	23,439	23,513	23,591	23,668	23,742	23,820	23,899
Current liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	213	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-
Total current liabilities	213	-	-	-	-	-	-	-	-	-	-
Non-current liabilities											
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-
Provisions for Tip Assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	-	-	-	-	-	-	-	-	-	-	-
Net assets	23,367	23,206	23,272	23,354	23,439	23,513	23,591	23,668	23,742	23,820	23,899
EQUITY											
Accumulated surplus	(12,043)	(12,091)	(12,152)	(12,230)	(12,310)	(12,380)	(12,453)	(12,525)	(12,594)	(12,666)	(12,741)
IPPE revaluation reserve	(11,324)	(11,115)	(11,119)	(11,124)	(11,129)	(11,133)	(11,138)	(11,143)	(11,148)	(11,153)	(11,158)
Total equity	(23,367)	(23,206)	(23,272)	(23,354)	(23,439)	(23,513)	(23,591)	(23,668)	(23,742)	(23,820)	(23,899)

Uralla Shire Council Long Term Financial Plan 2025-26 to 2034-35 Balance Sheet - McMaugh Gardens											
	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Current assets											
Cash and cash equivalents (inter-fund amount)	370	13	41	94	288	191	346	445	562	198	6
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	124	127	129	132	135	137	140	143	146	149	152
Inventories	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total current assets	495	140	171	226	423	328	487	588	708	346	158
Non-current assets											
Infrastructure, property, plant and equipment (IPPE)	6,111	5,855	5,807	5,565	5,488	5,376	5,492	5,609	5,814	5,536	5,433
Right of use assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	6,111	5,855	5,807	5,565	5,488	5,376	5,492	5,609	5,814	5,536	5,433
Total assets	6,606	5,995	5,978	5,791	5,911	5,704	5,978	6,197	6,522	5,882	5,591
Current liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	122	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-
Total current liabilities	122	-	-	-	-	-	-	-	-	-	-
Non-current liabilities											
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-
Provisions for Tip Assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	-	-	-	-	-	-	-	-	-	-	-
Net assets	6,728	5,995	5,978	5,791	5,911	5,704	5,978	6,197	6,522	5,882	5,591
EQUITY											
Accumulated surplus	(4,278)	(4,178)	(4,253)	(4,548)	(4,820)	(4,833)	(4,874)	(4,856)	(4,767)	(4,681)	(4,593)
IPPE revaluation reserve	(2,450)	(1,817)	(1,725)	(1,243)	(1,091)	(871)	(1,105)	(1,341)	(1,755)	(1,201)	(998)
Total equity	(6,728)	(5,995)	(5,978)	(5,791)	(5,911)	(5,704)	(5,978)	(6,197)	(6,522)	(5,882)	(5,591)

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Balance Sheet - Waste Service

Particulars	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Current assets											
Cash and cash equivalents (inter-fund amount)	1,319	1,437	1,160	630	134	200	511	1,418	2,261	3,183	4,071
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total current assets	1,319	1,437	1,160	630	134	200	511	1,418	2,261	3,183	4,071
Non-current assets											
Infrastructure, property, plant and equipment (IPPE)	2,697	1,475	2,736	4,114	4,453	4,469	4,959	4,843	4,791	4,677	4,609
Right of use assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	2,697	1,475	2,736	4,114	4,453	4,469	4,959	4,843	4,791	4,677	4,609
Total assets	4,015	2,913	3,897	4,744	4,588	4,670	5,470	6,261	7,052	7,860	8,679
Current liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	(4,399)	(4,612)	(990)	(986)	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-
Total current liabilities	(4,399)	(4,612)	(990)	(986)	-	-	-	-	-	-	-
Non-current liabilities											
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-
Provisions for Tip Assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	-	-	-	-	-	-	-	-	-	-	-
Net assets	(384)	(1,699)	2,907	3,758	4,588	4,670	5,470	6,261	7,052	7,860	8,679
EQUITY											
Accumulated surplus	1,008	2,318	(145)	(964)	(1,760)	(2,501)	(3,261)	(4,005)	(4,746)	(5,501)	(6,272)
IPPE revaluation reserve	(625)	(619)	(2,761)	(2,793)	(2,828)	(2,169)	(2,209)	(2,256)	(2,306)	(2,359)	(2,407)
Total equity	384	1,699	(2,907)	(3,758)	(4,588)	(4,670)	(5,470)	(6,261)	(7,052)	(7,860)	(8,679)

Uralla Shire Council
Long Term Financial Plan
For the period 2025-26 to 2034-35

NSW local government councils develop and adopt the Long-Term Financial Plan (LTFP) as part of the Integrated Planning and Reporting (IP&R) framework. The LTFP is reviewed and updated annually to ensure it remains relevant, adapts to changing circumstances, and incorporates updates to assumptions, financial performance, and strategic priorities. The LTFP is built on key assumptions to present a realistic financial outlook aligned with strategic objectives, covering both financial and operational aspects. The development of Uralla Shire Council's LTFP has undergone a series of versions to make sure financial sustainability and strategic alignment with Council's objectives. After multiple revisions, a base model was developed demonstrating a positive position across all funds. Various scenarios were tested by adjusting revenue and expense assumptions in the base model to assess their impact on the cash position. Key assumptions of the LTFP are as follows:

General assumptions:

- The council continues normal operations, with no major changes to its organizational structure or services.
- The actual financial performance of 2023-24 and the original 2024-25 budget, as approved by the council, form the basis for this LTFP.
- Consumer Price Index (CPI) data used in this model reflects market information available at the time of development.

General Fund Revenue assumptions:

- Revenue projections are based on existing service trends.
- A special rate variation has been applied in the LTFP, with a 25% plus CPI in 2026-27, and a 20% plus CPI in 2027-28 based on the rate revenue in earned 2026-27.
- As the money market slows, further rate cuts by the Reserve Bank of Australia (RBA) are expected, prompting a downward adjustment of interest income forecasts in the LTFP.
- Special grant funding: The model uses the average grant amount from the three pre-drought years (2017-18, 2018-19, and 2019-20) with a 15% cumulative CPI adjustment to estimate a baseline figure for the first LTFP year.
- Regular grant funding: A straight 3% CPI adjustment is applied to regular grants.
- Detailed CPI adjustments for revenue are provided in Appendix A.

McMaugh Gardens Assumptions:

- Following recent Aged Care regulation changes, McMaugh Gardens can retain 2% of the residential accommodation bond annually for up to 5 years (capped at 10%) to cover administrative costs. This is incorporated into the LTFP.
- The model includes a \$3.1 million capital investment for regular facility renewals but does not account for potential expansion under the council's "retain-and-invest strategy."

Waste Services Assumptions

Waste services operations have been running at a deficit or break-even for many years. Additionally, the recent assessments of the landfill facility's useful life and remediation costs have consistently shown a declining useful life and increasing remediation costs. To provide historical context:

- In the 2021-22 assessment, the landfill's useful life was estimated until 2030, with a remediation cost of \$3.6 million.
- The following year, the estimated useful life was reduced to 2029, while the remediation cost increased to \$4.2 million.

- In the 2023-24 assessment, the useful life further decreased to 2026, with the estimated remediation cost rising to \$4.6 million.

The council has set aside \$1.26 million in reserves toward the remediation of the landfill facilities. However, the total requirement for remediation stands at \$4.6 million, with an additional \$4.0 million needed over the next decade to develop new landfill facilities and other waste infrastructure to maintain waste service operations. To address ongoing deficits and meet these upcoming financial needs, the council has implemented adjustments to various waste service fees.

- Waste service annual charges, including CPI, increase by 14% in 2025-26, and 10% in 2026-27 and 2027-28.
- The environmental levy, including CPI, increase by 8% in 2025-26, followed by 7% and 6% respectively in 2026-27 and 2027-28.
- The analysis of landfill gate fees between Uralla Shire and Armidale Council identified that, Armidale landfill gate fees are approximately 95% higher than Uralla landfill. To improve the financial situation, and to discourage foreign waste dumping at the Uralla landfill, 60% increase applied to the Uralla landfill gate fees.
- A \$2 million special grant is anticipated in the model for the remediation of the existing landfill facility, although the funding source has not yet been confirmed.
- Tip remediation cost reduced by 30% in consideration of a significant portion of capping materials will be used from internal sources.
- Waste recycling services will be outsourced.

Cost Assumptions:

- Expense projections are based on the percentage changes detailed in the attached document.

Balance Sheet Assumptions:

- Building a 10-year future balance model is a highly complex task that involves numerous assumptions, projections, variables, and intricate modelling that can change over time. To make the balance sheet model manageable with the Council's limited resources, the closing balance of 2023-24 was used as the opening balance for 2024-25, with the movement in the budgeted profit and loss for the year applied to the balance sheet.
- Receivables and payables were estimated by comparing historical receivables to sales and creditors to purchases over the past three years.
- Investment movements were calculated by subtracting the forecasted year-end unrestricted cash balance from the total cash and cash equivalents.
- Difference between total assets, liabilities, and retained earnings on the balance sheet was recognised as a revaluation reserve.
- Depreciation was estimated using the average rate from the previous three years.

Asset Management Assumptions:

- No asset disposals for the forecast period
- All Transport and Open Space and Recreation capital to remain grant dependant.
- All deferred capital expenditure will not impact operations.

Sensitivity Analysis and Scenario Testing:

To evaluate the appropriateness of the base model, a sensitivity analysis was conducted, testing various scenarios involving changes in key financial assumptions. The scenarios analysed included:

- Scenario 1: Reduction of revenue by 1%

- Scenario 2: Increase of costs by 1%
- Scenario 3: Combination of both increase in expenses and reduction of revenue by 1%

The outcome of these scenario indicated that while financial pressures could arise under certain conditions, the base model remained the most prudent and sustainable version for the adoption. This version provided the best balance between revenue and expenses while maintaining financial resilience. The CPI assumptions for this LTFF are detailed in the table below.

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
LTFP Assumptions

Revenue CPI Assumptions	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
General Rates	4.90%	28.50%	23.00%	4.00%	3.00%	2.50%	3.50%	2.50%	2.50%	3.50%
Water Supply Annual Charge	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Sewer Annual Charge	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Environmental Levy	8.00%	7.00%	6.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Stormwater Annual Charge	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Domestic Waste Annual Charge	14.00%	10.00%	10.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Commercial Waste Annual Charge	14.00%	10.00%	10.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Certificates	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
User fees and charges	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
McMaugh Gardens user fees and charges	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
TCS user fees and charges	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
TCT user fees and charges	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Water & Sewer usage revenue	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Waste service revenue	60.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Sundry Income	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Donations Received	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Reimbursements	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Others	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Section 94 and 7.12 Contributions	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Expense CPI Assumptions	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Salaries & wages	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Course, training and seminar	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Superannuation	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Workers compensation	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other employee costs	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Contractors and other external services	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials and services	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Plant Hire	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Raw materials and consumables	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Telephone and internet	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Travel expenses	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Bank charges	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Contractor and consultancy costs	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Printing Postage & Stationery	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Membership and Subscriptions	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Utilities	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Motor vehicle expenses	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Other expenses	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Computer software charges	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Insurance	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Contribution to Regional Bodies	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Donations Paid	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Payments	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Elected Members Allowances	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Elected Members Vehicle Allowance	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Phone, internet and communication	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Course, travel and associated costs	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Donations and sponsorship	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other expenses	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Statutory audit fees	4.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
ARIC and internal audit fees	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Overview of Key Figures in the Base Model

This consolidated summary highlights the essential financial metrics from the Base Model, providing a clear snapshot of projected performance, cash flow, and key financial indicators.

Particulars	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Operating profit/(loss) prior to depreciation and capital grants	4,824	3,557	5,719	7,935	7,897	7,476	7,714	7,501	7,407	7,671	7,498
Operating profit/(loss) prior to capital grants	(2,687)	(4,608)	(1,001)	1,009	727	95	148	(255)	(517)	(436)	(802)
Profit/(Loss) including capital grants	2,763	(2,149)	3,292	3,337	3,090	2,493	2,582	2,216	1,991	2,110	1,782
Cash surplus/(deficit) for the year	(2,303)	(1,002)	2,032	(1,073)	(695)	1,170	1,433	2,410	1,688	1,894	433
Cash & cash equivalent (EoY)	25,699	26,148	25,581	25,002	24,675	25,358	27,155	30,040	32,172	34,509	35,458
Restricted cash	23,095	23,684	23,511	23,876	24,330	24,369	25,554	27,378	29,134	30,493	32,069
Unrestricted cash	2,604	2,464	2,071	1,126	345	989	1,601	2,662	3,038	4,016	3,389
Asset renewal ratio	167%	86%	119%	164%	153%	118%	115%	97%	104%	103%	116%
Operating (after depreciation) performance ratio	-10%	-16%	-3%	3%	2%	0%	0%	-1%	-1%	-1%	-2%
Own source operating revenue ratio	62%	65%	72%	78%	81%	83%	85%	88%	90%	92%	95%
Unrestricted current ratio	1.40	1.15	1.59	1.44	1.52	1.59	1.74	1.99	2.12	2.29	2.26
Debt service cover ratio	35	24	42	59	59	73	75	73	72	75	73
Cash expense cover ratio (months)	15	13	13	13	12	11	12	13	13	14	13

Projected Year-End Cash Position Across Various Scenarios for Each Fund Over the Next 10 Years

This tables below outlines the estimated year-end cash positions for each fund under different financial scenarios over the next decade. It provides insights into potential cash flow trends, liquidity status, and financial resilience based on the underlying assumptions the LTFP was built upon.

General Fund	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Base Model - Total Cash and Investment	19,044	20,355	19,899	19,447	19,035	19,890	20,866	22,402	23,221	24,643	24,532
Sensitivity 1 - Total Cash and Investment	19,044	20,171	19,518	18,853	18,223	18,889	19,672	21,009	21,626	22,840	22,513
Sensitivity 2 - Total Cash and Investment	19,044	20,170	19,513	18,832	18,194	18,829	19,579	20,888	21,467	22,649	22,273
Sensitivity 3 - Total Cash and Investment	19,044	19,987	19,132	18,239	17,382	17,790	18,309	19,380	19,715	20,648	20,012
Restricted Cash	16,440	17,890	17,828	18,321	18,689	18,901	19,265	19,739	20,184	20,627	21,143
Unrestricted Cash Base Model	2,604	2,464	2,071	1,126	345	989	1,601	2,662	3,038	4,016	3,389
Unrestricted Cash Sensitivity 1	2,604	2,281	1,690	532	(467)	(12)	407	1,270	1,442	2,213	1,370
Unrestricted Cash Sensitivity 2	2,604	2,280	1,685	511	(496)	(72)	314	1,148	1,284	2,022	1,130
Unrestricted Cash Sensitivity 3	2,604	2,097	1,304	(82)	(1,308)	(1,110)	(956)	(360)	(468)	21	(1,131)

Water Fund	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Base Model	2,873	2,012	1,903	1,987	2,104	1,759	1,860	1,934	2,016	2,097	2,178
Sensitivity 1	2,873	1,992	1,864	1,929	2,027	1,662	1,742	1,795	1,856	1,915	1,973
Sensitivity 2	2,873	1,984	1,854	1,921	2,020	1,651	1,732	1,786	1,847	1,907	1,966
Sensitivity 3	2,873	1,964	1,816	1,863	1,943	1,554	1,615	1,647	1,687	1,725	1,762

Waste Water (Sewer)	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Base Model	2,169	2,406	2,655	2,920	3,190	3,394	3,648	3,917	4,188	4,464	4,747
Sensitivity 1	2,169	2,393	2,629	2,881	3,137	3,327	3,567	3,822	4,077	4,338	4,605
Sensitivity 2	2,169	2,396	2,637	2,892	3,150	3,343	3,585	3,842	4,100	4,364	4,634
Sensitivity 3	2,169	2,383	2,608	2,850	3,095	3,273	3,501	3,743	3,986	4,234	4,488

McMaugh Gardens	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Base Model	370	13	41	94	288	191	346	445	562	198	6
Sensitivity 1	370	(43)	(74)	(81)	51	(111)	(22)	9	56	(381)	(646)
Sensitivity 2	370	(47)	(77)	(84)	50	(113)	(22)	10	58	(383)	(650)
Sensitivity 3	370	(99)	(188)	(255)	(183)	(411)	(385)	(422)	(444)	(956)	(1,297)

Waste Service	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Base Model	1,265	1,319	1,437	1,160	630	134	200	511	1,418	2,261	3,183
Sensitivity 1	1,265	1,319	1,406	1,075	508	(25)	3	274	1,141	1,943	2,822
Sensitivity 2	1,265	1,319	1,407	1,098	526	(11)	24	299	1,174	1,984	2,873
Sensitivity 3	1,265	1,319	1,375	1,013	405	(170)	(173)	62	897	1,666	2,512

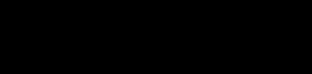
Detailed financial statements for the base model of each fund are provided on the following pages.

From: [REDACTED]
To: [Council](#)
Subject: Final LTFP submission
Date: Friday, 2 May 2025 3:27:52 PM
Attachments: [Crouch LTFP submission May 2025.docx](#)

Thankyou for the opportunity to comment.

Bob Crouch

[REDACTED]


02/05/2025

The General Manager
Uralla Shire Council
Council@uralla.nsw.gov.au

Submission: Long Term Financial Plan

Thank you for the opportunity to comment on Councils Long Term Financial Plan including the proposed Special Rate Variation (SRV).

General Fund Revenue/Special Rate Variation

Over the last ten years (or so) Council has considered several versions of similar plans that have contained proposed SRVs. Every time, the drafts have predicted that Council will be in a dire financial position if they do not apply to the State for a substantial SRV. The Council of the day, recognising the burden the proposed SRV would place on ratepayers, instead of applying for an SRV took a more pragmatic, empathetic approach. Council always chose to develop a budget that ensured council “lived within its means”. The Council of the day also recognised the need to strategically reduce services where necessary to enable a responsible budget to be developed. This reduction was carefully designed to minimise impact.

There is no doubt that council rate increases within the rate peg guidelines have resulted in Council rates increasing at less than the CPI. This impact decreased council’s purchasing power and put an increasing strain on Council year by year. I congratulate Council staff for the work they have done to manage Council resources and (with few exceptions) maintain service delivery with this ever-decreasing resource base.

However, the situation has now changed. My understanding of the IPART rate peg decisions for 2025-26 (following a 2023 review) set the productivity gain component to zero¹. I also understand that the historic reduction in the real value of rates year by year was primarily due to IPART specifying productivity savings as a component of the IPART determination. With IPART setting the productivity component to zero, CPI predicted to be 3.7% or less (by the RBA²), and local government salary and wages to increase by 3% on July 1 2025 (United Services Union³), the IPART determination for Uralla of 4.9⁴ enables the council, possibly for the first time since rate pegging was introduced, to increase rates at a level above the CPI.

Consequently, as the previous dire prediction did not eventuate, it should be possible for Council to maintain the existing level of services without resorting to an SRV. Prior to proceeding to spend considerable resources on developing the case for an SRV I believe Council should consider, take into account and respond to:

1. Given you have run a balanced budget despite previous dire predictions of budget overrun, what positions/services (if any) have been reduced (particularly in the last twelve months) to enable the budget to be balanced?
2. If you proceed with an SRV application what additional services will be delivered, and given the additional cost to our community do they represent exceptional value for money?
3. Given that the rate peg exceeds the predicted CPI by some 1.2%, what additional services will be delivered by the extra resources?

Waste Services

Uralla Waste Services cannot continue to run at a deficit. There is also need for the remediation to be provided for and as Uralla is possibly the lowest cost provider of waste services in the New England I recognise there is the necessity to increase prices as suggested.

Thank you again for opportunity to comment.

Yours sincerely

Bob Crouch



Information Sources

¹ [Information Paper - Rate pegs for NSW councils for 2025-26 - 1 October 2024](#)

² [Australia | Consumer Price Index: Forecast | CEIC](#)

³ [2026 NSW Local Government State Award just around the corner! | United Services Union](#)

⁴ [Information Paper - Rate pegs for NSW councils for 2025-26 - 1 October 2024](#)



5 May 2025

The General Manager
Uralla Shire Council
PO Box 106
Uralla NSW 2358

Submission on USC Draft Long-Term Financial Plan.

On behalf of the Uralla Branch of NSW Farmers we thank Council for allowing an extension to provide this submission on the Draft Long Term Financial Plan (LTFP).

We acknowledge that Council has a difficult task in ensuring the long-term financial viability for our Shire. Our Submission does not support or reject the need for a Special Rate Variation (SRV), rather it highlights the disproportionate impact borne by our rural ratepayers if the current methodology employed by Council in setting rates, including the SRV as proposed in the LTFP, remains unchanged.

NSW Farmers and some of its members have, over previous years, brought to Councils attention the inequity resulting from the methodology of using a common ad-valorem amount. At the meeting held by NSW Farmers last week, modelling of the impact of the SRV using this methodology was tabled and discussed.

The modelling uses the percentage rate increases as per Annexure A of the Report on the Long-Term Financial Plan as sourced from Councils website. Using the proposed rate increases of 4.9% for 25/26, 28.5% for 26/27 and 23% for 27/28, the rate increases for those years were calculated.

In doing so, assumptions were made that the number of properties remains unchanged, as does the land value, along with the respective split of land values between rating categories. It is acknowledged that in reality this will not be the case, however the Valuer General has not yet released land valuations upon which the 2026/27 to 2028/29 rates will be based.

Despite this, the results shown in the Attachment and discussed in this submission, are indicative of the trends that we are likely to see from the proposed SRV, which will result in an overall rate increase of 66% over the next three years as compared to the 2024/25 rates.

Our members' main concern is not the quantum of the SRV, but rather the inequitable impact of this SRV increase on the rural sector arising from the methodology used by Uralla Shire Council (USC) in setting rates.

USC is one of the few Shires to apply a common ad-valorem to all categories of holdings. This means that Council is foregoing options available to it to set rates using a method that ensures the rate burden is borne equitably across all sectors of ratepayers. The issues arising from this methodology are highlighted below, and the impact of this method if applied to the SRV is discussed.

BASE RATE COMPONENT

As the base rate can only be 50% of the category's total rate, the base rate is in effect being capped by the use of the common ad-valorem rate. This method produces a low residential ad-valorem rate (due to residential land only being 12% of the land value but spread over 47% of the ratepayers), which by default then sets the base rate. Thus, the method is selecting the base rate, and is denying Council the ability or choice to set base rates at the level it believes is required or is equitable.

Page 1 of 3

Other Councils set a much higher base rate in recognition that all ratepayers have equal access to the benefits of their Shire. At present only 20% of rates collected in USC comes from the base rate; we believe that a levying a higher base rate would improve the parity of rates levied on ratepayers.

AD-VALOREM COMPONENT

Whilst the method to set rates must use land value, the use of the common ad-valorem across all rating categories fails to acknowledge that land value in and of itself is not reflective of either the percentage of the Shires population on that land, nor in the case of farmland or business, the financial capability of those enterprises to bear the rates imposed upon them. Councils are allowed to set differential ad-valorem rates per category (and even sub-categories), to ensure the rates mechanism takes such factors into account, however USC does not.

Past rates information has been sourced from Uralla Shire documents, and an analysis of this data is provided in the attachments to this submission. The following points are based on this analysis.

- Under the current methodology of rate setting, farmland represents 19% of ratepayers but contributes 62% of the rates income.
- The proportion of rates paid by farmland ratepayers (62%) and non-farmland ratepayers (38%) has remained unchanged over the years.
- This is despite the fact that across the 18 year period from 2006/7 to 2024/25 there has been a shift in the proportion of properties within each category:
 - the number of farmland properties declined by 11% (76 properties) and,
 - the number of non- farmland properties has increased by 18% (an additional 379).
- The average rates per property have increased over this 18 year period by 90% for farmland, compared to 38% for all other categories. The increase borne by farmland rates payers over this period is more than double that of other categories purely as a result of the methodology used by USC in setting rates.

Members of NSW Farmers Uralla branch believe the current methodology used by Uralla Shire Council in setting rates is inequitable, and that this inequity will be further exacerbated by the imposition of the proposed SRV.

SPECIAL RATE VARIATION

The following points are based on the analysis provided in the attachments. These illustrate the impact of a SRV under the current methodology, and the proportion that will be borne by farmland ratepayers.

- The total rates collected for the 24/25 year were \$4,57,2426.
 - If this were to be spread evenly over the 3111 properties this is \$1470 per ratepayer (with only \$294 being the base rate and the balance being the ad- valorem component).
 - However, because of the methodology used by USC to set rates, this translates to an average rate for farmland of \$4661 (ad-valorem being \$4367 and base rate \$294) , and residential of \$589 (\$294 ad-valorem, and \$294 base rate).

- The cumulative result of the SRV will see total rates collected of \$7,581,068 for the 2027/28 year.

- Spread evenly over the 3111 properties this is \$2437 per ratepayer.
- However, under the current methodology this translates to an average rate for farmland of \$7728, whereas residential ratepayers see an average rate of \$977.

It was noted in our meeting that the average is just that - an average. Under the current methodology some of our larger landholders will bear increases from the SRV that are of an order that will impact their financial viability. As an example, for one of our members whose rates are currently \$32,000pa, under the SRV their rates would increase by \$21,000; meaning for the 27/28 year their rates would be \$53,000!

If the SRV goes ahead as proposed this equates to an averaged rate increase of \$967 per ratepayer per year over each of the 3 years. However, If the methodology remains unchanged this increase would be applied as an averaged yearly increase of \$1022 each year for farmland ratepayers and an averaged yearly increase of \$129 each year for residential ratepayers.

This result is clearly inequitable and a huge impost on our rural sector at a time when rural incomes are in decline.

REQUEST BY NSW FARMERS URALLA BRANCH

The above points all raise the question of equity, with rural ratepayers set to carry a disproportionate burden of any SRV that is levied, compared with other categories of ratepayers. This occurs because our rates methodology is based upon applying a common ad-valorem rate to all categories.

This methodology is constraining Councils ability in exercising their decision making role to improve parity in the setting of rates.

NSW Farmers Uralla Branch therefore requests that the decision to adopt **any** level of SRV is immutably linked to:

- a decision to review the methodology used by Uralla Shire Council to set rates, and
- adoption of a method that ensures there is greater parity in both the proposed SRV increase, and ongoing rates that are levied across all categories of ratepayers.

We request that the review of rate methodologies and rates setting should include those methods used by comparable local governments, and that the findings of the review are to be made publicly available.

NSW Farmers would welcome the opportunity to present to Council the attached analysis and the information as outlined in this submission, and to take questions on the matters we have raised.

Yours sincerely,



Justin Hoad, Chair
NSW Farmers Uralla Branch



Sonia Williams, Secretary
NSW Farmers Uralla Branch

**Attachments to the Submission by NSW Farmers Uralla Branch
On the
Uralla Shire Council Long-Term Financial Plan**

Change in Rates 2006-7 to 2024-25 & SRV

Rates Analysis – SRV

Published information on Rates 2024/25 and 2006/07

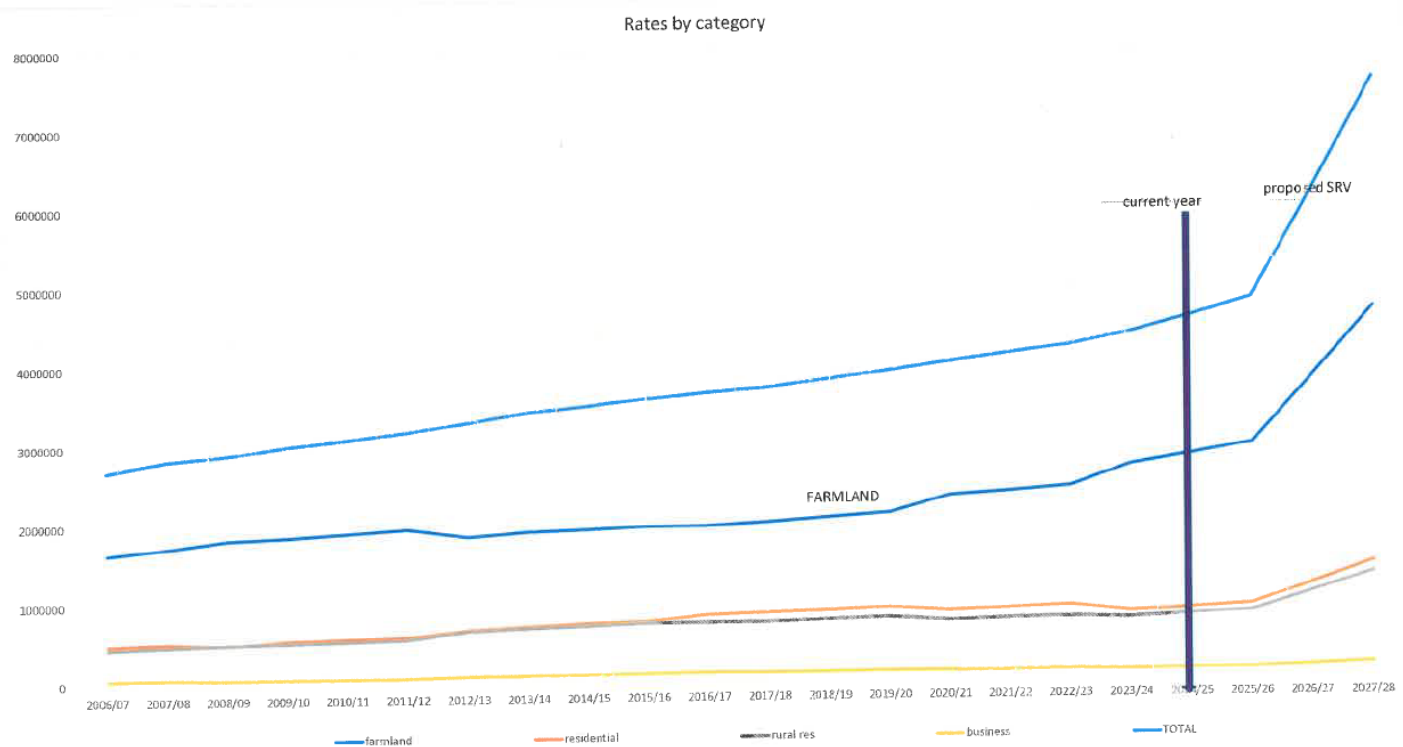
**Attachments to the Submission by NSW Farmers Uralla Branch
On the
Uralla Shire Council Long-Term Financial Plan**

Change in Rates 2006-7 to 2024-25 & SRV

Rates Analysis – SRV

Published information on Rates 2024/25 and 2006/07

CHANGE IN RATES 2006/07 TO 2024/25 & SRV



2006/07				
Category	No property	% of properties	% of rates paid	av rates
farmland	680	24.2%	63.0%	2455
all other	2128	75.8%	37.0%	1543
TOTAL	2808			
All other equals				
residential	1279	45.5%	19.0%	399
rural res	685	24.4%	17.0%	679
business	164	5.8%	3.0%	466

2024/25				
No property	% of properties	% of rates paid	av rates	
604	19%	62%	4661	
2507	81%	38%	2133	
3111				
1474	47%	19%	589	
874	28%	17%	900	
159	5%	2%	644	

Change over 18 yrs 2006/7 to 2024/25			
change in number of properties	% change in number properties	increase in average rates	% increase in av rates
-76	-11%	2206	90%
379	18%	590	38%
195	15%	190	48%
189	28%	221	33%
-5	-3%	178	38%

ANALYSIS OF RATE INCREASES AS PER THE URALLA LONG TERM FINANCIAL PLAN 25-26 TO 34-35

	24/25 rates					% of total	Total rates	% total rates
Category	Number	Av rate	less base rate	ad valorem		ratepayers	collected	paid
farmland	604	4661	294	4367		19%	2,815,244	62%
residential	1474	589	294	295		47%	868,186	19%
rural res	874	900	294	606		28%	786,600	17%
business	159	644	294	350		5%	102,396	2%
TOTAL	3111	1,469.76					4,572,426	

		PREV YR	25/26 rate peg			Total rates	
Category	Number	Av rate	4.90%	increase of		collected	
farmland	604	4661	4889	\$ 228.39		2,953,191	62%
residential	1474	589	618	\$ 28.86		910,727	19%
rural res	874	900	944	\$ 44.10		825,143	2%
business	159	644	676	\$ 31.56		107,413	2%
TOTAL	3111	1,469.76	1,541.78	\$ 72.02		4,796,475	

		PREV YR	26/27 SRV inc CPI			Total rates	
Category	Number	Av rate	28.50%	increase of		collected	
farmland	604	4889	6283	\$ 1,393.48		3,794,850	62%
residential	1474	618	794	\$ 176.09		1,170,284	19%
rural res	874	944	1213	\$ 269.07		1,060,309	17%
business	159	676	868	\$ 192.53		138,026	2%
TOTAL	3111	1,541.78	1,981.19	\$ 439.41		6,163,470	

		PREV YR	27/28 SRV inc CPI			Total rates	
Category	Number	Av rate	23.00%	increase of		collected	
farmland	604	6283	7728	\$ 1,445.06		4,667,666	62%
residential	1474	794	977	\$ 182.61		1,439,450	19%
rural res	874	1213	1492	\$ 279.03		1,304,180	17%
business	159	868	1068	\$ 199.66		169,772	2%
TOTAL	3111	1,981.19	2,436.86	\$ 455.67		7,581,068	

Category	Number	Av rate 24/25	Av rate 27/28	increase over 3 years	% increase
farmland	604	4661	7728	\$ 3,066.92	66%
residential	1474	589	977	\$ 387.56	66%
rural res	874	900	1492	\$ 592.20	66%
business	159	644	1068	\$ 423.75	66%
TOTAL	3111	1,469.76	2,436.86	967.10	

Total rates 24/25	Total rates 27/28	Increase per category	% of ratepayers	share of the % increase
2,815,244	4,667,666	1,852,422	19%	62%
868,186	1,439,450	571,264	47%	19%
786,600	1,304,180	517,580	28%	17%
102,396	169,772	67,376	5%	2%
4,572,426	7,581,068	3,008,642		

Rates Structure – 2024/2025

Rate Type	Category	Number of Assessment		Ad Valorem Amount		Base Amount (\$)		Total Rate Levy		Yield of Total Rate Levy	
		2024/ 25	2023/ 24	2024/ 25	2023/ 24	2024/ 25	2023/ 24	2024/ 25	2023/ 24	2024/ 25	2023/24
Ordinary	Farmland	604	601	\$2,637,704	\$2,523,086	\$177,818	\$169,963	\$2,815,522	\$2,693,898	61.57%	61.62%
Ordinary	Residential	1,474	1,463	\$433,991	\$414,531	\$433,946	\$413,736	\$867,937	\$831,378	18.96%	18.95%
Rural	Residential	874	868	\$529,729	\$505,397	\$257,306	\$245,470	\$787,034	\$752,565	17.21%	17.18%
Ordinary	Business	159	159	\$55,636	\$53,225	\$46,810	\$44,965	\$102,446	\$98,190	2.24%	2.25%
Ordinary	Mining	-	-	-	-	-	-	-	-	0.00%	0.00%
Total		3,111	3,091	\$3,657,061	\$3,496,239	\$915,878	\$874,134	\$4,572,939	\$4,370,373	100%	100%

Note:
The Base Rate for the FY 2024/25 is \$294.40. In 2023/24 the Base Rate was \$282.80.
Ad Valorem for the FY 2024/25 is \$0.2155 cents and 2023/24 \$0.2062 cents.

Average Rate for each Land Category 2024/2025

	Farmland	Residential	Rural Residential	Business	Mining
Approximate Total Rates from Category	\$2,815,522	\$867,937	\$787,034	\$102,446	\$0
% of Total Rates	61.57%	18.98%	17.21%	2.24%	0%
Number of assessments	604	1,474	874	159	0
Average rates per assessment	\$4,661	\$589	\$900	\$644	\$0
Total Land Value of category	\$1,223,823,400	\$201,360,180	\$245,779,850	\$25,813,700	\$0
% of Total Land Value	72%	12%	14%	2%	0%

Uralla Shire Council Operational Plan 2024-2025

2006/2007						
	Farmland	Residential	Rural Residential	Mining	Business	Special Rate
Approximate Total Rates from Category	\$1,662,693	\$509,693	\$464,359	\$0	\$76,434	\$10,709
% of Total Rates	63.25%	19.39%	17.67%	0%	2.91%	0.28%
Number of assessments	680	1,279	685		164	1,127
Average rates per assessment	\$2,455	\$399	\$678	\$0	\$466	\$10
Total Land Value of category	\$254,014,050	\$42,373,230	\$54,474,300	\$0	\$7,272,930	In other categories
% of Total Land Value	71.93%	11.83%	15.21%	0%	2.03%	

From: [Tara Toomey](#)
To: [Toni Averay](#); [Mick Raby](#); [Council](#)
Subject: Submission in response to the LTFP & SRV
Date: Monday, 5 May 2025 4:16:29 PM
Attachments: [Long Term Financial Plan LTFP Submission 5.5.24.pdf](#)

Hi Toni and Mick

I have attached a hastily prepared document outlining my feedback on the LTFP, the SRV and the proposed increases in fees & charges across the various operational areas. Please forgive my bullet points and straightforward statements.

I would appreciate the opportunity to talk with someone about the issues I have raised, if you could let me know a suitable time I can be available at various times more flexibly from next week.

I am always keen to be supportive of Council and I would appreciate the opportunity to have a better understanding of the basis for the LTFP.

Sincerely

Tara Toomey


Long Term Financial Plan LTFP Submission

With the limited time available I make the following observations in relation to the draft Long Term Financial Plan that has been on display for public comment.

- The lack of a draft budget for 2025/2026 makes this LTFP incomplete.
- I believe we should also be seeing a draft budget for 2025/2026 that shows how Council would operate with the funds forecast to be available without an SRV, and without the significant increased across every area of operations. The information available doesn't allow the community to assess the impact of not going ahead with these significant increases.
- I believe that the draft budget for 2025/2026 should also have been on display for the community to provide feedback before the numbers in the LTFP were announced, we really have no way of assessing what they mean.
- I presume the Annexure A information is the model that includes the SRV and other increases in fees and charges.
- The financial information provided has to be consistent across the original budget, monthly financial statements and QBRs. I have raised issues around the inconsistency since October and have now put together a table below to demonstrate my concerns across the various documents. The salient point being that if Council doesn't have a consistent baseline to start from then they are not in a position to put an LTFP document out to the community, nor to argue for an SRV and significant increases in fees & charges.
- I recognise that USC has not applied for an SRV before and so is likely to be favourably heard by IPART, not because they will necessarily make a good case but because Council has done well not to apply before. I can't agree that there is a strong case being made here and I do feel that the assumption of being successful regardless is being relied upon.
- I am also aware that Council will be able to offset certain costs in the not too distant future due to the income received from the REZ. While it may be 5-7 years away, it would surely be preferable to find ways to live within our means for that short timeframe before asking for an SRV and raising charges across each operational area, some very significantly.
- The increases across fees and charges for each operational area, including at times increases of up to 60%, do need significantly more explanation and justification. I also find it hard to accept that Council would only receive a grant of \$2million to help with the tip remediation.

<i>Statement of 2024/2025 Income & Expenses - Consolidated - since the start of the financial year.</i>	Adopted 24/25 Budget, as currently on display in the 24/25 Draft Operational Plan & Delivery Program <i>Consolidated</i>	Financial Report for September 2024 presented at 22nd October 2024 Meeting <i>Consolidated</i>	QBRS 1 To period ending September 2024, presented at 26th November Meeting <i>Consolidated</i>	QBRS2 To period ending December 2024, presented at 25th February Meeting <i>Consolidated</i>	LTFP 2026 - 2035 Basis Annexure A 2024/2025> <i>Consolidated</i>
Income					
Income - Rates & Charges	\$8,436	\$8,435	\$8,435	\$8,435	\$8,436
User Charges & Fees	\$5,842	\$6,055*	\$6,015*	\$5,594*	\$5,842
Other Revenues	\$879	\$668	\$668*	\$817	\$879
Grants & Contributions Provided for Operating Purposes	\$9,968	\$9,968	\$10,652	\$10,372	\$9,968
Interest & Investment Income	\$777	\$777	\$777	\$1,199	\$777
Total Income for operational activities	\$25,903	\$25,903	\$26,547#	\$26,637#	\$25,903
Expenses					
Employee Benefits & on-costs	\$12,913	\$12,878*	\$12,878*	\$13,207	\$12,913
Materials & Services	\$7,139	\$6,493	\$6,907	\$7,132	\$7,177
Borrowing	\$129	\$129	\$129	\$129	\$129

Costs					
Cr & Mayoral fees and associated Expenses	\$162	\$802*	\$802*	\$802*	\$162
Audit Fees	\$120	\$161*	\$161*	\$161*	\$161
Other Expenses	\$836	\$836	\$836	\$836	\$756
Net Loss/(gain) from the disposal of assets	\$0	\$0	\$0	\$220*	\$220
Total Expenses from continuing operations	\$21,300	\$21,300	\$21,714	\$22,267	\$21,080
Operating Result before capital grants & depreciation	\$4,604	\$4,604	\$4,833^	\$4,369^	\$4,824
Operating Result after depreciation	(\$1,745)	(\$1,745)	(\$2,514)	(\$2,978)%	(\$2,687)
Overall Result with Capital Grants	\$3,705	\$3,705	\$3,253+	\$1,069+	\$2,763
Total Capital Expenditure	\$12,357	\$12,357	\$12,674"	\$11,222"	\$12,577

* indicates that the number contained against this item in the Original Budget column has been altered from what was adopted by Council for the 24/25 year. Therefore, the adjustment has not been explained to Council prior to adopting the QBRs.

indicates that the number provided in the revised QBRs 1 adopted by Council have now changed in the report to Council for QBRs 2, in February 2025. In this case, revisions at QBRs 1 resulted in adopting a Total Income from Operational Activities of \$26,547. When QBRs 2 is

presented to February 2025 Council meeting the Revised QBR1 total income from operational activities has been altered to \$26,767. This means the rationale behind the increase is not fully explained to Council and therefore the community.

^ indicates that the number provided in the revised QBR1 adopted by Council has now changed in the report to Council for QBR2, in February 2025. In this case, revisions at QBR1 resulted in adopting an Operating Result before Capital Grants & Depreciation of \$4,833. When QBR2 is presented to the February 2025 Council meeting the Revised QBR2 total income from this same item has been altered to \$5,053. The rationale behind the decrease to \$4,369 is not fully explained to Council and therefore the community.

% indicates that the number provided in the revised QBR1 adopted by Council has now changed in the report to Council for QBR2, in February 2025. In this case, revisions at QBR1 resulted in adopting an Operating Result after depreciation of (\$2,514). However when QBR2 is presented to Council the revised budget line for QBR1 against this same item is identified as being (\$1,296). Council had adopted a revised position of (\$2,514) for QBR1, so when QBR2 is presented with a further revised budget of (\$2,978), the difference of some (\$400) is in reality all that needs explaining. However as staff are forecasting a far greater loss from (\$1,296) down now to (\$2,978), then a difference of some (\$1,700) should be explained. Instead, an amount of (\$684) is provided as the variance but that doesn't align with either number and appears to be an error.

+ indicates the original budget and the revised QBR1 budget number have both changed in the QBR2 documentation, from what was adopted by Council in both the 24/25 budget and the revised QBR1. The original budget for Overall Result with Capital Grants was included as \$3,705. The revised QBR1 presented to Council at the December 2024 meeting was adopted at \$3,253. However in the QBR2 presented to Council in February 2025 the Original Budget number is presented as having been \$3,925 and the Revised QBR1 number is presented as being \$4,471. This means that when the QBR2 was presented to Council at this February 2025 meeting, the QBR2 revision was to \$1,069. The adjustment was being seen as between from \$4,471 down to \$1,069, when in fact it was from \$3,253 down to \$1,069.

" indicates the original budget and the revised QBR1 budget numbers have both changed in the QBR2 documentation, from what was adopted by Council in both the 24/25 budget and the revised QBR1. The original budget for Total Capex was adopted as \$12,357, then revised in QBR1 to \$12,674. QBR2 revises this amount again to \$11,222. However in the QBR2 Report to Council February 2025 the adopted budget is incorrectly represented as being \$12,577 and the QBR1 revised budget is incorrectly represented as being \$12,894.

> indicates that none of the figures in this column match the figures adopted by Council for the 24/25 financial year, at any point or at the last QBR adopted in February 2025.

14.6 Quarterly Budget Review March 2024-25 (QBRs)

Department: Corporate & Community**Prepared By:** Chief Financial Officer**Authorised By:** General Manager**Reference:** UINT/25/13380

Attachments: 1. Third QBR Report 2024-25  

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**Goal:** 4. We are an independent shire and well-governed community**Strategy:** 4.3. An efficient and effective independent local government

SUMMARY

The purpose of this report is to present to Council a review of the budget for the third quarter of the 2024/25 financial year.

RECOMMENDATION**That Council:**

1. Receives and notes the third quarter budget review summary for the 2024/25 financial year; and
2. Adopts the adjustments to budget allocations.

BACKGROUND:

It is a statutory requirement that Council's Responsible Accounting Officer prepares and submits a budget review statement to Council on a Quarterly basis each financial year (*Local Government (General) Regulation 2021 (LGGR) s.203 (1)*). Also, in compliance with the LGGR, Council's Responsible Accounting Officer must include with the budget review report an opinion on the financial position of Council and any recommendations for remedial action if required.

As such the third quarterly review for the 2024/25 financial year has been prepared and is attached for Council's review.

REPORT

The original budget for the 2024-25 financial year projected a negative operating result before considering grants for capital purposes and accounting for depreciation and amortisation.

Following adjustments in QBR1 and QBR2, the year-end operating result now indicates further decline in the negative results. The table below provides a quick overview of the budget adjustments throughout the year.

Particulars	Original Budget	Revised Budget Q1	Revised Budget Q2	Q3 Revisions Proposed	Revised Budget Q3
Total revenue from operational activities	26,123	26,547	26,637	121	26,757
Total expenses from continuing operations	(21,300)	(21,714)	(22,267)	(114)	(22,381)
Operating result prior to capital grants and depreciation	4,824	4,833	4,369	7	4,376
Grants and contributions provided for capital purposes	5,450	5,767	4,047	(1,200)	2,847
Result with capital grant but prior to depreciation	10,274	10,600	8,417	(1,193)	7,223
Depreciation, amortisation and impairment	(6,349)	(7,348)	(7,348)	-	(7,348)
Operating result after depreciation	3,925	3,252	1,069	(1,193)	(124)
Capital expenditures	(12,577)	(12,674)	(11,222)	2,799	(8,423)
Net cash flow after capex	(2,303)	(2,074)	(2,806)	1,606	(1,200)

ISSUES

Significant portion of adjustments in the third quarterly budget review relate to capital expenditures and the associated grant funding for capital projects. Capital grant revenue is projected to decrease by \$1.2 million, while capital expenditure will be revised down by \$2.84 million. These changes were mainly driven by the following key projects:

Sewer Fund:

- The AC Mains 1500mm Relining, Manhole Survey and Reline, and Sewer SCADA & Switchboard Upgrade projects are currently in the tendering phase and are unlikely to commence this financial year. The combined effect on Sewer budget is \$474k.

Water Fund:

- The Lone Pine Bridge Water Main Replacement project is currently in the planning phase, with \$100k in budgeted expenditure expected to be implemented within the next three to four months.
- Capital expenditure for the Groundwater Project is contingent on the issuance of an emergency water access licence. While the licensing process is in progress, it is unlikely to be finalised before the end of the financial year. The allocated budget for this project is \$700k.
- There has been a \$593k increase in the cost of water main renewals and upgrades, as per recent tenders.

General Fund - Civil Engineering:

- The OLG Severe Weather Grant project's \$893k and the SCCF project's \$782k have been deferred to the next financial year, awaiting formal approval from the funding provider.
- Projects under the NSW Black Spot Program are expected to be completed under budget, with an estimated \$300k in unspent funds. Upon submission of the final project report, the funding authority may either allow Council to nominate an alternative project to utilise the surplus or allow the unused funds to lapse.

CONCLUSION

Based on the available information, analysis of the quarterly budgets, and historical trends, it is my view that the Council has capacity to maintain its regular operations (excluding depreciation) using its operational revenue. However, the major challenge emerges in funding the renewal or upgrade of assets, which places considerable pressure on cash flow and often results in a negative position. To ensure long-term financial sustainability, Council must prioritise addressing this gap by exploring opportunities to increase revenue.

COUNCIL IMPLICATIONS**Community Engagement/Communication**

Report of budget reviews to the Council's ordinary meeting.

Policy and Regulation

- LG Act;
- LGGR;
- Local Government Code of Accounting Practice and Financial Reporting; and
- Australian Accounting Standards.

Financial/Long Term Financial Plan

This report is a review of the annual budget up to the end of the second quarter. Changes to the budget are as outlined in the attached statements.

Asset Management/Asset Management Strategy

N/A

Workforce/Workforce Management Strategy

N/A

Legal and Risk Management

Council is required by legislation (s.203 of the LGGR) to prepare quarterly budget review statements for the first three quarters of each year, including an opinion by the Responsible Accounting Officer as to whether the financial position of the Council is satisfactory.

Corporate Governance – the second quarter budget complies with legislative requirements. This risk is assessed as low.

Financial Management – The original 2024–25 budget, adopted by Council in June 2024, has been updated to incorporate adjustments from the first, second, and third quarterly budget reviews. The third quarterly adjustments will be updated in the system after approval of the Council. The associated risk is assessed as low.

Performance Measures

One of three required budget reviews. Budget reviews are completed within two months after the end of each quarter.

Project Management

Quarterly reports remain the responsibility of the Chief Financial Officer.

URALLA SHIRE COUNCIL
Budget Review Statement
As at Financial Summary for the Quarter Ending 31 March 2025

SL	Table of Content	Page #
1	Responsible accounting officer's statement	2
2	Proposed Changes to revenue, operating expenses, and capital expenditure	3-8
3	Projected income statement-combined	9
4	Projected income statement-by fund	10
5	List of restrictions and unrestricted cash position	11
6	Contracts & consultancy expenses	12

URALLA SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
FOR THE QUARTER ENDING 31 MARCH 2025

Report by the Responsible Accounting Officer

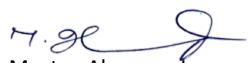
The consolidated summary of original budget and subsequent adjustment through quarterly reviews are provided below:

Particulars	Original Budget	Revised Budget Q1	Revised Budget Q2	Q3 Revisions Proposed	Revised Budget Q3
Operating results - before capital grants & depreciation	4,824	4,833	4,369	7	4,376
Result with capital grant but prior to depreciation	10,274	10,600	8,417	(1,193)	7,223
Operating result after depreciation	3,925	3,252	1,069	(1,193)	(124)
Net cash flow after capex	(2,303)	(2,074)	(2,806)	1,606	(1,200)

As per audited financial statements of 30 June 2024, the Council's unrestricted cash balance was \$1,878,979. By 31 March 2025, this balance had increased to \$3,271,064, primarily due to recovery of debts and favourable interest rates on term deposits.

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

In my opinion, the Quarterly Budget Review Statement for Uralla Shire Council for the quarter ended 31 March 2025 indicates a satisfactory projected financial position as of 30 June 2025, taking into account that a significant portion of capital expenditure will be funded from restricted funds and that income and expenditure projections remain consistent with the adopted budget.



Mustaq Ahammed
Responsible Accounting Officer

URALLA SHIRE COUNCIL REVENUE, EXPENSES, & CAPEX BUDGET REVIEW SUMMARY KEY VARIANCE IDENTIFIED AS AT 31 MARCH 2025					
GL Account	Function/Project	Type	Cash Flow	Amount	Comments
03390.0415.0520	Street Lighting Operation	Opex	↑	15,000	The original budget was prepared based on the trend of electricity bills from the previous year. However, following the implementation of a new service agreement with electricity suppliers, costs have decreased. As a result, a budget adjustment is recommended to reflect this change.
07105.0700.0401	Administration Building	Capex	↓	(23,369)	The renovation cost for the Governance Manager's office was not anticipated in the original budget plan for the year. However, due to emerging operational needs, the renovation was undertaken. Accordingly, a budget adjustment is proposed to accommodate this expenditure.
41000.0146.0262	McMaugh Garden	Revenue	↓	(16,000)	Daily Accommodation Contributions (DAC) have decreased due to an increase in the number of residents opting to pay bond deposits.
43000.0350.0401	McMaugh Garden	Opex	↓	(15,000)	During the third quarter of 2024–25, McMaugh Gardens incurred unbudgeted additional expenses due to the temporary hire of a chef through an agency. This was required to maintain service continuity while the regular chef was on sick leave.
43000.0360.0400	McMaugh Garden	Opex	↓	(26,000)	The consultancy fee for the McMaugh Gardens sustainability review was not anticipated during budget preparation and was incurred during the year.
01550.0950.0955	Plant Disposal Proceeds	Revenue	↑	107,000	The sale of two vehicles, along with an insurance payout for stolen and damaged fleet vehicles, generated a total cash inflow of \$107k. The disposed plant items have already been replaced using the existing plant budget.
03550.0505.0522	Plant Operation	Opex	↑	250,000	The fuel cost estimate in the budget was based on historical trends. However, due to outsourcing several road projects through contractors and an extended wet season, Council plant usage was lower than regular time. As a result, fuel consumption was reduced, and a potential saving in fuel costs has been identified, and the corresponding budget adjustment is proposed.
03570.0355.0410	Depot Operation	Opex	↓	(37,000)	The P2P budget was originally allocated to IT, but the purchase order and the payments were made from Depot Operations. Therefore, the budget is reallocated to Depot Operations.
03140.0355.0407	IT Service	Opex	↑	37,000	
03220.0350.0693	Noxious Weeds	Opex	↓	(30,000)	The Council's payment to NEWA exceeded the initial forecasts, with the original forecast \$356k but the actual payment \$387k.
03420.0622.0401	Domestic Waste	Opex	↓	(72,000)	During the budget preparation phase, Council planned to hire one truck and utilise one from its own fleet. However, following the revision of the plan, Council opted not to use its own truck, which necessitated the hire of a second truck. This resulted in an additional contractor cost of \$72k for the year.

URALLA SHIRE COUNCIL REVENUE, EXPENSES, & CAPEX BUDGET REVIEW SUMMARY KEY VARIANCE IDENTIFIED AS AT 31 MARCH 2025					
GL Account	Function/Project	Type	Cash Flow	Amount	Comments
03430.0623.0410	Other Waste Management	Opex	↓	(50,000)	The original budget accounted for regular expenses with a CPI adjustment for waste disposal. However, during the year, an unplanned expense was incurred during the year for the disposal of assorted scrap tyres. As a result, a budget adjustment of \$50k is proposed to address the impact of this irregular expenditure.
21000.0135.0821	Uralla Water	Revenue	↓	(900,000)	The revenue forecast for the Groundwater Project in the current financial year was \$1.15 million. However, only \$250k worth of work is expected to be completed this year. The remaining work is dependent on the approval of an emergency water access license, very unlikely to be finalised before the end of this financial year. As such, the remaining project revenue will be deferred to the next financial year.
27000.0783.0300	Ground water Project	Capex	↑	35,000	The \$700k allocated for the Groundwater Project capital expenditure is contingent upon the issuance of an emergency water access licence. While the licensing process is currently underway, it is unlikely to be finalised in time to allow for significant further expenditure before the end of the financial year. Consequently, the budget will be reallocated to FY 2025/26, and the current year's capital budget has been revised accordingly.
23000.0583.0300			↓	(35,000)	
27000.0783.0506			↑	70,000	
27000.0783.0401			↑	595,000	
03230.0532.0506	OLG severe weather grant	Capex & Opex	↑	24,000	Execution of projects funded by the OLG Severe Weather Grant has been deferred to the next financial year due to pending formal approval.
03230.0532.0401			↑	36,000	
07400.0700.0300			↑	54,251	
03200.0300.0300			↓	(19,251)	
07400.0700.0506			↑	166,501	
07400.0700.0401			↑	87,001	
07400.0700.0970			↑	64,751	
07430.0820.0401			↑	150,000	
07300.0760.0300			↑	18,300	
03200.0300.0300			↓	(18,300)	
07300.0760.0506			↑	27,450	
07300.0760.0970			↑	15,250	
07230.0700.0401			↑	250,000	
07230.0700.0300			↑	27,500	
07140.0700.0300			↑	3,000	
07845.0700.0300			↑	1,500	
07240.0700.0300			↑	11,000	
03200.0300.0300			↓	(43,000)	
07240.0700.0506			↑	34,000	

URALLA SHIRE COUNCIL REVENUE, EXPENSES, & CAPEX BUDGET REVIEW SUMMARY KEY VARIANCE IDENTIFIED AS AT 31 MARCH 2025					
GL Account	Function/Project	Type	Cash Flow	Amount	Comments
07230.0700.0506	SCCF5A	Capex	↑	165,500	Execution of projects funded by the SCCF5A Grant has been deferred to the next financial year due to pending formal approval for rescoping.
07140.0700.0506			↑	15,000	
07845.0700.0506			↑	13,500	
08150.0700.0401			↑	10,000	
07450.0700.0401			↑	150,000	
07720.0700.0401			↑	45,000	
07240.0700.0401			↑	167,000	
07230.0700.0401			↑	130,000	
07240.0700.0970			↑	5,000	
07230.0700.0970			↑	2,000	
07140.0700.0970			↑	2,000	
23000.0310.0644	Water	Opex	↓	(13,700)	To build the capacity of the water team, members participated in several critical training programs, professional development courses, and conferences, including the National Biosolids Conference, LG Roles & Responsibilities in Water Treatment, and various engineering seminars. This revision is proposed due to not having sufficient budget for these training activities in the original budget.
23000.0310.0646			↓	(10,000)	
02010.0125.0200	Planning	Revenue	↓	(41,865)	The revenue budget for inspection fees in the Building Controls function was allocated to one account, but the income was recorded in a different account. Hence, the budget is reallocated to the correct income account.
02010.0110.0133			↑	41,865	
01530.0110.0117	Cemetery Operations	Revenue	↓	(7,000)	Revenue from cemetery plot sales and interment fees is inherently unpredictable. Based on the current year-to-date trend, it is unlikely that the budgeted revenue target will be met. Accordingly, a budget adjustment of \$15k is proposed to align the cemetery revenue forecast with actual performance.
01530.0110.0118			↓	(8,000)	
01110.0130.0220	Rates	Revenue	↑	25,000	The Council received an unanticipated grant from Revenue NSW for specific works related to the Emergency Services Levy, as part of the Emergency Services Funding Reform initiative. The project was completed using Council's internal resources.
01160.0130.0220	Human Resources	Revenue	↑	15,685	The Council received an unbudgeted \$15.6k from apprenticeship and traineeship incentives under the Australian Apprenticeship Programs.
01120.0120.0190	Interest on Term Deposits	Revenue	↑	125,490	Interest income from term deposits was initially, and again in the second quarter, estimated using a conservative approach. As the end of the financial year approaches, a more accurate projection has been calculated based on year-to-date performance and anticipated earnings for the remaining period. This updated analysis supports a further budget adjustment, with the total interest revenue now projected to be approximately \$1.46 million for the 2024–25 financial year.
02015.0120.0190			↑	16,768	
21000.0130.0190			↑	44,509	
31000.0130.0190			↑	28,169	
41000.0130.0190			↑	51,798	

URALLA SHIRE COUNCIL REVENUE, EXPENSES, & CAPEX BUDGET REVIEW SUMMARY KEY VARIANCE IDENTIFIED AS AT 31 MARCH 2025					
GL Account	Function/Project	Type	Cash Flow	Amount	Comments
21000.0110.0102	Water	Revenue	↓	(231,708)	Water usage is driven by daily domestic needs and more variable outdoor activities such as garden watering, which can account for up to 40% of household consumption. Recent increases in rainfall have significantly reduced outdoor water use. Additionally, increasing number of households are installing rainwater tanks to lower their reliance on town water due to rising costs. Collectively, these factors have led to a decline in water revenue.
21500.0110.0102	Water	Revenue	↓	(25,979)	
23000.0581.0401	Water	Opex	↑	37,497	The leak reduction project is not expected to be completed in this financial year, the unspent funds are in commitment. The cash payment will be made in 2025-26.
21000.0115.0171	Water	Revenue	↓	(37,497)	Revenue for the Leak Reduction Project will be recognised in line with project expenditure. As a result, the revenue budget has been adjusted to align with the revised timing of the funding.
33100.0500.0970	Sewer	Opex	↓	(18,142)	Additional plant hire was required for the repair at the sewer treatment plant. A budget adjustment is proposed to account for these additional costs.
33100.0595.0401	Sewer	Opex	↓	(23,300)	Unexpected damage to the Sewer UV switchboard necessitated unplanned repair works, which were not anticipated in the original budget.
27500.0791.0551	Water	Capex	↓	(35,069)	An electrical strike caused damage at the Bundarra water plant, which required an unplanned repair works that were not anticipated in the original budget.
37000.0801.0401	Sewer	Capex	↑	509,000	Three sewer projects: AC Mains 1500mm Relining, Manhole Survey and Reline, and Sewer SCADA & Switchboard Upgrade were included in the 2024–25 budget and are currently in the tendering phase. The works are unlikely to start this financial year. Accordingly, a budget adjustment is proposed to align the cash flow with the appropriate financial year.
37000.0801.0300		Capex	↓	(35,000)	
27000.0700.0506	Water	Capex	↓	(32,476)	The Faulkner Street new works are being completed by Council and these costs will be recouped from the Developer upon invoicing.
02010.0105.0059	Planning	Revenue	↑	32,476	The Faulkner Street new works are being completed by Council and these costs will be recouped from the Developer upon invoicing.
27000.0781.0401	Water	Capex	↓	(593,000)	Council has achieved a late breakthrough with both contractor availability and competitive pricing for water main renewals and upgrades. The current Water Main renewal budget contains \$206k. Staff have negotiated two significant and immediately executable delivery contracts for two water main renewals in Bridge Street and Rowan Avenue. Actioning these contracts will require a draw down of an additional \$593k from the Water Restricted Reserve - noting a further Report to Council to enter into contracts valued at <\$250k will also be forthcoming.

URALLA SHIRE COUNCIL REVENUE, EXPENSES, & CAPEX BUDGET REVIEW SUMMARY KEY VARIANCE IDENTIFIED AS AT 31 MARCH 2025					
GL Account	Function/Project	Type	Cash Flow	Amount	Comments
27500.0781.0401	Water	Capex	↑	100,000	Replacement of the water main over Lone Pine Bridge is currently in the planning stage, with implementation expected within the next 3 to 4 months.
27500.0784.0401	Water	Capex	↑	29,500	Uralla stop valve survey, including the identification of additional valves, and the Bundarra clear water pump project are currently in the planning stage, with implementation expected over the next 3 to 4 months.
07280.0745.0401	Bridge	Capex	↑	160,693	The budget \$344k was allocated for Terrible Vale Crossing bridge (Local Bridges), which is currently under consultant design and pricing estimation stage with an estimated cost \$80k. Once the designing is done, then the Council will be able to issue the purchase of materials or contract the work. Actual commencement of the construction on site is highly unlikely in the current financial year, therefore, cash will be paid out in next financial year.
07280.0745.0506		Capex	↑	34,385	
07280.0745.0970		Capex	↑	34,385	
07280.0745.0300		Capex	↑	34,385	
03200.0300.0300		Opex	↓	(34,385)	
07350.0740.0401	Sealed Rural Roads	Capex	↑	300,000	The total agreed funding allocated under the NSW Blackspot Program was \$788k. The assigned project is anticipated to be completed at a lower cost of approximately \$488k by the end of financial year, leaving an estimated \$300k unspent. Upon submission of the final report for the completed project, the funding authority may request that Council nominate an alternative project to utilise the remaining funds. Alternatively, the unused portion of the funding may lapse, as the original project was delivered under budget.
01350.0135.0821		Revenue	↓	(300,000)	
03400.0500.0401	Stormwater Drainage	Opex	↓	(68,463)	Stormwater condition assessment by CCTV and cleaning cost was estimated \$100k in the original budget, but actual cost is going to be \$168k

URALLA SHIRE COUNCIL REVENUE, EXPENSES, & CAPEX BUDGET REVIEW SUMMARY KEY VARIANCE IDENTIFIED AS AT 31 MARCH 2025					
GL Account	Function/Project	Type	Cash Flow	Amount	Comments
The following section realigns the GL mapping in the financial summary sheet - adjustments will have no impact on cash flow.					
03020.0330.0620	Food & Catering Costs	Opex	↕	(7,289)	GL Mapping Change In the original budget, the mapping of Council-related expenses under GL Master Account 3020 was inadvertently allocated to a different reporting line within the financial statement summary as 'Materials & Services', rather than being correctly allocated to the 'Councillors Expenses' reporting line. Once this inconsistency was identified, the GL mapping was corrected. As a result, the monthly financial reports presented to Council in earlier periods showed a variance compared to the original budget. It is important to note that this reallocation did not affect the overall financial performance of the Council.
03020.0330.0639	Subscriptions Memberships			(669)	
03020.0330.0644	Course Seminar & Conference Fees			(14,562)	
03020.0330.0645	Domestic Travel			(4,929)	
03020.0330.0646	Travel Costs (Fares Accommodation Meals)			(9,692)	
03020.0330.0647	Travel Related Costs Other			(277)	
03020.0330.0649	Meal Reimbursements			(1,329)	
03020.0331.0603	Other Sundry Expenses			(1,108)	
03020.0335.0410	Other External Services			(108,750)	
03020.0405.0623	Sponsorships Paid			(1,273)	
03020.0440.0500	Stationery & Office Consumables			(646)	
03020.0440.0602	Advertising - General			(1,938)	
03020.0440.0603	Other Sundry Expenses			(182)	
03020.0355.0638	Licenses			(300)	
02010.0130.0171	Town Planning-State Grants & Subsidies	Revenue	↕	(250,000)	Reimbursements from EnergyCo were originally budgeted under Operating Grants; however, given the nature of these cost recovery transactions, it is more appropriate to reclassify them under 'Other Revenue' rather than as grants.

URALLA SHIRE COUNCIL
INCOME STATEMENT & CAPEX SUMMARY WITH QBR3 ADJUSTMENTS
Financial Summary for the Quarter Ending 31 March 2025

Amt in '000

		Actuals to		Revised		
	Mapping	March	Original Budget	Budget Upto	Proposed	Revised
				Q2	QBR3 Adj.	Budget
Income from continuing operations						
Rates and annual charges	B2-1	8,433	8,435	8,435	-	8,435
User charges and fees	B2-2	3,983	6,055	5,594	(214)	5,379
Other revenues	B2-3	631	668	817	(1)	816
Grants and contributions provided for operating purposes	B2-4-O	5,722	9,968	10,372	(37)	10,334
Interest and investment income	B2-5	1,219	777	1,199	267	1,466
Net loss/(gain) from the disposal of assets	B4-1	277	220	220	107	327
Total income from operational activities		20,265	26,123	26,637	121	26,757
Expenses from continuing operations						
Employee benefits and on-costs	B3-1-O	(9,974)	(12,878)	(13,207)	(174)	(13,380)
Materials and services	B3-2-O	(5,623)	(6,978)	(7,617)	90	(7,527)
Borrowing costs	B3-3	(58)	(129)	(129)	-	(129)
Councillor and Mayoral fees and associated expenses	B5-1	(131)	(317)	(317)	-	(317)
Audit fees	B6-1	(34)	(161)	(161)	-	(161)
Other expenses	B3-5	(457)	(836)	(836)	(30)	(866)
Total expenses from continuing operations		(16,276)	(21,300)	(22,267)	(114)	(22,381)
Operating result prior to consideration of capital grants and depreciation		3,989	4,824	4,369	7	4,376
Less: Depreciation, amortisation and impairment	B3-4	(5,527)	(6,349)	(7,348)	-	(7,348)
Operating result after depreciation		(1,538)	(1,525)	(2,978)	7	(2,972)
Add: Grants and contributions provided for capital purposes	B2-4-C	1,316	5,450	4,047	(1,200)	2,847
Overall result with capital grants		(222)	3,925	1,069	(1,193)	(124)
Capital Expenditures						
Employee benefits and on-costs	B3-1-C	(786)	(1,798)	(1,469)	150	(1,319)
Materials and services	B3-2-C	(3,044)	(10,779)	(9,753)	2,649	(7,104)
Total Capex		(3,829)	(12,577)	(11,222)	2,799	(8,423)

URALLA SHIRE COUNCIL																				
INCOME STATEMENT AND CAPEX BY FUND WITH QBR5 ADJUSTMENTS																				
Financial Summary for the Quarter Ending 31 March 2025																				
In '000																				
	General Fund					McMaugh Gardens					Water Fund					Sewer Fund				
	Actuals to March	Original Budget	Revised Budget Upto Q2	QBR53 Adj.	Revised Budget	Actuals to March	Original Budget	Revised Budget Upto Q2	QBR53 Adj.	Revised Budget	Actuals to March	Original Budget	Revised Budget Upto Q2	QBR53 Adj.	Revised Budget	Actuals to March	Original Budget	Revised Budget Upto Q2	QBR53 Adj.	Overall Revised Budget
Income from continuing operations																				
Rates and annual charges	6,662	6,669	6,669	-	6,669	-	-	-	-	-	678	675	675	-	675	1,093	1,091	1,091	-	1,091
User charges and fees	2,770	3,881	3,460	59	3,520	806	1,109	1,069	16	1,053	355	1,007	1,007	258	750	52	57	57	-	57
Other revenues	625	663	812	1	811	7	5	5	-	5	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	2,149	5,427	5,395	-	5,395	3,486	3,717	4,153	-	4,153	87	824	824	37	787	-	-	-	-	-
Interest and investment income	1,180	426	652	142	794	-	131	212	52	264	26	136	206	45	250	13	84	129	28	157
Net loss/(gain) from the disposal of assets	277	220	220	107	327	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total income from operational activities	13,663	17,287	17,208	307	17,516	4,299	4,961	5,439	36	5,475	1,146	2,643	2,713	251	2,462	1,158	1,232	1,277	28	1,305
Expenses from continuing operations																				
Employee benefits and on-costs	(6,571)	(8,779)	(8,779)	(115)	(8,894)	(2,634)	(3,363)	(3,558)	-	(3,558)	(605)	(396)	(529)	(59)	(588)	(164)	(340)	(340)	-	(340)
Materials and services	(3,656)	(3,790)	(4,259)	135	(4,125)	(1,010)	(1,025)	(1,195)	(41)	(1,236)	(678)	(1,838)	(1,838)	37	(1,801)	(278)	(324)	(324)	(41)	(365)
Borrowing costs	(52)	(127)	(127)	-	(127)	(6)	(3)	(3)	-	(3)	-	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	(131)	(317)	(317)	-	(317)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Audit fees	(30)	(161)	(161)	-	(161)	(3)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenses	(457)	(836)	(836)	(30)	(866)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	(10,897)	(14,011)	(14,480)	(10)	(14,490)	(3,654)	(4,391)	(4,756)	(41)	(4,797)	(1,284)	(2,234)	(2,367)	(21)	(2,389)	(442)	(664)	(664)	(41)	(706)
Operating result prior to consideration of capital grants and depreciation	2,766	3,277	2,729	297	3,026	645	570	683	(5)	678	(138)	409	345	(272)	73	716	568	613	(13)	599
Less: Depreciation, amortisation and impairment	(4,525)	(5,047)	(6,045)	-	(6,045)	(170)	(220)	(220)	-	(220)	(466)	(622)	(622)	-	(622)	(367)	(460)	(460)	-	(460)
Operating result after depreciation	(1,758)	(1,770)	(3,317)	297	(3,020)	475	351	463	(5)	458	(604)	(214)	(277)	(272)	(549)	349	108	152	(13)	139
Add: Grants and contributions provided for capital purposes	1,228	4,300	2,897	(300)	2,597	-	-	-	-	-	88	1,150	1,150	(900)	250	-	-	-	-	-
Overall result with capital grants	(531)	2,530	(419)	(3)	(422)	475	351	463	(5)	458	(515)	936	873	(1,172)	(299)	349	108	152	(13)	139
Capital Expenditures																				
	General Fund					McMaugh Gardens					Water Fund					Sewer Fund				
	Actuals to March	Original Budget	Revised Budget Upto Q2	QBR52 Adj.	Revised Budget	Actuals to March	Original Budget	Revised Budget Upto Q2	QBR52 Adj.	Revised Budget	Actuals to March	Original Budget	Revised Budget Upto Q2	QBR52 Adj.	Revised Budget	Actuals to March	Original Budget	Revised Budget Upto Q2	QBR52 Adj.	Revised Budget
Employee benefits and on-costs	(655)	(1,708)	(1,379)	150	(1,229)	-	(8)	(8)	-	(8)	(110)	(82)	(82)	35	(47)	(21)	-	-	(35)	(35)
Materials and services	(2,851)	(8,611)	(7,468)	2,006	(5,462)	(8)	(193)	(310)	-	(310)	(176)	(1,456)	(1,456)	134	(1,322)	(9)	(520)	(520)	509	(11)
Total Capex	(3,506)	(10,319)	(8,847)	2,156	(6,691)	(8)	(200)	(317)	-	(317)	(286)	(1,538)	(1,538)	169	(1,369)	(30)	(520)	(520)	474	(46)

URALLA SHIRE COUNCIL
Summary of RESTRICTIONS
As at 31 March 2024

Particulars	30-Jun-24	31-Mar-25
Cash and cash equivalent as at reporting dates	27,449,710	28,043,590
Restricted cash - External	20,178,968	21,651,656
Restricted cash - Internal	5,391,763	3,120,870
Unrestricted cash	1,878,979	3,271,064

List of Restrictions

Name of the Fund/Grant	Internal/ External	Opening Balance (1-Jul-24)	Addition During the Year	Utilisation During the year	Closing Balance (31-Mar-25)
Unexpended Loans - Industrial Land	External	486,937	-	-	486,937
Trust funds	External	31,296	-	-	31,296
McMaugh Fund - Bonds	External	4,025,000	2,425,000	(1,150,000)	5,300,000
Developer Contributions - General (Section 94)	External	1,252,519	88,673	-	1,341,192
TCT funding delivery shortfall (monthly)	External	1,575,147	511,001	(372,574)	1,713,574
TCS CHSP funding delivery shortfall (annual)	External	1,661,884	-	(886,238)	775,646
Bushfire Local Economic Recovery - Courthouse Refurbishment	External	-	555,000	(532,248)	22,752
PSLP - Glen precinct + Pioneer Park	External	56,147	-	(56,147)	-
Regional NSW Planning Portal	External	80,000	-	(18,030)	61,970
Water Fund	External	2,775,037	363,059	-	3,138,096
Sewer Fund	External	2,120,517	592,420	-	2,712,937
Stormwater Drainage	External	318,744	3,770	-	322,514
Fixing Local Roads Round (FLR) 3	External	387,223	-	(262,989)	124,234
Regional and Local Roads Repair Program (RLRRP)	External	624,400	-	-	624,400
Block Grants	External	-	970,427	(341,338)	629,089
Supplementary	External	-	76,000	-	76,000
Traffic Facilities	External	-	49,000	(46,627)	2,373
Blackspot	External	-	-	-	-
Conservation and Ecological Restoration of Racecourse Lagoon	External	51,114	-	(6,415)	44,699
RERRF Funding	External	2,353,990	-	(358,067)	1,995,923
LRCI3	External	10,566	-	-	10,566
LRCI4	External	-	563,972	(66,850)	497,122
AGRN 1030 and AGRN 1034	External	1,000,000	-	-	1,000,000
Stronger Communities Fund - SCCF5A0002	External	694,144	-	(55,609)	638,535
Strong Start Planning Cadetship Program	External	25,000	-	-	25,000
Community Events Program Funding 2022	External	10,574	-	-	10,574
Heritage	External	12,500	-	(12,500)	-
Regional Leak Reduction Programme	External	74,993	-	(58,945)	16,048
Roads to Recovery - R2R (2019-2024)	External	516,494	-	(516,494)	-
Road Safty	External	-	18,683	(14,646)	4,037
NAIDOC Week	External	2,336	-	(1,357)	979
Street light subsidy	External	15,000	-	(15,000)	-
Donations for TCT Routematch License	External	17,406	-	-	17,406
Bundarra Rural Transaction Account Centre	External	-	27,758	-	27,758
Employee leave entitlement (annual)	Internal	1,070,904	-	-	1,070,904
Tip remediation costs (annual)	Internal	1,265,000	-	-	1,265,000
Waste Management Consultancy	Internal	8,366	-	-	8,366
FAGS received in advance	Internal	3,027,452	-	(2,270,589)	756,863
Strategic development	Internal	19,736	-	-	19,736

URALLA SHIRE COUNCIL
CONTRACTS, CONSULTANCY AND LEGAL EXPENSES
For the Quarter Ending 31 March, 2025

Consultancy and Legal Expenses	Expenditure	Budgeted
	YTM December \$000	Y/N
Robert Carr & Associates Pty Ltd T/A - Environmental Monitoring Uralla Landfill	10.03	Y
BAL Lawyers - Advice on EPA Act Order and Energy hub planning agreement	1.86	Y
Talis Consultants-Kerbside Collection Contract	0.22	Y
Niknee Design	0.76	Y
Total	12.87	

Definition of a consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Contract Detail and Purpose	Contract Date	Contract Value	Contract Start Date	Contract Duration	Budgeted Y/N
None					

Notes:

1. Contracts that were entered into during this quarter and remain incomplete are included
2. Minimum reporting threshold is \$50,000
3. Contractors on Council's Preferred Supplier list are not included
4. Contracts for employment are not required to be included

14.7 Monthly Finance Report for April 2025

Department: Corporate & Community**Prepared By:** Corporate Accountant**Authorised By:** Chief Financial Officer**Reference:** UINT/25/13375

Attachments: 1. Monthly Financial April 2025 [↓](#) 

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**Goal:** 4. We are an independent shire and well-governed community**Strategy:** 4.1. Informed and collaborative leadership in our community4.2. A strategic, accountable and representative Council

SUMMARY

The purpose of this report is to provide an overview of the Council's financial performance up to the reporting date, along with analytical comments on significant variances with the budget.

RECOMMENDATION

That Council receives the attached Monthly Finance Report for April 2025.

REPORT

This report provides for the information of Councillors the Income Statement and CAPEX Summary, including a breakdown by fund, for the month ending 30 April 2025.

URALLA SHIRE COUNCIL
INCOME STATEMENT & CAPEX SUMMARY
For the financial year 2024-25, period ending 30th April 2025

Amt in '000					
	Mapping	Actuals to April	Proportionate Budget	Revised Budget	Original Budget
Income from continuing operations					
Rates and annual charges	B2-1	8,433	8,427	8,435	8,435
User charges and fees	B2-2	4,247	4,312	5,594	6,055
Other revenues	B2-3	776	628	817	668
Grants and contributions provided for operating purposes	B2-4-O	5,848	5,772	10,372	9,968
Interest and investment income	B2-5	1,260	999	1,199	777
Net loss/(gain) from the disposal of assets	B4-1	327	220	220	220
Total income from operational activities		20,892	20,358	26,637	26,123
Expenses from continuing operations					
Employee benefits and on-costs	B3-1-O	(11,065)	(11,078)	(13,207)	(12,878)
Materials and services	B3-2-O	(6,079)	(6,244)	(7,617)	(6,978)
Borrowing costs	B3-3	(65)	(75)	(129)	(129)
Councillors and Mayoral fees and associated expenses (Excluding O/H)	B5-1	(155)	(264)	(317)	(317)
Audit fees	B6-1	(34)	(26)	(161)	(161)
Other expenses	B3-5	(475)	(533)	(836)	(836)
Total expenses from continuing operations		(17,873)	(18,220)	(22,267)	(21,300)
Operating result prior to consideration of capital grants and depreciation		3,019	2,139	4,369	4,824
Less: Depreciation, amortisation and impairment	B3-4	(6,141)	(6,123)	(7,348)	(6,349)
Operating result after depreciation		(3,122)	(3,984)	(2,978)	(1,525)
Add: Grants and contributions provided for capital purposes	B2-4-C	1,316	1,726	4,047	5,450
Overall result with capital grants		(1,806)	(2,258)	1,069	3,925
Capital Expenditures					
Employee benefits and on-costs	B3-1-C	(865)	(1,224)	(1,469)	(1,798)
Materials and services	B3-2-C	(3,375)	(8,127)	(9,753)	(10,779)
Total Capex		(4,241)	(9,352)	(11,222)	(12,577)

Third Quarterly Budget Review is presented to the Council at the same meeting. The adjustments proposed in the QBRS address the major variances in this monthly report. Therefore, no further commentary is provided.

URALLA SHIRE COUNCIL
INCOME STATEMENT AND CAPEX BY FUND
For the financial year 2024-25, period ending 30th April 2025

Amounts in '000																
	General Fund				McMaugh Gardens				Water Fund				Sewer Fund			
	Actuals to April	Proportionate Budget	Revised Budget	Original Budget	Actuals to April	Proportionate Budget	Revised Budget	Original Budget	Actuals to April	Proportionate Budget	Revised Budget	Original Budget	Actuals to April	Proportionate Budget	Overall Revised	Original Budget
Income from continuing operations																
Rates and annual charges	6,662	6,664	6,669	6,669	-	-	-	-	678	674	675	675	1,093	1,089	1,091	1,091
User charges and fees	2,919	2,862	3,460	3,881	921	891	1,069	1,109	355	512	1,007	1,007	52	47	57	57
Other revenues	767	624	812	663	8	4	5	5	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	2,238	2,187	5,395	5,427	3,486	3,461	4,153	3,717	124	124	824	824	-	-	-	-
Interest and investment income	1,217	543	652	426	-	177	212	131	29	172	206	136	14	107	129	84
Net loss/(gain) from the disposal of assets	327	220	220	220	-	-	-	-	-	-	-	-	-	-	-	-
Total income from operational activities	14,131	13,101	17,208	17,287	4,416	4,532	5,439	4,961	1,186	1,482	2,713	2,643	1,159	1,244	1,277	1,232
Expenses from continuing operations																
Employee benefits and on-costs	(7,359)	(7,388)	(8,779)	(8,779)	(2,872)	(2,965)	(3,558)	(3,363)	(658)	(441)	(529)	(396)	(176)	(284)	(340)	(340)
Materials and services	(3,949)	(3,404)	(4,259)	(3,790)	(1,099)	(1,032)	(1,195)	(1,025)	(736)	(1,537)	(1,838)	(1,838)	(295)	(270)	(324)	(324)
Borrowing costs	(53)	(73)	(127)	(127)	(12)	(2)	(3)	(3)	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	(155)	(264)	(317)	(317)	-	-	-	-	-	-	-	-	-	-	-	-
Audit fees	(30)	(26)	(161)	(161)	(3)	-	-	-	-	-	-	-	-	-	-	-
Other expenses	(475)	(533)	(836)	(836)	-	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	(12,021)	(11,689)	(14,480)	(14,011)	(3,986)	(4,000)	(4,756)	(4,391)	(1,394)	(1,978)	(2,367)	(2,234)	(471)	(554)	(664)	(664)
Operating result prior to consideration of capital grants and depreciation	2,110	1,412	2,729	3,277	429	533	683	570	(208)	(496)	345	409	688	690	613	568
Less: Depreciation, amortisation and impairment	(5,027)	(5,037)	(6,045)	(5,047)	(189)	(183)	(220)	(220)	(518)	(519)	(622)	(622)	(407)	(384)	(460)	(460)
Operating result after depreciation	(2,917)	(3,626)	(3,317)	(1,770)	240	350	463	351	(725)	(1,015)	(277)	(214)	280	306	152	108
Add: Grants and contributions provided for capital purposes	1,228	1,637	2,897	4,300	-	-	-	-	88	88	1,150	1,150	-	-	-	-
Overall result with capital grants	(1,690)	(1,988)	(419)	2,530	240	350	463	351	(637)	(926)	873	936	280	306	152	108
Capital Expenditures																
	Actuals to April, 25	Proportionate Budget	Revised Budget	Original Budget	Actuals to April, 25	Proportionate Budget	Revised Budget	Original Budget	Actuals to April, 25	Proportionate Budget	Revised Budget	Original Budget	Actuals to April, 25	Proportionate Budget	Revised Budget	Original Budget
Employee benefits and on-costs	(705)	(1,149)	(1,379)	(1,708)	(3)	(6)	(8)	(8)	(130)	(69)	(82)	(82)	(27)	-	-	-
Materials and services	(3,133)	(6,223)	(7,468)	(8,611)	(23)	(258)	(310)	(193)	(210)	(1,213)	(1,456)	(1,456)	(10)	(433)	(520)	(520)
Total Capex	(3,838)	(7,372)	(8,847)	(10,319)	(26)	(264)	(317)	(200)	(340)	(1,282)	(1,538)	(1,538)	(37)	(433)	(520)	(520)

14.8 Loans as at 30 April 2025

Department:	Corporate & Community
Prepared By:	Senior Finance Officer
Authorised By:	General Manager

SUMMARY

This report provides Council with a reconciliation of borrowings as at the end of the reporting month.

RECOMMENDATION

That Council notes that the total loan position as of 30 April 2025 is \$1,192,037.

REPORT

This report is provided to inform Council of the reconciliation of borrowings on a monthly basis. A reconciliation of borrowings for the month of January confirmed that the loan position as of 30 April 2025 is \$1,192,037.

The table below provide details of interest applied and instalments paid since the last report.

Uralla Shire Council Loans as at 30 April 2025

Loan no.	Purpose	Balance as at 31-Mar-2025	Interest Applied	Instalment Paid	Balance as at 30-Apr-2025
165	MGH Property	11,800	77	751	11,125
187	Undergrounding Power and Main Street Upgrade	5,910	56	2,510	3,456
188	Paving and Power Undergrounding	5,923	43	548	5,418
189	Bridge Construction	111,884	795	2,650	110,028
190	Bridge construction & industrial land development	1,062,010	-	-	1,062,010
Total		1,197,526	971	6,460	1,192,037

CONCLUSION

I, Mustaq Ahammed, Chief Financial Officer hereby certify that the above borrowings have been made in accordance with the requirements of the *Local Government Act 1993 (the Act) (Chapter 15, Part 12 – sections 621 to 624) and the Local Government (General) Regulation 2021 (the Regulation) (Section 230)*.

14.9 Investments as at 30 April 2025

Department:	Corporate & Community
Prepared By:	Senior Finance Officer
Authorised By:	General Manager

SUMMARY

This Report contains a summary of bank accounts, term deposits, cash management accounts and investments in structured credit instruments.

The investments have been made in accordance with Section 625 of Local Government Act 1993, Regulation 212 of the NSW Local Government (General) Regulations 2021, and Council's Investment Policy 2019.

RECOMMENDATION

That Council notes that:

- 1. The cash position as of 30 April 2025 consisting of:**
 - cash and overnight funds of \$2,289,883.
 - term deposits of \$24,350,000.
 - total of cash and term deposits amount to \$26,639,883 as of 30 April 2025.
- 2. Restrictions are reconciled on a quarterly basis, therefore, no updates have been made to the restrictions this period. As of 31 March 2025, the restricted fund balance was \$24,772,813 and the unrestricted fund balance was \$3,270,777 totalling \$28,043,590 in cash and investments.**

REPORT

Of the amount of cash disclosed in this report, not all the cash is available for unrestricted use by Council. Most of the cash has been set aside to meet external restrictions, being those funds that have been provided for specific purposes such as developer contributions, government grants, loans, water supplies, sewer services and Aged Care Bonds.

Additionally, a portion of the cash has been set aside to cover future commitments that Council has made relating to asset renewals, remediation works or leave provisions.

Current term deposits of \$24,350,000 spread over the next twelve months will receive interest rates ranging from 4.35% to 5.45%, with an average rate of 4.97%.

Effective 20 May 2025, the RBA cash rate has been reduced from 4.10% to 3.85%. This decision reflects the Board's cautious stance despite easing inflation, as uncertainties remain around domestic demand, labour market conditions, and global economic risks. Future rate adjustments will depend on economic data and the RBA's ongoing assessment of inflation and employment trends.

McMaugh Gardens - Bond Liability

As per the Department of Health's prudential guidelines, the council is advised to disclose the amount of McMaugh Garden's bond liability in the investment report. Accordingly, McMaugh Garden's Bond liability status as of 30 April 2025 is provided below:

Balance as at 01 Mar 2025	Addition during the month	Release during the month	Balance as at 30 April 2025
5,300,000		675,000	4,625,000

Breakdown of Council's Cash and Investments as of 30 April 2025

Institution	Account	Closing Balance 30 Apr 2025
National Australia Bank	Main Account	\$105,984
National Australia Bank	Trust Account	\$31,297
Regional Australia Bank	Cash Account	\$28,210
Professional Funds (0.15% above RBA cash rate)	Cash Account	\$2,124,392
Total Cash and Overnight Funds		\$2,289,883
Term Deposits	Investments	24,350,000
Total funds available as at 30 April, 2025		\$26,639,883

Movement of Term Deposit Investments by Each Bank in April 2025:

Name of the Bank	S&P Rating	Allowable Investment	Max Investment	Opening Investments	Movement during the	Closing Investments	% of Actual Investment
National Australia Bank	A-1+	30%	7,305,000	7,300,000	- 500,000	6,800,000	28%
Bank of Queensland	A-2	30%	7,305,000	2,500,000	-	2,500,000	10%
Westpac Banking Corporation	A-1+	30%	7,305,000	5,200,000	-	5,200,000	21%
Commonwealth Bank	A-1+	30%	7,305,000	-	-	-	0%
Regional Australia Bank	A-2	30%	7,305,000	6,350,000	500,000	6,850,000	28%
Suncorp	A-1+	30%	7,305,000	3,000,000	-	3,000,000	12%
Total				24,350,000	-	24,350,000	100%

List of Term Deposits as of 30 April 2025


Name of the Bank	Term	Interest rate	Maturity	Investment
				Amount
National Australia Bank	10 months	5.30%	23/05/2025	500,000
Regional Australia Bank	9 months	5.02%	30/05/2025	800,000
Westpac Banking Corporation	11 months	5.27%	2/06/2025	1,000,000
Bank of Queensland	11 months	5.28%	2/06/2025	1,000,000
National Australia Bank	12 months	5.45%	2/07/2025	500,000
National Australia Bank	12 months	5.45%	4/07/2025	600,000
Regional Australia Bank	11 months	5.05%	22/07/2025	500,000
Regional Australia Bank	11 months	5.05%	22/07/2025	1,000,000
Regional Australia Bank	12 months	5.00%	21/08/2025	800,000
Regional Australia Bank	12 months	5.00%	28/08/2025	1,000,000
Regional Australia Bank	5 months	4.62%	15/09/2025	500,000
National Australia Bank	12 months	4.90%	3/10/2025	500,000
Regional Australia Bank	12 months	4.95%	4/10/2025	700,000
Bank of Queensland	6 months	4.75%	7/10/2025	1,000,000
Bank of Queensland	11 months	5.00%	4/11/2025	500,000
Regional Australia Bank	11 months	4.93%	5/11/2025	800,000
Regional Australia Bank	11 months	4.93%	5/11/2025	750,000
Suncorp	11 months	5.00%	7/11/2025	1,000,000
Suncorp	11 months	5.00%	7/11/2025	500,000
Westpac Banking Corporation	12 months	5.19%	14/11/2025	1,500,000
Westpac Banking Corporation	12 months	5.06%	4/12/2025	1,000,000
Westpac Banking Corporation	12 months	5.06%	4/12/2025	1,000,000
National Australia Bank	12 months	4.90%	2/01/2026	500,000
Suncorp	11 months	4.72%	5/01/2026	500,000
Suncorp	12 months	4.95%	13/01/2026	1,000,000
National Australia Bank	12 months	4.90%	29/01/2026	1,000,000
National Australia Bank	12 months	4.75%	11/02/2026	1,000,000
National Australia Bank	12 months	4.60%	13/03/2026	500,000
Westpac Banking Corporation	12 months	4.62%	18/03/2026	700,000
National Australia Bank	12 months	4.35%	7/04/2026	700,000
National Australia Bank	12 months	5.15%	17/04/2026	1,000,000
Total				24,350,000

CONCLUSION

I, Mustaq Ahammed, Manager Finance, hereby certify that the above investments have been made in accordance with the Section 212 of the Local Government (General) Regulation 2021, and section 625 of the Local Government Act 1993, and Council's investment policy.

14.10 Register Resolutions Actions Status as at 21 May 2025

Department: General Manager's Office**Prepared By:** Executive Assistant**Authorised By:** General Manager**Reference:** UINT/25/12896

Attachments: 1. Register of Actions Status as at 21 May 2025 [↓](#) 

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**Goal:** 4. We are an independent shire and well-governed community**Strategy:** 4.1. Informed and collaborative leadership in our community

SUMMARY

The purpose of this report is to provide Council with the Resolution Action Status updates.

RECOMMENDATION

That Council notes the Resolution Actions Status Report as at 21 May 2025 2025.

REPORT

Following every council meeting, the resolutions of Council which require action are compiled. This document is referred to as the Resolutions Action Status Report.

The purpose of the Resolutions Action Status Report is to enable Council to monitor progress of resolutions until they are actioned.

Once resolutions have been completed they are removed automatically from the report.

CONCLUSION

The Resolutions Action Status Report is presented to Council at each Ordinary/Extraordinary Meeting.

ACTIONS REPORT					Printed: 21 May 2025 3:42 PM
Division: Committee: Council Officer:					Date From: Date To:
MEETING DATE	ITEM NO.	SUBJECT	MOTION		COMMENTS
Council 23/11/2015	14.1	Bergen Road Land Acquisition and Exchange for Road Works	RESOLUTION 01.11/15 Moved: Cr K Ward Seconded: Cr L Cooper That the Council approve for the exchange of land associated with the reconstruction of Bergen Road and authorise the General Manager to complete all documentation. Unanimous		<p>A record of previous actions can be found on the Infocouncil system for this item or in the March 2025 business paper. The following are the last 6 months of actions taken by staff.</p> <p>16 Oct 2024</p> <p>The LRS has confirmation that the Admin sheet does not require Crown Land approval/signature. , This means we can lodge the plan with the LRS, and forward their invoice to you for processing. , When the plan is registered, lot 6 will issue in the name of council, and the second schedule will include a notification stating "THE LAND ABOVE DESCRIBED IS PUBLIC ROAD",. APJ Law will then arrange the gazettal for the road closure. , When this is complete, a copy of the gazette can be lodged with an 11R Request to remove the notification from Lot 6., Lot 6 can then be transferred to Mrs Van Eyck, removing Council's name from the title (also by APJ Law).</p> <p>19 Nov 2024</p> <p>Currently awaiting Lands Registry Services approval.</p> <p>19 Feb 2025</p> <p>Solicitor advised Surveyor received a notice of requisition from LRS on the survey and is required to amend and relodge with LRS next week.</p> <p>04 Apr 2025</p> <p>Solicitor advised Surveyor relodged with LRS mid March and is hoping for a response come April.</p> <p>17 Apr 2025</p> <p>Notification has been received on 16 April 2025, from the LRS that the Plans for Bergens Rd are being registered., Council now await formal notification, that being the last step in the process.</p>
			CARRIED 9/0		

ACTIONS REPORT				
Division: Committee: Officer:		Council		
		Printed: 21 May 2025 3:42 PM Date From: Date To:		
MEETING DATE	ITEM NO.	SUBJECT	MOTION	COMMENTS
Council 23/07/2024	15.4	Proposed Purchase of Side Loader Waste Vehicle	<p>RESOLUTION 41.07/24</p> <p>Moved: Cr Tom O'Connor Seconded: Cr Leanne Doran</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Receives the contracted vehicle unless an alternative buyer can be arranged before the contracted vehicle's delivery to Council. 2. Delegates authority to the General Manager to negotiate with any party for the purposes of divesting Council of the contracted vehicle at lowest possible cost to Council. 3. If required to receive the vehicle prior to arranging an alternative buyer, delegates authority to the General Manager to utilise sufficient cash reserves to acquit the purchase contract. <p>For: Crs Robert Bell, Robert Crouch, Sarah Burrows, Leanne Doran, Bruce McMullen, Tom O'Connor and Lone Petrov</p> <p>Against: Crs Tim Bower and Tara Toomey</p> <p>CARRIED 7/2</p>	<p>22 Aug 2024</p> <p>External buyer being sought through waste management network.</p> <p>04 Sep 2024</p> <p>Supplier has alerted MEW about a potential buyer from Northern Territory but yet to make any official contact with the said potential buyer.</p> <p>16 Oct 2024</p> <p>1. Side loader has been fully paid for and stored in the warehouse of Superior Pack in Sydney., 2. A potential buyer has contacted Manager Fleet, Stores & Workshop and has been given all the necessary specifications for consideration.</p> <p>19 Nov 2024</p> <p>The waste vehicle will be subject to an open EOI process (via Pickles) from 23 to 26 November 2024.</p> <p>11 Dec 2024</p> <p>Side loader is fully paid for. USC staff are still looking for opportunity to offload truck.</p> <p>14 Jan 2025</p> <p>Council staff are still searching for potential buyer to offload the truck at the least cost to Council</p> <p>23 Apr 2025</p> <p>Continuing to review sale options and prospects.</p> <p>21 May 2025</p> <p>Two parties have expressed interest since the last update and have been provided with further information since the last update.</p>

ACTIONS REPORT

Printed: 21 May 2025 3:42 PM

Division:
Committee: Council
Officer:

Date From:
Date To:

MEETING DATE	ITEM NO.	SUBJECT	MOTION	COMMENTS
Council 23/07/2024	15.3	Interim Kerbside Waste Collection Contract	<p>RESOLUTION 46.07/24</p> <p>Moved: Cr Sarah Burrows Seconded: Cr Leanne Doran</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Accepts the tender from JR Richards and Sons to provide kerbside waste collection in Invergowrie, Bundarra, Uralla, Kentucky, and Walcha for a period of six months and thereafter for a further six months subject to satisfactory performance. 2. Delegates authority to the General Manager to enter the Contract. 3. Notes the assessed cost of \$353,630.64 for delivering the service for the six months contract based on current hourly rate of \$184.76 and total estimated 319 hours per month. <p><u>For:</u> Crs Robert Bell, Robert Crouch, Tim Bower, Sarah Burrows, Leanne Doran, Bruce McMullen, Tom O'Connor, Lone Petrov and Tara Toomey</p> <p><u>Against:</u> Nil</p> <p>CARRIED 9/0</p>	<p>21 Aug 2024 Working on contract for Waste provider.</p> <p>04 Sep 2024 Still working on getting a written contract in place to commence agreement</p> <p>16 Oct 2024 1. Kerbside collection is still been done using work order number 2. Consultant still working on the contract for Council., 3. MEW met with contractor (senior officer of JR Richards) and he is happy to start the contract whenever the consultant is ready with the contract for signing.</p> <p>19 Nov 2024 Group Manager infrastructure and Manager Environment & Waste are working with the contractor to identify the specifics of the contract.</p> <p>11 Dec 2024 Draft contract is ready and with USC legal team for review.</p> <p>19 Dec 2024 USC Legal Team have engaged an external Law Firm to assist with providing comment and feedback to make the contract more robust. Expected to get feedback in Jan 25.</p> <p>14 Jan 2025 Draft contract is currently undergoing review Maddocks lawyers</p> <p>08 Apr 2025 Draft contract is returned to Council from Maddocks lawyers and is under review</p>

ACTIONS REPORT				Printed: 21 May 2025 3:42 PM
Division:		Council		Date From:
Committee:				Date To:
Officer:				
				<p>14 Apr 2025</p> <p>18 March 2025, Manager Waste & Environment advised the contract has been received and is currently under review by the Acting Director Corporate and Community</p> <p>23 Apr 2025</p> <p>Contract & Schedule is currently under legal review</p> <p>21 May 2025</p> <p>Legal review completed and contract ready for final sign off by contractor.</p>
Council 23/07/2024	15.2	The Uralla Landfill Master Plan and Residual Waste Options Assessment	<p>RESOLUTION 39.07/24</p> <p>Moved: Deputy Mayor Robert Crouch</p> <p>Seconded: Cr Lone Petrov</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Notes and receives the Talis Uralla Landfill Master Plan and the Residual Waste Options Assessment 2. Delegates authority to the General Manager to open negotiations with both Armidale Regional Council and Tamworth Regional Council regarding future potential access to their respective landfills and the potential gate fees. 3. Receives a future report and advice following further staff analysis and research of the issues raised in the Talis report. 4. Creates a protected Waste Reserve Fund. 5. Assesses the financial implications of the Talis report and incorporates appropriate issues into Council's Long Term Financial Plan 6. Undertakes best-practice re-profiling at the Uralla Landfill in order to maximise the remaining life of that facility. 7. Investigate the Curby soft plastic scheme or similar as part of the further staff analysis. 8. Notes that community engagement and education including with schools will be an important part of any future waste management solution. 	<p>21 Aug 2024</p> <p>Officers working with key personnel in Armidale Council to identify opportunities.</p> <p>04 Sep 2024</p> <p>Council officers are still working on external service providers like Armidale Regional Council or Tamworth Council on the future of our residual waste</p> <p>16 Oct 2024</p> <p>1. MEW with Group Manager Infrastructure Services visited officers in Armidale Regional Council regarding on Monday 14 October 2014 regarding the possibility of Uralla using Armidale's regional landfill for residual waste disposal. It was revealed that Armidale is currently exceeding their allowable yearly tonnages of 15,000 tonnes of waste landfilled. However, officers of Armidale are ready to serve Uralla. However, this can be possible after Armidale has been given a licence variation to increase their tonnages. It was revealed that the process can easily take up to a year to complete. Uralla therefore needs an interim measure to solve our problem, 2. MEW has contacted EPA for the possibility of creating new landfill cells at the Uralla Landfill to take care of our ewaste whilst we work through the different options available. EPA is demanding an engineering design of the cells showing how leachate will be handled before approvals can be given., 3. Officers will make an initial assessment of the landfill site for a possible area for the new cell in coming days.</p> <p>11 Dec 2024</p>

ACTIONS REPORT				Printed: 21 May 2025 3:42 PM
Division:		Council		Date From:
Committee:				Date To:
Officer:				
<p>For: Crs Robert Bell, Robert Crouch, Tim Bower, Sarah Burrows, Leanne Doran, Bruce McMullen, Tom O'Connor, Lone Petrov and Tara Toomey</p> <p>Against: Nil CARRIED 9/0</p>				<p>Council officers are reviewing options for creating a new landfill cell whilst waiting for Armidale Regional Council to obtain their EPA approval for licence variation to increase annual tonnage that will be able to add on waste from USC., This action is still valid - mm 19 dec</p> <p>19 Dec 2024</p> <p>Previous action from IA 11 Dec is still valid.</p> <p>14 Jan 2025</p> <p>Yet to finalise the way forward with officers of Armidale Regional Council as they are currently applying for licence variation to increase their annual waste in-take</p> <p>04 Apr 2025</p> <p>Awaiting further advice from ARC</p> <p>08 Apr 2025</p> <p>USC officers are still waiting further advice from ARC.</p> <p>14 Apr 2025</p> <p>The Uralla Landfill Master Plan and final capping estimated costs have been incorporated into the USC LTFP. Council staff are still reviewing all waste options. ARC needs a licence variation to be able to receive residual waste from USC. Officers are continuing to work with ARC.</p>
Council 22/10/2024	14.7	Draft Terms of Reference - Renewable Energy Community Benefit Community Advisory Body	<p>RESOLUTION 10.10/24</p> <p>Moved: Cr Sarah Burrows</p> <p>Seconded: Cr Leanne Doran</p> <p>That Council:</p> <ol style="list-style-type: none"> Delay the establishment of the Community Advisory Body until the Striking a New Deal project is substantially progressed. Review and revise the draft Terms of Reference on the basis of broader, more substantive community and stakeholder engagement as part of the Striking a New Deal project. 	<p>12 Nov 2024</p> <p>Currently reviewing subject to Striking a New Deal project outcomes.</p> <p>10 Dec 2024</p> <p>Currently reviewing subject to Striking a New Deal project outcomes.</p> <p>10 Mar 2025</p> <p>Currently reviewing subject to Striking a New Deal project outcomes.</p> <p>16 Apr 2025</p> <p>On hold pending outcome of Striking a New Deal project.</p>

ACTIONS REPORT				Printed: 21 May 2025 3:42 PM
Division:		Council		Date From:
Committee:				Date To:
Officer:				
<p>For: Crs Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, Jen Philp, Kath Arnold</p> <p>Against: Nil</p> <p>Absent: Crs Robert Bell and David Mailler</p> <p style="text-align: right;">CARRIED 7/0</p>				
Council 25/02/2025	14.5	Draft Local Housing Strategy	<p>RESOLUTION 11.02/25</p> <p>Moved: Cr Leanne Doran</p> <p>Seconded: Cr Sarah Burrows</p> <p>That Council receives the draft Uralla Local Housing Strategy for:</p> <ul style="list-style-type: none"> ☐ Public Exhibition for a period of 56 days; ☐ Community engagement; and ☐ Councillor and Key Stakeholder workshop(s). <p>For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, David Mailler, Jen Philp and Kath Arnold</p> <p>Against: Cr Adam Blakester</p> <p style="text-align: right;">CARRIED 8/1</p>	<p>23 Apr 2025</p> <p>14 Mar 2025, Housing Strategy placed on Public Exhibition till 28 april 2025</p> <p>23 Apr 2025</p> <p>Community Engagement has been received well by the community with strong representation through 112 responses to date., Community engagement sessions have been held; 2x Uralla (the second to be held tomorrow Thursday 24 April), 1x Bundarra, 1x High Country markets, REMPLAN and USC will review the responses from the public exhibition and engagement sessions. A further report will be presented to Council on the outcome of the community consultation and any changes recommended to the revised draft strategy.</p> <p>21 May 2025</p> <p>Community engagement program has been completed with 135 submissions and/or survey responses received.</p> <p>Workshop with Councillors scheduled for 10th June 2025</p> <p>A report will then be prepared for Council.</p>
Council 25/02/2025	14.4	Striking a New Deal (SaND) Community engagement Project Plan	<p>RESOLUTION 10.02/25</p> <p>Moved: Deputy Mayor Tom O'Connor</p> <p>Seconded: Cr Sarah Burrows</p> <p>That Council notes the advice in this report, receives the Striking a New Deal (SAND) Project Plan and holds a Councillors' workshop</p>	<p>23 Apr 2025</p> <p>18 Mar 2025, Initial Councillor workshop held on 17 March 2025, Community engagement program 11th April – 22nd June., Councillor workshop with The Next Economy planned for 18th June</p>

ACTIONS REPORT					Printed: 21 May 2025 3:42 PM
Division:		Council			Date From:
Committee:					Date To:
Officer:					
to further refine the project plan.					
<u>For:</u> Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold					
<u>Against:</u> Nil					CARRIED 9/0
Council 25/03/2025	14.3	Draft Asset Policy 2025	Management	RESOLUTION 05.03/25 Moved: Deputy Mayor Tom O'Connor Seconded: Cr David Mailler That Council: <ol style="list-style-type: none"> 1. Endorse the Draft Asset Management Policy for public exhibition for a period of not less than 28 days. 2. Receive a further report on completion of the exhibition period if any submissions are received and/or changes proposed. 3. Adopt the Draft Policy if no submissions are received and/or no changes are proposed. <u>For:</u> Crs Robert Bell, Sarah Burrows, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold <u>Against:</u> Cr Leanne Doran CARRIED 8/1	22 Apr 2025 Draft Asset Management Policy on display until 25 April 2025 21 May 2025 No submissions received during the exhibition period. Policy is therefore adopted in accordance with the March resolution. The policy has been published on Council's website: UINT 25 11597 Policy Asset Management 2025 (1).pdf
Council 25/03/2025	14.5	DRAFT Long Term Plan 2026-2035	Financial	RESOLUTION 09.03/25 Moved: Deputy Mayor Tom O'Connor Seconded: Cr David Mailler That Council: <ol style="list-style-type: none"> 1. Endorses Version 4 of the draft Long Term Financial Plan for public exhibition for 28 days. 	22 Apr 2025 Draft Long Term Financial Plan on display until 30 April 2025, A report will be prepared for a future Council meeting on the outcome of the public exhibition period and any comments received. 21 May 2025 A report has been included in this agenda. This item can now be closed with further actions to be linked to the May report and

ACTIONS REPORT				Printed: 21 May 2025 3:42 PM
Division:		Council		Date From:
Committee:				Date To:
Officer:				
<p>2. Receives a future report detailing all submissions received during the exhibition period and any recommendations arising.</p> <p>3. Subject to consideration of the public submissions, undertakes a comprehensive community engagement program regarding the proposed Special Rate Variation for financial years 26/27 and 27/28 included in Version 4.</p> <p><u>For:</u> Crs Robert Bell, Sarah Burrows, Tom O'Connor, Lone Petrov, David Mailler, Jen Philp and Kath Arnold</p> <p><u>Against:</u> Crs Leanne Doran and Adam Blakester</p> <p style="text-align: right;">CARRIED 7/2</p>				resolution. COMPLETED
Council 25/03/2025	15.3	McMaugh Gardens Aged Care Facility - Strategic Direction	<p>RESOLUTION 19.03/25</p> <p>Moved: Cr David Mailler</p> <p>Seconded: Deputy Mayor Tom O'Connor</p> <p>That Council:</p> <ol style="list-style-type: none"> Endorses Option 2 as discussed in this report as the basis of for seeking grant funding, detailed design, and business planning. Submits a grant application for grant funding under the Aged Care Capital Assistance (ACCA) Program. Prepares a detailed design for Option 2 to support the grant application. Undertakes a revised financial analysis in the context of the new aged care legislative and funding provisions. Receives a further report on the financial analysis and the outcome of the grant application. 	<p>22 Apr 2025</p> <p>The Grant application is being prepared for final review and will be lodged prior to 20 May 2025.</p> <p>21 May 2025</p> <p>Grant application has been lodged. Awaiting outcome.</p>

ACTIONS REPORT					Printed: 21 May 2025 3:42 PM
Division:		Council			Date From:
Committee:					Date To:
Officer:					
<p>For: Crs Robert Bell, Sarah Burrows, Tom O'Connor, Lone Petrov, David Mailler, Jen Philp and Kath Arnold</p> <p>Against: Crs Leanne Doran and Adam Blakester</p> <p style="text-align: right;">CARRIED 7/2</p>					
Council 25/03/2025	15.1	New England Weeds Authority Update Report	<p>RESOLUTION 17.03/25</p> <p>Moved: Cr David Mailler</p> <p>Seconded: Cr Sarah Burrows</p> <p>That Council:</p> <ol style="list-style-type: none"> Notes that ownership of the property located at 21 Waller Avenue, Armidale (the Property) will be transferred to the constituent Councils following dissolution of the New England County Council by proclamation to be made by the Minister for Local Government pursuant to section 383(2) of the <i>Local Government Act 1993</i> (NSW). Notes that the Property will be owned as tenants in common by each constituent council that previously contributed to the New England County Council in the following shares: <ul style="list-style-type: none"> Uralla Shire Council: 18% Walcha Shire Council: 18% Glen Innes Severn Council: 22% Armidale Regional Council: 42% Resolves that the Property be classified as operational 		<p>17 Apr 2025</p> <p>A letter was delivered on 14 April 2025 to the NSW Minister for Primary Industries and Agriculture seeking an urgent release of the Weed Action Program (WAP) funds for the current financial year and confirmation of pro-rata funding provisions for the constituent Councils post NECC dissolution.</p> <p>21 May 2025</p> <p>WAP funds were released to enable NEWA operations to continue pending dissolution and transfer of functions to Councils.</p> <p>An offer to purchase the Waller Avenue property has been submitted by Armidale Regional Council and accepted. The dissolution of the NECC is anticipated to be confirmed by Ministerial proclamation effective 16th June 2025. The sale of the Waller Avenue property will be addressed in the proclamation. Member councils will receive prorata share of sale proceeds by 30 July 2025.</p> <p>COMPLETED</p>

ACTIONS REPORT				Printed: 21 May 2025 3:42 PM
Division:		Council		Date From:
Committee:				Date To:
Officer:				
<p>land under section 31 of the <i>Local Government Act 1993</i> (NSW).</p> <p>4. Endorses the proposed lease arrangements negotiated by the Administrator on behalf of the Minister and the constituent councils.</p> <p>5. Authorises the General Manager (or delegate) to negotiate and execute all necessary documentation to effect the acquisition of the Property, including but not limited to transfer documents, and any other ancillary agreements.</p> <p>6. Writes to the NSW Minister for Primary Industries and Agriculture seeking an urgent release of the Weed Action Program (WAP) funds for the current financial year and confirmation of pro-rata funding provisions for the constituent Councils post NECC dissolution.</p> <p><u>For:</u> Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold</p> <p><u>Against:</u> Nil</p> <p style="text-align: right;">CARRIED 9/0</p>				
Council 29/04/2025	14.10	Draft Community Strategic Plan 2025 -2034 and Draft Delivery Program 2026-2029	<p>RESOLUTION 16.04/25</p> <p>Moved: Cr David Mailler</p> <p>Seconded: Cr Lone Petrov</p> <p>That Council:</p> <p>1. Endorses the Draft Uralla Shire Community Strategic Plan 2025-2034 and the Draft Uralla Shire Council Delivery Program 2026-2029 to be placed on public exhibition for a minimum period of 28 days.</p>	<p>30 May 2005</p> <p>Draft Community Strategic Plan 2025 & Draft Delivery Program 2026 – 2029 both on Public Exhibition until 11 June 2025.</p>

ACTIONS REPORT				Printed: 21 May 2025 3:42 PM
Division:		Council		Date From:
Committee:				Date To:
Officer:				
<p>2. Receives a further report following the exhibition period which outlines community submissions and any changes proposed.</p> <p><u>For:</u> Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold</p> <p><u>Against:</u> Nil</p> <p style="text-align: right;">CARRIED 9/0</p>				
Council 29/04/2025	14.6	Procure to Pay	<p>RESOLUTION 10.04/25</p> <p>Moved: Cr Adam Blakester</p> <p>Seconded: Cr Lone Petrov</p> <p>That Council:</p> <ol style="list-style-type: none"> Notes the progress on implementation of the Civica Authority Procure to Pay system. Receives a future report on the revised Procurement Policy. Receives a future report on the performance and functionality of the new procurement system post implementation. <p><u>For:</u> Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold</p> <p><u>Against:</u> Nil</p> <p style="text-align: right;">CARRIED 9/0</p>	
Council 29/04/2025	14.5	Uralla Courthouse Schedule of Fees and Charges	<p>RESOLUTION 09.04/25</p> <p>Moved: Cr Sarah Burrows</p>	<p>20 May 2025</p> <p>MOU has been entered into with Venue Manager.</p> <p>Fees have been incorporated into the draft 25/26 Fees and Charges</p>

Division:

Committee:

Officer:

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Printed: 21 May 2025 3:42 PM

Date From:

Date To:

Seconded:

Cr Lone Petrov

Schedule.

That Council:

1. Notes the information provided in this report regarding future venue.

2. Implements a 6 month booking management trial for the Courthouse.

3. Endorses the proposed fees and charges for the Uralla Courthouse for inclusion in Council's Draft 25/26 Fees and Charges Schedule to be publicly exhibited with the draft 25/26 Budget.

4. Receives advice on corporate overheads for the Courthouse.

For:

Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold

Against:

Nil

CARRIED 9/0

15 CONFIDENTIAL MATTERS

RECOMMENDATION

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the *Local Government Act 1993*:

15.1 Hill Street Affordable Housing Development

This matter is considered to be confidential under Section 10A(2) - d(i) of the *Local Government Act 1993*, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

15.2 Review of Council's Community Care Services

This matter is considered to be confidential under Section 10A(2) - a, c and d(ii) of the *Local Government Act 1993*, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors), information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business and information that would, if disclosed, confer a commercial advantage on a competitor of the council.

15.3 Outcome of Tender for Manhole and Reticulation System

This matter is considered to be confidential under Section 10A(2) - c of the *Local Government Act 1993*, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

15.4 Procurement of Bogie Drive Water Cart via Tender VP452458

This matter is considered to be confidential under Section 10A(2) - d(i) of the *Local Government Act 1993*, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

15.5. Delegation to Engage Directly with Contractors - Water Mains Infrastructure

This matter is considered to be confidential under Section 10A(2) - c, d(i) and d(ii) - information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business, commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and information that would, if disclosed, confer a commercial advantage on a competitor of the council.

16 COMMUNICATION OF COUNCIL DECISION

17 CONCLUSION OF MEETING