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ORDINARY COUNCIL MEETING

Tuesday, 25 November 2025

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MINUTES of

ORDINARY COUNCIL MEETING

Held on 28 October 2025 at 4:00 PM

Attendance at Meeting:

Councillors:

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

Apologies:

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

Staff:

Mr S Williams, Group Manager Corporate Services
Ms E Sims, Senior Planning Officer left after item 14.7
Mr D Weiley, Manager Assets left after item 14.6
Mr M Ahammed, Manager Finance & IT entered at item 14.8
Ms W Westbrook, Executive Assistant
Mr Isaac Arah, Manager Environment & Waste left after item 14.3

UNCONFIRMED

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AUDIO: https://urallashirecouncil.podbean.com/e/28th-october-2025-ordinary-meeting-of-uralla-shire-council/

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1 OPENING & WELCOME

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

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 and reminded the attendees from making defamatory statements.

5 APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS

Nil

6 DISCLOSURE & DECLARATIONS OF INTEREST/S

Nil

7 CONFIRMATION OF MINUTES

7.1 CONFIRMATION OF MINUTES ORDINARY MEETING HELD 23 SEPTEMBER 2025

RESOLUTION 140.10/25

Moved: Tom O'Connor
Seconded: Cr Sarah Burrows

That Council adopts the minutes of the Ordinary Meeting held 23 September 2025 as a true and correct record noting that for item 14.9 the mover and seconder are to be reversed to state Moved: Cr David Mailler, Seconded: Cr Sarah Burrows.

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

CONFIRMED

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

Nil.

9 WRITTEN REPORTS FROM DELEGATES

9.1 MAYOR'S ACTIVITY REPORT FOR SEPTEMBER 2025

RESOLUTION 141.10/25

Moved: **Cr Adam Blakester**
Seconded: **Cr Sarah Burrows**

That Council receives the Mayor's Activity Report for September 2025 noting that the Mayor did not attend the ARIC meeting on 1st September and was represented by the Deputy Mayor.

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

Nil

11 MAYORAL MINUTE

Nil

12 NOTICE OF MOTION/QUESTIONS WITH NOTICE

Nil

13 REPORT OF COMMITTEES

13.1 URALLA LOCAL TRANSPORT FORUM (ULTF) - MINUTES OF MEETING HELD 30 SEPTEMBER 2025

RESOLUTION 142.10/25

Moved: **Cr David Mailler**
Seconded: **Cr Lone Petrov**

That Council:

1. **Receives the Minutes of the Uralla Local Transport Forum (ULTF) meeting held on 30 September 2025 and notes the decisions of the Forum; and**

2. **Installs cautionary pedestrian warning signs on Kingstown Road approaching the Uralla cemetery.**

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

13.2 BUNDARRA COMMUNITY COMMITTEE - DRAFT MINUTES OF MEETING HELD 15 OCTOBER 2025

RESOLUTION 143.10/25

Moved: **Cr Jen Philp**
Seconded: **Cr Leanne Doran**

That Council receives the Draft Minutes of the Bundarra Community Committee Meeting held 15 October 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

13.3 AUSTRALIA DAY COMMITTEE MINUTES OF MEETING HELD 1 OCTOBER 2025

RESOLUTION 144.10/25

Moved: **Cr Sarah Burrows**
Seconded: **Cr Leanne Doran**

That Council:

1. **Receives the unconfirmed Minutes of the Australia Day Committee meeting held 1st October 2025.**
2. **Notes the appointed office bearers.**
3. **Thanks Ms Bev Niland for her 40+ years of community service as an office bearer on the Australia Day Committee as she stands down from her role, recognising her tireless efforts to ensure the success and continuation of Uralla Shire Australia Day Celebrations.**

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 REPORTS TO COUNCIL

14.1 HILL STREET AFFORDABLE HOUSING PROJECT – UPDATE AND GOVERNANCE

RESOLUTION 145.10/25

Moved: Cr Sarah Burrows
Seconded: Cr David Mailler

That Council

1. **Receives and notes the outcomes of community engagement on the Hill Street Affordable Housing Project.**
2. **Adopts the Terms of Reference and calls for Expressions of Interest to establish the Project Advisory Committee.**

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

14.2 STRIKING A NEW DEAL - COMMUNITY INSIGHTS REPORT

RESOLUTION 146.10/25

Moved: Cr David Mailler
Seconded: Cr Lone Petrov

That Council receives the *Community Insights Report* from the Striking a New Deal project and notes the proposed community engagement activities to share the findings.

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

Against: **Cr Leanne Doran**

CARRIED 8/1

14.3 EXHIBITION OF THREE (3) SITE SPECIFIC CROWN LAND PLANS OF MANAGEMENT

RESOLUTION 147.10/25

Moved: Cr Lone Petrov
Seconded: Cr David Mailler

That Council:

1. **Exhibits the three draft Plans of Management for Crown Reserve 1013348 - Bundarra Downs Reserve, Crown Reserve 89071- Gostwyck Road Reserve, and Crown Reserve 86472 – Racecourse Lagoon Reserve for a period of 28 days seeking community feedback, noting that Crown Reserve 86472 refers to Racecourse Lagoon.**

2. Receives a further report on completion of the exhibition periods should any submissions be received prompting material change.

3. Adopts each draft Plan of Management should no submissions prompting material change be received for that plan.

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

14.4 MAJOR PROJECTS AND CAPITAL WORKS - INFRASTRUCTURE & DEVELOPMENT

RESOLUTION 148.10/25

Moved: **Deputy Mayor Kath Arnold**
Seconded: **Cr David Mailler**

That Council notes the Infrastructure Works Update as at September 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 STRONGER COUNTRY COMMUNITIES FUND ROUND 5A - SCOPE OF WORKS

RESOLUTION 149.10/25

Moved: **Cr Jen Philp**
Seconded: **Cr David Mailler**

That Council notes:

1. The final list of projects approved by the funding body for the Stronger Country Communities Fund Round 5A grant; and

2. The approved extension to 30 June 2026 for project delivery.

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

14.6 DRAFT ASSET MANAGEMENT PLAN - BUILDINGS

RESOLUTION 150.10/25

Moved: Cr Tom O'Connor
Seconded: Cr Jen Philp

That Council:

1. **Exhibits the draft Buildings Asset Management Plan for a period of 28 days seeking community feedback.**
2. **Receives a further report on completion of the exhibition period should any submissions be received prompting material change.**
3. **Adopts the draft Buildings Asset Management Plan should no submissions prompting material change be received.**

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

14.7 CONFIRMATION OF COUNCILLOR DELEGATES TO GENERAL MANAGER PERFORMANCE REVIEW COMMITTEE

RESOLUTION 151.10/25

Moved: Cr Jen Philp
Seconded: Cr David Mailler

That Council appoints the Mayor, Deputy Mayor and Councillor Tom O'Connor to the General Manager Performance Review Committee for 12 months.

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 152.10/25

Moved: Cr Jen Philp
Seconded: Cr David Mailler

The Chair called for a short break at 5:59pm.

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 - RETURN

RESOLUTION 153.10/25

Moved: Cr Leanne Doran
Seconded: Cr Sarah Burrows

The Chair reconvened the meeting after a short break at 6:30pm.

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 PUBLIC EXHIBITION OF DRAFT CODE OF MEETING PRACTICE - BASED ON OLG MODEL CODE

RESOLUTION 154.10/25

Moved: Cr David Mailler
Seconded: Cr Tom O'Connor

That Council:

1. Adopts the following order of business of ordinary Council meetings pursuant to clause 8.1 of the code:

1) Opening and Welcome
2) Prayer
3) Acknowledgement of Country
4) Webcast Information
5) Apologies and applications for leave of absence by Councillors
6) Disclosure and Declaration of interest/s
7) Confirmation of Minutes
8) Urgent, Supplementary, and Late Items of Business (Including Petitions)
9) Written Reports from Delegates
10) Mayoral Minute
11) Notice of Motion/Questions with Notice
12) Report of Committees
13) Reports to Council

14) Confidential Matters

15) Communication of Council Decision

16) Conclusion of Meeting

2. Adopts Clause 15.16 and amends clause 15.17 accordingly.

3. Amends the draft Code by deleting Appendix A - Council meeting Protocols.

4. Publicly exhibits the draft Uralla Shire Council Code of Meeting Practice for a period of 42 days and invites public submissions.

5. Receives a further report with details of any public submission/s made during the exhibition which would prompt material changes to the draft.

6. Adopts the draft Uralla Shire Council Code of Meeting Practice effective 1 January 2026 in the event that no submissions prompting material changes to the draft are received during the exhibition period.

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

14.9 POLICY REVIEW

RESOLUTION 155.10/25

Moved: Cr Sarah Burrows
Seconded: Cr Jen Philp

That Council:

1. Exhibits the Draft Customer Service Charter for a period of 28 days seeking community feedback:

2. Receives a further report on completion of the exhibition period should any submissions be received prompting material change.

3. Adopts the Customer Service Charter should no submissions prompting material change be received.

4. Rescinds the Community Engagement Policy 2014 noting that the Community Engagement Strategy supersedes this Policy.

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

Against: **Cr Leanne Doran**

CARRIED 8/1

14.10 INVESTMENTS AS AT 30 SEPTEMBER 2025

RESOLUTION 156.10/25

Moved: Cr Tom O'Connor
Seconded: Cr Sarah Burrows

That Council notes:

1. **The cash position as of 30 September 2025 consisting of:**
   - **cash and overnight funds of $2,296,753.**
   - **term deposits of $24,550,000; and**
   - **total of cash and term deposits amount to $26,846,753 as of 30 September 2025.**
2. **Restrictions are reconciled on a quarterly basis. The most recent reconciliation as of 30 June 2025 shows total cash and investments of $28,282,150, comprising $19,024,396 in external restrictions, $6,314,919 in internal restrictions, and unrestricted fund balance of $2,942,835 (unaudited).**

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 LOANS AS AT 30 SEPTEMBER 2025

RESOLUTION 157.10/25

Moved: Cr Jen Philp
Seconded: Cr Tom O'Connor

That Council notes that the total loan position as of 30 September 2025 is $1,124,356.

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

14.12 DRAFT LONG TERM FINANCIAL PLAN 2027-2036

RESOLUTION 158.10/25

Moved: Deputy Mayor Kath Arnold
Seconded: Cr Tom O'Connor

That Council:

1. **Receives the amended Draft Long Term Financial Plan [LTFP] 2027-2036.**
2. **Include an appendix which will provide a narrative to explain the rationale, assumptions and calculation of the LTFP 2027-2036 and which clearly sets out the extent of the General Fund rate rise under the SRV, for the average ratepayer, by rating category.**
3. **Exhibits the expanded draft 2027-36 LTFP for 28 days.**
4. **Receives a future report detailing all submissions received during the exhibition period and any recommendations arising.**
5. **Considers the LTFP and the public submissions in determining its final position on the proposed SRV application to IPART.**

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

14.13 REGISTER RESOLUTIONS ACTIONS STATUS AS AT 22 OCTOBER 2025

RESOLUTION 159.10/25

Moved: Cr Sarah Burrows
Seconded: Cr Lone Petrov

That Council notes the Resolution Actions Status Report as at 22 October 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

15 CONFIDENTIAL MATTERS

Nil

16 COMMUNICATIONS OF COUNCIL DECISIONS

17 CONCLUSION OF MEETING

The meeting was closed at 8:15pm.

UNCONFIRMED

MINUTES of

Bundarra Community Committee Meeting

held 19 November 2025 at 6:05pm

Attachments: Rural Address Sign Application
Draft Crown Land Plan of Management – Bundarra Downs Reserve 2025

Attendance at Meeting:

Committee Members:
Peter Gregory
Matthew Monk – Chair
Alison Bayliss
Lindsay Groth
Jeffrey Dezius
Rodney Hargrave
Rebecca McLean
John Layton
Angela Iskov
Theresa Layton

Councillors:
Jen Philp – Secretary
Adam Blakester

Staff:

Toni Averay	General Manager
Mick Raby	Deputy General Manager
Steve Williams	Group Manager Corporate

Apologies:
Cr Leanne Doran
Kylie Jarman
Jennifer Dezius

Visitors and guests
Deb Cook
Carolyn McMullen
Kate Hannan
Tania Swan

AGENDA

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DRAFT

1. OPENING AND WELCOME

The meeting was opened at 6:00pm

2. APOLOGIES BY COMMITTEE MEMBERS

3. CONFIRMATION OF MINUTES

The minutes of meeting held 15 October 2025 were confirmed.

ACTION:
Jen to send to ESO for distribution.

4. ITEMS:

4.1 Business Arising From Previous Minutes

BUSINESS ARISING FROM PREVIOUS MEETING	WHO	STATUS
4.1.1 Brightening Street lights, getting quote from Essential Energy. Action: Awaiting quotes, can then proceed depending on the quote.	DID	ONGOING
4.1.2 Tree planting - look at list for preferred species. Engage community on 'street tree planning' to get community involved. Action: Angela and Open Garden crew can take this on, talk to them about what is best for community and bring to the next meeting.	BCC	ONGOING
4.1.3 Peter Gregory to follow up on artist to see if they are still able to do community artwork. Ongoing. Hannah, has some ideas but is still unwell. Action: Expects to be able to do something in December, ideas should be available for next meeting.	PG	ONGOING
4.1.4 Kylie Jarman to get quotes for new Perspex for the noticeboards at the shop. Ongoing. MM to look at various noticeboards around town for better communications. Look at council to do mail outs for better information sharing in Bundarra Action: Look at other Business, combine with other noticeboard ideas.	MM	ONGOING
4.1.5 Continue working on caravan park layout and upgrades. Locks are there, signs are there, locks to go on toilets, looking at 14 sites. Confirming boundaries. Some painting is needed, only has a mud map at the moment. There is a constant flow of people using the caravan park and still not paying. Action: Dean to talk to Bec about fencing the boundaries. Talk to the one person staying there to move now their house has gone through. Talk to Ruth at the pub about what might make the process better.	KJ	ONGOING
4.1.6 Emu creek sign ordered, leave on list for when completed. Action: Sign is up. Complete	DID	COMPLETE
4.1.7 Signs at each end of town - Committee to put a proposal together and bring to next meeting. Transport for NSW to install. MR to talk to TfNSW, take to Local Traffic Forum Action: Need to know what we want on it, Mick has list!	MM	ONGOING

BUSINESS ARISING FROM PREVIOUS MEETING	WHO	STATUS
4.1.8 Community first aid/cpr – leave on list, wait for responses from community college. Action: Looking at dates that don't clash with other events. Community College hasn't responded to attempts to reach out lately.	JP	ONGOING
4.1.9 Air conditioning for hall – Mick to get quote Dean has got a bit of a quote together. Need to get a specialist out to assess to do scope of work. Look at using the Hall as an approved evacuation centre as this might open up more funding opportunities. Currently the Hall meets the requirements as a 'safer place' not a community evacuation centre. Action: Mick confirm where the current evacuation centre is and to organise audit of said evacuation centre.	DID	ONGOING
4.1.10 Get an update from KJ on hall bookings to bring to next meeting Action: Ongoing.	KJ	ONGOING
4.1.11 Make a map of where defibs are, advertise where they are and who to contact, and make sure the community knows about it. (MM to make map) Action: Ongoing (will finalise when we have a defib) MM talking to ACEN in January.	MM	ONGOING
4.1.12 MR to talk to ACEN to see if they can support the purchase of a 24hr defib for Bundarra. Mick talked to ACEN, a request for support will be needed. Submission from committee via Rotary or Uralla Business Chamber as the 'lead' for the project. MM Talking to ACEN. RFS are willing to come and do training when we get one in plac Action: Wait for meeting in January to see if we can get a defib.	DID	ONGOING
4.1.13 Investigate pedestrian crossing on south end of main street. Advocate with traffic committee. 'safe crossing' in the middle of the road, has been approved by the local traffic forum. The cost would be large due to the width of the road, so it might be a walkway across the culvert next to the road instead. Decide whether a 'safe place crossing' or a walkway across the culvert is best. It will also widen the road a bit Action: Vote, safe place vs culvert crossing, unanimous for culvert crossing.	DID	ONGOING
4.1.14 Mick to look at opening times and days for tip, it hasn't been open on Mondays. People have been turned away because the Tip was 'full'. Staff aren't saying that's the case. Please send to Mick if anyone is told its full. It will be open 3 days a week. Thursday, Friday, Sunday. Discussion around what days might be better. Talk to staff about maybe swapping days. Need to manage the resources that we have to try to get the best outcome. Needs one day on the weekend. Committee would like it to be open 4 days a week. Look at different days and staff to work out what might work better. Tip is due to have some works done next month to make it more accessible. Communicate with Tip staff further. Works are beginning to make the area more workable this week Action: Jen to make survey monkey survey to distribute to community to establish what days would be most suitable for it to be open.	DID	ONGOING
4.1.15 School Ag plot, curb and gutter. Funding will need to be sourced via department of education. Council is not responsible for an access point into the property, that responsibility lays with the property owner.	DID	ONGOING

BUSINESS ARISING FROM PREVIOUS MEETING	WHO	STATUS
Action: Council (Dean and David) can work with Department of Education Assets management team.	DW/ DC	
4.1.15 Sewerage Smell, still smells. Council have been doing trials with an aerator and regular chemical treatment. Seems to be worse over the weekend. Town pods smelt over the weekend. Ongoing.	DID	ONGOING
Action:		
4.1.17 Footpath. Grant funding has been approved for 220m from Grace Munro for a footpath.	DID	ONGOING
Action:		
4.1.18 Council Newsletter e newsletter is available, Bundarra section each month, summary of what we talk about at each meeting to go in the newsletter.	GM	ONGOING
Action: Jen to do a summary of each meeting to put into the newsletter monthly.	JP	ONGOING

GM = General Manager
DID = Director Infrastructure & Development
MCI = Manager Civil Infrastructure
AM = Asset Manager
ESO = Executive Support Officer
BCC = Bundarra Community Committee

4.2 Property Signage, Address Clarification for Emergency Services

Emergency services didn't know where to go when a resident had a heart attack. This person had to walk to the end of his (600m) driveway to meet the ambulance. There is the option to buy a 'blue' sign that states the address and property name. It is $360(ish) and there is an application form. Tania Swan will help promote in the area.

ACTION:
Committee to circulate the application form, get awareness out in the community. Tania to put together a story to accompany awareness drive. Link(copy and paste): *https://www.uralla.nsw.gov.au/files/assets/public/v/1/council-services/building-development/application-forms/2025-forms/rural-addressing-sign-application-2024-2025-july-2024.pdf*

4.3 Council Update

See throughout mins.

ACTION:
Draft Plan Management is out for public expedition 'Bundarra Downs' copy and paste to url: *https://yoursay.uralla.nsw.gov.au/draft-plans-of-management* .

5. LATE ITEMS/GENERAL BUSINESS

1. Digital noticeboard for the community. Discussion around if it would be worthwhile, wait until January to see if we can get a grant for it with ACEN. Work with Lions Club, they are supportive. General chat seems very supportive. Get Council to see what we need on their end, will need to go through the Council process for approval.

   ACTION:

   Meet with ACEN in January.

2. How do we find out information on Council buildings and facilities for hire?

   ACTION:

   Use of Public Land and Venue Hire Uralla Shire Council See link copy and paste to url- *https://www.uralla.com/Search-Results?dlv_OC%20CL%20UrallaCom%20Site%20Search=(keyword=bundarra)*

3. A few delays on the Laura bridge roadworks. Will likely to be 60km/hr over the Christmas break. More works will be completed in the new year.

4. Discussion around speed limits on rural roads. TfNSW is the department in charge, not council. Federal government has also started an enquiry into unsigned rural roads reducing the speed limit to 70km/hr from 100km/hr. Council do not support this.

5. We have had this committee for 12 months! Can everyone go away and think about what we have achieved in the last year and bring to the next meeting.

   ACTION:

   BCC to bring to next meeting.

6. Started to get involved with community and volunteers in Bundarra, in the last month Bundarra has held significant events. 900 people for Bundarra races, Bundarra pony club 50 kids. Jamboree the following weekend 70 kids. National camp draft 250 people attended. Open gardens 300 people. Based on the population of Bundarra, the volunteers have done an incredible job over the past month to get events happening.

7. Work on communication for the community to enhance what we are doing around Bundarra.

8. Next meeting will be short and then Christmas dinner at the pub after! Send to Jen if you will be there.

   ACTION:

   Let Jen know if you can come to next meeting/dinner at the Pub.

6. MEETING CLOSED/NEXT MEETING

The meeting closed at:	8:18 pm
Next meeting to be held:	6:00pm - 17th December 2025 followed by dinner at the Pub.

URALLA SHIRE COUNCIL

NOTICE OF DETERMINATION OF A DEVELOPMENT APPLICATION

Application number	DA-23-2025 PAN-515114
Applicant	Ambrose Building Development Solutions 25 AILSA CRESCENT ARMIDALE 2350
Description of development	Subdivision - One(1) Lot into Eight (8) Lots and associated Boundary Realignment
Property	114 BARLEYFIELDS ROAD URALLA 2358 203/-/DP755814 123/-/DP755814 131/-/DP755814 121/-/DP755814 204/-/DP755814 170/-/DP755814 122/-/DP755814 92/-/DP1286999 91/-/DP1286999
Determination	Approved Consent Authority - Council
Date of determination	25/11/25
Date from which the consent operates	25/11/25
Date on which the consent lapses	25/11/30
Approval bodies that have given general terms of approval	New South Wales Rural Fire Service

Under section 4.18(1) of the EP&A Act, notice is given that the above development application has been determined by the granting of consent using the power in section 4.16(1)(a) of the EP&A Act, subject to the conditions specified in this notice.

Reasons for approval

- The proposal achieves satisfactory compliance with relevant Environmental Planning Instruments and adequately justifies dispensation from the Uralla Shire Council Development Control Plan 2011;
- The proposal demonstrates acceptable strategic and site-specfic merit;
- As conditioned, the proposal will have acceptable impacts.

Right of appeal / review of determination

If you are dissatisfied with this determination:

Request a review

You may request a review of the consent authority's decision under section 8.3(1) of the EP&A Act. The application must be made to the consent authority within 6 months from the date that you received the original determination notice provided that an appeal under section 8.7 of the EP&A Act has not been disposed of by the Court.

Rights to appeal

You have a right under section 8.7 of the EP&A Act to appeal to the Court within 6 months after the date on which the determination appealed against is notified or registered on the NSW planning portal.

The Dictionary at the end of this consent defines words and expressions for the purposes of this determination.

N/A - Draft
N/A - Draft
Person on behalf of the consent authority

Terms and Reasons for Conditions

Under section 88(1)(c) of the EP&A Regulation, the consent authority must provide the terms of all conditions and reasons for imposing the conditions other than the conditions prescribed under section 4.17(11) of the EP&A Act. The terms of the conditions and reasons are set out below.

General Conditions

<table>
<tr><td>1</td><td>Erection of signs</td></tr>
<tr><td></td><td>1. This section applies to a development consent for development involving building work, subdivision work or demolition work.
2. It is a condition of the development consent that a sign must be erected in a prominent position on a site on which building work, subdivision work or demolition work is being carried out—
a. showing the name, address and telephone number of the principal certifier for the work, and
b. showing the name of the principal contractor, if any, for the building work and a telephone number on which the principal contractor may be contacted outside working hours, and
c. stating that unauthorised entry to the work site is prohibited.
3. The sign must be—
a. maintained while the building work, subdivision work or demolition work is being carried out, and
b. removed when the work has been completed.
4. This section does not apply in relation to—
a. building work, subdivision work or demolition work carried out inside an existing building, if the work does not affect the external walls of the building, or
b. Crown building work certified to comply with the Building Code of Australia under the Act, Part 6.</td></tr>
<tr><td></td><td>Condition reason: Prescribed condition under section 70 of the Environmental Planning and Assessment Regulation 2021.</td></tr>
<tr><td>2</td><td>Approved plans and supporting documentation</td></tr>
<tr><td></td><td>Development must be carried out in accordance with the following approved plans and documents, except where the conditions of this consent expressly require otherwise.
<table>
<tr><td colspan="4">Approved plans</td></tr>
<tr><td>Plan reference</td><td>Revision number</td><td>Drawn by</td><td>Date of plan</td></tr>
<tr><td>241465-B</td><td>B</td><td rowspan="2">Croft Surveying and Mapping</td><td>19.01.2025</td></tr>
<tr><td>241465-C</td><td>C</td><td>27.02.2025</td></tr>
<tr><td colspan="4">Approved documents</td></tr>
<tr><td>Document title</td><td colspan="2">Reference number</td><td>Prepared by</td><td>Date of document</td></tr>
</table></td></tr>
</table>

Approval		Rural Fire Service		

In the event of any inconsistency with the approved plans and a condition of this consent, the condition prevails.

ADVICE:

- The submitted Statement of Environmental Effects, Bushfire Hazard Assessment and On-Site Wastewater Management Report inform the consent conditions and NSW RFS General Terms of Approval, but are not warranted to be approved documents.
- This consent requires provision of a 20m wide road reserve. Minor changes to lot size may occur as a result of the relevant condition.

Condition reason: To ensure all parties are aware of the approved plans and supporting documentation that applies to the development.

3 **Development Standards**

The internal road and intersection shall be designed in accordance with the adopted Engineering Design Code Specification D1, Rural Design Criteria, and in accordance with the following matters:

- Road reserve to be minimum 20m wide, dedicated to Council and incorporating 5m wide spay corners at intersection with Barleyfields Road.
- Consistent with NSW Rural Fire Service General Terms of Approval. Where any inconsistency occurs, the greater standard shall apply.

Condition reason: To ensure the safety and efficiency of Council's road network and the classified road.

4 **Engineering Works - General**

All Engineering works are to be designed by a suitably qualified person (endorsed by a Certified Practicing Engineer) and carried out in accordance with Council's Adopted Engineering Codes.

Condition reason: To ensure relevant works are of a sustainable and safe standard.

5 **Restriction - Subdivision**

No lot created by this consent may be further subdivided.

ADVISORY NOTE:

- The above condition does not prevent consideration of a modification which varies the condition, to facilitate subdivision. Any such modification would need to demonstrate compliance with Clause 4.55(2) of the Environmental Planning and Assessment Act 1979, including the reasons for the condition of consent.
- The above condition does not require a restriction be imposed on title.

Condition reason: In the interests of minimising environmental harm; to ensure that any future subdivision only occurs in conjunction with appropriate servicing; to ensure sufficient lot areas are maintained for on-site wastewater management; to manage cumulative impact, to maintain an acceptable level of amenity.

6 **NSW Rural Fire Service General Terms of Approval**

Asset Protection Zones

The intent of measures is to provide sufficient space and maintain reduced fuel loads to

contact

1. At the issue of a subdivision certificate, a suitable mechanism such as a Restriction to Use pursuant to section 88 of the 'Conveyancing Act 1919' shall be placed over each lot requiring any dwelling to not be exposed to radiant heat exceeding 29kW/m2. The name of authority empowered to release, vary or modify any instrument shall be Uralla Shire Council.

Access – Public Roads

The intent of measures is to provide safe operational access to structures and water supply for emergency services, while residents are seeking to evacuate from an area

2. Non perimeter public roads shall comply with the following requirements of Planning for Bush Fire Protection 2019:

- are two-way sealed roads;
- minimum 5.5m carriageway width edge to edge;
- parking is provided outside of the carriageway width;
- maximum grades for sealed roads do not exceed 15 degrees and an average grade of not more than 10 degrees or other gradient specified by road design standards, whichever is the lesser gradient;
- the capacity of road surfaces and any bridges/causeways is sufficient to carry fully loaded firefighting
  vehicles (up to 23 tonnes);
- curves of roads have a minimum inner radius of 6m;
- the eastern end of the public road shall incorporate a minimum 12 metre radius turning circle;
- the road crossfall does not exceed 3 degrees; and
- a minimum vertical clearance of 4m to any overhanging obstructions, including tree branches, is provided.

Water and Utility Services

The intent of measures is to minimise the risk of bush fire attack and provide protection for emergency services personnel, residents and others assisting firefighting activities

3. The provision of electricity services shall comply with the following in accordance with Table 5.3c of Planning for Bush Fire Protection 2019:

- where practicable, electrical transmission lines are underground;
- where overhead, electrical transmission lines are proposed as follows:

1. lines are installed with short pole spacing (30m), unless crossing gullies, gorges or riparian areas; and
2. no part of a tree is closer to a power line than the distance set out in accordance with the specifications in ISSC3 Guideline for Managing Vegetation Near Power Lines.

ADVICE

- The above conditions are based on the plans prepared by Croft Surveying and Mapping, titled 'Proposed Subdivision of Lot 91 & Lot 92 in DP 1286999', Ref No: 241465-C, dated 27.02.2025 and the 'Bushfire Hazard Assessment' prepared by Stephen Cotter dated 19 May 2025.

	Council may use its discretion to determine whether the amendment warrants re-referral to the NSW RFS. • This approval is for the subdivision of the land only. Any further development application for class 1, 2 or 3 buildings as identified by the 'National Construction Code' may be subject to separate assessment under section 4.14 of the Environmental Planning and Assessment Act, 1979 and address the requirements of 'Planning for Bush Fire Protection 2019' or any subsequent version. • This letter is in response to an assessment of the application based on the submitted further information and supersedes our previous general terms of approval dated 24/04/2025.
	Condition reason:
7	**Section 138 Approval (Driveway Crossovers)**
	Before the issue of a Construction Certificate for any structure on a lot created by this consent, approval shall be granted under Section 138 of the Roads Act 1993 for installation of a driveway crossover. The crossover shall: • Be in accordance with Council's adopted Engineering Code applicable at the relevant time; and • Demonstrate provision of suitable edge treatment and design if required to allow the safe location of bins for refuse collection.
	Condition reason: In the interests of pedestrian and vehicular safety, to ensure works comply with the Roads Act 1993.
8	**ADVICE**
	• The developer is responsible for ensuring that all additional consents and agreements are obtained from other authorities, as relevant. This may include requirements from Essential Energy and any Controlled Activity Approval. • For the avoidance of doubt, this consent relates only to Lots 92 DP1286999 and 91 DP1286999. • Any removal of a street tree shall require a suitable replacement of the same species. This shall be managed through separate Section 138 approval for driveway crossovers, when required.
	Condition reason: N/A - Advice only

Subdivision Work

Before issue of a subdivision works certificate

9	**Construction Site Management Plan**
	Before the issue of a Subdivision Works Certificate, a construction site management plan must be prepared, and provided to the Principal Certifier or Council (where a certifier is not required). The plan must include the following matters. 1. Provisions for public safety; 2. Vehicular site access points and construction activity zones; 3. Details of construction traffic management including: a. Proposed truck movements to and from the site; b. Estimated frequency of truck movements; and

	4. Details of bulk earthworks to be carried out; 5. The location of a garbage container with a tight-fitting lid; 6. Dust, noise and vibration control measures; 7. Details of any chemical storage and management; 8. The location of temporary toilets; 9. Unless indicated to be removed for road works, protective measures for the preservation of trees on-site and in adjoining public areas including measures in accordance with: a. AS 4970 – Protection of trees on development sites. A copy of the construction site management plan must be kept on-site at all times while work is being carried out.
	Condition reason: To require details of measures that will protect the public, and the surrounding environment, during site works and construction.
10	**Work on Council Land - Section 138 Approval (Roads Act 1993)**
	For all construction work on Council land, the developer is required to submit an Application to Conduct Work on Land to Which Council is the Regulatory Authority, which will incorporate seeking any necessary approvals for work in road reserves under the Roads Act 1993. The relevant work requires under this consent includes: • External Road Construction (intersection with Barleyfields Road) and Stormwater Drainage Work. Details shall be in accordance with specified development standards and approved prior to the issue of a Subdivision Works Certificate.
	Condition reason: To ensure access meets relevant standards; in the interests of safety; to protect Council's infrastructure.
11	**Road Naming**
	Suggestions (and reasons) for the name of the road reserve and new internal road shall be submitted with an application for a Subdivision Works Certificate for the development. Proposed new road name should not be included on Title Plans submitted to Council with an application for a Subdivision Certificate, until such time as the name of any new road(s) has been approved by Council and other relevant authorities. Street name signs and posts are to be erected in accordance with Council's Engineering Code, at the cost of the developer. ADVISING: The Geographical Names Board of NSW favours names with historical, zoological, botanical or geographic association with the locality. Council can provide advice on appropriate names on request.
	Condition reason: To ensure the road reserve is appropriately named in accordance with relevant requirements.
12	**Stormwater**
	Before the issue of a Subdivision Works Certificate, details of all proposed stormwater drainage works required for the development are to be submitted for approval by Councils Development Engineer. Designs are to comply with the requirements of the adopted Engineering Code Design Specification D5 and associated Handbook.

	• Plans shall demonstrate provisions for inter-allotment drainage for any lot which does not drain naturally to the road and provisions for easements if required (minimum width 2m).
	Condition reason: To ensure stormwater from the development is appropriately managed.
13	**Erosion and Sediment Control**
	Before the issue of a Subdivision Works Certificate, an Erosion and Sediment Control Plan (ESCP) and accompanying specifications for the construction phase of the works shall be submitted to and approved by the relevant Certifying Authority or Council (where a certifier is not required). The approved ESCP controls shall be implemented, inspected and approved prior to the commencement of any site works and maintained for the life of the construction period and until revegetation measures have taken hold. The ESCP shall include, but not be limited to: • Provision for the diversion of runoff around disturbed areas; • Location and type of proposed erosion and sediment control measures; • Location of and proposed means of stabilisation of site access; • Approximate location of site sheds and stockpiles; • Proposed staging of construction and ESCP measures; • Clearance of sediment traps on a regular basis and after major storms; • Proposed site rehabilitation measures, including seeding of all bare un-grassed areas and turfing • where erosion or scouring is likely to occur; • Standard construction drawings for proposed erosion and sediment control measures.
	Condition reason: To ensure sediment laden runoff and site debris do not impact local stormwater systems and waterways during the construction phase.
14	**Street Trees**
	Before the issue of Subdivision Works Certificate, details of street trees provided at a rate of one (1) tree per 25m (approximately) either side of road shall be provided on plans, together with (to the satisfaction of Council): • Details of establishment methodology and measures to ensure establishment (including mulching, animal construction vehicle protection, staking and replacement of any dead or dying species). • Details intended species. Once approved, the above details would form part of the consent. Trees shall be a minimum 0.75m high at planting. The tree planting shall meet the following objective of the DCP: *Street tree planting will comprise "New England' species and will provide Autumn colour and reflect the character of Uralla streetscapes*" as contained within the Development Control Plan, and be selected from the following species unless varied by Council: • Acer x freemanii 'Celzam' Celebration (Red Maple). • Fagus sylvatica f. purpurea (Copper Beech). • Querus palustris (Pin Oak).

	• Pyrus calleryana Chanticleer (Ornamental Pear) • Pistacia chinensis (Pistacio) • Prunus cerasifera 'Nigra' (Flowering Plum) • Acer negundo 'Sensation' (Box Elder) ADVICE: Council accepts that there is a reasonable degree of interchangeability between certain species (e.g. Querus palustris [Pin Oak] and Querus rubra [Red Oak]), and would consider other reasonable options. Council has not nominated a pot size, given a larger pot size may be detrimental to establishment.
	Condition reason: In the interests of amenity; to comply with Chapter 17 of the Development Control Plan.

Before subdivision work commences

15	**Erosion and sediment controls in place**
	Before any site work commences, the principal certifier or Council , must be satisfied the erosion and sediment controls in the erosion and sediment control plan are in place. These controls must remain in place until any bare earth has been re-established in accordance with the erosion and sediment control plan.
	Condition reason: To ensure sediment laden runoff and site debris do not impact local stormwater systems and waterways.

During subdivision work

16	**Discovery of relics and Aboriginal objects**
	While site work is being carried out, if a person reasonably suspects a relic or Aboriginal object is discovered: 1. the work in the area of the discovery must cease immediately; 2. the following must be notified 1. for a relic – the Heritage Council; or 2. for an Aboriginal object – the person who is the authority for the protection of Aboriginal objects and Aboriginal places in New South Wales under the National Parks and Wildlife Act 1974, section 85. Site work may recommence at a time confirmed in writing by: 1. for a relic – the Heritage Council; or 2. for an Aboriginal object – the person who is the authority for the protection of Aboriginal objects and Aboriginal places in New South Wales under the National Parks and Wildlife Act 1974, section 85.
	Condition reason: To ensure the protection of objects of potential significance during works.
17	**Hours of work**
	Site work must only be carried out between the following times – • 7am - 6pm Monday to Friday • 8am - 1pm Saturday • No work Sundays or Public Holidays

	or for urgent work directed by a police officer or a public authority.
	Condition reason: To protect the amenity of the surrounding area.
18	**Implementation of the site management plans**
	While site work is being carried out: 1. the measures required by the construction site management plan and the erosion and sediment control plan (plans) must be implemented at all times, and 2. a copy of these plans must be kept on site at all times and made available to Council officers upon request.
	Condition reason: To ensure site management measures are implemented during the carrying out of site work.
19	**Soil management**
	While work is being carried out, Council must be satisfied all soil removed from or imported to the site is managed in accordance with the following requirements: • Any excavated material removed from the site must be classified in accordance with the Environment Protection Authority's Waste Classification Guidelines before it is disposed of at an approved waste management facility or otherwise lawfully managed, and the classification, and the volume of material removed, and the receival facility's details must be reported to Council. • Any fill material imported to the site must be: 1. Virgin Excavated Natural Material as defined in Schedule 1 of the Protection of the Environment Operations Act 1997; or 2. a material identified as being subject to a resource recovery exemption by the NSW EPA; or 3. a combination of Virgin Excavated Natural Material as defined in Schedule 1 of the Protection of the Environment Operations Act 1997 and a material identified as being subject to a resource recovery exemption by the NSW EPA.
	Condition reason: To ensure soil removed from the site is appropriately disposed of and soil imported to the site is not contaminated and is safe for future occupants.

Before issue of a subdivision certificate

20	**Repair of infrastructure**
	Before the issue of a Subdivision Certificate, any public infrastructure damaged as a result of the carrying out of work approved under this consent (including damage caused by, but not limited to, delivery vehicles, waste collection, contractors, sub-contractors, concreting vehicles) must be fully repaired to the written satisfaction of Council, and at no cost to Council.
	Condition reason: To ensure any damage to public infrastructure is rectified.
21	**Electricity**
	Before the issue of a Subdivision Certificate, Council is to be supplied with a certificate from an approved electrical contractor indicating that satisfactory arrangements have been made for the provision of electricity supply. The location of any new pole or ground mounted substation for the development is to be confirmed with and approved by Council, to ensure that this does not unreasonably interfere

Condition reason: To ensure that appropriate utility services are available to serve the subdivision.

22 **Contribution - Section 7.12**

Before the issue of the Subdivision Certificate, a contribution is to be paid to Council towards the provision or improvement of public facilities (as per Uralla Shire Council's section 7.12 Contributions Plan 2021).

Estimate Cost of Development	Levy Percentage	Total Contribution	Note
$245,000.00	1%	$2,450.00	• Contribution Rate remains current until first date of next quarter. • Contributions are indexed annually at the end of financial year.

Condition reason: To assist the Council to provide the appropriate public facilities which are required to maintain and enhance amenity and service delivery within the LGA.

23 **Street Trees and Buffer**

Street trees and the vegetated buffer required by this consent shall be planted in accordance with relevant details before the issue of a Subdivision Certificate, unless (at Council's discretion):

1. Council is provided with a bond equal to 150% of the commercial value of purchase and installation, together with associated preparation (mulching, weed suppression, staking and initial maintenance).

ADVICE:

- The above condition has been applied with a flexible approach should the subdivision be completed during a period of drought or similar weather where establishment of trees and other species may be unsuccessful.
- It is not considered necessary to impose a 12 month bonding period to ensure successful establishment.

Condition reason: To comply with the Development Control Plan; in the interests of amenity.

24 **Restriction - Fencing**

Boundary fencing of any lot created by this consent shall:

- Not be of solid paling and/or colorbond construction

This shall be ensured by way of a provision within a Section 88b instrument under the Conveyancing Act 1919, if not managed by any existing restriction applying to the land (to the satisfaction of Council).

Details shall be provided as part of the Subdivision Certificate application.

	Division 1, Subdivision 17 of State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 in relation to fencing within the subject zone.
25	**Restriction - Access to surrounding roads and land**
	Any lot created by this consent shall only be accessed via the internal road shown on approved plans. This shall be ensured by way of a provision within a Section 88b instrument under the Conveyancing Act 1919. Details shall be provided as part of the Subdivision Certificate application.
	Condition reason: In the interests of amenity and to ensure the maintained safety and function of the surrounding road network.
26	**Restriction - Environmental Management**
	A Section 88b Instrument under the Conveyancing Act 1919 is to be prepared to ensure all lots created by this consent: • Ensure management of weed control including follow-up weed suppression; and • Retail all mature canopy trees with a diameter at breast height greater than 200m, unless removal is approved by Council. Details shall be provided as part of the Subdivision Certificate application. ADVISING: The above condition has been applied to align with Development Consent DA-27-2012-5, but amended to provide flexibility for certain circumstances where tree removal may be required, such as through construction of a dwelling at an appropriate location (where the action would be considered on merit).
	Condition reason: To minimise environmental harm; to minimise conflict with surrounding land.
27	**Restriction & Standards - Buffer**
	A restriction is to be created over the eastern boundary of proposed Lot 25 requiring: • Maintenance of a 20m wide landscaped buffer adjacent to the western boundary of Lot 842 DP857745. The buffer shall include the following: • Minimum 3 rows of tree and shrub species (each row minimum 2.5m apart). • Approximately 3m between each plant. • Boundaries and buffer generally to be managed as an Asset Protection Zone in accordance with NSW RFS Planning for Bushfire Protection 2019. Details shall be provided as part of the Subdivision Certificate application. ADVICE: The condition has been applied generally in accordance with DA -27-2012-5, but amended to reflect the lower density layout.
	Condition reason: In the interests of amenity.
28	**Restriction - Wastewater Treatment**

	wastewater system. This shall be ensured by way of a provision within a Section 88b instrument under the Conveyancing Act 1919, if not managed by any existing restriction applying to the land (to the satisfaction of Council). Details shall be provided as part of the Subdivision Certificate application.
	Condition reason: In the interests of minimising environmental harm; to manage cumulative impact; to maintain an acceptable level of amenity.
29	**Restrictions - General**
	Appropriate title restrictions shall be created in relation to the following matters and submitted with an application for Subdivision Certificate: • Any matter included within general conditions of this consent (including RFS General Terms of Approval). • Prevention of installation of a bore for potable water. • Inter-allotment drainage and protection of drainage lines and overland flow, where required, to the satisfaction of Council's Development Engineer or delegate. • Protection of any infrastructure, where required. • Any matter shown on approved plans.
	Condition reason: To ensure appropriate restrictions are generally imposed for the life of the development; to manage environmental health and safety; to ensure an acceptable level of bushfire protection; to protect infrastructure and drainage.

Ongoing use for subdivision work

No additional conditions have been applied to this stage of development.

General advisory notes

This consent contains the conditions imposed by the consent authority which are to be complied with when carrying out the approved development. However, this consent is not an exhaustive list of all obligations which may relate to the carrying out of the development under the EP&A Act, EP&A Regulation and other legislation. Some of these additional obligations are set out in the *Conditions of development consent: advisory notes*. The consent should be read together with the *Conditions of development consent: advisory notes* to ensure the development is carried out lawfully.

The approved development must be carried out in accordance with the conditions of this consent. It is an offence under the EP&A Act to carry out development that is not in accordance with this consent. Building work or subdivision work must not be carried out until a construction certificate or subdivision works certificate, respectively, has been issued and a principal certifier has been appointed.

A document referred to in this consent is taken to be a reference to the version of that document which applies at the date the consent is issued, unless otherwise stated in the conditions of this consent.

Dictionary

The following terms have the following meanings for the purpose of this determination (except where the context clearly indicates otherwise):

Approved plans and documents means the plans and documents endorsed by the consent authority, a copy of which is included in this notice of determination.

AS means Australian Standard published by Standards Australia International Limited and means the current standard which applies at the time the consent is issued.

Certifier means a council or a person that is registered to carry out certification work under the *Building and Development Certifiers Act 2018.*

Construction certificate means a certificate to the effect that building work completed in accordance with specified plans and specifications or standards will comply with the requirements of the EP&A Regulation and *Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021.*

Council means URALLA SHIRE COUNCIL.

Court means the Land and Environment Court of NSW.

EPA means the NSW Environment Protection Authority.

EP&A Act means the *Environmental Planning and Assessment Act 1979.*

EP&A Regulation means the *Environmental Planning and Assessment Regulation 2021.*

Independent Planning Commission means Independent Planning Commission of New South Wales constituted by section 2.7 of the EP&A Act.

Occupation certificate means a certificate that authorises the occupation and use of a new building or a change of building use for an existing building in accordance with this consent.

Principal certifier means the certifier appointed as the principal certifier for building work or subdivision work under section 6.6(1) or 6.12(1) of the EP&A Act respectively.

Site work means any work that is physically carried out on the land to which the development the subject of this development consent is to be carried out, including but not limited to building work, subdivision work, demolition work, clearing of vegetation or remediation work.

Stormwater drainage system means all works and facilities relating to:

- the reuse of stormwater,

- the detention of stormwater,

- the controlled release of stormwater, and

- connections to easements and public stormwater systems.

Strata certificate means a certificate in the approved form issued under Part 4 of the *Strata Schemes Development Act 2015* that authorises the registration of a strata plan, strata plan of subdivision or notice of conversion.

Subdivision certificate means a certificate that authorises the registration of a plan of subdivision under Part 23 of the *Conveyancing Act 1919*.

Subdivision work certificate means a certificate to the effect that subdivision work completed in accordance with specified plans and specifications will comply with the requirements of the EP&A Regulation.

Sydney district or regional planning panel means Northern Regional Planning Panel.

URALLA SHIRE COUNCIL
Infrastructure & Development
P: 02 6778 63
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E: council@uralla.nsw.gov.
32 Salisbury Street, Uralla NSW 23
PO Box 106, Uralla NSW 23
ABN: 55 868 272 0

19 March 2025

Responsible Officer: SV
TRIM Container: DA-23-2025

Mr Ambrose Hallman
Ambrose Building Development Solutions
25 Ailsa Crescent
ARMIDALE NSW 2350

Dear Ambrose

REQUEST FOR FURTHER INFORMATION – DA-23-2025 – 100 BARLEYFIELDS ROAD

I refer to the above-described application and make the following Information Requests and Recommendations:

Preamble:

The proposal seeks significant dispensation from the *Uralla Development Control Plan 2011* (as amended), through development of R2 (Low Density Residential / 5000m2 min lot size) zoned land to a typical R5 (Large Lot Residential / 2ha min lot size) development standard.

While making an application is permissible and results in a lower intensification over the approved development (lower material harm/impacts), it may be considered under-development of the land, and requires extensive justification as to why the current zoning and Barleyfields DCP Chapter / DCP in general are not suitable or fit for purpose, and ultimately why the existing 2012 approval (as modified) is not being pursued.

Your justification (in particular, page 19 of the SoEE) is noted however the following requests are made:

Requests:

Demonstration of need	While a formal needs analysis is <u>not</u> requested, the SoEE should be amended to include at minimum a desktop/basic needs analysis*, which addresses the following: - Analysis of undeveloped R5 and R2 land in proximity to Uralla, to support need for the proposal and for the alternative pattern of development. It is expected that the results would be reported in % vacancy rate of R5 and R2 lots around Uralla AND also commentary on lots which are likely conducive to further subdivision (i.e. less affected by bushfire, biodiversity or servicing constraints). Note that the DRAFT Uralla Shire Housing Strategy and the supporting Key Issues Paper may have investigated this aspect.

	Your commentary regarding the Sandon Close appearing to be the last medium to large scale development of R2 zoned land (i.e. 5000m2 lots with sewer connection) in 1998 is noted.
Housing Strategy Commentary	It is accepted that planning policies are fluid and polices and strategic directions may change. Please provide commentary on the appropriateness of the development and any material conflicts with respect to the DRAFT Uralla Shire Housing Strategy and the supporting Key Issues Paper*. NOTE: This is in draft only, however sufficient data is available with regards to expected land supply of R5 and R2 land.
Cost of Development	The estimated cost of the development appears to be omitted. Please provide further details.
Cost of Development – Further reasoning	Please provide approximate commercial cost estimates for the development of the land at 5000m2 (i.e. water and sewer costs for carrying out of the existing approved development)* NOTE: It would be recommended to consult with recent developers / planners / surveyors who have been engaged for such work, and comment on any feasibility comparisons.
Soil analysis	Please provide a soil analysis / geotechnical land capability report/ assessment, demonstrating that the site is conducive to the resulting development and the likely future development of each lot (in terms of characteristics for and on-site wastewater management systems).*

*This was identified in pre-da comments (1/10/2024 or 13/12/2024).

You are welcome to provide supporting real estate justification, however it is not material to prescribed matters of the assessment.

Please be advised the Development Application was neighbour notified and submissions will close on 28th March 2025. Council may issue any redacted submissions in due course for your response.

Your Development Application will be placed on 'stop the clock' pending receipt of the abovementioned information. Please contact the officer to alert when a response to RFI has been provided via the NSW Planning Portal.

Should you wish to discuss this further, please contact me on (02) 6778 6300 or email svivers@uralla.nsw.gov.au

Yours faithfully,

Simon Vivers

Senior Planner / Interim Manager Development and Planning

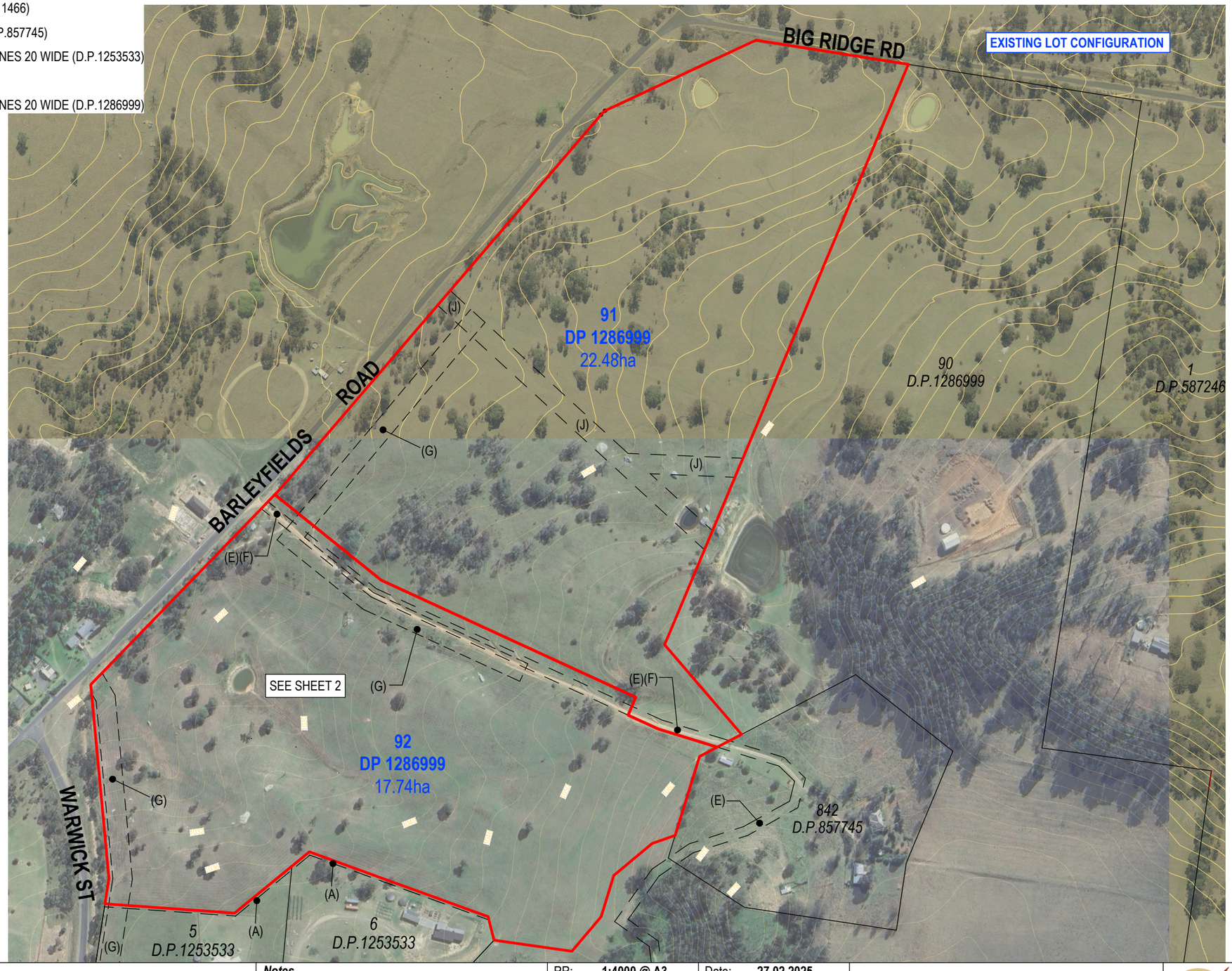
(A) EASEMENT FOR SERVICES 3 WIDE (D.P.1253533)

(E) EASEMENT FOR ACCESS 10 WIDE (Z511466)

(F) RIGHT OF CARRIAGEWAY 10 WIDE (D.P.857745)

(G) EASEMENT FOR OVERHEAD POWERLINES 20 WIDE (D.P.1253533)

(J) EASEMENT FOR OVERHEAD POWERLINES 20 WIDE (D.P.1286999)



2m Contours - ELVIS Lidar

80m 160m 240m 320m

Notes

1. *The location of underground service lines are indicative only.*
2. *Areas and dimensions shown are for planning and Development Application purposes only. These are subject to registration of final title survey plan.*
3. *Aerial imagery (© SIX Maps / Digital Globe) is indicative and provided for site context.*

RR: **1:4000 @ A3**
Datum: **N/A**
Origin: **N/A**
RL: **N/A**
Contour: **N/A**

Date: **27.02.2025**
Ref: **241465-C**
Surveyor: **Michael Croft**
Drawn: **SB**
Sheet: **1 of 3**

PROPOSED SUBDIVISION OF
LOT 91 & 92 IN DP 1286999
114 Barleyfields Road, URALLA NSW 2358

Client: **Tim & Sybilla Bower**

CROFT surveying & mapping
PO Box 1563 | Armidale NSW 2350 | T: 02 6772 1077 | M: 0414 782 867 | E: office@croftsurveying.com | www.croftsurveying.com

(A) EASEMENT FOR SERVICES 3 WIDE (D.P.1253533)

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(G) EASEMENT FOR OVERHEAD POWERLINES 20 WIDE (D.P.1253533)

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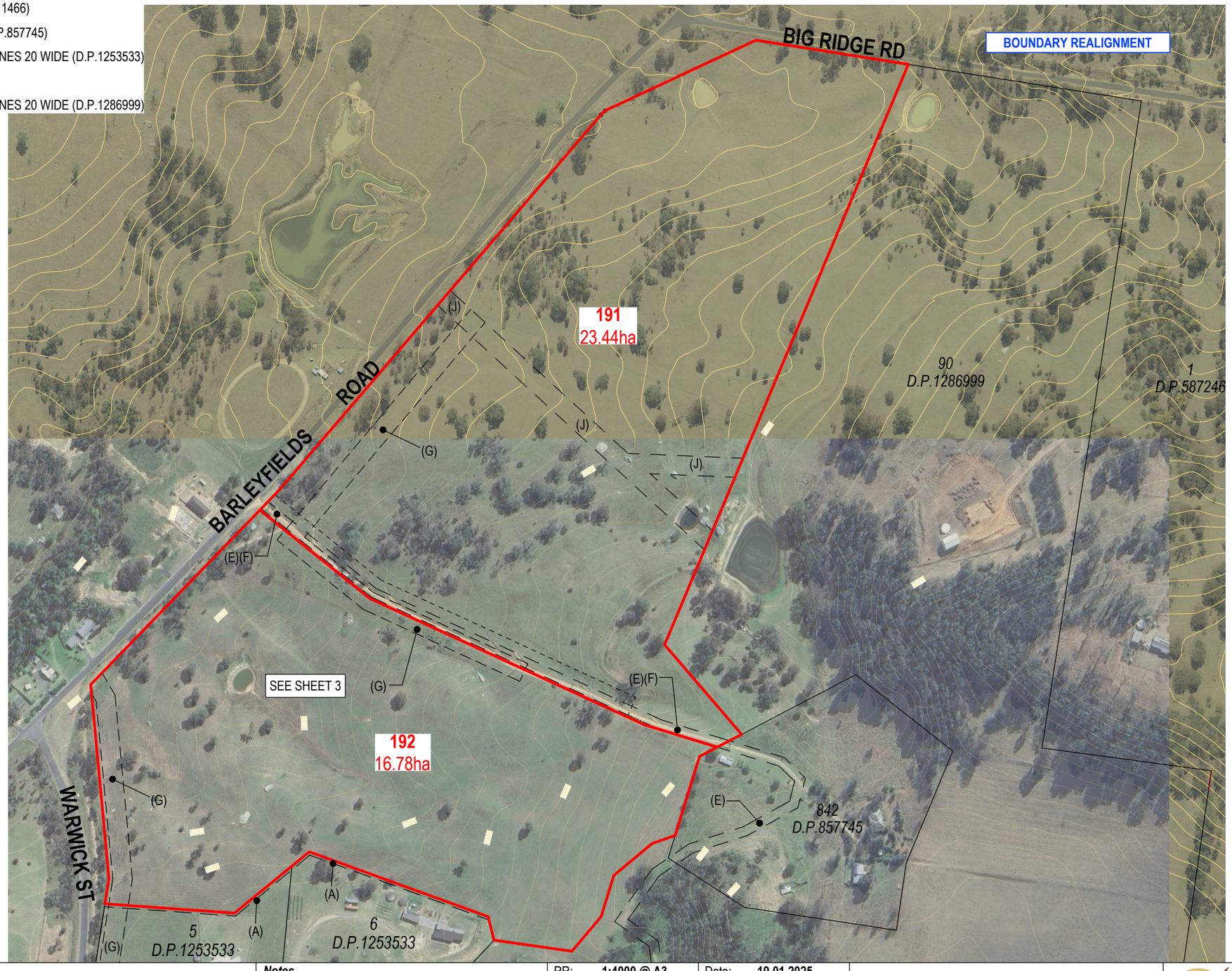

N

2m Contours - ELVIS Lidar

80m 160m 240m 320m

Notes

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RR: **1:4000 @ A3**
Datum: **N/A**
Origin: **N/A**
RL: **N/A**
Contour: **N/A**

Date: **19.01.2025**
Ref: **241465-B**
Surveyor: **Michael Croft**
Drawn: **SB**
Sheet: **1 of 2**

PROPOSED SUBDIVISION OF
LOT 91 & 92 IN DP 1286999
114 Barleyfields Road, URALLA NSW 2358

Client: **Tim & Sybilla Bower**

CROFT surveying & mapping
PO Box 1563 | Armidale NSW 2350 | T: 02 6772 1077 | M: 0414 782 867 | E: office@croftsurveying.com | www.croftsurveying.com

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2m Contours - ELVIS Lidar

50m 100m 150m 200m

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RR:	**1:2500 @ A3**
Datum:	**N/A**
Origin:	**N/A**
RL:	**N/A**
Contour:	**N/A**

Date:	**27.02.2025**
Ref:	**241465-C**
Surveyor:	**Michael Croft**
Drawn:	**SB**
Sheet:	**3 of 3**

PROPOSED SUBDIVISION OF
LOT 91 & 92 IN DP 1286999
114 Barleyfields Road, URALLA NSW 2358

Client: **Tim & Sybilla Bower**

CROFT surveying & mapping
PO Box 1563 | Armidale NSW 2350 | T: 02 6772 1077 | M: 0414 782 867 | E: office@croftsurveying.com | www.croftsurveying.com

RFS

Uralla Shire Council
PO Box 106
URALLA NSW 2358

Your reference: (CNR-79732) DA-23-2025
Our reference: DA20250312000923-S38-1

ATTENTION: Simon Vivers

Date: Monday 8 September 2025

Dear Sir/Madam,

Integrated Development Application
s100B – Subdivision – Torrens Title Subdivision
SUMMERHILL 114 BARLEYFIELDS ROAD URALLA NSW 2358, 92//DP1286999, 91//DP1286999

I refer to your correspondence dated 21/08/2025 seeking general terms of approval for the above Integrated Development Application.

The New South Wales Rural Fire Service (NSW RFS) has reviewed the submitted amended information. General Terms of Approval are now re-issued, under Division 4.8 of the *Environmental Planning and Assessment Act 1979*, and a Bush Fire Safety Authority, under section 100B of the *Rural Fires Act 1997*, are now issued subject to the following conditions.

Asset Protection Zones
The intent of measures is to provide sufficient space and maintain reduced fuel loads to ensure radiant heat levels at the dwellings are below critical limits and prevent direct flame contact

1. At the issue of a subdivision certificate, a suitable mechanism such as a Restriction to Use pursuant to section 88 of the 'Conveyancing Act 1919' shall be placed over each lot requiring any dwelling to not be exposed to radiant heat exceeding 29kW/m2. The name of authority empowered to release, vary or modify any instrument shall be Uralla Shire Council.

Access – Public Roads
The intent of measures is to provide safe operational access to structures and water supply for emergency services, while residents are seeking to evacuate from an area

2. Non perimeter public roads shall comply with the following requirements of *Planning for Bush Fire Protection 2019*:

- are two-way sealed roads;
- minimum 5.5m carriageway width kerb to kerb;
- parking is provided outside of the carriageway width;
- maximum grades for sealed roads do not exceed 15 degrees and an average grade of not more than 10 degrees or other gradient specified by road design standards, whichever is the lesser gradient;

Postal address
NSW Rural Fire Service
Locked Bag 17
GRANVILLE NSW 2142

Street address
NSW Rural Fire Service
4 Murray Rose Ave
SYDNEY OLYMPIC PARK NSW 2127

T (02) 8741 5555
F (02) 8741 5550
www.rfs.nsw.gov.au

- the capacity of road surfaces and any bridges/causeways is sufficient to carry fully loaded firefighting vehicles (up to 23 tonnes);
- curves of roads have a minimum inner radius of 6m;
- the eastern end of the public road shall incorporate a minimum 12 metre radius turning circle;
- the road crossfall does not exceed 3 degrees; and
- a minimum vertical clearance of 4m to any overhanging obstructions, including tree branches, is provided.

Water and Utility Services
The intent of measures is to minimise the risk of bush fire attack and provide protection for emergency services personnel, residents and others assisting firefighting activities

3. The provision of electricity services shall comply with the following in accordance with Table 5.3c of *Planning for Bush Fire Protection 2019*:
- where practicable, electrical transmission lines are underground;
- where overhead, electrical transmission lines are proposed as follows:

a. lines are installed with short pole spacing (30m), unless crossing gullies, gorges or riparian areas; and
b. no part of a tree is closer to a power line than the distance set out in accordance with the specifications in ISSC3 *Guideline for Managing Vegetation Near Power Lines*.

General Advice – Consent Authority to Note
The above conditions are based on the plans prepared by Croft Surveying and Mapping, titled 'Proposed Subdivision of Lot 91 & Lot 92 in DP 1286999', Ref No: 241465-C, dated 27.02.2025 and the 'Bushfire Hazard Assessment' prepared by Stephen Cotter dated 19 May 2025.

Council is advised that where an amendment to the above noted documents is proposed, Council may use its discretion to determine whether the amendment warrants re-referral to the NSW RFS.

This approval is for the subdivision of the land only. Any further development application for class 1, 2 or 3 buildings as identified by the 'National Construction Code' may be subject to separate assessment under section 4.14 of the *Environmental Planning and Assessment Act, 1979* and address the requirements of 'Planning for Bush Fire Protection 2019' or any subsequent version.

This letter is in response to an assessment of the application based on the submitted further information and supersedes our previous general terms of approval dated 24/04/2025.

For any queries regarding this correspondence, please contact Neil Pengilly on 1300 NSW RFS.

Yours sincerely,

Anna Jones
Manager Planning & Environment Srv (Nth)
Built & Natural Environment

BUSH FIRE SAFETY AUTHORITY

Subdivision – Torrens Title Subdivision
SUMMERHILL 114 BARLEYFIELDS ROAD URALLA NSW 2358, 92//DP1286999, 91//DP1286999
RFS Reference: DA20250312000923-S38-1
Your Reference: (CNR-79732) DA-23-2025

This Bush Fire Safety Authority is issued on behalf of the Commissioner of the NSW Rural Fire Service under s100b of the Rural Fires Act (1997) subject to the attached General Terms of Approval.

This authority supersedes the previous Bush Fire Safety Authority DA20250312000923-Original-1 issued on 24/04/2025 and confirms that, subject to the attached reissued General Terms of Approval being met, the proposed development will meet the NSW Rural Fire Service requirements for Bush Fire Safety under *s100b of the Rural Fires Act 1997.*

Anna Jones
Manager Planning & Environment Srv (Nth)
Built & Natural Environment

Monday 8 September 2025

Major Projects and Capital Works - Infrastructure & Development
As at Sep 25

Major Works Undertaken - Status changes since last report in RED

- Minimal / Low Risk = no colour
- Medium Risk = highlighted Yellow
- High Risk = highlighted Orange

Main Road Maintenance	
MR124 Bundarra Road	Bitumen road surface defects have been patched; however, this road will require future rehabilitation work due to the heavy traffic from the western areas of the shire travelling to regional centres such as Armidale. Heavy Patching completed near Yarrowyck. Future works anticipated for 2026.

Sealed Roads Maintenance	
Urban Streets	Routine pothole patching has been carried out in Uralla and Bundarra streets. Street sweeping has been arranged to remove buildup of aggregate from intersections and gutters particularly before key community events.
Rural Sealed Roads	Pothole patching, drainage maintenance and roadside slashing has been undertaken across the sealed road network. Ongoing maintenance works. Slashing occurred 26-31 Oct to avoid hot weather. Further slashing works continuing.

Unsealed Roads Maintenance Grading	
Rural Unsealed Roads	General maintenance grading has been undertaken across all areas of the unsealed road network. Additional drainage maintenance has been undertaken on roads such as Retreat Road and Bendemeer Road to protect the gravel pavement from scouring and minimise ongoing damage.

Construction work	
Hawthorne Drive	Widening and rehabilitation of the pavement has been completed and sealed. Further works will be required along this road in FY25/26. Bitumen reseal near recent works prior to COB 2025

Bridges	
Rural bridges	Mowing grass under approach guardrails has been done on some bridges. Further work will be programmed through 2025/26 to clean deck drainage points and approaches. Ongoing maintenance works.

Signage	
Signage renewal	Ongoing maintenance works.

Stormwater

Urban Stormwater Drainage Condition Report Project	Video camera inspection work has been undertaken of the majority of underground pipes in the urban stormwater system. A number of unidentified stormwater pits have been located that are not visible from the surface. A large number of pipes had cleaning done that had not been practical due to lack of accessible pits for maintenance. This is being reviewed going forward so that more frequent cleaning maintenance can be undertaken. Works complete, data gathering ongoing.
Uralla Creek Catchment Project This Project is broken into 3 Phases: • Phase 01: Uralla Creek Catchment Study • Phase 02: Civil and SW Works Identified in Study • Phase 03: Creek Rehabilitation Works Identified in Study	A Consultant has been selected to complete Phase 01 with works to commence imminently. Works have commenced. Detailed survey of the Civil Infrastructure and Uralla Creek has been completed. Data is being disseminated which will feed into the Hydrological Models. All works are required to be completed by end of June 2026. Depending on the outcome of Phase 01 with identifying the Scope of Works for Phase 02 and 03, meeting this date could be at risk. USC has identified Early Works for Phase 2 and have submitted this to Grant Body for approval to proceed. Further, USC can apply for an Extension of Time, through a process that has only been opened by the Grant Body in August 2025, and has specific conditions. It is USC's intention to apply for this EOT so that Phase's 2 and 3 can be completed without artificial pressure of an impending deadline. Ongoing data dissemination occurring. USC Staff talking with Funding Body to accept proposed early works: • Maitland St Kerb and guttering • East St Cul De Sac Works and Drainage • Creek Cleaning

Town and Parks	
Uralla	Maintenance of recreational facilities is ongoing to maintain open space grounds and park amenities. Fields have been prepared for sports carnivals and community events. Maintenance Works ongoing.
Bundarra	Mowing parks and verges in Bundarra is routinely undertaken including passive areas on the town approaches. Maintenance Works ongoing.

Cemeteries	
Cemetery maintenance	Mowing grass and maintaining cemetery grounds has occurred regularly. Foundations for new niche wall construction at Uralla are completed. Maintenance Works ongoing.

Water Mains	
Bridge St (Uralla CBD)	Contractor is installing new mains that line each side of Bridge St, the main road of the Uralla Township. Works are approximately 50% complete. These works will replace old and ageing, asbestos infrastructure, and provide resilience in the main street for businesses and traffic flow. There are further connections and valves being installed which creates greater flexibility, redundancy and resilience in the network. Works complete except minor tidy up works.

Water Mains	
Pressure/Leakage Testing	Pressure/Leakage Testing continues through the Water Mains Network identifying where there may be leaks/breaks etc. This will assist with finding issues where there is water lost, artificial increases in pressure in the system causing main breaks etc. These works are ongoing. USC staff have been trained on how to install the pressure logging equipment and analyse the data. Therefore, this work can continue on for many years and be moved around to focus on specific or broad issues. Works are ongoing and will be for sometime until the whole reticulation system is checked.

Sewer Mains	
Sewer Mains and Pits Inspections	Contractors has reviewed all sewer mains and pits in Uralla and provided a condition report for each. They have now started the process of rectifying infrastructure from the worse to best. These works are ongoing and will need to be spread over multiple years/projects to achieve complete rectification of the network. Works ongoing.

MAJOR GRANT FUNDED PROJECTS – PROGRAM TARGETS AND STATUS				
Project	**Source of Funds**	**Budget**	**Target Date Completion**	**Status**
Park Street Pathway	Local Roads Community Infrastructure Phase 4 A Extension to Dec 2025 approved	$75,000	30-Jan-25	95% complete pending Telstra pit adjustments. As it is unknown when Telstra will complete their works, temporary works have been completed in interim to deem the project complete. Works required to be complete by end of year to satisfy Grant conditions. Once Telstra complete works, minor rectification works will need to be completed and will be completed out of operational budget. No change.
King Maitland Street Roundabout	Local Roads Community Infrastructure Phase 4 A Extension to Dec 2025 approved	$390,000	31-Dec-25	Survey & geotechnical study complete, design has progress and reached DD50. This design is due to be completed by COB Oct 25. Works required to be complete by end of year to satisfy Grant conditions. Works ongoing and on track. RFQ completed in preparation of issuing to Market for Contract Pricing.
Noalimba Avenue Footpath	Local Roads Community Infrastructure Phase 4 A Extension to Dec 2025 approved	$26,000	30-April-25	95% complete pending Telstra pit adjustments. As it is unknown when Telstra will complete their works, temporary works have been

Project	Source of Funds	Budget	Target Date Completion	Status
				completed in interim to deem the project complete. Works required to be complete by end of year to satisfy Grant conditions. Once Telstra complete works, minor rectification works will need to be completed and will be completed out of operational budget. No change.
Terrible Vale Road Culvert Crossing – Investigation Works and Design	Local Roads Community Infrastructure Phase 4 B Extension to Dec 2025 approved	$100,000	31-Dec-25	Survey & geotechnical study complete, design has progressed and is approaching DD50. This design is due to be completed by COB Oct 25. Works required to be complete by end of year to satisfy Grant conditions. Works ongoing and on track. Further detailed survey completed to inform AFC Documentation. Design continuing.
Rocky River Culvert Crossing	Local Roads Community Infrastructure Phase 4 B Extension to Dec 2025 approved	$243,847	31-Dec-25	Works have been delayed as investigation works to develop a scope of works can't commence until water levels subside. This has not occurred in the last 12 months. There is risk that project may not be able to be completed by end of year. USC has spoken to the Grant Body about applying for a variation or extension of time for this Grant. They have both been rejected. USC are speaking with Contractors who may be capable of completing this package of works as a Design and Construct Package. Or, reducing the scope part deliver this package. Project to be removed.
Gostwyck Road rehabilitation 1.5 to 4.0km (originally 2.5 to 4.0km) Project extended with previous underspent RERRF grant funds)	RERRP program	$934,400	1-April-2025	Continued delay due to wet conditions. Talked about earlier. Works commenced. Bitumen Reseal being completed over the pavement. Further roadside earthworks to be completed in 2026 when ground conditions allow.

Project	Source of Funds	Budget	Target Date Completion	Status
Faulkner Street Drainage extension	Council Funding	$60,000	20-Dec-2024	Materials on site. Letters to be issued to residents. Subject to contractor availability.
Hill Street Drainage extension	Council Funding	$10,000	28-Feb-2025	Materials in hand, tree removed. Letters to be issued to residents. Subject to contractor availability.
Thunderbolts Way MR73, Two Mile Creek	Restart NSW Project 2724	$797,591	30-Jun-25	This is a continuing annual Grant with funding awarded until 2027. Works will commence after conclusion of Laura Creek Project.
Thunderbolts Way MR73, Scrubby Gully	Restart NSW Project 2724	$1,972,262	30-Jun-25	95% complete. This is a continuing annual Grant with funding awarded until 2027. Wet ground conditions have prevented verge embankment backfilling and open drain cleaning where silt is holding water adjacent to the road formation.
Thunderbolts Way MR73, Laura Creek	Restart NSW Project 2724	$1,172,929	30-Jun-25	Site works have commenced in August 2025. This is a continuing annual Grant with funding awarded until 2027. Drainage widening commenced late Oct.

Notice of Registration Determination

Following the commencement of the *Aged Care Act 2024*, the Department of Health, Disability and Ageing is now the System Governor of the aged care sector.

The System Governor has made a determination under the *Aged Care (Consequential and Transitional Provisions) Act 2024*, subitem 6(1) that Uralla Shire Council, ABN: 55868272018 is a registered provider under the *Aged Care Act 2024* paragraph 105(1)(a).

Uralla Shire Council is now registered into **categories:**

- Category 1 - Home and community services
- Category 2 - Assistive technology and home modifications
- Category 3 - Advisory and support services
- Category 4 - Personal and care support in the home or community
- Category 5 - Nursing and transition care
- Category 6 - Residential care

This determination was made to ensure continuity of government-funded aged care services to older people under the *Aged Care Act 2024*. This acknowledges Uralla Shire Council was either approved to deliver these services under the *Aged Care Act 1997*, had an agreement with the Commonwealth to deliver funded aged care services or was delivering government funded aged care services at commencement of the *Aged Care Act 2024*.

Uralla Shire Council registration started on 1/11/2025 and will expire on 28/06/2027. Before this date, you will be contacted by the Aged Care Quality and Safety Commission and provided an opportunity to apply to renew this registration.

As a registered provider you are now subject to the relevant conditions, obligations and duties under the *Aged Care Act 2024* including those under section 142.

Approved residential care homes

The System Governor has made a determination under the *Aged Care (Consequential and Transitional Provisions) Act 2024,* subitem 7(1) that the following places are approved residential care homes of Uralla Shire Council for the purposes of paragraph 105(1)(b) and section 112 of the *Aged Care Act 2024*.

This determination was made for each place listed below to ensure availability of government funded aged care services to older people under the *Aged Care Act 2024*.

Approved residential care home (ARCH) details:

ARCH-03925 ~ McMaugh Gardens Hostel ~ 39 King STREET, URALLA, New South Wales, 2358 ~ Number of Beds: 36 ~ Approval Start: 1/11/2025

Kind regards

Robert Day(he/him)
Assistant Secretary
Harmonisation and Regulatory Strategy Branch
Quality and Assurance Division | Ageing and Aged Care Group
Australian Government Department of Health, Disability and Ageing

The Department of Health, Disability and Ageing acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.

Important: If you have received this attachment in error please notify the sender by contacting the Agedcareregmodel@health.gov.au and delete all electronic and hard copies of this attachment.

Uralla
URALLA SHIRE COUNCIL
Uralla Shire Council
Annual Report
2024-2025

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Section 1 – Welcome

Mayor's Message

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

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

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

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

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

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

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

Mayor Robert Bell

General Manager's Message

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

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

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

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

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

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

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

General Manager – Toni Averay

Overview

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

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

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

This Annual Report comprises four sections:

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

Our Council

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

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

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

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

Our Vision

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

Our Mission

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

Our Values

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

- **Unity**

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

- **Safety**

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

- **Commitment to Service**

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

Statement of Business Ethics

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

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

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

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

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

Mayor and Councillors

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

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

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

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

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

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

Councillors have a responsibility to:

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

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

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

Referendum

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

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

Voters were asked:

1. **Are you in favour of the Mayor being elected by the Councillors?**
   The question was declared NOT PASSED on 01/10/2024 which means Uralla Shire will continue to elect their Mayor through popular vote
2. **Are you in favour of removing the current ward system so that all electors vote for all Councillors that represent the Uralla Shire Council area?**
   The question was declared as PASSED on 01/10/2024 which means that the ward system will be abolished as at the next election.

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

Citizenship Ceremonies held by Uralla Shire Council:

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

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

- 25 February 2025 One (1) Conferee attended a Ceremony at Council Chambers to take their pledge to being a new Citizen of Australia.

Council Meetings

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

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

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

Previous Council - Mayor and Councillors:

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

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

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

General Manager Workshops and Briefings

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

Committees

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

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

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

Our Structure

Organisational Structure

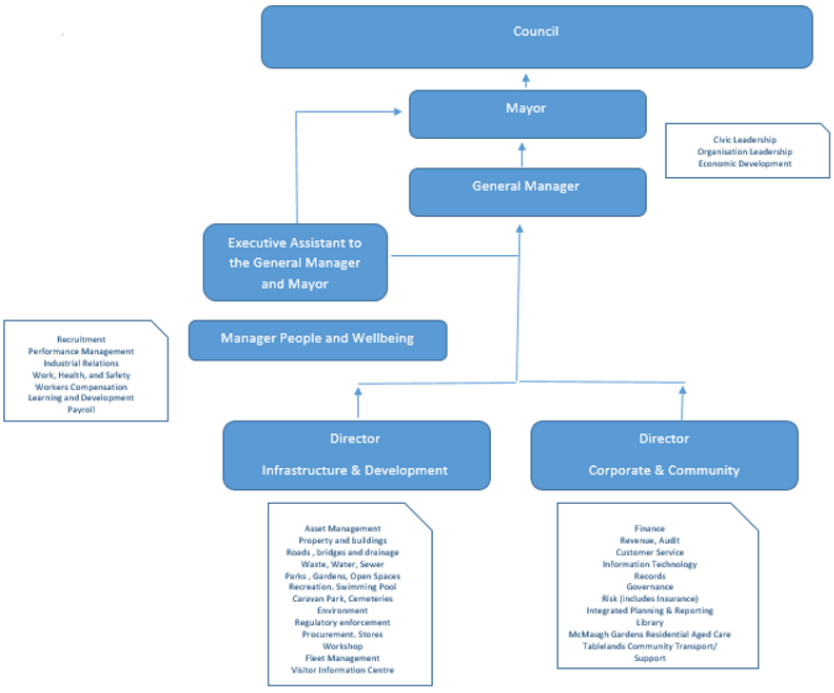
The General Manager is responsible for the efficient and effective operation of Uralla Shire Council and for the implementation, without undue delay, of decisions of the Council.

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

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

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

From 1 July 2024 to 30 June 2025



Section 2 – Performance Reporting

Integrated Planning and Reporting Framework

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

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

Community Strategic Plan

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

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

Our vision

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

Council's mission

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

Delivery Program

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

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

Resourcing Strategy

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

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

Operational Plan

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

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

Annual Report

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

Our Performance

Delivery Program 2022 – 2026

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

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

1. Our Society

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

Key Achievements under the Delivery Program include:

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

Stand out projects/achievements under the Delivery Program include:

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

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

2. Our Economy

Goal: We drive the economy to support prosperity

Key Achievements under the Delivery Program include:

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

Stand out projects/achievements under the Delivery Program include:

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

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

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

3. Our Environment

Goal: We are good custodians of our environment.

Key Achievements under the Delivery Program include:

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

Stand out projects/achievements under the Delivery Program include:

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

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

4. Our Leadership

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

Key Achievements under the Delivery Program include:

- Community Strategic Plan and Delivery Program reviewed and adopted.

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

Stand out projects/achievements under the Delivery Program include:

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

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

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

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

Striking a New Deal ("SaNDS")
Over the past year, Uralla Shire Council has worked with The Next Economy through the SaND project helping regional communities manage the impacts and opportunities of renewable energy development.

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

Overall Delivery Program Performance

Year	Completion Rate	Comment
2021–2022	High	Strong foundational year

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

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

Operational Plan 2024-2025

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

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

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

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

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

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

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

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

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

2022-2023 Additional Special Variation

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

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

> That Council apply for a permanent special variation for 2022-23 under section 508(2) of the *Local Government Act 1993 (NSW)* of 2.5% representing $74,012 additional income (otherwise $28,761 under the IPART approved 0.7% increase) on the basis that Council considers it has a demonstrable financial need:
>
> 1. Such that, in the absence of a special variation, council would have less funds available to meet its obligations as identified in its 2021-22 LTFP; and
> 2. For the special variation to be retained in its rate base on a going basis as identified in its 2021-22 LTFP; and
> 3. Have considered the impact on ratepayers and the community in 2022-23 and future years, and considers that it is reasonable.

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

Section 3 - Statutory Reporting

Rates Written Off

***Local Government (General) Regulation 2021* – section 132**

Pension rebates granted during the 2024-2025 financial year:

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

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

Overseas Visits

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

There were no overseas visits in 2024-2025.

Councillor Expenses and Provision of Facilities

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

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

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

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

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

Induction training and ongoing professional development for Mayor and Councillors

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

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

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

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

Cr Doran	✓			✓	✓	✓	[redacted]	✓	✓	✓
Cr Blakester	✓	✓		✓	✓	✓		✓	✓	✓
Cr O'Connor	✓	✓		✓	✓	✓		✓	✓	✓
Cr Petrov	✓	✓		✓	✓	✓		✓	✓	✓
Cr Philp	✓	✓		✓	✓	✓		✓	✓	✓

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

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

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

Major Contracts

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

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

PROJECT	*NAME OF CONTRACTOR*	*NATURE OF GOODS OR SERVICES SUPPLIED*	*TOTAL AMOUNT PAYABLE EXLUSIVE GST $*
Workers Comp Insurance Inst 1 2024-25	StateCover Mutual Limited (221)	Workers Comp Insurance Inst 1 2024-25	$152,339.77
2023/24 Rural Fire Service Contribution	Armidale Regional Council (72)	2023/24 Rural Fire Service Contribution	$205,047.65
Workers Comp Insurance Balance 2024-25	StateCover Mutual Limited (221)	Workers Comp Insurance Balance 2024-25	$294,311.50
Plant Purchase	HVT Automotive Group Pty Ltd (3385)	Mack MP8 6 Cylinder Turbo Intercooled Diesel 500H	$161,363.64
Authority Altitude SaaS Service 1/3/25-28/2/26	Civica Pty Limited (81)	Authority Altitude SaaS Service 1/3/25-28/2/26	$159,327.80
P/L Insurance renewal 2025/2026	Statewide Mutual (719)	P/L Insurance renewal 2025/2026	$148,111.40
Asphalt Materials and Services	Bitupave Limited T/as Boral Asphalt (3440)	Bitumen, Emulsions and Asphalt Materials and Services - LGP213-3	$405,691.00
Bridge St (Main Street)	Trazlbat Pty Ltd (3501)	Water Main Renewal Works	$409,321.25
Water Main Breaks	Stripes Civil Pty Ltd (3491)	Water Main Renewal Works	$374,564.34
T122324URA- Supply and Delivery of Oils/Lubricants, Kerosene and AdBlue	Campbell's Fuel (143)	T122324URA- Supply and Delivery of Oils/Lubricants, Kerosene and AdBlue	$447,056.13
T422223URA - Supply and Delivery of Bitumen Emulsion	Fulton Hogan (1064)	T422223URA - Supply and Delivery of Bitumen Emulsion	$177,441.41
Kerbside Waste Collection	JR & EG Richards (NSW) Pty Ltd (2054)	Kerbside Waste Collection	$524,709.36
Terriblevale Road	SRB Excavations Pty Ltd (3360)	Quarry Materials Supplied & Delivered	$165,759.30
Council Faclilites Consumption	Origin Energy Electricity Limited (48)	Electricity/Energy Supply	$147,151.54
USC Phones & Internet Supply	Telstra (47)	USC Phones & Internet Supply	$365,216.31
Stormwater Revaluation 2025 - LGP420	Interflow Pty Ltd (3328)	Stormwater Condition Assessment	$183,720.58
Plant Purchase	JT Fossey (180)	Water Cart Purchase	$279,641.33
Sewer Manhole Asset Inspections	Fitt Resources Pty Ltd (2639)	Uralla Manhole Condition Assessment	$323,275.50
WO Project IWCM - Strategic Planning Project (SSWP214)	NSW Public Works Authority (3327)	WO Project IWCM - Strategic Planning Project (SSWP214)	$405,603.00
Gostwyck Road Rehab (RERRF) 2.5 to 4.0km	Colas NSW Pty Ltd (3499)	SPRAY SEALING - Gostwyck Road Rehabilitation	$188,981.43
Terrible Vale Road Crossing 5.15km Investigation (LRCI4)	GHD Pty Ltd (1657)	Terrible Vale Road Causeway Design	$151,382.00

Legal Proceedings

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

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

Subsidised Private Works

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

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

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

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

Financial Assistance to Others

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

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

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

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

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

General Manager and Senior Staff Remuneration

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

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

General Manager

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

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

Executive Directors

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

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

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

Uralla Shire Council Annual Report 2024-2025

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

Stormwater Management Services

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

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

External Bodies that Exercise Council Functions

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

Participation in Corporations, Partnerships, Joint Ventures or Other Bodies

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

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

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

Equal Employment Opportunity

Council is an Equal Employment Opportunity ("EEO") employer.

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

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

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

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

Compliance with Companion Animals Act and Regulation

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

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

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

Planning Agreements

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

Contributions and Levies

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

Swimming Pool Inspections

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

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

Carers Recognition Act

Carers Recognition Act 2010

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

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

Disability Inclusion Act

Disability Inclusion Act 2014

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

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

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

Public Interest and Disclosure (PID)

Public Interest Disclosure Act 2022

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

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

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

Code of Conduct Reporting

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

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

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

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

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

Financial Management

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

	2024-25 $000	2023-24 $000
Income statement		
Total income from continuing operations	27,767	33,195
Total expenses from continuing operations	33,107	28,941
Net operating result from continuing operations	(5,340)	4,254
Less: Income received for the purpose of capital grants	1,877	3,557
Net operating result excluding grants received for capital purpose	**(7,217)**	**697**
Statement of financial position		
Total current assets	33,366	34,033
Total non-current assets	346,178	305,324
Total assets	**379,544**	**339,357**
Total current liabilities	13,651	12,966
Total non-current liabilities	5,957	6,080
Total liabilities	19,608	19,046
Total equity	**359,936**	**320,311**

Other financial information	**2024-25**	**2023-24**
Unrestricted current ratio (Benchmark > 1.5X)	2.14	2.42
Operating performance ratio (Benchmark > 0%)	-20.42%	8.96%
Debt service cover ratio (Benchmark > 2.0%)	8.48	19.48
Rates and annual charges outstanding ratio (Benchmark > 10%)	11.66%	14.83%
Buildings and Infrastructure renewals ratio (Benchmark > 100%)	136.22%	81.27%
Own source operating revenue (Benchmark > 60%)	60.24%	46.75%
Cash expense cover ratio (Benchmark > 3 months)	13.99	14.76

Modern Slavery Act 2018 (NSW)

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

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

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

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

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

Government Information (Public Access) - GIPA

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

Section 4 – Attachments

Annexure A - Financial Statements 2024-2025
Annexure B - GIPA Report 2024-2025
Annexure C - Statement of Business Ethics

Uralla Shire Council

ANNUAL FINANCIAL STATEMENTS

for the year ended 30 June 2025

Uralla Shire Council

GENERAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2025

Uralla Shire Council

General Purpose Financial Statements
for the year ended 30 June 2025

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Independent Auditor's Reports:

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Overview

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

32 Salisbury Street
Uralla NSW 2358

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

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

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

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

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

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

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

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

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

Robert Bell
Mayor
23 September 2025

Tom O'Connor
Deputy Mayor
23 September 2025

Toni Averay
General Manager
23 September 2025

Mustaq Ahammed
Responsible Accounting Officer
23 September 2025

Uralla Shire Council

Income Statement

for the year ended 30 June 2025

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

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

Uralla Shire Council

Statement of Comprehensive Income

for the year ended 30 June 2025

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

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

Uralla Shire Council

Statement of Financial Position

as at 30 June 2025

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

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

Uralla Shire Council

Statement of Changes in Equity

for the year ended 30 June 2025

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

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

Uralla Shire Council

Statement of Cash Flows

for the year ended 30 June 2025

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

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

Uralla Shire Council

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A About Council and these financial statements

A1-1 Basis of preparation

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

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

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

Historical cost convention

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

Significant accounting estimates and judgements

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

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

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

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

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

Significant judgements in applying the Council's accounting policies

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

Monies and other assets received by Council

The Consolidated Fund

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

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

- General purpose operations
- Water service
- Sewerage service

continued on next page

A1-1 Basis of preparation (continued)

- McMaugh Gardens Aged Care Centre

The Trust Fund

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

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

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

Volunteer services

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

New accounting standards and interpretations issued but not yet effective

New accounting standards and interpretations issued but not yet effective

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

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

New accounting standards adopted during the year

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

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

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

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

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

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

B Financial Performance

B1 Functions or activities

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

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

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

B1-2 Components of functions or activities

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

Our Society

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

Our Economy

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

Our Environment

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

Our Leadership

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

B2 Sources of income

B2-1 Rates and annual charges

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

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

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

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

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

B2-2 User charges and fees

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

continued on next page

B2-2 User charges and fees (continued)

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

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

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

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

B2-3 Other revenues

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

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

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

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

B2-4 Grants and contributions

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

continued on next page

B2-4 Grants and contributions (continued)

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

Developer contributions

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

continued on next page

B2-4 Grants and contributions (continued)

Unspent grants and contributions

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

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

Material accounting policy information

Grants and contributions – enforceable agreement with sufficiently specific performance obligations

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

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

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

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

Capital grants

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

continued on next page

B2-4 Grants and contributions (continued)

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

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

Developer contributions

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

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

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

Other grants and contributions

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

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

B2-5 Interest and investment income

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

B3 Costs of providing services

B3-1 Employee benefits and on-costs

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

Material accounting policy information
Employee benefit expenses are recorded when the service has been provided by the employee.

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

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

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

B3-2 Materials and services

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

B3-3 Borrowing costs

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

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

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

Material accounting policy information

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

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

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

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

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

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

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

B3-5 Other expenses

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

B4 Gains or losses

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

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

B5 Performance against budget

B5-1 Material budget variations

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

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

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

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

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

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B5-1 Material budget variations (continued)

$ '000	2025 Budget	2025 Actual	2025 Variance		
Renewal of assets triggers write off of the original assets. These are non-cash transactions which are hard to budget.					
Statement of cash flows					
Cash flows from operating activities	**10,053**	**5,493**	**(4,560)**	**(45)%**	**U**
The reduction in the advance payment of the OLG Financial Assistance Grant from 85% to 50% in 2025–26 has negatively affected operating cashflow. The other factor is a higher volume of operating and maintenance works due to wet weather.					
Cash flows from investing activities	**(12,357)**	**(7,775)**	**4,582**	**(37)%**	**F**
Less capital expenditure due to adverse weather conditions and other factors.					
Cash flows from financing activities	**191**	**(187)**	**(378)**	**(198)%**	**U**
Management decided not to proceed with the loan due to change in strategy.					

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

$ '000	2025	2024
Cash assets		
Cash on hand and at bank	**2,344**	3,109
Cash equivalent assets		
– Deposits at call	**1,388**	3,092
Total cash and cash equivalents	**3,732**	6,201
Reconciliation of cash and cash equivalents		
Total cash and cash equivalents per Statement of Financial Position	**3,732**	6,201
Balance as per the Statement of Cash Flows	**3,732**	6,201

C1-2 Financial investments

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

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

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

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

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

$ '000	2025	2024
(b) Internal allocations		
Cash, cash equivalents and investments not subject to external restrictions	**9,258**	7,289
Less: Internally restricted cash, cash equivalents and investments	**(6,315)**	(5,409)
Unrestricted and unallocated cash, cash equivalents and investments	**2,943**	1,880

Internal allocations

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

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

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

$ '000	2025	2024
(c) Unrestricted and unallocated		
Unrestricted and unallocated cash, cash equivalents and investments	**2,943**	1,880

C1-4 Receivables

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

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

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C1-4 Receivables (continued)

Material accounting policy information

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

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

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

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

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

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

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

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

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

C1-5 Inventories

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

C1-6 Contract assets and Contract cost assets

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

C1-7 Infrastructure, property, plant and equipment

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

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

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

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

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

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

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

Material accounting policy information

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

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

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

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

Revaluation model

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

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

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

Useful lives of IPPE

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

Plant and equipment	Years
Office equipment	5 to 20
Office furniture	5 to 20
Computer equipment	4
Vehicles, trucks and utilities	5 to 10
Dozers, graders and rollers	10
Other plant and equipment	10
Water and sewer assets	
Dams and reservoirs	100
Water & Sewer Treatment Plants	70 to 100
Reticulation pipes: PVC	80 to 133
Reticulation pipes: other	25 to 75
Pumps and telemetry	15 to 20
Meters & Water Plant	10
Water Mains	80 to 100
Sewer Mains	70 to 100
Transportation assets	
Sealed roads: surface	15 to 20
Sealed roads: structure	60 to 100
Unsealed roads	20 to 30
Bridge: concrete	100

Other equipment	Years
Playground equipment	5 to 15
Benches, seats etc.	10 to 20
Other open space recreational assets	10 to 100
Buildings	
Buildings: masonry	8 to 252
Stormwater assets	
Drains	75 to 125
Culverts	75 to 125
Flood control structures	75 to 125
Other infrastructure assets	
Bulk earthworks	Infinite
Swimming pools	50
Other open space/recreational assets	20
Other infrastructure	20

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

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

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

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

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

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

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

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

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

C1-8 Other

Other assets

$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Prepayments	**69**	**–**	168	–
Total other assets	**69**	**–**	168	–

C2 Leasing activities

C2-1 Council as a lessee

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

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

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

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

(a) Right of use assets

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

(b) Lease liabilities

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

continued on next page

C2-1 Council as a lessee (continued)

(c) (i) The maturity analysis

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

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

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

(d) Income Statement

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

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

(e) Statement of Cash Flows

Total cash outflow for leases	**24**	24
	24	24

Material accounting policy information

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

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

Leases at significantly below market value / Concessionary leases

continued on next page

C2-1 Council as a lessee (continued)

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

C3 Liabilities of Council

C3-1 Payables

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

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

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

Payables

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

C3-2 Contract Liabilities

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

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

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

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

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

C3-3 Borrowings

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

(1) Loans are secured over the general rating income of Council.
Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note E1-1.

(a) Changes in liabilities arising from financing activities

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

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

continued on next page

C3-3 Borrowings (continued)

(b) Financing arrangements

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

Additional financing arrangements information

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

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

C3-4 Employee benefit provisions

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

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

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

Material accounting policy information

Long-term employee benefit obligations

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

On-costs

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

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

C3-5 Provisions

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

Description of and movements in provisions

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

continued on next page

C3-5 Provisions (continued)

Nature and purpose of provisions

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

Material accounting policy information

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

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

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

Asset remediation – tips and quarries

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

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

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

C4 Reserves

C4-1 Nature and purpose of reserves

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

D Council structure

D1 Results by fund

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

D1-1 Income Statement by fund

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

D1-2 Statement of Financial Position by fund

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

E Risks and accounting uncertainties

E1-1 Risks relating to financial instruments held

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

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

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

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

Fair value is determined as follows:

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

The risks associated with the financial instruments held are:

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

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

(a) Market risk – interest rate risk

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

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

(b) Credit risk

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

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

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

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

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

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

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

Credit risk profile

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

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

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

Receivables - non-rates and annual charges and contract assets

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

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

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

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

(c) Liquidity risk

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

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

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

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

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

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

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

E2-1 Fair value measurement

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

– Infrastructure, property, plant and equipment

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

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

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

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

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

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

Valuation techniques

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

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

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E2-1 Fair value measurement (continued)

Infrastructure, property, plant and equipment (IPPE)

Councils Plant & Equipment, Furniture and Fittings incorporates:

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

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

The unobservable Level 3 inputs used include:

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

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

Land - Operational Land

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

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

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

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

Land Improvements

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

Any infrastructure constructed on improved land is separately valued.
Council carries fair value of land reserves using Level 3 Inputs
The unobservable Level 3 inputs used include:

Useful Life
Asset Condition
Asset Condition

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

Land - Community Land

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

continued on next page

E2-1 Fair value measurement (continued)

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

Buildings

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

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

The unobservable Level 3 inputs used include:

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

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

Infrastructure - Roads

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

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

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

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

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

The unobservable Level 3 inputs used include:

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

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

Infrastructure- Footpaths

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

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

Pattern of Consumption
Useful Life
Asset Condition
Future Economic Benefit

continued on next page

E2-1 Fair value measurement (continued)

Remaining useful life

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

Infrastructure - Stormwater Drainage

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

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

The unobservable Level 3 inputs used include:

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

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

Infrastructure-Sewerage Network

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

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

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

The unobservable Level 3 inputs used include:

Useful Life
Asset Condition
Future Economic Benefit
Remaining useful life

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

Other Assets

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

The unobservable Level 3 inputs used include:

Pattern of Consumption

continued on next page

E2-1 Fair value measurement (continued)

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

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

Infrastructure- Bridges

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

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

In 2025 valuation was carried out by external valuer - AssetVal using the cost approach. Previously, council engaged an independent company to assess HML capacity on selected bridges in 2018-19.
Bridges are componentised into bridges and major culverts, and culverts and drainage assets include both pits and pipes.

The unobservable Level 3 inputs used include:

Pattern of Consumption
Useful Life and Residual Value

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

Infrastructure- Bulk Earthworks

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

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

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

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

Infrastructure- Water Supply Network

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

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

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

The unobservable Level 3 inputs used include:

Pattern of Consumption
Useful Life

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

continued on next page

E2-1 Fair value measurement (continued)

Fair value measurements using significant unobservable inputs (level 3)

The valuation process for level 3 fair value measurements

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

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

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

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

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

Pattern of consumption
Residual Value
Asset Condition
Useful Life
Unit Rates

Highest and best use

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

E3-1 Contingencies

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

LIABILITIES NOT RECOGNISED

1. Guarantees

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

– Assets are not segregated within the sub-group according to the employees of each sponsoring employer.

– The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.

– Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.

– The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

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

Description of the funding arrangements.

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

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

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

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

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

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

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

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

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

continued on next page

E3-1 Contingencies (continued)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(ii) Statewide Limited

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

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

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

(iii) StateCover Limited

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

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E3-1 Contingencies (continued)

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

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

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

(iv) Other guarantees

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

2. Other liabilities

(i) Third party claims

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

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

ASSETS NOT RECOGNISED

(i) Land under roads

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

(ii) Infringement notices/fines

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

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

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

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

F People and relationships

F1 Related party disclosures

F1-1 Key management personnel (KMP)

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

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

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

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

Other transactions with KMP and their related parties

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

F1-2 Councillor and Mayoral fees and associated expenses

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

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

F2 Other relationships

F2-1 Audit fees

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

G Other matters

G1-1 Statement of Cash Flows information

Reconciliation of Operating Result

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

G2-1 Commitments

Capital commitments (exclusive of GST)

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

G3-1 Events occurring after the reporting date

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

G4 Statement of developer contributions

G4-1 Summary of developer contributions

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

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

G4-2 Developer contributions by plan

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

S7.12 Levies – under a plan

S7.12 LEVIES - UNDER A PLAN									
Other	272	60	–	–	15	–	–	347	–
Total	272	60	–	–	15	–	–	347	–

End of the audited financial statements

Uralla Shire Council

Statement of performance measures

Statement of performance measures – consolidated results

$ '000	Amounts 2025	Indicator 2025	Indicators 2024	Indicators 2023	Benchmark
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses [1, 2]	**(5,286)**	**(20.42)%**	8.96%	(1.04)%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions [1]	**25,890**				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions [1]	**16,727**	**60.24%**	46.75%	45.69%	> 60.00%
Total continuing operating revenue [1]	**27,767**				
3. Unrestricted current ratio					
Current assets less all external restrictions	**12,579**	**2.14x**	2.42x	3.57x	> 1.50x
Current liabilities less specific purpose liabilities	**5,867**				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation [1]	**2,442**	**8.48x**	19.48x	12.56x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	**288**				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	**1,159**	**11.66%**	14.83%	12.49%	< 10.00%
Rates and annual charges collectable	**9,944**				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	**28,282**	**13.99 months**	14.76 months	14.35 months	> 3.00 months
Monthly payments from cash flow of operating and financing activities	**2,021**				

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

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

Uralla Shire Council

Statement of performance measures by fund

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

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

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

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

Uralla Shire Council

Council information and contact details

Principal place of business:
32 Salisbury Street
Uralla NSW 2358

Contact details

Mailing Address:
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Telephone: 02 6778 6300
Facsimile: 02 6778 6349

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

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

Officers

General Manager
Toni Averay

Responsible Accounting Officer
Mustaq Ahammed

Public Officer
Mr Steven Williams

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

Elected members

Mayor
Robert Bell
Deputy Mayor
Cr Tom O'Connor

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

Other information

ABN: 55 868 272 018

INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Uralla Shire Council

To the Councillors of Uralla Shire Council

Opinion

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

In my opinion:

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

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

Basis for Opinion

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

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

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

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

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

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

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

Other Information

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

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

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

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

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

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

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

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

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

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

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

30 October 2025
SYDNEY

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

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

30 October 2025

Dear Mayor

Report on the Conduct of the Audit

for the year ended 30 June 2025

Uralla Shire Council

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

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

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

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

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

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

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

INCOME STATEMENT

Financial performance

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

Operating result from continuing operations

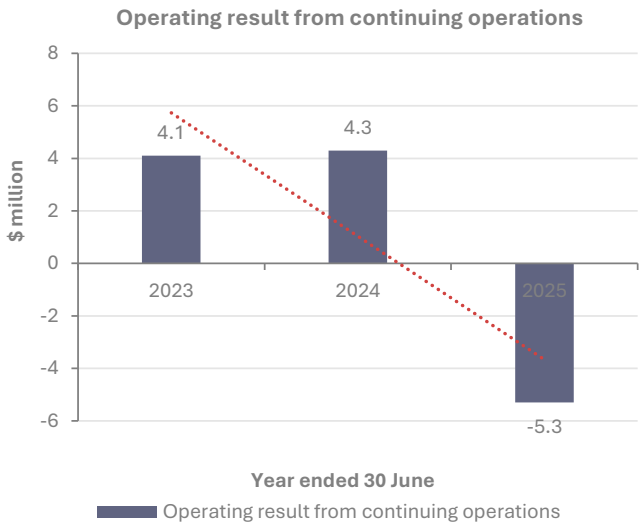
This graph shows the operating result from continuing operations for the current and prior two financial years.

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

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

In 2024-25:

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



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

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

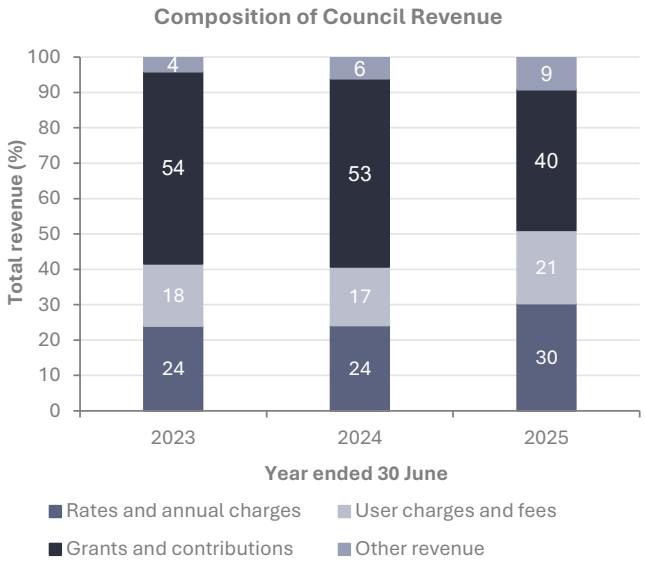
Income

Council revenue

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

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

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



Grants and contributions revenue

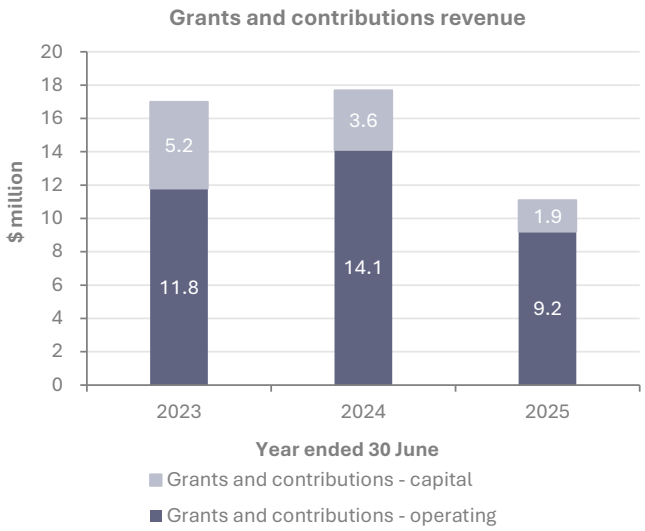
This graph shows the amount of grants and contributions revenue recognised for the current and prior two financial years.

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

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

Offset by:

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



CASH FLOWS

Statement of cash flows

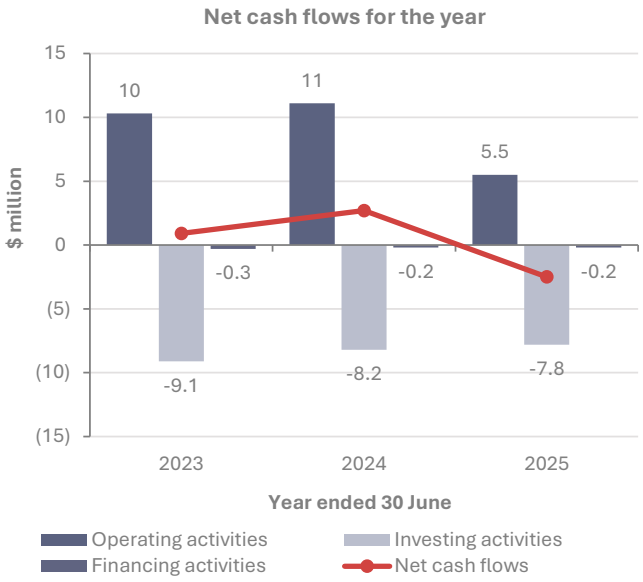
The Statement of Cash Flows details the Council's inflows and outflows of cash over a specific period. It helps in assessing the Council's ability to generate cash to fund its operations, pay off debts, and support future projects. It also aids in identifying any pressures or issues in the Council operating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

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

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

In 2024-25 the net cashflows:

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



FINANCIAL POSITION

Cash, cash equivalents and investments

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

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

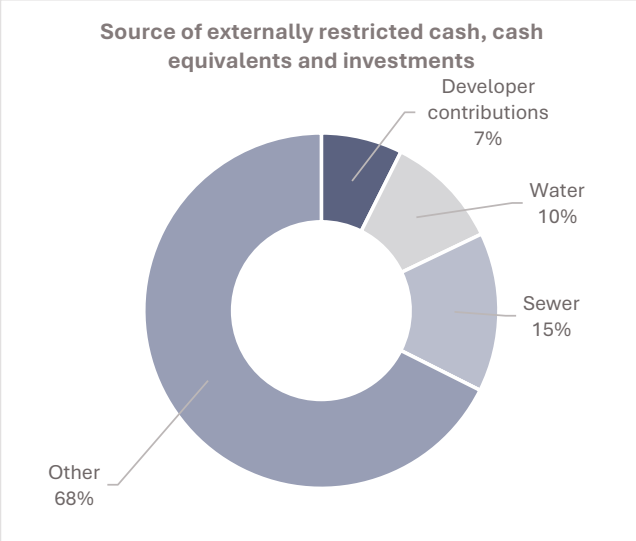
Cash, cash equivalents, and investments without external restrictions can be allocated internally by the elected Council's resolution or policy. These allocations are matters of Council policy and can be changed or removed by a Council resolution.

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

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

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

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

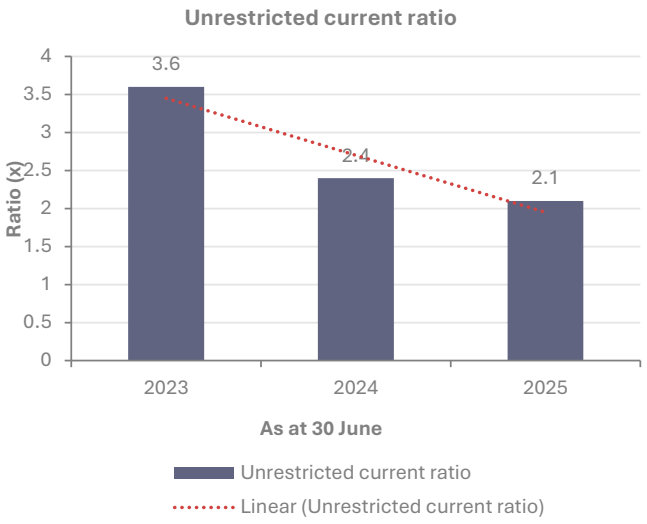


Council liquidity

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

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

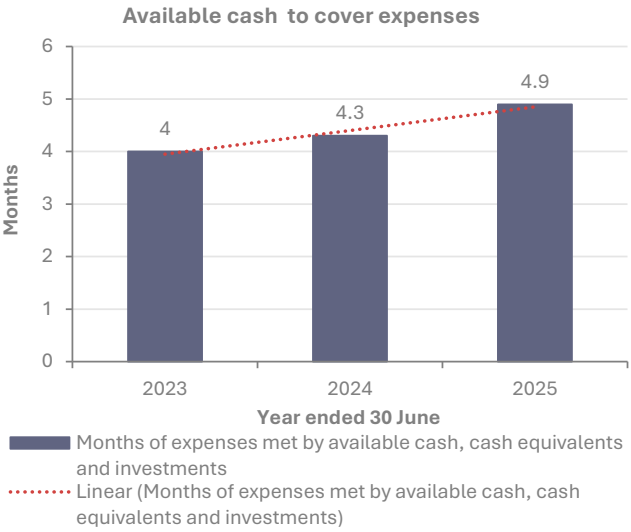
Council's ratio has deteriorated as compared to 2023-24.



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

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

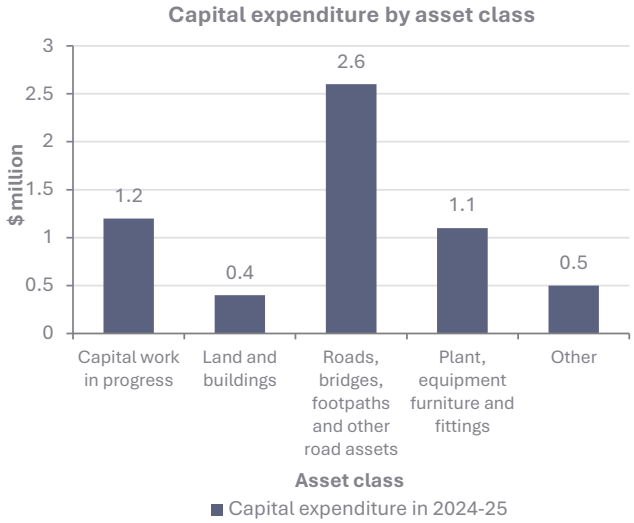
Council's ratio has improved in 2024-25.



Infrastructure, property, plant and equipment

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

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



Debt

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

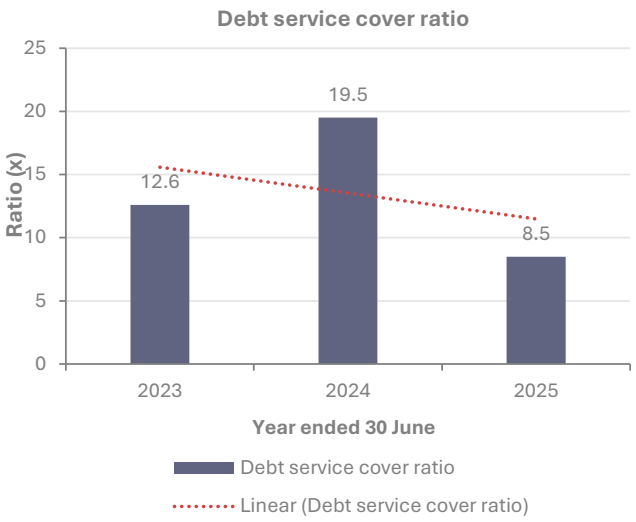
Debt	2025	2024	Commentary
	$000	$000	
Loans	**1,156**	**1,323**	Loans have decreased due to repayments during the year.
Approved overdraft facility	**100**	**100**	
Amount drawn down	-	**-**	
Credit card facility	**50**	**35**	
Amount used	**15**	**9**	

Debt service cover

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

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

The ratio has declined in 2024-25.



Furqan Yousuf
Director, Financial Audit

Delegate of the Auditor-General

Uralla Shire Council

SPECIAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2025

Uralla Shire Council

Special Purpose Financial Statements

for the year ended 30 June 2025

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

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

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

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

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

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

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

Robert Bell
Mayor
23 September 2025

Tom O'Connor
Deputy Mayor
23 September 2025

Toni Averay
General Manager
23 September 2025

Mustaq Ahammed
Responsible Accounting Officer
23 September 2025

Uralla Shire Council

Income Statement of water supply business activity

for the year ended 30 June 2025

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

Uralla Shire Council

Income Statement of sewerage business activity

for the year ended 30 June 2025

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

Uralla Shire Council

Income Statement of McMaugh Gardens

for the year ended 30 June 2025

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

Uralla Shire Council

Statement of Financial Position of water supply business activity

as at 30 June 2025

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

Uralla Shire Council

Statement of Financial Position of sewerage business activity

as at 30 June 2025

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

Uralla Shire Council

Statement of Financial Position of McMaugh Gardens

as at 30 June 2025

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

Uralla Shire Council

Material accounting policy information

for the year ended 30 June 2025

Note – Material accounting policy information

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

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

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

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

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

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

National Competition Policy

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

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

Declared business activities

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

Category 1

(where gross operating turnover is over $2 million)

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

Category 2

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

(b) Uralla Shire Council Combined Water Supplies
Comprising the operations and net assets of the water supply systems servicing the towns of Uralla and Bundarra, each of which were established as separate Special Rate Funds.

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(c) Uralla Shire Council Combined Sewerage Fund
Comprising the operations and net assets of the sewerage reticulation and treatment systems servicing the town of Uralla and Bundarra and which were established as a Special Rate Fund.

continued on next page

Note – Material accounting policy information (continued)

Taxation equivalent charges

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

Notional rate applied (%)

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

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

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

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

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

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

Income tax

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

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

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

Local government rates and charges

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

Loan and debt guarantee fees

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

(i) Subsidies

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

continued on next page

Note – Material accounting policy information (continued)

(ii) Return on investments (rate of return)

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

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

The rate of return is calculated as follows:

$$\frac{\text{Operating result before capital income + interest expense}}{\text{Written down value of I,PP\&E as at 30 June}}$$

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

(iii) Dividends

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

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

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

INDEPENDENT AUDITOR'S REPORT

Report on the special purpose financial statements

Uralla Shire Council

To the Councillors of Uralla Shire Council

Opinion

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

The Declared Business Activities of the Council are:

- Water supply
- Sewerage
- McMaugh Gardens

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

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

Basis for Opinion

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

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

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

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

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

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

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

Emphasis of Matter - Basis of Accounting

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

Other Information

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

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

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

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

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

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

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

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

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

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

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

30 October 2025
SYDNEY

Uralla Shire Council

SPECIAL SCHEDULES
for the year ended 30 June 2025

Uralla Shire Council

Special Schedules
for the year ended 30 June 2025

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Uralla Shire Council

Permissible income for general rates

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

Notes

(1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.

(2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.

(3) The 'percentage increase' is inclusive of the rate-peg percentage, and/or special variation and/or Crown land adjustment (where applicable).

(4) Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer General. Councils can claim the value of the income lost due to valuation objections in any single year.

(6) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.

INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Uralla Shire Council

To the Councillors of Uralla Shire Council

Opinion

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

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

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

Basis for Opinion

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

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

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

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

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

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

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

Emphasis of Matter - Basis of Accounting

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

Other Information

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

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

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

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

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

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

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

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

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

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

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

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

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

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

30 October 2025
SYDNEY

Uralla Shire Council

Report on infrastructure assets as at 30 June 2025

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

[a] Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

1	**Excellent/very good**	No work required (normal maintenance)	4	**Poor**	Renewal required
2	**Good**	Only minor maintenance work required	5	**Very poor**	Urgent renewal/upgrading required
3	**Satisfactory**	Maintenance work required			

Infrastructure asset performance indicators (consolidated) *

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

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

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

Uralla Shire Council

Report on infrastructure assets as at 30 June 2025

Infrastructure asset performance indicators (by fund)

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

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

Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review

Reviews carried out by the agency	Information made publicly available by the agency
Yes	Yes

Standard suite of Integrated Planning & Reporting documents published on Council's website (including audited financials & Budgets). The Development Application tracker is on our website including notices of determination. Declarations of interest of designated officers is on our website.

Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received
17

Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information refered to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	Wholly	Partly	Total
	0	0	0
% of Total	0.00%	0.00%	

Schedule 2 Statistical information about access applications to be included in annual report

Table A: Number of applications by type of applicant and outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0.00%
Members of Parliament	0	0	0	0	0	0	0	0	0	0.00%
Private sector business	0	0	0	0	0	0	0	0	0	0.00%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0.00%
Members of the public (by legal representative)	8	0	1	0	0	0	0	1	10	58.82%
Members of the public (other)	6	0	0	1	0	0	0	0	7	41.18%
Total	14	0	1	1	0	0	0	1	17	
% of Total	82.35%	0.00%	5.88%	5.88%	0.00%	0.00%	0.00%	5.88%		

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0.00%
Access applications (other than personal information applications)	14	0	1	1	0	0	0	1	17	100.00%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0.00%
Total	14	0	1	1	0	0	0	1	17	
% of Total	82.35%	0.00%	5.88%	5.88%	0.00%	0.00%	0.00%	5.88%		

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	0	0.00%
Application is for excluded information of the agency (section 43 of the Act)	0	0.00%
Application contravenes restraint order (section 110 of the Act)	0	0.00%
Total number of invalid applications received	0	0.00%
Invalid applications that subsequently became valid applications	1	0.00%

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0.00%
Cabinet information	0	0.00%
Executive Council information	0	0.00%
Contempt	0	0.00%
Legal professional privilege	0	0.00%
Excluded information	0	0.00%
Documents affecting law enforcement and public safety	0	0.00%
Transport safety	0	0.00%
Adoption	0	0.00%
Care and protection of children	0	0.00%
Ministerial code of conduct	0	0.00%
Aboriginal and environmental heritage	0	0.00%
Privilege generally - Sch 1(5A)	0	0.00%
Information provided to High Risk Offenders Assessment Committee	0	0.00%
Total	0	

*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of times consideration used*	% of Total
Responsible and effective government	0	0.00%
Law enforcement and security	0	0.00%
Individual rights, judicial processes and natural justice	0	0.00%
Business interests of agencies and other persons	0	0.00%
Environment, culture, economy and general matters	0	0.00%
Secrecy provisions	0	0.00%
Exempt documents under interstate Freedom of Information legislation	0	0.00%
Total	0	

Table F: Timeliness

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	17	100.00%
Decided after 35 days (by agreement with applicant)	0	0.00%
Not decided within time (deemed refusal)	0	0.00%
Total	17	

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0.00%
Review by Information Commissioner*	0	0	0	0.00%
Internal review following recommendation under section 93 of Act	0	0	0	0.00%
Review by NCAT	0	0	0	0.00%
Total	0	0	0	
% of Total	0.00%	0.00%		

*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review	% of Total
Applications by access applicants	0	0.00%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0.00%
Total	0	

Table I: Applications transferred to other agencies.

	Number of applications transferred	% of Total
Agency-Initiated Transfers	1	100.00%
Applicant - Initiated Transfers	0	0.00%
Total	1	

Statement of Business Ethics

2023

INFORMATION ABOUT THIS DOCUMENT

Date Adopted by Council	27/06/2023	**Resolution No.**	*25.06/23*
Document Owner	*Executive Director Corporate and Community*		
Document Development Officer	*Manager Governance*		
Review Timeframe	*4 years*		
Last Review Date:		**Next Scheduled Review Date**	2026

Document History

Doc No.	Date Amended	Details/Comments e.g. Resolution No.
0.1	16/06/2023	Proposed draft to be presented to Council 27/06/2023
1.0	*27/06/2023*	*Adopted by Council res 25.06/23*

Related Legislation*	*Government Information (Public Access) Act 2009 (NSW) (the GIPA Act)* *Commission Against Corruption (ICAC) Act 1988* *Privacy and Personal Information Protection Act 1998 (NSW) (PPIP Act).* *Local Government Act 1993 and Regulations* *Public Interest Disclosures Act 1994*
Related Policies	I*nternal Reporting Policy 2022* *Code of Conduct 2020* *Procedures for the Administration of the Code of Conduct 2020*
Related Procedures/ Protocols, Statements, documents	

Statement of Business Ethics

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

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

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

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

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

Kate Jessep
General Manager

Our Key Business Principles

This Statement outlines Council's expectations on how goods and service providers and contractors are to deal with Council and vice versa. We aim to achieve:

- **Value for Money and Sustainability** – This can include such factors as initial cost, whole of life cost, quality, the extent to which the goods or services meet the specified requirements and also social and environmental responsibilities. Note that this may not be the lowest price
- **Transparency** - this means visible and verifiable confirmation of the integrity of the purchasing process and compliance with relevant legislation and adopted Council procedures
- **Impartiality** – this means that our purchasing process will be undertaken in a fair, objective, consistent and business-like manner. It does not mean pleasing everyone.
- **Local Content** - Council will support local suppliers by ensuring that they have a full, fair and reasonable opportunity to supply council in accordance with the Uralla Shire Council procurement policy.
- **Risk Management** - Suppliers and contractors are expected to be aware of risk management and legislative requirements and must take appropriate action to manage any risks that may impact on the delivery of service tour community
- **Competitiveness** - Council will use competitive processes to the greatest extent possible

What you can expect from us

All members of staff, Councillors and delegates are bound by Council's Code of Conduct. They are accountable for their actions and are expected to:

- use Council resources efficiently and effectively
- encourage fair and transparent competition while seeking value for money
- ensure that all procurement activities and decisions are fully and clearly documented so as to provide an effective audit trail
- protect confidential and proprietary information
- deal fairly, ethically and honestly with all individuals and organisations so as to avoid any actual or perceived conflict of interest
- disclose any situation that involves or could be perceived to involve a conflict of interest
- not seek or accept financial or other benefits or personal gain for performing official duties
- treat all potential suppliers equality, impartiality, fairness and respect
- act honestly and ethically when dealing with the community, business partners (including potential partners) and others
- present the highest standards of professionalism, ethical behaviour and probity in all dealings with suppliers and the community
- Provide all suppliers and tenderers with the same information and equal opportunity.

What we require of you:

We require anyone doing business with Council (including all applicants, suppliers of goods and services, political lobbyists, consultants, contractors, and their sub-contractors, owners and applicants) to:

- deliver value for money
- comply with Council's procurement policy and guidelines and all legislative requirements
- act ethically, fairly and honestly in all dealing with the Council
- declare any actual or perceived conflicts of interests as soon as you become aware of the conflict
- take all reasonable measures to prevent disclosure of confidential Council information or proprietary information
- refrain from offering our employees any inducements or incentives
- respect Council's intellectual property rights and formally negotiate any access, licence or other use of those rights
- refrain from discussing Council business or information in the media without Council's consent
- assist Council in providing a safe and healthy working environment.
- comply with this Statement. Note: If you employ sub-contractors in your work with Council you must make them aware of this Statement

Why you must comply

Our Statement of Business Ethics is about being able to conduct business in a fair and ethical manner that advances the interests and objectives of Council as well as your business.

There may be consequences for not complying with this Statement. Demonstrated corrupt or unethical conduct could lead to:

- Termination of contracts and tendering opportunities
- Loss of future works
- Loss of reputation
- Matters being referred to investigating authorities
- Dismissal for Council employees, and
- Potential criminal charges

Practical Guidelines

Gifts and Benefits

Gifts, benefits and incentives must not be offered to our employees and we expect them to decline any offers. Our employees are not permitted to ask for any incentive or reward for doing their job.

We award business on the basis of merit taking into account what is 'best value for money'.

Conflicts of interest

Council staff and Councillors are required to disclose any potential, actual or perceived conflicts of interest. We extend this requirement to all our business partners and suppliers. Our business partners are required to disclose in writing any perceived or actual conflicts of interest. Conflicts of interest should be disclosed in writing to the General Manager.

Confidentiality & intellectual property

Information which is marked confidential, or which a reasonable person would expect to be confidential, should be treated as such. In our business relationships all parties will respect each other's intellectual property rights and will formally negotiate any access, licence or use of intellectual property

Other employment or business

Our employees shall not engage in outside employment or business that relates to the business of Council, or could conflict, with their duties with the Council. They can only engage in such a second job or business if they have the written approval of the General Manager.

Communication between parties

To avoid any perception of inappropriate behaviour or influence, all communications should be clear, direct and accountable. Communications should, where possible be in writing.

Who to contact

If you have any enquires about this statement or wish to report or have concerns about corrupt conduct, maladministration or serious waste of public funds, please contact the General Manager or the Manager Governance & Service Centre on (02) 6778 6300

The Public Interest Disclosures Act protects public officials disclosing corruption related matters from reprisal of detrimental action and ensures disclosures are dealt with properly.

External reporting can also be made to:

Independent Commission against Corruption (ICAC)
T: 1800 463 909
E: icac@icac.nsw.gov.au

NSW Office of Local Government
T: 02 4428 4100
E: olg@olg.nsw.gov.au

NSW Ombudsman
T: 1800 451 524
E: nswombo@ombo.nsw.gov.a

Uralla Shire Council

ANNUAL FINANCIAL STATEMENTS

for the year ended 30 June 2025

Uralla Shire Council

GENERAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2025

Uralla Shire Council

General Purpose Financial Statements
for the year ended 30 June 2025

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Overview

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

32 Salisbury Street
Uralla NSW 2358

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

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

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

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

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

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

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

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

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

Robert Bell
Mayor
23 September 2025

Tom O'Connor
Deputy Mayor
23 September 2025

Toni Averay
General Manager
23 September 2025

Mustaq Ahammed
Responsible Accounting Officer
23 September 2025

Uralla Shire Council

Income Statement

for the year ended 30 June 2025

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

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

Uralla Shire Council

Statement of Comprehensive Income

for the year ended 30 June 2025

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

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

Uralla Shire Council

Statement of Financial Position

as at 30 June 2025

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

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

Uralla Shire Council

Statement of Changes in Equity

for the year ended 30 June 2025

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

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

Uralla Shire Council

Statement of Cash Flows

for the year ended 30 June 2025

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

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

Uralla Shire Council

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A About Council and these financial statements

A1-1 Basis of preparation

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

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

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

Historical cost convention

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

Significant accounting estimates and judgements

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

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

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

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

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

Significant judgements in applying the Council's accounting policies

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

Monies and other assets received by Council

The Consolidated Fund

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

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

- General purpose operations
- Water service
- Sewerage service

continued on next page

A1-1 Basis of preparation (continued)

- McMaugh Gardens Aged Care Centre

The Trust Fund

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

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

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

Volunteer services

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

New accounting standards and interpretations issued but not yet effective

New accounting standards and interpretations issued but not yet effective

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

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

New accounting standards adopted during the year

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

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

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

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

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

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

B Financial Performance

B1 Functions or activities

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

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

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

B1-2 Components of functions or activities

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

Our Society

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

Our Economy

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

Our Environment

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

Our Leadership

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

B2 Sources of income

B2-1 Rates and annual charges

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

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

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

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

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

B2-2 User charges and fees

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

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B2-2 User charges and fees (continued)

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

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

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

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

B2-3 Other revenues

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

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

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

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

B2-4 Grants and contributions

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

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B2-4 Grants and contributions (continued)

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

Developer contributions

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

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B2-4 Grants and contributions (continued)

Unspent grants and contributions

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

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

Material accounting policy information

Grants and contributions – enforceable agreement with sufficiently specific performance obligations

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

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

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

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

Capital grants

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

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B2-4 Grants and contributions (continued)

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

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

Developer contributions

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

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

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

Other grants and contributions

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

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

B2-5 Interest and investment income

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

B3 Costs of providing services

B3-1 Employee benefits and on-costs

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

Material accounting policy information
Employee benefit expenses are recorded when the service has been provided by the employee.

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

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

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

B3-2 Materials and services

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

B3-3 Borrowing costs

$ '000	Notes	2025	2024
(i) Interest bearing liability costs			
Interest on leases		**8**	5
Interest on loans		**93**	98
Total interest bearing liability costs		**101**	103
Total interest bearing liability costs expensed		**101**	103
(ii) Other borrowing costs			
Amortisation of discounts			
– Remediation liabilities	C3-5	**197**	180
Total other borrowing costs		**197**	180
Total borrowing costs expensed		**298**	283

B3-4 Depreciation, amortisation and impairment of non-financial assets

$ '000	Notes	2025	2024
Depreciation and amortisation			
Plant and equipment		**862**	875
Office equipment		**20**	30
Furniture and fittings		**29**	35
Infrastructure:	C1-7		
– Buildings – non-specialised		**584**	539
– Other structures		**312**	250
– Sealed roads structure		**1,909**	1,774
– Unsealed roads		**784**	836
– Bridges		**512**	486
– Footpaths		**56**	53
– Stormwater drainage		**59**	56
– Water supply network		**600**	580
– Sewerage network		**467**	444
Right of use assets	C2-1	**22**	22
Other assets:			
– Other		**2**	2
Reinstatement, rehabilitation and restoration assets:			
– Tip assets	C1-7	**1,212**	527
Total gross depreciation and amortisation costs		**7,430**	6,509
Total depreciation and amortisation costs		**7,430**	6,509
Impairment / revaluation decrement of IPPE			
Infrastructure:	C1-7		
– Sealed roads structure		**–**	1,577
– Unsealed roads		**–**	117
Total gross IPPE impairment / revaluation decrement costs		**–**	1,694
Amounts taken through revaluation reserve	C1-7	**–**	(1,694)
Total depreciation, amortisation and impairment for non-financial assets		**7,430**	6,509

Material accounting policy information

Depreciation and amortisation
Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives.

Impairment of non-financial assets
Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore, an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

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B3-4 Depreciation, amortisation and impairment of non-financial assets (continued)

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B3-5 Other expenses

$ '000	Notes	2025	2024
Impairment of receivables			
Other		–	57
Total impairment of receivables	C1-4	–	57
Other			
Donations, contributions and assistance to other organisations (Section 356)		789	538
Total other expenses		789	595

B4 Gains or losses

B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

$ '000	Notes	2025	2024
Gain (or loss) on disposal of property (excl. investment property)			
Less: carrying amount of property assets sold/written off		**(285)**	(361)
Gain (or loss) on disposal		**(285)**	(361)
Gain (or loss) on disposal of plant and equipment	C1-7		
Proceeds from disposal – plant and equipment		**327**	325
Less: carrying amount of plant and equipment assets sold/written off		**(271)**	(316)
Gain (or loss) on disposal		**56**	9
Gain (or loss) on disposal of RFS fleet assets	C1-7		
Proceeds from disposal – RFS red fleet		**–**	–
Less: carrying amount of RFS red fleet written off		**(1,132)**	–
Gain (or loss) on disposal		**(1,132)**	–
Gain (or loss) on disposal of infrastructure	C1-7		
Less: carrying amount of infrastructure assets sold/written off		**(570)**	(1,551)
Gain (or loss) on disposal		**(570)**	(1,551)
Gain (or loss) on disposal of investments	C1-2		
Proceeds from disposal/redemptions/maturities – investments		**21,250**	20,765
Less: carrying amount of investments sold/redeemed/matured		**(21,250)**	(20,765)
Gain (or loss) on disposal		**–**	–
Net gain (or loss) from disposal of assets		**(1,931)**	(1,903)

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 25 June 2024 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

$ '000	2025 Budget	2025 Actual	2025 Variance		
Revenues					
Rates and annual charges	8,436	8,433	(3)	0%	U
User charges and fees	5,842	5,739	(103)	(2)%	U
Other revenues	879	1,060	181	21%	F
Other revenue increased primarily due to a back claim of Fuel Tax Credits.					
Operating grants and contributions	9,968	9,163	(805)	(8)%	U
Capital grants and contributions	5,450	1,877	(3,573)	(66)%	U
The variance in capital grants and contributions primarily relates to road projects and the Uralla groundwater project. Progress on road capital works was hindered by continuous wet weather, while the groundwater project was delayed pending approval of an emergency water access licence.					
Interest and investment revenue	777	1,495	718	92%	F
Interest from term deposits increased due to higher interest rates than expected as well as the increase in cash balance in the hand.					
Expenses					
Employee benefits and on-costs	12,913	13,653	(740)	(6)%	U
Materials and services	7,421	9,006	(1,585)	(21)%	U
Continuous wet weather required additional expenditure on road maintenance to ensure public safety. Capital works could not progress under these conditions, resulting in higher operational costs and lower capital expense.					
Borrowing costs	129	298	(169)	(131)%	U
Effect of unwinding of discounting of remediation provision which is not budgeted.					
Depreciation, amortisation and impairment of non-financial assets	6,349	7,430	(1,081)	(17)%	U
Depreciation is higher than budgeted due to revaluation and indexation of council assets, the results of revaluation became available after adoption of the original budget.					
Other expenses	836	789	47	6%	F
Net losses from disposal of assets	–	1,931	(1,931)	∞	U

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B5-1 Material budget variations (continued)

$ '000	2025 Budget	2025 Actual	2025 Variance		
Renewal of assets triggers write off of the original assets. These are non-cash transactions which are hard to budget.					
Statement of cash flows					
Cash flows from operating activities	**10,053**	**5,493**	**(4,560)**	**(45)%**	**U**
The reduction in the advance payment of the OLG Financial Assistance Grant from 85% to 50% in 2025–26 has negatively affected operating cashflow. The other factor is a higher volume of operating and maintenance works due to wet weather.					
Cash flows from investing activities	**(12,357)**	**(7,775)**	**4,582**	**(37)%**	**F**
Less capital expenditure due to adverse weather conditions and other factors.					
Cash flows from financing activities	**191**	**(187)**	**(378)**	**(198)%**	**U**
Management decided not to proceed with the loan due to change in strategy.					

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

$ '000	2025	2024
Cash assets		
Cash on hand and at bank	**2,344**	3,109
Cash equivalent assets		
– Deposits at call	**1,388**	3,092
Total cash and cash equivalents	**3,732**	6,201
Reconciliation of cash and cash equivalents		
Total cash and cash equivalents per Statement of Financial Position	**3,732**	6,201
Balance as per the Statement of Cash Flows	**3,732**	6,201

C1-2 Financial investments

$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Debt securities at amortised cost				
Term deposits	**24,550**	**–**	21,250	–
Total	**24,550**	**–**	21,250	–
Total financial investments	**24,550**	**–**	21,250	–
Total cash assets, cash equivalents and investments	**28,282**	**–**	27,451	–

C1-3 Restricted and allocated cash, cash equivalents and investments

$ '000	2025	2024
(a) Externally restricted cash, cash equivalents and investments		
Total cash, cash equivalents and investments	**28,282**	27,451
Less: Externally restricted cash, cash equivalents and investments	**(19,024)**	(20,162)
Cash, cash equivalents and investments not subject to external restrictions	**9,258**	7,289
External restrictions		
External restrictions – included in liabilities		
External restrictions included in cash, cash equivalents and investments above comprise:		
Specific purpose unexpended grants – general fund	**1,033**	1,160
TCT and TCS payables	**472**	472
TCS and TCT contract liabilities	**1,830**	2,765
Specific purpose unexpended loans – general	**487**	487
McMaugh gardens resident bonds	**4,800**	4,025
Trusts and deposits	**31**	31
External restrictions – included in liabilities	**8,653**	8,940
External restrictions – other		
External restrictions included in cash, cash equivalents and investments above comprise:		
Developer contributions – general	**1,403**	1,252
Specific purpose unexpended grants (recognised as revenue) – general fund	**3,888**	4,680
Specific purpose unexpended grants (recognised as revenue) – water fund	**24**	74
Water fund	**1,978**	2,776
Sewer fund	**2,755**	2,121
Stormwater management	**323**	319
External restrictions – other	**10,371**	11,222
Total external restrictions	**19,024**	20,162

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

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C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

$ '000	2025	2024
(b) Internal allocations		
Cash, cash equivalents and investments not subject to external restrictions	**9,258**	7,289
Less: Internally restricted cash, cash equivalents and investments	**(6,315)**	(5,409)
Unrestricted and unallocated cash, cash equivalents and investments	**2,943**	1,880

Internal allocations

At 30 June, Council has internally allocated funds to the following:

FAGS received in advance	**1,880**	3,027
Employees leave entitlement	**1,093**	1,071
Tip Remediation	**1,265**	1,265
Water infrastructure	**854**	–
Sewer infrastructure	**362**	–
Roads	**420**	–
Plant	**294**	1
Waste management consultancy	**8**	8
Other	**139**	37
Total internal allocations	**6,315**	5,409

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

$ '000	2025	2024
(c) Unrestricted and unallocated		
Unrestricted and unallocated cash, cash equivalents and investments	**2,943**	1,880

C1-4 Receivables

$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Rates and annual charges	**1,068**	**–**	1,271	–
Interest and extra charges	**91**	**–**	90	–
User charges and fees	**818**	**–**	627	–
Private works	**23**	**–**	5	–
Accrued revenues				
– Interest on investments	**635**	**–**	587	–
– Other income accruals	**167**	**–**	132	–
Government grants and subsidies	**156**	**–**	472	–
Net GST receivable	**215**	**–**	135	–
Resident contributions	**113**	**–**	122	–
Other debtors	**170**	**–**	71	–
Total	**3,456**	**–**	3,512	–
Less: provision for impairment				
Other debtors	**(16)**	**–**	(73)	–
Total provision for impairment – receivables	**(16)**	**–**	(73)	–
Total net receivables	**3,440**	**–**	3,439	–

$ '000	2025	2024
Movement in provision for impairment of receivables		
Balance at the beginning of the year	**73**	64
Movement through provision	**(57)**	–
+ new provisions recognised during the year	**–**	9
Balance at the end of the year	**16**	73

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C1-4 Receivables (continued)

Material accounting policy information

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment
Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When estimating ECL, Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

When considering the ECL for rates and annual charges debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Credit losses are measured at the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

Council writes off a receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the receivables are over 5 years past due, whichever occurs first.

None of the receivables that have been written off are subject to enforcement activity.

Where Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

C1-5 Inventories

$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
(i) Inventories at cost				
Stores and materials	**257**	**–**	114	–
Total inventories at cost	**257**	**–**	114	–
Total inventories	**257**	**–**	114	–

C1-6 Contract assets and Contract cost assets

$ '000	2025 Current	2024 Current
Contract assets	1,318	2,861
Total contract assets and contract cost assets	1,318	2,861

C1-7 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2024			Asset movements during the reporting period								At 30 June 2025		
$ '000	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals [1]	Additions new assets	Carrying value of disposals [2]	Depreciation expense	WIP transfers	Adjustments and transfers	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
Capital work in progress	2,807	–	2,807	747	413	–	–	(2,497)	–	–	–	1,470	–	1,470
Plant and equipment	12,273	(5,596)	6,677	4	1,129	(1,403)	(862)	–	–	–	–	10,937	(5,393)	5,544
Office equipment	848	(783)	65	–	–	–	(20)	–	–	–	–	843	(803)	40
Furniture and fittings	1,123	(950)	173	–	7	–	(29)	–	–	–	–	1,129	(979)	150
Land:														
– Operational land	3,507	–	3,507	–	–	–	–	–	–	–	1,192	4,699	–	4,699
– Community land	4,485	–	4,485	–	–	–	–	–	–	–	1,126	5,611	–	5,611
Land improvements – non-depreciable	132	–	132	–	–	–	–	–	–	–	–	132	–	132
Infrastructure:														
– Buildings – non-specialised	36,737	(15,215)	21,522	357	27	(285)	(584)	63	46	–	932	38,668	(16,590)	22,078
– Other structures	8,709	(3,247)	5,462	–	120	–	(312)	2	(46)	–	86	8,775	(3,462)	5,313
– Sealed roads structure	149,701	(45,815)	103,886	1,774	324	(315)	(1,909)	2,300	–	–	23,774	169,247	(39,412)	129,835
– Unsealed roads	20,907	(17,127)	3,780	42	–	(23)	(784)	–	–	–	9,799	21,882	(9,068)	12,814
– Bridges	51,050	(19,027)	32,023	–	–	–	(512)	–	–	–	19,616	62,414	(11,286)	51,128
– Footpaths	2,573	(731)	1,842	360	54	(127)	(56)	94	–	–	196	3,402	(1,040)	2,362
– Bulk earthworks (non-depreciable)	77,934	–	77,934	–	–	–	–	–	–	(12,720)	–	65,214	–	65,214
– Stormwater drainage	5,140	(1,356)	3,784	16	10	(14)	(59)	–	–	–	132	5,332	(1,464)	3,868
– Water supply network	38,387	(23,333)	15,054	223	168	(90)	(600)	30	–	–	361	39,544	(24,398)	15,146
– Sewerage network	27,162	(7,865)	19,297	5	12	(2)	(467)	8	–	–	471	27,862	(8,537)	19,325
Other assets:														
– Heritage collections	90	–	90	–	–	–	–	–	–	–	–	90	–	90
– Other	75	(30)	45	–	–	–	(2)	–	–	–	–	75	(32)	43
Reinstatement, rehabilitation and restoration assets (refer Note C3-5):														
– Tip assets	4,186	(1,555)	2,631	–	–	–	(1,212)	–	(209)	–	–	3,977	(2,767)	1,210
Total infrastructure, property, plant and equipment	447,826	(142,630)	305,196	**3,528**	**2,264**	**(2,259)**	**(7,408)**	**–**	**(209)**	**(12,720)**	**57,685**	**471,303**	**(125,231)**	**346,072**

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

(2) Plant and equipment disposal includes $1,132 thousand of RFS red fleet assets write-off in 2025.

continued on next page

C1-7 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2023			Asset movements during the reporting period									At 30 June 2024		
$ '000	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals [1]	Additions new assets	Carrying value of disposals	Depreciation expense	Impairment loss / revaluation decrements (recognised in equity)	WIP transfers	Adjustments and transfers	RFS contribution (from Note B2-4)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
Capital work in progress	3,372	–	3,372	2,300	677	(685)	–	–	(2,857)	–	–	–	2,807	–	2,807
Plant and equipment	11,681	(5,224)	6,457	–	1,160	(316)	(875)	–	–	–	250	–	12,273	(5,596)	6,677
Office equipment	848	(753)	95	–	–	–	(30)	–	–	–	–	–	848	(783)	65
Furniture and fittings	1,125	(915)	210	–	–	–	(35)	–	–	–	–	–	1,123	(950)	173
Land:															
– Operational land	3,493	–	3,493	–	–	–	–	–	–	–	–	14	3,507	–	3,507
– Community land	4,467	–	4,467	–	–	–	–	–	–	–	–	18	4,485	–	4,485
Land improvements – non-depreciable	–	–	–	–	–	–	–	–	132	–	–	–	132	–	132
Infrastructure:															
– Buildings – non-specialised	34,282	(14,252)	20,030	404	–	(361)	(539)	–	634	–	–	1,354	36,737	(15,215)	21,522
– Other structures	6,406	(2,893)	3,513	741	688	–	(250)	–	665	–	–	106	8,709	(3,247)	5,462
– Bridges	48,450	(17,572)	30,878	–	–	–	(486)	–	–	–	–	1,631	51,050	(19,027)	32,023
– Footpaths	2,442	(641)	1,801	–	–	–	(53)	–	–	–	–	94	2,573	(731)	1,842
– Bulk earthworks (non-depreciable)	73,965	–	73,965	–	–	–	–	–	–	–	–	3,969	77,934	–	77,934
– Stormwater drainage	4,892	(1,235)	3,657	–	–	–	(56)	–	–	–	–	183	5,140	(1,356)	3,784
– Water supply network	36,468	(21,639)	14,829	24	47	(11)	(580)	–	23	–	–	722	38,387	(23,333)	15,054
– Sewerage network	25,808	(7,046)	18,762	2	1	(4)	(444)	–	51	–	–	929	27,162	(7,865)	19,297
– Sealed roads structure	140,503	(41,057)	99,446	1,918	66	(816)	(1,773)	(1,577)	1,223	150	–	5,249	149,701	(45,815)	103,886
– Unsealed roads	19,954	(15,405)	4,549	49	–	(35)	(835)	(117)	129	(150)	–	191	20,907	(17,127)	3,780
Other assets:															
– Heritage collections	90	–	90	–	–	–	–	–	–	–	–	–	90	–	90
– Other	75	(28)	47	–	–	–	(2)	–	–	–	–	–	75	(30)	45
Reinstatement, rehabilitation and restoration assets (refer Note 11):															
– Tip assets	4,191	(1,028)	3,163	–	–	–	(527)	–	–	(5)	–	–	4,186	(1,555)	2,631
Total infrastructure, property, plant and equipment	422,512	(129,688)	292,824	5,438	2,639	(2,228)	(6,485)	(1,694)	–	(5)	250	14,460	447,826	(142,630)	305,196

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

continued on next page

C1-7 Infrastructure, property, plant and equipment (continued)

Material accounting policy information

Initial recognition of infrastructure, property, plant and equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

When infrastructure, property, plant and equipment are acquired by Council for nil or nominal consideration, the assets are initially recognised at their fair value at acquisition date.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Revaluation model

Infrastructure, property, plant and equipment are held at fair value. Independent comprehensive valuations are performed at least every five years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Water and sewerage network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Department of Planning, Industry and Environment - Water.

Increases in the carrying amounts arising on revaluation are credited to the revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their carrying amount, net of their residual values, over their estimated remaining useful lives as follows:

Plant and equipment	Years
Office equipment	5 to 20
Office furniture	5 to 20
Computer equipment	4
Vehicles, trucks and utilities	5 to 10
Dozers, graders and rollers	10
Other plant and equipment	10
Water and sewer assets	
Dams and reservoirs	100
Water & Sewer Treatment Plants	70 to 100
Reticulation pipes: PVC	80 to 133
Reticulation pipes: other	25 to 75
Pumps and telemetry	15 to 20
Meters & Water Plant	10
Water Mains	80 to 100
Sewer Mains	70 to 100
Transportation assets	
Sealed roads: surface	15 to 20
Sealed roads: structure	60 to 100
Unsealed roads	20 to 30
Bridge: concrete	100

Other equipment	Years
Playground equipment	5 to 15
Benches, seats etc.	10 to 20
Other open space recreational assets	10 to 100
Buildings	
Buildings: masonry	8 to 252
Stormwater assets	
Drains	75 to 125
Culverts	75 to 125
Flood control structures	75 to 125
Other infrastructure assets	
Bulk earthworks	Infinite
Swimming pools	50
Other open space/recreational assets	20
Other infrastructure	20

continued on next page

C1-7 Infrastructure, property, plant and equipment (continued)

Bridge: other	80
Concrete road pavements	60
Kerb, gutter and footpaths	40

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Land under roads
Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy.

Crown reserves
Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated. Where the Crown reserves are under a lease arrangement they are accounted for under AASB 16 Leases, refer to Note C2-1.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Rural Fire Service assets
Under Section 119 of the *Rural Fire Services Act 1997 (NSW)*, "all firefighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the firefighting equipment has been purchased or constructed".

Up until 30 June 2024, council used to recognise Rural Fire fleet ("Red fleet") assets. However, following analysis of this matter, Council decided to write-off these assets in the current financial year due to lack of control over benefits associated with these assets. The net effect of write-off is a loss in amount of $1,132 thousand in the current financial year.

C1-8 Other

Other assets

$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Prepayments	**69**	**–**	168	–
Total other assets	**69**	**–**	168	–

C2 Leasing activities

C2-1 Council as a lessee

Council has leases over a range of assets including infrastructure, office and IT equipment. Information relating to the leases in place and associated balances and transactions is provided below.

Terms and conditions of leases
Office equipment is leased over periods between two and five years with no residual value and equal monthly instalments.

Crown land is leased for between three and eight years with equal annual payments.

Office and IT equipment
Leases for office and IT equipment are generally for low value assets, except for significant items such as photocopiers. The leases are for between 2 and 5 years with no renewal option, the payments are fixed, however some of the leases include variable payments based on usage.

(a) Right of use assets

$ '000	Plant & Equipment	Crown Land	Total
2025			
Opening balance at 1 July	**21**	**107**	**128**
Depreciation charge	**(11)**	**(11)**	**(22)**
Balance at 30 June	**10**	**96**	**106**
2024			
Opening balance at 1 July	32	118	150
Depreciation charge	(11)	(11)	(22)
Balance at 30 June	21	107	128

(b) Lease liabilities

$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Lease liabilities	**21**	**101**	20	122
Total lease liabilities	**21**	**101**	20	122

continued on next page

C2-1 Council as a lessee (continued)

(c) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
2025					
Cash flows	**23**	**40**	**92**	**155**	**122**
2024					
Cash flows	24	58	98	180	142

$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Total lease liabilities relating to unrestricted assets	**21**	**101**	20	122
Total lease liabilities	**21**	**101**	20	122

(d) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

$ '000	2025	2024
Interest on lease liabilities	**8**	5
Amortisation of right of use assets	**22**	22
Expenses relating to short-term leases	**15**	26
	45	53

(e) Statement of Cash Flows

Total cash outflow for leases	**24**	24
	24	24

Material accounting policy information

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

Exceptions to lease accounting
Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Leases at significantly below market value / Concessionary leases

continued on next page

C2-1 Council as a lessee (continued)

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

C3 Liabilities of Council

C3-1 Payables

$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Goods and services – operating expenditure	**1,050**	**–**	194	–
Accrued expenses:				
– Borrowings	**9**	**–**	10	–
– Salaries and wages	**594**	**–**	521	–
– Other expenditure accruals	**1,608**	**–**	1,436	–
Security bonds, deposits and retentions	**34**	**–**	31	–
Retirement home contributions	**4,800**	**–**	4,025	–
Prepaid rates	**210**	**–**	181	–
Other	**–**	**–**	3	–
Total payables	**8,305**	**–**	6,401	–

Current payables not anticipated to be settled within the next twelve months

$ '000	2025	2024
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Retirement home contributions	**3,760**	2,556
Total payables	**3,760**	2,556

Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C3-2 Contract Liabilities

$ '000	Notes	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Grants and contributions received in advance:					
Unexpended operating grants (received prior to performance obligation being satisfied) [i]	(i)	**1,840**	**–**	2,775	–
Unexpended capital grants (received prior to performance obligation being satisfied) [ii]	(ii)	**1,023**	**–**	1,149	–
Total grants received in advance		**2,863**	**–**	3,924	–
Total contract liabilities		**2,863**	**–**	3,924	–

(i) The contract liability relates to grants received prior to the revenue recognition criteria being satisfied since the performance obligations are ongoing

(ii) Council has received funding to construct assets, being road and water infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

Revenue recognised that was included in the contract liability balance at the beginning of the period

$ '000	2025	2024
Grants and contributions received in advance:		
Capital grants (to construct Council controlled assets)	**605**	2,264
Total revenue recognised that was included in the contract liability balance at the beginning of the period	**605**	2,264

C3-3 Borrowings

$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Loans – secured [1]	**131**	**1,025**	169	1,154
Total borrowings	**131**	**1,025**	169	1,154

(1) Loans are secured over the general rating income of Council.
Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note E1-1.

(a) Changes in liabilities arising from financing activities

$ '000	2024 Opening Balance	Cash flows	Non-cash movements: Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	2025 Closing balance
Loans – secured	1,323	**(167)**	**–**	**–**	**–**	**–**	**1,156**
Lease liability (Note C2-1)	142	**(20)**	**–**	**–**	**–**	**–**	**122**
Total liabilities from financing activities	1,465	**(187)**	**–**	**–**	**–**	**–**	**1,278**

$ '000	2023 Opening Balance	Cash flows	Non-cash movements: Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	2024 Closing balance
Loans – secured	1,507	(184)	–	–	–	–	1,323
Lease liability (Note C2-1)	160	(18)	–	–	–	–	142
Total liabilities from financing activities	1,667	(202)	–	–	–	–	1,465

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C3-3 Borrowings (continued)

(b) Financing arrangements

$ '000	2025	2024
Total facilities		
Total financing facilities available to Council at the reporting date are:		
Bank overdraft facilities [1]	**100**	100
Credit cards/purchase cards	**50**	35
Master lease facilities	**150**	150
Total financing arrangements	**300**	285
Drawn facilities		
Financing facilities drawn down at the reporting date are:		
– Credit cards/purchase cards	**15**	9
Total drawn financing arrangements	**15**	9
Undrawn facilities		
Undrawn financing facilities available to Council at the reporting date are:		
– Bank overdraft facilities	**100**	100
– Credit cards/purchase cards	**35**	26
– Lease facilities	**150**	150
Total undrawn financing arrangements	**285**	276

Additional financing arrangements information

Breaches and defaults
During the current and prior year, there were no defaults or breaches on any of the loans.

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

C3-4 Employee benefit provisions

$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Annual leave	**833**	**–**	770	–
Sick leave	**34**	**–**	50	–
Long service leave	**1,456**	**115**	1,632	76
Other leave	**8**	**–**	–	–
Total employee benefit provisions	**2,331**	**115**	2,452	76

Current employee benefit provisions not anticipated to be settled within the next twelve months

$ '000	2025	2024
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	**1,161**	1,301
	1,161	1,301

Material accounting policy information

Long-term employee benefit obligations

The liability for vested employees for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

C3-5 Provisions

$ '000	2025 Current	2025 Non-Current	2024 Current	2024 Non-Current
Asset remediation/restoration:				
Asset remediation/restoration (future works)	**–**	**4,716**	–	4,728
Sub-total – asset remediation/restoration	**–**	**4,716**	–	4,728
Total provisions	**–**	**4,716**	–	4,728

Description of and movements in provisions

	Other provisions	
$ '000	Asset remediation	Total
2025		
At beginning of year	**4,728**	**4,728**
Unwinding of discount	**197**	**197**
Remeasurement effects	**(209)**	**(209)**
Total other provisions at end of year	**4,716**	**4,716**
2024		
At beginning of year	4,553	4,553
Unwinding of discount	180	180
Remeasurement effects	(5)	(5)
Total other provisions at end of year	4,728	4,728

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C3-5 Provisions (continued)

Nature and purpose of provisions

Asset remediation
The asset remediation provision represents the present value estimate of future costs Council will incur to restore, rehabilitate and reinstate the tip and quarry as a result of past operations.

Material accounting policy information
Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

Asset remediation – tips and quarries
Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs. Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

The ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within infrastructure, property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

C4 Reserves

C4-1 Nature and purpose of reserves

IPPE Revaluation Surplus
The infrastructure, property, plant and equipment (IPPE) revaluation surplus is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

D Council structure

D1 Results by fund

General fund refers to all Council activities other than water and sewer. All amounts disclosed in this note are gross i.e. inclusive of internal charges and recoveries made between the funds. Assets and liabilities shown in the water and sewer columns are restricted for use for these activities.

D1-1 Income Statement by fund

$ '000	General 2025	Water 2025	Sewer 2025
Income from continuing operations			
Rates and annual charges	6,687	663	1,083
User charges and fees	4,698	965	76
Interest and investment revenue	1,162	188	145
Other revenues	1,060	–	–
Grants and contributions provided for operating purposes	8,812	340	11
Grants and contributions provided for capital purposes	1,877	–	–
Total income from continuing operations	24,296	2,156	1,315
Expenses from continuing operations			
Employee benefits and on-costs	12,396	998	259
Materials and services	7,625	1,020	361
Borrowing costs	298	–	–
Other expenses	789	–	–
Net losses from the disposal of assets	1,929	–	2
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets	23,037	2,018	622
Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets	1,259	138	693
Depreciation, amortisation and impairment of non-financial assets	6,318	623	489
Operating result from continuing operations	(5,059)	(485)	204
Net operating result for the year	(5,059)	(485)	204
Net operating result attributable to each council fund	(5,059)	(485)	204
Net operating result for the year before grants and contributions provided for capital purposes	**(6,936)**	**(485)**	**204**

D1-2 Statement of Financial Position by fund

$ '000	General 2025	Water 2025	Sewer 2025
ASSETS			
Current assets			
Cash and cash equivalents	3,604	128	–
Investments	19,921	1,874	2,755
Receivables	2,346	884	210
Inventories	257	–	–
Contract assets and contract cost assets	649	669	–
Other	69	–	–
Total current assets	26,846	3,555	2,965
Non-current assets			
Infrastructure, property, plant and equipment	307,320	17,692	21,060
Right of use assets	106	–	–
Total non-current assets	307,426	17,692	21,060
Total assets	334,272	21,247	24,025
LIABILITIES			
Current liabilities			
Payables	8,305	–	–
Contract liabilities	2,863	–	–
Lease liabilities	21	–	–
Borrowings	131	–	–
Employee benefit provision	2,331	–	–
Total current liabilities	13,651	–	–
Non-current liabilities			
Lease liabilities	101	–	–
Borrowings	1,025	–	–
Employee benefit provision	115	–	–
Provisions	4,716	–	–
Total non-current liabilities	5,957	–	–
Total liabilities	19,608	–	–
Net assets	314,664	21,247	24,025
EQUITY			
Accumulated surplus	68,525	7,380	12,196
IPPE revaluation surplus	246,139	13,867	11,829
Council equity interest	314,664	21,247	24,025
Total equity	314,664	21,247	24,025

E Risks and accounting uncertainties

E1-1 Risks relating to financial instruments held

Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The finance team manages the cash and Investments portfolio with the assistance of independent advisors. Council has an investment policy which complies with the s 625 of the Act and the Ministerial Investment Order. The policy is regularly reviewed by Council and a monthly investment report is provided to Council setting out the make-up performance of the portfolio as required by local government regulations.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance team under policies approved by the Councillors.

Fair value is determined as follows:

- **Cash** and **cash equivalents, receivables, payables** – are estimated to be the carrying value that approximates market value.
- **Borrowings** – are based upon estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.

The risks associated with the financial instruments held are:

- Market risk – interest rate risk – the risk that movements in interest rates could affect returns
- liquidity risk – the risk that Council will not be able to pay its debts as and when they fall due.
- credit risk – the risk that a contracting entity will not complete its obligations under a financial instrument, resulting in a financial loss to the Council.

Council manages these risks by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees. Council also seeks advice from independent advisers before placing any cash and investments.

(a) Market risk – interest rate risk

$ '000	2025	2024
The impact on the results for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	**271**	261

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E1-1 Risks relating to financial instruments held (continued)

(b) Credit risk

Council's major receivables comprise rates, annual charges, user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk other than Council has significant credit risk exposures in its local area given the nature of Council activities.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance. The balances of receivables that remain within initial trade terms (as detailed in the table) are considered to be of high credit quality.

The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivable in the financial statements.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

Credit risk profile

Receivables – rates and annual charges
Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

$ '000	Not yet overdue	overdue rates and annual charges < 5 years	overdue rates and annual charges ≥ 5 years	Total
2025				
Gross carrying amount	**638**	**430**	**–**	**1,068**
2024				
Gross carrying amount	705	566	–	1,271

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E1-1 Risks relating to financial instruments held (continued)

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

$ '000	Not yet overdue	Overdue debts 0 - 30 days	31 - 60 days	61 - 90 days	> 91 days	Total
2025						
Gross carrying amount	**3,364**	**14**	**238**	**2**	**88**	**3,706**
Expected loss rate (%)	**0.00%**	**1.00%**	**1.00%**	**10.00%**	**16.00%**	**0.45%**
ECL provision	**–**	**–**	**2**	**–**	**14**	**16**
2024						
Gross carrying amount	4,381	19	634	5	63	5,102
Expected loss rate (%)	0.00%	10.00%	4.26%	50.00%	70.00%	1.48%
ECL provision	–	2	27	3	41	73

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E1-1 Risks relating to financial instruments held (continued)

(c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

$ '000	Weighted average interest rate	Subject to no maturity	payable in: ≤ 1 Year	1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
2025							
Payables	**0.00%**	**34**	**8,271**	**–**	**–**	**8,305**	**8,305**
Borrowings	**7.42%**	**–**	**131**	**1,025**	**–**	**1,156**	**1,156**
Total financial liabilities		**34**	**8,402**	**1,025**	**–**	**9,461**	**9,461**
2024							
Payables	0.00%	31	6,370	–	–	6,401	6,401
Borrowings	7.97%	–	169	1,154	–	1,323	1,323
Total financial liabilities		31	6,539	1,154	–	7,724	7,724

E2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

– Infrastructure, property, plant and equipment

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

				Fair value measurement hierarchy					
		Date of latest valuation		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
$ '000	Notes	2025	2024	2025	2024	2025	2024	2025	2024
Recurring fair value measurements									
Infrastructure, property, plant and equipment	C1-7								
Plant and equipment				–	–	**5,544**	6,677	**5,544**	6,677
Office equipment				–	–	**40**	65	**40**	65
Furniture and fittings				–	–	**150**	173	**150**	173
Operational land		30/06/23	30/06/23	**4,699**	3,507	–	–	**4,699**	3,507
Community land		30/06/21	30/06/21	–	–	**5,611**	4,485	**5,611**	4,485
Land improvements – non-depreciable				–	–	**132**	132	**132**	132
Buildings – non-specialised		30/06/23	30/06/23	–	–	**22,078**	21,522	**22,078**	21,522
Other structures		30/06/21	30/06/21	–	–	**5,313**	5,462	**5,313**	5,462
Sealed road structure		30/06/25	30/06/20	–	–	**129,835**	103,886	**129,835**	103,886
Unsealed roads		30/06/25	30/06/20	–	–	**12,814**	3,780	**12,814**	3,780
Bridges		30/06/25	30/06/20	–	–	**51,128**	32,023	**51,128**	32,023
Footpaths		30/06/25	30/06/20	–	–	**2,362**	1,842	**2,362**	1,842
Bulk earthworks		30/06/25	30/06/20	–	–	**65,214**	77,934	**65,214**	77,934
Stormwater drainage		30/06/25	30/06/20	–	–	**3,868**	3,784	**3,868**	3,784
Water supply network		30/06/22	01/07/22	–	–	**15,146**	15,054	**15,146**	15,054
Sewerage network		30/06/22	01/07/22	–	–	**19,325**	19,297	**19,325**	19,297
Heritage collection		30/06/14	30/06/14	–	–	**90**	90	**90**	90
Other assets		30/06/21	30/06/21	–	–	**43**	45	**43**	45
Total infrastructure, property, plant and equipment				**4,699**	3,507	**338,693**	296,251	**343,392**	299,758

Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

continued on next page

E2-1 Fair value measurement (continued)

Infrastructure, property, plant and equipment (IPPE)

Councils Plant & Equipment, Furniture and Fittings incorporates:

Major Plant - trucks, tractors, graders, rollers and excavators
Fleet Vehicles - cars, vans, utes etc.
Minor Plant - chainsaw, brush cutters, mowers, concrete mixers.
Furniture and Fittings - desks, chairs, display system.
Office Equipment - computers, monitors, projectors, laptops

Plant equipment, office equipment and furniture & fittings are valued at cost but are disclosed at fair value in the notes. The carrying amount reflects the fair value of the asset due to the nature of the items as shown above

The unobservable Level 3 inputs used include:

Pattern of Consumption
Useful Life
Asset Condition
Residual Value
Gross Replacement Cost

There has been no change to the valuation process during the reporting period.

Land - Operational Land

Council's "Operational" land by definition has no special restriction other than those that may apply to any parcel of land. Fair value for operational land is obtained from an external valuer every 5 years.

Generally, fair value is the most advantageous price reasonably obtained by the seller and the most advantageous price reasonably obtained by buyer. This is not necessarily the market selling price of the asset rather, the maximum value that Council would rationally pay to acquire the asset, taking into account quoted market price in an active and liquid market, current market price of similar asset, cost of replacing an asset.

Criteria for this include: Land description and dimensions, planning and other constraints on development and the potential for alternative use (Valued by APV in June 2023).

The 'Market Approach' (observable input level 2) is used to value operational land. There has been no change to the valuation process during the reporting period.

Land Improvements

The cost approach is utilised, with asset values determined based on actual cost of construction and maintenance.

Any infrastructure constructed on improved land is separately valued.
Council carries fair value of land reserves using Level 3 Inputs
The unobservable Level 3 inputs used include:

Useful Life
Asset Condition
Asset Condition

The cost approach is used to value the land improvements. There has been no change to the valuation process during the reporting period.

Land - Community Land

Council's "Community" Land (including owned by Council, The Crown and various other Government Agencies that is managed by Council) by definition is land intended for public access and use or where other restrictions applying to the land create some obligation to maintain public access (such as a trust deed or dedication under section 94 of the EPA Act 1979). This gives rise to the restriction in the Act, intended to preserve the qualities of the land. Community land is valued at Valuer General unimproved capital value (UCV) which takes into account highest and best use values. This land was revalued in 2021.

continued on next page

E2-1 Fair value measurement (continued)

Community Land:
- Cannot be sold
- Cannot be leased, licensed, or any other estate granted over the land for more than 21 years
- Must have a plan of management for it.

Buildings

Council buildings includes Libraries, Public Amenities, Sporting Club, Kiosks and Amenities, Depot Building and Workshops, McMaughs Aged Care Centre, Community Centre, Visitor Information Centre, Pre School, SES Shelter and others. Council carries fair value buildings using level 3 inputs. Valuations were carried out by external valuers - APV in June 2023 using the cost approach.

This approach estimates the replacement cost for each building by componentising the building into significant parts with different useful life and taking into account a range of factors.

The unobservable Level 3 inputs used include:

Pattern of Consumption	Future Economic Benefit
Useful Life	Residual Value
Asset Condition	Remaining useful life

The cost approach is used to value the Buildings. There has been no change to the valuation process during the reporting period.

Infrastructure - Roads

This asset class comprises the Road Carriageway, Bus Shelter, Car Parks, Guardrails, Kerb and Gutter, Suburb Markers, and Traffic Facilities.

The road carriageway is defined as the trafficable portion of a road, between but not including the kerb and gutter and would include any paved markers parking places along roadside.

Council's Asset Management System include condition assessment data for a 5 year cycle on sealed roads and routine inspections of unsealed roads. Valuation of roads was carried out by external valuer - AssetVal during 2025. Roads are componentised into road surface, base, sub-base and earthworks. Surface has been split into sealed and unsealed road components.

Council fair values road infrastructure assets using Level 3 inputs at a component level.

The Cost Approach is used to value roads by componentising the assets into significant parts and then rolling these component values up to provide an overall road valuation (for each road segment) within the Council Asset System.

The unobservable Level 3 inputs used include:

Pattern of Consumption	Asset Condition	Remaining useful life
Useful Life and Residual Value	Gross Replacement Cost	

The cost approach is used to value the Roads (Sealed and Unsealed). There has been no change in valuation technique from prior years.

Infrastructure- Footpaths

A footpath is defined as all footways (including those shared with a cycleway) sealed or non-sealed. Council has specification for dimensions of cycleway and pathways. Valuation was undertaken in 2025 by external valuer AssetVal.

Councils fair values, footpaths, (non componentised) using Level 3 inputs

Pattern of Consumption
Useful Life
Asset Condition
Future Economic Benefit

continued on next page

E2-1 Fair value measurement (continued)

Remaining useful life

The cost approach is used to value the Footpaths. There has been no change to the valuation process during the reporting period.

Infrastructure - Stormwater Drainage

Council's Drainage Assets comprises pits, culverts, open channels, headwalls and various type of water quality devices used to collect, store and remove stormwater. The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. Council has adopted useful life of between 75 and 125 years for its stormwater drainage assets.

In 2025 valuation was carried out by external valuer - AssetVal using the cost approach. Council carries fair value drainage assets (non-componentised) using Level 3 inputs.

The unobservable Level 3 inputs used include:

Pattern of Consumption
Useful Life and Residual Value
Asset Condition
Gross Replacement Cost
Remaining useful life

The cost approach is used to value the Stormwater Drainage. There has been no change in valuation technique from prior years.

Infrastructure-Sewerage Network

Council's Sewerage Network consist of Sewer pipes, pump stations, treatment plant, telemetry system, manholes.
Council carries fair values Sewerage Network Assets (non - componentised) using Level 3 inputs.

Council identifies 10 critical mains section each year for inspection; selection is based on the log of overflows, leakages or complaints. Data limitations therefore exist based upon sampling of inspections, lack of historical maintenance and complaint data. All asset components were assigned a residual value, useful life and remaining useful life, and were conditioned rated at time of valuation, with the condition rating determining the remaining useful life. A physical inspection of ground level assets was conducted and photographic evidence, including use of video, was collected of manholes and mains to support condition assessments.

Valuation was performed by Australis Asset Advisory Group on 1 July 2022.

The unobservable Level 3 inputs used include:

Useful Life
Asset Condition
Future Economic Benefit
Remaining useful life

The cost approach is used to value the Sewerage Network. There has been no change to the valuation process during the reporting period.

Other Assets

Council's other assets compromise of Heritage Collections - Thunderbolts Painting and other miscellaneous assets. A valuation of the collection of Thunderbolts paintings was undertaken by A.N.G Art Consulting in August 2014 providing a reasonable estimate of the replacement value of each work based on current market prices for similar works by the same artist. The remaining 'Other assets' were revalued utilising indexation during 2021 including the swimming pool which is recognised separately in the infrastructure note. Council carries fair values of other assets using level 3 inputs.

The unobservable Level 3 inputs used include:

Pattern of Consumption

continued on next page

E2-1 Fair value measurement (continued)

Useful Life and Residual Value
Asset Condition
Gross Replacement Cost
Remaining useful life

The cost approach is used to value the Other Assets. There has been no change in valuation technique from prior year.

Infrastructure- Bridges

Council has 50 bridges/major culverts on local roads and 33 bridges/major culverts on regional roads. Of these, two bridges were replaced in 2017/18 with some additional work finalised in 2018/19.

All Council bridges are inspected by Council's qualified inspectors on a biannual program.

In 2025 valuation was carried out by external valuer - AssetVal using the cost approach. Previously, council engaged an independent company to assess HML capacity on selected bridges in 2018-19.
Bridges are componentised into bridges and major culverts, and culverts and drainage assets include both pits and pipes.

The unobservable Level 3 inputs used include:

Pattern of Consumption
Useful Life and Residual Value

The cost approach is used to value the Bridges. There has been no change in valuation technique from previous years.

Infrastructure- Bulk Earthworks

Council Bulk Earthworks consists of cuttings, fill and levelling of earth and rocks.

In 2025 valuation was carried out by external valuer - AssetVal using the cost approach.

The unobservable Level 3 inputs used include Unit Rates & Asset Condition.

The cost approach is used to value the Bulk Earthworks. There has been no change in valuation technique from prior years.

Infrastructure- Water Supply Network

Council's Water Network consist of Water pipes, pump stations, treatment plant, telemetry system and reservoirs
Council carries fair value Water Supply Network Assets (non-componentised) using Level 3 inputs.

Physical inspections were carried out with photographic evidence collected to support condition ratings. 100% of above ground infrastructure was inspected. Council identifies 10 critical mains sections each year for inspection; selection is based on the log of overflows, leakages or complaints. Data limitations therefore exist due to lack of records of historical maintenance and inspection and sampling of inspections. All asset components are assigned a residual value, useful life and remaining useful life, and were conditioned rated at time of revaluation, with the condition rating determining the useful life.

Valuation was performed by Australis Asset Advisory Group on 1 July 2022.

The unobservable Level 3 inputs used include:

Pattern of Consumption
Useful Life

The cost approach is used to value the Water Network. There has been no change in valuation technique from prior years.

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E2-1 Fair value measurement (continued)

Fair value measurements using significant unobservable inputs (level 3)

The valuation process for level 3 fair value measurements

The valuation techniques prescribed by AASB 13 can be summarised as:

Cost approach - Valuation technique that reflects the amount what would be required to replace the service capacity of an asset (current replacement cost).

Income approach - Valuation technique that converts future amounts (cash inflow /outflows) to signal the current (i.e. discounted) amount. The fair value measurement is determined on the basis of the value indicated by current market expectations about these future amounts.

Market approach - Valuation technique that uses prices and other relevant information, generated by market transactions involving identical or comparable (similar) assets, liabilities or a group of assets and liabilities such as a business.

For the purpose of level 3 fair value measurement a Cost Approach was used for most assets except Land - Operational and Community where a market approach is required. The inputs used for this technique are:

Pattern of consumption
Residual Value
Asset Condition
Useful Life
Unit Rates

Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans
Council is party to an Industry Defined Benefit Plan under Active Super – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

– Assets are not segregated within the sub-group according to the employees of each sponsoring employer.

– The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.

– Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.

– The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The standard employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current standard employer contribution rates are:

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

* For 180 Point Members, Employers are required to contribute 9.5% from 1 July 2025 of salaries to these members' accumulation accounts in line with current level of SG contributions, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of $20.0 million per annum for 1 January 2022 to 31 December 2024, apportioned according to each employer's share of the accrued liabilities as at 30 June. Given the funding position of the Fund as at 30 June 2024. it was recommended to cease these past service contributions effective 1 January 2025.

The adequacy of contributions is assessed at each actuarial investigation which will be conducted annualy, the next of which is due effective 30 June 2025.

Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment

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E3-1 Contingencies (continued)

of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2025 was $120,864.64. The last valuation of the Scheme was performed by fund actuary, Richard Boyfield, FIAA as at 30 June 2024.

The anticipated employer defined benefit contributions for the 2025/26 year is $7,422.90. This includes outstanding Past Service Liability contribution of $11,591.20 and regular contributions credit of $16,886.02.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2025 is:

Employer reserves only *	$millions	Asset Coverage
Assets	2,197.6	
Past Service Liabilities	2,092.0	105.0%
Vested Benefits	2,130.4	103.2%

* excluding other accumulation accounts and reserves in both assets and liabilities.

The share of any funding surplus or deficit that can be attributed to Council is 0.14%

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	6.0% per annum
Salary inflation	3.5% per annum
Increase in CPI	2.5% per annum

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the pooled employers.

Please note that the estimated employer reserves financial position above is a prelimnary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review will be completed by December 2025.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

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E3-1 Contingencies (continued)

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

ASSETS NOT RECOGNISED

(i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30/6/08.

(ii) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

F People and relationships

F1 Related party disclosures

F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

$ '000	2025	2024
Compensation:		
Short-term benefits [1]	**1,158**	826
Post-employment benefits	**133**	88
Total	**1,291**	914

(1) In 2025, the inclusion of two group managers into the KMP has led to payment increase.

Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of KMP using Council services (e.g. access to library or Council swimming pool) will not be disclosed.

F1-2 Councillor and Mayoral fees and associated expenses

$ '000	2025	2024
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	**30**	22
Councillors' fees	**122**	108
Other Councillors' expenses (including Mayor) [1]	**108**	3
Total	**260**	133

(1) The election and referendum including Councillors induction along with mayoral representation duties accounts for the variance.

F2 Other relationships

F2-1 Audit fees

$ '000	2025	2024
During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms		
Auditors of the Council - NSW Auditor-General:		
(i) Audit and other assurance services		
Audit and review of financial statements	**104**	106
Remuneration for audit and other assurance services	**104**	106
Total Auditor-General remuneration	**104**	106
Non NSW Auditor-General audit firms		
Total audit fees	**104**	106

G Other matters

G1-1 Statement of Cash Flows information

Reconciliation of Operating Result

$ '000	2025	2024
Net operating result from Income Statement	**(5,340)**	4,254
Add / (less) non-cash items:		
Depreciation and amortisation	**7,430**	6,509
(Gain) / loss on disposal of assets	**1,931**	1,903
Non-cash capital grants and contributions	**–**	(250)
Unwinding of discount rates on reinstatement provisions	**197**	180
Movements in operating assets and liabilities and other cash items:		
(Increase) / decrease of receivables	**56**	123
Increase / (decrease) in provision for impairment of receivables	**(57)**	9
(Increase) / decrease of inventories	**(143)**	210
(Increase) / decrease of other current assets	**99**	(96)
(Increase) / decrease of contract asset	**1,543**	(498)
Increase / (decrease) in payables	**856**	94
Increase / (decrease) in accrued interest payable	**(1)**	(2)
Increase / (decrease) in other accrued expenses payable	**245**	(1,065)
Increase / (decrease) in other liabilities	**29**	700
Increase / (decrease) in contract liabilities	**(1,061)**	(844)
Increase / (decrease) in employee benefit provision	**(82)**	(131)
Increase / (decrease) in other provisions	**(209)**	(5)
Net cash flows from operating activities	**5,493**	11,091

G2-1 Commitments

Capital commitments (exclusive of GST)

$ '000	2025	2024
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Sewerage and water infrastructure	**521**	–
Buildings	**–**	313
Plant and equipment	**294**	505
Road infrastructure	**398**	1,060
Other	**–**	280
Total commitments	**1,213**	2,158
These expenditures are payable as follows:		
Within the next year	**1,213**	2,158
Total payable	**1,213**	2,158
Sources for funding of capital commitments:		
Unrestricted general funds	**331**	219
Future grants and contributions	**502**	1,434
Internally restricted reserves	**380**	505
Total sources of funding	**1,213**	2,158

G3-1 Events occurring after the reporting date

No matters have risen subsequent to balance date that would require these financial statements to be amended.

G4 Statement of developer contributions

G4-1 Summary of developer contributions

$ '000	Opening balance at 1 July 2024	Contributions received during the year: Cash	Contributions received during the year: Non-cash Land	Non-cash Other	Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2025	Cumulative balance of internal borrowings (to)/from
Roads	801	23	–	–	39	–	–	863	–
Traffic facilities	22	1	–	–	1	–	–	24	–
Community facilities	91	2	–	–	4	–	–	97	–
Other	66	3	–	–	3	–	–	72	–
S7.11 contributions – under a plan	980	29	–	–	47	–	–	1,056	–
S7.12 levies – under a plan	272	60	–	–	15	–	–	347	–
Total S7.11 and S7.12 revenue under plans	1,252	89	–	–	62	–	–	1,403	–
Total contributions	1,252	89	–	–	62	–	–	1,403	–

Under the *Environmental Planning and Assessment Act 1979*, local infrastructure contributions, also known as developer contributions, are charged by councils when new development occurs. They help fund infrastructure like parks, community facilities, local roads, footpaths, stormwater drainage and traffic management. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

G4-2 Developer contributions by plan

$ '000	Opening balance at 1 July 2024	Contributions received during the year: Cash	Non-cash Land	Non-cash Other	Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2025	Cumulative balance of internal borrowings (to)/from
S7.11 contributions – under a plan									
CONTRIBUTION PLAN – RURAL INVERGOWRIE									
Roads	105	–	–	–	5	–	–	110	–
Traffic facilities	22	1	–	–	1	–	–	24	–
Community facilities	91	2	–	–	4	–	–	97	–
Other	60	3	–	–	3	–	–	66	–
Total	278	6	–	–	13	–	–	297	–
CONTRIBUTION PLAN – RURAL									
Other	6	–	–	–	–	–	–	6	–
Total	6	–	–	–	–	–	–	6	–
CONTRIBUTION PLAN – DCP ROAD MAINTENANCE ROYALTIES									
Roads	696	23	–	–	34	–	–	753	–
Total	696	23	–	–	34	–	–	753	–

S7.12 Levies – under a plan

S7.12 LEVIES - UNDER A PLAN									
Other	272	60	–	–	15	–	–	347	–
Total	272	60	–	–	15	–	–	347	–

End of the audited financial statements

Uralla Shire Council

Statement of performance measures

Statement of performance measures – consolidated results

$ '000	Amounts 2025	Indicator 2025	Indicators 2024	Indicators 2023	Benchmark
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses [1, 2]	**(5,286)**	**(20.42)%**	8.96%	(1.04)%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions [1]	**25,890**				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions [1]	**16,727**	**60.24%**	46.75%	45.69%	> 60.00%
Total continuing operating revenue [1]	**27,767**				
3. Unrestricted current ratio					
Current assets less all external restrictions	**12,579**	**2.14x**	2.42x	3.57x	> 1.50x
Current liabilities less specific purpose liabilities	**5,867**				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation [1]	**2,442**	**8.48x**	19.48x	12.56x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	**288**				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	**1,159**	**11.66%**	14.83%	12.49%	< 10.00%
Rates and annual charges collectable	**9,944**				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	**28,282**	**13.99 months**	14.76 months	14.35 months	> 3.00 months
Monthly payments from cash flow of operating and financing activities	**2,021**				

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

Uralla Shire Council

Statement of performance measures by fund

$ '000	General Indicators [3] 2025	General Indicators [3] 2024	Water Indicators 2025	Water Indicators 2024	Sewer Indicators 2025	Sewer Indicators 2024	Benchmark
1. Operating performance ratio [3, *]							
Total continuing operating revenue excluding capital grants and contributions less operating expenses [1, 2] / Total continuing operating revenue excluding capital grants and contributions [1]	**(22.32)%**	8.22%	**(22.50)%**	20.93%	**15.51%**	2.44%	> 0.00%
2. Own source operating revenue ratio							
Total continuing operating revenue excluding capital grants and contributions [1] / Total continuing operating revenue [1]	**56.01%**	42.42%	**84.23%**	74.15%	**99.16%**	99.03%	> 60.00%
3. Unrestricted current ratio							
Current assets less all external restrictions / Current liabilities less specific purpose liabilities	**2.14x**	2.42x	∞	∞	∞	∞	> 1.50x
4. Debt service cover ratio							
Operating result before capital excluding interest and depreciation/impairment/amortisation [1] / Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	**5.59x**	16.22x	∞	∞	∞	∞	> 2.00x
5. Rates and annual charges outstanding percentage							
Rates and annual charges outstanding / Rates and annual charges collectable	**11.32%**	14.81%	**12.86%**	15.11%	**12.98%**	14.78%	< 10.00%
6. Cash expense cover ratio							
Current year's cash and cash equivalents plus all term deposits / Monthly payments from cash flow of operating and financing activities	**13.06 months**	13.22 months	**11.90 months**	28.24 months	**53.32 months**	36.31 months	> 3.00 months

(*) The 2022 ratio is restated due to reclassification of groundwater project grant from capital to operating grants ($181 thousand).

(1) - (2) Refer to Notes at Note G6-1 above.

(3) General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.

Uralla Shire Council

Council information and contact details

Principal place of business:
32 Salisbury Street
Uralla NSW 2358

Contact details

Mailing Address:
PO Box 106
Uralla NSW 2358

Telephone: 02 6778 6300
Facsimile: 02 6778 6349

Opening hours:
8:30am - 1:00pm
2:00pm to 4:30pm
Monday to Friday

Internet: http://www.uralla.nsw.gov.au/
Email: council@uralla.nsw.gov.au

Officers

General Manager
Toni Averay

Responsible Accounting Officer
Mustaq Ahammed

Public Officer
Mr Steven Williams

Auditors
Audit Office of NSW
Level 19, Darling Park Tower 2,
201 Sussex Street,
Sydney NSW 2000

Elected members

Mayor
Robert Bell
Deputy Mayor
Cr Tom O'Connor

Councillors
Cr Kath Arnold
Cr Adam Blakester
Cr Sarah Burrows
Cr Leanne Doran
Cr David Mailler
Cr Lone Petrov
Cr Jen Philp

Other information

ABN: 55 868 272 018

INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Uralla Shire Council

To the Councillors of Uralla Shire Council

Opinion

I have audited the accompanying financial statements of Uralla Shire Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2025, the Statement of Financial Position as at 30 June 2025, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
  - have been prepared, in all material respects, in accordance with the requirements of the Division
  - are, in all material respects, consistent with the Council's accounting records
  - present fairly, in all material respects, the financial position of the Council as at 30 June 2025, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the statement of performance measures, special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 'Material budget variations'
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- on additional council disclosures 'Statement of performance measures'
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

Furqan Yousuf
Delegate of the Auditor-General for New South Wales

30 October 2025
SYDNEY

Cr Robert Bell
Mayor
Uralla Shire Council
PO Box 106
URALLA NSW 2358

Contact: Furqan Yousuf
Phone no: 02 9275 7470
Our ref: R008-1981756498-5863

30 October 2025

Dear Mayor

Report on the Conduct of the Audit

for the year ended 30 June 2025

Uralla Shire Council

I have audited the general purpose financial statements (GPFS) of the Uralla Shire Council (the Council) for the year ended 30 June 2025 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

My audit procedures did not identify any instances of material non-compliance with the financial reporting requirements in Chapter 13, Part 3, Division 2 of the LG Act and the associated regulation or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2025 is issued in accordance with section 417 of the Act. The Report:

- must address the specific matters outlined in the Local Government Code of Accounting Practice and Financial Reporting 2024-25
- may include statements, comments and recommendations that I consider to be appropriate based on the conduct of the audit of the GPFS.

This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Financial performance

	2025 $m	2024 $m	Variance %
Rates and annual charges revenue	8.4	8.0	5.0
Grants and contributions provided for operating purposes revenue	9.2	14.1	34.8
Grants and contributions provided for capital purposes revenue	1.9	3.6	47.2
Operating result from continuing operations	(5.3)	4.3	223.3
Net Operating result for the year before grants and contributions provided for capital purposes	(7.2)	0.7	1128

Operating result from continuing operations

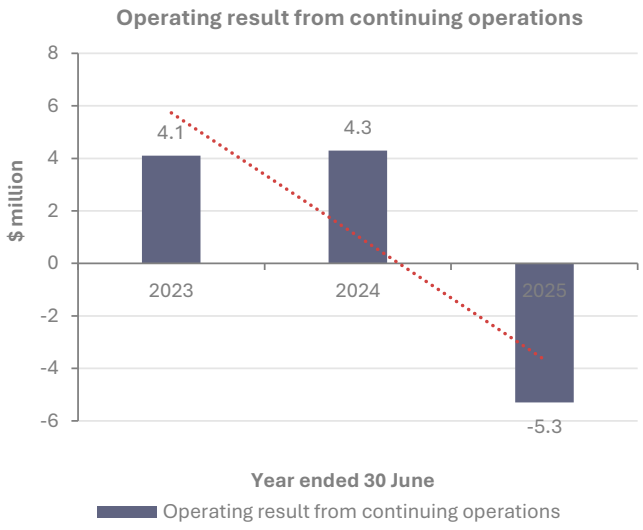
This graph shows the operating result from continuing operations for the current and prior two financial years.

Council's operating result from continuing operations has deteriorated in the current financial year compared to previous financial year.

The Council's operating result from continuing operations was $9.6 million lower than the 2023–24 result.

In 2024-25:

- Depreciation, amortisation and impairment of non-financial assets expense ($7.4 million) increased by $921,000 (14.1 per cent) due to depreciation on fair value increments and additions from the previous financial year.
- Employee benefit costs have increased by $1.4 million due to award increases, overtime payments and more staff members recruited funded by grants.



- Material and services expense ($9.0 million) increased by $1.6 million mainly due to operational works relating to operational grant revenue recognised on receipt in the previous financial year.

The net operating result for the year before grants and contributions provided for capital purposes was a deficit of $7.2 million. Refer to 'Grants and contributions revenue' below for details.

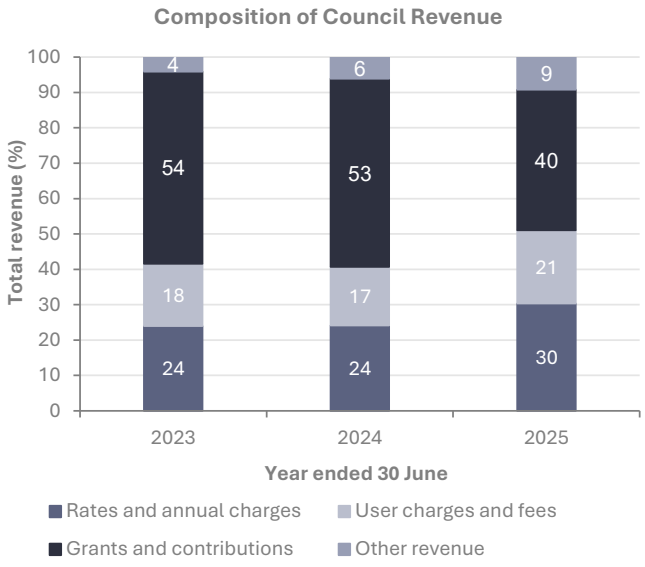
Income

Council revenue

This graph shows the composition of Council's revenue recognised for the current and prior two financial years.

Council revenue ($27.8 million) decreased by $5.4 million (16.3 per cent) in 2024–25 due to:

- rates and annual charges revenue ($8.4 million) increased by $418,000 (5 per cent) in 2024–25 predominantly due to approved rate peg increase of 4.5 per cent
- user charges and fees revenue ($5.7 million) which increased by $255,000 (3.6 per cent) predominantly due to increases in water supply user charges and scrap metal sales
- grants and contributions revenue ($11.0 million) which decreased by $6.6 million (37.3 per cent).



Grants and contributions revenue

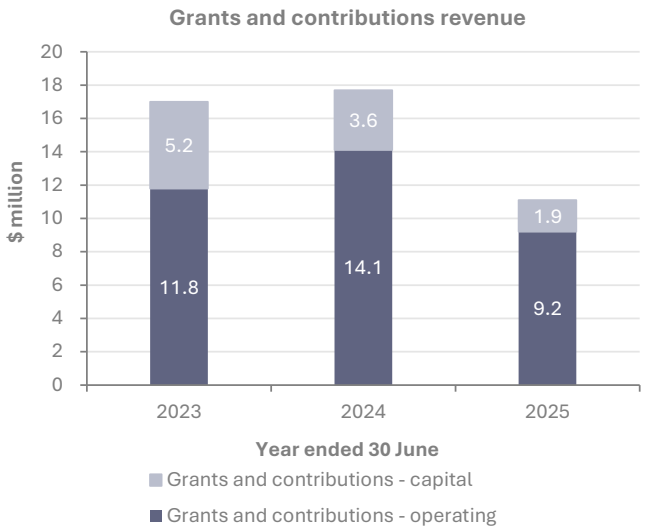
This graph shows the amount of grants and contributions revenue recognised for the current and prior two financial years.

Grants and contributions revenue ($11.0 million) decreased by $6.6 million (37.3 per cent) in 2024-25 due to:

- $781,000 decrease in Financial Assistance operating grants due to receiving of 50 per cent of the financial assistance grants for 2025-26 in advance (85 per cent for 2024-25).
- $3.6 million decrease in Transport (other roads and bridges funding) due to one- off operational grant funding of $2.5 million related to Regional Emergency Road Repair Fund was received in 2024 and decrease in capital portion of $1.1 million due to less work performed on the Thunderbolts way during the year
- $1 million decrease in Local Government Recovery Grant due to one- off funding received in 2024
- $751,000 decrease in Transport (Roads to Recovery) due to no funding allocated to Council as Council is yet to complete the acquittal for Road to Recovery End of Life
- $366,000 decrease in capital recreation and culture funding due to revenue recognised in 2024 for major works performed under Public Space Legacy program (Glen precinct and Pioneer Park) in 2024.
- $250,000 decrease in non-cash contribution received in 2024.

Offset by:

- $250,000 increase in funding received under regional housing strategy during the year
- $251,000 increase in subsidies received for McMaugh Gardens aged care and Tableland community transport.



CASH FLOWS

Statement of cash flows

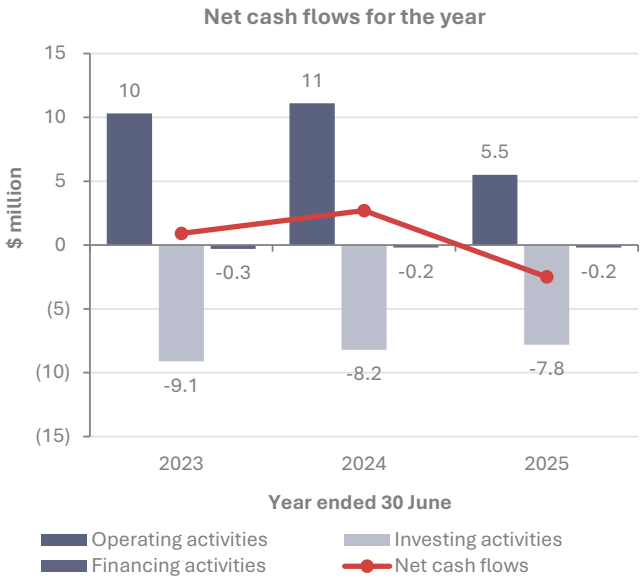
The Statement of Cash Flows details the Council's inflows and outflows of cash over a specific period. It helps in assessing the Council's ability to generate cash to fund its operations, pay off debts, and support future projects. It also aids in identifying any pressures or issues in the Council operating in a financially sustainable manner.

This graph shows the net cash flows for the current and prior two financial years.

The net cash outflows for the year were $2.5 million (net cash inflows $2.7 million in 2023-24).

In 2024-25 the net cashflows:

- from operating activities decreased by prior year $5.6 million, mainly due to decreased grants and contribution revenue and increased costs related to employee benefits and material and services.
- used in investing activities decreased by $456,000, mainly due to decreased payments for IPPE and increased proceeds from retirement home contribution.
- from financing activities are consistent with prior year.



FINANCIAL POSITION

Cash, cash equivalents and investments

This section of the Report provides details of the amount of cash, cash equivalents and investments recorded by the Council at 30 June 2025.

Externally restricted funds are the cash, cash equivalents and investments that can only be used for specific purposes due to legal or contractual restrictions.

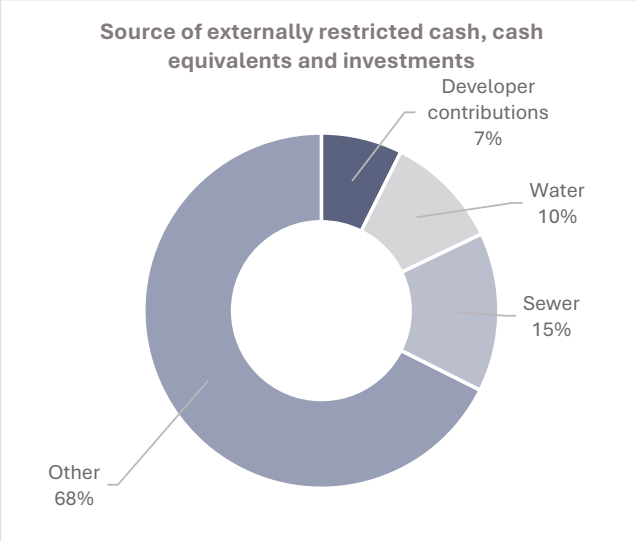
Cash, cash equivalents, and investments without external restrictions can be allocated internally by the elected Council's resolution or policy. These allocations are matters of Council policy and can be changed or removed by a Council resolution.

Cash, cash equivalents and investments	2025	2024	Percentage of total cash and investments 2025	Commentary
	$m	$m	%	
Total cash, cash equivalents and investments	**28.3**	**27.5**		Externally restricted balances are those which are only available for specific use due to a restriction placed by legislation or third-party contract. A breakdown of the sources of externally restricted balances is included in the graph below. Internal allocations are determined by council policies or decisions, which are subject to change. External restrictions have decreased in 2024-25 due to Council decreased grant funds held as externally restricted.
Restricted and allocated cash, cash equivalents and investments:				
• External restrictions	19.0	20.2	67.14	
• Internal allocations	6.3	5.4	22.3	

This graph shows the sources of externally restricted cash, cash equivalents and investments.

In 2024-25 the Council's main sources of externally restricted cash, cash equivalents and investments include:

- $4.8 million in aged care facility refundable accommodation deposit (RAD) balance
- unexpended grant funds of $4.9 million which have decreased $919,000 from prior year
- water funds of $2 million which have decreased $798,000 from prior year
- sewer funds of $2.8 million which have increased $634,000 from prior year

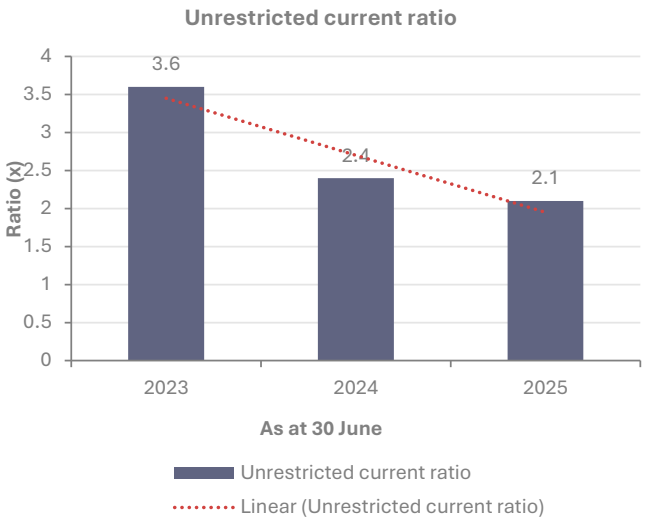


Council liquidity

This graph shows the Council's unrestricted current ratio for the current and prior two financial years.

The unrestricted current ratio is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The ratio measures the ratio of unrestricted current assets to specific purpose liabilities.

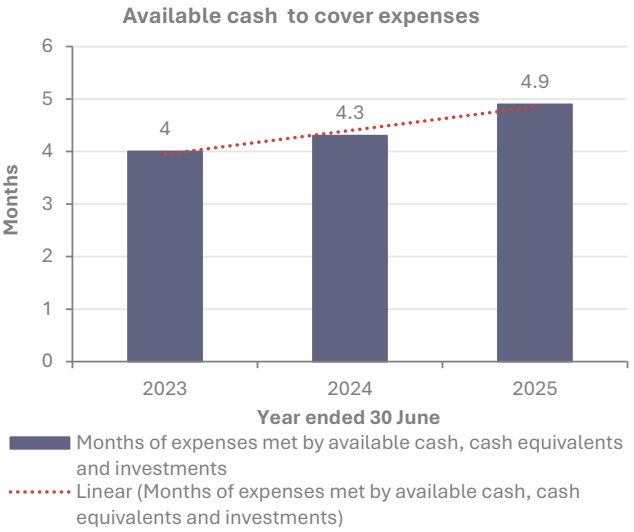
Council's ratio has deteriorated as compared to 2023-24.



This graph shows the number of months of general fund expenses (excluding depreciation and borrowing costs), Council can fund from its available cash, cash equivalents and investments (not subject to external restrictions).

Further details on cash, cash equivalents and investments including the sources of external restrictions are included in the section above.

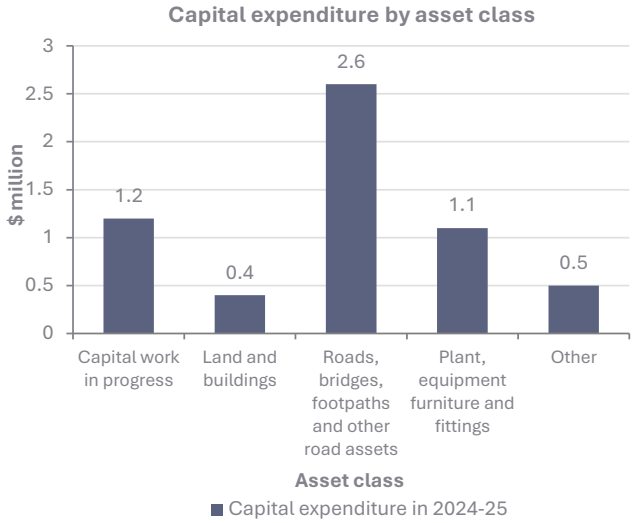
Council's ratio has improved in 2024-25.



Infrastructure, property, plant and equipment

This graph shows how much the Council spent on renewing and purchasing assets in 2024-25.

Council renewed $3.5 million of infrastructure, property, plant and equipment during the 2024-25 financial year. This was mainly spent on roads. A further $2.3 million was spent on new assets.



Debt

The table below provides an overview of the Council's loans and committed borrowing facilities. Committed borrowing facilities are an element of liquidity management and include bank overdrafts, and credit cards.

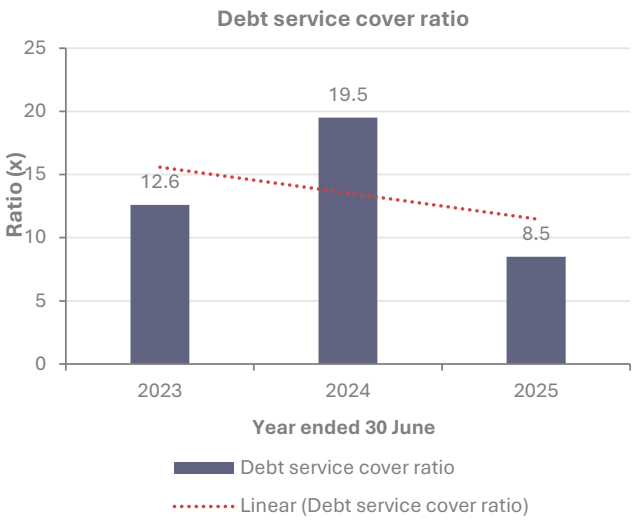
Debt	2025	2024	Commentary
	$000	$000	
Loans	**1,156**	**1,323**	Loans have decreased due to repayments during the year.
Approved overdraft facility	**100**	**100**	
Amount drawn down	-	**-**	
Credit card facility	**50**	**35**	
Amount used	**15**	**9**	

Debt service cover

This graph shows the Council's debt service cover ratio for the current and prior two financial years.

The debt service cover ratio measures the operating cash to service debt including interest, principal and lease payments.

The ratio has declined in 2024-25.



Furqan Yousuf
Director, Financial Audit

Delegate of the Auditor-General

Uralla Shire Council

SPECIAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2025

Uralla Shire Council

Special Purpose Financial Statements

for the year ended 30 June 2025

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Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached special purpose financial statements have been prepared in accordance with:

- NSW Government Policy Statement, *Application of National Competition Policy to Local Government*
- Division of Local Government Guidelines, *Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality*
- The Local Government Code of Accounting Practice and Financial Reporting
- Sections 3 and 4 of the NSW Department of Climate Change, Energy, the Environment and Water's (DCCEEW) *Regulatory and assurance framework for local water utilities, July 2022*

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year,
- accord with Council's accounting and other records; and
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 23 September 2025.

Robert Bell
Mayor
23 September 2025

Tom O'Connor
Deputy Mayor
23 September 2025

Toni Averay
General Manager
23 September 2025

Mustaq Ahammed
Responsible Accounting Officer
23 September 2025

Uralla Shire Council

Income Statement of water supply business activity

for the year ended 30 June 2025

$ '000	2025	2024
Income from continuing operations		
Access charges	**663**	628
User charges	**965**	937
Interest and investment income	**188**	168
Grants and contributions provided for operating purposes	**340**	565
Total income from continuing operations	**2,156**	2,298
Expenses from continuing operations		
Employee benefits and on-costs	**998**	459
Materials and services	**1,020**	754
Depreciation, amortisation and impairment	**623**	604
Total expenses from continuing operations	**2,641**	1,817
Surplus (deficit) from continuing operations before capital amounts	**(485)**	481
Grants and contributions provided for capital purposes	**–**	39
Surplus (deficit) from continuing operations after capital amounts	**(485)**	520
Surplus (deficit) from all operations before tax	**(485)**	520
Less: corporate taxation equivalent (25%) [based on result before capital]	**–**	(120)
Surplus (deficit) after tax	**(485)**	400
Plus accumulated surplus	**7,865**	7,345
– Corporate taxation equivalent	**–**	120
Closing accumulated surplus	**7,380**	7,865
Return on capital %	**(2.7)%**	2.8%
Subsidy from Council	**1,221**	256
Calculation of dividend payable:		
Surplus (deficit) after tax	**(485)**	400
Less: capital grants and contributions (excluding developer contributions)	**–**	(39)
Surplus for dividend calculation purposes	**–**	361
Potential dividend calculated from surplus	**–**	180

Uralla Shire Council

Income Statement of sewerage business activity

for the year ended 30 June 2025

$ '000	2025	2024
Income from continuing operations		
Access charges	**1,083**	1,021
User charges	**76**	74
Interest and investment income	**145**	125
Grants and contributions provided for operating purposes	**11**	12
Total income from continuing operations	**1,315**	1,232
Expenses from continuing operations		
Employee benefits and on-costs	**259**	210
Materials and services	**361**	490
Depreciation, amortisation and impairment	**489**	466
Net loss from the disposal of assets	**2**	36
Total expenses from continuing operations	**1,111**	1,202
Surplus (deficit) from continuing operations before capital amounts	**204**	30
Surplus (deficit) from continuing operations after capital amounts	**204**	30
Surplus (deficit) from all operations before tax	**204**	30
Less: corporate taxation equivalent (25%) [based on result before capital]	**(51)**	(8)
Surplus (deficit) after tax	**153**	22
Plus accumulated surplus	**11,992**	11,962
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	**51**	8
Closing accumulated surplus	**12,196**	11,992
Return on capital %	**1.0%**	0.1%
Subsidy from Council	**672**	862
Calculation of dividend payable:		
Surplus (deficit) after tax	**153**	22
Surplus for dividend calculation purposes	**153**	22
Potential dividend calculated from surplus	**77**	11

Uralla Shire Council

Income Statement of McMaugh Gardens

for the year ended 30 June 2025

$ '000	2025 Category 2	2024 Category 2
Income from continuing operations		
User charges	**1,136**	1,143
Interest and investment income	**235**	181
Grants and contributions provided for operating purposes	**4,178**	4,158
Other income	**9**	2
Total income from continuing operations	**5,558**	5,484
Expenses from continuing operations		
Employee benefits and on-costs	**3,714**	3,309
Borrowing costs	**13**	3
Materials and services	**1,347**	1,260
Depreciation, amortisation and impairment	**227**	218
Net loss from the disposal of assets	**–**	56
Total expenses from continuing operations	**5,301**	4,846
Surplus (deficit) from continuing operations before capital amounts	**257**	638
Grants and contributions provided for capital purposes	**(5)**	–
Surplus (deficit) from continuing operations after capital amounts	**252**	638
Surplus (deficit) from all operations before tax	**252**	638
Less: corporate taxation equivalent (25%) [based on result before capital]	**(64)**	(160)
Surplus (deficit) after tax	**188**	478
Plus accumulated surplus	**4,575**	3,937
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	**64**	160
Closing accumulated surplus	**4,827**	4,575
Return on capital %	**4.3%**	10.5%
Calculation of dividend payable:		
Surplus (deficit) after tax	**188**	478
Less: capital grants and contributions (excluding developer contributions)	**5**	–
Surplus for dividend calculation purposes	**193**	478
Potential dividend calculated from surplus	**96**	239

Uralla Shire Council

Statement of Financial Position of water supply business activity

as at 30 June 2025

$ '000	2025	2024
ASSETS		
Current assets		
Cash and cash equivalents	**128**	129
Investments	**1,874**	2,721
Receivables	**884**	696
Contract assets and contract cost assets	**669**	422
Total current assets	**3,555**	3,968
Non-current assets		
Infrastructure, property, plant and equipment	**17,692**	17,133
Total non-current assets	**17,692**	17,133
Total assets	**21,247**	21,101
Net assets	**21,247**	21,101
EQUITY		
Accumulated surplus	**7,380**	7,865
IPPE revaluation surplus	**13,867**	13,236
Total equity	**21,247**	21,101

Uralla Shire Council

Statement of Financial Position of sewerage business activity

as at 30 June 2025

$ '000	2025	2024
ASSETS		
Current assets		
Investments	**2,755**	2,121
Receivables	**210**	213
Total current assets	**2,965**	2,334
Non-current assets		
Infrastructure, property, plant and equipment	**21,060**	20,735
Total non-current assets	**21,060**	20,735
Total assets	**24,025**	23,069
Net assets	**24,025**	23,069
EQUITY		
Accumulated surplus	**12,196**	11,992
IPPE revaluation surplus	**11,829**	11,077
Total equity	**24,025**	23,069

Uralla Shire Council

Statement of Financial Position of McMaugh Gardens

as at 30 June 2025

$ '000	2025 Category 2	2024 Category 2
ASSETS		
Current assets		
Investments	**7,031**	5,843
Receivables	**113**	122
Total current assets	**7,144**	5,965
Non-current assets		
Infrastructure, property, plant and equipment	**6,240**	6,084
Total non-current assets	**6,240**	6,084
Total assets	**13,384**	12,049
LIABILITIES		
Current liabilities		
Payables	**4,808**	4,034
Total current liabilities	**4,808**	4,034
Non-current liabilities		
Payables	**2**	9
Total non-current liabilities	**2**	9
Total liabilities	**4,810**	4,043
Net assets	**8,574**	8,006
EQUITY		
Accumulated surplus	**4,827**	4,575
Revaluation reserves	**3,747**	3,431
Total equity	**8,574**	8,006

Uralla Shire Council

Material accounting policy information

for the year ended 30 June 2025

Note – Material accounting policy information

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993* (Act), the *Local Government (General) Regulation 2021* (Regulation) and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

Declared business activities

In accordance with Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over $2 million)

(a) McMaugh Gardens Aged Care Centre
Comprising the operations and net assets of the 36 bed aged care facility "McMaugh Gardens Aged Care Centre" in King Street, Uralla.

Category 2

(where gross operating turnover is less than $2 million)

(b) Uralla Shire Council Combined Water Supplies
Comprising the operations and net assets of the water supply systems servicing the towns of Uralla and Bundarra, each of which were established as separate Special Rate Funds.

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(c) Uralla Shire Council Combined Sewerage Fund
Comprising the operations and net assets of the sewerage reticulation and treatment systems servicing the town of Uralla and Bundarra and which were established as a Special Rate Fund.

continued on next page

Note – Material accounting policy information (continued)

Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs. However, where Council does not pay some taxes, which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in special purpose finanncial statements. For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Corporate income tax rate – **25%** (LY 25%)

Land tax – the first $1,075,000 of combined land values attracts **0%**. For the combined land values in excess of $1,075,000 up to $6,571,000 the rate is **$100 + 1.6%**. For the remaining combined land value that exceeds $6,571,000 a premium marginal rate of **2.0%** applies.

Payroll tax – **5.45%** on the value of taxable salaries and wages in excess of $1,200,000.

In accordance with DCCEEW's regulatory and assurance framework, a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from water supply and sewerage business activities.

The payment of taxation equivalent charges, referred to in the regulatory and assurance framework as a 'dividend for taxation equivalent', may be applied for any purpose allowed under the Act.

Achievement of substantial compliance to DCCEEW's regulatory and assurance framework is not a prerequisite for the payment of the tax equivalent charges; however the payment must not exceed $3 per assessment.

Income tax

An income tax equivalent has been applied on the profits of the business activities. Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested. Accordingly, the return on capital invested is set at a pre-tax level – gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the relevant corporate income tax rate, currently 25% (LY 25%).

Income tax is only applied where a gain from ordinary activities before capital amounts has been achieved. Since the taxation equivalent is notional – that is, it is payable to the 'Council' as the owner of business operations – it represents an internal payment and has no effect on the operations of the Council.

Accordingly, there is no need for disclosure of internal charges in the SPFS. The rate applied is 25% the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that Council business activities face 'true' commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

(i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

continued on next page

Note – Material accounting policy information (continued)

(ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

The rate of return is calculated as follows:

$$\frac{\text{Operating result before capital income + interest expense}}{\text{Written down value of I,PP\&E as at 30 June}}$$

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 4.16% at 30/6/25.

(iii) Dividends

Council is not required to pay dividends to either itself as owner of a range of businesses, or to any external entities.

A local government water supply and sewerage business is permitted to pay annual dividends from their water supply or sewerage business surpluses. Each dividend must be calculated and approved in accordance with DCCEEW's regulatory and assurance framework and must not exceed 50% of the relevant surplus in any one year, or the number of water supply or sewerage assessments at 30 June 2025 multiplied by $30 (less the payment for tax equivalent charges, not exceeding $3 per assessment).

In accordance with DCCEEW's regulatory and assurance framework, statement of compliance and statement of dividend payment, dividend payment form and unqualified independent financial audit report are submitted to DCCEEW.

INDEPENDENT AUDITOR'S REPORT

Report on the special purpose financial statements

Uralla Shire Council

To the Councillors of Uralla Shire Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Uralla Shire Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2025, the Statement of Financial Position of each Declared Business Activity as at 30 June 2025 and the Material accounting policy information note.

The Declared Business Activities of the Council are:

- Water supply
- Sewerage
- McMaugh Gardens

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2025, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Material accounting policy information note and the Local Government Code of Accounting Practice and Financial Reporting 2024–25 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the Material accounting policy information note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Material accounting policy information note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

Furqan Yousuf
Delegate of the Auditor-General for New South Wales

30 October 2025
SYDNEY

Uralla Shire Council

SPECIAL SCHEDULES
for the year ended 30 June 2025

Uralla Shire Council

Special Schedules
for the year ended 30 June 2025

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Uralla Shire Council

Permissible income for general rates

$ '000	Notes	Calculation 2024/25	Calculation 2025/26
Notional general income calculation [1]			
Last year notional general income yield	a	4,376	**4,572**
Plus or minus adjustments [2]	b	4	**4**
Notional general income	c = a + b	**4,380**	**4,576**
Permissible income calculation			
Percentage increase	d	4.50%	**4.90%**
Plus percentage increase amount [3]	f = d x (c + e)	197	**224**
Sub-total	g = (c + e + f)	**4,577**	**4,800**
Plus (or minus) last year's carry forward total	h	6	**13**
Less valuation objections claimed in the previous year	i	–	**(2)**
Sub-total	j = (h + i)	**6**	**11**
Total permissible income	k = g + j	4,583	**4,811**
Less notional general income yield	l	4,572	**4,782**
Catch-up or (excess) result	m = k – l	11	**29**
Plus income lost due to valuation objections claimed [4]	n	2	**–**
Carry forward to next year [6]	p = m + n + o	13	**29**

Notes

(1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.

(2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.

(3) The 'percentage increase' is inclusive of the rate-peg percentage, and/or special variation and/or Crown land adjustment (where applicable).

(4) Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer General. Councils can claim the value of the income lost due to valuation objections in any single year.

(6) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.

INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Uralla Shire Council

To the Councillors of Uralla Shire Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Uralla Shire Council (the Council) for the year ending 30 June 2026.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2024–25 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2025.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.

Furqan Yousuf
Delegate of the Auditor-General for New South Wales

30 October 2025
SYDNEY

Uralla Shire Council

Report on infrastructure assets as at 30 June 2025

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2024/25 Required maintenance [a]	2024/25 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	1	2	3	4	5
Buildings	Other	–	664	1,110	800	22,078	38,668	5.4%	17.2%	64.3%	11.4%	1.7%
	Sub-total	**–**	**664**	**1,110**	**800**	**22,078**	**38,668**	**5.4%**	**17.2%**	**64.3%**	**11.4%**	**1.7%**
Other structures	Other structures	48	144	133	1,015	5,313	8,775	63.0%	24.0%	11.0%	1.0%	1.0%
	Sub-total	**48**	**144**	**133**	**1,015**	**5,313**	**8,775**	**63.0%**	**24.0%**	**11.0%**	**1.0%**	**1.0%**
Roads	Sealed roads	1,741	5,427	2,763	3,098	129,837	169,251	47.0%	25.0%	19.0%	6.0%	3.0%
	Bulk earthworks	–	–	–	–	65,214	65,214	100.0%	0.0%	0.0%	0.0%	0.0%
	Bridges	20	91	914	535	51,128	62,414	56.0%	42.0%	2.0%	0.0%	0.0%
	Unsealed roads	398	1,041	561	2,340	12,813	21,875	11.0%	36.0%	42.0%	6.0%	5.0%
	Footpaths	35	14	70	136	2,362	3,402	39.0%	24.0%	30.0%	7.0%	0.0%
	Sub-total	**2,194**	**6,573**	**4,308**	**6,109**	**261,354**	**322,156**	**56.9%**	**24.0%**	**13.5%**	**3.6%**	**2.0%**
Water supply network	Water supply network	2,143	2,429	1,194	1,886	15,146	39,544	6.0%	11.0%	65.0%	13.0%	5.0%
	Sub-total	**2,143**	**2,429**	**1,194**	**1,886**	**15,146**	**39,544**	**6.0%**	**11.0%**	**65.0%**	**13.0%**	**5.0%**
Sewerage network	Sewerage network	–	–	597	1,112	19,325	27,862	38.0%	16.0%	38.0%	7.0%	1.0%
	Sub-total	**–**	**–**	**597**	**1,112**	**19,325**	**27,862**	**38.0%**	**16.0%**	**38.0%**	**7.0%**	**1.0%**
Stormwater drainage	Stormwater drainage	22	–	114	299	3,868	5,332	6.0%	78.0%	13.0%	3.0%	0.0%
	Sub-total	**22**	**–**	**114**	**299**	**3,868**	**5,332**	**6.0%**	**78.0%**	**13.0%**	**3.0%**	**0.0%**
	Total – all assets	**4,407**	**9,810**	**7,456**	**11,221**	**327,084**	**442,337**	**46.2%**	**22.4%**	**24.1%**	**5.3%**	**2.0%**

[a] Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

1	**Excellent/very good**	No work required (normal maintenance)	4	**Poor**	Renewal required
2	**Good**	Only minor maintenance work required	5	**Very poor**	Urgent renewal/upgrading required
3	**Satisfactory**	Maintenance work required			

Uralla Shire Council

Report on infrastructure assets as at 30 June 2025

Infrastructure asset performance indicators (consolidated) *

$ '000	Amounts 2025	Indicator 2025	Indicators 2024	Indicators 2023	Benchmark
Buildings and infrastructure renewals ratio					
Asset renewals [1]	3,528	136.22%	81.27%	87.99%	> 100.00%
Depreciation, amortisation and impairment	2,590				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	4,407	2.37%	4.29%	2.33%	< 2.00%
Net carrying amount of infrastructure assets	185,904				
Asset maintenance ratio					
Actual asset maintenance	11,221	150.50%	105.12%	93.08%	> 100.00%
Required asset maintenance	7,456				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	9,810	2.22%	3.71%	3.60%	
Gross replacement cost	442,337				

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Uralla Shire Council

Report on infrastructure assets as at 30 June 2025

Infrastructure asset performance indicators (by fund)

$ '000	General fund 2025	General fund 2024	Water fund 2025	Water fund 2024	Sewer fund 2025	Sewer fund 2024	Benchmark
Buildings and infrastructure renewals ratio							
Asset renewals [1] / Depreciation, amortisation and impairment	**216.68%**	95.50%	**37.17%**	4.14%	**1.07%**	0.45%	> 100.00%
Infrastructure backlog ratio							
Estimated cost to bring assets to a satisfactory standard / Net carrying amount of infrastructure assets	**1.50%**	3.66%	**14.15%**	20.45%	**0.00%**	0.00%	< 2.00%
Asset maintenance ratio							
Actual asset maintenance / Required asset maintenance	**145.15%**	108.12%	**157.96%**	114.66%	**186.26%**	87.19%	> 100.00%
Cost to bring assets to agreed service level							
Estimated cost to bring assets to an agreed service level set by Council / Gross replacement cost	**1.97%**	3.73%	**6.14%**	6.17%	**0.00%**	0.00%	

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Uralla Shire Council

General Purpose Financial Statements
for the year ended 30 June 2025

Public Notice – Presentation of Financial Statements

Public notice – Presentation of financial statements
as per Section 418 (3) of the Local Government Act.

In accordance with Section 418 (3) of the *Local Government Act 1993 (NSW)*, Uralla Shire Council advises that the ordinary Council meeting to be held on 25/11/25 will include the presentation of the audited Financial Statements and the Auditor's Reports for the year ending 30/06/2025.

A summary of the Financial Statements is provided below.

	2025 **$ '000**	2024 $ '000
Income Statement		
Total income from continuing operations	**27,767**	33,195
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets	**25,677**	22,432
Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets	**2,090**	10,763
Depreciation, amortisation and impairment of non-financial assets	**7,430**	6,509
Net operating result for the year	**(5,340)**	4,254
Net operating result before grants and contributions provided for capital purposes	**(7,217)**	697
Statement of Financial Position		
Total current assets	**33,366**	34,033
Total current liabilities	**(13,651)**	(12,966)
Total non-current assets	**346,178**	305,324
Total non-current liabilities	**(5,957)**	(6,080)
Total equity	**359,936**	320,311
Other financial information		
Unrestricted current ratio (times)	**2.14**	2.42
Operating performance ratio (%)	**(20.42)%**	8.96%
Debt service cover ratio (times)	**8.48**	19.48
Rates and annual charges outstanding ratio (%)	**11.66%**	14.83%
Infrastructure renewals ratio (%)	**136.22%**	81.27%
Own source operating revenue ratio (%)	**60.24%**	46.75%
Cash expense cover ratio (months)	**13.99**	14.76

In accordance with Section 420 of the *Local Government Act 1993 (NSW)*, any person may make a submission in writing to Council with respect to the Council's Audited Financial Statements or the Auditor's Reports.

Copies of the Audited Financial Statements and the Auditor's Reports may be inspected at:

Internet: www.uralla.nsw.gov.au

Locations: 32 Salisbury Street, Uralla NSW 2350

Submissions close one week after the above public meeting has been held.

Uralla Shire Council
Statement of Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2021.

It is my opinion that the Quarterly Budget Review Statement for the quarter ended 30 September 2025 demonstrates that Uralla Shire Council's projected financial position at 30 June 2026 remains satisfactory overall, with the exception of the Water Fund, which may encounter a critical cash-flow constraint.

With the delivery of ongoing and expanded mains renewal works, the Water Fund's cash balance as at 17 November 2025 is $1.174 million, with $1.019 million in commitments. The Fund has been spending its cash for the Integrated Water Cycle Management (IWCM) and Groundwater Project (GWP) programs, with $1.422 million spent to date and only $532k recovered. Unless the recovery of these outstanding amounts is expedited, the Fund may be required to operate with only a marginal cash surplus, increasing financial pressure in the coming months and potentially requiring the deferral of some budgeted capital works.

Based on the current revenue and expenditure trends across all other funds, Council's projected financial position as at 30 June 2026 is assessed as satisfactory, having regard to both the projected year-end results and the original budgeted income and expenditure.

Mustaq Ahammed
Responsible Accounting Officer
Uralla Shire Council
Date: 19 November 2025

QBRS Financial Overview
Uralla Shire Council
Budget review for the quarter ended 30 September 2025

Amounts in '000

Description	Description	Previous Year Actuals	CY Original Budget	Approved Changes Review	Approved Changes Review	Approved Changes Review	Revised Budget	Recommended changes for council resolution	Projected year end results	Variance Original Budget v PYE	Actual YTD
		2024-25	2025-26	Q1	Q2	Q3	2025-26	This Qtr	2025-26	2025-26	2025-26
Net Operating Result Before grants and contributions provided for capital purposes	General Fund	(7,193)	(1,570)				(1,570)	(311)	(1,881)	(311)	3,737
	Water Fund	(485)	(483)				(483)	155	(327)	155	2
	Sewer Fund	204	183				183	(355)	(172)	(355)	834
	McMaugh Gardens	257	(49)				(49)	27	(22)	27	109
	Consolidated	(7,217)	(1,919)				(1,919)	(483)	(2,402)	(483)	4,681
Operating Result from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non financial assets	**Consolidated**	2,090	6,254				6,254	(177)	6,077	(177)	6,771
Borrowings	Total Borrowings	1,155	1,026				1,026	-	1,026	-	1124
Liquidity	External Restrictions	19,024	15,716				15,716	(850)	14,866	(850)	18764
	Internal Allocations	6,315	2,933				2,933	-	2,933	-	5438
	Unallocated	2,943	1,828				1,828	-	1,828	-	2645
	Total Cash and Cash Equivalents	28,282	20,477	-	-	-	20,477	(850)	19,627	(850)	26,847
Capital	Capital Funding	1,877	1,719				1,719	305	2,024	305	618
	Capital Expenditure	6,153	11,331				11,331	1,074	12,405	(1,074)	2,148
	Net Capital	(4,276)	(9,611)	-	-	-	(9,611)	(769)	(10,380)	(769)	(1,530)

Amounts in '000

Description	Particulars	Opening Balance	Total Contributions Received	Total Interest Earned	Total Expended	Total internal borrowings (to)/from	Held as Restricted Assets	Cumulative Balance of Internal Borrowings (To)/From
		01/07/2025	As at Q1	As at Q1	As at Q1	As at Q1	As at Q1	As at Q1
Developer Contributions	Total Developer Contributions	1,404	14	16	-	-	1,434	-

Income and Expenses Budget Review Statement
Uralla Shire Council
Budget review for the quarter ended 30 September 2025
Consolidated (All Funds)

Amounts in '000

Description	Previous Year Actual 2024-25	Current Year Budget 2025-26	Approved Changes Review Q1	Approved Changes Review Q2	Approved Changes Review Q3	Revised Budget 2025-26	Recommended for Council Resolution 2025-26	Projected Year end Result 2025-26	Variance Original Budget vs PYE 2025-26	Actual YTD 2025-26
INCOME										
Rates & annual charges	8,433	8,949		-	-	8,949	-	8,949	-	8,868
User charges and fees	5,739	6,732		-	-	6,732	-	6,732	-	1,085
Other revenue	1,060	583		-	-	583	277	860	277	104
Grants and contributions - operating	9,163	11,767		-	-	11,767	399	12,167	399	2,171
Grants and contributions - capital	1,877	1,719		-	-	1,719	306	2,025	306	618
Interest and investment income	1,495	687		-	-	687	-	687	-	338
Other income	-	-		-	-	-		-	-	
Net gain/(loss) from disposal of assets	-	314		-	-	314	-	314	-	117
Total income from continuing operations	27,767	30,752	-	-	-	30,752	982	31,734	982	13,301
EXPENSES										
Employee benefits and on-costs	13,653	15,568		-	-	15,568	70	15,638	70	3,656
Materials & services	9,006	8,264		-	-	8,264	1,089	9,353	1,089	2,842
Borrowing costs	298	86		-	-	86	-	86	-	9
Other expenses	789	579		-	-	579	-	579	-	22
Net loss from disposal of assets	1,931			-	-	-	-	-	-	
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	25,677	24,497	-	-	-	24,497	1,159	25,657	1,159	6,529
Operating result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	2,090	6,254	-	-	-	6,254	(177)	6,077	(177)	6,771
Depreciation, amortisation and impairment on non financial assets	7,430	6,454	-	-	-	6,454	-	6,454	-	1,722
Operating result from continuing operations	**(5,340)**	**(200)**	**-**	**-**	**-**	**(200)**	**(177)**	**(377)**	**(177)**	**5,049**
Net operating results before grants and contributions provided for capital purposes	**(7,217)**	**(1,919)**	**-**	**-**	**-**	**(1,919)**	**(483)**	**(2,402)**	**(483)**	**4,431**

Income and Expenses Budget Review Statement
Uralla Shire Council
Budget review for the quarter ended 30 September 2025
General Fund

Amounts in '000

Description	Mapping	Previous Year Actual 2024-25	Current Year Budget 2025-26	Approved Changes Review Q1	Approved Changes Review Q2	Approved Changes Review Q3	Revised Budget 2025-26	Recommended for Council Resolution 2025-26	Projected Year end Result 2025-26	Variance Original Budget vs PYE 2025-26	Actual YTD 2025-26
INCOME											
Rates & annual charges	B2-1	6,687	7,106		-	-	7,106	-	7,106	-	7,051
User charges and fees	B2-2	3,562	4,192		-	-	4,192	-	4,192	-	688
Other revenue	B2-3	1,051	581		-	-	581	250	831	250	76
Grants and contributions - operating	B2-4-O	4,634	7,625		-	-	7,625	(85)	7,540	(85)	1,125
Grants and contributions - capital	B2-4-C	1,872	1,030		-	-	1,030	306	1,336	306	618
Interest and investment income	B2-5	927	320		-	-	320	-	320	-	324
Other income	B2-3	-			-	-	-		-	-	
Net gain/(loss) from disposal of assets	B4-1	-	314		-	-	314	-	314	-	117
Total income from continuing operations		18,733	21,167	-	-	-	21,167	471	21,638	471	9,998
EXPENSES											
Employee benefits and on-costs	B3-1	8,682	10,647		-	-	10,647	70	10,717	70	2,475
Materials & services	B3-2	6,278	5,339		-	-	5,339	406	5,745	406	1,757
Borrowing costs	B3-3	285	79		-	-	79	-	79	-	9
Other expenses	B3-5	789	579		-	-	579	-	579	-	22
Net loss from disposal of assets	B4-1	1,929	-		-	-	-	-	-	-	
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets		17,963	16,645	-	-	-	16,645	476	17,121	476	4,262
Operating result from continuing operations excluding depreciation, amortisation and impairment of non financial assets		770	4,522	-	-	-	4,522	(5)	4,517	(5)	5,736
Depreciation, amortisation and impairment on non financial assets	B3-4	6,091	5,062	-	-	-	5,062	-	5,062	-	1,382
Operating result from continuing operations		**(5,321)**	**(540)**	**-**	**-**	**-**	**(540)**	**(5)**	**(545)**	**(5)**	**4,354**
Net operating results before grants and contributions provided for capital purposes		**(7,193)**	**(1,570)**	-	-	-	**(1,570)**	**(311)**	**(1,881)**	**(311)**	**3,737**

Income and Expenses Budget Review Statement
Uralla Shire Council
Budget review for the quarter ended 30 September 2025
Water Fund

Amounts in '000

Description	Mapping	Previous Year Actual 2024-25	Current Year Budget 2025-26	Approved Changes Review Q1	Approved Changes Review Q2	Approved Changes Review Q3	Revised Budget 2025-26	Recommended for Council Resolution 2025-26	Projected Year end Result 2025-26	Variance Original Budget vs PYE 2025-26	Actual YTD 2025-26
INCOME											
Rates & annual charges	B2-1	663	707		-	-	707	-	707	-	693
User charges and fees	B2-2	965	981		-	-	981	-	981	-	3
Other revenue	B2-3	-	-		-	-	-	-	-	-	-
Grants and contributions - operating	B2-4-O	340	37		-	-	37	484	521	484	-
Grants and contributions - capital	B2-4-C	-	689		-	-	689	-	689	-	-
Interest and investment income	B2-5	188	119		-	-	119	-	119	-	10
Other income	B2-3	-	-		-	-	-	-	-	-	-
Net gain/(loss) from disposal of assets	B4-1	-	-		-	-	-	-	-	-	-
Total income from continuing operations		2,156	2,534	-	-	-	2,534	484	3,017	484	706
EXPENSES											
Employee benefits and on-costs	B3-1	998	655		-	-	655	-	655	-	176
Materials & services	B3-2	1,020	1,026		-	-	1,026	329	1,355	329	371
Borrowing costs	B3-3	-	-		-	-	-	-	-	-	-
Other expenses	B3-5	-	-		-	-	-	-	-	-	-
Net loss from disposal of assets	B4-1	-	-		-	-	-	-	-	-	-
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets		2,018	1,681	-	-	-	1,681	329	2,009	329	546
Operating result from continuing operations excluding depreciation, amortisation and impairment of non financial assets		**138**	**853**	**-**	**-**	**-**	**853**	**155**	**1,008**	**155**	**160**
Depreciation, amortisation and impairment on non financial assets	B3-4	623	646	-	-	-	646	-	646		158
Operating result from continuing operations		**(485)**	**206**	**-**	**-**	**-**	**206**	**155**	**362**	**155**	**2**
Net operating results before grants and contributions provided for capital purposes		**(485)**	**(483)**	**-**	**-**	**-**	**(483)**	**155**	**(327)**	**155**	**2**

Income and Expenses Budget Review Statement
Uralla Shire Council
Budget review for the quarter ended 30 September 2025
Sewer Fund

Amounts in '000

Description	Mapping	Previous Year Actual 2024-25	Current Year Budget 2025-26	Approved Changes Review Q1	Approved Changes Review Q2	Approved Changes Review Q3	Revised Budget 2025-26	Recommended for Council Resolution 2025-26	Projected Year end Result 2025-26	Variance Original Budget vs PYE 2025-26	Actual YTD 2025-26
INCOME											
Rates & annual charges	B2-1	1,083	1,136		-	-	1,136	-	1,136	-	1,124
User charges and fees	B2-2	76	82		-	-	82	-	82	-	12
Other revenue	B2-3	-	-		-	-	-	-	-	-	-
Grants and contributions - operating	B2-4-O	11	-		-	-	-	-	-	-	-
Grants and contributions - capital	B2-4-C	-	-		-	-	-	-	-	-	-
Interest and investment income	B2-5	145	88		-	-	88	-	88	-	4
Other income	B2-3		-		-	-	-	-	-	-	-
Net gain/(loss) from disposal of assets	B4-1		-		-	-	-	-	-	-	-
Total income from continuing operations		1,315	1,306	-	-	-	1,306	-	1,306	-	1,140
EXPENSES											
Employee benefits and on-costs	B3-1	259	133		-	-	133	-	133	-	49
Materials & services	B3-2	361	478		-	-	478	355	833	355	383
Borrowing costs	B3-3	-	-		-	-	-	-	-	-	-
Other expenses	B3-5	-	-		-	-	-	-	-	-	-
Net loss from disposal of assets	B4-1	2	-		-	-	-	-	-	-	-
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets		622	610	-	-	-	610	355	965	355	431
Operating result from continuing operations excluding depreciation, amortisation and impairment of non financial assets		**693**	**696**	**-**	**-**	**-**	**696**	**- 355**	**341**	**- 355**	**709**
Depreciation, amortisation and impairment on non financial assets	B3-4	489	512	-	-	-	512	-	512		(125)
Operating result from continuing operations		**204**	**183**	**-**	**-**	**-**	**183**	**- 355**	**- 172**	**- 355**	**834**
Net operating results before grants and contributions provided for capital purposes		**204**	183	-	-	-	183	(355)	(172)	(355)	834

Income and Expenses Budget Review Statement
Uralla Shire Council
Budget review for the quarter ended 30 September 2025
McMaugh Garden

Amounts in '000

Description	Mapping	Previous Year Actual	Current Year Budget	Approved Changes Review	Approved Changes Review	Approved Changes Review	Revised Budget	Recommended for Council Resolution	Projected Year end Result	Variance Original Budget vs PYE	Actual YTD
		2024-25	2025-26	Q1	Q2	Q3	2025-26	2025-26	2025-26	2025-26	2025-26
INCOME											
Rates & annual charges	B2-1	-	-		-	-	-	-	-	-	-
User charges and fees	B2-2	1,136	1,476		-	-	1,476	-	1,476	-	381
Other revenue	B2-3	9	2		-	-	2	27	30	27	28
Grants and contributions - operating	B2-4-O	4,178	4,105		-	-	4,105	-	4,105	-	1,046
Grants and contributions - capital	B2-4-C	5	-		-	-	-	-	-	-	0
Interest and investment income	B2-5	235	161		-	-	161	-	161	-	-
Other income	B2-3	-			-	-	-		-	-	
Net gain/(loss) from disposal of assets	B4-1	-	-		-	-	-	-	-	-	-
Total income from continuing operations		5,563	5,745	-	-	-	5,745	27	5,772	27	1,456
EXPENSES											
Employee benefits and on-costs	B3-1	3,714	4,133		-	-	4,133	-	4,133	-	957
Materials & services	B3-2	1,347	1,420		-	-	1,420	-	1,420	-	332
Borrowing costs	B3-3	13	8		-	-	8	-	8	-	0
Other expenses	B3-5	-	-		-	-	-	-	-	-	-
Net loss from disposal of assets	B4-1	-	-		-	-	-	-	-	-	-
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets		5,074	5,561	-	-	-	5,561	-	5,561	-	1,289
Operating result from continuing operations excluding depreciation, amortisation and impairment of non financial assets		489	184	-	-	-	184	27	211	27	167
Depreciation, amortisation and impairment on non financial assets	B3-4	227	233	-	-	-	233	-	233	-	58
Operating result from continuing operations		262	(49)	-	-	-	(49)	27	(22)	27	109
Net operating results before grants and contributions provided for capital purposes		**257**	**(49)**	**-**	**-**	**-**	**(49)**	**27**	**(22)**	**27**	**109**

Capital Budget Review Statement
Uralla Shire Council
Budget review for the quarter ended 30 September 2025

Amounts in '000

Description	Mappning	Previous Year Actual	Current Year Budget	Approved Changes Review	Approved Changes Review	Approved Changes Review	Revised Budget	Recommended Change for Council Resolution	Projected Year end Result	Variance Original vs Revised Bud	Actual YTD**
		2024-25	2025-26	Q1	Q2	Q3	2025-26	2025-26	2025-26	2025-26	2025-26
CAPITAL FUNDING											
Rates and other untied funding		1,836	5,246					-	5,246	-	
Capital grants and contributions		1,877	1,500					305	1,805	305	
Reservers - externally restricted		2,083	4,270					850	5,120	850	
Reservers - internally restricted								-	-	-	
New loans								-	-	-	
Proceeds from sale of assets		327	314					-	314	-	
Others (specify)								-	-	-	
								-	-	-	
Total capital funding		6,123	11,330					1,155	12,485	1,155	
CAPITAL EXPENDITURES											
WIP		1,160						-	-	-	
New Assets		1,983	1,977					224	2,201	224	
Asset Renewal		2,980	9,354					850	10,204	850	
Others (specify)								-	-	-	
								-	-	-	
Total capital expenditure		6,123	11,331					1,074	12,405	1,074	
Next Capital Funding - Surplus/(Deficit)*		-	- 0					81	81	81	

*Recovery of $208k cost for capital works done in the prior years has created the surplus in the recommended adjustments.
** Council is currently working on system configuration and template development to accurately identify the capital works attributable to renewals, new assets, and works in progress (WIP).

Summary of Developer Contribution
Uralla Shire Council
Budget review for the quarter ended 30 September 2025

Amounts in '000

Purpose	Mapping	Balance As at 1 July	Contribution Received			Total Actual Interest Earned	Total Amounts Expended	Total Internal Borrowings (to)/from	Held as Restricted Asset	Cumulative balance of internal borrowings
			Total Actual Cash	Total Non-Cash Land	Total Non-Cash Other					
		2025-26	As at Q1	As at Q1	As at Q1	As at Q1	As at Q1	As at Q1	As at Q1	As at Q1
Drainage		-	-	-	-	-	-	-	-	-
Roads		864	7	-	-	10	-	-	881	-
Traffic facilities		24	-	-	-	0	-	-	24	-
Parking		-	-	-	-	-	-	-	-	-
Open space		-	-	-	-	-	-	-	-	-
Community facilities		97	-	-	-	1	-	-	98	-
Fire fighting		56	-	-	-	1	-	-	57	-
Other		363	7	-	-	4	-	-	374	-
Total S7.11 under plans		**1,404**	**14**	**-**	**-**	**16**	**-**	**-**	**1,434**	**-**
				-	-	-	-	-	-	-
S7.11 Not under plans		753	-	-	-	-	-	-	753	-
S7.12 Levies		347	-	-	-	-	-	-	347	-
S7.4 Planning agreements		-	-	-	-	-	-	-	-	-
S64 Contributions		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Net capital funding - surplus/deficit		**304**	**14**	**-**	**-**	**16**	**-**	**-**	**334**	**-**

Cash and Investments Budget Review Statement
Uralla Shire Council
Budget review for the quarter ended 30 September 2025

Amounts in '000

Description	Previous Year Actual	Current Year Budget	Approved Changes Review	Approved Changes Review	Approved Changes Review	Revised Budget	Recommended Change for Council*	Projected Year end Result	Variance Original vs Revised Bud	Actual YTD
	2024-25	2025-26	Q1	Q2	Q3	2025-26	2025-26	2025-26	2025-26	2025-26
Total Cash, Cash Equivalents & Investments										
Water fund	2,002	1,743				1,743	(695)	1,049	695	1,433
Sewer fund	2,755	2,064				2,064	(355)	1,709	355	2,801
Developer contributions - General	1,404	1,448				1,448	-	1,448	-	1,463
McMaugh Gardens Bond	4,800	5,600				5,600	-	5,600	-	5,400
TCT funding delivery shortfall	1,718	1713				1,713	-	1,713	-	1,717
TCS funding delivery shortfall	584	776				776	(776)	-	776	584
Stormwater management	323	156				156	-	156	-	356
Conservation and Ecological Restoration of Racecourse Lagoon	101	45				45	-	45	-	99
AGRN 1030 and AGRN 1034	946	210				210	-	210	-	944
Stronger Communities Fund - SCCF5A0002	533	191				191	-	191	-	505
Regional NSW Planning Portal	33	-				-	-	-	-	33
Transport for NSW Contributions	2,995	1,225				1,225	-	1,225	-	2,477
Regional Housing Strategic Planning	250	-				-	-	-	-	250
Unexpended Loans - Industrial Land	487	487				487	-	487	-	487
Trust fund	31	31				31	-	31	-	31
Others	63	26				26	-	26	-	184
						-				
Total externally restricted	19,025	15,716	-	-	-	15,716	(1,826)	13,891	1,826	18,764
Cash & equivalents not subject to external restrictions	9,257	4,761	0	0	0	(15,716)	1,826	(13,891)	(1,826)	8,083
Internal Allocations:										
Employee leave entitlements	1,093	1,114				1,114	-	1,114	-	1,093
Plant reserve	-	500				500	-	500	-	-
Tip remediation	1,265	1,265				1,265	-	1,265	-	1,265
FAGS received in advance	1,880	-				-	-	-	-	1,410
Commitments	2,040	-				-	1,500	1,500	(1,500)	1,633
Others	37	54				54	-	54	-	37
						-				
Total internally allocated	6,315	2,933	-	-	-	2,933	1,500	4,433	(1,500)	5,438
Unallocated (Unrestricted cash)	2,942	1,828	-	-	-	(18,649)	326	(18,324)	(326)	2,645

* The information provided in the "Recommended Change" column may not yet be fully accurate, as Council is still working to develop the system/templates for the detailed data requirements introduced for the QBRS reports.

URALLA SHIRE COUNCIL
REVENUE, EXPENSES, & CAPEX BUDGET REVIEW SUMMARY
KEY VARIANCE IDENTIFIED AS AT 31 MARCH 2025

(1,251,455)

GL Account	Function/Project	Type	Impact in P/L	Comments
01360.0135.0821	UnSealed Rural Roads	Revenue	176,212	The Council received $176K from Transport for NSW relating to works completed in 2022 and 2023 following the NSW flooding events. The funding, associated with the project "Essential Public Assets - Reconstruction Works - P1," was originally budgeted in 2023. However, payment was delayed as the funding body took additional time to finalise the approval process.
01300.0135.0821	Foothpaths	Revenue	31,410	The Council received $31K reimbursment for "GNA Uralla shared Pathway" for the work completed and budgeted last FY.
02010.0130.0171	Town Planning	Revenue	(250,000)	Reimbursements from EnergyCo were originally budgeted under Operating Grants;
02010.0125.0200	Town Planning	Revenue	250,000	however, given the nature of these cost recovery transactions, it is more appropriate to reclassify them under 'reimbursement' rather than as grants.
41000.0125.0200	McMaugh Garden	Revenue	27,272	The Council received a reimbursement of $27K from the Department of Planning under SCCF4 – Stronger Country Communities Round 4 Parks, for the McMaugh Gardens upgrade completed few years ago.
01120.0115.0175	Financial Management	Revenue	65,023	The original estimate for FAGS funding in the 2025-26 budget was $3,683,212. However,
01360.0115.0175	UnSealed Rural Roads	Revenue	3,420	the actual allocation from OLG increased to $3,751,665, an increase of $68,443 added to the orginal budget.
01910.0115.0171	Uralla Events Promotion	Revenue	96,746	The Council has secured a total grant of $198k Christmas Street Fair over a three-year period. Three years cost of the events are estimated to be $288k, with $198k funded by Transport for NSW and $90k contributed by Council.
03910.0460.0405		Expenses	(96,746)	The Department of Transport for NSW will release the grant funding over three years in four milestones. The payment for first milestone has already been received, while the second will be released approximately four weeks after the delivery of the first-year event in 2025/26. The remaining funds will be released in next two year.
03140.0350.0407	IT	Expenses	9,500	The Pozi GIS planning portal cost was initially budgeted under IT Consultants. However, in order to
03140.0355.0407	IT	Expenses	(9,500)	reflect the cost into the correct account the budget is reallocated to IT Contractors.
03140.0350.0642	IT	Expenses	(108,000)	Telstra support services were originally budgeted under IT Consultants. However, to align the cost
03140.0355.0407	IT	Expenses	108,000	correctly, the budget has now been reallocated to the appropriate account.
03390.0415.0520	Street Lighting	Expenses	(20,000)	In the 2024/25 financial year, the electricity provider for metered street lighting in Uralla and Bundarra changed from Shell Energy to Snowy Energy in January 2025. However, Council did not receive Shell Energy's invoices for the period April to December 2024 until the 2025/26 financial year. These invoices, totalling $17,617, relate to the 2023/24 and 2024/25 budget periods. As the 2025/26 budget was prepared using actual expenditure trends from previous years, a small adjustment has been included in the current year's budget. Further adjustments may be required in future years, depending on the actual invoice trend.
03220.0300.0970	Noxious Weeds	Expenses	(65,000)	During the budget preparation phase, no allocation was made for plant hire costs for Noxious Weeds, as no employee was engaged at the time and no plant usage data available to reliably estimate the budget allocation. With first-quarter data now available, a full-year forecast has been

03550.0980.0975	Plant Operating	Expenses	65,000	prepared, and a budget adjustment is proposed accordingly. This adjustment will not impact cash flow.
27000.0781.0401	Uralla Water	Capex	(850,000)	Council approved two major water main renewal projects, Bridge Street and Rowan Avenue, through QBRS3 in the 2024/25 financial year, with a combined budget of $593k. Contracts were awarded to Trazlbat and Stripes in Q4 of 2024/25, and no payments were made during that financial year. Following variations to the contract and an expanded scope of works, the total estimated cost has increased to $850k. Since no payment was made in the 2024/25 financial year, the full amount is to be paid in the current year and needs to be rolled forward, including a variation of $257k for the expanded scope of works.
33100.0600.0401	Uralla Sewerage	Expenses	(355,000)	In May 2025, Council approved a resolution to undertake manhole CAC relining works at various locations across Uralla, with an estimated cost of $275k. This expenditure was not included in the original budget. The Council approved amount will now be incorporated into the budget through the QBRS process.
23000.0500.0401	Uralla Water	Expenses	(328,645)	The IWCM project has progressed slower than original forecast due to delays of approval from NSW Public Works. As a result, Council was unable to spend the funds budgeted for 2024/25 in line with the original completion date of 31 December 2024. The associated revenue was also not received last financial year. Accordingly, the remaining revenue and expenditure budgets is now proposed to be carried forward to the 2025/26 financial year.
21000.0115.0171		Revenue	483,961	
37000.0801.0301	Uralla Sewerage	Capex	17,500	The planned capital works for Sewer SCADA and Switchboard, initially budgeted under Sewer Main Capital Works, is reallocated to Sewer Fixed Plant and Equipment Capital Works. This adjustment has no impact on cash.
37000.0801.0401	Uralla Sewerage	Capex	332,500	
37000.0791.0301	Uralla Sewerage	Capex	(17,500)	
37000.0791.0401	Uralla Sewerage	Capex	(332,500)	
23000.0500.0401	Uralla Water	Expenses	37,497	The Leak Reduction Program budget, initially allocated under General Maintenance, is reallocated to to Water Mains Maintenance. This has no financial impact.
23000.0581.0401	Uralla Water	Expenses	(37,497)	
03866.0348.0401	TCS	Expenses	(15,000)	In the budget it was assumed that TCS would deliver some CHSP services ourselves, however TCS have only just recruited new start employee to provide lawn maintence services and they are not yet providing that services. All services for lawn maintenance are being provided by contractors which has led to the difference.
03050.0300.0300	Govenance	Expenses	(70,000)	A new Governance Officer position has been approved in the updated organisational structure to support Council's governance and compliance functions. As recruitment is expected to be completed by November, a budget adjustment is proposed to include the employee costs for the remainder of the financial year.
04010.0350.0401	Town Planning	Expenses	(259,000)	In June 2025 (FY 2024/25), Council received $250,000 from the Department of Planning, Housing and Infrastructure under the Regional Housing Strategic Planning Fund (Round 3 – LEP Review). The income was recognised in the 2024/25 financial year. The fund will be spent for preparation of the Growth Management Strategy, Local Environmental Plan (LEP) Review, and Biodiversity Strategy Update. The cost of the project is $264k. Information about this project was not available at the time of budget preparation.
04010.0350.0639	Town Planning	Expenses	(5,000)	
07200.0700.0506	Engineering Operation	Capex	23,860	Reallocation of capital expenditure budget to the IT department for procurement and installation of a live broadcast facility for Council meetings, in accordance with the recent requirements introduced by the Office of Local Government (OLG).
07000.0700.0506	General Manager	Capex	23,860	
07100.0700.0506	Corporate Service	Capex	23,860	
07140.0703.0506	IT Service	Capex	(71,580)	
03050.0360.0605	Other Governance	Expenses	(10,000)	The estimated budget requirement for ARIC and ACCA totals $34K, while the initial budget allocation of $24K was based on historical data. An additional budget is therefore required to cover the ACCA committee costs.

01430.0115.0171	Other Waste Management	Revenue	97,892	In the Long-Term Financial Plan, Council allocated $150,000 in FY 2029–30 for the Uralla Landfill Facility upgrade (L Bins transfer station setup) as Council-funded works. However, when a grant opportunity became available last year for the same project, Council applied and was successful. Under the grant application, the total estimated project cost is $280,000, with 70% ($195k) to be funded through the grant and the remaining 30% funded by Council. The funding arrangement requires that 80% of the project be delivered in 2025/26, with the remaining 20% completed in 2026/27. Grant funds will be released 50% in 2025/26 and the remaining 50% in 2026/27.
07430.0820.0506	Other Waste Management	Capex	(26,880)	
07430.0820.0401	Other Waste Management	Capex	(181,440)	
07430.0820.0970	Other Waste Management	Capex	(15,680)	

URALLA SHIRE COUNCIL
First Quarterly Budget Review
Financial Year 2025-26
Profit & Loss (Consolidated) in Council's Internal Reporting Format

Amounts in $000

Revenue & Expenses	Original Budget 2025-26	Proportionate Budget up to Q1	Actuals up to Q1	Proposed Revision	Revised Budget Q1
Income from continuing operations					
Rates and annual charges	8,949	8,859	8,868	-	8,949
User charges and fees	6,732	1,181	1,085	-	6,732
Other revenues	583	137	104	277	860
Grants and contributions provided for operating purposes	11,767	2,152	2,171	399	12,167
Interest and investment income	687	172	338	-	687
Proceed from sale of plant	314	117	117	-	314
Total income from operational activities	29,032	12,618	12,683	676	29,709
Expenses from continuing operations					
Employee benefits and on-costs	15,568	3,892	3,656	70	15,638
Materials and services including overheads	7,919	2,111	2,791	1,079	8,999
Borrowing costs	86	22	9	-	86
Councillor and Mayoral fees and associated expenses (Exc Corp O/H)	201	49	48	-	201
Audit fees	143	30	4	10	153
Other expenses	579	19	22	-	579
Net loss/(gain) from the disposal of assets	-	-	-	-	-
Total expenses from continuing operations	24,497	6,123	6,529	1,159	25,657
Operating result - Profit/(Loss) before capital grants and depreciation	4,535	6,495	6,153	(483)	4,052
Less: Depreciation, amortisation and impairment	6,454	1,613	1,722	-	6,454
Operating result - Profit/(Loss) after depreciation	(1,919)	4,881	4,431	(483)	(2,402)
Add: Grants and contributions provided for capital purposes	1,719	258	618	306	2,025
Overall result - Profit/(Loss) with capital grants	**(200)**	**5,139**	**5,049**	**(177)**	**(377)**

Capital Expenditures	Original Budget 2025-26	Proportionate Budget up to Q1	Actuals up to Q1	Proposed Revision	Revised Budget Q1
Employee benefits and on-costs	1,309	327	165	-	1,309
Materials and services	10,021	2,505	1,983	1,074	11,095
Total Capex	11,331	2,833	2,148	1,074	12,405

URALLA SHIRE COUNCIL
First Quarterly Budget Review
Financial Year 2025-26

Profit & Loss (by each fund) in Council's Internal Reporting Format

Amounts in '000

	General Fund				McMaugh Gardens				Water Fund				Sewer Fund			
Income from continuing operations	**Actuals up to Q1**	**Original Budget**	**Proposed Revision**	**Revised Budget**	**Actuals up to Q1**	**Original Budget**	**Proposed Revision**	**Revised Budget**	**Actuals up to Q1**	**Original Budget**	**Proposed Revision**	**Revised Budget**	**Actuals up to Q1**	**Original Budget**	**Proposed Revision**	**Revised Budget**
Rates and annual charges	7,051	7,106	-	7,106	-	-	-	-	693	707	-	707	1,124	1,136	-	1,136
User charges and fees	688	4,192	-	4,192	381	1,476	-	1,476	3	981	-	981	12	82	-	82
Other revenues	76	581	250	831	28	2	27	30	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	1,125	7,625	- 85	7,540	1,046	4,105	-	4,105	-	37	484	521	-	-	-	-
Interest and investment income	324	320	-	320	-	161	-	161	10	119	-	119	4	88	-	88
Net loss/(gain) from the disposal of assets	117	314	-	314	-	-	-	-	-	-	-	-	-	-	-	-
Total income from operational activities	**9,381**	**20,137**	**165**	**20,302**	**1,455**	**5,745**	**27**	**5,772**	**706**	**1,845**	**484**	**2,329**	**1,140**	**1,306**	**-**	**1,306**
Expenses from continuing operations																
Employee benefits and on-costs	2,475	10,647	70	10,717	957	4,133	-	4,133	176	655	-	655	49	133	-	133
Materials and services	1,706	5,010	396	5,406	332	1,405	-	1,405	371	1,026	329	1,355	383	478	355	833
Borrowing costs	9	79	-	79	0	8	-	8	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	48	201	-	201	-	-	-	-	-	-	-	-	-	-	-	-
Audit fees	4	128	10	138	-	15	-	15	-	-	-	-	-	-	-	-
Other expenses	22	579	-	579	-	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	**4,262**	**16,645**	**476**	**17,121**	**1,289**	**5,561**	**-**	**5,561**	**546**	**1,681**	**329**	**2,009**	**431**	**610**	**355**	**965**
Operating result prior to consideration of capital grants and depreciation	**5,118**	**3,492**	**(311)**	**3,181**	**166**	**184**	**27**	**211**	**160**	**164**	**155**	**319**	**709**	**696**	**(355)**	**341**
Less: Depreciation, amortisation and impairment	1,382	5,062	-	5,062	58	233	-	233	158	646	-	646	125	512	-	512
Operating result after depreciation	**3,737**	**(1,570)**	**(311)**	**(1,881)**	**109**	**(49)**	**27**	**(22)**	**2**	**(483)**	**155**	**(327)**	**584**	**183**	**(355)**	**(172)**
Add: Grants and contributions provided for capital purposes	618	1,030	306	1,336	0	-	-	-	-	689	-	689	-	-	-	-
Overall result with capital grants	**4,354**	**(540)**	**(5)**	**(545)**	**109**	**(49)**	**27**	**(22)**	**2**	**206**	**155**	**362**	**584**	**183**	**(355)**	**(172)**

Capital Expenditures	General Fund				McMaugh Gardens				Water Fund				Sewer Fund			
	Actuals up to Q1	**Original Budget**	**Proposed Revision**	**Revised Budget**	**Actuals up to Q1**	**Original Budget**	**Proposed Revision**	**Revised Budget**	**Actuals up to Q1**	**Original Budget**	**Proposed Revision**	**Revised Budget**	**Actuals up to Q1**	**Original Budget**	**Proposed Revision**	**Revised Budget**
Employee benefits and on-costs	98	938	-	938	1	11	-	11	64	323	-	323	2	36	-	36
Materials and services	1,228	6,623	224	6,847	90	603	-	603	665	1,999	850	2,849	-	796	-	796
Total Capex	**1,325**	**7,561**	**224**	**7,785**	**91**	**615**	**-**	**615**	**730**	**2,322**	**850**	**3,172**	**2**	**832**	**-**	**832**

URALLA SHIRE COUNCIL
INCOME STATEMENT & CAPEX SUMMARY
For the period ending 31 October 2025 (FY 2025-26)

Amt in '000

Income from continuing operations	Actuals to Oct	Proportionate Budget	Orginal Budget
Rates and annual charges	8,864	8,858	8,949
User charges and fees	1,516	1,645	6,732
Other revenues	122	166	583
Grants and contributions provided for operating purposes	2,744	2,716	11,767
Interest and investment income	460	229	687
Net loss/(gain) from the disposal of assets	117	117	314
Total income from operational activities	**13,824**	**13,731**	**29,032**
Expenses from continuing operations:			
Employee benefits and on-costs	5,273	5,189	15,568
Materials and services (1)	4,180	2,737	7,919
Borrowing costs	9	29	86
Councillors and Mayoral fees and associated expenses (Exlcuding O/H)	72	67	201
Audit fees	12	48	143
Other expenses	223	237	579
Total expenses from continuing operations	**9,770**	**8,307**	**24,497**
Operating result prior to consideration of capital grants and depreciation	**4,054**	**5,424**	**4,535**
Less: Depreciation, amortisation and impairment	2,296	2,148	6,454
Operating result after depreciation	**1,758**	**3,276**	**(1,919)**
Add: Grants and contributions provided for capital purposes	618	258	1,719
Overall result with capital grants	**2,376**	**3,533**	**(200)**

Capital Expenditures	Actuals to Oct	Proportionate Budget	Orginal Budget
Employee benefits and on-costs	233	436	1,309
Materials and services	2,425	3,340	10,021
Total Capex	**2,658**	**3,776**	**11,331**

(1) The significant increase in Materials and Services is primarily due to payments associated with snow events, as well as maintenance works for water and wastewater mains.

URALLA SHIRE COUNCIL
INCOME STATEMENT AND CAPEX BY FUND
For the period ending 31 October 2025 (FY 2025-26)

Amounts in '000

	General Fund			McMaugh Gardens			Water Fund			Sewer Fund		
Income from continuing operations	**Actuals to Oct**	**Proportionate Budget**	**Original Budget**	**Actuals to Oct**	**Proportionate Budget**	**Original Budget**	**Actuals to Oct**	**Proportionate Budget**	**Original Budget**	**Actuals to Oct**	**Proportionate Budget**	**Original Budget**
Rates and annual charges	7,047	7,038	7,106	-	-	-	693	691	707	1,124	1,128	1,136
User charges and fees	1,029	1,159	4,192	478	477	1,476	- 2	3	981	12	6	82
Other revenues	94	165	581	28	1	2	-	-	-	-	-	-
Grants and contributions provided for operating purposes	1,325	1,348	7,625	1,419	1,368	4,105	-	-	37	-	-	-
Interest and investment income	441	107	320	-	54	161	14	40	119	5	29	88
Net loss/(gain) from the disposal of assets	117	117	314	-	-	-	-	-	-	-	-	-
Total income from operational activities	**10,053**	**9,933**	**20,137**	**1,925**	**1,900**	**5,745**	**705**	**734**	**1,845**	**1,141**	**1,164**	**1,306**
Expenses from continuing operations:												
Employee benefits and on-costs	3,723	3,549	10,647	1,254	1,378	4,133	229	218	655	67	44	133
Materials and services	2,750	1,787	5,010	456	460	1,405	503	333	1,026	472	159	478
Borrowing costs	9	26	79	0	3	8	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	72	67	201	-	-	-	-	-	-	-	-	-
Audit fees	8	43	128	4	5	15	-	-	-	-	-	-
Other expenses	223	237	579	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	**6,786**	**5,709**	**16,645**	**1,714**	**1,845**	**5,561**	**732**	**551**	**1,681**	**539**	**203**	**610**
Operating result prior to consideration of capital grants and depreciation	**3,268**	**4,224**	**3,492**	**211**	**55**	**184**	**(27)**	**183**	**164**	**603**	**961**	**696**
Less: Depreciation, amortisation and impairment	1,842	1,684	5,062	77	78	233	210	215	646	167	171	512
Operating result after depreciation	**1,426**	**2,540**	**(1,570)**	**134**	**(23)**	**(49)**	**(237)**	**(32)**	**(483)**	**436**	**790**	**183**
Add: Grants and contributions provided for capital purposes	618	258	1,030	0	-	-	-	-	689	-	-	-
Overall result with capital grants	**2,043**	**2,798**	**(540)**	**134**	**(23)**	**(49)**	**(237)**	**(32)**	**206**	**436**	**790**	**183**

Capital Expenditures	General Fund			McMaugh Gardens			Water Fund			Sewer Fund		
	Actuals to Oct	**Proportionate Budget**	**Original Budget**	**Actuals to Oct**	**Proportionate Budget**	**Original Budget**	**Actuals to Oct**	**Proportionate Budget**	**Original Budget**	**Actuals to Oct**	**Proportionate Budget**	**Original Budget**
Employee benefits and on-costs	152	313	938	1	4	11	77	108	323	4	12	36
Materials and services	1,463	2,208	6,623	74	201	603	888	666	1,999	-	265	796
Total Capex	**1,615**	**2,520**	**7,561**	**75**	**205**	**615**	**965**	**774**	**2,322**	**4**	**277**	**832**

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** **CARRIED 9/0**	A record of previous actions can be found on the Infocouncil system for this item or in the March 2025 and subsequent business papers. The following are the last 6 months of actions taken by staff. **16 Oct 2025** Transfer documents have been received, signed and returned for processing to be completed. **22 Oct 2025** Solicitors are pleased to confirm the Transfer has been lodged via the PEXA electronic workspace this morning, **22 Oct 2025,** We are awaiting registration of the Transfer (of which can take up to 24 hours to process)., Solicitors will advise when the Transfer has been completed and the Title registered in the name of Mrs Van Eyk. **18 Nov 2025** Council has continued to follow up on this matter but we are still awaiting the further advice from the solicitor.
Council 23/07/2024	15.2	The Uralla Landfill Master Plan and Residual Waste Options Assessment	**RESOLUTION 39.07/24** **Moved: Deputy Mayor Robert Crouch** **Seconded: Cr Lone Petrov** **That Council:** 1. *Notes and receives the Talis Uralla Landfill Master Plan and the Residual Waste Options Assessment. Completed.* 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. Completed.* 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. Completed* 5. *Assesses the financial implications of the Talis report and incorporates appropriate issues into Council's Long Term*	A record of previous actions can be found on the Infocouncil system for this item or in the June 2025 and subsequent business papers. The following are the last 6 months of actions taken by staff. **17 Sept 2025,** A Draft Waste Strategic Approach which addresses all existing issues and proposes new contracts for Residual (RED bin), FOGO (Green Bin), and Recycling, a life span extension of the existing Uralla Landfill, a proposed new landfill, etc, has been finalised and will be presented for discussion at the next available Councillor information session in October 2025. **22 October 2025** See update below following Cr information session. **19 November 2025** Officers have been awaiting receipt of a final Feasibility Report which provides options (with costs) for strategic landfill options. A confidential report will be provided to the December meeting.

Financial Plan. Completed

6. *Undertakes best-practice re-profiling at the Uralla Landfill in order to maximise the remaining life of that facility. Completed.*
7. *Investigate the Curby soft plastic scheme or similar as part of the further staff analysis. Completed*
8. *Notes that community engagement and education including with schools will be an important part of any future waste management solution. Noted.*

For: **Crs Robert Bell, Robert Crouch, Tim Bower, Sarah Burrows, Leanne Doran, Bruce McMullen, Tom O'Connor, Lone Petrov and Tara Toomey**

Against: **Nil**

CARRIED 9/0

Point 2

Discussions have occurred with Armidale Regional Council. Armidale cannot accept waste from Uralla in the short term, and gate fees would be higher than in the Talis Report. Officers also met with Tamworth to discuss alternatives. No viable short term solutions identified.

Point 3

A report will be presented to the November Council Meeting.

Point 4

Has been completed.

Point 5

Completed - but ongoing monitoring required. LTFP to be presented.

LTFP has been adopted with the financial modelling embedded in the Talis Report considered. Noting that there is reliance upon EPA Grants for Landfill Remediation.

Point 6

Completed - Lifespan extended a further 12 months.

During the Manager Waste's recent visit to Tamworth's Landfill, we were provided alternate guidance on standard practice for batter designs. This guidance allows us to increase the steepness of our batters which means that the height of our Landfill can increase, therefore increasing the volume. Works have already commenced to maintain our tip face in accordance with this advice. Staff analysis of space remaining is now 24 months. A Surveyor will be engaged to overlay the site currently, and project future volumes.

Point 7

Completed - . Further intention is to introduce a better recycling system and food organic/green organic waste streams.

Soft Plastics: Multiple attempts have been made to contact Curby It, but they have not responded to calls. As of 15 Sep, it appears that their website no longer exists.

*Soft plastics **can** be recycled but the challenge is the transport costs, finding a buyer, and the differing colours of soft plastic. However, some good news, the articles below from the ABC and the Australia Institute note a trial return of soft plastic recycling at selected Aldi, Coles, and Woolworths stores. It does not appear that any of the stores are in the New England Region as yet,*

but USC, along with Industry Partners and NIRW, will continue to monitor this trail.
Recycling: A detailed Bin Audit is being completed in Nov 2025 across Uralla, Armidale, and Walcha. The intent of this audit is to determine how much waste can be diverted from landfill and appropriately recycled. Using the information from this audit, it is USC's intention to go out to Tender for a Contractor to manage our Recycling Waste wholistically. The scope of the Contract would be to pick-up, transport, and process. This would also include our self-haul waste that is left at Waste Facilities around the Shire.
It is intended to get this out to Tender by end of 2025 and let by March 2026.
Green Waste: Concurrently, it is USC's intention to go out to Tender for a Contractor to manage our Green Waste wholistically. The scope of the Contract would be to pick-up, transport, and process; however, pick-up/transport and process may require separate contractors. Neighbouring council/s will be approached to determine if they will accept our green waste and process it. Verbally, they have said that it would be acceptable but subject to the due processes.
EPA offer Grants to Council who are transitioning their waste streams. USC's Manager Waste has developed a broad Education Program with ZNet which will be submitted as part of our Grant Submission. Education for the community is imperative and a detailed strategy will be developed prior to roll-out.
The changes to the Recycling and Green Waste Schemes will further reduce the waste going to Landfill which by default extends the life of the Landfill.
Point 8
As part of the Landfill Consolidation and Environmental Improvements (LCEI) Grants Program, up to $25,000 in Stream 3 for access to professional services and education courses related to Streams 1 and 2 such as feasibility studies, design closure plans, technical engineering plans to support councils. Council office intend to submit an application for Stream 3 to seek assistance with educational programs.
There are two EPA Grants that have been circulating recently:

1. *Landfill Consolidation and Environmental Improvements Grants Program Round 5*
   - *The LCEI Grants Program offers up to $300k in funding for regional and remote NSW councils (in both the Regional Levy Area and Non-Levied Area) to close, consolidate, or improve landfill and transfer station sites. Its objectives include reducing environmental risk, improving human health and amenity, ensuring safer, more efficient waste disposal services, converting old or non-performing landfill sites to transfer stations, and building capacity through advisory services and best practices.*
   - *It has three funding streams:*
     - *Stream 1 – Consolidation & Transformation, which supports closure of landfills, consolidation of waste services and construction of transfer stations (grants up to $300,000, up to 70% of eligible costs, with minimum 30% co-contribution);*
     - *Stream 2 – Environmental Improvements, for operational improvements at existing landfill/transfer-station sites (grants up to $250,000, similar co-contribution and cost share requirements); and*

Stream 3 – Advisory Services & Education, offering smaller grants (up to $25,000) to help councils with expert services like feasibility studies, closure/design plans, engineering, or staff training (with a 50% co-contribution). All projects must be completed by 30 June 2027.

Council 23/07/2024	15.3	Interim Kerbside Waste Collection Contract	**RESOLUTION 46.07/24** **Moved: Cr Sarah Burrows** **Seconded: Cr Leanne Doran** **That Council:** **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.** **For: Crs Robert Bell, Robert Crouch, Tim Bower, Sarah Burrows, Leanne Doran, Bruce McMullen, Tom O'Connor, Lone Petrov and Tara Toomey** **Against: Nil** **CARRIED 9/0**	A record of previous actions can be found on the Infocouncil system for this item or in the May – July 2025 business paper. The following are the last 5 months of actions taken by staff **18 Jun 2025** Maddocks have returned the contract it is now with the Contractor to review changes we have made and agree with execution of the contract. **16 Jul 2025** Draft contract has been returned to Council for review. MWE and GMIS are currently assessing the amendments. **20 Aug 2025** The initial 6 months contract drafted by Talis Consultants has changed to a 10-year contract with many specifications needing streamlining before the execution. The revised contract is being reviewed by officers before being provided to the contractor for their final review. **17 Sept 2025** The Kerbside Collection Contract has evolved from the initial 6 months contract to a 10 years contract. Comments from Maddocks Lawyers were fully incorporated by Talis Consultants who drafted the initial 6 months contract. Current contract will need to be worked on for an RFT which will be put on the market for tender. It is proposed to incorporate this item into the existing item 15.2. This will also be discussed further in the information session with Councillors in October. **22 October 2025** It is intended to place the 10 year kerbside collection contract on the market in December 2025.

Council 25/03/2025	15.3	McMaugh Gardens Aged Care Facility - Strategic Direction	**RESOLUTION 19.03/25** **Moved:** **Cr David Mailler** **Seconded:** **Deputy Mayor Tom O'Connor** **That Council:** 1. *Endorses Option 2 as discussed in this report as the basis of for seeking grant funding, detailed design, and business planning. Noted.* 2. *Submits a grant application for grant funding under the Aged Care Capital Assistance (ACCA) Program. Completed.* 3. *Prepares a detailed design for Option 2 to support the grant application. Completed.* **4. Undertakes a revised financial analysis in the context of the new aged care legislative and funding provisions.** **5. Receives a further report on the financial analysis and the outcome of the grant application.** **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**	**22 Apr 2025** The Grant application is being prepared for final review and will be lodged prior to 20 May 2025. **12 Jun 2025** Grant application has been lodged. Awaiting outcome. **22 Oct 2025** Unfortunately, Council has been advised that our grant application was unsuccessful. A further report will be prepared for Council as per Items 4 and 5. **20 November 2025** A revised design is being progressed by Council's architect to enable some expansion to be undertaken as Stage one works to be funded by a generous bequest. Further advice will be prepared for Council in the new year. A further grant application will be prepared for the next grant round when announced in 2026 for the Stage two works. Work continues on the detailed financial analysis to be reported to Council in 2026.

Council 29/04/2025	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. Noted.* 2. *Implements a 6 month booking management trial for the Courthouse. Noted* 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. Completed.* 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**	**20 May 2025** MOU has been entered into with Venue Manager. **12 Jun 2025** The engaged Venue Manager has resigned from managing the Court House. We are exploring other avenues to support the management of the Court House. **13 Jun 2025** The venue manager has indicated that they do not wish to be the venue manager and has given notice under the MOU. We are currently investigating alternative options for venue management. **16 Jul 2025** Currently being managed with in-house resources while continuing to explore alternative longer-term options for venue management. **18 Sep 2025** The Director of Infrastructure and Development is working with the Corporate Lead, Communication and Events to have a single point of contact for the management of the courthouse, recruitment for a number of casual Events Assistants roles is underway. Council is exploring how this role can assist with events at the Courthouse. **22 Oct 2025** Recruitment finalised and appointment of venue coordinator is progressing. New process will be initiated imminently. Further report to be provided to Council on the trial period and corporate overheads.

Council 27/05/2025	14.3	Update - Sewer & Water Debtors in Arrears	**RESOLUTION 32.05/25** **Moved:** **Cr Sarah Burrows** **Seconded:** **Cr Leanne Doran** **That Council notes:** 1. *The report on Sewer and Water Arrears.* 2. **That a future report will be prepared on the plan to address the backlog and recovery of sewer and water debtor arrears.** 3. **A future report will be prepared on the proposed Smart Meter rollout.** **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**	**16 Jun 2025** Placeholder report added to July meeting. **16 Jul 2025** Moved to August meeting **20 Aug 2025** Reminder letters have been sent to the most significant overdue outstanding water debtors. Report on recovery actions will be prepared for the September meeting **18 September 2025** Recovery action has progressed with some payments made and some debtors referred for legal action. Report to be prepared for November when outcomes of current action will be evident. **22 October 2025** Recovery action continuing. Future reports to be provided to Council. **20 November 2025** Work has continued in finalising disputed water bills to November. A report will be prepared for the December meeting. Update on the Smart Meter rollout will be reported to Council in Q2 2026.

Council 27/05/2025	15.2	Review of Council's Community Care Services	**RESOLUTION 46.05/25** **Moved:** **Deputy Mayor Tom O'Connor** **Seconded:** **Cr David Mailler** **That Council** 1. *Proceeds with an option that makes necessary operational and structural changes to retain, improve and operate TCS and TCT under the umbrella of the proposed Uralla Community Care identification. Completed.* 2. *Delegates authority to the General Manager to implement this option. Completed.* **3. Receives a future report on the implementation of the resolved option, including budget implications.** **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**	**12 Jun 2025** A staff meeting was held to discuss Council's decision, and work is underway to identify efficiencies and improvements. Commonwealth Government has deferred commencement of new Aged Care Act until 1 November 2025., We are currently preparing with the revised date in mind. , Further reports to be presented at a later date. **17 Sep 2025** The implementation of the new computer system continues to be rolled out. Transport is now working on this system, and community care will be working from this new system from 1 October 2025. Once new system is implemented, monthly budget monitoring will be in place to identify areas for improvement. The funding of HCP clients on the waitlist continues to be slow - we are not sure if this will speed up once the Aged Care Act 2024 commences. We have finalised the new Service Agreement and will be working to sign all existing clients up to the new agreement by 1 November 2025. **22 October 2025** Rebranding to create Uralla Community Care is scheduled for 1st November 2025. Planning is well underway for implementation of the Aged Care Act on 1st November 2025. A further report will be provided on the implementation of the structural changes and operational performance in mid-2026 on completion of the 12 month trial period. **20 November 2025** Implementation of new Aged Care Act requirements commenced 1 Nov 2025. Rebranding to create Uralla Community Care has been rescheduled to early next year. This change allows us to focus on the transition to the new Support at Home scheme following the commencement of the Aged Care Act 2024. Moving the rebrand to a quieter period will also give us the opportunity to raise greater awareness and undertake community engagement around the new identity.

Council 24/06/2025	14.9	Local Government Boundary Adjustment between Uralla LGA and Tamworth Regional LGA (Minor) - Lot 1 DP878529 - Retreat Road RETREAT 2355	**RESOLUTION 65.06/25** **Moved: Cr Sarah Burrows** **Seconded: Cr Jen Philp** **That Council:** **1. Proceeds under section 218 (E) of the Local Government Act 1993 with the proposal to effect a minor Local Government boundary adjustment, with the support of Tamworth Regional Council.** **2. Authorises making an application to the Minister and the Governor recommending that Lot 1 DP 878529 currently with the Tamworth Regional Local Government Area be incorporated by the boundary adjustment into the Uralla Shire Local Government Area.** **3. Notes that the following standard provisions will be included in the Proclamation:** **a.** ***Rates and Charges*** ***i. Appropriate arrangements are to be made in relation to the payment of any outstanding rates and charges over the rateable land affected by this Proclamation.*** ***ii. The General Manager of Uralla Shire Council and the General Manager of Tamworth Regional Council are to reach a negotiated agreement on the nature of those arrangements.*** ***iii. In the event that the General Managers of Uralla Shire Council and Tamworth Council cannot come to a negotiated agreement on the matter of rates and charges, the councils shall request that the Minister for Local Government make a determination in that matter.*** **4. Delegates authority to the General Manager to execute required documentation.** **For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Adam Blakester, David Mailler, Jen Philp and Kath Arnold** **Against: Nil** **Absent: Crs Tom O'Connor and Lone Petrov** **CARRIED 7/0**	**16 Jul 2025** Information sent to OLG - timeline is approx. 6 weeks for Minister and Governor to sign off on. **17 Sep 2025** OLG advise Tamworth is currently doing a boundary alteration and this matter will be completed as soon as that matter is finalised. **22 Oct 2025** No further update available, **18 Nov 2025** Advice received from DPHI that the boundary alteration for Tamworth/Walcha has been proclaimed and the new maps for Tamworth/Uralla have been requested. Awaiting further advice.

Council 26/08/2025	14.1	Section 355 Australia Day Committee	**RESOLUTION 107.08/25** **Moved:** Deputy Mayor Tom O'Connor **Seconded:** Cr Sarah Burrows **That Council:** **1. Retains and adopts the existing Terms of Reference for the Australia Day Committee for the period 26 August 2025 through to the next election in September 2028.** **2. Calls for Expressions of Interest for membership of the Committee.** **3. Receives a future report recommending membership appointments to the new Committee.** **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**	**28 Aug 2025** Next Steps:, 1. Publicly call for Expressions of Interest for membership of the Committee., 2. Present a future report recommending membership appointments to the new Committee. **17 Sep 2025** Exhibition notice calling for volunteers open from 29 August 2025 - remains on exhibition until 17 November 2025. No submissions to date (17/9/2025). **22 Oct 2025** No change to previous status. Call for EOI remains open until November 2025. **19 Nov 2025** No EOI's for membership have been received as at 19/11/25. Committee meeting to discuss options.
Council 26/08/2025	14.10	Policy Review	**RESOLUTION 118.08/25** **Moved:** Cr Adam Blakester **Seconded:** Cr David Mailler **That Council:** **1. Exhibits the following draft policies for a period of 28 days seeking community feedback:** **Street Stall Operations Policy with the following amendment to be included:** ***"Items that can be used as part of the rental agreement include:*** ***1.1. Sandwich Board*** ***1.2. Trestle Table*** ***Both to be placed directly under***	**28 Aug 2025** Street Stall Operations/Allocation Policy placed on Exhibition for 28 days till 6 October, Policy Fraud and Corruption Control Policy for 28 days till 6 October, Code of Meeting Practice for a period of 42 days till 20 October 2025, Election of Mayor, Deputy Mayor and Delegates to Committees Following General Election Policy, - REMOVED, Donations Section 356 Policy, REMOVED, Council as a Provider of Community Services Policy - REMOVED, Goods and Services Tax (GST) Policy - REMOVED **22 Oct 2025** Policy Street Stall Operations/Allocation placed on Exhibition for 28 days till 6 October - No Submissions received., Policy Fraud and Corruption Control Policy for 28 days till 6 October -

the window, and not encroaching on the walkway"

- **Complaints and Other Feedback Policy, and**
- **Fraud and Corruption Control Policy.**

2. **Exhibits the draft Code of Meeting Practice for a period of 42 days seeking community feedback.**
3. **Receives a further report on completion of the exhibition periods should any submissions be received prompting material change.**
4. **Adopts the draft policies should no submissions prompting material change be received.**
5. **Rescinds the following current policies:**
   - **Election of Mayor, Deputy Mayor and Delegates to Committees Following General Election Policy,**
   - **Donations Section 356 Policy,**
   - **Council as a Provider of Community Services Policy, and**
   - **Goods and Services Tax (GST) Policy.**

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

no submissions received.

Code of Meeting Practice for a period of 42 days till 20 October 2025 - One (1) submission received.

Separate Report on Code of Meeting Practice provided to the October meeting. This item is now considered closed as further reporting will be provided under the new report.

20 Nov 2025

One submission identified a formatting issue with the OLD CODE OF MEETING PRACTICE and noted that the order of agenda was inconsistent with the previous resolution of Council. These matters have been addressed in the new Model Code currently on exhibition.

This item is now CLOSED

Council 28/10/2025	14.8	Public Exhibition of Draft Code of Meeting Practice - based on OLG Model Code	**RESOLUTION 154.10/25** **Moved: Cr David Mailler** **Seconded: Cr Tom O'Connor** **That Council:** **1. Adopts the following order of business of ordinary Council meetings pursuant to clause 8.1 of the code:** **1) Opening and Welcome** **2) Prayer** **3) Acknowledgement of Country** **4) Webcast Information** **5) Apologies and applications for leave of absence by Councillors** **6) Disclosure and Declaration of interest/s** **7) Confirmation of Minutes** **8) Urgent, Supplementary, and Late Items of Business (Including Petitions)** **9) Written Reports from Delegates** **10) Mayoral Minute** **11) Notice of Motion/Questions with Notice** **12) Report of Committees** **13) Reports to Council** **14) Confidential Matters** **15) Communication of Council Decision** **16) Conclusion of Meeting** **2. Adopts Clause 15.16 and amends clause 15.17 accordingly.** **3. Amends the draft Code by deleting Appendix A - Council meeting Protocols.** **4. Publicly exhibits the draft Uralla Shire Council Code of Meeting Practice for a period of 42 days and invites public**	**29 Oct 2025** Draft code of Meeting practice updated per resolution and placed on exhibition. Remains on exhibition until 10/12/2025 Code of Meeting Practice 2025 | Your Say Uralla Shire

submissions.

5. **Receives a further report with details of any public submission/s made during the exhibition which would prompt material changes to the draft.**

6. **Adopts the draft Uralla Shire Council Code of Meeting Practice effective 1 January 2026 in the event that no submissions prompting material changes to the draft are received during the exhibition period.**

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

Council 28/10/2025	14.6	Draft Asset Management Plan – Buildings	**RESOLUTION 150.10/25** **Moved:** **Cr Tom O'Connor** **Seconded:** **Cr Jen Philp** **That Council:** **1. Exhibits the draft Buildings Asset Management Plan for a period of 28 days seeking community feedback.** **2. Receives a further report on completion of the exhibition period should any submissions be received prompting material change.** **3. Adopts the draft Buildings Asset Management Plan should no submissions prompting material change be received.** **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**	**29 Oct 2025** Step 1. Document placed on public display 29 October 2025, Step 2. Correlate any submissions and edit document if required., Step 3. Take document back to Council to adopt. **19 Nov 2025** Building AMP remains on exhibition until Friday 28 Nov 25 DRAFT Buildings Asset Management Plan 2025 | Your Say Uralla Shire

Council 28/10/2025	14.12	DRAFT Long Term Financial Plan 2027-2036	**RESOLUTION 158.10/25** **Moved:** **Deputy Mayor Kath Arnold** **Seconded:** **Cr Tom O'Connor** **That Council:** **1. Receives the amended Draft Long Term Financial Plan [LTFP] 2027-2036.** **2. Include an appendix which will provide a narrative to explain the rationale, assumptions and calculation of the LTFP 2027-2036 and which clearly sets out the extent of the General Fund rate rise under the SRV, for the average ratepayer, by rating category.** **3. Exhibits the expanded draft 2027-36 LTFP for 28 days.** **4. Receives a future report detailing all submissions received during the exhibition period and any recommendations arising.** **5. Considers the LTFP and the public submissions in determining its final position on the proposed SRV application to IPART.** **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**	**19 Nov 2025** The Draft Long Term Financial Plan 2027–2036, along with the Explanatory Note on the proposed Special Rate Variation, LTFP Assumptions, and LTFP Key Performance Indicators, has been uploaded to Council's website under the Special Rate Variation section. New Long Term Financial Plan 2027-2036 | Your Say Uralla Shire A Public Notice is also on the website at:, Long Term Financial Plan 2027-2036 Exhibition Uralla Shire Council

Council 28/10/2025	14.9	Policy Review	**RESOLUTION 155.10/25** **Moved:** Cr Sarah Burrows **Seconded:** Cr Jen Philp **That Council:** **1. Exhibits the Draft Customer Service Charter for a period of 28 days seeking community feedback:** **2. Receives a further report on completion of the exhibition period should any submissions be received prompting material change.** **3. Adopts the Customer Service Charter should no submissions prompting material change be received.** **4. Rescinds the Community Engagement Policy 2014 noting that the Community Engagement Strategy supersedes this Policy.** **For:** Crs Robert Bell, Sarah Burrows, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold **Against:** Cr Leanne Doran **CARRIED 8/1**	**29 Oct 2025** 29/10/2025 Draft Customer Service Charter placed on public exhibition for 28 days., Closes 28 October 2025, 29/10/2025 Community Engagement Policy 2014 marked as rescinded and removed from Policy library **20 Nov 2025** No submissions received - Charter has been adopted as at 28 October 2025 **THIS ITEM CAN NOW BE CLOSED**

Council 28/10/2025	14.2	Striking a New Deal - Community Insights Report	**RESOLUTION 146.10/25** **Moved: Cr David Mailler** **Seconded: Cr Lone Petrov** **That Council receives the *Community Insights Report* from the Striking a New Deal project and notes the proposed community engagement activities to share the findings.** **For: Crs Robert Bell, Sarah Burrows, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold** **Against: Cr Leanne Doran** **CARRIED 8/1**	**18 Nov 2025** Officer is undertaking 'closing the loop' community engagement on SaND Community Insights Report including information displayed at Thunderbolt festival and High Country Markets, developing display for Uralla Library in New Year, updates in Yoursay page on website, and direct communication with participants (where possible). Striking a New Deal (SaND) | Your Say Uralla Shire
Council 28/10/2025	14.1	Hill Street Affordable Housing Project – Update and Governance	**RESOLUTION 145.10/25** **Moved: Cr Sarah Burrows** **Seconded: Cr David Mailler** **That Council** **1. Receives and notes the outcomes of community engagement on the Hill Street Affordable Housing Project.** **2. Adopts the Terms of Reference and calls for Expressions of Interest to establish the Project Advisory Committee.** **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**	**18 Nov 2025** The EOI for the Project Advisory Committee is currently open: Hill Street Project Advisory Committee - Expressions of Interest Open Uralla Shire Council Letters delivered to relevant parties. Closes 19 Dec 2025

Council 28/10/2025	14.5	Stronger Country Communities Fund Round 5A - Scope of Works	**RESOLUTION 149.10/25** **Moved:** **Cr Jen Philp** **Seconded:** **Cr David Mailler** **That Council notes:** **1. The final list of projects approved by the funding body for the Stronger Country Communities Fund Round 5A grant; and** **2. The approved extension to 30 June 2026 for project delivery.** **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**	**29 Oct 2025** No action required - future, to note progress report, in new year **19 Nov 2025** SCCF 5 Scope of Work has received approval of Funding Partner, who accepted the inclusion of 220m of footpath between Dawkins and Burnett Streets, Bundarra. Entire Scope to be delivered by 31 May 2026 with final Acquittal submitted by 30 June 2026., Now added to Works List – **This item is now considered CLOSED**