



ATTACHMENTS

ORDINARY COUNCIL MEETING

Tuesday, 16 December 2025

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MINUTES of

ORDINARY COUNCIL MEETING

Held on 25 November 2025 at 4:00 PM

Attendance at Meeting:

Councillors: Mayor R Bell (Chair) arrived at 4.39pm
Deputy Mayor K Arnold Opened the meeting as Chair
Cr S Burrows
Cr L Doran
Cr T O'Connor
Cr L Petrov
Cr A Blakester
Cr D Mailler
Cr J Philp

Apologies: Nil

Staff:

Ms T Averay, General Manager
Mr M Raby, Deputy General Manager
Mr B Dyer, Group Manager Community Services
Mr S Williams, Group Manager Corporate Services
Mr M McLindin, Group Manager Infrastructure Services
Mr M Ahammed, Chief Financial Officer - present for items 14.6-14.9
Ms H Nicholls, Acting Manager Planning & Development
Mr S Vivers, Contract Planner
Ms W Westbrook, Executive Assistant
Ms M Blyth, Group Support Officer Corporate Services - left meeting 5pm

ORDINARY COUNCIL MEETING MINUTES

25 NOVEMBER 2025

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UNCONFIRMED

ORDINARY COUNCIL MEETING MINUTES

25 NOVEMBER 2025

1 OPENING & WELCOME

The Chair declared the meeting opened at 4:03pm.

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**APOLOGY****RESOLUTION 160.11/25**

Moved: Cr Tom O'Connor

Seconded: Cr Leanne Doran

That the apology received from Mayor Robert Bell be accepted noting he will be arriving during the meeting and will resume the role of Chair. Deputy Mayor Kath Arnold will chair the meeting until the Mayor resumes.

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

Against: Nil

Absent: Crs Robert Bell

CARRIED 8/0

Nil

6 DISCLOSURE & DECLARATIONS OF INTEREST/S

Cr Tom O'Connor declared non-significant non-pecuniary interest in relation to item 14.1, due to a previous working relationship as Councillor in last term of office .

Cr Sarah Burrows declared non-significant non-pecuniary interest in relation to item 14.1, due to previous working relationship as Councillor in last term of office.

Cr Lone Petrov declared non-significant non-pecuniary interest in relation to item 14.1, due to previous working relationship as Councillor in last term of office.

ORDINARY COUNCIL MEETING MINUTES

25 NOVEMBER 2025

7 CONFIRMATION OF MINUTES**7.1 CONFIRMATION OF MINUTES ORDINARY MEETING HELD 28 OCTOBER 2025****RESOLUTION 161.11/25****Moved:** Cr Sarah Burrows**Seconded:** Cr Lone Petrov

That Council adopts the minutes of the Ordinary Meeting held 28 October 2025 as a true and correct record.

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

Against: Nil

Absent: Crs Robert Bell

CARRIED 8/0**8 URGENT, SUPPLEMENTARY, AND LATE ITEMS OF BUSINESS (INCLUDING PETITIONS)**

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

PROCEDURAL MOTION TO RECEIVE A PETITION**RESOLUTION 162.11/25****Moved:** Cr Leanne Doran**Seconded:** Cr Tom O'Connor

That Council receive a petition on "Oppose the Unconsulted Transfer of 15 Hill Street to Homes North" and allow the chief petitioner, Peter Lee, to address Council.

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

Against: Nil

Absent: Crs Robert Bell

CARRIED 8/0

Deputy Mayor, Kath Arnold thanked the Chief Petitioner, Mr Lee for his time.

ORDINARY COUNCIL MEETING MINUTES

25 NOVEMBER 2025

9 WRITTEN REPORTS FROM DELEGATES**9.1 MAYOR'S ACTIVITY REPORT FOR OCTOBER 2025****RESOLUTION 163.11/25****Moved:** Cr Sarah Burrows**Seconded:** Cr Lone Petrov**That Council receives the Mayor's Activity Report for October 2025.****For:** Crs Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold**Against:** Nil**Absent:** Crs Robert Bell**CARRIED 8/0****10 PUBLIC FORUM**

Nil

11 MAYORAL MINUTE**11.1 MAYORAL MINUTE - EXTENDING OUR DEEPEST SYMPATHIES TO THE COMMUNITY OF WALCHA****RESOLUTION 164.11/25****Moved:** Deputy Mayor Kath Arnold**Seconded:** Cr Leanne Doran**That Council receives this Mayoral Minute and extends our deepest sympathies to the community of Walcha.****For:** Crs Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold**Against:** Nil**Absent:** Crs Robert Bell**CARRIED 8/0**

ORDINARY COUNCIL MEETING MINUTES

25 NOVEMBER 2025

11.2 MAYORAL MINUTE - COMMUNITY RESPONSE TO INCREASE IN CRIME IN URALLA

RESOLUTION 165.11/25

Moved: Deputy Mayor Kath Arnold

Seconded: Cr David Mailler

That Council

1. Notes this Mayoral Minute and thanks our local police for their prompt response to the recent incidents; and
2. Endorses continued engagement with NSW Police, local businesses, and the broader community to respond to the recent uptick in property crime in Uralla.

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

Against: Cr Leanne Doran

Absent: Crs Robert Bell

CARRIED 7/1

12 NOTICE OF MOTION/QUESTIONS WITH NOTICE

Nil

13 REPORT OF COMMITTEES

13.1 BUNDARRA COMMUNITY COMMITTEE - DRAFT MINUTES OF MEETING HELD 19 NOVEMBER 2025

RESOLUTION 166.11/25

Moved: Cr Jen Philp

Seconded: Deputy Mayor Kath Arnold

That Council receives the Draft Minutes of the Bundarra Community Committee Meeting held 19 November 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

ORDINARY COUNCIL MEETING MINUTES

25 NOVEMBER 2025

14 REPORTS TO COUNCIL**14.1 DA-23-2025 - SUBDIVISION (1 LOT INTO 8 LOTS AND BOUNDARY REALIGNMENT) - 100 AND 114 BARLEYFIELDS ROAD URALLA****RESOLUTION 167.11/25****Moved:** Cr Sarah Burrows**Seconded:** Cr Leanne Doran**A DIVISION DECISION was called and all stood with the result recorded as below:**

That Council approves the Development Application (ref: DA-23-2025) for a Subdivision (1 Lot into 8 Lots and Boundary Realignment) at Lots 91 & 92 DP1286999, land known as 100 and 114 Barleyfields Road Uralla, subject to the conditions of consent in the attached Notice of Determination with the following amendment:

- a) Amend condition 17.8 Street Trees to require compliance with Council's adopted 'Tree Management Guidelines' adopted February 2024.**

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**14.2 MAJOR PROJECTS AND CAPITAL WORKS - INFRASTRUCTURE & DEVELOPMENT****RESOLUTION 168.11/25****Moved:** Deputy Mayor Kath Arnold**Seconded:** Cr Jen Philp**That Council notes the Infrastructure Works Update as at 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**14.3 PROPOSED ALLOCATION OF DEVELOPER CONTRIBUTIONS TO COUNCIL PROJECTS****RESOLUTION 169.11/25****Moved:** Cr Sarah Burrows**Seconded:** Cr Leanne Doran**That Council:**

- 1. Notes the completion of identified community projects in the 7.12 development contributions plan as detailed in this report.**
- 2. Approves the allocation of \$110,00 development contribution funds currently held in restricted funds towards the completion of East Street kerb and guttering.**

ORDINARY COUNCIL MEETING MINUTES

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3. Writes to Crown Lands seeking the removal of the NSW Aboriginal land claim on the Barry Munday/Saumarez Crown Land Reserve.

a. Undertakes community engagement, regarding the construction of public toilets on the Barry Munday/Saumarez Crown Land Reserve.

4. Undertakes community engagement within the Invergowrie/Saumarez area regarding community infrastructure needs.

5. Receives a further report on the outcome of the community engagement.

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 170.11/25

Moved: Cr Leanne Doran

Seconded: Deputy Mayor Kath Arnold

The Chair called for a short break at 6:14pm.

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 171.11/25

Moved: Cr Sarah Burrows

Seconded: Cr Leanne Doran

The Chair reconvened the meeting after a short break at 6:40pm.

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

Against: Nil

CARRIED 9/0

ORDINARY COUNCIL MEETING MINUTES

25 NOVEMBER 2025

14.4 CONFIRMATION OF REGISTRATION AS A REGISTERED PROVIDER UNDER THE AGED CARE ACT 2024**RESOLUTION 172.11/25****Moved:** Cr Jen Philp**Seconded:** Deputy Mayor Kath Arnold

That Council notes the notice of registration confirming the determination for Uralla Shire Council as a registered provider under the Aged Care Act 2024.

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 2024 -2025 URALLA SHIRE COUNCIL - ANNUAL REPORT****RESOLUTION 173.11/25****Moved:** Cr David Mailler**Seconded:** Cr Jen Philp**That Council:**

1. Adopts the 2024-2025 Annual Report as shown in attachment "A" with the following amendments:
 - a. Add Cr Sarah Burrows to the Committee table as delegate for New England Renewable Energy Zone Community Reference Group North (page 65 of attachments booklet).
 - b. Add Cr Adam Blakester to the Committee Table as alternative delegate to Bundarra School of Arts Hall Committee (page 65 of attachments booklet).
2. Submits the adopted 2024 - 2025 Annual Report to the NSW Minister for Local Government by 30 November 2025.
3. Publishes the adopted 2024 - 2025 Annual Report on Council's website and makes copies of the report available at all Council offices and libraries.

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

ORDINARY COUNCIL MEETING MINUTES

25 NOVEMBER 2025

14.6 PRESENTATION OF 2025 FINAL FINANCIAL STATEMENTS

RESOLUTION 174.11/25

Moved: Cr Tom O'Connor

Seconded: Cr David Mailler

That Council receives the Annual Financial Statements and Auditor's report for the financial year ended 30 June 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

14.7 QUARTERLY BUDGET REVIEW SEPTEMBER 2025-26 (QBRs)

RESOLUTION 175.11/25

Moved: Cr Sarah Burrows

Seconded: Cr Lone Petrov

THAT Council:

1. Receives and notes the first quarter budget review summary for the 2025/26 financial year; and
2. Adopts the adjustments to budget allocations.

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 INVESTMENTS AS AT 31 OCTOBER 2025

RESOLUTION 176.11/25

Moved: Cr Tom O'Connor

Seconded: Deputy Mayor Kath Arnold

That Council notes:

1. The cash position as of 31 October 2025 consisting of:
 - cash and overnight funds of \$385,391
 - term deposits of \$24,550,000; and
 - total of cash and term deposits amount to \$24,935,392 as of 31 October 2025.
2. Restrictions are reconciled on a quarterly basis. As of 30 September 2025, total cash and investments were \$26,846,753 comprising \$18,764,400 in external restrictions and \$5,438,189 in internal restrictions, leaving an unrestricted balance \$2,644,164. This compares to an unrestricted cash balance of \$2,942,835 as at 30 June 2025.

ORDINARY COUNCIL MEETING MINUTES

25 NOVEMBER 2025

3. Noting the 'Movement of Term Deposit Investments by Each Bank' has been corrected with figures presented under 'Opening Investments 30/9/2025' as per following table:

Name of the Bank	S&P Rating	Allowable Investment Limit %	Max Investment Allowed	Opening Investments 30/09/25	Movement During the Month	Closing Investments 31/10/25	% of Actual Investment
National Australia Bank	A-1+	30%	7,365,000	7,200,000	-	7,200,000	29.3%
Bank of Queensland	A-2	30%	7,365,000	3,000,000	-	3,000,000	12%
Westpac Banking Corporation	A-1+	30%	7,365,000	7,100,000	-	7,100,000	29%
Commonwealth Bank	A-1+	30%	7,365,000	1,000,000	-	1,000,000	4%
Regional Australia Bank	BBB+	10%	2,455,000	2,250,000	-	2,250,000	9%
Suncorp	A-1+	30%	7,365,000	4,000,000	-	4,000,000	16%
Total				24,550,000	-	24,550,000	100%

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 LOANS AS AT 31 OCTOBER 2025

RESOLUTION 177.11/25

Moved: Cr Sarah Burrows

Seconded: Cr Leanne Doran

That Council notes that the total loan position as of 31 October 2025 is \$1,121,198.

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

14.10 MONTHLY FINANCE REPORT FOR OCTOBER 2025

RESOLUTION 178.11/25

Moved: Cr Lone Petrov

Seconded: Cr David Mailler

That Council receives the attached Monthly Finance Report for 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

ORDINARY COUNCIL MEETING MINUTES

25 NOVEMBER 2025

14.11 REGISTER RESOLUTIONS ACTIONS STATUS AS AT 19 NOVEMBER 2025

RESOLUTION 179.11/25

Moved: Deputy Mayor Kath Arnold

Seconded: Cr Leanne Doran

That Council notes the Resolution Actions Status Report as at 19 November 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 7.54pm.



MINUTES of

AUDIT RISK & IMPROVEMENT COMMITTEE MEETING

Held on 1 September 2025 at 1:03 PM

Attendance at Meeting:

Committee members:

Mr S Coates (Chair)
Mr L Hullick
Dr M Caelli
Cr A Blakester

Apologies:

Nil

Staff:

Mr T Averay, General Manager
Mr Mick Raby, Planning & Development
Mr Blake Dyer, Acting Group Manager Community Services
Mr Myles McLindin – Group Manager Infrastructure & Development
Mr Steven Williams – Acting Group Manager Corporate Services
Ms. Felicity Stace – Manager People and Wellbeing
Mr Mashhour Al Sweitti – Team Leader IT
Ms Jessie Goodwin Interim Manager Community Care
Mrs Jacinta Sutherland , Manager McMaugh Gardens
Mr Paul Cornall – Forsyths (NSW Audit Office) – External Audit
Mr Paul Quealey – Lambourne Partners - Internal audit

External Providers

AUDIT RISK & IMPROVEMENT COMMITTEE MEETING MINUTES

1 SEPTEMBER 2025

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AUDIT RISK & IMPROVEMENT COMMITTEE MEETING MINUTES**1 SEPTEMBER 2025****1 OPENING & WELCOME**

The Chair declared the meeting opened at 1:03pm.

2 ACKNOWLEDGEMENT OF COUNTRY

The Chair provided an acknowledgement of country.

3 APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS /COMMITTEE MEMBERS

Nil

4 DISCLOSURE & DECLARATION OF INTEREST/S

The Committee noted that Dr Meredith Caelli is the Chair of the Aged Care Compliance and Assurance Committee – which provides reports to ARIC

5 CONFIRMATION OF MINUTES**RECOMMENDATION**

That the Audit, Risk and Improvement Committee receives and notes the minutes of the ARIC meeting 2 June 2025 as a true and correct record.

6 TABLING OF PETITONS**7 LATE REPORT/S**

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

8 REPORTS TO COMMITTEE**8.1 EXTERNAL AUDIT UPDATE - PRESENTATION OF THE INTERIM MANAGEMENT LETTER**

Mr Paul Cornall provided a verbal update to the committee on the Interim Management Letter noting:

- Interim Management Letter issued 15/07/2025
- 4 matters were raised in the letter – 2 from a prior year and 2 from the current audit
- Management has provided responses to all matters
- In his (Forsyth'/External audit office) the committee should consider this a reasonable report presenting a low risk profile.

RECOMMENDATION

That the Audit, Risk and Improvement Committee notes the Interim Management Letter.

AUDIT RISK & IMPROVEMENT COMMITTEE MEETING MINUTES1 SEPTEMBER 2025

8.2 INTERNAL AUDIT UPDATE - REPORT ON PLANT AND FLEET MANAGEMENT

Mr Paul Queally provided a verbal summary of the Internal Audit report on Plant & Fleet Management noting that overall Council had an effective control framework. Recommendation revolved around improving the Policy framework, ensuring consistent capture of data in pre start checklist and improvement in environmental consideration applied to fleet procurement.

RECOMMENDATION

That the Audit Risk & Improvement Committee Meeting notes the Plant Utilisation report from Paul Quealey.

(Resolved unanimously)

8.3 WHS UPDATE

Verbal update and report was provided by Manager People and Wellbeing.

RECOMMENDATION

That the Audit, Risk and Improvement Committee notes the WHS Report.

(Resolved unanimously)

8.4 PEOPLE AND WELLBEING UPDATE - APRIL - JUNE 2025

Verbal update and report was provided by Manager People and Wellbeing.

Committee noted high Long Service Leave balances and questioned whether any of these position were key risk roles , and if so, what action was being taken to manage this risk.

Manager People & Well Being advised that where there are key risk position with high leave balances arrangements are being made to ensure ongoing operations in their absence.

RECOMMENDATION

That the Audit and Risk Committee notes the People & Wellbeing update.

(Resolved unanimously)

8.5 AUDIT RISK & IMPROVEMENT - OUTSTANDING ACTIONS REGISTER

Committee expressed ongoing concerns about the large number of outstanding ICT action items but noted the recent commencement of the Tema Leader It. Expectation is that progress will be reported to the next ARIC meeting.

Committee queried whether the action pertaining to ACCA reporting was "Completed" Following discussion the Committee agreed that the format and content of reporting from the ACCA was still in development but for the purposes of ARIC the reporting line has commenced.

RECOMMENDATION

That the Audit Risk and Improvement Committee receives and reviews the outstanding action items.

(Resolved unanimously)

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AUDIT RISK & IMPROVEMENT COMMITTEE MEETING MINUTES**1 SEPTEMBER 2025**

Councillor Blakester left the meeting with the consent of the Chair at 2:00pm and returned at approx. 2:18pm

8.6 TIMELINE - ASSET MANAGEMENT PLANS

The Director Infrastructure & Development provided a verbal update on the ongoing development of Asset Management Plans.

The Committee questioned why the Pedestrian Asset Management Plan is not included in the presented time line. Staff advised that the Pedestrian Asset Management plan requires community consultation and engagement which is being programmed for a time when it is more likely to get significant response and uptake.

RECOMMENDATION

That the Audit, Risk and Improvement Committee receives and notes the update on the Asset Management Framework.

(Resolved unanimously)

8.7 MAJOR PROJECTS AND CAPITAL WORKS

Group Manager Infrastructure and Development provided a verbal update to Capital projects and associated risk profiles noting the impact of ongoing inclement weather on the Rocky River Culvert Crossing project and the associated funding challenges and project options.

RECOMMENDATION

That the Audit Risk & Improvement Committee Meeting notes the Infrastructure Works Update as at September 2025.

(Resolved unanimously)

8.8 QUARTERLY REPORT FROM THE AGED CARE COMPLIANCE AND ASSURANCE COMMITTEE

Acting Group Manager Community Services provided an update on ACCA committee structure and purposes.

Committee had a high level discussion on the extent of reporting from ACCA to ARIC . Agreed that the minutes of the ACCA meeting were sufficient for ARIC purposes, details such as Accreditation audit comments etc are matters to be handled by the ACCA.

RECOMMENDATION

That the Audit Risk & Improvement Committee Meeting:

- 1. Notes the minutes from the Aged Care Compliance and Assurance Committee of 5 August 2025.**
- 2. Notes the discussion with the Interim Group Manager Aged and Community Care regarding operations at Tablelands Community Support / Tablelands Community Transport and McMaugh Gardens.**

(Resolved unanimously)

AUDIT RISK & IMPROVEMENT COMMITTEE MEETING MINUTES

1 SEPTEMBER 2025

8.9 IT - CYBER SECURITY REPORT - INCLUDING DATA BREACH REPORT

Committee was introduced to new team leader IT. Acknowledgement and thanks were extended to Alex Roxborough (Acting Team Leader for the last 9 months) for his commitment and effort whilst the team was depleted.

Team Leader IT provided a verbal update to the report.

RECOMMENDATION

That the Audit Risk & Improvement Committee receives and notes the IT Cyber Security Report and IT Threat Landscape Report.

(Resolved unanimously)

ACTION – a report on the progress of the outstanding Internal audit agreed management action to be presented to the next ARIC. The report to clearly align to the NSW Cyber security guidelines framework

8.10 GOVERNANCE PROGRAM UPDATE

Acting Group Manager Corporate Services provided a verbal update to the governance program report.

RECOMMENDATION

That the Audit Risk and Improvement Committee notes the quarterly report for Q1 FY25/26.

8.11 ARIC QUARTERLY REPORT MATTERS**RECOMMENDATION**

That the Audit, Risk and Improvement Committee discusses the ARIC Quarterly Report Matters and provides recommendations for reporting to the next ordinary meeting of Council. Specifically

- 1. Formal resolutions of the Audit, Risk and Improvement Committee for Council**
Nil
- 2. The Committee's assessment of any audits conducted**
Update provided in Internal Auditor report
- 3. Any breaches or control deficiencies requiring immediate fix/ response from Council**
Nil
- 4. Oversight progress on implementation of corrective actions**
Changes noted to outstanding action report in item 7.5
- 5. Opportunities for longer-term improvements**
Nil
- 6. Key opinions or takeouts from the committee's meeting**
 - Committee acknowledged and appreciated the efficiency of Reporting Officers being able to attend to their respective sections remotely – good time management initiative.
 - Committee welcomed the recruitment and commencement of the new Team Leader IT

AUDIT RISK & IMPROVEMENT COMMITTEE MEETING MINUTES1 SEPTEMBER 2025

- Committee thanked officers for being fully prepared to speak to their respective reports.

9 CONCLUSION OF MEETING

The meeting was closed at 3:10pm.

UNCONFIRMED



MINUTES of

SPECIAL AUDIT RISK & IMPROVEMENT COMMITTEE MEETING

Held on 12 September 2025 at 10:00 AM

Attendance at Meeting:

Committee: Mr S Coates (Chair)
Mr L Hullick
Dr M Caelli
Cr A Blakester

Apologies: Mr Steven Williams

Staff: Ms T Averay, General Manager
Mr M Raby, Director Infrastructure & Development and
Deputy General Manager
Mr B Dyer, Acting Group Manager Community Services
Mr S Williams, Acting Group Manager Corporate Services
Mr M Ahammed, Chief Financial Officer

Observers: Mayor Robert Bell
Cr Tom O'Connor

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1 OPENING & WELCOME

The Chair declared the meeting opened at 10.00 am.

2 ACKNOWLEDGEMENT OF COUNTRY

The Chair read the acknowledgement of country.

3 APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS /COMMITTEE MEMBERS

Mr S Williams – Acting Group Manager Corporate Services

4 DISCLOSURE & DECLARATION OF INTEREST/S

The Chair advised there were no disclosures.

5 TABLING OF PETITIONS

N/A

6 LATE REPORTS

N/A

7 REPORTS TO COMMITTEE**7.1 DRAFT FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR 2024-25 - REFERRAL TO AUDIT****COMMITTEE RESOLUTION 12.09/25**

Moved: Mr Stephen Coates

Seconded: Mr Les Hullick

That the Audit, Risk and Improvement Committee endorses the Draft General Purpose Financial Statements and Special Purpose Financial Statements for the financial year ending 30 June 2025 (provided 12 September 2025) and when complete, assuming no material adjustments, refers them to Council to refer to the Auditors, pursuant to section 413 of the *Local Government Act 1993 (NSW)*.

For: Crs Stephen Coates, Les Hullick, Meredith Caelli

Against: Nil

CARRIED 4/0

8 CONCLUSION OF MEETING

The meeting was closed at 11:02 am.



MINUTES of

AUDIT RISK & IMPROVEMENT COMMITTEE MEETING

Held on 2 December 2025 at 12:45 PM

Attendance at Meeting:

Members: Mr S Coates (Chair)
Mr L Hullick via Teams
Dr M Caelli via Teams

Apologies: Nil

Attendees: Councillor, A Blakester (Delegate)
Mr T Averay, General Manager
Mr S Williams, Group Manager Corporate Services
Mr B Dyer, Group Manager Community Services
Mr M McLindin, Group Manager, Infrastructure Services
Mr M Ahammed, Chief Financial Officer
Ms F Stace, Manager, People & Wellbeing
Mr M Alsweiti, Team Leader IT
L Wilson, Procurement Officer
Ms M Blyth, Group Support Officer Corporate Services
Ms W Westbrook, Executive Assistant

Auditors: M V Kaur Sandhu – Forsyths
Mr P Quealey – Lambourne Partners

AUDIT RISK & IMPROVEMENT COMMITTEE MEETING MINUTES

2 DECEMBER 2025

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AUDIT RISK & IMPROVEMENT COMMITTEE MEETING MINUTES

2 DECEMBER 2025

1 OPENING & WELCOME

The Chair declared the meeting opened at 12:55pm.

2 ACKNOWLEDGEMENT OF COUNTRY

The Chair read the acknowledgement of country.

3 APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS /COMMITTEE MEMBERS

Nil

4 DISCLOSURE & DECLARATION OF INTEREST/S

Dr Meredith Caelli declared a standing interest in relation to her appointment as Chair of the Aged Care Compliance and Assurance Committee.

5 CONFIRMATION OF MINUTES**5.1 MINUTES AUDIT RISK AND IMPROVEMENT COMMITTEE (ARIC) MEETING HELD 1 SEPTEMBER 2025****COMMITTEE RESOLUTION 13.12/25**

Moved: Mr Stephen Coates

Seconded: Dr Meredith Caelli

That the Audit, Risk and Improvement Committee receives and notes the minutes of the ARIC meeting 1 September 2025 as a true and correct record.

For: Stephen Coates, Les Hullick and Dr Meredith Caelli

Against: Nil

CARRIED 3/0

5.2 MINUTES AUDIT RISK AND IMPROVEMENT COMMITTEE (ARIC) EXTRAORDINARY MEETING HELD ON 12TH OF SEPTEMBER 2025**COMMITTEE RESOLUTION 14.12/25**

Moved: Mr Stephen Coates

Seconded: Dr Meredith Caelli

That the Audit, Risk and Improvement Committee receives and notes the minutes of the ARIC Extraordinary meeting 12th September 2025 as a true and correct record.

AUDIT RISK & IMPROVEMENT COMMITTEE MEETING MINUTES

2 DECEMBER 2025

For: Stephen Coates, Les Hullick and Dr Meredith Caelli

Against: Nil

CARRIED 3/0

6 AUDIT REPORT

6.1 AUDIT REPORT

COMMITTEE RESOLUTION 15.12/25

Moved: Mr Stephen Coates

Seconded: Dr Meredith Caelli

That the auditor, Paul Quealey be thanked for this time and receive his verbal report.

For: Stephen Coates, Les Hullick and Dr Meredith Caelli

Against: Nil

CARRIED 3/0

7 LATE REPORT/S

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

8 REPORTS TO COMMITTEE

8.1 ARIC ACTIONS REPORT AS AT 27/11/2025

COMMITTEE RESOLUTION 16.12/25

Moved: Mr Stephen Coates

Seconded: Dr Meredith Caelli

That the Audit Risk & Improvement Committee Meeting notes the current ARIC actions as of the 27th of November 2025 noting:

- a) the S:/drive commentary requires updating; and
- b) Cyber Tools used outside of CITRIX needs to be updated depending on ICT report.

For: Stephen Coates, Les Hullick and Dr Meredith Caelli

Against: Nil

CARRIED 3/0

AUDIT RISK & IMPROVEMENT COMMITTEE MEETING MINUTES

2 DECEMBER 2025

8.2 PRESENTATION OF AUDITORS CLOSING REPORT BY AUDIT OFFICE

COMMITTEE RESOLUTION 17.12/25

Moved: Mr Stephen Coates

Seconded: Dr Meredith Caelli

That the Audit Risk & Improvement Committee Meeting received the Auditor Closing Report by Audit Office.

For: Stephen Coates, Les Hullick and Dr Meredith Caelli

Against: Nil

CARRIED 3/0

8.3 PRESENTATION OF AUDITED 2025 FINANCIAL STATEMENTS

COMMITTEE RESOLUTION 18.12/25

Moved: Mr Stephen Coates

Seconded: Mr Les Hullick

That ARIC receives the Audited Financial Statements and Auditor's report for the financial year ended 30 June 2025.

For: Stephen Coates, Les Hullick and Dr Meredith Caelli

Against: Nil

CARRIED 3/0

8.4 DRAFT LONG TERM FINANCIAL PLAN 2027-2036

COMMITTEE RESOLUTION 19.12/25

Moved: Mr Stephen Coates

Seconded: Mr Les Hullick

That ARIC notes this report and the draft 2027-36 Long Term Financial Plan currently on public exhibition.

For: Stephen Coates, Les Hullick and Dr Meredith Caelli

Against: Nil

CARRIED 3/0

AUDIT RISK & IMPROVEMENT COMMITTEE MEETING MINUTES

2 DECEMBER 2025

8.5 QUARTERLY BUDGET REVIEW SEPTEMBER 2025-26 (QBRs)

COMMITTEE RESOLUTION 20.12/25

Moved: Mr Stephen Coates

Seconded: Mr Les Hullick

That the Audit Risk and Improvement Committee note the first quarter budget review summary for the 2025/26 financial year.

For: Stephen Coates, Les Hullick and Dr Meredith Caelli

Against: Nil

CARRIED 3/0

8.6 MAJOR PROJECTS AND CAPITAL WORKS - INFRASTRUCTURE & DEVELOPMENT

COMMITTEE RESOLUTION 21.12/25

Moved: Mr Stephen Coates

Seconded: Dr Meredith Caelli

That the Audit Risk & Improvement Committee Meeting notes the Infrastructure Works Update as at November 2025 noting:

- a) The report is well put together and clearly outlines risks.

For: Stephen Coates, Les Hullick and Dr Meredith Caelli

Against: Nil

CARRIED 3/0

8.7 PEOPLE AND WELLBEING UPDATE

COMMITTEE RESOLUTION 22.12/25

Moved: Mr Stephen Coates

Seconded: Mr Les Hullick

That the Audit and Risk Committee notes the People & Wellbeing update.

For: Stephen Coates, Les Hullick and Dr Meredith Caelli

Against: Nil

CARRIED 3/0

AUDIT RISK & IMPROVEMENT COMMITTEE MEETING MINUTES

2 DECEMBER 2025

8.8 WHS UPDATE

COMMITTEE RESOLUTION 23.12/25

Moved: Mr Stephen Coates

Seconded: Dr Meredith Caelli

That the Audit, Risk and Improvement Committee notes the WHS Report.

For: Stephen Coates, Les Hullick and Dr Meredith CaelliAgainst: Nil

CARRIED 3/0

8.9 DISCUSSION - COORDINATION OF AGED CARE AND ARIC OVERSIGHT COMMITTEES

COMMITTEE RESOLUTION 24.12/25

Moved: Mr Stephen Coates

Seconded: Dr Meredith Caelli

That the Audit Risk & Improvement Committee Meeting note the discussion of coordination of oversight between the ARIC and ACCA committee noting to:

- a) Add minutes from ACCA to ARIC meeting;
- b) Present a report to ARIC on the how the facility (McMaugh Gardens) is going – Annual update; and
- c) Present ACCA report/s of significant risks direct to Council.

For: Stephen Coates, Les Hullick and Dr Meredith CaelliAgainst: Nil

CARRIED 3/0

8.10 AGED CARE COMPLIANCE AND ASSURANCE COMMITTEE REPORT

COMMITTEE RESOLUTION 25.12/25

Moved: Mr Stephen Coates

Seconded: Mr Les Hullick

That the Audit Risk & Improvement Committee Meeting notes the minutes from the Aged Care Compliance and Assurance Committee of 6 November 2025.

For: Stephen Coates, Les Hullick and Dr Meredith CaelliAgainst: Nil

CARRIED 3/0

AUDIT RISK & IMPROVEMENT COMMITTEE MEETING MINUTES

2 DECEMBER 2025

8.11 CONFIRMATION OF REGISTRATION AS A REGISTERED PROVIDER UNDER THE AGED CARE ACT 2024**COMMITTEE RESOLUTION 26.12/25****Moved:** Mr Stephen Coates**Seconded:** Mr Les Hullick

That the Audit Risk & Improvement Committee Meeting notes the notice of registration determination for Uralla Shire Council as a registered provider under the Aged Care Act 2024.

For: Stephen Coates, Les Hullick and Dr Meredith Caelli**Against:** Nil**CARRIED 3/0****8.12 PROCUREMENT PROGRAM UPDATE****COMMITTEE RESOLUTION 27.12/25****Moved:** Mr Stephen Coates**Seconded:** Mr Les Hullick

That the Audit Risk & Improvement Committee Meeting note the Procurement program update report for the period July – September 2025.

For: Stephen Coates, Les Hullick and Dr Meredith Caelli**Against:** Nil**CARRIED 3/0****8.13 ICT REPORT****COMMITTEE RESOLUTION 28.12/25****Moved:** Mr Stephen Coates**Seconded:** Mr Les Hullick

That the Audit Risk & Improvement Committee receives and notes the IT Cyber Security Report and IT Threat Landscape Report noting:

- a) Present in next ARIC paper a report Meeting of OLG Cyber Guidelines.

For: Stephen Coates, Les Hullick and Dr Meredith Caelli**Against:** Nil**CARRIED 3/0**

AUDIT RISK & IMPROVEMENT COMMITTEE MEETING MINUTES

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8.14 2024 -2025 URALLA SHIRE COUNCIL - ANNUAL REPORT

COMMITTEE RESOLUTION 29.12/25

Moved: Mr Stephen Coates

Seconded: Dr Meredith Caelli

That the Audit Risk & Improvement Committee Meeting note:

1. the 2024-2025 Annual Report as shown in attachment "1 - 3"; and
2. the General Manager attestation to be added to the Annual Report in satisfaction of the new Office of Local Government Risk and Internal Audit guidelines as shown in attachment 4.

For: Stephen Coates, Les Hullick and Dr Meredith CaelliAgainst: Nil

CARRIED 3/0

8.15 ENTERPRISE RISK MANAGEMENT UPDATE

COMMITTEE RESOLUTION 30.12/25

Moved: Mr Stephen Coates

Seconded: Mr Les Hullick

That the Audit Risk & Improvement Committee Meeting note the Enterprise Risk Management report.

For: Stephen Coates, Les Hullick and Dr Meredith CaelliAgainst: Nil

CARRIED 3/0

8.16 GOVERNANCE PROGRAM UPDATE

COMMITTEE RESOLUTION 31.12/25

Moved: Mr Stephen Coates

Seconded: Mr Les Hullick

That the Audit Risk and Improvement Committee notes the quarterly report for Q2 FY25/26.

For: Stephen Coates, Les Hullick and Dr Meredith CaelliAgainst: Nil

CARRIED 3/0

Dr Meredith Caelli left the meeting at 3:12pm

AUDIT RISK & IMPROVEMENT COMMITTEE MEETING MINUTES

2 DECEMBER 2025

8.17 AUDIT RISK & IMPROVEMENT COMMITTEE ANNUAL ASSESSMENT 2025

COMMITTEE RESOLUTION 32.12/25

Moved: Mr Stephen Coates

Seconded: Mr Les Hullick

That the Audit Risk & Improvement Committee Meeting(ARIC):

1. endorse the ARIC Annual assessment report subject to the following ARIC observations and comments:
 - ACCA to be included in the risk management section; and
 - SRV to be added to the financial section.
2. Submit a copy of the report to the General Manager to enable the development of an action plan to address any issues identified.
3. Convene a meeting with the Governing Body and the General Manager to consider jointly the annual assessment report.

For: Stephen Coates and Les HullickAgainst: NilAbsent: Dr Meredith Caelli

CARRIED 2/0

8.18 AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING DATES 2026

COMMITTEE RESOLUTION 33.12/25

Moved: Mr Stephen Coates

Seconded: Mr Les Hullick

That the Audit, Risk and Improvement Committee adopt the suggested dates for Uralla Shire Council's 2026 ARIC meetings:

- Monday 2 March 2026
- Monday 1 June 2026
- Monday 7 September 2026
- Monday 7 December 2026

For: Stephen Coates and Les HullickAgainst: NilAbsent: Dr Meredith Caelli

CARRIED 2/0

AUDIT RISK & IMPROVEMENT COMMITTEE MEETING MINUTES

2 DECEMBER 2025

MOTION- GENERAL MANAGER UPDATE

COMMITTEE RESOLUTION 34.12/25

Moved: Mr Stephen Coates

Seconded: Mr Les Hullick

That the Audit, Risk and Improvement Committee note the verbal update from the General Manager.

For: Stephen Coates and Les Hullick

Against: Nil

Absent: Dr Meredith Caelli

CARRIED 2/0

8.19 ARIC QUARTERLY REPORT MATTERS

COMMITTEE RESOLUTION 35.12/25

Moved: Mr Stephen Coates

Seconded: Mr Les Hullick

That the Audit, Risk and Improvement Committee

1. Discuss the ARIC Quarterly Report Matters:

a. Any formal resolutions of the Audit, Risk and Improvement Committee for Council

Nil. Nothing further to the resolutions of the Committee as recorded in the minutes

b. The Committee's assessment of any audits conducted

No new audits were presented in the last quarter

c. Any breaches or control deficiencies requiring immediate fix/ response from Council

No material breaches or control deficiencies requiring immediate fix / response from Council were presented to the Committee

d. Oversight progress on implementation of corrective actions

The Committee continue to oversee progress on outstanding actions as a standing agenda item at each committee meeting **Opportunities for longer-term improvements**

e. Key opinions or Takeouts from the committee's meeting

- Committee noted the external audit report and commentary for the Audit Office and congratulated Council for its performance and audit outcome – noting the incremental improvement over successive years
- The committee noted that there is now evidence that many legacy issues are being addressed and acknowledged the hard work that the administration has put into managing this aspect
- The committee noted the progressive work being done the ICT and procurement space and welcomed the improvement this is bringing to control frameworks
- The committee requested more consistency and accuracy in the timeframes that are reported to the Committee (note from Group Manager Governance – for consistency future reports)

AUDIT RISK & IMPROVEMENT COMMITTEE MEETING MINUTES

2 DECEMBER 2025

can be the last full FY quarter. Where appropriate a further narrative can be provided on material matters that may have arisen in the period between the end of quarter and the ARIC meeting)

- The Chair noted the quality of reporting and the efficiency of officers presenting reports that enabled a big agenda to be managed within the time constraints of the meeting

2. Provide further recommendations for reporting to the next ordinary meeting of Council; and

3. Acknowledge the hard work from staff to deliver positive results.

For: Stephen Coates and Les Hullick

Against: Nil

Absent: Dr Meredith Caelli

CARRIED 2/0

9 CONCLUSION OF MEETING

The meeting was closed at 3:28pm.



MINUTES of

AGED CARE COMPLIANCE & ASSURANCE COMMITTEE

Held on 6 November 2025 at 2:00 PM

Attendance at Meeting:

Committee: Dr M Caelli
Ms P Cooper
Mr R D'Angelo
Cr K Arnold

Apologies: Nil

Staff: Ms T Averay, General Manager
Mr S Williams, Group Manager Corporate Services
Mr B Dyer, Acting Director Corporate & Community
Ms J Sutherland, Manager McMaugh Gardens
Ms A Tanner, Clinical Care Coordinator

AGED CARE COMPLIANCE & ASSURANCE COMMITTEE COMMITTEE MINUTES

6 NOVEMBER 2025

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AGED CARE COMPLIANCE & ASSURANCE COMMITTEE COMMITTEE MINUTES

6 NOVEMBER 2025

1 OPENING & WELCOME

The Chair declared the meeting opened at 2:04pm.

2 ACKNOWLEDGEMENT OF COUNTRY

The Chair read the acknowledgement of country.

3 APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS /COMMITTEE MEMBERS

Nil

4 DISCLOSURE & DECLARATION OF INTEREST/S

The Chair advised there were no disclosures.

5 TABLING OF PETITONS**6 LATE REPORT/S**

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

7 REPORTS TO COMMITTEE**7.1 CONFIRMATION OF MEETING MINUTES****COMMITTEE RESOLUTION 01.11/25**

Moved: Dr Meredith Caelli

Seconded: Ms Peta Cooper

That the Aged Care Compliance and Assurance Committee (Committee) confirms the minutes of the previous meeting of the Committee held on 5 August 2025.

For: Dr Meredith Caelli, Raffaele D'Angelo and Peta Cooper

Against: Nil

CARRIED 3/0

7.2 LEGISLATIVE AND REGULATORY UPDATES**COMMITTEE RESOLUTION 02.11/25**

Moved: Dr Meredith Caelli

Seconded: Mr Raffaele D'Angelo

That the Aged Care Compliance and Assurance Committee:

1. Notes the report on the legislative and regulatory update;

AGED CARE COMPLIANCE & ASSURANCE COMMITTEE COMMITTEE MINUTES

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2. Shares with the Committee and staff the items received from Mr D'Angelo – out of session.

For: Dr Meredith Caelli, Raffaele D'Angelo and Peta Cooper

Against: Nil

CARRIED 3/0

7.3 PERFORMANCE AGAINST THE AGED CARE QUALITY STANDARDS

COMMITTEE RESOLUTION 03.11/25

Moved: Dr Meredith Caelli

Seconded: Ms Peta Cooper

That the Aged Care Compliance and Assurance Committee:

1. Notes the self-assessment against Standards 3 and 4 of the Aged Care Quality Standards for Council's Residential Aged Care Facility and Community Care Services;
2. Explores intergenerational opportunities with schools to be looked into for further development of active engagement.

For: Dr Meredith Caelli, Raffaele D'Angelo and Peta Cooper

Against: Nil

CARRIED 3/0

Discussion

Future self-assessments against the Aged Care Standards are to be presented to the Committee by the responsible officer.

7.4 COMPLIANCE AND MONITORING REPORTING

COMMITTEE RESOLUTION 04.11/25

Moved: Dr Meredith Caelli

Seconded: Mr Raffaele D'Angelo

That the Aged Care Compliance and Assurance Committee:

1. Notes the report on Compliance and Monitoring for Council's aged care services;
2. Receives advice on healthy weight management measures across both services, including weight gain.

For: Dr Meredith Caelli, Raffaele D'Angelo and Peta Cooper

Against: Nil

CARRIED 3/0

AGED CARE COMPLIANCE & ASSURANCE COMMITTEE COMMITTEE MINUTES

6 NOVEMBER 2025

7.5 CLINICAL GOVERNANCE

COMMITTEE RESOLUTION 05.11/25

Moved: Dr Meredith Caelli

Seconded: Ms Peta Cooper

That the Aged Care Compliance and Assurance Committee:

1. Notes the report on Clinical Governance for Council's aged care services;
2. Seeks correction around terminology of six (rather than five) rights of medication on page29;
3. Receive an update on the Community Care audit.

For: Dr Meredith Caelli, Raffaele D'Angelo and Peta CooperAgainst: Nil

CARRIED 3/0

7.6 RISK MANAGEMENT REPORT

COMMITTEE RESOLUTION 06.11/25

Moved: Dr Meredith Caelli

Seconded: Mr Raffaele D'Angelo

That the Aged Care Compliance and Assurance Committee receives and notes the Risk Management Report for Council's aged care services.

For: Dr Meredith Caelli, Raffaele D'Angelo and Peta CooperAgainst: Nil

CARRIED 3/0

7.7 BENCHMARKING REPORTS FOR AGED CARE SERVICES

COMMITTEE RESOLUTION 07.11/25

Moved: Dr Meredith Caelli

Seconded: Ms Peta Cooper

That the Aged Care Compliance and Assurance Committee:

1. Receives and notes the benchmarking report for Council's aged care services.
2. Receive additional information on severity of pressure injuries and processes, out of session;
3. Receive additional information on wound care and risk management protocol, out of session.
4. Recognise the Community Care staff efforts in achieving high performing results in their NSW benchmarking for community transport delivery.

For: Dr Meredith Caelli, Raffaele D'Angelo and Peta CooperAgainst: Nil

CARRIED 3/0

Discussion:

AGED CARE COMPLIANCE & ASSURANCE COMMITTEE COMMITTEE MINUTES**6 NOVEMBER 2025**

Assessing Activities Daily Living (ADL'S) and Declining ADL's – physiotherapist support the process of reviewing.

No internal audit was taken that related to aged care services.

7.8 COMPLAINTS AND FEEDBACK ANALYSIS**COMMITTEE RESOLUTION 08.11/25**

Moved: Dr Meredith Caelli

Seconded: Mr Raffaele D'Angelo

That the Aged Care Compliance and Assurance Committee receives and notes the Complaints and Feedback Analysis report for Council's aged care services.

For: Dr Meredith Caelli, Raffaele D'Angelo and Peta Cooper

Against: Nil

CARRIED 3/0**7.9 CONTINUOUS IMPROVEMENT INITIATIVES****COMMITTEE RESOLUTION 09.11/25**

Moved: Dr Meredith Caelli

Seconded: Mr Raffaele D'Angelo

That the Aged Care Compliance and Assurance Committee:

1. Note the information provided regarding continuous improvement;
2. Receive financial modelling on McMaugh Gardens financial performance under new Aged Care Act to a future meeting in mid-2026.

For: Dr Meredith Caelli, Raffaele D'Angelo and Peta Cooper

Against: Nil

CARRIED 3/0**7.10 WORKFORCE DEVELOPMENT****COMMITTEE RESOLUTION 10.11/25**

Moved: Dr Meredith Caelli

Seconded: Ms Peta Cooper

That the Aged Care Compliance and Assurance Committee:

1. Notes the report on Workforce Development for Council's aged care services;
2. McMaugh Gardens Manager includes new standards of the Aged Care Act into the performance management review system, Pulse.
3. Management to ensure facts sheets on changes to Aged Care Act are available to staff and users at meetings and on notice boards.

AGED CARE COMPLIANCE & ASSURANCE COMMITTEE MINUTES

6 NOVEMBER 2025

4. Management to ensure facts sheets on changes to Aged Care Act are available to staff and provided in appropriate language.

For: Dr Meredith Caelli, Raffaele D'Angelo and Peta Cooper

Against: Nil

CARRIED 3/0

7.11 GENERAL BUSINESS

COMMITTEE RESOLUTION 11.11/25

Moved: Dr Meredith Caelli

Seconded: Mr Raffaele D'Angelo

That the Aged Care Compliance and Assurance Committee seek the following actions to be completed with the agreed timeframes:

1. June 2027 re-accreditation for McMaugh Gardens.
2. April-May 2026 Audit scheduled.

For: Dr Meredith Caelli, Raffaele D'Angelo and Peta Cooper

Against: Nil

CARRIED 3/0

7.12 AGED CARE COMPLIANCE AND ASSURANCE COMMITTEE - QUARTERLY REPORT MATTERS

COMMITTEE RESOLUTION 12.11/25

Moved: Dr Meredith Caelli

Seconded: Ms Peta Cooper

That the Aged Care Compliance and Assurance Committee:

1. Discusses the Quarterly Report Matters and provides recommendations for reporting to the next ordinary meeting of Council;
2. Report to Council outlining the excellent results achieved by staff.

For: Dr Meredith Caelli, Raffaele D'Angelo and Peta Cooper

Against: Nil

CARRIED 3/0

8 CONCLUSION OF MEETING

The meeting was closed at 4:02pm.

AGENDA
AUSTRALIA DAY COMMITTEE MEETING

HELD 26TH November 2025 – 4:00pm

COMMITTEE MEMBERS PRESENT –

Mayor Robert Bell, Cr. Tom O'Connor, Wendy Westbrook, Bev Niland, Peter Phillips, Cr. Sarah Burrows

Apology: Steve Williams

GUEST - Nil

MINUTES OF PREVIOUS MEETING – 30th October 2025 Confirmed.

Moved: B Niland / Seconded: P Philp

MATTERS ARISING FROM THE MINUTES

Nil

CORRESPONDENCE – IN

MP Brendan Moylan declining invitation to attend

MP Barnaby Joyce declining invitation to attend

Accepted Invitations to attend Procession/Event include:

- Bronwyn Broom – member accepted via email
- Diggings RFS – accepted via email
- Rotary Club - verbal

Awaiting acceptance of Invitation to attend Procession/Event include:

- Car Club Enthusiasts Wayne Howard | CSCCN NSW | Ross Burnett | Thunderbolt Cruisers
- CWA
- Friends of McMaugh's
- NSW Fire & Rescue

Moved: S Burrows / Seconded: T O'Connor

GENERAL INFORMATION

1. **Australia Day set up to date:-**

- a. **Ambassador** – Application approved. Maeve O'Meara OAM renowned Journalist - Gourmet Safaris has accepted our invitation as our ambassador for 2026.
- b. Local traffic Road Closure approved.
- c. **Council document** update on progress:
 - i. Local traffic road closure – completed and approved
 - ii. Event Management plan – in progress nearing completion and check by Council
 - iii. Food vendors requirement PL currency certificates – awaiting receipt from all parties.

- d. **Letters/invitations to:**
 - i. Dignitaries – MP Brendan Moylan & MP Barnaby Joyce (both have declined)
 - ii. Stall holders
 - iii. Procession clubs
 - iv. School visits inviting student to Deco Bike competition – in procession
- e. **Citizen of the Year awards.** Hard copies of certificates have been ordered.
- f. **Nominations** forms been updated with new categories:
 - i. Have been distributed to local shops with QR code stations
 - ii. Poster placed in Cr O'Connor's window on Bridge St
 - iii. Have posted to Council's Website as a public notice
 - iv. Placed in public media, schools, Wordsworth.
- g. **Visits to schools** completed to date include:
 - i. Uralla Central School
 - ii. Kentucky School
 - iii. Bundarra Central School
 - iv. Rocky River School

Schools not visited include:

 - v. Kingstown Public School – no date received to visit – information sent to school
 - vi. St Josephs Primary - principal advised time did not allow for a visit - information sent to school
- h. **Currently the Event consists of:**
 - i. Balala Fire Shed Breakfast – Bundarra Breakfast CWA
 - ii. Morning Tea to welcome the Ambassador – at Library
 - iii. Procession – Bridge St
 - iv. Stalls at Alma Park include:
 - 1. CWA
 - 2. Rotary
 - 3. Friends of McMaugh's
 - 4. Tony Dwyer – snowcones, popcorn, balloons, lollypops
 - 5. Herd Bar
 - 6. Indigenous Display – Kristian Sternbeck
 - v. Welcome at Alma Park for the Ambassador with the Community
 - 1. Music by
 - a. Armidale Pipe Band
 - b. Indigenous - Ahoy Band (11am – 11:45pm)
 - vi. Formal Citizenship and Award function (11:45pm)
 - 1. Maeve - speech

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- vii. Decorated Bikes (in Procession)
- viii. Meat Raffle
- ix. Lolly Scramble
- x. Close 1pm approx.

2. Communication to the Community and the Event

It was agreed the following would be completed:

- a. ✓ Citizen of the Year awards. Hard copies of certificates ordered.
 - b. ✓ Nomination forms finalised and placed in public media, schools, business for community access.
 - c. ✓ Visits to schools finalised.
 - d. Nominations for awards advertised in the Wordsworth for 24th Nov edition, Council Facebook and Website, schools and businesses.
 - e. The Event will consist of:
 - i. ✓ Breakfast at Balala Fire Shed
 - ii. ✓ Morning Tea to welcome the Ambassador
 - iii. ✓ Vehicle procession
 - iv. ✓ Welcome at Alma Park for the Ambassador with the Community
 - v. ✓ Formal Citizenship and Award function
 - vi. ✓ Meat Raffle and ☒ other prizes from businesses i.e. pubs etc to be organized who can assist here?
3. **Volunteers** – The committee will review the event after January 2026 and make further decisions on the Committee's future.

Moved: B Niland / Seconded: R Bell

CORRESPONDENCE - OUT

Letter/invitations to dignitaries - MP Brendan Moylan & MP Barnaby Joyce

Letter/invitations to volunteers and procession interested parties.

Moved: S Burrows / Seconded: P Phillips

GENERAL BUSINESS.

4. Grant Application Update

f. \$10,000

g. \$5,000

Grant Approved.

5. Running sheet for the day being compiled by Cr Sarah Burrows.

6. **NEXT MEETING** –

7 January 2026 4:00pm to reflect on nominations received and winners to be identified.

Uralla Australia Day Ambassador 2026 - Maeve O'Meara OAM



Maeve O'Meara OAM is an Australian food journalist, television presenter, author, and food-tour entrepreneur. She began her career in journalism at *The Sydney Morning Herald* and *The Sun-Herald*, before moving into television with roles at ABC and Channel Nine. In 1990 she joined SBS, where she became deeply involved in their culturally rich programming.

Over the years, Maeve co-created and presented *The Food Lovers' Guide to Australia* for SBS, running for five seasons. She is best known for hosting the *Food Safari* series (including themed spin-offs like Italian, French, and elemental "Fire, Water, Earth"), produced through Kismet Productions alongside her partner Toufic Charabati.

In parallel to her television work, Maeve founded **Gourmet Safaris** in 1998 — a food-tour company that designs and leads immersive culinary journeys through Sydney's food neighbourhoods, regional Australia, and international destinations. Over 27 years, she has personally led most of these tours, building relationships with chefs, producers, and local food communities.

Maeve has authored or co-authored more than a dozen books, including multiple *Food Safari* cookbooks and cultural-cuisine guides. She was Food Presenter on *Better Homes and Gardens*, winning international awards for her television work. In recognition of her contributions to multicultural food media, she was awarded the Medal of the Order of Australia in 2022.

She is mother of three and grandmother of two and loves cooking and having family and friends gather around her big table.

She has a link to the Uralla Shire – her grandfather William Holness was Shire Engineer in the late 1950s.

Maeve is a long-time ambassador for food rescue charity Ozharvest.

www.gourmetsafaris.com.au

FB – [Maeve O'Meara's Gourmet Safaris](#)

Instagram – [@maeveomeara](#)

Toufic Charabati is an Executive Producer and Director in television and Co Director with Maeve of Kismet Productions.

Uralla Shire Council Long Term Financial Plan 2026-27 to 2035-36 (Base Scenario) Consolidated Profit & Loss Account											
Amounts in '000											
Particulars	Base Year 2025-26	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31	Year 6 2031-32	Year 7 2032-33	Year 8 2033-34	Year 9 2034-35	Year 10 2035-36
Income from continuing operations											
Rates and annual charges	8,949	9,389	9,797	10,142	10,446	10,707	11,031	11,307	11,590	11,940	12,239
User charges and fees	6,732	6,707	6,908	7,116	7,329	7,543	7,764	7,990	8,224	8,464	8,712
Other revenue	583	743	794	840	881	916	946	977	1,009	1,041	1,075
Grants and contributions provided for operating purposes	11,767	12,129	12,490	12,756	12,895	13,175	13,447	13,727	14,013	14,307	14,608
Interest and investment income	687	645	671	640	655	664	674	689	702	717	651
Total revenue from operational activities	28,719	29,614	30,661	31,494	32,206	33,006	33,862	34,690	35,537	36,469	37,284
Expenses from continuing operations											
Employee benefits and on-costs	15,599	14,735	14,831	15,391	16,562	17,011	17,704	18,447	19,027	19,611	20,229
Materials and services	7,960	8,750	8,971	9,212	9,517	9,796	10,096	10,580	10,709	11,045	12,012
Borrowing costs	86	249	40	33	27	22	17	13	8	3	-
Councillor and Mayoral fees and associated expenses	166	173	168	173	179	184	189	195	201	207	213
Audit fees	187	188	190	193	195	197	200	203	205	208	211
Other expenses	499	630	649	668	688	709	730	752	774	798	822
Net loss/(gain) from the disposal of assets	(314)	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	24,184	24,725	24,849	25,670	27,167	27,919	28,937	30,189	30,925	31,872	33,487
Operating result prior to consideration of capital grants and depreciation	4,535	4,889	5,811	5,824	5,039	5,087	4,926	4,501	4,612	4,597	3,797
Depreciation on Non-current assets	6,454	6,455	6,714	6,982	7,261	7,552	7,854	8,168	8,495	8,835	9,188
Operating profit/(loss) after depreciation	(1,919)	(1,566)	(902)	(1,158)	(2,222)	(2,465)	(2,928)	(3,667)	(3,883)	(4,237)	(5,391)
Grants and contributions provided for capital purposes	1,719	4,293	2,374	2,409	2,445	2,482	2,519	2,557	2,596	2,634	2,674
Overall result with capital grants	(200)	2,727	1,472	1,251	224	17	(409)	(1,110)	(1,287)	(1,603)	(2,716)
Capital Investments											
Employee benefits and on-costs	1,309	1,087	1,845	1,771	868	994	803	568	585	623	642
Materials and services	10,021	6,894	9,490	9,184	7,836	7,721	6,758	7,659	7,738	9,025	9,296
Total Capex during the year	11,331	7,981	11,336	10,955	8,704	8,715	7,561	8,227	8,323	9,648	9,937
Cash flow surplus/(deficit) for the year	(5,076)	1,201	(3,150)	(2,721)	(1,219)	(1,146)	(116)	(1,169)	(1,115)	(2,416)	(3,466)

Uralla Shire Council
Long Term Financial Plan 2026-27 to 2035-36 (Base Scenario)
Profit & Loss Account - General Fund (Exc. Waste Service)

	Amounts in '000										
	Base Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Particulars	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Income from continuing operations											
Rates and annual charges	4,768	4,944	5,093	5,296	5,455	5,592	5,788	5,932	6,081	6,294	6,451
User charges and fees	3,477	3,425	3,527	3,633	3,742	3,854	3,970	4,089	4,212	4,338	4,468
Other revenue	553	674	694	715	737	759	782	805	829	854	880
Grants and contributions provided for operating purposes	7,625	7,204	7,319	7,429	7,409	7,524	7,627	7,732	7,838	7,947	8,057
Interest and investment income	310	356	424	405	409	417	421	426	432	438	362
Total revenue from operational activities	16,733	16,603	17,057	17,479	17,753	18,146	18,587	18,985	19,393	19,871	20,218
Expenses from continuing operations											
Employee benefits and on-costs	9,925	8,681	8,476	8,806	9,636	9,865	10,292	10,753	11,076	11,396	11,739
Materials and services	3,133	4,154	4,068	4,162	4,315	4,439	4,577	4,896	4,855	5,015	5,801
Borrowing costs	79	47	40	33	27	22	17	13	8	3	-
Councillor and Mayoral fees and associated expenses	166	173	168	173	179	184	189	195	201	207	213
Audit fees	172	188	190	193	195	197	200	203	205	208	211
Other expenses	499	630	649	668	688	709	730	752	774	798	822
Net loss/(gain) from the disposal of assets	(314)	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	13,660	13,873	13,591	14,035	15,039	15,416	16,006	16,812	17,120	17,628	18,786
Operating result prior to consideration of capital grants and depreciation	3,073	2,730	3,466	3,444	2,714	2,730	2,581	2,173	2,273	2,243	1,432
Depreciation on Non-current assets	4,819	4,821	5,014	5,214	5,423	5,640	5,865	6,100	6,344	6,598	6,861
Operating profit/(loss) after depreciation	(1,747)	(2,091)	(1,547)	(1,770)	(2,709)	(2,910)	(3,284)	(3,927)	(4,071)	(4,354)	(5,430)
Grants and contributions provided for capital purposes	1,030	2,293	2,374	2,409	2,445	2,482	2,519	2,557	2,596	2,634	2,674
Results with capital grants	(716)	202	826	639	(264)	(427)	(765)	(1,370)	(1,476)	(1,720)	(2,756)
Capital Investments											
Employee benefits and on-costs	933	990	1,805	1,731	815	951	760	525	530	579	597
Materials and services	6,425	5,537	6,846	6,727	6,144	6,227	5,833	6,609	6,405	7,772	8,006
Total Capex during the year	7,357	6,527	8,652	8,458	6,960	7,178	6,593	7,133	6,936	8,352	8,602
Cash flow surplus/(deficit) for the year	(3,254)	(1,504)	(2,812)	(2,605)	(1,801)	(1,966)	(1,493)	(2,404)	(2,067)	(3,474)	(4,497)

Uralla Shire Council
Long Term Financial Plan 2026-27 to 2035-36 (Base Scenario)
Profit & Loss Account - Water Fund

	Amounts in '000										
	Base Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Particulars	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Income from continuing operations											
Rates and annual charges	707	732	754	776	800	820	840	861	883	905	927
User charges and fees	981	1,052	1,083	1,116	1,149	1,178	1,208	1,238	1,269	1,301	1,333
Other revenue	-	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for operating purposes	37	-	-	-	-	-	-	-	-	-	-
Interest and investment income	119	76	31	27	28	20	19	19	16	15	15
Total revenue from operational activities	1,845	1,860	1,869	1,920	1,977	2,018	2,067	2,119	2,168	2,221	2,276
Expenses from continuing operations											
Employee benefits and on-costs	655	522	539	560	611	626	652	681	702	722	744
Materials and services	1,026	860	886	913	940	968	997	1,027	1,058	1,090	1,122
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	1,681	1,382	1,425	1,473	1,551	1,594	1,650	1,708	1,760	1,812	1,866
Operating result prior to consideration of capital grants and depreciation	164	478	443	447	426	424	418	410	408	409	410
Depreciation on Non-current assets	646	646	672	699	727	756	787	818	851	885	920
Operating profit/(loss) after depreciation	(483)	(168)	(229)	(252)	(301)	(332)	(369)	(408)	(442)	(475)	(510)
Grants and contributions provided for capital purposes	689	-	-	-	-	-	-	-	-	-	-
Results with capital grants	206	(168)	(229)	(252)	(301)	(332)	(369)	(408)	(442)	(475)	(510)
Capital Investments											
Employee benefits and on-costs	323	25	18	17	17	18	18	19	19	19	20
Materials and services	1,999	565	400	373	814	380	406	544	404	412	424
Total Capex during the year	2,322	590	418	390	832	397	424	563	423	431	444
Cash flow surplus/(deficit) in the year	(2,158)	(111)	26	56	(406)	27	(6)	(153)	(14)	(21)	(34)

Uralla Shire Council
Long Term Financial Plan 2026-27 to 2035-36 (Base Scenario)
Profit & Loss Account - WasteWater (Sewer) Fund

	Amounts in '000										
	Base Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Particulars	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Income from continuing operations											
Rates and annual charges	1,136	1,176	1,211	1,248	1,285	1,317	1,350	1,384	1,419	1,454	1,491
User charges and fees	82	84	86	89	91	94	97	100	103	106	109
Other revenue	-	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Interest and investment income	88	44	45	41	41	42	41	42	42	42	42
Total revenue from operational activities	1,306	1,304	1,343	1,377	1,418	1,453	1,489	1,526	1,563	1,602	1,641
Expenses from continuing operations											
Employee benefits and on-costs	133	260	255	265	290	297	310	323	333	343	353
Materials and services	478	464	478	493	507	523	538	555	571	588	606
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	610	724	733	757	797	819	848	878	904	931	959
Operating result prior to consideration of capital grants and depreciation	696	580	610	620	621	634	641	648	659	671	682
Depreciation on Non-current assets	512	512	533	554	576	599	623	648	674	701	729
Operating profit/(loss) after depreciation	183	67	77	66	45	35	17	(1)	(15)	(31)	(47)
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-	-
Results with capital grants	183	67	77	66	45	35	17	(1)	(15)	(31)	(47)
Capital Investments											
Employee benefits and on-costs	36	16	17	17	23	19	18	19	19	19	20
Materials and services	796	306	315	323	383	351	346	353	361	368	379
Total Capex during the year	832	323	332	341	406	370	365	372	380	387	399
Cash flow surplus/(deficit) in the year	(136)	257	278	279	215	264	276	276	279	284	284

Uralla Shire Council
Long Term Financial Plan 2026-27 to 2035-36 (Base Scenario)
Profit & Loss Account - McMaugh Gardens

	Amounts in '000										
	Base Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Particulars	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Income from continuing operations											
Rates and annual charges	-	-	-	-	-	-	-	-	-	-	-
User charges and fees	1,476	1,332	1,372	1,413	1,456	1,500	1,545	1,591	1,639	1,688	1,738
Other revenue	2	30	60	84	102	114	120	126	132	138	145
Grants and contributions provided for operating purposes	4,105	4,925	5,171	5,327	5,486	5,651	5,820	5,995	6,175	6,360	6,551
Interest and investment income	161	159	154	156	163	172	180	189	199	208	219
Total revenue from operational activities	5,745	6,447	6,758	6,979	7,208	7,436	7,665	7,901	8,144	8,395	8,653
Expenses from continuing operations											
Employee benefits and on-costs	4,133	4,364	4,516	4,674	4,838	5,007	5,183	5,364	5,552	5,746	5,947
Materials and services	1,405	1,494	1,708	1,759	1,812	1,866	1,922	1,980	2,039	2,101	2,164
Borrowing costs	8	0	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	15	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	5,561	5,858	6,224	6,434	6,650	6,874	7,105	7,344	7,591	7,847	8,111
Operating result prior to consideration of capital grants and depreciation	184	589	534	546	558	562	560	557	553	548	543
Depreciation on Non-current assets	233	233	242	252	262	273	284	295	307	319	332
Operating profit/(loss) after depreciation	(49)	356	291	294	295	290	276	262	246	229	211
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-	-
Results with capital grants	(49)	356	291	294	295	290	276	262	246	229	211
Capital Investments											
Employee benefits and on-costs	11	5	6	6	6	6	6	6	17	-	-
Materials and services	603	290	492	341	384	169	173	91	569	426	438
Total Capex during the year	615	295	498	346	390	174	179	97	586	426	438
Cash flow surplus/(deficit) in the year	(431)	294	36	199	167	388	381	460	(33)	123	104

Uralla Shire Council
Long Term Financial Plan 2026-27 to 2035-36 (Base Scenario)
Profit & Loss Account - Waste Service

Amounts in '000											
Particulars	Base Year 2025-26	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31	Year 6 2031-32	Year 7 2032-33	Year 8 2033-34	Year 9 2034-35	Year 10 2035-36
Income from continuing operations											
Rates and annual charges	2,338	2,536	2,739	2,821	2,906	2,978	3,053	3,129	3,207	3,288	3,370
User charges and fees	715	815	839	864	890	917	944	973	1,002	1,032	1,063
Other revenue	27	38	40	41	42	43	44	46	47	49	50
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Interest and investment income	10	10	16	12	13	14	13	13	13	13	13
Total revenue from operational activities	3,090	3,399	3,634	3,738	3,851	3,952	4,055	4,161	4,270	4,381	4,496
Expenses from continuing operations											
Employee benefits and on-costs	753	908	1,045	1,085	1,187	1,215	1,268	1,325	1,364	1,404	1,446
Materials and services	1,918	1,777	1,831	1,886	1,942	2,000	2,060	2,122	2,186	2,252	2,319
Borrowing costs	-	202	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	2,671	2,888	2,875	2,971	3,129	3,216	3,328	3,447	3,550	3,655	3,765
Operating result prior to consideration of capital grants and depreciation	419	512	759	767	722	736	726	714	720	726	731
Depreciation on Non-current assets	243	243	252	262	273	284	295	307	319	332	345
Operating profit/(loss) after depreciation	176	269	506	505	449	453	431	407	400	394	386
Grants and contributions provided for capital purposes	-	2,000	-	-	-	-	-	-	-	-	-
Results with capital grants	176	2,269	506	505	449	453	431	407	400	394	386
Capital Investments											
Employee benefits and on-costs	5	51	-	-	6	-	-	-	-	5	5
Materials and services	199	197	1,437	1,419	111	595	-	62	-	48	49
Total Capex during the year	204	247	1,437	1,419	117	595	-	62	-	53	54
Cash flow surplus/(deficit) in the year	215	2,265	(678)	(651)	605	141	726	652	720	673	677
Cash outflow for tip remediation	-	2,535	-	-	699	-	-	-	-	-	-
Cash flow surplus/(deficit) in the year including remediation	215	(271)	(678)	(651)	(94)	141	726	652	720	673	677

Uralla Shire Council Long Term Financial Plan 2026-27 to 2035-36 (Base Scenario) Consolidated Cash Flow Statement											
Particulars of Cash Movement	Amounts in '000										
	Base Year 2025-26	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31	Year 6 2031-32	Year 7 2032-33	Year 8 2033-34	Year 9 2034-35	Year 10 2035-36
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	8,949	9,389	9,797	10,142	10,446	10,707	11,031	11,307	11,590	11,940	12,239
User charges and fees	6,732	6,707	6,908	7,116	7,329	7,543	7,764	7,990	8,224	8,464	8,712
Other revenue	583	743	794	840	881	916	946	977	1,009	1,041	1,075
Grants and contributions provided for operating purposes	11,767	12,129	12,490	12,756	12,895	13,175	13,447	13,727	14,013	14,307	14,608
Grants and contributions provided for capital purposes	1,719	4,293	2,374	2,409	2,445	2,482	2,519	2,557	2,596	2,634	2,674
Interest and investment income	687	645	671	640	655	664	674	689	702	717	651
Impact of change in accounts receivables	911	(132)	72	(72)	(59)	(66)	(71)	(68)	(818)	(96)	(92)
Payments:											
Employee benefits and on-costs	15,599	14,735	14,831	15,391	16,562	17,011	17,704	18,447	19,027	19,611	20,229
Materials and services	7,960	8,750	8,971	9,212	9,517	9,796	10,096	10,580	10,709	11,045	12,012
Borrowing costs	86	249	40	33	27	22	17	13	8	3	-
Councillor and Mayoral fees and associated expenses	166	173	168	173	179	184	189	195	201	207	213
Audit fees	187	188	190	193	195	197	200	203	205	208	211
Other expenses	499	630	649	668	688	709	730	752	774	798	822
Net loss/(gain) from the disposal of assets	(314)	-	-	-	-	-	-	-	-	-	-
Impact of change in accounts payables	957	397	(294)	10	514	(373)	(62)	129	(31)	(243)	(186)
Net Cash provided (or used in) Operating Activities	6,208	8,653	8,551	8,151	6,912	7,876	7,437	6,861	6,420	7,380	6,565
Cash Flows from Investing Activities											
Fund Used/(Added) from/to Restriction	1,957	48	2,182	424	(193)	(411)	(429)	(448)	(468)	(490)	(512)
Investment in Infrastructure, Property, Plant & Equipment	(11,331)	(7,981)	(13,871)	(10,955)	(9,403)	(8,715)	(7,561)	(8,227)	(8,323)	(9,648)	(9,937)
Net Cash provided (or used in) Investing Activities	(9,373)	(7,934)	(11,689)	(10,531)	(9,596)	(9,126)	(7,990)	(8,676)	(8,792)	(10,138)	(10,449)
Cash Flows from Financing Activities											
Net movement of McMaugh Gardens Bonds	800	280	294	309	324	340	357	375	394	414	434
Payment of loans or borrowings	(148)	(135)	(134)	(134)	(102)	(102)	(102)	(102)	(102)	(102)	-
Net Cash provided (or used in) Financing Activities	652	145	160	175	222	238	255	273	292	311	434
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	(2,513)	864	(2,978)	(2,205)	(2,462)	(1,011)	(298)	(1,542)	(2,079)	(2,447)	(3,450)
Opening Balance of Cash and Cash Equivalent (including Restrictions)	28,282	25,769	26,633	23,655	21,450	18,988	17,976	17,678	16,137	14,057	11,610
Cash & Cash Equivalents - End of Year (Including Restrictions)	25,769	26,633	23,655	21,450	18,988	17,976	17,678	16,137	14,057	11,610	8,161

Uralla Shire Council Long Term Financial Plan 2026-27 to 2035-36 (Base Scenario) Cash Flow Statement - General Fund											
Amounts in '000											
Particulars of Cash Movement	Base Year 2025-26	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31	Year 6 2031-32	Year 7 2032-33	Year 8 2033-34	Year 9 2034-35	Year 10 2035-36
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	4,768	4,944	5,093	5,296	5,455	5,592	5,788	5,932	6,081	6,294	6,451
User charges and fees	3,477	3,425	3,527	3,633	3,742	3,854	3,970	4,089	4,212	4,338	4,468
Other revenue	553	674	694	715	737	759	782	805	829	854	880
Grants and contributions provided for operating purposes	7,625	7,204	7,319	7,429	7,409	7,524	7,627	7,732	7,838	7,947	8,057
Grants and contributions provided for capital purposes	1,030	2,293	2,374	2,409	2,445	2,482	2,519	2,557	2,596	2,634	2,674
Interest and investment income	310	356	424	405	409	417	421	426	432	438	362
Impact of change in accounts receivables	911	(132)	72	(72)	(59)	(66)	(71)	(68)	(818)	(96)	(92)
Payments:											
Employee benefits and on-costs	9,925	8,681	8,476	8,806	9,636	9,865	10,292	10,753	11,076	11,396	11,739
Materials and services	3,133	4,154	4,068	4,162	4,315	4,439	4,577	4,896	4,855	5,015	5,801
Borrowing costs	79	47	40	33	27	22	17	13	8	3	-
Councillor and Mayoral fees and associated expenses	166	173	168	173	179	184	189	195	201	207	213
Audit fees	172	188	190	193	195	197	200	203	205	208	211
Other expenses	499	630	649	668	688	709	730	752	774	798	822
Net loss/(gain) from the disposal of assets	(314)	-	-	-	-	-	-	-	-	-	-
Impact of change in accounts payables	957	397	(294)	10	514	(373)	(62)	129	(31)	(243)	(186)
Net Cash provided (or used in) Operating Activities	4,057	4,494	6,206	5,771	4,586	5,519	5,092	4,532	4,081	5,025	4,199
Cash Flows from Investing Activities											
Fund Used/(Added) from/to Restriction	1,957	48	2,182	424	(193)	(411)	(429)	(448)	(468)	(490)	(512)
Investment in Infrastructure, Property, Plant & Equipment	(7,357)	(6,527)	(8,652)	(8,458)	(6,960)	(7,178)	(6,593)	(7,133)	(6,936)	(8,352)	(8,602)
Net Cash provided (or used in) Investing Activities	(5,400)	(6,479)	(6,470)	(8,035)	(7,153)	(7,588)	(7,023)	(7,582)	(7,404)	(8,841)	(9,114)
Cash Flows from Financing Activities											
Receipts from loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Payment of loans or borrowings	(148)	(135)	(134)	(134)	(102)	(102)	(102)	(102)	(102)	(102)	-
Net Cash provided (or used in) Financing Activities	(148)	(135)	(134)	(134)	(102)	(102)	(102)	(102)	(102)	(102)	-
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	(1,491)	(2,121)	(398)	(2,398)	(2,669)	(2,171)	(2,033)	(3,152)	(3,425)	(3,918)	(4,915)
Opening Balance of Cash and Cash Equivalent (Unrestricted Cash)	2,942	1,451	(670)	(1,067)	(3,465)	(6,134)	(8,305)	(10,338)	(13,490)	(16,915)	(20,833)
Cash & Cash Equivalents - End of Year (Unrestricted Cash)	1,451	(670)	(1,067)	(3,465)	(6,134)	(8,305)	(10,338)	(13,490)	(16,915)	(20,833)	(25,748)

Uralla Shire Council Long Term Financial Plan 2026-27 to 2035-36 (Base Scenario) Cash Flow Statement - Water Fund											
											Amounts in '000
Particulars of Cash Movement	Base Year 2025-26	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31	Year 6 2031-32	Year 7 2032-33	Year 8 2033-34	Year 9 2034-35	Year 10 2035-36
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	707	732	754	776	800	820	840	861	883	905	927
User charges and fees	981	1,052	1,083	1,116	1,149	1,178	1,208	1,238	1,269	1,301	1,333
Other revenue	-	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for operating purposes	37	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for capital purposes	689	-	-	-	-	-	-	-	-	-	-
Interest and investment income	119	76	31	27	28	20	19	19	16	15	15
Payments:											
Employee benefits and on-costs	655	522	539	560	611	626	652	681	702	722	744
Materials and services	1,026	860	886	913	940	968	997	1,027	1,058	1,090	1,122
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	853	478	443	447	426	424	418	410	408	409	410
Cash Flows from Investing Activities											
Investment in Infrastructure, Property, Plant & Equipment	(2,322)	(590)	(418)	(390)	(832)	(397)	(424)	(563)	(423)	(431)	(444)
Net Cash provided (or used in) Investing Activities	(2,322)	(590)	(418)	(390)	(832)	(397)	(424)	(563)	(423)	(431)	(444)
Cash Flows from Financing Activities											
Receipts from loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Payment of loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	(1,470)	(111)	26	56	(406)	27	(6)	(153)	(14)	(21)	(34)
Plus: Cash & Cash Equivalents - beginning of year (Restricted funds)	2,002	533	421	447	503	98	124	118	(35)	(49)	(70)
Cash & Cash Equivalents - End of Year (Restricted Funds)	533	421	447	503	98	124	118	(35)	(49)	(70)	(104)

Uralla Shire Council Long Term Financial Plan 2026-27 to 2035-36 (Base Scenario) Cash Flow Statement - WasteWater (Sewer) Fund											
	Amounts in '000										
Particulars of Cash Movement	Base Year 2025-26	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31	Year 6 2031-32	Year 7 2032-33	Year 8 2033-34	Year 9 2034-35	Year 10 2035-36
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	1,136	1,176	1,211	1,248	1,285	1,317	1,350	1,384	1,419	1,454	1,491
User charges and fees	82	84	86	89	91	94	97	100	103	106	109
Other revenue	-	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-	-
Interest and investment income	88	44	45	41	41	42	41	42	42	42	42
Payments:											
Employee benefits and on-costs	133	260	255	265	290	297	310	323	333	343	353
Materials and services	478	464	478	493	507	523	538	555	571	588	606
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	696	580	610	620	621	634	641	648	659	671	682
Cash Flows from Investing Activities											
Investment in Infrastructure, Property, Plant & Equipment	(832)	(323)	(332)	(341)	(406)	(370)	(365)	(372)	(380)	(387)	(399)
Net Cash provided (or used in) Investing Activities	(832)	(323)	(332)	(341)	(406)	(370)	(365)	(372)	(380)	(387)	(399)
Cash Flows from Financing Activities											
Receipts from loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Payment of loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	(136)	257	278	279	215	264	276	276	279	284	284
Plus: Cash & Cash Equivalents - beginning of year (Restricted funds)	2,750	2,614	2,871	3,149	3,428	3,644	3,907	4,184	4,459	4,739	5,022
Cash & Cash Equivalents - End of Year (Restricted Funds)	2,614	2,871	3,149	3,428	3,644	3,907	4,184	4,459	4,739	5,022	5,306

Uralla Shire Council Long Term Financial Plan 2026-27 to 2035-36 (Base Scenario) Cash Flow Statement - McMaugh Fund											
	Amounts in '000										
Particulars of Cash Movement	Base Year 2025-26	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31	Year 6 2031-32	Year 7 2032-33	Year 8 2033-34	Year 9 2034-35	Year 10 2035-36
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	-	-	-	-	-	-	-	-	-	-	-
User charges and fees	1,476	1,332	1,372	1,413	1,456	1,500	1,545	1,591	1,639	1,688	1,738
Other revenue	2	30	60	84	102	114	120	126	132	138	145
Grants and contributions provided for operating purposes	4,105	4,925	5,171	5,327	5,486	5,651	5,820	5,995	6,175	6,360	6,551
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-	-
Interest and investment income	161	159	154	156	163	172	180	189	199	208	219
Payments:											
Employee benefits and on-costs	4,133	4,364	4,516	4,674	4,838	5,007	5,183	5,364	5,552	5,746	5,947
Materials and services	1,405	1,494	1,708	1,759	1,812	1,866	1,922	1,980	2,039	2,101	2,164
Borrowing costs	8	0	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	15	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	184	589	534	546	558	562	560	557	553	548	543
Cash Flows from Investing Activities											
Investment in Infrastructure, Property, Plant & Equipment	(615)	(295)	(498)	(346)	(390)	(174)	(179)	(97)	(586)	(426)	(438)
Net Cash provided (or used in) Investing Activities	(615)	(295)	(498)	(346)	(390)	(174)	(179)	(97)	(586)	(426)	(438)
Cash Flows from Financing Activities											
Net Change in MCM Bonds	800	280	294	309	324	340	357	375	394	414	434
Payment of loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Financing Activities	800	280	294	309	324	340	357	375	394	414	434
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	369	574	330	508	491	728	738	835	361	536	539
Plus: Cash & Cash Equivalents - beginning of year (Restricted funds)	4,800	5,169	5,743	6,073	6,581	7,072	7,800	8,538	9,373	9,735	10,271
Cash & Cash Equivalents - End of Year (Restricted Funds)	5,169	5,743	6,073	6,581	7,072	7,800	8,538	9,373	9,735	10,271	10,809

Uralla Shire Council Long Term Financial Plan 2026-27 to 2035-36 (Base Scenario) Cash Flow Statement - Waste Service											
	Amounts in '000										
Particulars of Cash Movement	Base Year 2025-26	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31	Year 6 2031-32	Year 7 2032-33	Year 8 2033-34	Year 9 2034-35	Year 10 2035-36
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	2,338	2,536	2,739	2,821	2,906	2,978	3,053	3,129	3,207	3,288	3,370
User charges and fees	715	815	839	864	890	917	944	973	1,002	1,032	1,063
Other revenue	27	38	40	41	42	43	44	46	47	49	50
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for specific purposes	-	2,000	-	-	-	-	-	-	-	-	-
Interest and investment income	10	10	16	12	13	14	13	13	13	13	13
Payments:											
Employee benefits and on-costs	753	908	1,045	1,085	1,187	1,215	1,268	1,325	1,364	1,404	1,446
Materials and services	1,918	1,777	1,831	1,886	1,942	2,000	2,060	2,122	2,186	2,252	2,319
Borrowing costs	-	202	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Remediation of landfill	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	419	2,512	759	767	722	736	726	714	720	726	731
Cash Flows from Investing Activities											
Remediation of landfill assets	-	-	(2,535)	-	(699)	-	-	-	-	-	-
Investment in Infrastructure, Property, Plant & Equipment	(204)	(247)	(1,437)	(1,419)	(117)	(595)	-	(62)	-	(53)	(54)
Net Cash provided (or used in) Investing Activities	(204)	(247)	(3,972)	(1,419)	(816)	(595)	-	(62)	-	(53)	(54)
Cash Flows from Financing Activities											
Receipts from loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Payment of loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	215	2,265	(3,213)	(651)	(94)	141	726	652	720	673	677
Plus: Cash & Cash Equivalents - beginning of year (Restricted funds)	1,270	1,485	3,750	537	(115)	(209)	(67)	659	1,311	2,031	2,704
Cash & Cash Equivalents - End of Year (Restricted Funds)	1,485	3,750	537	(115)	(209)	(67)	659	1,311	2,031	2,704	3,381

Uralla Shire Council Long Term Financial Plan 2026-27 to 2035-36 (Base Scenario) Consolidated Balance Sheet											
Amounts in '000											
Particulars	Base Year 2025-26	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31	Year 6 2031-32	Year 7 2032-33	Year 8 2033-34	Year 9 2034-35	Year 10 2035-36
Current assets											
Cash and cash equivalents (Overdraft)	1,451	(670)	(1,067)	(3,465)	(6,134)	(8,305)	(10,338)	(13,490)	(16,915)	(20,833)	(25,748)
Investments	22,361	25,299	20,537	20,305	20,705	22,275	24,439	26,497	28,312	30,273	32,250
Receivables	3,588	3,741	3,691	3,785	3,866	3,955	4,049	4,141	4,984	5,104	5,222
Inventories	308	207	293	282	251	258	239	262	266	295	317
Contract assets	1,404	1,131	1,431	1,412	1,234	1,250	1,166	1,239	1,263	1,393	1,434
Other	103	113	95	104	104	101	103	103	102	102	102
Total current assets	29,216	29,821	24,979	22,423	20,026	19,534	19,658	18,752	18,011	16,334	13,577
Non-current assets											
Infrastructure, property, plant and equipment (IPPE)	476,404	477,929	482,551	486,524	487,967	489,130	488,837	488,896	488,725	489,538	490,288
Right of use assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	476,404	477,929	482,551	486,524	487,967	489,130	488,837	488,896	488,725	489,538	490,288
Total assets	505,620	507,750	507,531	508,947	507,992	508,664	508,495	507,648	506,736	505,872	503,864
Current liabilities											
Payables	8,657	8,540	9,128	9,426	9,236	9,950	10,370	10,616	11,041	11,698	12,318
Contract liabilities	3,816	3,340	7,764	4,023	4,081	3,488	3,503	3,496	3,499	3,498	3,499
Lease liabilities	20	20	20	20	20	20	20	20	20	20	20
Borrowings	148	135	134	134	102	102	102	102	102	102	-
Employee benefit provisions	2,479	2,454	2,455	2,462	2,457	2,458	2,459	2,458	2,458	2,459	2,458
Total current liabilities	15,119	14,488	19,500	16,065	15,897	16,019	16,454	16,692	17,121	17,776	18,295
Non-current liabilities											
Lease liabilities	121	115	112	116	115	114	115	115	115	115	115
Borrowings	887	757	625	523	420	318	216	113	11	-	-
Employee benefit provisions	507	642	830	660	711	733	701	715	717	711	714
Provisions for Tip Assets	196	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	1,712	1,514	1,568	1,299	1,245	1,166	1,032	943	842	826	829
Net assets	488,789	491,748	486,463	491,583	490,850	491,479	491,009	490,013	488,773	487,270	484,741
EQUITY											
Accumulated surplus	94,671	97,398	98,870	100,121	100,345	100,362	99,954	98,844	97,557	95,954	93,238
IPPE revaluation reserve	394,118	394,350	387,593	391,462	390,506	391,117	391,056	391,169	391,216	391,316	391,503
Total equity	488,789	491,748	486,463	491,583	490,850	491,479	491,009	490,013	488,773	487,270	484,741

Uralla Shire Council Long Term Financial Plan 2026-27 to 2035-36 (SRV Scenario) Consolidated Profit & Loss Account											
Amounts in '000											
Particulars	Base Year 2025-26	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31	Year 6 2031-32	Year 7 2032-33	Year 8 2033-34	Year 9 2034-35	Year 10 2035-36
Income from continuing operations											
Rates and annual charges	8,949	10,575	12,249	12,692	13,072	13,399	13,817	14,163	14,517	14,970	15,344
User charges and fees	6,732	6,707	6,908	7,137	7,373	7,618	7,871	8,133	8,404	8,684	8,974
Other revenue	583	743	794	840	881	916	946	977	1,009	1,041	1,075
Grants and contributions provided for operating purposes	11,767	12,129	12,490	12,756	12,895	13,175	13,447	13,727	14,013	14,307	14,608
Interest and investment income	687	645	671	640	655	666	678	695	711	731	670
Total revenue from operational activities	28,719	30,800	33,112	34,065	34,877	35,774	36,759	37,694	38,654	39,733	40,672
Expenses from continuing operations											
Employee benefits and on-costs	15,599	14,735	14,831	15,391	16,562	17,011	17,704	18,447	19,027	19,611	20,229
Materials and services	7,960	8,750	8,971	9,212	9,517	9,796	10,096	10,580	10,709	11,045	12,012
Borrowing costs	86	249	40	33	27	22	17	13	8	3	-
Councillor and Mayoral fees and associated expenses	166	173	168	173	179	184	189	195	201	207	213
Audit fees	187	188	190	193	195	197	200	203	205	208	211
Other expenses	499	630	649	668	688	709	730	752	774	798	822
Net loss/(gain) from the disposal of assets	(314)	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	24,184	24,725	24,849	25,670	27,167	27,919	28,937	30,189	30,925	31,872	33,487
Operating result prior to consideration of capital grants and depreciation	4,535	6,075	8,263	8,395	7,710	7,855	7,823	7,505	7,729	7,861	7,185
Depreciation on Non-current assets	6,454	6,455	6,714	6,982	7,261	7,552	7,854	8,168	8,495	8,835	9,188
Operating profit/(loss) after depreciation	(1,919)	(380)	1,550	1,413	449	303	(31)	(663)	(766)	(974)	(2,003)
Grants and contributions provided for capital purposes	1,719	4,293	2,374	2,409	2,445	2,482	2,519	2,557	2,596	2,634	2,674
Overall result with capital grants	(200)	3,913	3,923	3,822	2,895	2,785	2,488	1,894	1,829	1,661	671
Capital Investments											
Employee benefits and on-costs	1,309	1,087	1,845	1,771	868	994	803	568	585	623	642
Materials and services	10,021	6,894	9,490	9,184	7,836	7,721	6,758	7,659	7,738	9,025	9,296
Total Capex during the year	11,331	7,981	11,336	10,955	8,704	8,715	7,561	8,227	8,323	9,648	9,937
Cash flow surplus/(deficit) for the year	(5,076)	2,388	(699)	(150)	1,452	1,622	2,781	1,835	2,001	847	(78)

Uralla Shire Council
Long Term Financial Plan 2026-27 to 2035-36 (SRV Scenario)
Profit & Loss Account - General Fund (Exc. Waste Service)

	Amounts in '000										
	Base Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Particulars	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Income from continuing operations											
Rates and annual charges	4,768	6,131	7,544	7,846	8,082	8,284	8,574	8,788	9,008	9,323	9,556
User charges and fees	3,477	3,425	3,527	3,633	3,742	3,854	3,970	4,089	4,212	4,338	4,468
Other revenue	553	674	694	715	737	759	782	805	829	854	880
Grants and contributions provided for operating purposes	7,625	7,204	7,319	7,429	7,409	7,524	7,627	7,732	7,838	7,947	8,057
Interest and investment income	310	356	424	405	409	417	421	426	432	438	362
Total revenue from operational activities	16,733	17,789	19,509	20,029	20,379	20,838	21,373	21,840	22,320	22,900	23,323
Expenses from continuing operations											
Employee benefits and on-costs	9,925	8,681	8,476	8,806	9,636	9,865	10,292	10,753	11,076	11,396	11,739
Materials and services	3,133	4,154	4,068	4,162	4,315	4,439	4,577	4,896	4,855	5,015	5,801
Borrowing costs	79	47	40	33	27	22	17	13	8	3	-
Councillor and Mayoral fees and associated expenses	166	173	168	173	179	184	189	195	201	207	213
Audit fees	172	188	190	193	195	197	200	203	205	208	211
Other expenses	499	630	649	668	688	709	730	752	774	798	822
Net loss/(gain) from the disposal of assets	(314)	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	13,660	13,873	13,591	14,035	15,039	15,416	16,006	16,812	17,120	17,628	18,786
Operating result prior to consideration of capital grants and depreciation	3,073	3,916	5,918	5,994	5,340	5,422	5,367	5,028	5,200	5,273	4,537
Depreciation on Non-current assets	4,819	4,821	5,014	5,214	5,423	5,640	5,865	6,100	6,344	6,598	6,861
Operating profit/(loss) after depreciation	(1,747)	(904)	904	780	(83)	(218)	(498)	(1,072)	(1,144)	(1,325)	(2,324)
Grants and contributions provided for capital purposes	1,030	2,293	2,374	2,409	2,445	2,482	2,519	2,557	2,596	2,634	2,674
Results with capital grants	(716)	1,389	3,278	3,189	2,362	2,264	2,021	1,486	1,452	1,310	350
Capital Investments											
Employee benefits and on-costs	933	990	1,805	1,731	815	951	760	525	530	579	597
Materials and services	6,425	5,537	6,846	6,727	6,144	6,227	5,833	6,609	6,405	7,772	8,006
Total Capex during the year	7,357	6,527	8,652	8,458	6,960	7,178	6,593	7,133	6,936	8,352	8,602
Cash flow surplus/(deficit) for the year	(3,254)	(317)	(360)	(55)	826	726	1,293	452	860	(444)	(1,391)

Uralla Shire Council
Long Term Financial Plan 2026-27 to 2035-36 (SRV Scenario)
Profit & Loss Account - Water Fund

Amounts in '000											
Particulars	Base Year 2025-26	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31	Year 6 2031-32	Year 7 2032-33	Year 8 2033-34	Year 9 2034-35	Year 10 2035-36
Income from continuing operations											
Rates and annual charges	707	732	754	776	800	820	840	861	883	905	927
User charges and fees	981	1,052	1,083	1,137	1,194	1,253	1,315	1,380	1,448	1,520	1,596
Other revenue	-	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for operating purposes	37	-	-	-	-	-	-	-	-	-	-
Interest and investment income	119	76	31	27	28	21	23	25	26	29	35
Total revenue from operational activities	1,845	1,860	1,869	1,941	2,022	2,094	2,178	2,267	2,357	2,455	2,558
Expenses from continuing operations											
Employee benefits and on-costs	655	522	539	560	611	626	652	681	702	722	744
Materials and services	1,026	860	886	913	940	968	997	1,027	1,058	1,090	1,122
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	1,681	1,382	1,425	1,473	1,551	1,594	1,650	1,708	1,760	1,812	1,866
Operating result prior to consideration of capital grants and depreciation	164	478	443	468	471	500	529	559	597	643	692
Depreciation on Non-current assets	646	646	672	699	727	756	787	818	851	885	920
Operating profit/(loss) after depreciation	(483)	(168)	(229)	(231)	(256)	(256)	(258)	(259)	(253)	(241)	(228)
Grants and contributions provided for capital purposes	689	-	-	-	-	-	-	-	-	-	-
Results with capital grants	206	(168)	(229)	(231)	(256)	(256)	(258)	(259)	(253)	(241)	(228)
Capital Investments											
Employee benefits and on-costs	323	25	18	17	17	18	18	19	19	19	20
Materials and services	1,999	565	400	373	814	380	406	544	404	412	424
Total Capex during the year	2,322	590	418	390	832	397	424	563	423	431	444
Cash flow surplus/(deficit) in the year	(2,158)	(111)	26	78	(361)	103	104	(4)	175	212	248

Uralla Shire Council
Long Term Financial Plan 2026-27 to 2035-36 (SRV Scenario)
Profit & Loss Account - WasteWater (Sewer) Fund

	Amounts in '000										
	Base Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Particulars	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Income from continuing operations											
Rates and annual charges	1,136	1,176	1,211	1,248	1,285	1,317	1,350	1,384	1,419	1,454	1,491
User charges and fees	82	84	86	89	91	94	97	100	103	106	109
Other revenue	-	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Interest and investment income	88	44	45	41	41	42	41	42	42	42	42
Total revenue from operational activities	1,306	1,304	1,343	1,377	1,418	1,453	1,489	1,526	1,563	1,602	1,641
Expenses from continuing operations											
Employee benefits and on-costs	133	260	255	265	290	297	310	323	333	343	353
Materials and services	478	464	478	493	507	523	538	555	571	588	606
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	610	724	733	757	797	819	848	878	904	931	959
Operating result prior to consideration of capital grants and depreciation	696	580	610	620	621	634	641	648	659	671	682
Depreciation on Non-current assets	512	512	533	554	576	599	623	648	674	701	729
Operating profit/(loss) after depreciation	183	67	77	66	45	35	17	(1)	(15)	(31)	(47)
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-	-
Results with capital grants	183	67	77	66	45	35	17	(1)	(15)	(31)	(47)
Capital Investments											
Employee benefits and on-costs	36	16	17	17	23	19	18	19	19	19	20
Materials and services	796	306	315	323	383	351	346	353	361	368	379
Total Capex during the year	832	323	332	341	406	370	365	372	380	387	399
Cash flow surplus/(deficit) in the year	(136)	257	278	279	215	264	276	276	279	284	284

Uralla Shire Council
Long Term Financial Plan 2026-27 to 2035-36 (SRV Scenario)
Profit & Loss Account - McMaugh Gardens

	Amounts in '000										
	Base Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Particulars	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Income from continuing operations											
Rates and annual charges	-	-	-	-	-	-	-	-	-	-	-
User charges and fees	1,476	1,332	1,372	1,413	1,456	1,500	1,545	1,591	1,639	1,688	1,738
Other revenue	2	30	60	84	102	114	120	126	132	138	145
Grants and contributions provided for operating purposes	4,105	4,925	5,171	5,327	5,486	5,651	5,820	5,995	6,175	6,360	6,551
Interest and investment income	161	159	154	156	163	172	180	189	199	208	219
Total revenue from operational activities	5,745	6,447	6,758	6,979	7,208	7,436	7,665	7,901	8,144	8,395	8,653
Expenses from continuing operations											
Employee benefits and on-costs	4,133	4,364	4,516	4,674	4,838	5,007	5,183	5,364	5,552	5,746	5,947
Materials and services	1,405	1,494	1,708	1,759	1,812	1,866	1,922	1,980	2,039	2,101	2,164
Borrowing costs	8	0	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	15	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	5,561	5,858	6,224	6,434	6,650	6,874	7,105	7,344	7,591	7,847	8,111
Operating result prior to consideration of capital grants and depreciation	184	589	534	546	558	562	560	557	553	548	543
Depreciation on Non-current assets	233	233	242	252	262	273	284	295	307	319	332
Operating profit/(loss) after depreciation	(49)	356	291	294	295	290	276	262	246	229	211
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-	-
Results with capital grants	(49)	356	291	294	295	290	276	262	246	229	211
Capital Investments											
Employee benefits and on-costs	11	5	6	6	6	6	6	6	17	-	-
Materials and services	603	290	492	341	384	169	173	91	569	426	438
Total Capex during the year	615	295	498	346	390	174	179	97	586	426	438
Cash flow surplus/(deficit) in the year	(431)	294	36	199	167	388	381	460	(33)	123	104

Uralla Shire Council
Long Term Financial Plan 2026-27 to 2035-36 (SRV Scenario)
Profit & Loss Account - Waste Service

Amounts in '000											
Particulars	Base Year 2025-26	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31	Year 6 2031-32	Year 7 2032-33	Year 8 2033-34	Year 9 2034-35	Year 10 2035-36
Income from continuing operations											
Rates and annual charges	2,338	2,536	2,739	2,821	2,906	2,978	3,053	3,129	3,207	3,288	3,370
User charges and fees	715	815	839	864	890	917	944	973	1,002	1,032	1,063
Other revenue	27	38	40	41	42	43	44	46	47	49	50
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Interest and investment income	10	10	16	12	13	14	13	13	13	13	13
Total revenue from operational activities	3,090	3,399	3,634	3,738	3,851	3,952	4,055	4,161	4,270	4,381	4,496
Expenses from continuing operations											
Employee benefits and on-costs	753	908	1,045	1,085	1,187	1,215	1,268	1,325	1,364	1,404	1,446
Materials and services	1,918	1,777	1,831	1,886	1,942	2,000	2,060	2,122	2,186	2,252	2,319
Borrowing costs	-	202	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	2,671	2,888	2,875	2,971	3,129	3,216	3,328	3,447	3,550	3,655	3,765
Operating result prior to consideration of capital grants and depreciation	419	512	759	767	722	736	726	714	720	726	731
Depreciation on Non-current assets	243	243	252	262	273	284	295	307	319	332	345
Operating profit/(loss) after depreciation	176	269	506	505	449	453	431	407	400	394	386
Grants and contributions provided for capital purposes	-	2,000	-	-	-	-	-	-	-	-	-
Results with capital grants	176	2,269	506	505	449	453	431	407	400	394	386
Capital Investments											
Employee benefits and on-costs	5	51	-	-	6	-	-	-	-	5	5
Materials and services	199	197	1,437	1,419	111	595	-	62	-	48	49
Total Capex during the year	204	247	1,437	1,419	117	595	-	62	-	53	54
Cash flow surplus/(deficit) in the year	215	2,265	(678)	(651)	605	141	726	652	720	673	677
Cash outflow for tip remediation	-	2,535	-	-	699	-	-	-	-	-	-
Cash flow surplus/(deficit) in the year including remediation	215	(271)	(678)	(651)	(94)	141	726	652	720	673	677

Uralla Shire Council Long Term Financial Plan 2026-27 to 2035-36 (SRV Scenario) Consolidated Cash Flow Statement											
	Amounts in '000										
Particulars of Cash Movement	Base Year 2025-26	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31	Year 6 2031-32	Year 7 2032-33	Year 8 2033-34	Year 9 2034-35	Year 10 2035-36
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	8,949	10,575	12,249	12,692	13,072	13,399	13,817	14,163	14,517	14,970	15,344
User charges and fees	6,732	6,707	6,908	7,137	7,373	7,618	7,871	8,133	8,404	8,684	8,974
Other revenue	583	743	794	840	881	916	946	977	1,009	1,041	1,075
Grants and contributions provided for operating purposes	11,767	12,129	12,490	12,756	12,895	13,175	13,447	13,727	14,013	14,307	14,608
Grants and contributions provided for capital purposes	1,719	4,293	2,374	2,409	2,445	2,482	2,519	2,557	2,596	2,634	2,674
Interest and investment income	687	645	671	640	655	666	678	695	711	731	670
Impact of change in accounts receivables	911	(227)	(29)	(82)	(67)	(74)	(81)	(76)	(889)	(110)	(104)
Payments:											
Employee benefits and on-costs	15,599	14,735	14,831	15,391	16,562	17,011	17,704	18,447	19,027	19,611	20,229
Materials and services	7,960	8,750	8,971	9,212	9,517	9,796	10,096	10,580	10,709	11,045	12,012
Borrowing costs	86	249	40	33	27	22	17	13	8	3	-
Councillor and Mayoral fees and associated expenses	166	173	168	173	179	184	189	195	201	207	213
Audit fees	187	188	190	193	195	197	200	203	205	208	211
Other expenses	499	630	649	668	688	709	730	752	774	798	822
Net loss/(gain) from the disposal of assets	(314)	-	-	-	-	-	-	-	-	-	-
Impact of change in accounts payables	957	397	(294)	10	514	(373)	(62)	129	(31)	(243)	(186)
Net Cash provided (or used in) Operating Activities	6,208	9,745	10,902	10,712	9,575	10,637	10,324	9,857	9,466	10,629	9,941
Cash Flows from Investing Activities											
Fund Used/(Added) from/to Restriction	1,957	48	2,182	424	(193)	(411)	(429)	(230)	32	10	(12)
Investment in Infrastructure, Property, Plant & Equipment	(11,331)	(7,981)	(13,871)	(10,955)	(9,403)	(8,715)	(7,561)	(8,227)	(8,323)	(9,648)	(9,937)
Net Cash provided (or used in) Investing Activities	(9,373)	(7,934)	(11,689)	(10,531)	(9,596)	(9,126)	(7,990)	(8,458)	(8,292)	(9,638)	(9,949)
Cash Flows from Financing Activities											
Net movement of McMaugh Gardens Bonds	800	280	294	309	324	340	357	375	394	414	434
Payment of loans or borrowings	(148)	(135)	(134)	(134)	(102)	(102)	(102)	(102)	(102)	(102)	-
Net Cash provided (or used in) Financing Activities	652	145	160	175	222	238	255	273	292	311	434
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	(2,513)	1,956	(627)	356	201	1,749	2,588	1,672	1,466	1,303	426
Opening Balance of Cash and Cash Equivalent (including Restrictions)	28,282	25,769	27,725	27,098	27,453	27,654	29,403	31,992	33,664	35,130	36,432
Cash & Cash Equivalents - End of Year (Including Restrictions)	25,769	27,725	27,098	27,453	27,654	29,403	31,992	33,664	35,130	36,432	36,858

Uralla Shire Council Long Term Financial Plan 2026-27 to 2035-36 (SRV Scenario) Cash Flow Statement - General Fund											
Amounts in '000											
Particulars of Cash Movement	Base Year 2025-26	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31	Year 6 2031-32	Year 7 2032-33	Year 8 2033-34	Year 9 2034-35	Year 10 2035-36
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	4,768	6,131	7,544	7,846	8,082	8,284	8,574	8,788	9,008	9,323	9,556
User charges and fees	3,477	3,425	3,527	3,633	3,742	3,854	3,970	4,089	4,212	4,338	4,468
Other revenue	553	674	694	715	737	759	782	805	829	854	880
Grants and contributions provided for operating purposes	7,625	7,204	7,319	7,429	7,409	7,524	7,627	7,732	7,838	7,947	8,057
Grants and contributions provided for capital purposes	1,030	2,293	2,374	2,409	2,445	2,482	2,519	2,557	2,596	2,634	2,674
Interest and investment income	310	356	424	405	409	417	421	426	432	438	362
Impact of change in accounts receivables	911	(227)	(29)	(82)	(67)	(74)	(81)	(76)	(889)	(110)	(104)
Payments:											
Employee benefits and on-costs	9,925	8,681	8,476	8,806	9,636	9,865	10,292	10,753	11,076	11,396	11,739
Materials and services	3,133	4,154	4,068	4,162	4,315	4,439	4,577	4,896	4,855	5,015	5,801
Borrowing costs	79	47	40	33	27	22	17	13	8	3	-
Councillor and Mayoral fees and associated expenses	166	173	168	173	179	184	189	195	201	207	213
Audit fees	172	188	190	193	195	197	200	203	205	208	211
Other expenses	499	630	649	668	688	709	730	752	774	798	822
Net loss/(gain) from the disposal of assets	(314)	-	-	-	-	-	-	-	-	-	-
Impact of change in accounts payables	957	397	(294)	10	514	(373)	(62)	129	(31)	(243)	(186)
Net Cash provided (or used in) Operating Activities	4,057	5,586	8,556	8,311	7,205	8,204	7,868	7,380	6,937	8,041	7,293
Cash Flows from Investing Activities											
Fund Used/(Added) from/to Restriction	1,957	48	2,182	424	(193)	(411)	(429)	(230)	32	10	(12)
Investment in Infrastructure, Property, Plant & Equipment	(7,357)	(6,527)	(8,652)	(8,458)	(6,960)	(7,178)	(6,593)	(7,133)	(6,936)	(8,352)	(8,602)
Net Cash provided (or used in) Investing Activities	(5,400)	(6,479)	(6,470)	(8,035)	(7,153)	(7,588)	(7,023)	(7,364)	(6,904)	(8,341)	(8,614)
Cash Flows from Financing Activities											
Receipts from loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Payment of loans or borrowings	(148)	(135)	(134)	(134)	(102)	(102)	(102)	(102)	(102)	(102)	-
Net Cash provided (or used in) Financing Activities	(148)	(135)	(134)	(134)	(102)	(102)	(102)	(102)	(102)	(102)	-
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	(1,491)	(1,029)	1,953	142	(51)	513	743	(86)	(69)	(403)	(1,321)
Opening Balance of Cash and Cash Equivalent (Unrestricted Fund)	2,942	1,451	422	2,375	2,517	2,467	2,979	3,723	3,636	3,567	3,164
Cash & Cash Equivalents - End of Year (Unrestricted Fund)	1,451	422	2,375	2,517	2,467	2,979	3,723	3,636	3,567	3,164	1,843

Uralla Shire Council Long Term Financial Plan 2026-27 to 2035-36 (SRV Scenario) Cash Flow Statement - Water Fund											
	Amounts in '000										
Particulars of Cash Movement	Base Year 2025-26	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31	Year 6 2031-32	Year 7 2032-33	Year 8 2033-34	Year 9 2034-35	Year 10 2035-36
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	707	732	754	776	800	820	840	861	883	905	927
User charges and fees	981	1,052	1,083	1,137	1,194	1,253	1,315	1,380	1,448	1,520	1,596
Other revenue	-	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for operating purposes	37	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for capital purposes	689	-	-	-	-	-	-	-	-	-	-
Interest and investment income	119	76	31	27	28	21	23	25	26	29	35
Payments:											
Employee benefits and on-costs	655	522	539	560	611	626	652	681	702	722	744
Materials and services	1,026	860	886	913	940	968	997	1,027	1,058	1,090	1,122
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	853	478	443	468	471	500	529	559	597	643	692
Cash Flows from Investing Activities											
Investment in Infrastructure, Property, Plant & Equipment	(2,322)	(590)	(418)	(390)	(832)	(397)	(424)	(563)	(423)	(431)	(444)
Net Cash provided (or used in) Investing Activities	(2,322)	(590)	(418)	(390)	(832)	(397)	(424)	(563)	(423)	(431)	(444)
Cash Flows from Financing Activities											
Receipts from loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Payment of loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	(1,470)	(111)	26	78	(361)	103	104	(4)	175	212	248
Plus: Cash & Cash Equivalents - beginning of year (restricted funds)	2,002	533	421	447	525	164	266	371	366	541	754
Cash & Cash Equivalents - End of Year (Restricted Funds)	533	421	447	525	164	266	371	366	541	754	1,002

Uralla Shire Council Long Term Financial Plan 2026-27 to 2035-36 (SRV Scenario) Cash Flow Statement - WasteWater (Sewer) Fund											
Amounts in '000											
Particulars of Cash Movement	Base Year 2025-26	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31	Year 6 2031-32	Year 7 2032-33	Year 8 2033-34	Year 9 2034-35	Year 10 2035-36
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	1,136	1,176	1,211	1,248	1,285	1,317	1,350	1,384	1,419	1,454	1,491
User charges and fees	82	84	86	89	91	94	97	100	103	106	109
Other revenue	-	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-	-
Interest and investment income	88	44	45	41	41	42	41	42	42	42	42
Payments:											
Employee benefits and on-costs	133	260	255	265	290	297	310	323	333	343	353
Materials and services	478	464	478	493	507	523	538	555	571	588	606
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	696	580	610	620	621	634	641	648	659	671	682
Cash Flows from Investing Activities											
Investment in Infrastructure, Property, Plant & Equipment	(832)	(323)	(332)	(341)	(406)	(370)	(365)	(372)	(380)	(387)	(399)
Net Cash provided (or used in) Investing Activities	(832)	(323)	(332)	(341)	(406)	(370)	(365)	(372)	(380)	(387)	(399)
Cash Flows from Financing Activities											
Receipts from loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Payment of loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	(136)	257	278	279	215	264	276	276	279	284	284
Plus: Cash & Cash Equivalents - beginning of year (restricted funds)	2,750	2,614	2,871	3,149	3,428	3,644	3,907	4,184	4,459	4,739	5,022
Cash & Cash Equivalents - End of Year (Restricted Funds)	2,614	2,871	3,149	3,428	3,644	3,907	4,184	4,459	4,739	5,022	5,306

Uralla Shire Council Long Term Financial Plan 2026-27 to 2035-36 (SRV Scenario) Cash Flow Statement - McMaugh Fund											
	Amounts in '000										
Particulars of Cash Movement	Base Year 2025-26	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31	Year 6 2031-32	Year 7 2032-33	Year 8 2033-34	Year 9 2034-35	Year 10 2035-36
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	-	-	-	-	-	-	-	-	-	-	-
User charges and fees	1,476	1,332	1,372	1,413	1,456	1,500	1,545	1,591	1,639	1,688	1,738
Other revenue	2	30	60	84	102	114	120	126	132	138	145
Grants and contributions provided for operating purposes	4,105	4,925	5,171	5,327	5,486	5,651	5,820	5,995	6,175	6,360	6,551
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-	-
Interest and investment income	161	159	154	156	163	172	180	189	199	208	219
Payments:											
Employee benefits and on-costs	4,133	4,364	4,516	4,674	4,838	5,007	5,183	5,364	5,552	5,746	5,947
Materials and services	1,405	1,494	1,708	1,759	1,812	1,866	1,922	1,980	2,039	2,101	2,164
Borrowing costs	8	0	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	15	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	184	589	534	546	558	562	560	557	553	548	543
Cash Flows from Investing Activities											
Investment in Infrastructure, Property, Plant & Equipment	(615)	(295)	(498)	(346)	(390)	(174)	(179)	(97)	(586)	(426)	(438)
Net Cash provided (or used in) Investing Activities	(615)	(295)	(498)	(346)	(390)	(174)	(179)	(97)	(586)	(426)	(438)
Cash Flows from Financing Activities											
Net Change in MCM Bonds	800	280	294	309	324	340	357	375	394	414	434
Payment of loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Financing Activities	800	280	294	309	324	340	357	375	394	414	434
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	369	574	330	508	491	728	738	835	361	536	539
Plus: Cash & Cash Equivalents - beginning of year (restricted funds)	4,800	5,169	5,743	6,073	6,581	7,072	7,800	8,538	9,373	9,735	10,271
Cash & Cash Equivalents - End of Year (Restricted Funds)	5,169	5,743	6,073	6,581	7,072	7,800	8,538	9,373	9,735	10,271	10,809

Uralla Shire Council Long Term Financial Plan 2026-27 to 2035-36 (SRV Scenario) Cash Flow Statement - Waste Service											
Amounts in '000											
Particulars of Cash Movement	Base Year 2025-26	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31	Year 6 2031-32	Year 7 2032-33	Year 8 2033-34	Year 9 2034-35	Year 10 2035-36
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	2,338	2,536	2,739	2,821	2,906	2,978	3,053	3,129	3,207	3,288	3,370
User charges and fees	715	815	839	864	890	917	944	973	1,002	1,032	1,063
Other revenue	27	38	40	41	42	43	44	46	47	49	50
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for specific purposes	-	2,000	-	-	-	-	-	-	-	-	-
Interest and investment income	10	10	16	12	13	14	13	13	13	13	13
Payments:											
Employee benefits and on-costs	753	908	1,045	1,085	1,187	1,215	1,268	1,325	1,364	1,404	1,446
Materials and services	1,918	1,777	1,831	1,886	1,942	2,000	2,060	2,122	2,186	2,252	2,319
Borrowing costs	-	202	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Remediation of landfill	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	419	2,512	759	767	722	736	726	714	720	726	731
Cash Flows from Investing Activities											
Remediation of landfill assets	-	-	(2,535)	-	(699)	-	-	-	-	-	-
Investment in Infrastructure, Property, Plant & Equipment	(204)	(247)	(1,437)	(1,419)	(117)	(595)	-	(62)	-	(53)	(54)
Net Cash provided (or used in) Investing Activities	(204)	(247)	(3,972)	(1,419)	(816)	(595)	-	(62)	-	(53)	(54)
Cash Flows from Financing Activities											
Receipts from loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Payment of loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	215	2,265	(3,213)	(651)	(94)	141	726	652	720	673	677
Plus: Cash & Cash Equivalents - beginning of year (restricted funds)	1,270	1,485	3,750	537	(115)	(209)	(67)	659	1,311	2,031	2,704
Cash & Cash Equivalents - End of Year (Restricted Funds)	1,485	3,750	537	(115)	(209)	(67)	659	1,311	2,031	2,704	3,381

Uralla Shire Council Long Term Financial Plan 2026-27 to 2035-36 (SRV Scenario) Consolidated Balance Sheet											
Amounts in '000											
Particulars	Base Year 2025-26	Year 1 2026-27	Year 2 2027-28	Year 3 2028-29	Year 4 2029-30	Year 5 2030-31	Year 6 2031-32	Year 7 2032-33	Year 8 2033-34	Year 9 2034-35	Year 10 2035-36
Current assets											
Cash and cash equivalents (Overdraft)	1,451	422	2,375	2,517	2,467	2,979	3,723	3,636	3,567	3,164	1,843
Investments	22,361	25,299	20,537	20,326	20,771	22,418	24,692	26,680	28,184	29,879	31,638
Receivables	3,588	3,836	3,887	3,990	4,080	4,176	4,281	4,381	5,295	5,429	5,558
Inventories	308	207	293	282	251	258	239	262	266	295	317
Contract assets	1,404	1,131	1,431	1,412	1,234	1,250	1,166	1,239	1,263	1,393	1,434
Other	103	113	95	104	104	101	103	103	102	102	102
Total current assets	29,216	31,007	28,618	28,632	28,906	31,182	34,203	36,301	38,677	40,263	40,893
Non-current assets											
Infrastructure, property, plant and equipment (IPPE)	476,404	477,929	482,551	486,524	487,967	489,130	488,837	488,896	488,725	489,538	490,288
Right of use assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	476,404	477,929	482,551	486,524	487,967	489,130	488,837	488,896	488,725	489,538	490,288
Total assets	505,620	508,937	511,169	515,156	516,872	520,312	523,040	525,197	527,401	529,801	531,181
Current liabilities											
Payables	8,657	8,540	9,128	9,426	9,236	9,950	10,370	10,616	11,041	11,698	12,318
Contract liabilities	3,816	3,340	7,764	4,023	4,081	3,488	3,503	3,496	3,499	3,498	3,499
Lease liabilities	20	20	20	20	20	20	20	20	20	20	20
Borrowings	148	135	134	134	102	102	102	102	102	102	-
Employee benefit provisions	2,479	2,454	2,455	2,462	2,457	2,458	2,459	2,458	2,458	2,459	2,458
Total current liabilities	15,119	14,488	19,500	16,065	15,897	16,019	16,454	16,692	17,121	17,776	18,295
Non-current liabilities											
Lease liabilities	121	115	112	116	115	114	115	115	115	115	115
Borrowings	887	757	625	523	420	318	216	113	11	-	-
Employee benefit provisions	507	642	830	660	711	733	701	715	717	711	714
Provisions for Tip Assets	196	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	1,712	1,514	1,568	1,299	1,245	1,166	1,032	943	842	826	829
Net assets	488,789	492,935	490,101	497,793	499,731	503,128	505,554	507,562	509,438	511,199	512,057
EQUITY											
Accumulated surplus	94,671	98,585	102,508	106,330	109,225	112,010	114,499	116,393	118,222	119,883	120,554
IPPE revaluation reserve	394,118	394,350	387,593	391,462	390,506	391,117	391,056	391,169	391,216	391,316	391,503
Total equity	488,789	492,935	490,101	497,793	499,731	503,128	505,554	507,562	509,438	511,199	512,057

Appendix A to Uralla Shire Long Term Financial Plan 2027-2036

Explanatory note on proposed Special Rate Variation

The NSW Treasury Corporation defines financial sustainability in a local government context as follows:

“A local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community.”

This document presents information about Uralla’s Shire Council’s application to the Independent Pricing and Regulatory Tribunal of NSW (IPART) for a permanent 58.06% cumulative Special Rate Variation (SRV) to be implemented over two years – from 1 July 2026 to 30 June 2028 and how this will impact on Councils Long-Term Financial Plan.

The detailed breakdown for the application is as follows:

1. Subject to Council resolving its position it is proposed that an SRV application be made to the Independent Pricing and Regulatory Tribunal (IPART) under section 508(A) of *the NSW Local Government Act 1993* for a cumulative value of 58.06% to be phased in over two years and retained permanently commencing in 2026-2027.
2. The proposed increase would cap the increase on Residential, Rural Residential Business and Farmland rating categories at:
 - a. 28.5% in year one (2026/27), and
 - b. 23% in year two (2027/28).
3. The SRV can only be spent on the General Fund (excludes Water and Sewer Funds).

This document includes information presented to the public during community engagement on the proposed SRV, as well as detailing the community impacts and benefits of the rate rise. The information presented is based on current property valuations. There may be some differences caused by property valuation changes.

Further information about the SRV can be found on Council’s website -

<https://yoursay.uralla.nsw.gov.au/srv>.

Background

Like many councils across NSW, Uralla Shire Council is facing the difficulty of maintaining its infrastructure and services within our existing income levels. The cost to deliver services and maintain community assets to current service levels increases above the rate peg amount each year.

Combined with reduced financial assistance and ongoing cost shifting to Local Government by other levels of government, councils are under constant financial pressure to deliver the same services for less, which is not a sustainable model.

Council's long term financial plan projects an average annual deficit of approximately \$3.21 million per year over the next 10 years in the General Fund (excluding domestic waste services).

This essentially means that we will be spending \$3.21 million less each year than we should be to maintain our assets and services to our current targeted service levels.

Without addressing this gap, the residents and visitors of the Shire will see a deterioration in service levels and each year we fall behind, the cost of renewing infrastructure will rise, and we will eventually have to catch up, often at a higher cost than addressing the issues when known.

Council has limitations on how it can spend money that is received for services. For example, income received via water charges can only be spent on water related services. The same applies to wastewater and waste management services. This means that while Council may have significant funds in its bank account, only a portion of these can be used on General Fund activities such as roads, parks, gardens, libraries, and planning services.

Current forecasts show that without action, either through additional income or reduced expenditure, Council's unrestricted cash balance will move to a negative value within two financial years. A negative unrestricted cash balance is akin to being insolvent for a council and cannot be allowed to occur.

While Council continues to review operational efficiencies, and will continue to do so, because of limited ability to increase revenue in other areas, we are forced to consider an increase in rates via an SRV to secure the level of funding necessary to ensure that we can continue to maintain and renew our asset base.

At Council's ordinary meeting on 27 May 2025, Council endorsed a resolution to undertake specific community consultation regarding the proposed Special rate variation for financial years 2026/27 and 2027/28 and requested a further report be prepared for Council on completion of the engagement to enable Council to finalise its decision on the SRV and any application to the Independent Pricing and Regulatory Tribunal (IPART).

The Long-Term Financial Plan (LTFP) is a key component of Council's Resourcing Strategy under the NSW Integrated Planning and Reporting (IP&R) Framework. It provides a 10-year financial outlook to guide strategic decision-making, ensuring financial sustainability while maintaining essential services and infrastructure.

The Council adopted its Long-Term Financial Plan (LTFP) in 2024–25, which projected a declining financial position under the base case scenario and identified the need for a Special Rate Variation (SRV) to sustain service delivery and asset renewal levels.

Based on these projections, Council resolved to commence community consultation ahead of a final decision regarding the preparation of an SRV application to IPART.

Challenges faced by the Council:

Challenge	Description
Revenue Challenges	Council's revenue base is predominantly reliant on rates and government grants. However, the rate-pegging system imposed by the Independent Pricing and Regulatory Tribunal (IPART) restricts Council's ability to increase rates in line with rising costs, limiting financial flexibility. At the same time, the growth and availability of external grant funding remain uncertain and largely outside Council's control.
Operational Cost Pressures	Operating expenditure comprises employee costs, materials and services, depreciation, and other operational expenses required to deliver Council's services and maintain community infrastructure. Employee costs typically account for approximately 40% of total operating expenditure, reflecting Council's role as a service-based organisation. Materials and services represent another significant portion, covering contract works, utilities, insurance, and maintenance programs. In recent years, rising inflation, cost shifting and increasing compliance obligations have placed considerable upward pressure on these costs. At the same time, community expectations, service delivery complexity, and ageing infrastructure have further contributed to cost escalation. These factors collectively challenge Council's ability to achieve a balanced operating result within the constraints of rate-pegged revenue growth.
Infrastructure Investment and Renewal Pressures	Council's extensive asset base, which includes roads, bridges, buildings, drainage, and community facilities, requires ongoing renewal, maintenance, and investment to ensure assets remain safe, functional, and fit for purpose. In recent years, the level of renewal funding has not kept pace with asset depreciation, resulting in a growing infrastructure renewal backlog.
Financial and Infrastructure Challenges	Uralla Shire Council, like many rural and regional councils, continues to face significant and ongoing financial sustainability challenges. Cost escalation across labour, materials, and services consistently exceeds the annual rate peg, while cost shifting from other levels of government and increasing compliance obligations continue to place additional strain on limited financial resources. At the same time, reductions in grant funding opportunities and ageing infrastructure requiring renewal further compound these pressures. To identify the extent of the financial deficits, Council has developed two scenarios within the Long-Term Financial Plan (LTFP). The first is the Base Case, which represents Council's current revenue settings without the SRV; and the second is the SRV Scenario, which includes the proposed rate increases aimed at strengthening long-term financial sustainability. The SRV scenario incorporates a proposed permanent rate increase phased over two years, designed to address Council's underlying structural deficit, and support long-term financial sustainability. Under this scenario, Council is projected to achieve consistent operating surpluses, enabling reinvestment in core services and the renewal of assets at a level equivalent to depreciation. Additionally, the scenario supports the maintenance of positive unrestricted cash balances, providing financial flexibility to respond to future demands and uncertainties while safeguarding the delivery of essential community services.

LTFP Assumptions

Assumption	Description
Fund Assumptions	<p>Council manages Water and Wastewater (Sewer) as legally separate funds to ensure compliance with statutory requirements and to provide transparency in the reporting of these essential services. In addition, McMaugh Gardens (Aged Care) and the Waste Service unit have been treated as separate operational funds, despite no legal obligation, to enable monitoring of their financial performance, and sustainability. Each fund is assumed to operate on a financially sustainable basis, with revenues and expenditures aligned to service obligations, ongoing asset renewal, and long-term strategic objectives. This approach supports informed decision-making, effective resource allocation, and the Council's ability to maintain service quality while meeting community needs over the long term.</p>
Key Data Assumptions	<p>The financial projections in this Long-Term Financial Plan are based on a series of key planning assumptions that underpin the Base Case and SRV scenarios. These assumptions include the annual rate peg, proposed SRV increases, and anticipated growth in wages, materials, and services in line with market trends and award provisions. Other assumptions include Consumer Price Index (CPI) escalation, interest rate movements, projected levels of operating and capital grant funding, and population growth and development forecasts that influence service demand and revenue capacity. Together, these assumptions provide the framework for assessing Council's long-term financial sustainability and its ability to meet community service and infrastructure needs within available resources.</p> <p>The update of the Long-Term Financial Plan (LTFP) has been prepared using the same assumptions adopted in the 2024–25 LTFP. The Special Rate Variation (SRV) proposal includes an increase of 28.5% in 2026–27 and 23% in 2027–28, inclusive of the annual rate peg, representing a cumulative increase of 58.06% over the two-year period in the General Fund. The SRV is applied over two years, rather than a longer period, to maintain a positive cash flow position for the General Fund and support financial stability during the transition period, when the fund would otherwise experience a cash deficit.</p> <p>The Water Fund is expected to record cash flow deficits in the later years of the Long-Term Financial Plan. To address this, a 5% annual increase in water usage charges, including the regular CPI adjustment, applied from 2028–29. This increase will help maintain a positive cash balance and keep the fund financially sustainable. The decline in cash flow is mainly due to the renewal of ageing water infrastructure that began in 2024–25, leading to higher capital spending in the early years of the plan.</p> <p>McMaugh Gardens is planning to expand its facility by adding four additional beds, with the expansion scheduled to commence on 1 July 2026. The associated increase in both costs and revenue has been incorporated into the Long-Term Financial Plan (LTFP).</p>
Financial Overview	<p>The General Fund underpins Council's core operations including infrastructure maintenance, community facilities, planning, governance, and administration. The adopted LTFP (2026–2036) highlights that under the Base Case, the General Fund faces a structural operating deficit trajectory, primarily driven by cost escalation, limited revenue growth due to rate-pegging, cost shifting and increasing compliance requirements. To address this, the Council has proposed a Special Rate Variation (SRV), phased over two years from 2026–27, to achieve long-term financial sustainability and maintain essential service levels.</p>

LTFP Scenario's – inclusive of SRV Scenario

Scenario	Descriptions
Base Scenario	<p>The Base Case Scenario reflects Council's existing revenue settings and service levels, assuming no additional rate increases beyond the approved rate peg. It is based on the adopted 2025–26 Budget and projects financial outcomes through to 2035–36, maintaining a 10-year planning horizon.</p> <p>Under this scenario, Council's financial forecasts show ongoing operating deficits and cash shortfalls emerging from 2026–27. Escalating costs, limited revenue growth, cost shifting from other levels of government, and ageing infrastructure contribute to a progressive decline in cash reserves, resulting in an unsustainable financial trajectory over the medium to long term.</p> <p>While the operating result before depreciation remains marginally positive, the inclusion of depreciation expenses places results in deficit across the projection period. Even after accounting for capital grants, the General and Water funds continue to record negative results, highlighting that existing revenue growth is insufficient to meet operational and asset renewal needs. Without correct action, such as the proposed Special Rate Variation (SRV), the Council's capacity to maintain financial sustainability and service delivery will continue to deteriorate.</p>
SRV Scenario	<p>With the SRV in place, Council's rate income is projected to increase by approximately \$1.19 million in 2026–27 and a further \$2.45 million in 2027–28. This additional revenue strengthens the General Fund's financial position, converting projected deficits into operating surpluses before depreciation. After accounting for depreciation, the Fund is expected to record small surpluses in the early years and only minor deficits in the later years, indicating a more sustainable long-term outlook.</p> <p>The SRV, applied to the LTFP as a permanent rate increase phased over two years, is designed to address Council's structural deficit and support long-term financial sustainability. It enables Council to achieve consistent operating surpluses, maintain positive unrestricted cash balances, and reinvest in essential services and asset renewal at levels aligned with depreciation. Furthermore, moderate losses projected in the later years are expected to be offset by growth associated with the renewable energy sector, providing additional financial resilience and stability.</p>

The Proposed SRV

To ensure full transparency, the consultation focused on a potential SRV. Council consulted on an SRV of 58.06% to be implemented over two years and be retained permanently to address the current asset renewal gap and create some capacity to commence addressing the infrastructure backlog of works.

The percentage increases are to be 28.5% in the first year and 23% in the second year which compounded gave an overall increase of 58.06% including the two years estimated rate peg values.

SRV – Community Engagement	2026/27	2027/28	Total
Rate Peg (forecast)	3.7%	3%	6.7%
SRV above rate peg	24.8%	20%	48.8%
TOTAL	28.5%	23%	51.5%
Cumulative SRV over two years			58.06%

It is proposed the increase would be applied equally across all categories as per the below table. Council may look to re-evaluate the rates distribution in the future, however, this would be treated as an independent item of work and be undertaken with the appropriate community consultation.

Category	Year 1 2026/27	Year 2 2027/28	Compounded increase % Change
Residential	28.5%	23.00%	58.06%
Rural Residential	28.5%	23.00%	58.06%
Business	28.5%	23.00%	58.06%
Farmland	28.5%	23.00%	58.06%

Ratepayer Impacts

The following tables outline how the base case (rate peg only) and the proposed SRV would impact on each rating category.

The impact on individual ratepayers varies according to the rate category their property is in. Indicative information on the impact on the average ratepayer in each main category can be seen in the table below.

Average Impact by Category						
Rate Category	Current Year FY 25-26	Including Proposed SRV FY 26-27	Increase in 26-27	Including Proposed SRV FY 27-28	Increase in 27-28	Overall increase in 26-27 & 27-28
Residential	\$613	\$788	\$175	\$969	\$181	\$356
Rural Residential	\$940	\$1,208	\$268	\$1,485	\$277	\$545
Farmland	\$4,811	\$6,183	\$1,372	\$7,604	\$1,421	\$2,793
Business	\$675	\$867	\$192	\$1,067	\$200	\$392

NOTE: These assumptions are averages based on the average property valuations and rating structure across Uralla Shire. Actual rates will vary depending on individual property valuations.

The following tables show the more detailed breakdown of the impacts of the SRV values by category.

Residential

	2025-26	2026-27	2027-28	Cumulative
Rating Category - Residential	Base Year	Year 1	Year 2	Increase
Average residential rate under assumed rate peg	\$613	\$636	\$655	\$42
Annual increase rate peg (%)		3.7%	3.0%	6.81%
Annual increase rate peg (%) with an SV in two years	\$613	\$788	\$969	\$356
Annual increase in SV		28.50%	23%	58.06%
Cumulative impact of SV above base year levels		\$175	\$356	
Difference between SV and rate peg only scenarios		\$152	\$314	

Rural Residential

	2025-26	2026-27	2027-28	Cumulative
Rating Category - Rural Residential	Base Year	Year 1	Year 2	Increase
Average Rural residential rate under assumed rate peg	\$940	\$975	\$1,004	\$64
Annual increase rate peg (%)		3.7%	3.0%	6.81%
Annual increase rate peg (%) with an SV in two years	\$940	\$1,208	\$1,486	\$546
Annual increase in SV		28.50%	23%	58.06%
Cumulative impact of SV above base year levels		\$268	\$511	
Difference between SV and rate peg only scenarios		\$233	\$482	

Business

	2025-26	2026-27	2027-28	Cumulative
Rating Category - Business	Base Year	Year 1	Year 2	Increase
Average Business rate under assumed rate peg	\$675	\$700	\$721	\$46
Annual increase rate peg (%)		3.7%	3.0%	6.81%
Annual increase rate peg (%) with an SV in two years	\$675	\$867	\$1,067	\$392
Annual increase in SV		28.50%	23%	58.06%
Cumulative impact of SV above base year levels		\$192	\$392	
Difference between SV and rate peg only scenarios		\$167	\$346	

Farmland

	2025-26	2026-27	2027-28	Cumulative
Rating Category - Farmland	Base Year	Year 1	Year 2	Increase
Average Farmland rate under assumed rate peg	\$4,811	\$4,989	\$5,139	\$328
Annual increase rate peg (%)		3.7%	3.0%	6.81%
Annual increase rate peg (%) with an SV in two years	\$4,811	\$6,182	\$7,604	\$2,793
Annual increase in SV		28.50%	23%	58.06%
Cumulative impact of SV above base year levels		\$1,371	\$2,793	
Difference between SV and rate peg only scenarios		\$1,193	\$2,465	

Where the SRV would be spent

The proposed SRV would generate additional revenue to address the maintenance and renewal of Council's assets and address the forecasted unrestricted cash position. The portion above the rate peg component and the funds required to address the unrestricted cash position would be used to fund maintenance of local infrastructure, including:

- Maintenance and renewal of Council's transport network of roads, bridges, and associated assets,
- Maintenance, renewal and service delivery related to Councils Community services, and
- Maintenance, renewal and service delivery related to Councils Parks and Reserves

Where the SRV would be spent	
An average of an additional \$1.6 million per annum over the next 10 years for transport infrastructure renewal (sealed and unsealed roads, bridges, footpaths, kerb and gutter)	
An average of an additional \$557,000 per annum over the next 10 years for Community services infrastructure and services	
An average of an additional \$462,000 per annum over the next 10 years for Parks and Reserves infrastructure and services	

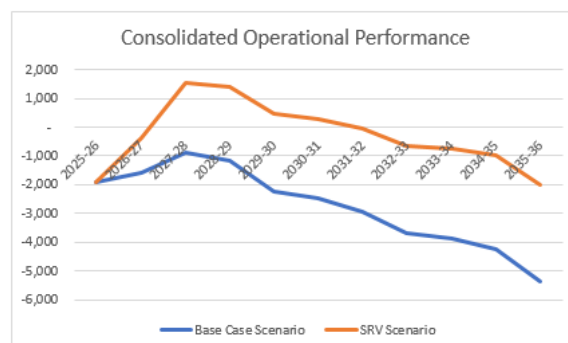
The per annum breakdown can be seen in the below image

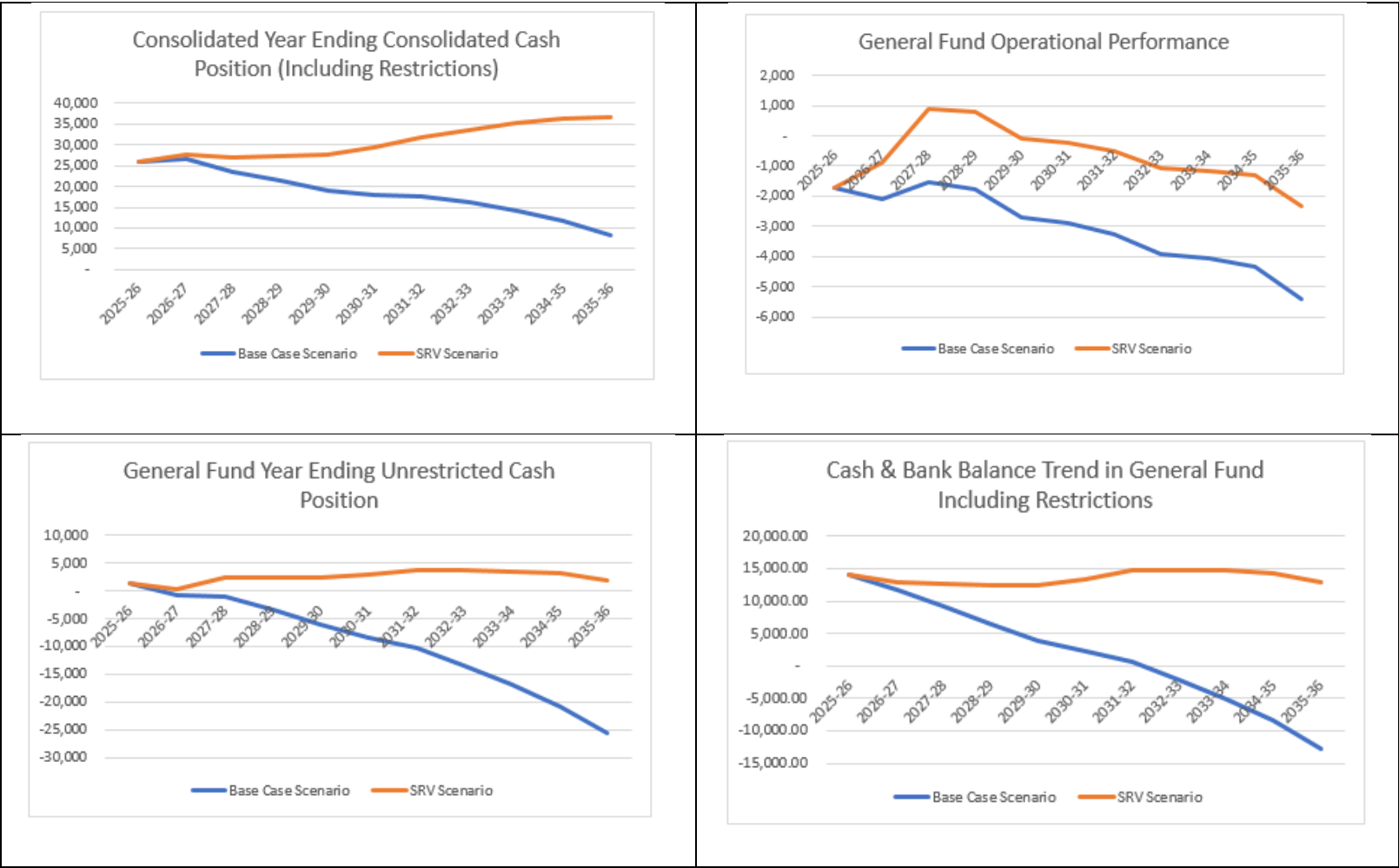
Functional Area	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Transport	834,186	1,929,606	1,969,408	1,684,046	1,841,371	1,569,070	1,331,617	1,271,001	1,760,158	1,823,413
Community	192,371	272,024	309,059	482,823	437,698	727,167	820,416	955,943	681,808	690,854
Parks & Reserves	159,949	250,037	271,265	459,355	412,811	489,860	703,716	700,198	587,627	591,065
Total	1,186,506	2,451,666	2,549,733	2,626,225	2,691,880	2,786,096	2,855,749	2,927,142	3,029,592	3,105,332

Graphical Presentation of Operating Performance and Year Ending Cash Position

The graphs below illustrate the operational performance (excluding capital grants), and year-end cash position for both the consolidated results and the General Fund under the Base Case (without SRV) and SRV scenarios.

Under the Base Case, both the operational performance and the year-end cash position show a continued decline over the projection period, reflecting an unsustainable financial track. In contrast, the introduction of the SRV significantly improves financial sustainability by stabilising operational performance and strengthening Council's cash position, thereby enhancing its capacity to maintain service levels and fund future asset renewal requirements.





Emerging Risks

Key risks facing Council include high inflation, cost shifting from other levels of government, increasing compliance requirements, and unforeseen infrastructure repair and maintenance arising from climate change impacts and other external uncertainties. Maintaining financial sustainability is essential to manage these risks effectively, ensuring the continued delivery of essential services and the long-term resilience of Council's assets.

Projected Restricted and Unrestricted Cash by Fund

Council will need to closely monitor and manage its unrestricted cash position.

In the absence of an SRV, if Council continued to operate in a business-as-usual manner, the General Fund would move into a negative unrestricted cash position by 2027/28. For a Council, this would be the equivalent of running insolvent and cannot be allowed to occur. The proposed SRV will provide Council with the required funds to better maintain infrastructure networks and assets funded from the General Fund in a manner that is closer to community expectations, while also maintaining a positive unrestricted cash position.

Funds	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
General Fund	12,561	12,513	10,331	9,907	10,100	10,511	10,940	11,170	11,139	11,129	11,140
Water Fund	533	421	447	525	164	266	371	366	541	754	1,002
Sewer Fund	2,614	2,871	3,149	3,428	3,644	3,907	4,184	4,459	4,739	5,022	5,306
McMaugh Gardens	5,169	5,743	6,073	6,581	7,072	7,800	8,538	9,373	9,735	10,271	10,809
Waste Fund	1,485	3,750	537	115	209	67	659	1,311	2,031	2,704	3,381
Unrestricted cash	1,451	422	2,375	2,517	2,467	2,979	3,723	3,636	3,567	3,164	1,843
Consolidated Cash	23,813	25,721	22,911	22,844	23,237	25,397	28,414	30,317	31,751	33,044	33,481

Financial/Long Term Financial Plan

Council continues to explore other possibilities to generate additional revenue for the delivery of services and capital expenditure. However, the projected Key Performance Indicators below show years where Council's operating performance falls below OLG ratios as a result of depreciation forecasts for Council assets.

GENERAL FUND PERFORMANCE RATIOS	Description	Target	2025/26 Actual forecast	2026/27 forecast (No SRV)	2026/27 forecast (yr1 of 58.06% SRV)	2027/28 forecast (No SRV)	2027/28 forecast (yr2 of 58.06% SRV)
Operating Performance	Measures a council's achievement of containing operating expenditure within operating revenue.	>0%	-10%	-13%	-5%	-9%	5%
Own Source Operating Revenue	Measures fiscal flexibility. It is the degree of reliance on external funding sources such as grants and contributions.	>60%	54%	57%	60%	57%	62%

The above results demonstrate that Council's financial position moves towards meeting the target performance criteria only with the SRV.

Conclusion and Path Forward

The Base Case scenario highlights a long-term financial path that is unsustainable without corrective action. Continued operating deficits and underfunded asset renewal will strain Council's financial capacity. The proposed SRV is critical to restoring financial stability, closing the infrastructure renewal gap, and maintaining high-quality services for the Uralla community. It will also provide a reliable revenue base to support infrastructure investment, manage emerging risks, and protect the community's long-term interests.

Uralla Shire Council
Long Term Financial Plan 2026-27 to 2035-36 (Base Scenario)
Key Performance Indicators

Asset Renewal Ratios*

Fund Name	Benchmark	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Consolidated	>=100%	101%	93%	126%	80%	103%	94%	92%	95%	73%	107%	97%
Consolidated (Upgradation/New)		8%	31%	43%	76%	17%	22%	4%	4%	25%	2%	23%
General	>=100%	93%	97%	144%	87%	109%	109%	107%	109%	76%	124%	119%
Water	>=100%	201%	91%	62%	56%	114%	53%	54%	69%	50%	49%	48%
WasteWater	>=100%	162%	63%	62%	61%	70%	62%	58%	57%	56%	55%	55%
McMaugh	>=100%	264%	127%	205%	137%	149%	64%	63%	33%	191%	133%	132%
Waste	>=100%	84%	102%	89%	86%	43%	210%	0%	20%	0%	16%	16%

*Asset renewal ratios are same in both scenarios

Consolidated

Performance indicators	Benchmark	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Operating performance ratio	>=0.00%	-7%	-5%	-3%	-4%	-7%	-7%	-9%	-11%	-11%	-12%	-14%
Own source revenue	>=60.00%	59%	59%	59%	59%	60%	60%	60%	60%	61%	61%	61%

General Fund

Performance indicators	Benchmark	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Operating performance ratio	>=0.00%	-10%	-13%	-9%	-10%	-15%	-16%	-18%	-21%	-21%	-22%	-27%
Own source revenue	>=60.00%	54%	57%	57%	57%	58%	59%	59%	59%	60%	60%	60%

Water Fund

Performance indicators	Benchmark	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Operating performance ratio	>=0.00%	-26%	-9%	-12%	-13%	-15%	-16%	-18%	-19%	-20%	-21%	-22%
Own source revenue	>=60.00%	98%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Sewer Fund

Performance indicators	Benchmark	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Operating performance ratio	>=0.00%	14%	5%	6%	5%	3%	2%	1%	0%	-1%	-2%	-3%
Own source revenue	>=60.00%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

McMaugh Gardens

Performance indicators	Benchmark	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Operating performance ratio*	>=0.00%	-1%	6%	4%	4%	4%	4%	4%	3%	3%	3%	2%
Own source revenue**	>=60.00%	29%	24%	23%	24%	24%	24%	24%	24%	24%	24%	24%

* From FY 2026–27, additional four

**Subsidies received from the Department for aged care residents are recognised as grants and contributions provided for operating purposes, which results in a lower ratio.

Waste

Performance indicators	Benchmark	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Operating performance ratio	>=0.00%	6%	8%	14%	14%	12%	11%	11%	10%	9%	9%	9%
Own source revenue	>=60.00%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Uralla Shire Council
Long Term Financial Plan 2026-27 to 2035-36 (SRV Scenario)
Key Performance Indicators

Consolidated

Performance indicators	Benchmark	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Operating performance ratio	>=0.00%	-7%	-1%	5%	4%	1%	1%	0%	-2%	-2%	-2%	-5%
Own source revenue	>=60.00%	59%	61%	62%	63%	63%	63%	63%	64%	64%	64%	64%

General Fund

Performance indicators	Benchmark	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Operating performance ratio	>=0.00%	-10%	-5%	5%	4%	0%	-1%	-2%	-5%	-5%	-6%	-10%
Own source revenue	>=60.00%	54%	60%	62%	63%	64%	64%	64%	65%	65%	65%	65%

Water Fund

Performance indicators	Benchmark	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Operating performance ratio	>=0.00%	-26%	-9%	-12%	-12%	-13%	-12%	-12%	-11%	-11%	-10%	-9%
Own source revenue	>=60.00%	98%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Sewer Fund

Performance indicators	Benchmark	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Operating performance ratio	>=0.00%	14%	5%	6%	5%	3%	2%	1%	0%	-1%	-2%	-3%
Own source revenue	>=60.00%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

McMaugh Gardens

Performance indicators	Benchmark	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Operating performance ratio*	>=0.00%	-1%	6%	4%	4%	4%	4%	4%	3%	3%	3%	2%
Own source revenue**	>=60.00%	29%	24%	23%	24%	24%	24%	24%	24%	24%	24%	24%

* From FY 2026–27, additional four beds are planned to be added.

** Subsidies received from the Department for residents are recognised as grants and contributions provided for operating purposes, which results in a lower ratio.

Waste

Performance indicators	Benchmark	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Operating performance ratio	>=0.00%	6%	8%	14%	14%	12%	11%	11%	10%	9%	9%	9%
Own source revenue	>=60.00%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Uralla Shire Council Long Term Financial Plan 2026-27 to 2035-36 LTFP Assumptions - Base Scenario											
Revenue CPI Assumptions	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
General Rates	4.90%	3.70%	3.00%	4.00%	3.00%	2.50%	3.50%	2.50%	2.50%	3.50%	2.50%
Water Supply Annual Charge	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Sewer Annual Charge	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Environmental Levy	8.00%	7.00%	6.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Stormwater Annual Charge	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Domestic Waste Annual Charge	14.00%	10.00%	10.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Commercial Waste Annual Charge	14.00%	10.00%	10.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Certificates	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User fees and charges	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
McMaugh Gardens user fess and charges	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
TCS user fess and charges	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
TCT user fess and charges	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Water & Sewer usage revenue	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Waste service revenue	60.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Sundry Income	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Donations Received	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Reimbursements	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Others	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Section 94 and 7.12 Contributions	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Expense CPI Assumptions	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Salaries & wages	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Course, training and seminar	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Superannuation	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Workers compensation	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other employee costs	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Contractors and other external services	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials and services	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Plant Hire	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Raw materials and consumables	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Telephone and internet	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Travel expenses	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Bank charges	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Contractor and consultancy costs	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Printing Postage & Stationery	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Membership and Subscriptions	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Utilities	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Motor vehicle expenses	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other expenses	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Computer software charges	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Insurance	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Contribution to Regional Bodies	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Donations Paid	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Payments	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Elected Members Allowances	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Elected Members Vehicle Allowance	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Phone, internet and communication	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Course, travel and associated costs	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Donations and sponsorship	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other expenses	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Statutory audit fees	4.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
ARIC and internal audit fees	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Revaluation change	2.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Depreciation		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%

Uralla Shire Council Long Term Financial Plan 2026-27 to 2035-36 LTFP Assumptions - SRV Scenario											
Revenue CPI Assumptions	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
General Rates	4.90%	28.50%	23.00%	4.00%	3.00%	2.50%	3.50%	2.50%	2.50%	3.50%	2.50%
Water Supply Annual Charge	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Sewer Annual Charge	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Environmental Levy	8.00%	7.00%	6.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Stormwater Annual Charge	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Domestic Waste Annual Charge	14.00%	10.00%	10.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Commercial Waste Annual Charge	14.00%	10.00%	10.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Certificates	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User fees and charges	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
McMaugh Gardens user fess and charges	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
TCS user fess and charges	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
TCT user fess and charges	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Water & Sewer usage revenue	4.00%	3.50%	3.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Waste service revenue	60.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Sundry Income	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Donations Received	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Reimbursements	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Others	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Section 94 and 7.12 Contributions	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Expense CPI Assumptions	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Salaries & wages	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Course, training and seminar	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Superannuation	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Workers compensation	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other employee costs	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Contractors and other external services	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials and services	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Plant Hire	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Raw materials and consumables	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Telephone and internet	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Travel expenses	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Bank charges	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Contractor and consultancy costs	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Printing Postage & Stationery	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Membership and Subscriptions	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Utilities	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Motor vehicle expenses	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other expenses	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Computer software charges	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Insurance	4.00%	3.50%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Contribution to Regional Bodies	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Donations Paid	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Payments	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Elected Members Allowances	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Elected Members Vehicle Allowance	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Phone, internet and communication	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Course, travel and associated costs	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Donations and sponsorship	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other expenses	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Statutory audit fees	4.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
ARIC and internal audit fees	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Revaluation change	2.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Depreciation		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%

Change proposed in rates and charges are highlighted in the table.





Acknowledgement of Country

We acknowledge the Traditional Custodians of the land on which we live and work.

We recognise and appreciate their deep connection to this land, waters, and our community.

We pay respect to Elders past, present and emerging and extend our respect to all Aboriginal and Torres Strait Islander people who call Uralla Shire home.

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This report also includes references to annexures, which are indicated throughout the document.

- Annexure A — Digital Examples
- Annexure B — Survey & Feedback
- Annexure C — Printed Packs
- Annexure D — Media Coverage
- Annexure E — Our Strategy
- Annexure F — Information Session Presentation

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Executive Summary

Consultation Overview

Consultation designed to reflect Uralla's diverse community needs.

Uralla Shire Council (USC) is committed to ensuring the long-term sustainability of the services and infrastructure it provides to the community.

In recent years, USC has faced increasing financial pressures due to rising operational costs, inflation, reduced external funding, and an expanding scope of responsibilities. During the preparation of Council's Long Term Financial Plan 2025–2035 (LTFP), it became clear that without additional revenue, Council would be unable to maintain current service levels into the future.

The LTFP, adopted at the March 2025 Council meeting, identified the need to consider an application for a Special Rate Variation (SRV) as a key strategy to address this challenge. Following this decision, Council resolved to begin a community consultation process to inform and discuss the proposal with residents and stakeholders.

The consultation was delivered in two distinct phases: an Early Insights phase (Phase 1) and a Formal Consultation phase (Phase 2). The Early Insights phase focused on understanding the community's values, priorities, and awareness of Council's current services through an online survey and targeted outreach. This phase also prioritised collecting feedback from the community on how they would like to engage with this proposal in the next stage. These insights provided Council with a deeper understanding of community preferences, including the most valued communication channels and feedback mechanisms. The formal consultation phase built on the preferences identified during Phase 1 and included an additional survey, letters sent directly to all ratepayers, face-to-face information sessions in Bundarra and Uralla, and Councillor drop-in sessions across the Shire with both Councillors and Council staff. These activities were designed to align with the community's preferred communication channels and engagement methods highlighted in the earlier phase.

To ensure accessibility, hard copy information kits were made available at libraries, Council offices, and community hubs for residents without internet access or with accessibility barriers. Council also promoted the consultation through local newspapers, radio interviews, social media, and community noticeboards. Prior to launch, Councillors and Council staff were prepared with information kits and key messages and were actively available across the Shire for one-on-one conversations, helping residents navigate the consultation process, address concerns, and access the channels most suited to their needs.

This multi-channel approach was designed to ensure every resident had the opportunity to be informed, ask questions, and contribute meaningfully to the conversation.



Consultation Overview

Foundations for Inclusive Engagement

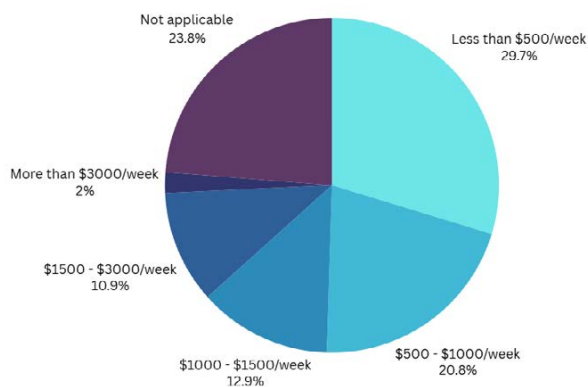
Our Community

When developing our consultation strategy (See Annexure E), we carefully considered the unique characteristics of the Uralla Shire community to ensure that all residents had the opportunity to engage in ways that best suited their needs.

Key factors considered included the Shire's ageing population, economic circumstances, rates of home-ownership, and cultural diversity. Uralla Shire is home to a diverse and inter-generational population, with a significant proportion of middle-aged and older residents. Census data indicates that the largest life stage groups are Workers aged 35–49 (approximately 1,200 people) and Older Workers aged 50–64 (around 1,000). The median age in Uralla is 47 which is substan-

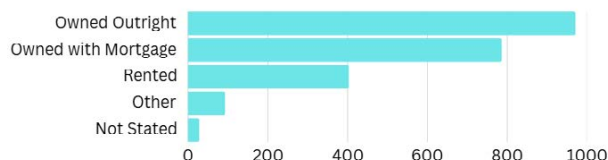
tially higher than the NSW average of 38.4. From an economic perspective, the community has modest financial capacity. Nearly 30% of residents earn less than \$500 per week, while only 2% report incomes above \$3,000 per week. Uralla also has a higher proportion of First Nations residents (9.5%) compared to the state average. Conversely, the Shire has a lower proportion of residents born overseas or who speak English as a second language than the NSW average.

Personal Weekly Income

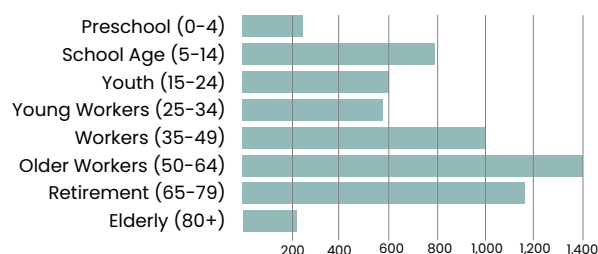


ALL DATA SOURCES: ABS Census 2021

Occupied private dwellings in LGA



Population By Life Stage



Consultation Overview

Our Goal: To ensure our community is fully informed with clear, accessible information about the proposal, its challenges and opportunities, and to create opportunities for meaningful, two-way conversations that support balanced and well-considered feedback.



1. Digital Engagement

USC launched a dedicated SRV webpage to centralise all information and feedback opportunities. The page featured interactive timelines, downloadable fact sheets, and an explainer video using plain English and visual storytelling. Educational content was also distributed via Council's website, social media platforms, and e-newsletters sent to over 1,500 subscribers.

2. Surveys and Feedback Mechanisms

Two surveys were undertaken: the Early Insights Survey, designed to capture initial awareness and concerns, and the Formal Survey, aimed at gauging community sentiment on the proposal while meeting IPART compliance requirements. Printed versions were made available for residents without internet access. In addition to these targeted tools, Council maintained its usual feedback mechanisms allowing residents to share their views via email, post, and in person at the Customer Service Centre. These channels ensured accessibility and supported a comprehensive engagement approach.

3. In-Person and Direct Engagement

Council hosted community sessions across the shire, both during the day and in the evening, to accommodate different schedules. Informal drop-ins with Councillors provided a relaxed setting for discussion. Tech Tuesdays at the library offered hands-on support for residents navigating online tools.

4. Print and Physical Distribution

Posters and A5 displays with QR codes were placed in high-traffic areas across the Shire. A comprehensive mail-out to all ratepayers included all information and avenues for feedback. An info pack was produced with cover letter, printed surveys, FAQs, and reply envelopes for residents preferring paper-based engagement. Materials were also available at general stores and via phone request.

5. Media and Word-of-Mouth Outreach

Council issued multiple media releases to local publications and regularly shared updates via social media and community group pages. Interviews were conducted on both radio and television, with consistent updates provided to media outlets throughout the consultation period. Word-of-mouth was also a powerful tool, supported by comprehensive briefing sessions for councillors, staff, and community leaders who helped share accurate information across the Shire.

Consultation Overview

Who did we reach?

Response Snapshot:

236

Online Survey Participants

81.4%

Were Uralla Shire Residents

27%

Identified with at least one 'priority group'.

43

Participants shared input from the perspective of managing farmland properties

Our engagement spanned both face-to-face sessions and online surveys, ensuring everyone had the opportunity to respond in the way that was most convenient for them. This approach allowed us to reach residents across Uralla Shire's diverse geography, including townships and rural properties, and to hear from a broad cross-section of the community.

We invited participation from all residents, with a strong focus on priority groups most affected by cost-of-living pressures and potential service changes. These included older people (65+), people with disability, carers, low-income households, farmers, and those in remote or rural areas. Our engagement also reached our community members who identified as Aboriginal and Torres Strait Islander (2.5% completing the online survey).

Agriculture is a cornerstone of Uralla Shire's economy, with grazing and farming among the largest employment sectors in the region (ABS, 2021). This sector not only drives local economic activity but also underpins the community's identity. Farmers were identified as a priority group in our consultation with their input being critical to shaping fair and practical outcomes. Large farmland land holders will experience the proposed SRV differently to other residents due to land classification and property size. Of the 236 online survey responses received, 43 indicated they are farmers or manage large landholdings.

*Uralla Shire Map for illustrative purposes only



Our Shire covers a vast area with many townships and rural properties. We listened to what the community told us and focused on meeting people where they are. For some, that meant online, and for others it was at the library, a café, or a community hall.

Mayor Robert Bell

Consultation Framework

Engagement Methodology

Our Community Consultation and Engagement Strategy was developed using a structured methodology to inform and consult the community about the proposed Special Rate Variation (SRV), including the potential impacts of not proceeding with the application.

The approach was guided by principles of equity, access, participation, and rights. This approach ensured residents had the opportunity to engage meaningfully. It also aligns with the International Association for Public Participation (IAP2) framework, which outlines five key levels of engagement.



	Participation Goal	Promise to Community
Inform	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions	We will keep you informed
Consult	To obtain public feedback on analysis, alternatives and/or decisions	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.
Involve	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision
Collaborate	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible
Empower	To place final decision making in the hands of the public	We will act on the solution shaped by your input and designed by the community's needs.

Consulted Groups

Key Community Stakeholders

Our consultation and engagement activities were designed to reach as many segments of the community as possible, ensuring a diverse range of voices were heard throughout the process. To achieve this, Council identified key stakeholder groups based on property status, economic impact, and community roles each representing different demographics and interests across the Shire.

Residential and Rural Ratepayers	In Uralla Shire, the majority of properties fall into these categories, with 2,363 Residential and Rural Parcels. These groups were a key focus of engagement, given their direct financial stake and broad representation across the Shire.	72% of survey respondents (170 out of 236) own property in the Uralla Shire.
Farmland Ratepayers	Farmland ratepayers represent a distinct group within the Shire's rural landscape, often managing larger properties with unique land valuations. Farmland properties contribute significantly to the Shire's land area and rate base. Engagement with this group acknowledged the economic pressures facing agricultural operations and the potential impact of rate changes on productivity and sustainability.	33.9% of respondents (80 out of 236) indicated their home is located in a regional or remote part of the Shire, such as on a farm or acreage.
Business Ratepayers	Small businesses are a vital part of our local economy, with many operating in retail, hospitality, and services across Uralla, Bundarra, Invergowrie and Kingstown. Council recognised the importance of engaging this group to understand how rate increases might affect business viability and local employment.	16.9% of respondents (40 out of 236) indicated they run a business in the Uralla Shire.
Community Stakeholders	Community stakeholders include local organisations such as sporting clubs, cultural groups, environmental advocates, and service providers. These groups represent broader community interests and are deeply embedded in the social fabric of Uralla Shire. Engagement with them ensured that the SRV conversation extended to include voices concerned with community wellbeing and service delivery.	Council executives attended community group meetings to discuss the SRV directly with members and answer questions.
Renters and Landlords	According to the 2021 Census, approximately 25.2% of private dwellings in Uralla Shire are rented, making renters a significant demographic within the community. Council's engagement strategy included opportunities for both renters and landlords to provide feedback on the expected impact and potential flow-on effects of the SRV.	1.7% of respondents (4 out of 236) indicated they rent in the Uralla Shire. COMMENT: Low renter participation reflects rate-related consultations primarily attract property owners who have a direct financial stake in council decisions.

Engagement Activities

Digital Engagement

1,127

Webpage Visits

4,738

Video views (over 2 platforms)

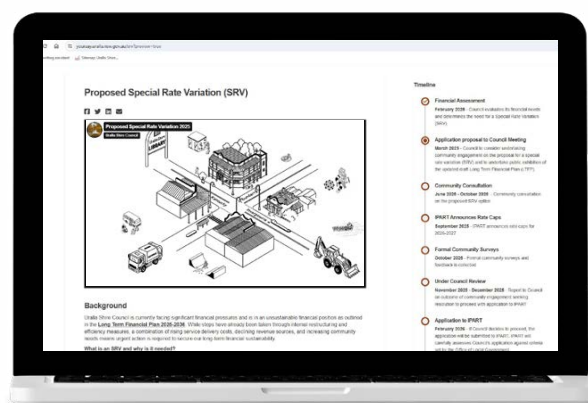
20.7%

of web visitors completed a Survey

17,269

Social Media Views (Multiple posts)

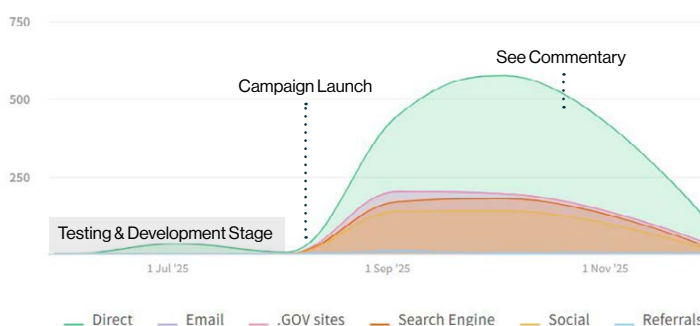
See annexure A for digital engagement examples



Our digital engagement strategy was designed to reflect the communication preferences and demographic profile of our community. Accessibility and clarity were key priorities. Recognising that many residents are active online, and have indicated to us that they wish to receive updates via newsletters and online channels we utilised our existing digital platforms including Facebook (audience of over 2,800) and an e-newsletter (subscriber base of 1,500) to ensure broad and inclusive reach when complemented by other channels.

The dedicated SRV webpage recorded 1,127 visits, while the explainer video was viewed 4,738 times across two platforms. 4,220 of those views were via Facebook, the community's preferred channel. Facebook updates about this consultation generated over 17,269 views across multiple updates, driving awareness and participation. These platforms offered residents easy access to up-to-date and interactive timelines, fact sheets, and educational content, enabling them to engage with the SRV proposal at their own pace and in their preferred format.

Project Page Visitation



COMMENTARY: The peak and subsequent drop-off reflect the natural lifecycle of the awareness campaign, as initial curiosity and urgency decline once information has been shared and understood.

Engagement Activities

Surveys and Feedback

237

Online Survey Respondents

5

Written Submissions

2

Engagement Phases Completed

120 (approx)

In-Person Event Attendees

See annexure B for survey and feedback reports

Phase 1 (1–30 September) featured the Early Insights Survey, designed to gauge initial awareness, understanding, and priorities before formal consultation, as well as identify knowledge gaps. This phase attracted 236 online responses and provided valuable insights into which services residents value most, their level of understanding of the SRV, and early concerns around affordability and transparency. Phase 2 (7 October–5 November) was the Formal Consultation Survey, giving the community an opportunity to provide informed feedback after reviewing the full details of the SRV proposal, helping shape Council's final submission. The approval rate during this phase was 32.2% (calculated as 14 'fully support' responses plus 25 'partial support' responses out of 121 submissions). Both surveys were available online via Council's SRV webpage and promoted

across the Shire through QR codes, social media, posters, and e-newsletters. Paper copies were also accessible by collecting prepared information packs from designated locations or requesting delivery through Customer Service. Each pack included a reply-paid envelope, ensuring financial and technological barriers were considered.

The following graphs are provided for illustrative purposes only and do not account for skipped questions or text-based responses from some participants. Complete survey reports are available in Annexure B.

Who we
heard from

81.4%

of respondents live in
Uralla Shire

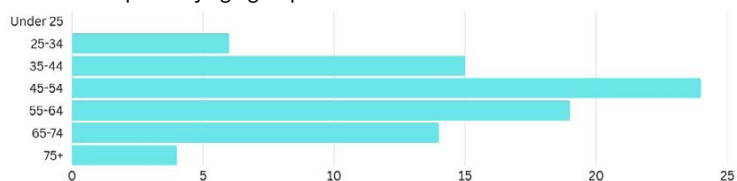
18.2%

of respondents
identify as Farmers
in Uralla Shire

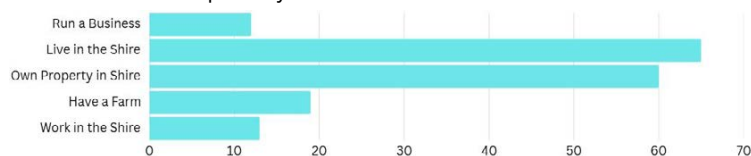
237

participants

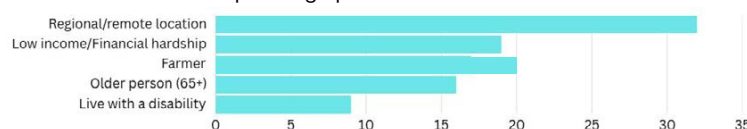
Participants by age group



Participants by connection to Uralla Shire



Top demographic identifiers



Engagement Activities

Surveys and Feedback

Early Insights Survey

The Early Insights Survey attracted 116 responses from across Uralla Shire and provides a strong indication of community priorities and attitudes toward the proposed Special Rate Variation (SRV) so far. Residents identified essential services as most valuable, with Waste collection (77%), Roads, bridges and footpaths (76%), Water and sewerage (62%), Parks and open spaces (58%), and Public amenities (51%) ranking highest.

Awareness of the SRV was already high (80.9% had heard of it before consultation) and understanding is strong, with 52% reporting they understand very clearly and 36% mostly understand. When asked about the importance of avoiding service reductions, 69% said it was important, while 23% said it was not important, indicating some appetite for alternative approaches. Feedback preferences lean heavily toward online submissions, supported by community workshops and postal/email options. For staying informed, residents prefer e-newsletters (29.9%), Council's Face-

book page (21.9%), and website updates (20.1%), with letters and public meetings also valued by some groups.

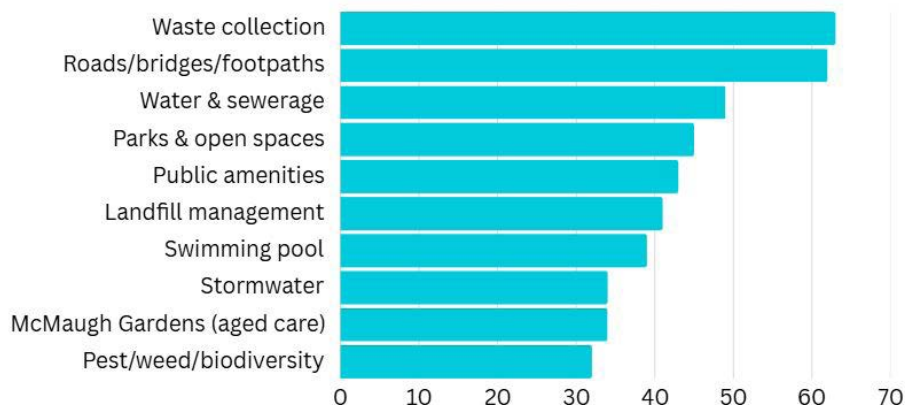
Demographically, responses skew toward mid-to-older age groups (55–64: 26%, 45–54: 25%), and 37% live in regional or remote parts of the Shire, including 20% farmers and 19% low-income households, highlighting the need for clear affordability messaging and offline communication options. Open-text comments (56 total) focused on cost-of-living pressures, requests for financial transparency, calls to cut costs before raising rates, and specific concerns about road maintenance, with a small number expressing support for the SRV. These insights have guided our formal consultation strategy, ensuring clear financial information and a mix of digital and face-to-face engagement to build trust and encourage informed participation.

The following graphs are provided for illustrative purposes only and do not account for skipped questions or text-based responses from some participants. Complete survey reports are available in Annexure B.

What residents value most



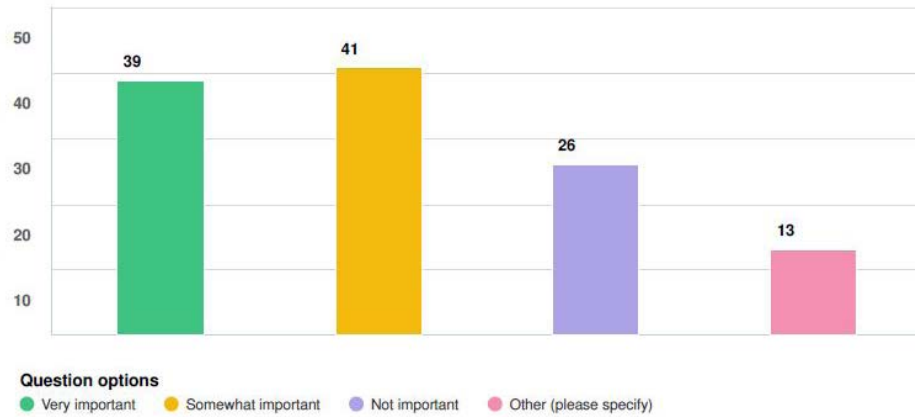
Top 10 Valued Council Services



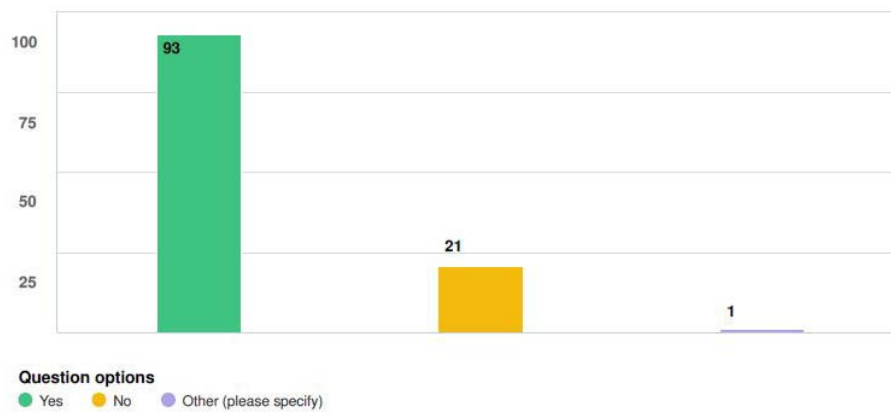
COMMENTARY: Waste collection (77%), Roads/bridges/footpaths (76%), Water & sewerage (62%), Parks & open spaces (58%), Public amenities (51%). Swimming pool and landfill management sit just under 50%.

Early Insights Survey Key Findings

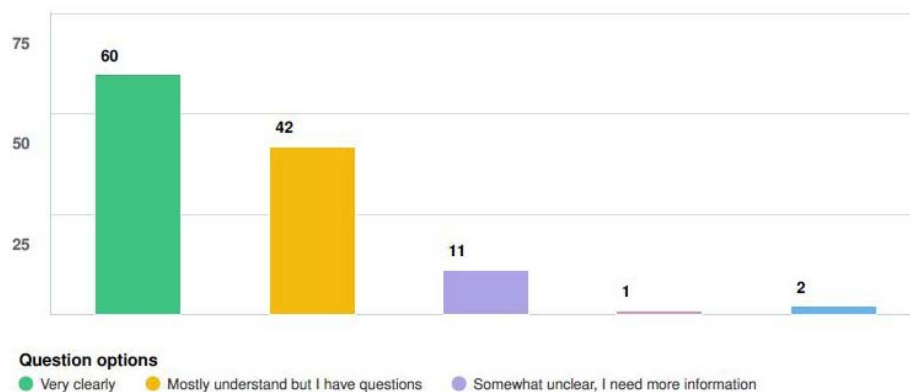
The SRV is proposed to help maintain Council services, financial sustainability and Independence. How important is this to you?



Have you heard of a Special Rate Variation (SRV) before this consultation?

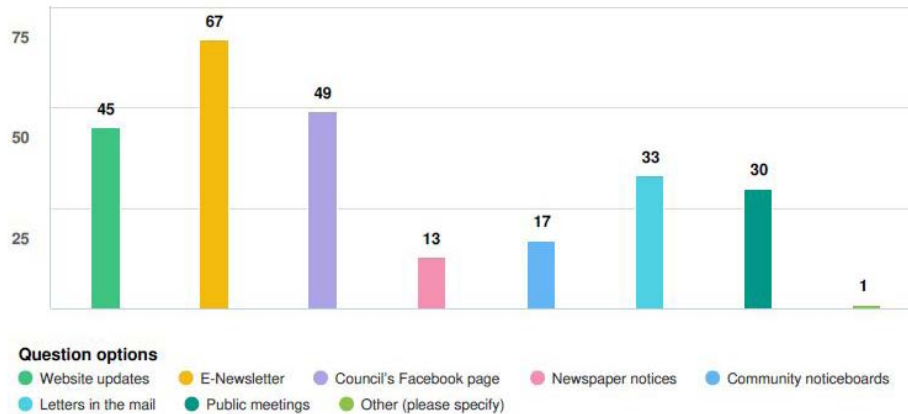


From the information you've seen so far, how clearly do you understand what the proposed SRV is and why it's being considered?

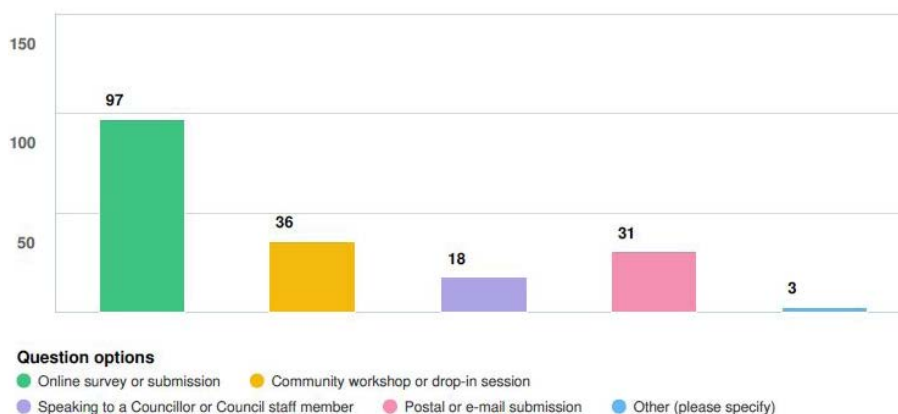


Early Insights Survey Key Findings

What is your preferred way to stay updated about the SRV proposal and consultation process?



How would you prefer to share your feedback about the proposed SRV when formal consultation begins?



COMMENTARY:

The early insights survey strongly influenced how we designed the formal consultation phase. The community indicated a clear preference for staying informed through e-newsletters (67 responses), public meetings (49), and website updates (45). In response, we prioritized these channels by issuing regular e-newsletters, maintaining up-to-date information on the Project website, and hosting public information sessions in Uralla and Bundarra.

Feedback preferences were also clear, with the majority (97 responses) favoring online surveys, followed by community workshops and drop-in sessions (36). To meet these expectations, we launched an accessible online survey and complemented it with face-to-face opportunities, including Councillor drop-in sessions and public information sessions.

Engagement Activities

Surveys and Feedback

Formal Survey

The formal survey was designed in direct response to what the community told us during the early insights phase. When asked how they preferred to provide feedback, the overwhelming majority (97 responses) chose online surveys.

This clear preference shaped our approach, we made the formal survey accessible online and structured it to be straightforward and transparent, focusing on the key questions that matter most to the community and align with Council's consultation goal: ensuring people had all the information they needed to form a balanced view and engage meaningfully.

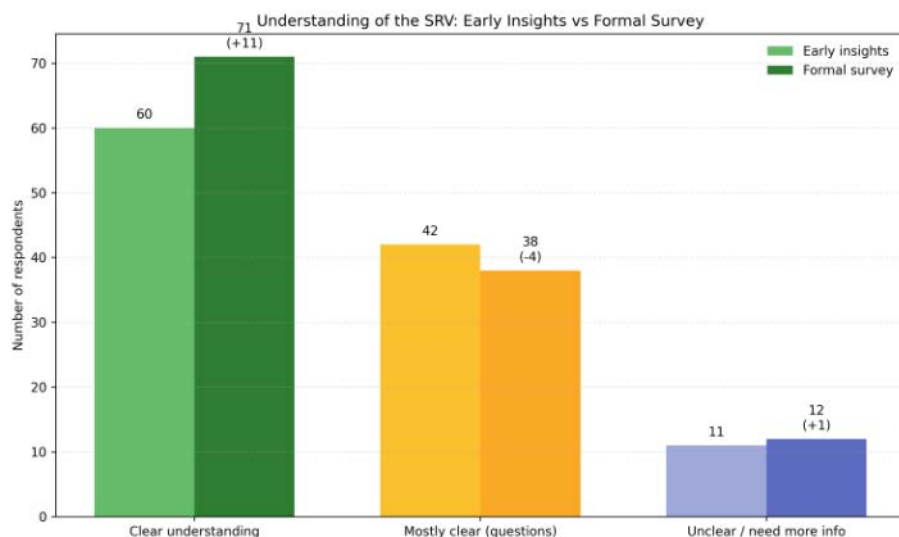
The survey also focused on awareness of the SRV, understanding of its purpose, and knowledge of personal impact. It also tested whether people understood the cumulative effect of the proposed increase and invited feedback on options such as maintaining services versus reducing them.

Comparing the data from the early insights survey to the formal survey shows a positive shift in community understanding. In the early insights stage, 60 respondents said they understood the SRV "very clearly," and 42 said they "mostly understood but had questions," with 11 indicating they were "somewhat unclear." By the time of the formal survey, 71 respondents reported a "very clear" understanding, and 38 said "somewhat clear," while those who were unclear remained similar (12 text based responses). This improvement suggests that our communication efforts were effective in increasing awareness and clarity.

The formal survey not only met the community's preferred engagement method but also demonstrated that our strategy addressed OLG's expectations for effective consultation: providing clear information, using varied engagement methods, and creating opportunities for feedback. This approach ensured that the community was informed, heard, and able to have a say in the process.

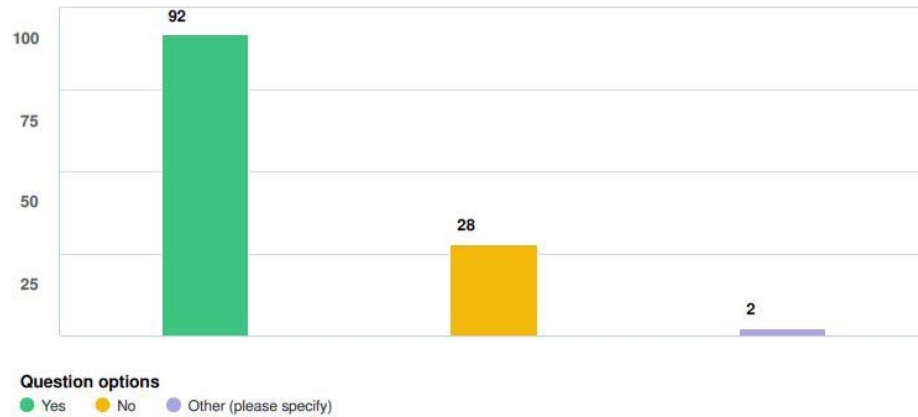
COMMENTARY:

The shift towards "clear understanding" suggests communication efforts including mix of e-newsletters, website updates, public meetings, social media posts and drop-in sessions helped convert the "mostly clear" group into "clear," while the "unclear" cohort remained roughly stable.

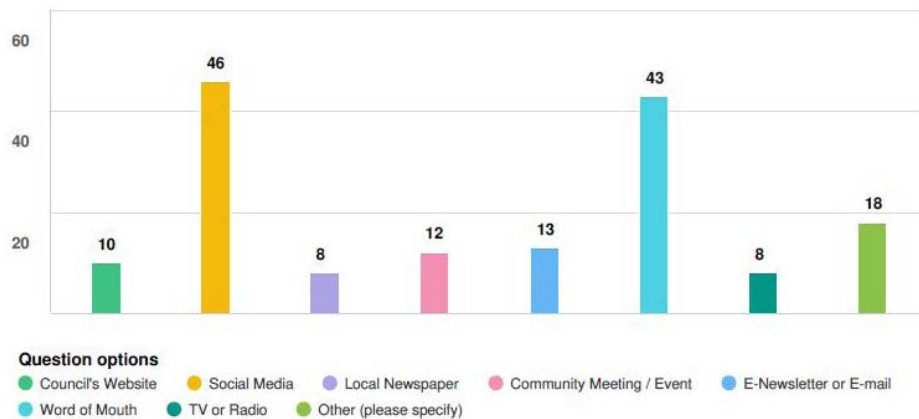


Formal Survey Key Findings

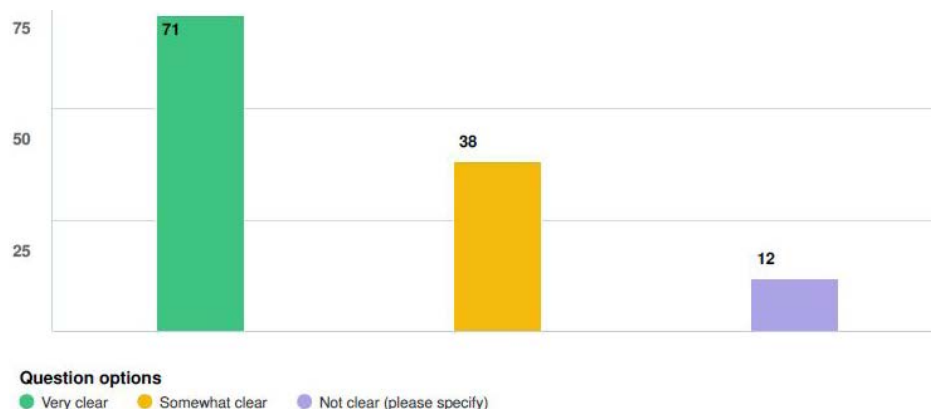
Before this survey, were you aware that Council is considering applying for a SRV?



How did you first hear about the proposed SRV?

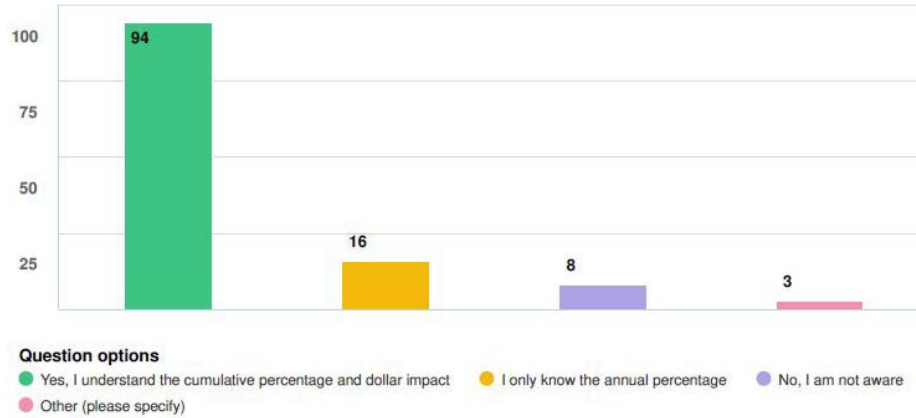


How clear is your understanding of the reason Council is proposing an SRV?

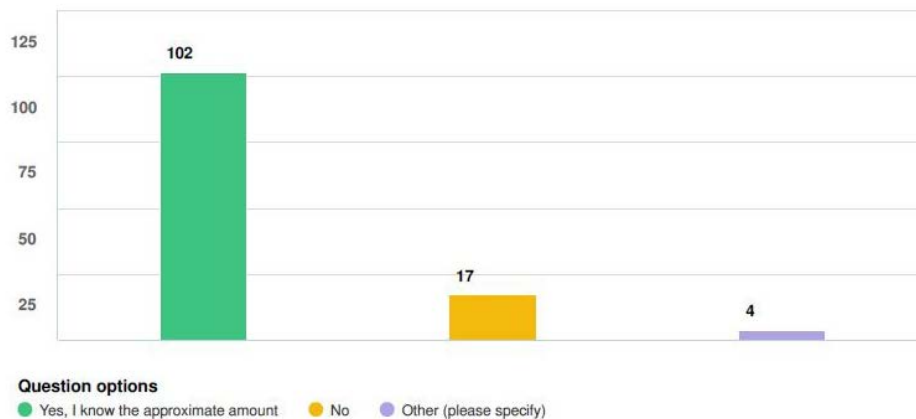


Formal Survey Key Findings

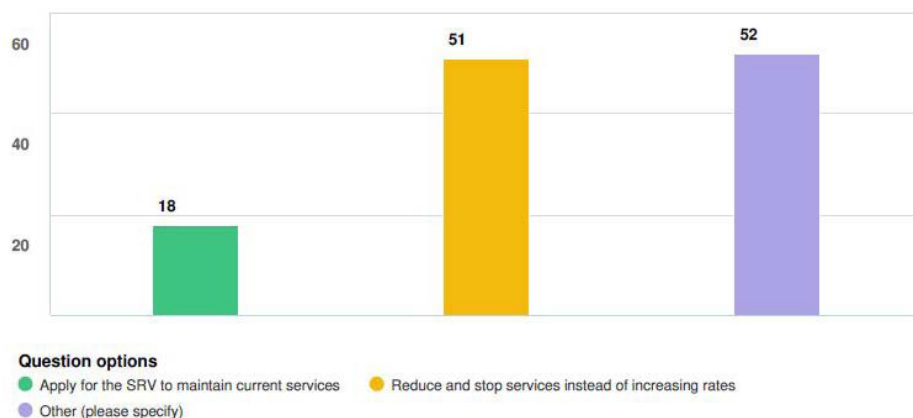
Are you aware of the full cumulative impact of the proposed SRV on average rates over the SV period?



Do you know how much your rates would increase under the proposed SRV?

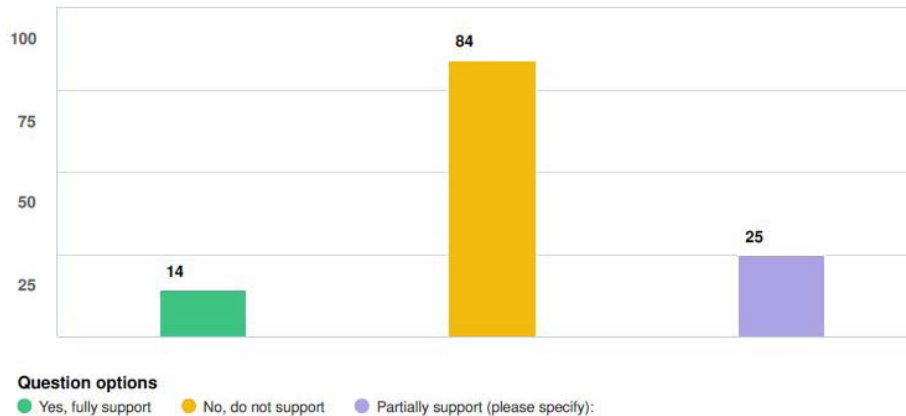


Council has considered options such as reducing services or applying for an SRV. Which option do you prefer?



Formal Survey Key Findings

Do you support the proposed SRV?



COMMENTARY:

The formal survey demonstrates that community awareness and understanding of the proposed Special Rate Variation (SRV) improved significantly during the consultation period. Those who were "somewhat clear" decreased slightly, and the proportion of respondents who felt unclear remained low. This trend suggests that the engagement period was effective in helping people grasp the reasons behind the proposal.

Feedback was diverse, reflecting both strong support and strong opposition. Some respondents expressed clear backing for the SRV, recognising its necessity to maintain services:

"To live here and to maintain the services that we currently have, we need to be prepared to play our part. The cost of everything is rising. I am very pleased with the achievements that I see Council has managed in the last years. I am prepared to dig deeper to keep progress happening."

Others echoed similar sentiments, emphasising the importance of sustaining local independence:

"I value the services currently provided by Council and recognize that the cost of delivering these services has increased beyond the council income earning capacity. I do not want to see our Council amalgamated into the neighboring Shires."

Conversely, many respondents voiced strong concerns about affordability and fairness:

"Times are already tough for everyone. Increasing rates will make it even harder for homeowners to be able to afford it. It's Council's responsibility to find ways to get extra funding from government to accommodate for the increase in costs, not homeowners. A slight increase would be feasible; however, 58% increase over 2 years is absolutely outrageous. I do not support this!"

Another respondent highlighted the impact on vulnerable households:

"I am a single parent and can't easily afford the rates I pay now, let alone an increase. This is not a high SES area. I am not alone in struggling financially in this region."

Neutral or conditional responses also appeared, tied to transparency and efficiency:

"While I'd obviously prefer not to see my rates go up, I understand why the SRV is necessary and honestly I'm surprised it hasn't been considered sooner."

Overall, the data and commentary indicate that while opinions remain divided, the consultation achieved its primary goal of ensuring the community was informed and had opportunities to provide meaningful feedback.

For a complete report of text based responses, See Annexure B.

Engagement Activities

In-Person and Direct Engagement

120_(approx)

In-Person Attendees

7

Locations

Council delivered a series of in-person engagement activities to ensure the community had meaningful opportunities to learn about the SRV proposal, ask questions, and provide feedback in a personal setting. Councillor information sessions were held at accessible venues across the Shire, with tea and coffee provided to create a welcoming environment. Locations included Uralla Library, Alternate Root Café, Invergowrie General Store on a Friday evening, and Bundarra Commercial Hotel on a Friday afternoon. These informal drop-in sessions allowed residents to speak directly with Councillors and staff in a relaxed setting, and the range of times offered ensured flexibility for residents to attend around their individual schedules. Council also hosted a market stall

at the Uralla Thunderbolts Festival, inviting attendees to complete surveys, collect information packs, and engage in one-on-one conversations with Council staff. This event provided a valuable opportunity to reach a broad audience in a community setting. In addition, two formal information sessions were conducted during the consultation period. The first was held at Bundarra School of Arts Hall and attracted approximately 45 attendees, while the second took place at Uralla Bowling Club with around 58 participants. Both sessions featured detailed presentations and open Q&A discussions, enabling residents to gain a deeper understanding of the proposal and voice their concerns. (See Annexure F for presentation Slides)



IMAGE: Community Information Session, 22 October 2025 at Uralla Bowling Club

Engagement Activities

Print and Physical Distribution

10 (approx)

Information Packs Posted

3,000

Mail-outs Distributed

See Annexure C for examples of print distribution

To ensure accessibility for residents with limited internet access or a preference for paper-based engagement, Council produced printed information packs containing a cover letter, a "plain-English" SRV explainer, FAQs, a hard-copy survey, and a reply-paid envelope. These packs were available at Uralla Library, Council's Customer Service Centre, and community hubs such as general stores across the Shire, and could also be requested by phone for postal delivery. Councillors and staff also used these packs during drop-in sessions to guide one-on-one conversations and support residents to complete a survey on the spot. During the campaign, we also delivered a mail-out included within the regular rates notice envelopes to ensure higher readership.

This insert provided high-level information about the SRV proposal, clear guidance on how residents could get involved, and featured contact details, direct links, and a QR code to the project page for easy access to online resources (See Annexure C).

Complementing these efforts, posters and A5 counter displays with QR codes were placed in high-traffic locations, directing residents to the dedicated SRV webpage and online survey. This approach provided an easy bridge from face-to-face engagement to digital information and helped drive visits to the project page and views of the explainer video.



IMAGE: Cuppa with a Councillor Session, Cr Petrov and community members read through Info Packs at Uralla Library

Engagement Activities

Media and Word-of-Mouth Outreach

83

Regional Media Contacts Notified

3

Evening News Stories

10.1%

First heard about the proposal via media outlets

Throughout the campaign, multiple media releases were distributed to 83 regional media contacts, ensuring strong coverage across print, radio, and television. Three evening news stories aired during key milestones (two at the campaign launch on 2 September and another during the information sessions and Coffee with a Councillor events) helping raise awareness among older demographics who rely on nightly broadcasts for local updates. Local newspapers, including The New England Times and The Armidale Express, published detailed articles on the proposal. Morning interviews with Council's General Manager were broadcast on ABC New England North West, while community radio stations 100.3 and 2AD ran news bulletins throughout the consultation period.

Several media outlets also shared these stories online, significantly boosting reach and engagement across the Shire.

See Annexure D for examples of media coverage.



31 Uralla Shire Council

Conclusion

Interpretation of findings

The SRV consultation reached a broad cross-section of Uralla Shire Residents through a deliberate mix of digital channels, printed materials, and in-person events. Digital performance was strong, with evidence that the community both saw and engaged with the information provided.

Two e-newsletters achieved high open rates and click-through compared with benchmarks, indicating high interest and effective targeting of preferred channels.

Across surveys, awareness and understanding improved between phases. The Early Insights survey established baseline preferences and concerns (e.g., prioritising waste, roads/bridges/footpaths, and water/sewer) and showed that most respondents already had at least some familiarity with the SRV.

By the Formal survey, more respondents reported a "very clear" understanding, and the proportion indicating they were unclear remained low suggesting that the multi-channel education effort was effective.

Community sentiment during the formal survey showed that 39 out of 121 respondents expressed full or partial support for the SRV proposal, while a significant proportion remained opposed, primarily due to affordability concerns, which was anticipated. In-person engagement contributed meaningfully to trust and clarity. Around 120 people attended engagement activities across seven locations, including two formal information sessions at Bundarra School of Arts Hall and Uralla Bowling Club. These were supported by

several "Cuppa with a Councillor" drop-in sessions and a dedicated stall at the Thunderbolts Festival, which offered a relaxed and informal setting for community conversations. Printed information packs and QR-code posters connected offline residents to online detail and provided a practical pathway for paper submissions.

Interpretation of Findings

The data indicates a well-informed community, with support contingent on affordability and clear confidence that Council provided multiple ways to be heard. While support is not a majority, the combination of partial support and improved understanding suggests that continued transparency, targeted hardship messaging, and service equity communications (particularly for rural and fringe areas) will be used in future communications to strengthen trust regardless of the final decision.





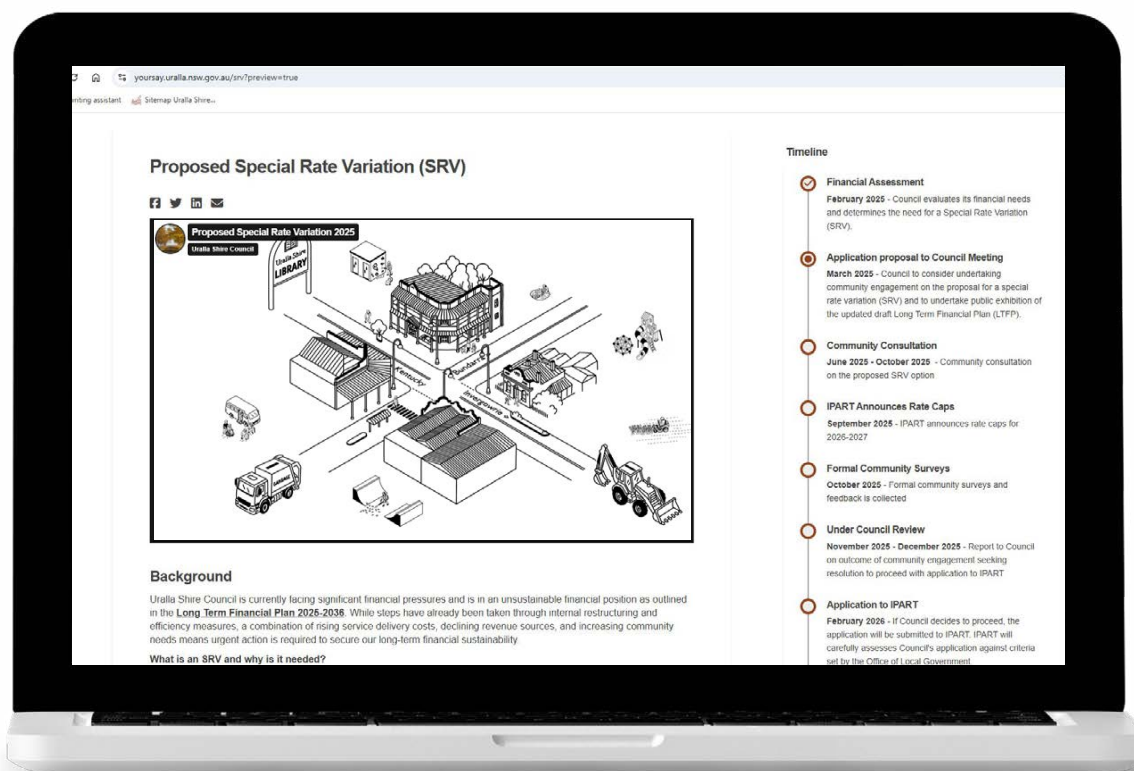
Contact Information:

Uralla Shire Council
32 Salisbury Street, Uralla NSW 2358
council@uralla.nsw.gov.au



Annexure A

Digital Examples



Webpage Sample: Visit <https://yoursay.uralla.nsw.gov.au/srv>



Watch Explainer Video:
<https://vimeo.com/1113102682>

Social Media Examples

Uralla Shire Council
Published by [Profile Picture] · 1 September · 🌐

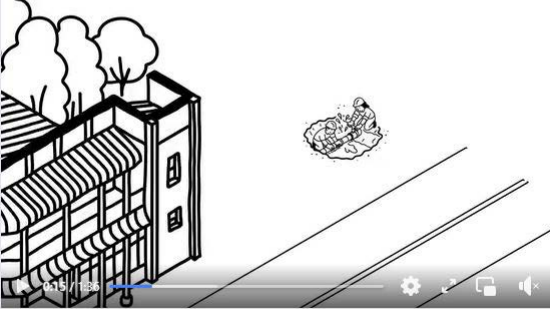
Our Council is considering a Special Rate Variation (SRV) and we want to hear from you.

We're looking at how we can continue delivering the services and infrastructure our community relies on, while managing rising costs and increasing responsibilities passed on from other levels of government.

To kick things off, we've launched an early insights survey on our website. It's a quick way to share your thoughts and help guide the next steps. Then in October, we'll be heading out across the Shire for face-to-face sessions so we can talk with you directly.

Visit yoursay.uralla.nsw.gov.au/SRV to learn more, and have your say about the proposed SRV.

Let's plan for the future, together.



See insights and ads Boost post


👍👎🗨️ 20 5 comments 14 shares

Uralla Shire Council
Published by [Profile Picture] · 8 October · 🌐

We're holding Community Info Sessions about the proposed Special Rate Variation (SRV), and you're invited to come along, ask questions, and learn more.

- Wednesday 15 October at 5:00 PM - Bundarra School of Arts
- Wednesday 22 October at 6:00 PM - Uralla Bowling Club

These sessions are a great opportunity to hear directly from Council and have your questions answered. We hope to see you there.



Proposed Special Rate Variation

Community Info Sessions
visit yoursay.uralla.nsw.gov.au/srv

See insights and ads Boost post

Uralla Shire Council
Published by [Profile Picture] · 3 September · 🌐

HAVE YOUR SAY


We've just launched the first phase of community consultation for a proposed Special Rate Variation (SRV).

This is an important conversation about how we continue delivering the services our community relies on like roads, parks, libraries, and waste collection while managing rising costs and increased responsibilities.

We're inviting everyone in the Shire to get involved. Our first survey is now live, and it's an easy way to share your thoughts and learn more about what an SRV is and how it could affect you.

Visit yoursay.uralla.nsw.gov.au/SRV to read more and complete the survey.

Let's plan for the future, together.



Proposed Special Rate Variation

Learn More and Have Your Say
visit yoursay.uralla.nsw.gov.au/srv

See insights and ads Boost post

👍 3 1 share


Uralla Shire Council
879 followers
2mo · 🌐

Our Council is considering a Special Rate Variation (SRV).

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To kick things off, we've launched an early insights survey on our website. It's a quick way for residents to share initial thoughts and help guide the next steps. Then in October, we'll be heading out across the Shire for face-to-face sessions.

Visit <https://lnkd.in/g7MA5up8> to learn more, and have your say about the proposed SRV.



See insights and ads Boost post


Social Media Examples

Uralla Shire Council
Published by [redacted] · 12 October · 🌐

We're inviting everyone to join us for a cuppa with your councillors next week at a few spots around the Shire. It's a relaxed way to have a chat, ask questions about the SRV Proposal, or just say hello.

Here's where we'll be:

- Tuesday 14 October (10:30–11:30 AM) at Uralla Library with Cr Arnold & Cr Petrov
- Thursday 16 October (9:00–10:00 AM) at Alternate Root Café with Cr O'Connor, Cr Philp & Cr Burrows
- Friday 17 October (2:00–3:00 PM) at Commercial Hotel Bundarra with Cr Philp & Cr Arnold
- Friday 17 October (6:00–7:00 PM) at Invergowrie General Store with Cr Blakester & Cr O'Connor



**Proposed
Special Rate Variation**

Have a Cuppa with a Councillor
visit yoursay.uralla.nsw.gov.au/srv

See insights and ads [Boost post](#)


👍 6 1 comment 10 shares

Uralla Shire Council
Published by [redacted] · 15 October · 🌐

BUNDARRA COMMUNITY INFO SESSION TONIGHT

Join us this evening at 5:00PM at Bundarra School of Arts to learn more about the proposed Special Rate Variation (SRV) and what it means for our Shire.

Council staff will be there to answer your questions and hear your feedback. Everyone is welcome, we hope to see you there!



**Proposed
Special Rate Variation**

Bundarra Community Info Session
visit yoursay.uralla.nsw.gov.au/srv

See insights and ads [Boost post](#)

3 shares

Social Media Examples

Uralla Shire Council
Published by [redacted] · 16 October · [redacted]


REMINDER

Councillors will be out and about across the Shire again tomorrow, and you're warmly invited to drop by for a relaxed chat. Whether you've got questions about the SRV Proposal or just want to say hello, everyone is welcome.

Come say hi at one of these locations:

- 2:00–3:00 PM at Commercial Hotel Bundarra with Cr Philp & Cr Arnold
- 6:00–7:00 PM at Invergowrie General Store with Cr Blakester & Cr O'Connor

Tea and coffee provided!



**Proposed
Special Rate Variation**

Have a Cuppa with a Councillor
visit yoursay.uralla.nsw.gov.au/srv


See insights and ads Boost post

1 share

Uralla Shire Council
Published by [redacted] · 19 October · [redacted]

Join us this Wednesday at 6PM at Uralla Bowlo to learn more about the proposed Special Rate Variation (SRV) and what it means for our Shire.

Council staff will be there to answer your questions and hear your feedback. Everyone is welcome, we hope to see you there!



**Proposed
Special Rate Variation**

Uralla Community Info Session
visit yoursay.uralla.nsw.gov.au/srv

See insights and ads Boost post


ZNet Uralla and 4 others 3 shares

Uralla Shire Council
Published by [redacted] · 22 October · [redacted]

COMMUNITY INFO SESSION TONIGHT

Join us tonight at 6PM at [Uralla Bowlo](#) to learn more about the proposed Special Rate Variation (SRV) and what it means for our Shire.

Council staff will be there to answer your questions and hear your feedback. Everyone is welcome, we hope to see you there!



**Proposed
Special Rate Variation**

Uralla Community Info Session
visit yoursay.uralla.nsw.gov.au/srv

See insights and ads Boost post

Social Media Examples

Uralla Shire Council
Published by [redacted] · 22 October · 🌐

A big thank you to everyone who joined us tonight at [Uralla Bowlo](#) for the community information session on the proposed SRV. It was fantastic to see such strong engagement and hear so many well-informed questions from our community.

If you couldn't make it, want to learn more, or would like to complete the survey, head to <https://yoursay.uralla.nsw.gov.au/srv>



[See insights and ads](#) [Boost post](#)

👍 The Uralla Wool Room and 12 others


Uralla Shire Council
Published by [redacted] · 31 October at 07:00 · 🌐

LAST CHANCE!

Today is the final day to complete the community survey on the proposed Special Rate Variation (SRV). The survey closes at 5pm.

Your feedback will help inform Council's decision-making as we consider next steps. If you haven't yet shared your thoughts, now is the time!

Complete the survey at: <https://yoursay.uralla.nsw.gov.au/SRV>



Proposed Special Rate Variation

Last chance to complete the survey
visit yoursay.uralla.nsw.gov.au/srv

[See insights and ads](#) [Boost post](#)

👍 2 6 comments 1 share


Uralla Shire Council
Published by [redacted] · 27 October at 19:00 · 🌐

Final Week to Have Your Say!

Time is running out to share your thoughts on the proposed Special Rate Variation. The community survey closes at 5pm on Friday 31 October.

Your feedback is important and will be considered by Councillors as part of the decision-making process for the next steps.

Complete the survey and learn more: <https://yoursay.uralla.nsw.gov.au/SRV>



Proposed Special Rate Variation

Last chance to complete the survey
visit yoursay.uralla.nsw.gov.au/srv

[See insights and ads](#) [Boost post](#)

6 comments 2 shares

E-Newsletter Examples

[View this email in your browser](#)

Council news



Message from the Mayor

This month, Council is launching community consultation on a proposed Special Rate Variation (SRV), and we're inviting everyone in the Shire to take part.

Just as rising costs are affecting residents across the Shire, they're also putting strain on Council's ability to deliver services and maintain infrastructure. While we receive funding from rates, government grants, and service fees, these sources are no longer keeping pace with the increasing cost of delivering services, maintaining infrastructure, and meeting the growing needs of our community.

Over time, councils like ours have taken on more responsibilities that were previously managed by the NSW Government without receiving additional funding to support these changes. This cost shifting places significant pressure on our day-to-day operations and long-term financial sustainability.

At the same time, the cost of materials, labour, and construction continues to rise, making it more expensive to maintain roads, parks, buildings, and deliver the services our community relies on. Without increased revenue, Council faces difficult decisions about service levels, maintenance, and future investments.

That's why we're considering an SRV, and why your input is so important.

The first step in this consultation is the [Early Insights Survey](#), now live on our website. We encourage as many community members as possible to complete the survey and share their views. Your feedback will help guide Council's decision-making and ensure we're planning for a future that reflects the priorities of our Shire.

USC E-Newsletter
Announcement

Sent: 1 September 2025
Open Rate: 57.1%
Click-Through Rate: 20.3%
Recipients: 1,437

View Newsletter: [HERE](#)

E-Newsletter Examples

[View this email in your browser](#)

Council news

Latest News



Uralla Tip Secures \$195K Grant for Safety and Efficiency Upgrades

Uralla Tip has received \$195,785 in funding through Round 5 of the Landfill Consolidation and Environmental Improvements Program, a NSW Government initiative aimed at improving waste infrastructure across regional communities.

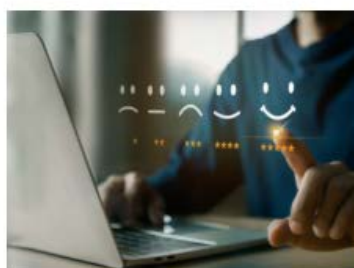
The grant will support a significant upgrade to the Uralla waste management facility, with a focus on improving public safety and reducing contamination.

[Read More](#)

USC E-Newsletter
Second Phase

Sent: 7 October 2025
Open Rate: 57.3%
Click-Through Rate: 17.6%
Recipients: 1,454

View Newsletter: [HERE](#)



Second Phase of SRV Community Engagement Begins

[Read more](#)

Annexure B

Survey and Feedback

Councillor Feedback Summary from In-Person Sessions

1. Financial Hardship & Affordability

- Strong concern from pensioners and low-income households about SRV affordability.
- Rural residents (e.g., Kingstown, Yarrowyck) worried about viability given limited income.
- Suggestion for smaller, incremental SRV increases over a longer period.
- Questions about why rates fluctuate year to year (land valuation changes likely cause).

2. Communication & Engagement

- Some Bundarra residents felt notice was inadequate; some only found out last minute.
- Lack of awareness about "Cuppa with a Councillor" sessions.
- Councillors were not introduced at meetings, community wants more personal engagement.
- Requests for better communication channels: noticeboards, mail-outs, emails, letterbox drops.
- Invergowrie residents feel disconnected from Council and under-served compared to Uralla.

3. Understanding of SRV

- Misunderstanding that SRV applies to total rates rather than base rate, needs clearer explanation.
- Residents unaware that other councils have already implemented similar increases.
- Desire for simple, clear documents explaining:
- How council earns and spends revenue.
- Grants and cost-shifting.
- Long-Term Financial Plan (LTFP) and future forecasts.
- What SRV means in dollar terms for different property types.
- Structural income shortfall due to 35 years of rate-pegging and cost-shifting.
- USC is one of the last NSW LGAs to seek SRV.
- Regulatory responsibilities apply equally to small and large councils, creating resource strain.

4. Service Expectations & Equity

- Overwhelming support for council-run aged care services.
- Requests for extended library hours.
- Questions about what services council provides specifically in Bundarra and Invergowrie.
- Invergowrie residents feel they receive minimal services despite population size:
- Roads in poor condition, impacting tourism and safety.
- Verge mowing only done after complaints.
- Desire for community hall, walking paths, and upgraded park facilities.
- Suggestions for cost-saving measures (e.g., fortnightly garbage collection) but legislation prevents opt-out.

5. Infrastructure & Maintenance Issues

- Sewerage system concerns in Bundarra (levies, electricity costs, warranty, greywater use).
- Roads failing repeatedly (e.g., Hawthorne Drive) due to wet conditions and heavy traffic diversions.
- Council lobbying for Thunderbolts Way to be reclassified as a regional road.
- Maintenance issues: mowing frequency, leaking toilets, seating near amenities, paths to golf club.
- Requests for improved town aesthetics and pedestrian safety (speed limits, crossings).

6. Other Concerns

- Impact of Hill Street affordable housing development on town character and safety.
- Gaps in critical services (healthcare, ICU in Armidale) outside Council's remit but raised as community concern.
- Frustration with Council's handling of Invergowrie Store DA process seen as unclear and obstructive.
- Desire for proactive support for community initiatives and events (e.g., bike riding event, learner motorbike training).

Opportunities for Improvement

- Communication Strategy
- Increase lead time for notices, especially in Bundarra and Invergowrie.
- Use multiple channels (digital + physical).
- Promote "Cuppa with a Councillor" more widely.
- Ensure councillors are introduced at sessions.
- Financial Transparency
- Develop a simple one-page summary of revenue sources, expenditure, and SRV impact.
- Explain grants and cost-shifting in plain language.
- Address Misconceptions
- Clarify SRV applies to base rate, not total rates.
- Share examples from other councils to normalize the process.
- Service Equity
- Investigate service gaps in Invergowrie (roads, mowing, community facilities).
- Explore co-funding strategies for community hall and park upgrades.
- Infrastructure Planning
- Communicate road repair strategies and grant reliance.
- Address sewerage system concerns in Bundarra.
- Customer Service
- Review DA processes for clarity and consistency.

Annexure B

Early Insights Survey Example

Proposed Special Rate Variation (SRV)

Your Say Uralla Shire

Early Insights Survey

We're seeking your input through this short Early Insights Survey as part of our early engagement on the proposed SRV.

This is your chance to have your say before the formal consultation begins later this year. Your feedback will help us understand:

- What information you need about the SRV
- How you would like us to provide that information to you
- Which Council services matter most to you

The survey also explains what the SRV is and what it could mean for the future of Council services. Your responses will guide how we design the formal engagement process required by IPART, ensuring it's responsive, transparent, and tailored to community priorities.

We encourage all residents to complete the survey and be part of shaping the conversation from the start.

Select the services provided by Council that you consider most valuable *(Choose all that are relevant to you)*

(Choose all that apply)

- ☐ Road, bridge, and footpath maintenance
- ☐ Waste collection
- ☐ Landfill management
- ☐ Uralla Library
- ☐ Parks and open spaces
- ☐ Swimming Pool
- ☐ Uralla Christmas Street Fair
- ☐ Tablelands Community Support
- ☐ Tablelands Community Transport
- ☐ McMaugh Gardens Aged Care Facility
- ☐ Uralla Courthouse
- ☐ Pets & Animal Management
- ☐ Youth Week Activities
- ☐ School Holiday Activities
- ☐ Bundarra Multipurpose Courts
- ☐ Uralla Tennis Courts
- ☐ Uralla & Bundarra Caravan Park
- ☐ Campsites
- ☐ Wooldridge Reserve and Fossicking Area
- ☐ Disaster & Emergency Planning
- ☐ Pest control, weed management & biodiversity protection
- ☐ Environmental monitoring
- ☐ E-waste recycling
- ☐ Building and development approvals
- ☐ Heritage advisory services
- ☐ Street lighting
- ☐ Traffic and parking management
- ☐ Stormwater
- ☐ Water supply and sewerage services
- ☐ Uralla Skate Park
- ☐ Community Garden
- ☐ Public amenities (toilets, seating, BBQs)
- ☐ Public art and creative placemaking

Early Insights Survey

SURVEY RESPONSE REPORT

28 May 2025 - 27 November 2025

PROJECT NAME:

Proposed Special Rate Variation (SRV)



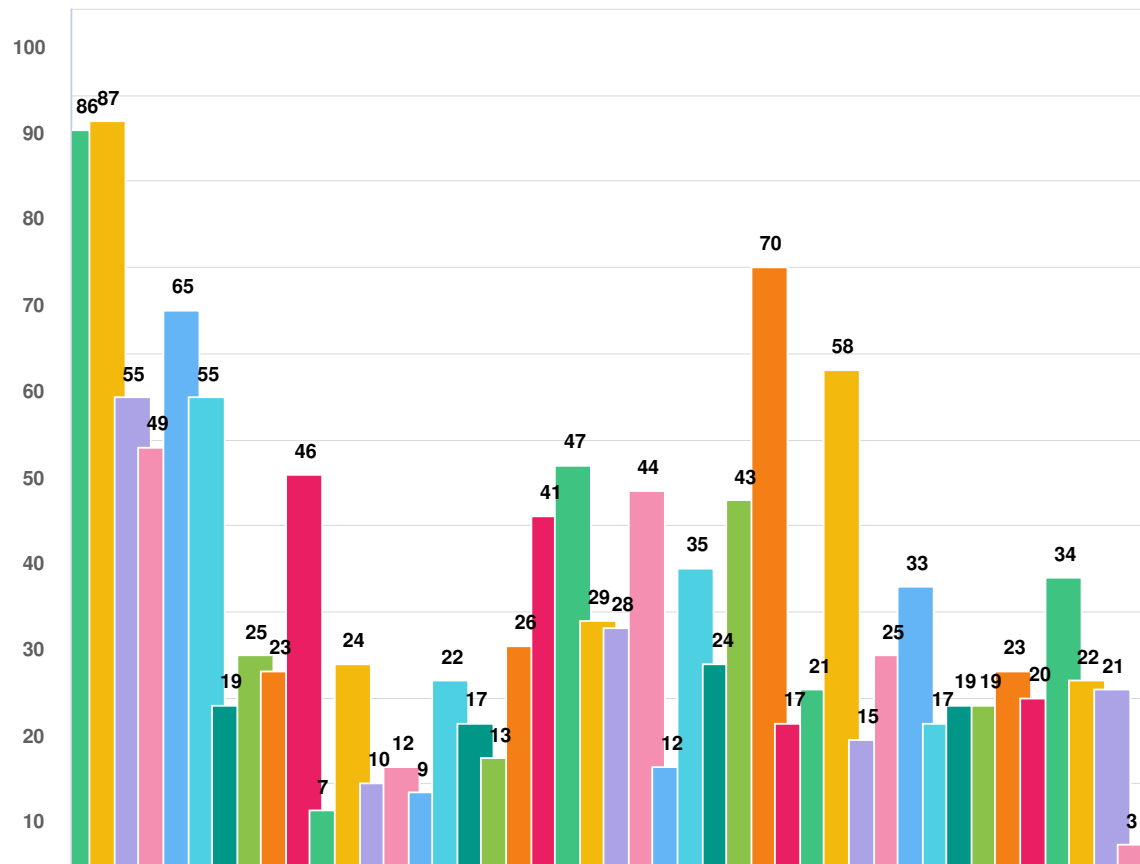
Early Insights Survey : Survey Report for 28 May 2025 to 27 November 2025



SURVEY QUESTIONS

Early Insights Survey : Survey Report for 28 May 2025 to 27 November 2025

Q1 Select the services provided by Council that you consider most valuable (Choose all that are relevant to you)



Question options

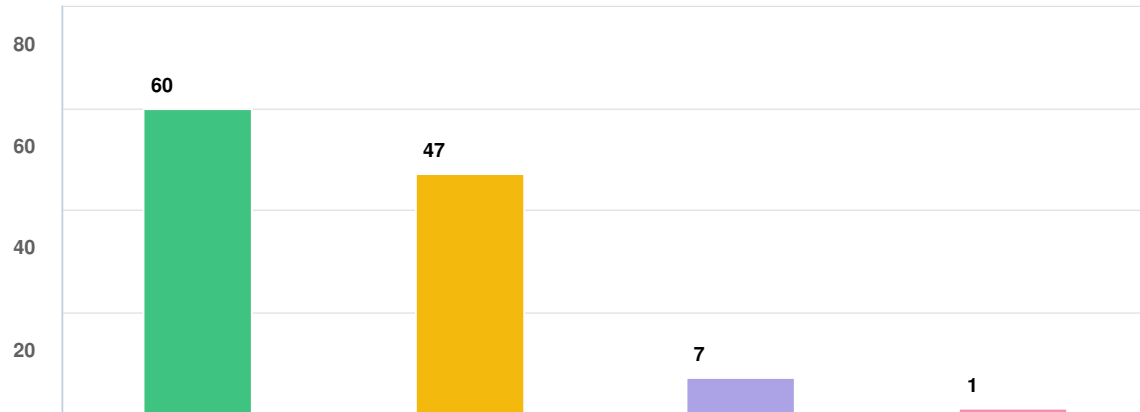
- Road, bridge, and footpath maintenance ● Waste collection ● Landfill management ● Uralla Library
- Parks and open spaces ● Swimming Pool ● Uralla Christmas Street Fair ● Tablelands Community Support
- Tablelands Community Transport ● McMaugh Gardens Aged Care Facility ● Uralla Courthouse
- Pets & Animal Management ● Youth Week Activities ● School Holiday Activities ● Bundarra Multipurpose Courts
- Uralla Tennis Courts ● Uralla & Bundarra Caravan Park ● Campsites ● Wooldridge Reserve and Fossicking Area
- Disaster & Emergency Planning ● Pest control, weed management & biodiversity protection ● Environmental monitoring
- E-waste recycling ● Building and development approvals ● Heritage advisory services ● Street lighting
- Traffic and parking management ● Stormwater ● Water supply and sewerage services ● Uralla Skate Park
- Community Garden ● Public amenities (toilets, seating, BBQs) ● Public art and creative placemaking
- Cultural and civic celebrations (e.g. ANZAC Day, Australia Day, NAIDOC Week) ● Support for community events
- Grants and sponsorship for local groups ● In-kind support for community projects and initiatives
- Marketing and Promotion of local tourism ● Visitor Information Centre ● Signage
- Strategic and long-term community planning ● Advocacy for community priorities at State and Federal levels
- Racecourse Lagoon ● Other (please specify)

Optional question (113 response(s), 2 skipped)

Question type: Checkbox Question

Early Insights Survey : Survey Report for 28 May 2025 to 27 November 2025

Q2 Before this survey, were you aware Uralla Shire Council provided all of the services listed above?



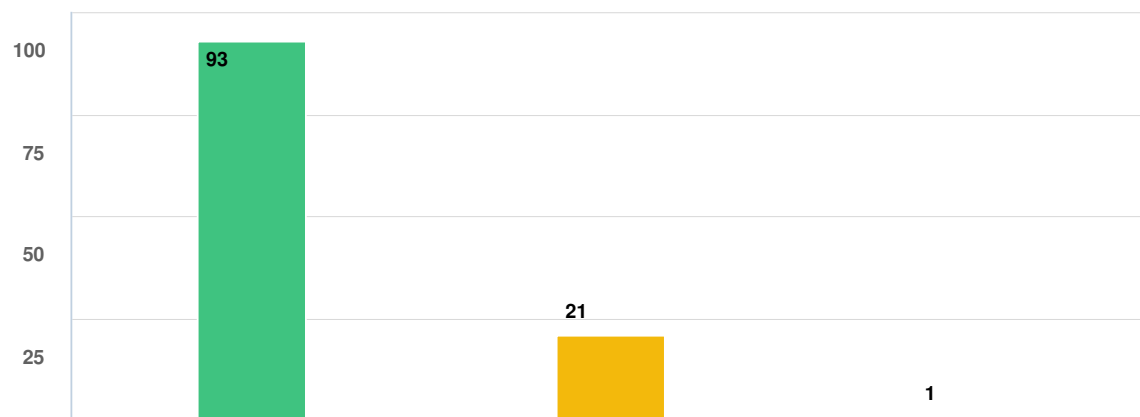
Question options

● Yes ● Some of them, but not all ● No ● Other (please specify)

Optional question (114 response(s), 1 skipped)

Question type: Checkbox Question

Q3 Have you heard of a Special Rate Variation (SRV) before this consultation?



Question options

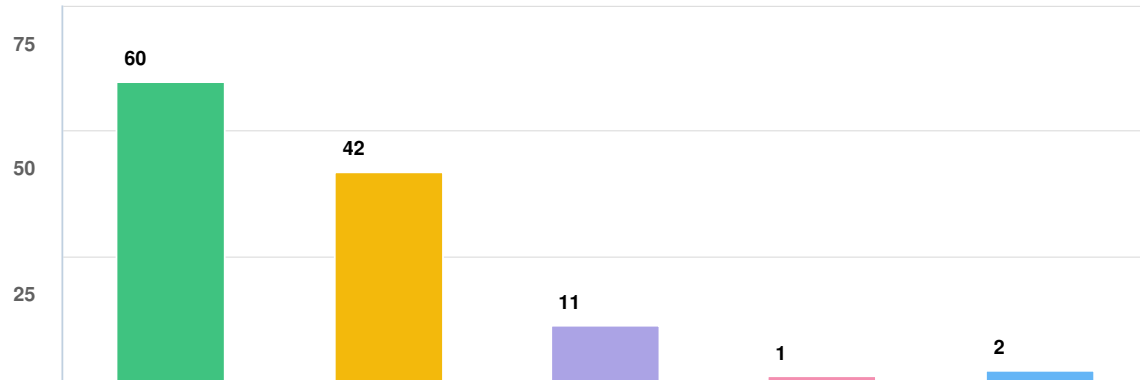
● Yes ● No ● Other (please specify)

Mandatory Question (115 response(s))

Question type: Checkbox Question

Early Insights Survey : Survey Report for 28 May 2025 to 27 November 2025

Q4 From the information you've seen so far, how clearly do you understand what the proposed SRV is and why it's being consider...



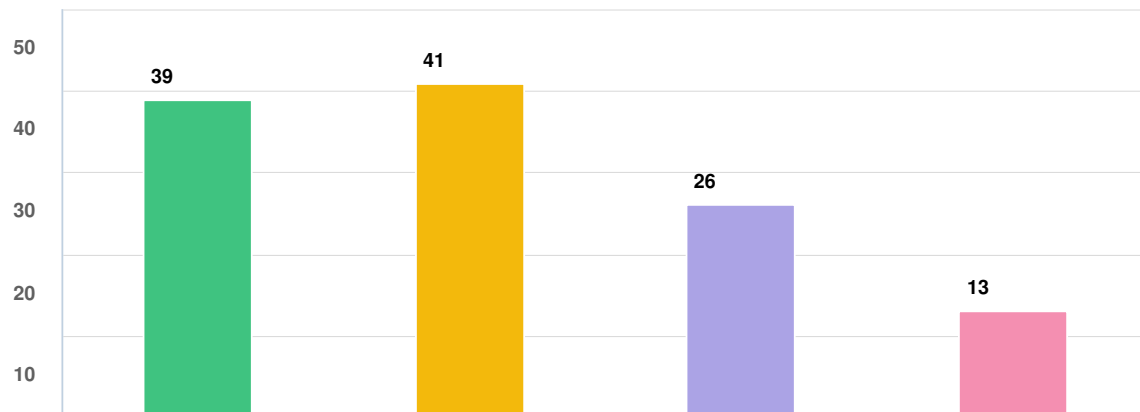
Question options

- Very clearly
- Mostly understand but I have questions
- Somewhat unclear, I need more information
- I do not understand what an SRV is
- Other (please specify)

Mandatory Question (115 response(s))

Question type: Checkbox Question

Q5 The SRV is proposed to help maintain Council services, financial sustainability and Independence. How important is it to yo...



Question options

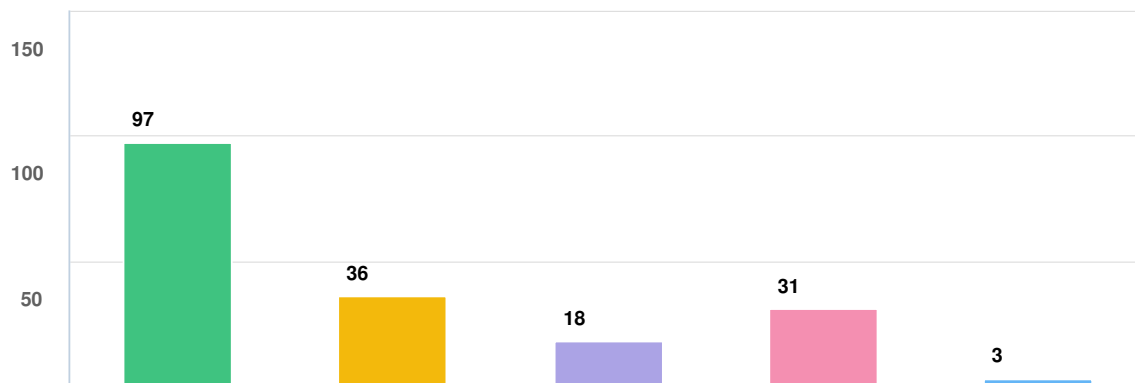
- Very important
- Somewhat important
- Not important
- Other (please specify)

Mandatory Question (115 response(s))

Question type: Checkbox Question

Early Insights Survey : Survey Report for 28 May 2025 to 27 November 2025

Q6 How would you prefer to share your feedback about the proposed SRV when formal consultation begins? (Select all that apply ...)

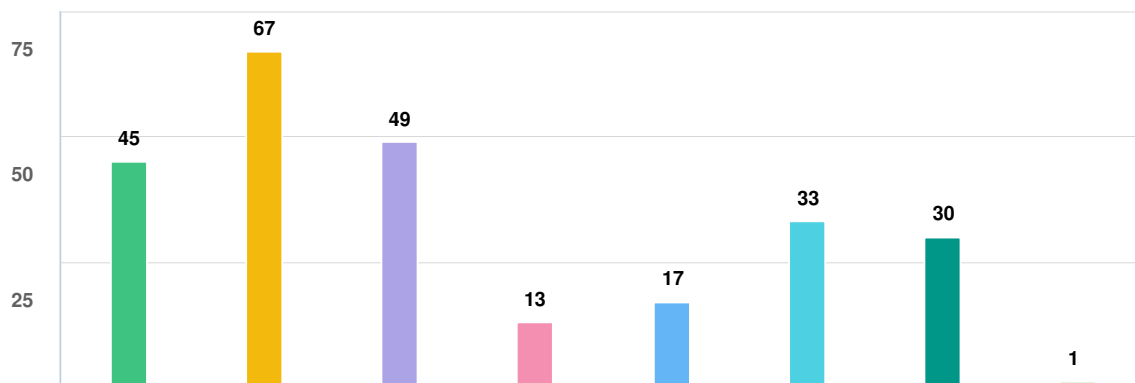


Question options

- Online survey or submission
- Community workshop or drop-in session
- Speaking to a Councillor or Council staff member
- Postal or e-mail submission
- Other (please specify)

Mandatory Question (115 response(s))
Question type: Checkbox Question

Q7 What is your preferred way to stay updated about the SRV proposal and consultation process? (Select all that apply to you)



Question options

- Website updates
- E-Newsletter
- Council's Facebook page
- Newspaper notices
- Community noticeboards
- Letters in the mail
- Public meetings
- Other (please specify)

Optional question (115 response(s), 0 skipped)
Question type: Checkbox Question

Early Insights Survey : Survey Report for 28 May 2025 to 27 November 2025

Q8 | Do you have any questions, concerns or comments about the SRV proposal that you would like to share with Council?

Anonymous

9/01/2025 10:20 AM

No,I can accept that it is required

Anonymous

9/01/2025 03:37 PM

How much it will cost us. The state government should put more funding into all councils. It shouldnt have to be the us paying for this.

Anonymous

9/01/2025 03:55 PM

As above

Anonymous

9/01/2025 04:06 PM

As you have stated, the cost of living is increasing. I believe increasing our rates will put more undue stress on homeowners and renters alike. Many of the services provided by council are unnecessary costs that could be reduced, for example the community garden, as most homeowners have yards where they can plant their own gardens.

Anonymous

9/01/2025 04:10 PM

On what calculations is this increase based? This is not made clear, except in a number of very sweeping (and potentially misleading) statements. So, just out of nowhere, a 50%+ increase? I think not!

Anonymous

9/01/2025 04:27 PM

I find it disturbing that Council is seeking to follow suit of so many other organisations and government bodies that just push the problem to the general public by increasing charges with little apparent consideration of cutting your own costs.

Anonymous

9/01/2025 05:00 PM

Rate increases have to occur as the population of Uralla has increased there are greater demands on services. It is worth calculating the increase on the council in terms of units of each use for example how many garbage pick ups.. just an example for the community to understand. HOWEVER the Identification Numbers against the costs in other words the cost codes needs to be audited so that money goes to the correct allocation at the moment a general collection means that understanding the distribution of funds does not identify errors. i hope this makes sense in other words each code of money coming in must be assigned to where it is suppose to go and not rely on being transferred at a later date. Development proposals are still really delayed and this delays progress within our economic development. Jann Karp

Early Insights Survey : Survey Report for 28 May 2025 to 27 November 2025

Anonymous

9/01/2025 05:11 PM

Comment: As we move into more difficult times, encouraging our residents to be more proactive in supporting council activities, e.g. care of community spaces, being more mindful of their waste, shifting the mindset from 'what can I get' to 'what can I give'. In other words encouraging the community to participate in providing the services they say they want to lighten the financial load on council so that the rates can remain affordable.

Anonymous

9/01/2025 05:58 PM

I can barely pay the high rates as they are now. I have roads unsealed around my home. My new sewerage is constantly blocked. I don't understand what I'm paying for? Garbage collection only. I have reported my next door neighbour at 16 to 18 Burnett street Bundarra for living illegally in a tin cabin and motor home for the past 8 years. Nothing's changing for the better for my family. Her dogs constantly bark in an unfenced 2 blocks. The owner is constantly loud in arguments with others.

Anonymous

9/01/2025 06:33 PM

With regard to local road maintenance, in my case Hillview Rd, virtually all of the issues pertain to poor culvert or mitre drain maintenance and cleaning. It is pointless grading the road, when the priority for funds should be culvert cleaning or replacement and fully clearing out mitre drains. The road is in excellent order except for spots where water pools or is unable to flow through culverts due to LONG TERM lack of cleaning. If gravel road funds had been spent more wisely in the past in critical spots, there would be not the same level of SRV need. The Shire is expected to do more due to State Govt demands, which is wrong unless more funding is made available, but this govt attitude will NOT change, so councils do need to become more efficient, particularly in the areas I have mentioned.

Anonymous

9/01/2025 06:58 PM

Would a consideration to look at lowering wages of the higher paid employees before just increasing rates

Anonymous

9/01/2025 07:24 PM

Plenty that can't be adequately covered in this very early survey.

Anonymous

9/01/2025 07:38 PM

The SRV will impose financial hardship on many in the community, especially those on fixed incomes. Uralla Rates, both land and water rates are already much higher than the area we moved from - the Central Coast.

Early Insights Survey : Survey Report for 28 May 2025 to 27 November 2025

Anonymous 9/01/2025 07:53 PM	Can council stipulate the allocation of funds that will go towards roads?
Anonymous 9/01/2025 09:00 PM	There is already a cost of living crisis. This hike is brutal.
Anonymous 9/01/2025 09:15 PM	I would like to see the figures that show the current projected deficit and then the predicted income with the new rates being implemented. Does the council project a profit for the coming years with the new rates. Would it also be possible to cut back on spending on events? Do they make the council a profit? Could they be made to bring a profit? What about charging for parking to those not from the area? Has this been looked at as a form of revenue?
Anonymous 9/01/2025 09:16 PM	Why is it only over two years?
Anonymous 9/02/2025 06:35 AM	The cost of living is already high enough, the rates increase would severely impact myself and lots of other people.
Anonymous 9/02/2025 08:47 AM	Given the cost of living that is impacting many members of society, this doesn't seem to be very well timed and could potentially be spread out over multiple years rather than just two.
Anonymous 9/02/2025 11:20 AM	I live at Invergowrie which sees very little of this servicing. I don't mind supporting community (my mother lives in Uralla) but just wanted to make the point that my rate rise will not pass on direct benefits to me.
Anonymous 9/02/2025 11:28 AM	Our community it already under too much financial strain. Council should consolidate services and not impose such a significant rate rise on the community. All levels of government must learn to live within its means, as we all do.
Anonymous 9/02/2025 01:18 PM	I'm unclear why the SRV is required for USC to cover its core operating costs. How is it that these have been met in recent years without the SRV?
Anonymous 9/02/2025 02:39 PM	Will the SRV apply beyond the two years? What happens in the third year? Will the rates also increase with the increased land valuation?

Early Insights Survey : Survey Report for 28 May 2025 to 27 November 2025

This would mean our rates will be greater than the envisaged SRV, a double whammy!

Anonymous

9/02/2025 04:11 PM

The increases need to be spread over 3 years 51 percent increase in two years is too much for households in the current economic environment

Anonymous

9/02/2025 04:51 PM

My concern is that when council is not keeping up with the costs then it's up to ratepayers to cover the increase. Any other organisation has to make cuts, be more efficient or restructure things. Waste disposal has doubled, potholes at every road in the shire and ratepayers are expected to cover it. More accountability is what's needed

Anonymous

9/02/2025 06:31 PM

Our rates in a small town are so much dearer than a town the same size on the coast, why are there so many new cars parked at the shire premises. Maybe if the council stops wasting so much money on things that really nobody wants we wouldn't have to pay more for something that is below standard, our water is in drinkable, our footpaths are a disaster, roads are terrible and the parks are embarrassing

Anonymous

9/02/2025 06:57 PM

As a large contributor and a farmland rate payer , the services provided by council are very limited to outline rural areas. So I feel a rate rise is unnecessary. Farming businesses are expected to budget & be efficient with increased running costs, and are unable to pass on increase operating expenses.

Anonymous

9/02/2025 07:01 PM

We don't want a rate increase. Already disappointed with the price increase on tip fees and removing the possibility of road side pick up for our address. Council does zero cleaning of roads which are very dangerous at the moment and do nothing for our local town and park. (Kingstown)

Anonymous

9/02/2025 08:33 PM

As a family, the increased rates would strain our families finances! We are already struggling!

Anonymous

9/02/2025 08:50 PM

If the impacts of essentially cost of living requirements is having this effect on council consideration must be given to alternative methods of reducing costs. Community members are already struggling to make ends meet, an almost 50% rate hike over 2 financial years will push people beyond breaking point.

Early Insights Survey : Survey Report for 28 May 2025 to 27 November 2025

Anonymous

9/02/2025 08:56 PM

We cannot afford it. We can barely pay rent an food

Anonymous

9/02/2025 08:59 PM

Not at present

Anonymous

9/03/2025 07:27 AM

I am concerned about the amount of waste in a lot of services that the council provides.

Anonymous

9/03/2025 07:33 AM

Think the council is overboard in a lot of its town projects.

Anonymous

9/03/2025 10:05 AM

Any council that can sell a rate payers property (Hill Street) probably worth north of 1 million dollars for \$1 to a NSW government agency cannot then claim that the problem is cost shifting from the NSW and Federal governments. The loss of rate payers money 1 million dollar's plus is due to a poor decision by council staff and the councilor's. Every day I drive around Uralla and see council's poor decisions, workman ship and waste that needs to be rectified again and again. As Kerry Packer said. You are not spending the money we give you now well, Why would we give you more.

Anonymous

9/03/2025 10:29 AM

While I don't want to have to pay more, I fully understand the cost of providing public services keep rising, and I would rather keep those public services and amenities than lose them, so I support the SRV,

Anonymous

9/03/2025 12:44 PM

If they weren't hiring the wrong people for the jobs we wouldn't be paying out so much in redundancy payments

Anonymous

9/03/2025 02:11 PM

council must look at all expenses. i would like to see a full breakdown of cost to run each facility. ones which are not paying their way should be looked at. for example the last rate notice with the incorrect bpay details and why council is using a provider to issue rate notices instead of council staff doing this. also for years rate notices were sent to one address for multiple properties in seperate envelopes. should the swimming pool be sold to a private operator or ask for volunteers to man it? should the library and visitor information centre reduce operating hours or ask for volunteers to assist in reducing costs? should council look at selling the aged care facility to a private operator or another care facility. i believe council needs to simplify things instead of having their fingers in too many pies. are all council

Early Insights Survey : Survey Report for 28 May 2025 to 27 November 2025

staff required in the offices and are they productive, or should council consider a restructure and redundancy to improve operations. i believe some council staff in offices think that they do not have to talk to ratepayers on the phone. also i believe at one stage accommodation and plane trips were provided for the general manager from interstate. surely a local resident could have performed the job? are council staff using cars for personal use, or are they returned on the weekends? in one council area i know of the cars are filled up every friday afternoon and return monday morning for fuel again. on call staff is understandable.

Anonymous

9/03/2025 08:16 PM

Council needs to look very hard at its own failings over this issue and should seek to amalgamate with other councils and reduce overhead cost. There are far too many councils and it's time to rationalise.

Anonymous

9/04/2025 09:07 AM

Following the snow and other weather events, can this levy fund clearing roads and road sides and fixing up damage to roads?

Anonymous

9/04/2025 10:14 AM

I live at Invergowrie and apart from sometimes getting my road graded about once a year if I am lucky. I feel that I get absolutely no value for the rates I pay as I use Armidale as my local shopping and service centre. Therefore I feel it is unfair for people in this area to be continually slugged to support areas and services we mostly have nothing to do with. If we got roads and potholes fixed and graded regularly and some walking paths put in around the area so people didn't have to walk on roads I maybe would be more inclined to agree with a rate rise! But until that happens I am totally against what will be approx a 50% rise !!!

Anonymous

9/04/2025 03:12 PM

As always, my rates can be whatever you decide is needed. But the parks, paths and poo all need to be top notch. As an out of townner, none of those relate to me, and I'd consider Armidale my center. So if my rates are jumping from \$1600 to over \$2000, and all I specifically get are weekly bin pickups, I'd say this is shit value. Bundarra Road ought to look like the main straight at Mt Panorama, but it doesn't. Long winded way of saying I want council to be extremely specific, extremely detailed, about explaining why rates need to go up so much. Not pithy paragraphs, not basic explanations or appeals to emotion. Lay those numbers out

Anonymous

9/04/2025 05:05 PM

Yes. It would be interesting to know each section of Council and how their finances are divided. For example, which areas are most costly etc.

Early Insights Survey : Survey Report for 28 May 2025 to 27 November 2025

Anonymous

9/05/2025 01:32 PM

Would it be possible to sell some Council land i.e. the Hill Street land to help with the budget?

Anonymous

9/06/2025 07:29 AM

I have recently left the Moree Plains Shire some years back Council did the same SRV for roads against ratepayers wishes. We were told our rates would increase by a similar amount personally ours and many others increased by 120%. Roads did not improve in fact services got worse and council employee numbers grew but not outside the office. Council has a basic job stick to the basics and like all businesses look at your productivity and thin out your unsustainable non core sector

Anonymous

9/08/2025 05:09 PM

Some more specifics - what funding has been withdrawn. Which areas there is an increase in cost. How to reduce waste management costs (outsourced fees). Are there other ways to fund Councils?

Uralla

9/08/2025 06:16 PM

I am against the proposal, it is already overpriced. My pay isn't increasing, how are people expected to afford this increase. What actual projects are aiming to be completed/ or is it just to maintain the average services we currently receive.

Anonymous

9/10/2025 03:07 PM

Considering all of above I am still of the opinion that council (everywhere) should have to live within their means. How would I go if I said to centerlink I want a 30% rise in my pension. NO WAY, Y need to live within your means, plan your accounts better. I am 70, husband 72 that % of rate rise will impact our lives enormously making survival hard to say the least.

Anonymous

9/11/2025 09:39 AM

No

Dumaresq9

9/15/2025 12:45 PM

When council mergers were offered by the former state government Uralla pushed hard to stay an independent council. We are the smallest LGA in the state. It was proposed that we would lose our identity if we merged. Gabrielle Kibble went to a meeting and was our Kerr, just like her father, and agreed with singing... but were we financially responsible doing that? Or was it just mates doing things for mates at council and state level- our mayor who didn't run on a party political ticket was endorsing a candidate. That candidate supported our staying the smallest council- ask Bundarra what services they actually get and how often they are cancelled. How

Early Insights Survey : Survey Report for 28 May 2025 to 27 November 2025

	<p>about we stop paying councillors and find the extra money that way.</p> <p>Or get rid of paid trips and vehicles- there are plenty of ways to reduce councils expenses before going to this if we were so recently fit for the future financially</p>
<p>Anonymous</p> <p>9/16/2025 06:53 PM</p>	<p>We won't be paying anything extra. We get nothing for the rates paid as it is</p>
<p>Anonymous</p> <p>9/16/2025 10:38 PM</p>	<p>A lot of the services listed above all relate to uralla itself not the whole shire. The smaller communities within the shire tend to get forgotten. Uralla has beautifully maintained parks, gardens and paths. Kingstown and Bundarra aren't so lucky. Bundarra has definitely moved forward over the last 5 years but still lots of "promised" projects outstanding.</p>
<p>Anonymous</p> <p>9/17/2025 06:43 AM</p>	<p>Why is farming rates higher for what services they dont receive.. how and when will usc upgrade Bundarra facilities.</p>
<p>Anonymous</p> <p>9/21/2025 07:05 AM</p>	<p>I would like to know more about council financial budgets. Selecting what I feel about where council financial support should go needs to be based on fincial evidence not on an uninformed list to trigger an emotional response. Are McMaugh Garden Aged care facility, the caravan parks, swimming pool and camp sites at least cost neutral to council due to the business aspects? Financial details need to be provided for transparency. The rates in Uralla are already higher than comparable properties in the most expensive suburbs in Canberra. With an aging population and more retirees moving into the town, will the high rate costs put more people into hardship, especially those on low incomes? Increases in rates wil be pushed onto tennants who are already paying shocking rental amounts that are getting closer to city prices but without the infrastructure. Looking forward to being more informed. Kerri</p>
<p>Anonymous</p> <p>9/22/2025 11:38 AM</p>	<p>No questions but we are all struggling, everything keeps escalating financially. Land rates are expensive already . I am in my own. It's a battle .</p>
<p>Anonymous</p> <p>9/23/2025 07:59 PM</p>	<p>im concerned that with this rate rise, people will move away, house prices will fall , services will be lost and all the \$\$ the solar farms brought to town will be gone , with nothing to show</p>

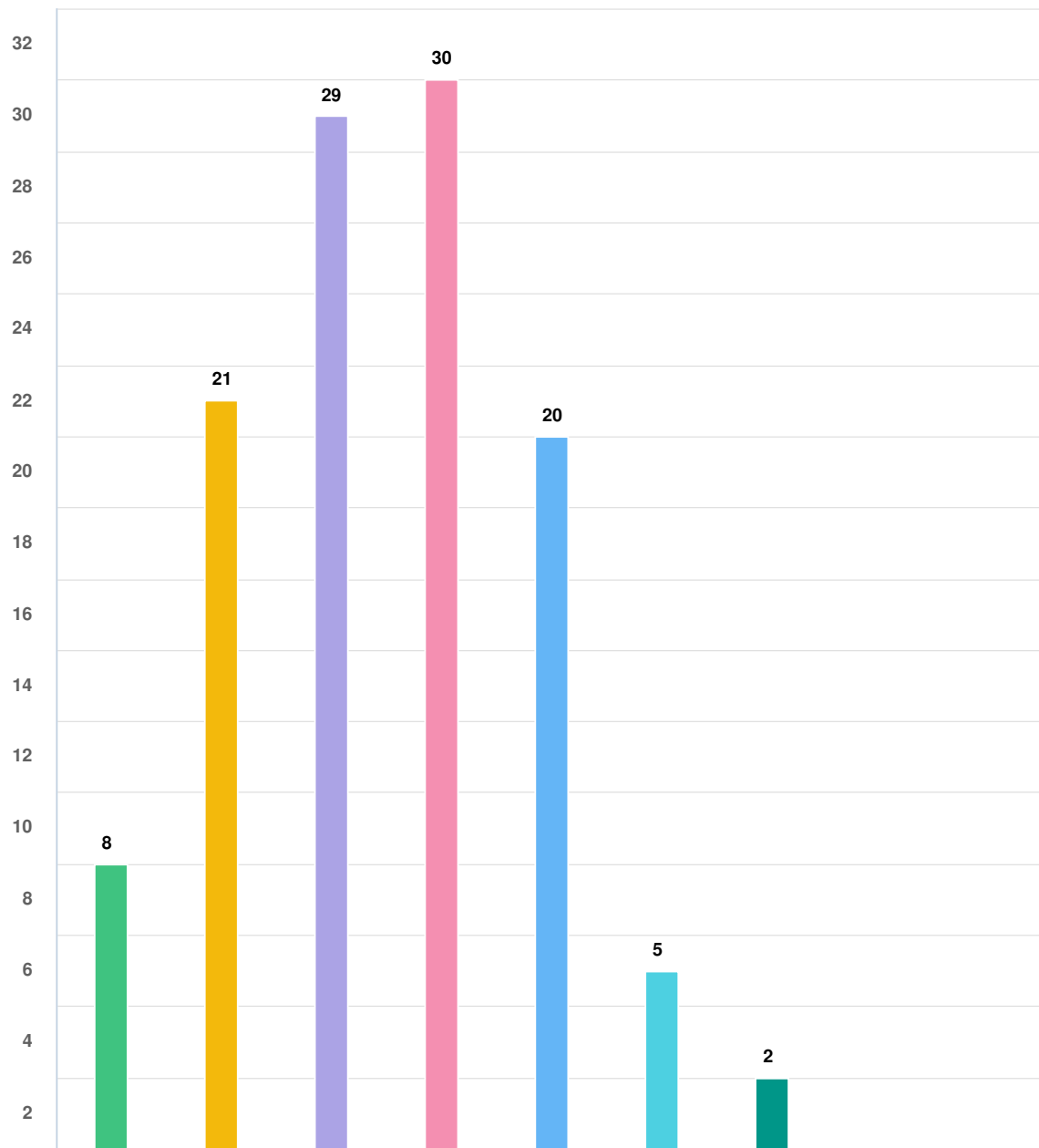
Early Insights Survey : Survey Report for 28 May 2025 to 27 November 2025

Optional question (56 response(s), 59 skipped)

Question type: Essay Question

Early Insights Survey : Survey Report for 28 May 2025 to 27 November 2025

Q9 What is your age group?



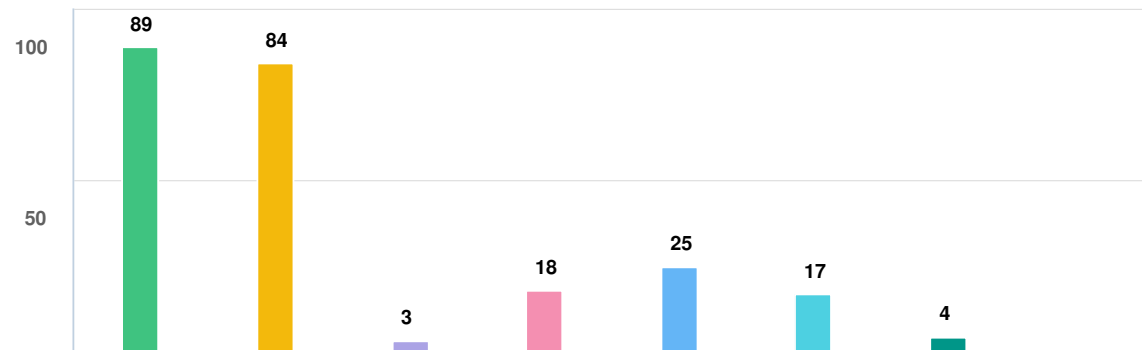
Question options

25-34 35-44 45-54 55-64 65-74 75 and over Prefer not to say Under 18
18-24

Mandatory Question (115 response(s))
Question type: Checkbox Question

Early Insights Survey : Survey Report for 28 May 2025 to 27 November 2025

Q10 Which of the following best describes your connection to the Uralla Shire? (Select all that apply to you)



Question options

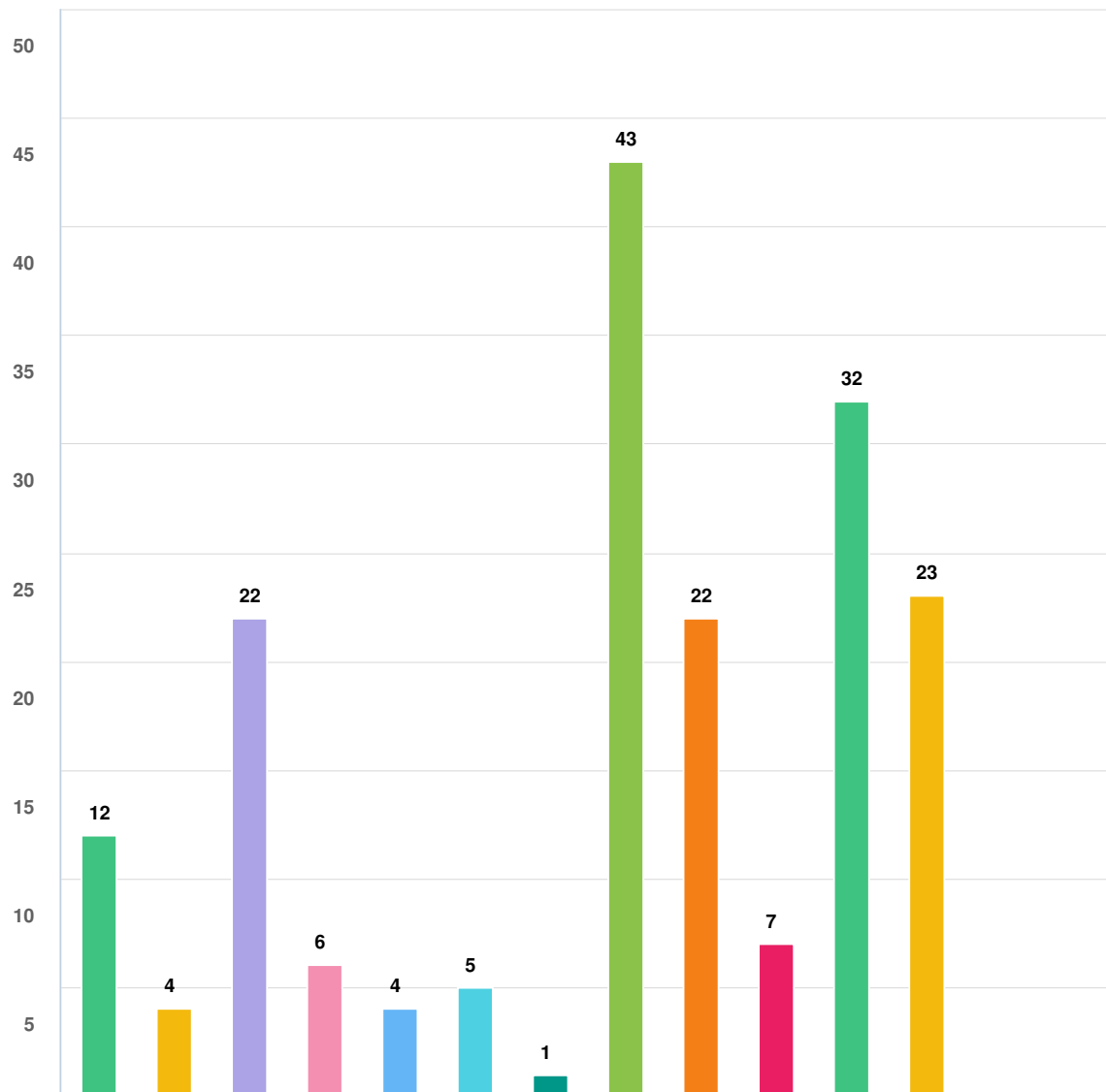
- ☐ I live in the Uralla Shire ☐ I own property in the Uralla Shire ☐ I rent in the Uralla Shire
☐ I run a business in the Uralla Shire ☐ I have a farm in the Uralla Shire ☐ I work in the Uralla Shire ☐ I visit regularly
☐ Other (please specify)

Mandatory Question (115 response(s))

Question type: Checkbox Question

Early Insights Survey : Survey Report for 28 May 2025 to 27 November 2025

Q11 | Do you identify with any of the following statements? (Choose any that apply to you)



Question options

- I live with a disability
 ● I come from a culturally and/or linguistically diverse background
 ● I am an older person (over 65)
- I identify as Aboriginal and/or Torres Strait Islander
 ● I am a veteran or ex-service member
- I am a carer for someone with a disability, illness or who is ageing
 ● I live in government or community-supported housing
- My home is located in a regional or remote part of the Shire, outside the main townships, such as on a farm or acreage
- I am on a low income or experiencing financial hardship
 ● I prefer not to say
 ● None of the above apply to me
- I am a farmer
 ● I am a young person (under 25)
 ● Other (please specify)

Mandatory Question (115 response(s))

Question type: Checkbox Question

Early Insights Survey : Survey Report for 28 May 2025 to 27 November 2025

Q12 | Would you like us to contact you about anything you have raised in this survey? (If so, provide your contact details below)

Anonymous

9/01/2025 10:20 AM

No

Anonymous

9/01/2025 05:00 PM

Sure but I have recently used your submission portal and I do not get responses that my email is received nor do I get an answer to my question.

Anonymous

9/01/2025 05:58 PM

Ms Gayle Jackson 9 Hilltop Lane Bundarra

Anonymous

9/01/2025 06:33 PM

Gordon Williams, gweastlake@yahoo.com.au , 0423644972.

Anonymous

9/01/2025 07:24 PM

There is inadequate information into survey to cover the multiple questions and information properly required to give an informed opinion.

Anonymous

9/01/2025 07:53 PM

Yes. We would like to discuss the looming issue with the creek crossing at Yarrowyck Crossing Road. Thanks Jess

Anonymous

9/01/2025 09:00 PM

No, just consider the pain you are about to put everyone through. This is just a rubbish survey because no matter what you are going to do, you will still go ahead with this hike.

Anonymous

9/02/2025 04:11 PM

Postal

Anonymous

9/02/2025 06:31 PM

No

Anonymous

9/02/2025 06:57 PM

Not really.

Anonymous

9/02/2025 08:50 PM

We are a family of 5 with considerable cost of living pressures already being felt.

Early Insights Survey : Survey Report for 28 May 2025 to 27 November 2025

Anonymous 9/02/2025 08:59 PM	No thankyou
Anonymous 9/03/2025 10:05 AM	I have contacted council on many occasions with my concerns. Nothing is ever fixed.
Anonymous 9/03/2025 02:11 PM	that is up to council, however i believe that council has taken on far too much and need to look at reducing some of these things to reduce overall costs. there would be many options available to look at. brian wisemantel ph: 0458789159 email wisemantel@activ8.net.au
Anonymous 9/03/2025 08:06 PM
Anonymous 9/03/2025 08:16 PM	.
Anonymous 9/04/2025 09:07 AM	No
Anonymous 9/04/2025 03:12 PM	Nah, I hope to see you at a community meeting, of have opportunities for further involvement
Anonymous 9/06/2025 07:29 AM	If you would like the way this survey is structured you will interpret the results in your favour anyway.oatsie8@bigpond.com. 0428535256 John Oates
Anonymous 9/11/2025 09:39 AM	No thank you.
Dumaresq9 9/15/2025 12:45 PM	Dr Rachael SOWDEN 9 Dumaresq street Uralla NSW 2358 rachaelbsowden@gmail.com 0413170269
Anonymous 9/16/2025 10:38 PM	Not at the moment. I'll wait for community meeting
Anonymous 9/21/2025 07:05 AM	Can you provide links to financial data and other information on the business aspects of Uralla Shire Council that can allow me to provide appropriate feedback? Thanks. Kerri. kerriclarke2014@gmail.com

Early Insights Survey : Survey Report for 28 May 2025 to 27 November 2025

Anonymous

No

9/22/2025 11:38 AM

Optional question (24 response(s), 91 skipped)

Question type: Essay Question

Annexure B

Formal Survey - Example

Proposed Special Rate Variation (SRV)

Your Say Uralla Shire

Formal Survey

Complete the survey to share your views on the proposal and help shape Council's decision. Your responses will directly inform Council's application to IPART and ensure the process reflects community priorities.

We encourage all residents to take part and have their say.

Before this survey, were you aware that Council is considering applying for a SRV?

(Choose all that apply) (Required)

- ☐ Yes
☐ No
☐ Other (please specify)

How did you first hear about the proposed SRV?

(Choose all that apply) (Required)

- ☐ Council's Website
☐ Social Media
☐ Local Newspaper
☐ Community Meeting / Event
☐ E-Newsletter or E-mail
☐ Word of Mouth
☐ TV or Radio
☐ Other (please specify)

How clear is your understanding of the reason Council is proposing an SRV?

(Choose all that apply) (Required)

- ☐ Very clear
☐ Somewhat clear
☐ Not clear (please specify)

Are you aware of the full cumulative impact of the proposed SRV on average rates over the SV period?

(Choose all that apply) (Required)

- ☐ Yes, I understand the cumulative percentage and dollar impact
☐ I only know the annual percentage
☐ No, I am not aware
☐ Other (please specify)

Do you know how much your rates would increase under the proposed SRV?

(Choose all that apply) (Required)

- ☐ Yes, I know the approximate amount
☐ No
☐ Other (please specify)

Formal Survey

SURVEY RESPONSE REPORT

28 May 2025 - 02 November 2025

PROJECT NAME:

Proposed Special Rate Variation (SRV)



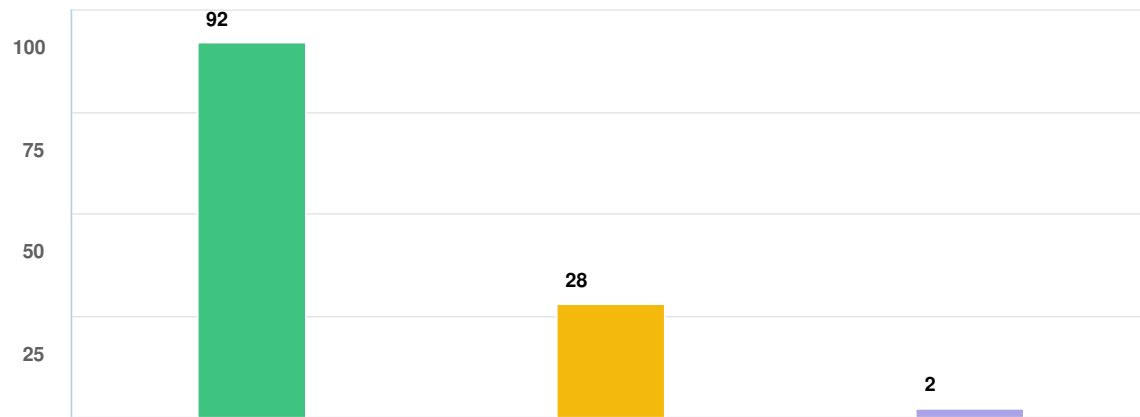
Formal Survey : Survey Report for 28 May 2025 to 02 November 2025



SURVEY QUESTIONS

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

Q1 Before this survey, were you aware that Council is considering applying for a SRV?



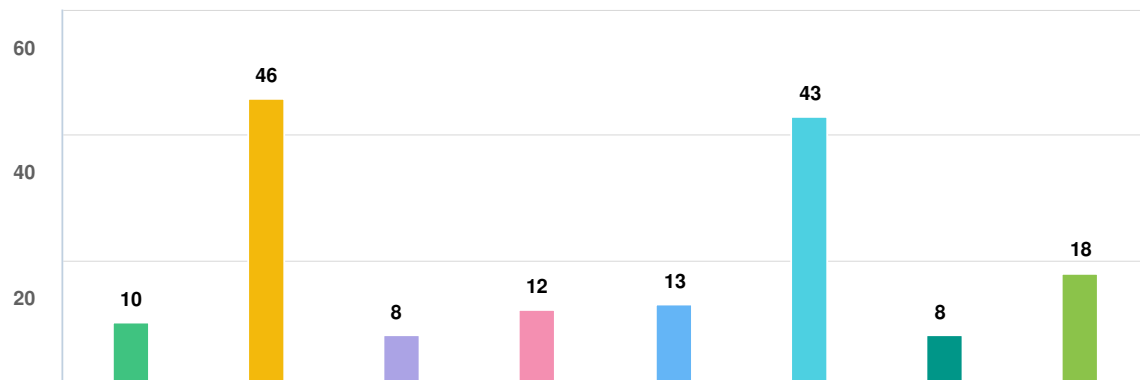
Question options

Yes No Other (please specify)

Mandatory Question (121 response(s))

Question type: Checkbox Question

Q2 How did you first hear about the proposed SRV?



Question options

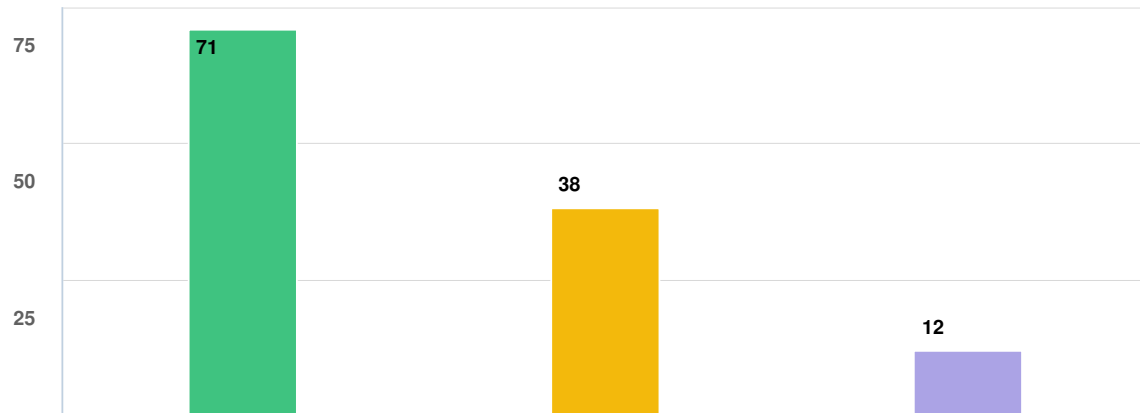
Council's Website Social Media Local Newspaper Community Meeting / Event E-Newsletter or E-mail
Word of Mouth TV or Radio Other (please specify)

Mandatory Question (121 response(s))

Question type: Checkbox Question

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

Q3 How clear is your understanding of the reason Council is proposing an SRV?



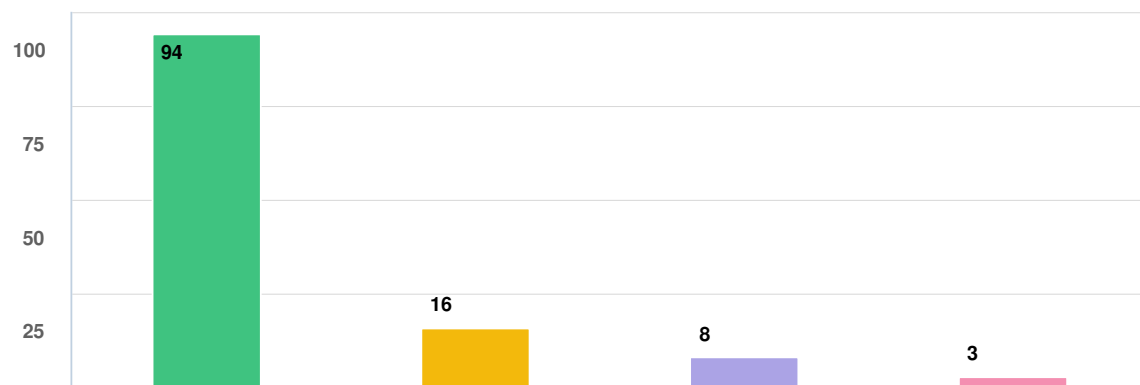
Question options

☒ Very clear
 ☒ Somewhat clear
 ☐ Not clear (please specify)

Mandatory Question (121 response(s))

Question type: Checkbox Question

Q4 Are you aware of the full cumulative impact of the proposed SRV on average rates over the SV period?



Question options

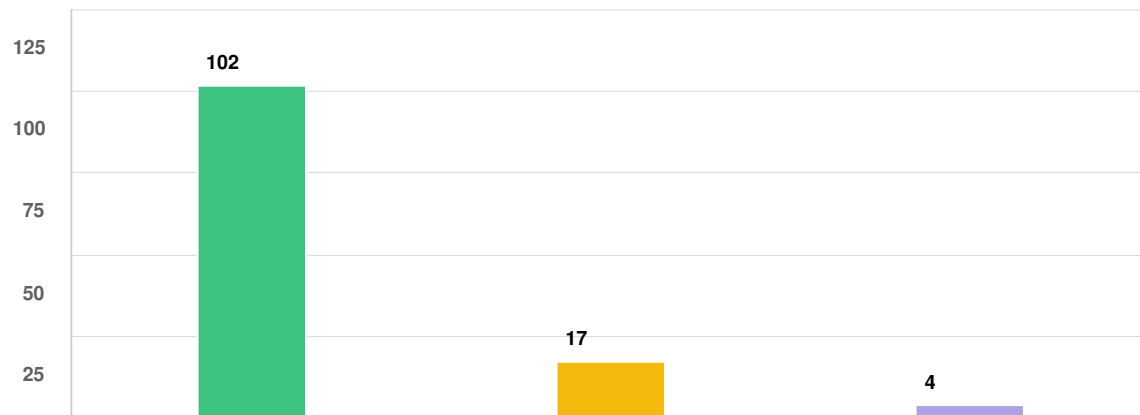
☒ Yes, I understand the cumulative percentage and dollar impact
 ☐ I only know the annual percentage
 ☐ No, I am not aware
 ☐ Other (please specify)

Mandatory Question (121 response(s))

Question type: Checkbox Question

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

Q5 Do you know how much your rates would increase under the proposed SRV?



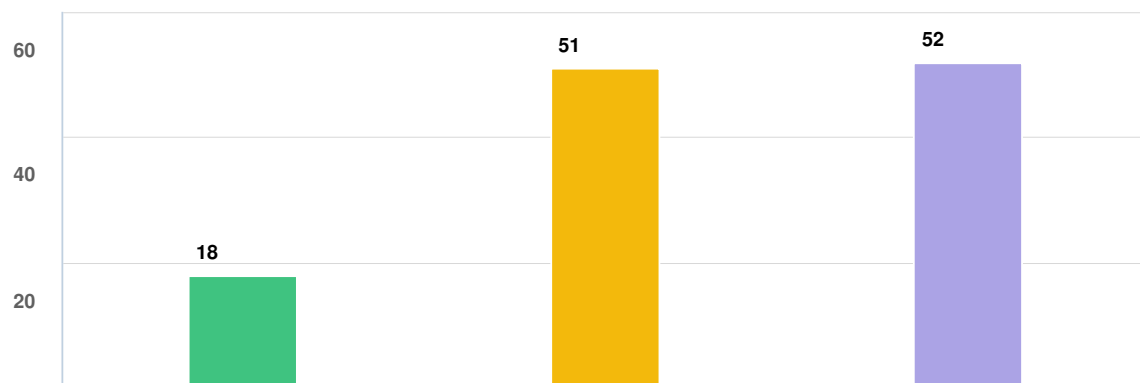
Question options

☒ Yes, I know the approximate amount ☐ No ☐ Other (please specify)

Mandatory Question (121 response(s))

Question type: Checkbox Question

Q6 Council has considered options such as reducing services or applying for an SRV. Which option do you prefer?



Question options

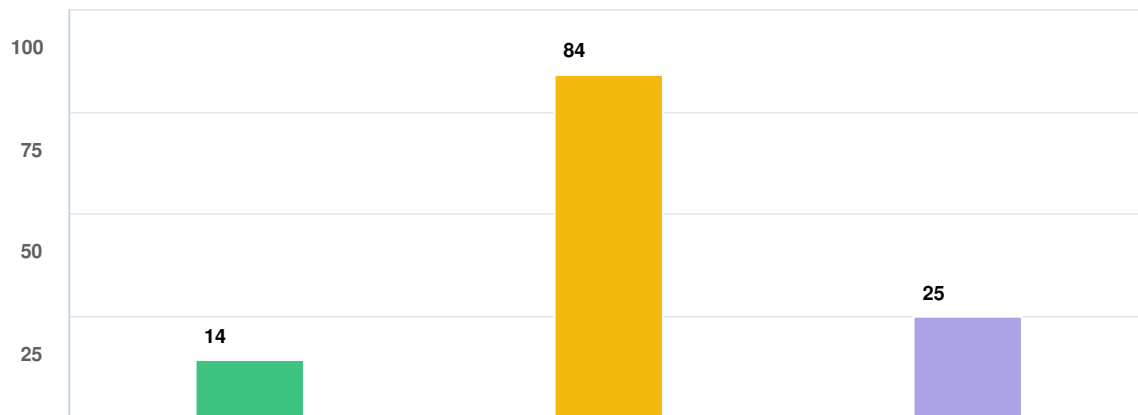
☒ Apply for the SRV to maintain current services ☐ Reduce and stop services instead of increasing rates ☐ Other (please specify)

Optional question (117 response(s), 4 skipped)

Question type: Checkbox Question

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

Q7 Do you support the proposed SRV?



Question options

☒ Yes, fully support ☐ No, do not support ☐ Partially support (please specify):

Mandatory Question (121 response(s))

Question type: Checkbox Question

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

Q8 | Please explain your reasons for supporting or not supporting the SRV

Anonymous

9/30/2025 04:19 PM

Agree we need to keep services at current levels.

Anonymous

10/03/2025 04:15 PM

This is insane. Your graph showing the rate increases of the other councils only show the 'percentage increase' not the actual \$ dollar value of the rates. If you were truly willing to be transparent, you would compare the actual rates.

Anonymous

10/03/2025 04:31 PM

I am a single parent and can't easily afford the rates I pay now, let alone an increase. This is not a high SES area. I am not alone in struggling financially in this region.

Anonymous

10/03/2025 05:05 PM

Please explain why UJralla would need rates anywhere near approaching (let alone exceeding) that of Armidale.

Anonymous

10/03/2025 05:05 PM

An increase of 51.5% over 3 years will put Uralla rates above that of Armidale

Anonymous

10/03/2025 05:56 PM

This will mean, particularly with the current cost of living, and even earning a decent wage, that I will probably no longer be able to afford the rates in Uralla. This would mean having to move my family from what I have found to be a lovely town I was looking forward to raising my son in. I'm sure I am not the only one facing this conundrum.

Anonymous

10/03/2025 07:00 PM

See comment above. I support the SRV only if the community will continue to receive the support they have in the past.

Anonymous

10/03/2025 08:10 PM

It would make more sense to eliminate the council mismanagement of funds that make Uralla residents pay more than Armidale

Anonymous

10/07/2025 03:12 PM

Been on a Pension we just can't afford anymore , we get a Pension rise and everything else we pay for goes up tenfold , just can't get ahead !

Anonymous

10/07/2025 03:19 PM

You will kill this town if the rates are too high. People will have to sell. How about you stop having paid lunches and dinners. Reduce the

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

	office staff. Even providing pizza for info sessions all costs money. I do not want my rates money being wasted like this.
Anonymous 10/07/2025 03:34 PM	Every insurance, rates,power, rego and especially water rates have gone up substantially
Anonymous 10/07/2025 03:53 PM	We don't seem to receive any services pay more to go to the dump can't even get potholes fixed but want us to pay 51.5 % over two years bloody ridiculous
Anonymous 10/07/2025 05:06 PM	As above.
Anonymous 10/07/2025 06:47 PM	I will not be able to afford the increase
Anonymous 10/08/2025 10:06 AM	While I'd obviously prefer not to see my rates go up, I understand why the SRV is necessary and honestly I'm surprised it hasn't been considered sooner
Anonymous 10/13/2025 11:00 PM	As above
Anonymous 10/14/2025 08:12 AM	To live here and to maintain the services that we currently have, we need to be prepared to play our part. The cost of everything is rising. I am very pleased with the achievements that I see Council has managed in the last years I am prepared to dig deeper to keep progress happening.
Anonymous 10/14/2025 11:45 AM	I do not support any proposed SRV to be applied, currently forgoing enough in rates and receiving very little in return to the community. Large landholders should have a skewed tariff applied, with the current proposed SRV large landholders are going to be dramatically hit hard.
Anonymous 10/14/2025 12:06 PM	I love on a rural property and am already paying a lot in rates. I do not get any of the services that people living in town get but I am still paying as if I do. Our roads and the causeways between my home and the town of Uralla are appalling. If rates were to increase I would expect to get more benefit from the council like garbage run etc

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

Anonymous

10/14/2025 09:10 PM

Cost of living is just hitting rural areas. Interesting this has come at a time when councillors have accepted the increase of \$ to them while previous councillors did not

Anonymous

10/15/2025 09:43 AM

Times are already tough for everyone. Increasing rates will make it even harder for homeowners to be able to afford it. It's councils responsibility to find ways to get extra funding from government to accommodate for the increase in costs not homeowners. A slight increase would be feasible however 58% increase over 2yrs is absolutely outrageous. I do not support this!!

Anonymous

10/15/2025 10:37 AM

We already receive very few services as rural landholders out of Bundarra.

Anonymous

10/15/2025 04:53 PM

As a resident of bundarra I feel we are always left behind in regards to services and improvements. The road to Uralla from bundarra is a death trap, the section to Inverell from bundarra which is usc road is also dangerous filling holes with gravel doesn't cut it . Bundarra would be better off under Inverell shire council. I do not support the rate rise, I would like to see an investigation into usc and where the money goes .

Anonymous

10/15/2025 05:09 PM

I do not support this rise due to the fact bundarra gets nothing compared to uralla. Bundarra has a lot of aged pensioners that are finding hard at the best of time with the cost of living and electricity and trying to feed them selves. Uralla only does 2 services for bundarra and that is garbage pick up Tuesday mornings and the waste management plant which bundarra did not want and had no choice about it. It is unfair that bundarra residents are going to be slogged with a rise that is absolutely ridiculous and get nothing for it. Even the road from bundarra to uralla is putrid and so dangerous someone is going to be killed on that road one day because of how bad it is. It is not fair to bundarra to dump this on the town we would do better under Inverell shire council. USC I believe should be made to have an audit to see where all the money is being spent. I definitely do not agree to this ridiculous rate increase

Anonymous

10/15/2025 07:32 PM

Rate increases are already tied to annual CPI so this seems to be a case of council living beyond it's means. Learn to budget, there are many pensioners in this region and spare money isnt easy to find. It might also be beneficial to investigate other income sources such as selling council lands. Anyhow, I don't want to do your thinking for you,

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

just deal with it.

Anonymous

10/15/2025 07:51 PM

We already pay more rates than we can afford and have no services, no longer community services as that has already been cut by USC

Anonymous

10/15/2025 08:07 PM

I don't believe that Bundarra is receiving enough support from uralla council as it is. We have roads that are terrible and dangerous, a tip that doesn't have the skips emptied regularly enough that are over flowing, no footpath on the northern side past grace Munro for the children to walk safely along the high way to school and our water rates are 3 times the cost of Inverell!

Anonymous

10/15/2025 08:29 PM

Because as it is the council that is meant to look after bundarra does nothing here and never looks after the roads or looks after the streets of Bundarra it is left to us the residents to do what they should be doing, it is beyond a joke look at what Uralla has they have everything and we get stuff all! It's honestly so sad that we are still apart of this council

Anonymous

10/15/2025 09:15 PM

Blimey, I reckon I've given pretty thorough answers earlier in this survey.

Anonymous

10/16/2025 10:21 AM

Bundarra residents are paying energy costs to run council owned sewerage system @ cost of \$ 30 / month. residents can't afford another impost. services are non existent in Bundarra. Bundarra residents are in favor of locating to Inverell LGA thats where we conduct all our business.

Anonymous

10/16/2025 10:41 AM

Can't afford any more increases in rates as I am a pensioner Also think Bundarra is an after thought with council compared to all the services that Uralla gets

Anonymous

10/16/2025 11:33 AM

high cost of living. low fixed incomes and high cost of council fees and charges.

Anonymous

10/16/2025 11:37 AM

can't afford any more rates

Anonymous

10/16/2025 11:49 AM

i feel that this proposed 52% srv will not be the last. if we as ratepayers don,'t stand up we will create a monster.

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

Anonymous

10/16/2025 12:00 PM

council staff / management claim a rate rise is vital to independence .
to the contrary it's all about their jobs. They have not considered the
community ability to pay.

Anonymous

10/16/2025 12:33 PM

if ratepayers are expected to make sacrifices than council staff should
also donate .

Anonymous

10/16/2025 03:14 PM

this council has been unviable for over a decade. mistakes and
incompetence from various management and council groups have
rendered the LGA unsustainable. The office of local government
agrees. this council should not be operating.

Anonymous

10/16/2025 03:46 PM

its unsustainable gouging and cannot continue in a modern world.

Anonymous

10/16/2025 08:02 PM

council have imposed charges to Bundarra residents in the past in
dispute to a parity or fair or transparent application. namely residents
paid a sewerage levy for 3 years without a system being built.
residents are now paying energy costs to run the council system. in
fact Bundarra residents are part owners of the system . council
claimed all grant funds. residents can't afford any more rate
increases. repeated applications for resolution have been ignored its
a lack of respect.

Anonymous

10/17/2025 07:18 AM

the srv discriminates small townships outside the uralla environs.
Bundarra residents for ex. travel to Inverell for every purpose. there
are no services provided by Uralla shire anyway. people are mowing
nature strips and council land at considerable cost . we paid a
sewerage levy for 3 years without having a sewerage system. we pay
high energy costs to run the sewerage system. the smell and
discomfort to some residents is unbearable. the effort of volunteers is
not appreciated and uralla shire management suddenly decide that
ratepayers (al over) can afford more gouging. go figure.

Anonymous

10/17/2025 04:57 PM

I value the services currently provided by Council and recognize that
the cost of delivering these services has increased beyond the council
income earning capacity. I do not want to see our Council
amalgamated into the neighboring Shires. If the cost of delivering the
current services remains unviable for our community, I would consider
service cuts to facilities such as the pool as there are equivalent
services just down the road. I would like to see Council continue to

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

strive for efficiency gains and to report these efforts to the community on a regular basis.

Anonymous

10/18/2025 09:01 AM

USC owe Bundarra residents enough money and compensation now without imposing more hardship. Three years of sewerage levy without any system being built or even funded. five years plus of energy costs to run the sewerage system paid by all residents of Bundarra not just ratepayers. Bundarra ratepayers can't afford a SRV of 52% . simple as that.

Anonymous

10/20/2025 06:21 PM

As I explained at the meeting in Bundarra, We do not support the SRV ,This situation places us under considerable financial hardship as the new proposed rate are far to high for us to manage ,The increase in water rates , now among the highest in the New England area the council representatives , this will put us in hardship as these rates are way to high for us personally. As the water rates have also among the highest in the New England region has made matters even more difficult .We are unable to seek financial assistance, as any support offered would also need to be repaid . Being on the pension, we have limited means to supplement our income .We feel as though we are slowly being overwhelmed by these ongoing cost , which is causing us significant distress. We respectfully ask that the council consider the impact these rising cost are having on pensioners and others on fixed incomes in our community Yours sincerely Rosslyn Mason-Gaudern

Anonymous

10/21/2025 09:08 AM

How can council cry poor one week and propose the srv and the next week propose a donation of council owned land for \$1 the next... I would like to see the services that will be cut if the srv isn't approved

Anonymous

10/21/2025 11:21 AM

I do not support the increase. The proposed increase over that period is to much. Looking at the stat's provided, other councils who increased this much made it over three years. Five years would be better. 10% every year. Perhaps from that point on, they could increase with the inflation rate. Up to a 3% increase yearly would better than this. This incredibly dramatic increase will put financial hardship on me and my family as well as nearly all Bundarra residents

Anonymous

10/22/2025 12:19 PM

The cost of living is already too much, this is making it harder for people who are already struggling

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

Anonymous

10/22/2025 05:21 PM

I refer back to your Question 4 but reword it to "Has council considered the impact of the cumulative increases of the SRV on ratepayers who are suffering grossly during the current economic crisis? You are putting another financial decision in front of people who are juggling their finances now to gain essentials like medicines, health needs, dental needs and every other debt they incur on a daily basis. I suggest you look at the community and learn from them how to tighten your belts till the pain is severe, just like they are.

Anonymous

10/22/2025 07:16 PM

hlhjkl

Anonymous

10/22/2025 07:19 PM

We just purchased a house here and specifically went for Uralla council because it was cheaper than Armidale.

Anonymous

10/22/2025 07:33 PM

I do not supported the proposal as it is presented.A much smaller percentage would be acceptable, we are on a fixed income, and this would make it difficult to justify staying in this shire when we could just move to Armidale shite and pay almost the same as your proposal, with better infrastructure available.

Anonymous

10/22/2025 08:31 PM

Don't live in town area .Don't use any town services except twice yearly recycling Live on highway so don't need any road services.

Anonymous

10/22/2025 09:39 PM

Our rates are already too expensive get rid of half the office staff you seem to have assistants to the assistant ,always someone leaving which costs in payouts

Anonymous

10/22/2025 09:43 PM

CPI should be adequate

Anonymous

10/23/2025 07:13 AM

Our services are already limited in Uralla. Our water is not drinkable for a lot of the year, council have burst water mains and ruined people's properties, they fail to adequately maintain parks and toilets in the community. Paying higher rates would actually deter people from moving here which would be a massive shame. Reduce whatever services you are claiming to provide and give people a break. Uralla council is widely regarded as lazy, slow and incompetent. Make a change so the public see you in a better light before asking them to pay more money.

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

Anonymous 10/23/2025 07:32 AM	See comment above.
Anonymous 10/23/2025 09:01 AM	Current budget needs to be reviewed to whittle out unnecessary and unproductive spending. Staff need to do their jobs and not rely on overpaid consultants to report on what staff should already be doing. Complacency is the cause of mismanagement and we the rate payers should not have to fund this culture to continue
Anonymous 10/23/2025 10:30 AM	Council simply wastes money! Overstaffed and poor management
Anonymous 10/23/2025 12:50 PM	The council has more of an emphasis of supporting so called "do gooder" ideas rather than supporting the actual ratepayers who provide the income for the council.
Anonymous 10/23/2025 04:31 PM	To keep current services and stay independent
Anonymous 10/23/2025 05:16 PM	If council could manage to take care of current services, and properly explain what other services need to be maintained and paid for and HOW it benefits the community, we might be in a better position to discuss this. But right now, we have bad services that are rising and you want more money - For what?
Anonymous 10/23/2025 11:02 PM	Staff are over paid and under performing. One average they spend 3 hrs a day performing the employed task. Society can not afford a 9 day full pay fortnight. If that's what the staff want reduce all wages by 10% . A real business has to work with in its means, piss poor management is not a reason to increase price. You don't even support local business owners so you're got nothing there either.
Anonymous 10/24/2025 08:13 AM	as above
Anonymous 10/24/2025 09:10 AM	rural landholders are already struggling to navigate everyday running costs without rural rates being increased by 50% reliant on the valuer generals whimsical figures. there must be more thought put into other options
Anonymous	I understand the rising cost of living. Unfortunately we are a young

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

10/24/2025 12:16 PM	family in the community. We live in this community because it is a beautiful community to raise a family in. We however are feeling the cost of living pressures across the board, and this would place further stress and worry onto our family budget.
Anonymous 10/24/2025 05:31 PM	I believe it is much too high I have come from the MPSC they did this years ago and told us a moderate SRV for roads of around the same percent by the second year our rates and many others increased by 120% and our roads did not improve but council outsourced more jobs and employed more office staff for more consultation. I support a more moderate increase , but the Councilors need to stop the bureaucracy from wasting rate payers money. I believe councils should just do the basics well and efficiently rewarding workers for productivity in the field
Anonymous 10/24/2025 08:29 PM	Everyone is going through financial pressure how you expect people to afford this, is beyond me! we will be sleeping in cars pretty soon!
Anonymous 10/25/2025 08:37 AM	Council do fuck all for us as is. Instead of selling off land for \$1 maybe they should get the staff to be accountable for what they do.
Anonymous 10/25/2025 09:33 AM	This is just the beginning of a for ever ongoing process to tax individuals into an evitable situation of poverty and life reliance on social welfare. None of this actually addresses the fact that NSW Govt control and bullying of local councils is the source of most of our problems.
Anonymous 10/26/2025 03:39 PM	I realise that this is required to maintain our shire. I am wondering if it possible to extend the SRV on rural holdings to be over 3 years as the impact on these people is greater.
Anonymous 10/27/2025 06:50 AM	Again, I see the need but given I live out of town and Im lucky to even go to Uralla once a month, I don't think I should have to pay to cover services I don't have. It would be different if the roads near me were repaired or were tared or the tree branches that came down in the storm were collected, my bins have been broken by waste services and not replaced. Bit we get told No, these services are for town only. I have less than 6 acres and already pay double rural residential but get nothing for it!
Anonymous	Council provides valuable services our community needs.

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

10/27/2025 06:59 AM

Anonymous

10/27/2025 07:27 AM

We have limited services due to where we live we do not go to Uralla as we are closer to Armidale

Anonymous

10/27/2025 09:08 AM

Council is wasting large sums of money with the quality of engineering and skill on our roads. Many services should increase personal commitment by individual rather than being subsidised by council. Impact on farming from these large tax increases are outsized compared to town properties with tax payers being disproportionately penalised as always.

Anonymous

10/27/2025 01:11 PM

While no one wants their rates to increase, this is necessary to maintain the services council provides.

Anonymous

10/27/2025 04:55 PM

I am a young home owner, extremely lucky enough to be able to get into the housing market at my age in the current (fucking expensive) economy. I would've been lucky if the rates for our TINY town weren't more than a huge suburb with actual public services to use. Who would want to buy a house in Uralla if the rates are that high with nothing to show for it. If this increase goes ahead Uralla will die along with its elderly population. Good fucking luck.

Anonymous

10/27/2025 05:03 PM

I am a 23 yr old home owner who is very lucky to have been able to get into the housing market in this day and age. I budgeted for my mortgage with a little wiggle room and my rates and other bills in the same manner. A consistently rising rates bill by no less than \$30 per quarter was not something I accounted for (especially not for almost 2 years straight). For the council to propose further planned rises I'm the rates bills seems ludicrous when there have been no improvements in the 'community services' yet at all. We are a thriving town that somehow has no taxi service and extremely limited other public transport. It makes no sense that the council has not addressed this issue. The roads are unkept and unsafe. Some feedback on notice of a proposed SRV would be to give real world examples of how and where the money would be spent (besides employee benefits).

Anonymous

10/27/2025 07:45 PM

I don't support an increase in rates when the council is giving away land and wavering DA costs. That's not how you do business!

Anonymous

Possible decreases in services need to be considered and thoroughly

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

10/27/2025 07:45 PM	discussed with the community before the SRV should be discussed again. A lack of information on possible reductions in services makes it impossible to support any variation on rate pricing. A smaller increase in rates in combination with reducing services would be more palatable. Also, federal and state funding options/grants for essential works need to be discussed and considered before an SRV is implemented. I have seen zero mention of this option in relation to the proposed SRV.
Anonymous 10/27/2025 08:04 PM	see above
Anonymous 10/27/2025 08:19 PM	I do not have enough specific information to have an opinion one way or another. While I appreciate that rate rises have been modest over the 10 years we have lived here, it is not clear to me what/if anything significant has changed recently. I am not against a significant rate rise, but I would be more comfortable if I had something more specific than "rising costs" to go on.
Anonymous 10/27/2025 08:51 PM	Supporting for improving infrastructure and services while concerned about the impact on our community and investment opportunities
Anonymous 10/28/2025 06:55 AM	Community has not witnessed cost cutting measures yet. Do this 1st. The community has been constantly been saying to me "council has lots of money, they can pay", because no one was aware of financial problems. Community here are disinclined to act / volunteer because council is rich. We should look at cost saving measures as a community. Cutbacks will be accepted once community is aware of the financial crisis in council. Make the budget public & open discussion. You have people power, voters. Applications for state road funding can be backed by voters talking to state MPs. Don't pretend all is fine then try a sudden SRV. We were moved to this area for cheapest housing available in NSW. There is hardly any industry supporting jobs in this region, business here struggle to make profits due to low populations and fuel costs from being remote. This is NOT a prosperous town from what I have seen and people I have met. Visitor numbers are very low, compared to other areas.
Anonymous 10/28/2025 11:23 AM	The rate increase for farmland is unacceptably high especially when we do not benefit from most of the council services anyway... no sewage no Town water and minimal road maintenance and very poor roads.

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

Anonymous

10/28/2025 01:33 PM

Services in Uralla are more geared towards older baby boomer generations, and hence irrelevant to me and my family.

Anonymous

10/28/2025 03:29 PM

Farm land will be hit with the highest rate increases and yet we rarely see anything from Council. From outside town, it looks like all of the rate money is spent in Uralla/Bundarra but most of it is collected from outside these areas. When do we get a share of the expenditure on important things like roads - many of which haven't been re-sealed in over 40 years!

Anonymous

10/28/2025 03:50 PM

As a rural landowner in uralla shire I already pay a large rate amount each year, all my running costs are through the roof since COVID ended, I can't afford this massive increase

Anonymous

10/28/2025 10:08 PM

The statistics supplied reveal that the highest increase in rate icharges is proposed to be levied on Rural ratepayers - this is UNFAIR and the above increased pressure on land, environment, biodiversity and people is disproportionate to the value of services provided at present Response times from Council Staff are slow and trending to be slower, running to years, with no indication that this would improve with an increase in Rates

Anonymous

10/29/2025 10:36 AM

It will remove the incentive for the office to be run more efficiently with the costs mentioned in 7 above.

Anonymous

10/29/2025 11:02 AM

If increasing costs indicate the only way that Council can continue to maintain employment levels and a high standard of current services now provided, is to introduce a Special Rate Variation, we support it.

Anonymous

10/29/2025 02:02 PM

As stated in the partial support statement block above, the SRV should be for services on a per-user basis. The financial information disclosed referred to sewer and town-water that are not relevant to larger property owners. The public gardens referred to are enjoyed mainly by in-town residents and that should be reflected by increase per user. Public road frontage (not private enclosed land area) for properties should be the basis of any percentage increase in an SRV to cover rising road maintenance costs. This SRV will unreasonably impact larger landowners whose land provides far greater economic benefit to the community compared to small residential town lots that provide zero economic benefit from the land.

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

<p>Anonymous</p> <p>10/29/2025 03:11 PM</p>	<p>Councillor and council mention that the council will feel the impact of financial challenges if the rates are not raised in the future We too as rate payers and community members are already feeling the financial burden of the cost of living in general without the rate rises I feel that services need to be cut back in Uralla as Bundarra do not have any services but the rate rise is only to keen Uralla township financial for the future</p>
<p>Ivanekert</p> <p>10/29/2025 04:31 PM</p>	<p>I would like Council to explore other options than reducing/stopping services. E.g. commercial ventures in conjunction with other councils. Coordinated lobbying against cost shifting at both state and federal level I feel could stronger, and could involve ratepayers as well. The projected income stream from the NEREZ is likely to be substantial - some of this needs to be applied to funding of services at risk. Uralla is an increasingly attractive place to do business. Commercial DA fees should be increased, and no special deals should be entered with applicants. There will be people who cannot afford such an enormous increase. \$250 rate relief is no help here - and it has existed for some time already, in any case</p>
<p>Anonymous</p> <p>10/29/2025 08:03 PM</p>	<p>As stated, there is already a projected increase in place and it is not clear if this is on TOP of that. Council is obviously avoiding that conversation. As stated this benefits the NSW gov coffers and there is not accountability for their expenditures, nor USC expenditures.</p>
<p>Anonymous</p> <p>10/30/2025 03:11 PM</p>	<p>There does not appear to have been sufficient consideration of the capacity of ratepayers/businesses to absorb the considerable increase proposed without providing justification for a corresponding increase in the effectiveness of service delivery to match</p>
<p>Anonymous</p> <p>10/31/2025 07:08 AM</p>	<p>Council waste a lot of money on unnecessary things I Do not support the SRV</p>
<p>Anonymous</p> <p>10/31/2025 08:11 AM</p>	<p>Rates are expensive as they are and people are going to struggle with a increase the town is just thriving people are going to move or others will not want to buy here</p>
<p>Anonymous</p> <p>10/31/2025 09:15 AM</p>	<p>I can't pay more</p>
<p>Anonymous</p> <p>10/31/2025 10:50 AM</p>	<p>Costs do go up</p>

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

Anonymous

10/31/2025 11:12 AM

Uralla Shire Council has consistently wasted rate payers money. Projects such as the Kentucky footpath to nowhere” and the bizarre “Christmas tree” in Fibonacci park. Lighting the town at night to such a level that it is probably visible from the Moon. Supplying tainted water to residents... The madness has to stop!!

Anonymous

10/31/2025 11:55 AM

We are penioners,and very lucky to own our homes much to a lot of hard work,if the increase goes ahead are the penioners entitle to a larger rebate than what we are receiving now.

Anonymous

10/31/2025 12:07 PM

While it is important to budget to MAINTAIN current services, with the cumulative effect of increased 'population' during the construction of the REZ projects our ability to maintain services will be significantly reduced,

Anonymous

10/31/2025 01:12 PM

Council needs to operate but at what cost to the ratepayers considering all the other costs that are skyrocketing.

Anonymous

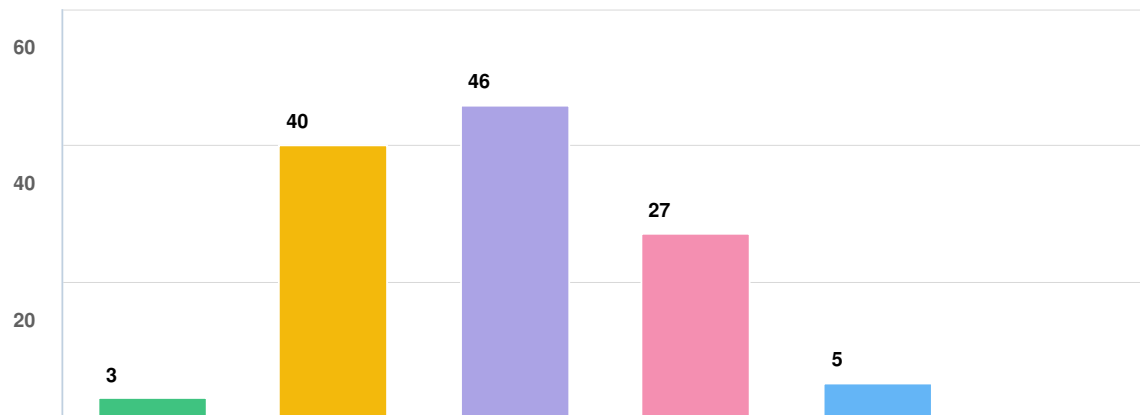
10/31/2025 03:12 PM

I am not sure a rise of that much is necessary. Convenient perhaps, useful absolutely but not for the ratepayer. Will we see a 58% increase in value for our rates over the next 2 years? I doubt it.

Optional question (103 response(s), 18 skipped)**Question type:** Essay Question

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

Q9 What is your age group?



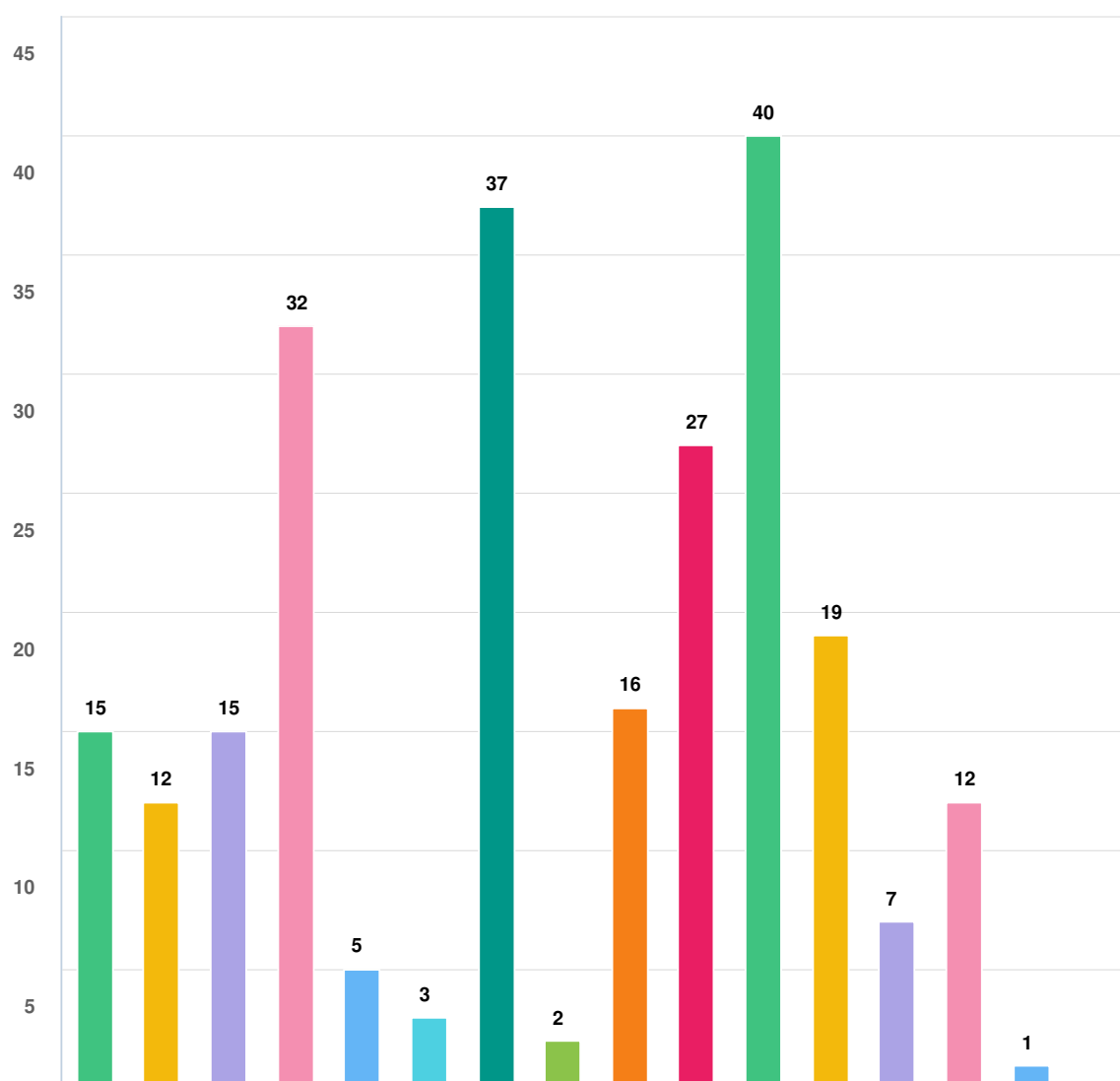
Question options

18-24 25-44 45-64 65+ Prefer not to say Under 18

Mandatory Question (121 response(s))

Question type: Checkbox Question

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

Q10 Do you identify with any of the following statements? (Select all that apply)**Question options**

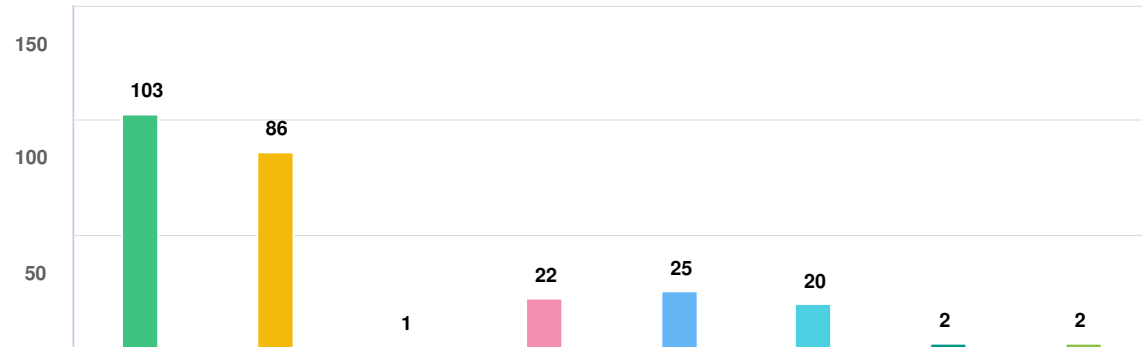
- I identify as Aboriginal and/or Torres Strait Islander ● I am a carer for someone with a disability, illness or who is ageing
- I live with a disability ● I am on a low income or experiencing financial hardship ● I am a veteran or ex-service member
- I come from a culturally and/or linguistically diverse background
- My home is located in a regional or remote part of the Shire, outside the main townships, such as on a farm or acreage
- I am a young person (under 25) ● I am a farmer ● I am an older person (over 65)
- I have dependents under my care ● I work in essential services ● I prefer not to say ● None of these apply to me
- Other (please specify) ● I live in government or community-supported housing

Mandatory Question (121 response(s))

Question type: Checkbox Question

Formal Survey : Survey Report for 28 May 2025 to 02 November 2025

Q11 Which of the following best describes your connection to the Uralla Shire? (Select all that apply)



Question options

- I live in the Uralla Shire ● I own property in the Uralla Shire ● I rent in the Uralla Shire
- I run a business in the Uralla Shire ● I have a farm in the Uralla Shire ● I work in the Uralla Shire ● I visit regularly
- Other (please specify)

Mandatory Question (121 response(s))

Question type: Checkbox Question

Annexure B

Other received feedback

Via Email

Dear Councillor

This morning in the post i received the 2nd instalment notice for rates which i was expecting, thank you.

What i wasn't expecting was the objectionable news that the Uralla Shire Council is proposing to apply for a so called massive "Special Rate Variation (SVR)" on the following 2-3 years council rates.

When we live in an affluent society where there is an abundance of money that can be transferred from rate payers to local council entities the concept appears quite sound on paper. Then of course reality shows its ugly face.


On a daily basis even the biased main stream media highlights the fact that at the current time and to end no time soon, all people, not just rate payers have had to tighten their belts very significantly in the hope of at least surviving in the current economic crisis that Australia is facing. (Maybe councillors and council bureaucrats have been shielded from that).

People are juggling their finances to decide between food and medications, Doctors and Dental visits and mortgages and rents for food and clothing and transport and believe me in the big scheme off things people triage to a very low value the wants of councils and government bodies.

In real terms wages (average 2.5-3% annual increase) and Centrelink payments are barely budging! Pensions are definitely not even coming close to a survivable level. Essential human "needs" are not exempt from skyrocketing price hikes whilst in many cases human "wants" don't even appear in most peoples thoughts.

So you can take it from this note that i am opposed to any so called "SVR" and recommend that the council continues to significantly tighten it's belt in the same way as all community members have had to and then council may have to make some more hard decisions on cuts it is going to make, just like Uralla Shire Council ratepayers have to.

Thank you.



Other received feedback

Via Email

Dear Sir/Madam

After reading about the proposed Special Rate Variation, We are writing about our thoughts on this matter.

We understand that Uralla council have a significant financial pressure, but so do we, the residents. If the rate increase is approved, there is a possibility of losing residents who may move else where, and it will impact the income for Uralla council. We recently moved to Uralla and our rates was much cheaper than Uralla.

Our idea is, to increase the tourism in Uralla shire. Let the tourist spend money in Uralla.

Firstly, we noticed that there are pale pink/white flowers on the trees recently as it is getting warm, and reminds me of cherry blossoms.

In Japan during the cherry blossom season, there are so many tourists who come from everywhere inside and outside of Japan to see the flowers and spend money for accomodation, food and transport.

Therefore, we suggest to plant the trees with flowers, not one or two, but many in Uralla to beautify the town.

They have to be the same trees to have the same colour scheme and more impact.

It may cost at first but once the trees are established, less maintainance is needed.

Just having trees in town may help more tourists make Uralla a stopping point.

Secondly, make a mascot of Uralla and ask retailers in Uralla to help making some merchandise of it for the tourist to purchase souvenirs/gift. Anything from post cards to shopping bags.

Normally women are easy to open their wallet for the memory for themselves, a small gift for friends or family, so the mascot should be something cute.

When touritsts stop at Uralla and see something you can buy only at Uralla, this could lead to motivation for purchase.

Even biscuits or coffee art at Cafes have Uralla mascot on them, people may take a photo and upload on SNS, it will be a good advertisement for tourism.

You don't need to ask professtional designer for a mascot of Uralla. If the council have a competition for the public to input their ideas, also local artist may have ideas as well and also it will be inclusive for community.

This is because when we were looking for small gift for our friends who live in other states, we notice there are some New England Region local prodcuts but not many from Uralla.

Another suggestion is, a unique tour for the tourists.

We experienced an interesting tour in St Helena in Brisbane. St Helena used had a gaol and tour guid was wearing a costume of a prison guard.

The most interesting part was, when we arrived at main area a few more guards were wearing a cosume that the prisoners wore at that time.

They provided us packed lunch and while we were eating showed us roll plays how the punishment was when prisoners escaped or bad behaviours.

It was a great tour and people participated this tour seemed to enjoy and very satisfied.

We have the captain Thunderbolt in Uralla. So it might be a good idea to have a tour something simillar.

A tour guide wearing a costume and showing a small roll play will be so much different to another ordinary tours.

Finally, this is not for tourism but collecting recycle bins every fortnight would help reduce cost.

We hope these ideas may help to improve for Uralla future.

Yours faithfully



Other received feedback

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Finally, this is not for tourism but collecting recycle bins every fortnight would help reduce cost.

We hope these ideas may help to improve for Uralla future.

Yours faithfully






Other received feedback

Via Email

Good Morning

I just read the information provided on SRV and have one immediate question, I am sure more down the track.

We live on ~105 acres of farmland and are completely off grid (not relaying on essential service connections), will this be considered when an increase rate is applied?

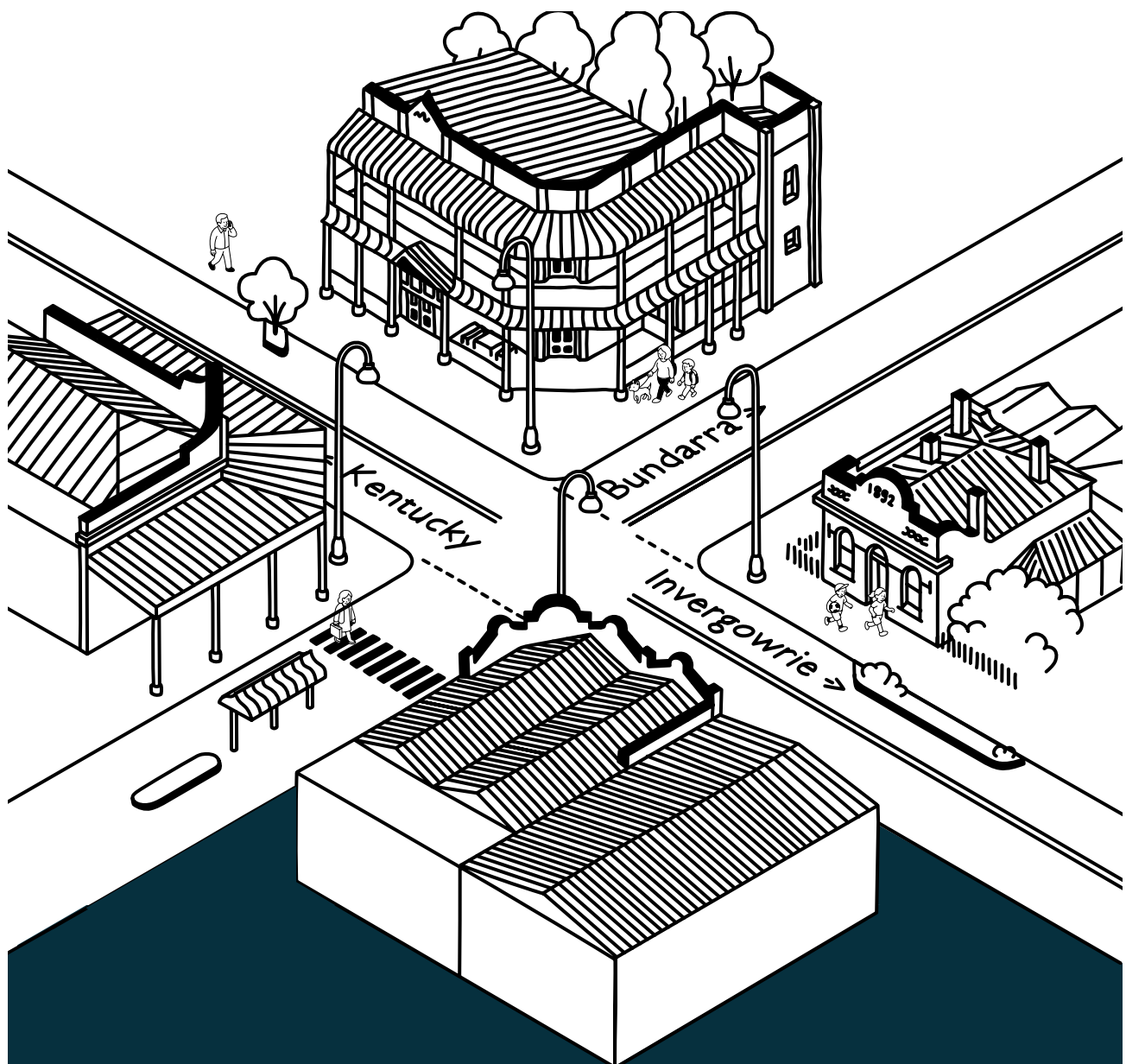
Regards



Annexure C

Printed Info Packs





Proposed SRV

Community Information Pack

Uralla Shire Council

2025



Proposed SRV

Community Information Pack

Uralla Shire Council is currently considering an application for a Special Rate Variation (SRV). An SRV is a regulated increase to rates above the usual annual limit set by the NSW Independent Pricing and Regulatory Tribunal (IPART). We're sharing this early because we believe it's vital you are involved in the conversation from the beginning.

This is not a decision Council takes lightly. We are committed to working in partnership with our residents to shape a financially sustainable future that reflects the needs and priorities of our community.

Council is currently facing significant financial pressures and is in an unsustainable financial position which is outlined in our Long Term Financial Plan 2025-2036. While steps have already been taken through internal restructuring and efficiency measures, a combination of rising service delivery costs, declining revenue sources, and increasing community needs means urgent action is required to secure our long-term financial sustainability. To help address the projected shortfall, Council is considering an application for a SRV.



What is an SRV and why is it needed?

An SRV is an increase in council rates beyond the standard cap set by the NSW Government, known as the rate peg. Councils apply for an SRV when their existing revenue (mainly from rates, fees, and state and federal government grants) is not enough to support essential services, maintain infrastructure, meet growing community needs and cover cost shifting measures by the NSW Government.

While our Council does receive funding from rates, government grants, and service fees, these do not keep up with rising costs, growing community needs, and cost shifting from the NSW Government. Over time, councils, including ours, have taken on increased responsibilities previously managed by the

NSW Government. These include infrastructure and environmental programs, governance responsibilities, and expanded community services without additional funding to support the increase in services.

Cost shifting measures like these place significant pressure on the day-to-day operations and financial sustainability of our Shire. At the same time, the cost of materials, labour, and construction continues to rise, making it more expensive to maintain and upgrade essential infrastructure, deliver services, and complete critical projects. Without increased revenue, Council faces difficult decisions about service levels, maintenance, and future investments in our community.

How will an SRV affect me?

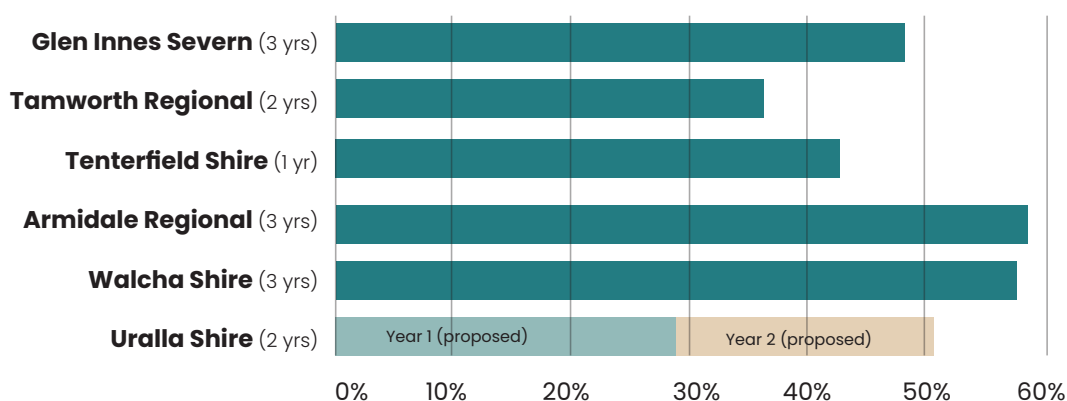
If you are a property owner within Uralla Shire, you may notice an increase in your council rates beyond the usual annual adjustment. The exact amount will depend on your property's land value and classification (residential, business, farmland, etc.), which is determined by the NSW Valuer General. You can find your land value on your rates notice or by visiting www.valuergeneral.nsw.gov.au. If the SRV is approved by Council, the proposal would involve an increase to general rates of 28.5% in the first year (2026–27) and a further 23% in the second year (2027–28). Your actual rate figure will depend on the specific details of your property. For a more accurate estimate based on your circumstances, you can contact Council once the rate cap is confirmed in September 2025.



How do we compare?

Across New South Wales, many councils are facing similar financial challenges and have turned to SRVs as a means to address funding shortfalls to maintain essential services and infrastructure. In our region, several neighbouring councils have recently applied for and, in many cases, received approval for SRVs:

- **Glen Innes Severn Council** – Endorsed a cumulative 48.3% increase over three years, starting in 2026/27
- **Tamworth Regional Council** – Implemented a 36.3% increase over two years in 2024/25
- **Armidale Regional Council** – Approved a 58.8% increase over three years in 2023/24
- **Walcha Council** – Adopted a 57.74% increase across three years in 2023/24
- **Tenterfield Council** – Applied a 43% increase in a single year (2023/24)
- **Liverpool Plains Shire Council** – Implemented an 18.1% increase in one year (2023/24)



This graph is provided for illustrative purposes only. The figures shown represent Special Rate Variations SRVs that have been approved by IPART for various councils in recent years, along with Uralla Shire Council's proposed SRV. The percentages reflect cumulative increases over the stated timeframes.

Uralla Shire Council has never previously applied for a Special Rate Variation. The only exception was in 2022, when Council was granted an Administrative Rate Variation (ARV) by the Minister in response to a historically low rate peg of 0.7%, which sat well below the inflation rate at the time.

What is a Special Rate Variation (SRV)?

An SRV is a request made by Council to increase rates by more than the usual amount allowed by the NSW Independent Pricing and Regulatory Tribunal (IPART). Each year, IPART sets a limit on how much rates can be raised, known as the rate peg. NSW councils can apply to IPART for an SRV to the rate peg which will be considered against the guidelines set by the NSW Office of Local Government. SRVs can only happen if Council applies to the IPART for approval to increase its rates. Council must meet all the criteria required by IPART before a rate increase can be approved and supply detailed financial information, on how it plans to manage expenditure and contain costs and provide details about why it needs a special variation to rates.


What is the Rate Peg?

The rate peg is a regulatory mechanism set each year by IPART that determines how much councils can increase general rates to keep up with standard cost pressures, such as inflation and the rising costs of delivering essential services. However, the rate peg does not always cover the true cost increases that councils face. In addition, many services that were once the responsibility of the NSW Government have shifted to local councils over the years, which also adds to Council's operational responsibilities and costs without equivalent increases in funding. In our case, the rate peg alone is not sufficient to maintain our current services at their existing level. As a result, Council is considering applying for a an increase above the rate peg to address the budget shortfall.

How would the SRV be applied to my rates?

The SRV would only apply to the General Rate component of your rates notice. It would not impact service charges like water, sewer, waste, or stormwater drainage.

See below example rates notice:



Annual Rates and Charges Notice

Mr J Smith
100 Smith Street
URALLA NSW 2358

02 6778 6300
council@uralla.nsw.gov.au
uralla.nsw.gov.au
ABN 55 868 272 018

PO Box 106
32 Salisbury Street
Uralla NSW 2358

Description and Location of Property			
100 Smith Street URALLA NSW 2358 Lot 1A DP 100100			
Land Area: 1000.0000 Square Meters			
Particulars of Rates and Charges			
Residential - Ad Valorem	100000.00	0.002254	\$225.40
Base Rate - Residential	1.00	306.56	\$306.56
Domestic Waste Management - Uralla	1.00	493.60	\$493.60
Residential Sewer Access - Uralla	1.00	847.39	\$847.39
Residential Stormwater Management	1.00	25	\$25.00
Water Access Charge - Uralla	1.00	474.25	\$474.25
Environmental Levy	1.00	392.05	\$392.05

**THE RATE VARIATION
WOULD APPLY ONLY
TO THE GENERAL RATE
SECTION OF YOUR RATES
NOTICE.**

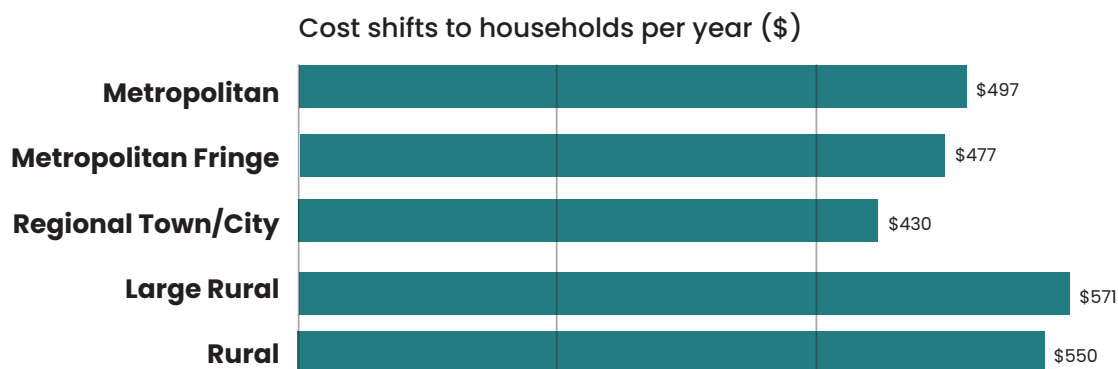
NOT TO THE TOTAL BILL

Service charges like water,
sewer, waste, and stormwater
are not affected by a SRV.

What is cost shifting and how does it affect our Council?

Cost shifting refers to the practice where State and Federal governments redistribute infrastructure, services, or regulatory functions to local councils to deliver but provide little to no funding to support these mandates. According to the LGNSW commissioned Cost Shifting 2025: How State Costs Eat Council Rates report NSW councils are now shouldering around \$1.5 billion in externally imposed costs each year, accumulating to over \$11.3 billion in the past decade

The burden is particularly heavy for rural councils like Uralla Shire. Independent analysis shows that large rural councils face a per-ratepayer cost of approximately \$550-\$571 per rate payer, which is well above state average.



Source: LGNSW Cost Shifting 2025 Report

These financial pressures stem from several significant cost-shifted responsibilities, including rate exemptions for state-owned and non-profit landholders, state waste levies, under costed development assessments, emergency services levies, and reduced funding for public libraries. Such mandates force councils to reallocate already limited rate revenue to manage obligations that were not part of their original budgets.

For our Council, this financial pinch is a major driver behind the consideration of a SRV which is aimed at sustainably bridging funding gaps and preserving local service levels amidst ongoing cost shifts.

What's the alternative to an SRV?

If Council does not proceed with a SRV, significant cuts to services and the capital works program will be necessary. Rate revenue would be limited to the annual rate peg, which does not keep up with the costs of delivering Council's services. This would result in growing operating deficits, which is outlined in Council's adopted Long Term Financial Plan.

Over time, the quality of local infrastructure, including roads, footpaths, and community facilities will deteriorate, and service levels will decline. Without a sustainable financial path forward, the Uralla Shire may no longer be able to function independently, and could risk amalgamation.



What if I can't afford the rate increase?

We've recently reviewed our Financial Hardship Policy to ensure it provides meaningful support for residents who may be finding it difficult to pay their rates, fees or other Council charges, including any potential increase to rates. We understand that everyone's situation is different, and the policy is designed to offer flexible payment arrangements that can be tailored to individual circumstances, including support for those on fixed incomes. If you're experiencing financial pressure, we encourage you to reach out to our team to discuss the best solution for your circumstances.

What support is available for pensioners?

We understand that any change to rates can raise concerns, particularly for residents on fixed incomes. If you hold a valid pensioner concession card, you may be eligible for a rebate of up to \$250 on your rates.

Application Timeline



How can I have my say about this proposal?

Have Your Say Page

We have created this dedicated page to provide detailed information about the proposed SRV option. This page will serve as the central hub for accessing key documents and feedback tools throughout the process. You can access the website anytime at yoursay.uralla.nsw.gov.au/SRV

Complete the Survey

Completing this survey will help inform Council's decisions on the SRV proposal. It also allows you to share your preferences for face-to-face engagement and how you would like to stay updated on the progress of the SRV.

Postal Info Pack

We have prepared printed Information packs containing all the key details about the proposed SRV, along with a hard copy of the surveys and a reply-paid envelope for your convenience. If you would like to receive a pack, please contact our Customer Service team, visit the Council Administration Building during business hours or speak with your TCS care coordinator.

Complete the Formal Survey

You will also have the opportunity to complete a formal survey in October 2025. This survey will gather detailed community feedback to help inform Council's decision on whether to proceed with the SRV. If Council decides to move forward, the survey results will form part of the application submitted to IPART.

Community Information Sessions

All community members, businesses, and interested stakeholders are invited to attend one of our in-person information sessions. These sessions are an opportunity to ask questions, share feedback, and learn more about the proposal. These sessions will be scheduled in the coming weeks.

Send us a letter or email

You can share your views in writing by posting us a letter or sending an email for considered as part of the consultation process.

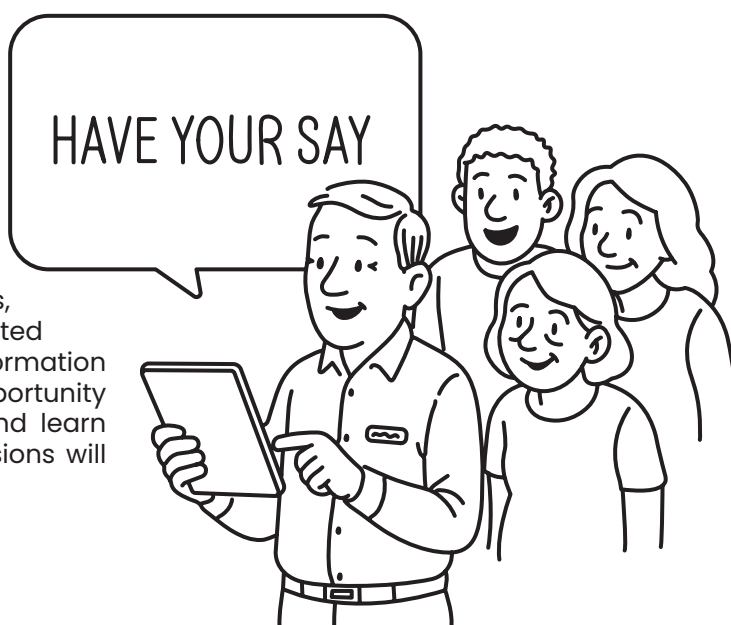
Post: The General Manager
PO Box 106, Uralla NSW 2358
Email: council@uralla.nsw.gov.au

Social Media

Feedback shared through social media cannot be formally considered in the decision process. To ensure your views are taken into account, we encourage you to participate using one of the methods outlined above or to contact us directly on 6778 3000 or council@uralla.nsw.gov.au

What happens to my feedback?

This input will assist in guiding their decision on the proposed Special Rate Variation at the Ordinary Council meeting held in November or December 2025. Additionally, if Council chooses to proceed with the SRV, your feedback will be included as part of the application submitted to IPART.



Page 1 - mail-out to all ratepayers

Proposed Special Rate Variation

Everything you need to know

What is a Special Rate Variation (SRV) and why is it needed?

An SRV is an increase in council rates beyond the standard cap set by the NSW Government, known as the rate peg. Councils apply for an SRV when their existing revenue (mainly from rates, fees, and state and federal government grants) is not enough to support essential services, to current service levels, meet growing community needs and cover cost shifting measures by the NSW Government.

While our Council does receive funding from rates, government grants, and service fees, these have not kept up with rising costs, growing community needs, and cost shifting from the NSW Government. Over time, councils, including ours, have taken on increased responsibilities previously managed by the NSW Government. These include infrastructure and environmental programs, governance responsibilities, and expanded community services without additional funding to support the increase in services and increased compliance obligations.

Cost shifting measures like these place significant pressure on the day-to-day operations and financial sustainability of our Shire. At the same time, the cost of materials, labour, and construction continues to rise, making it more expensive to maintain and upgrade essential infrastructure, deliver services, and complete critical projects. Without increased revenue, Council faces difficult decisions about service levels, maintenance, and future investments in our community.

How will an SRV affect me?

If you are a property owner within Uralla Shire, you may notice an increase in your council rates beyond the usual annual adjustment. The exact amount will depend on your property's land value and classification (residential, business, farmland, etc.), which is determined by the NSW Valuer General. You can find your land value on your rates notice or by visiting www.valuergeneral.nsw.gov.au. If the SRV is approved by Council, the proposal would involve an increase to general rates of 28.5% in the first year (2026-27) and a further 23% in the second year (2027-28). Your actual rate figure will depend on the specific details of your property.

Average Impact by Category


Rate Category	Current Year FY 25-26	Including Proposed SRV FY 26-27	Increase in 26-27	Including Proposed SRV FY 27-28	Increase in 27-28	Overall Increase in 26-27 & 27-28
Residential	\$613	\$788	\$175	\$969	\$181	\$356
Rural Residential	\$940	\$1,208	\$268	\$1,485	\$277	\$545
Farmland	\$4,811	\$6,183	\$1,372	\$7,604	\$1,421	\$2,793
Business	\$675	\$867	\$192	\$1,067	\$200	\$392

NOTE: These assumptions are averages based on the average property valuations and rating structure across Uralla Shire. Actual rates will vary depending on individual property valuations.

An SRV would only apply to the General Rate component of your rates.

NOT THE TOTAL BILL

Service charges like water, sewer, waste, and stormwater are not affected by a SRV.



Annual Rates and Charges Notice

Mr J Smith
100 Smith Street
URALLA NSW 2358

02 6778 6300
council@uralla.nsw.gov.au
uralla.nsw.gov.au
ABN 55 985 272 018

PO Box 106
32 Salisbury Street
Uralla NSW 2358

Assessment Number			
10000			
Rating Year			
01/07/2025 to 30/06/2026			
Issue Date			
16/07/2025			
Valuation Date			
01/07/2022			
Rateable Value			
100000			

Description and Location of Property

100 Smith Street URALLA NSW 2358
Lot 1A DP 100100

Land Area: 1000.0000 Square Meters

Particulars of Rates and Charges			
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Residential Stormwater Management	1.00	25	\$25.00
Water Access Charge - Uralla	1.00	474.25	\$474.25
Environmental Levy	1.00	392.05	\$392.05

What's happening?

Uralla Shire Council is currently considering an application for an SRV. An SRV is a regulated increase to rates above the usual annual limit set by the NSW Independent Pricing and Regulatory Tribunal (IPART). We're sharing this early because we believe it's vital you are involved in the conversation from the beginning.

This is not a decision Council takes lightly. We are committed to working in partnership with our residents to shape a financially sustainable future that reflects the needs and priorities of our community.

Council is currently facing significant financial pressures and is in an unsustainable financial position which is outlined in our Long Term Financial Plan 2025-2036. While steps have already been taken through internal restructuring and efficiency measures, a combination of rising service delivery costs, declining revenue sources, and increasing community needs means urgent action is required to secure our long-term financial sustainability. To help address the projected shortfall, Council is considering an application for a SRV.

Learn More
and Have Your Say
HERE



SCAN ME


URALLA SHIRE COUNCIL

Proposed Special Rate Variation

Uralla Shire Council

Page 2 - mail-out to all ratepayers

What is cost shifting and how does it affect our Council?

Cost shifting refers to the practice where State and Federal governments redistribute infrastructure, services, or regulatory functions to local councils to deliver but provide little to no funding to support these mandates. According to the LGNSW commissioned Cost Shifting 2025: How State Costs Eat Council Rates report NSW councils are now shouldering around \$1.5 billion in externally imposed costs each year, accumulating to over \$11.3 billion in the past decade.

The burden is particularly heavy for rural councils like Uralla Shire. Independent analysis shows that large rural councils face a per-ratepayer cost of approximately \$550-\$571 per ratepayer, which is well above state average.

What's the alternative to an SRV?

If Council does not proceed with an SRV, significant cuts to services and the capital works program will be necessary. Rate revenue would be limited to the annual rate peg, which does not keep up with the costs of delivering Council's services. This would result in growing operating deficits, which is outlined in Council's adopted Long Term Financial Plan. Over time, the quality of local infrastructure, including roads, footpaths, and community facilities will deteriorate, and service levels

will decline. Without a sustainable financial path forward, the Uralla Shire may no longer be able to function independently, and could risk amalgamation.

What if I can't afford the rate increase?

We've recently reviewed our Financial Hardship Policy to ensure it provides meaningful support for residents who may be finding it difficult to pay their rates, fees or other Council charges, including any potential increase to rates. We understand that everyone's situation is different, and the policy is designed to offer flexible payment arrangements that can be tailored to individual circumstances, including support for those on fixed incomes. If you're experiencing financial pressure, we encourage you to reach out to our team to discuss the best solution for your circumstances.

What support is available for pensioners?

We understand that any change to rates can raise concerns, particularly for residents on fixed incomes. If you hold a valid pensioner concession card, you may be eligible for a rebate of up to \$250 on your rates.

If you're unsure whether you qualify or would like more information, please contact our friendly Customer Service team on 6778 6300.

Have your say about this proposal**Visit the Webpage**

Visit our dedicated page for detailed information and access online feedback tools about the proposed SRV at yoursay.uralla.nsw.gov.au/SRV.

Complete the Survey

Share your views and help shape Council's final assessment of this proposal via the website.

Postal Info Pack

Request a printed pack with key details, hard copy of the survey, and a reply-paid envelope for easy participation.

Send us an Email

Send your comments or questions directly to council@uralla.nsw.gov.au.

Post us a Letter

Written submissions can be sent to PO Box 106, Uralla NSW 2358.

Phone us

Call 6778 6300 to speak with Council staff or request printed materials

HAVE YOUR SAY

**Timeline**

Council evaluated its financial sustainability and determined the need for an SRV.

Community consultation and feedback gathering through surveys, in person information sessions, and other engagement channels.

Council reviews feedback and decides whether to proceed with an SRV application.

If endorsed by Council, the SRV application will be formally submitted to IPART for assessment.

Scan here to learn more and provide feedback to help shape how Council moves forward with the SRV application.



SCAN ME

If you have more questions or would like assistance to have your say, please contact Council on (02) 6778 6300, email council@uralla.nsw.gov.au OR visit yoursay.uralla.nsw.gov.au/SRV

Proposed Special Rate Variation

Uralla Shire Council

Annexure D

Media Coverage

Outlet	Description	Link
ABC Radio New England North West	News segment and interview with General Manager 2nd September 2025 7 AM	N/A
Prime News 7 News	News segment and Interview with General Manager – 6pm News, Social Media Post 2 September 2025	View Online
NBN News	Voice-over segment – 6pm News 2 September 2025	N/A
Armidale Express	Article 2 September 2025	View Online
New England Times	Media Release 2 September 2025	View Online
Tenterfield Star	Article 2 September 2025	View Online
Prime News 7 News	News segment and Interview with Mayor, Residents – 6pm News, Social Media Post 23 October 2025	View Online

Media Coverage - Shared on Social Media

Armidale Express 2 September · 🌐

Uralla Shire Mayor Robert Bell says council want to be upfront with ratepayers as they consider a Special Rate Variation similar to what other councils have done in rec... [See more](#)



ARMIDALEEXPRESS.COM.AU

'We want to be upfront': Uralla considers special rate lift to keep services

👍👎 10 1 share

Like Share

New England Times 2 September · 🌐

Transparency on the table as Uralla Council explores Special Rate Variation | Uralla Shire Council is considering an application for a Special Rate Variation to maintai... [See more](#)



👍 2 1 comment 4 shares

Like Comment Share

Media Coverage - Shared on Social Media



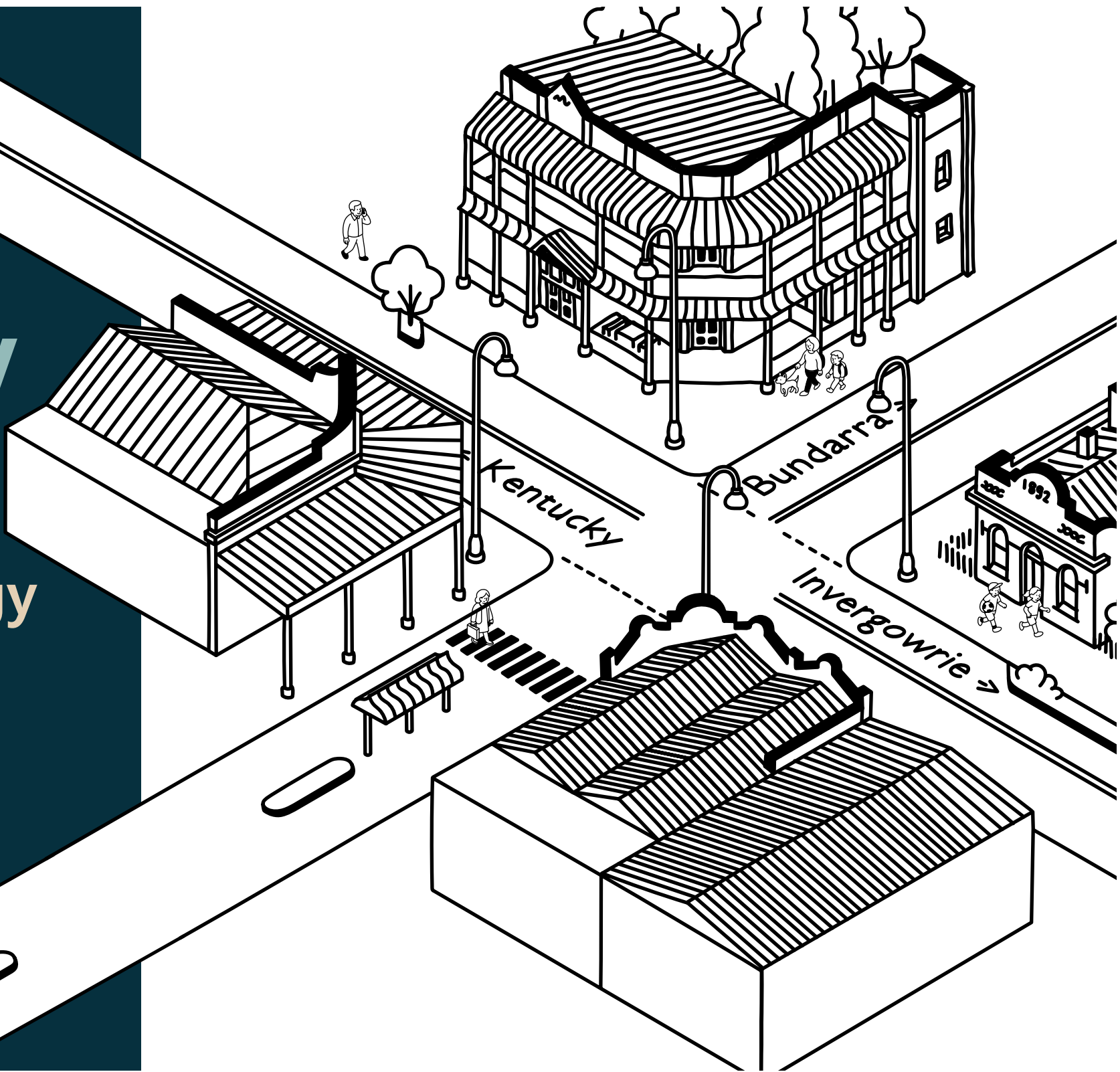
Annexure E

Our Strategy

Proposed SRV

Communication and Engagement Strategy

Uralla Shire Council | 15 July 2025



Our Goal

- **Educate the community**
- **Build awareness** of the SRV process
- Provide **clear, accessible information**
- Offer **opportunity for feedback**
- Use **varied engagement** methods
- **Align** with IPART's guidelines



Strategy Overview



Phase 1 Community Awareness

31 JULY

- SRV webpage goes live
- E-Newsletter and Media Release
- Educational video
- Early Insights Survey
- FAQs, fact sheets

SEPTEMBER

- Survey closes
- Analyse feedback
- Identify gaps
- Adjustments related to new rate cap

Phase 2 Community Engagement

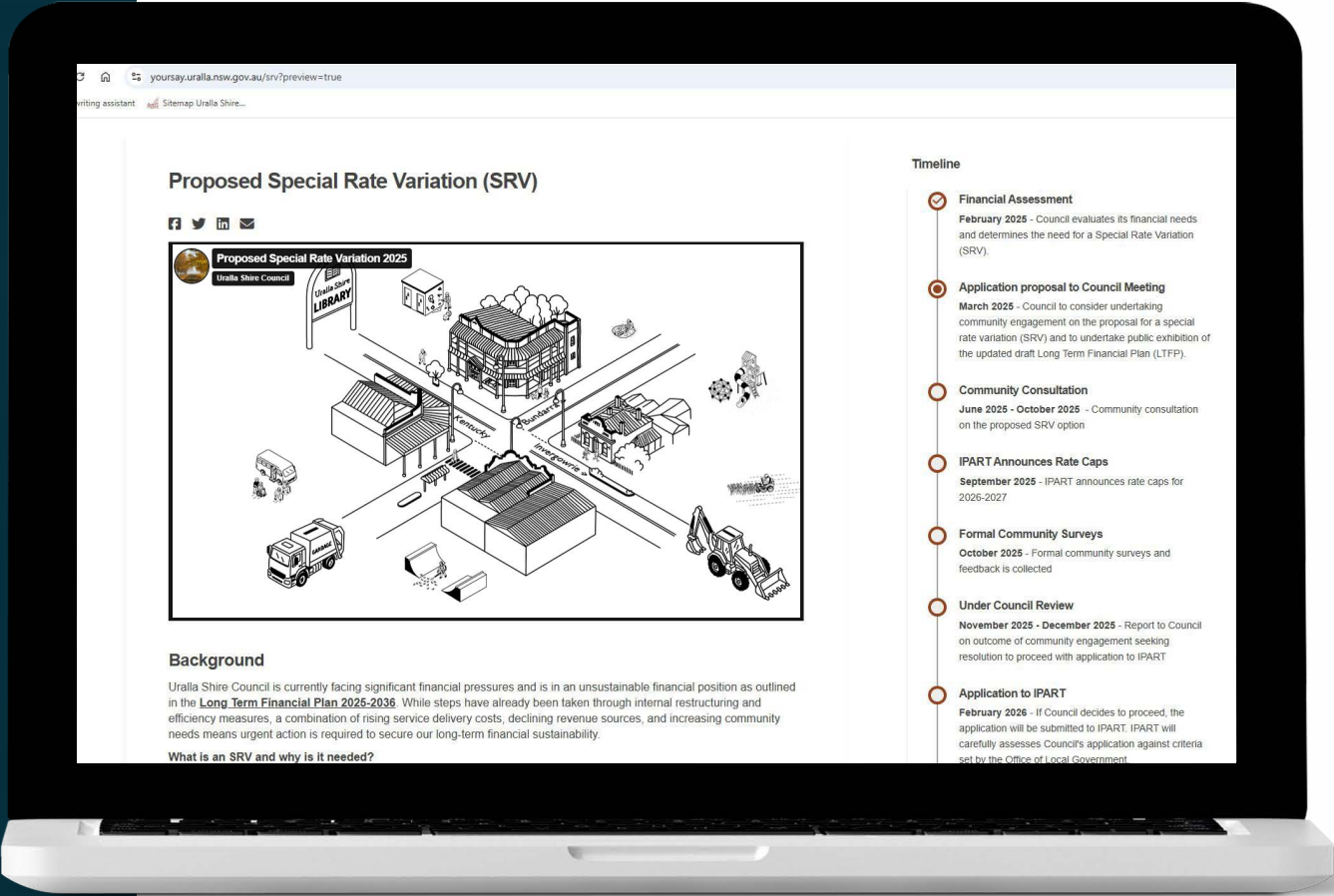
OCTOBER

- Formal Survey opens
- Second E-Newsletter and Media Release
- Early Insights Survey participants contacted
- In-person events pop-ups, Q&A sessions

Your Say Page

Key Features

- Centralised Resource
- Educational Video
- Interactive Timeline
- “Keep Me Updated” tool
- Home to our surveys and factsheets
- Real-time analytics
- Controlled and moderated environment



Phase 1 Community Awareness

Explainer Video

Key Features

- Educational
- Ideal for first interaction with topic
- Plain English messaging
- Visually engaging format
- Short and informative
- Supports broader education goals about Council services



Distribution Channels

- Your Say Page
- USC website
- Social media platforms
- Included in e-newsletters
- Shared in-person

Phase 1 Community Awareness

Early Insights Survey

Key Features

- Educational tool about Council’s current services
- Tool to explain the proposed SRV and gauge existing understanding
- An early feedback mechanism
- Opportunity for Council to address concerns early on
- Assists in tailoring formal engagement

Survey

Early Insights Survey

This short survey is part of our early engagement about the proposed Special Rate Variation (SRV). It's designed to give you the opportunity to have your say early in the process, before the formal consultation period begins later this year.

The survey will also address what the SRV is and what it could mean for the future of Council services. It also gives you the chance to share your views and tell us what Council services matter most to you.

Your feedback will help us understand the community's needs, priorities, and any concerns before we move into the formal consultation stage in October, when you'll have another opportunity to have your say before any decisions are made.

We encourage all residents to complete this survey and be part of the conversation.

TAKE SURVEY

Phase 1 Community Awareness

Getting There

Posters

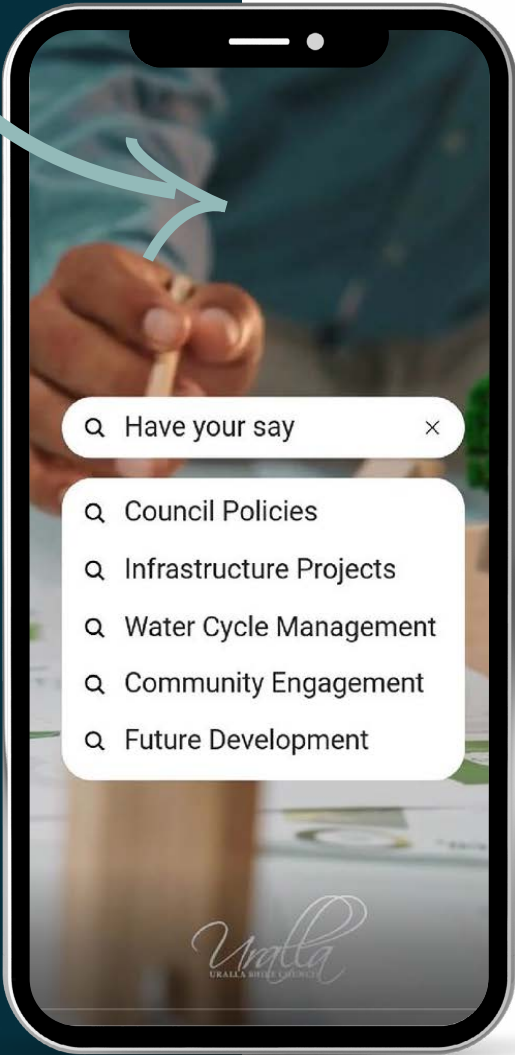
- Placed in high-traffic areas
- Includes a QR code

E-Newsletter

- Feature article in E-News
- 1,523 current subscribers

Media

- Media releases to local publications



A5 Displays

- Placed at council facilities and locations around the shire
- Includes a QR code

Social Media

- Education posts with links on council channels and community group pages

Tech Tuesdays

- Use Library computers and receive support navigating the web page

Word of Mouth

- Councillors, staff, community leaders and engaged residents

Phase 1 Community Awareness

Not online? Not a problem

Key Features

- Cover letter from the Mayor or General Manager
- Detailed information sheets
- Copy of FAQs
- Printed copy of surveys to complete
- Pre-paid reply envelope
- Available at TCS and TCT
- Phone customer service to receive a copy by mail
- Collect from general stores

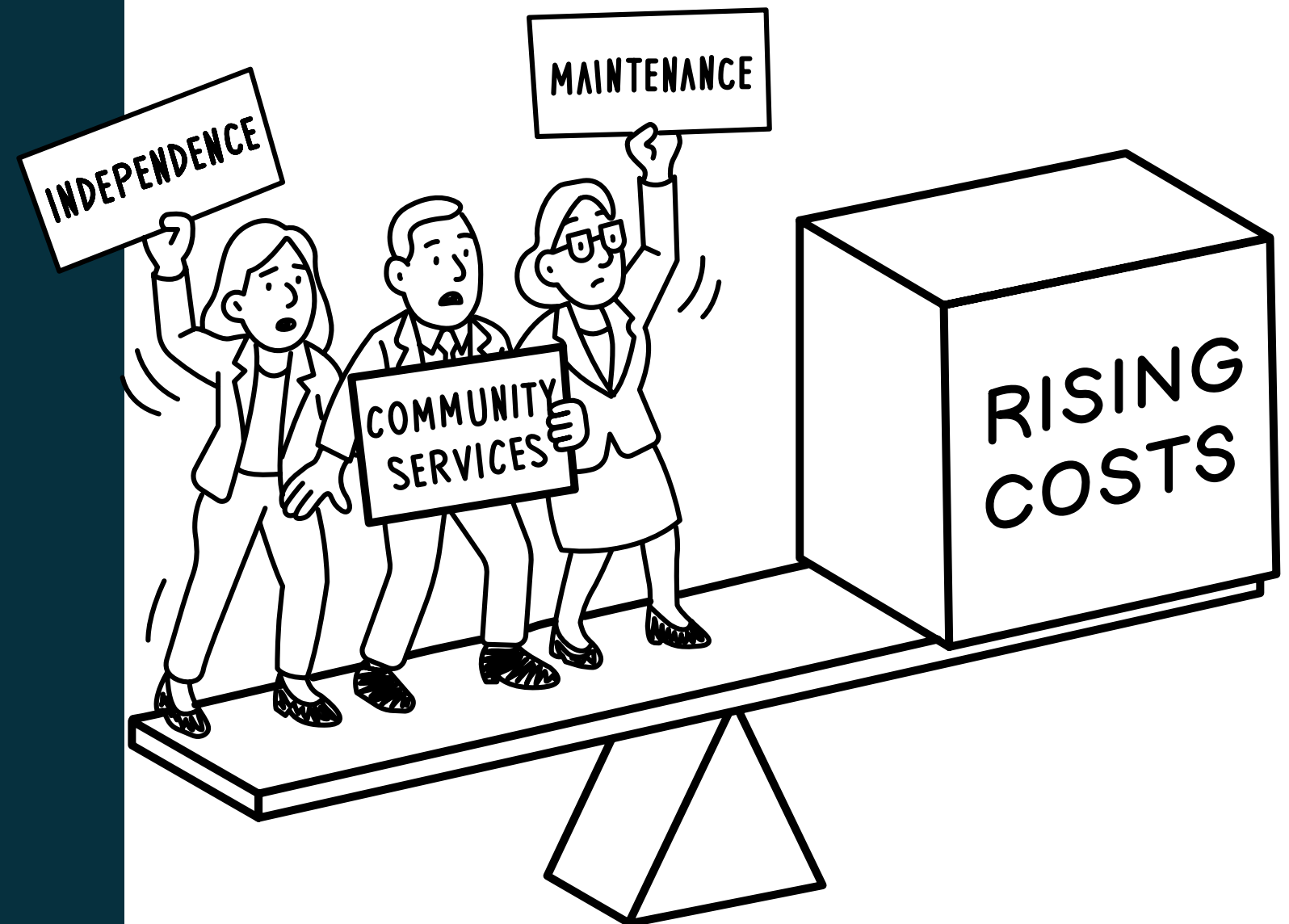


Phase 1 & 2 Community Awareness and Engagement

Formal Survey

Key Features

- **“black and white”** questions about the SRV proposal and Council service delivery
- Designed to **meet IPART’s requirements**
- Assess **understanding** of the SRV and Council’s financial position
- Provides space for feedback, **support or opposition**
- **Demographically focused**



Phase 2 Community Engagement

In Person Engagement

Proposed Engagement Activities

Final mix shaped by early consultation

- Community Q&A sessions (day & evening)
- Coffee with the Mayor drop-ins
- Online info session (recorded and uploaded to your say page)

HAVE YOUR SAY



Phase 2 Community Engagement



Strategy Elements

**Educational
Video**

[View Video](#)

**Your Say
Page**

[View Page](#)

**Early Insights
Survey**

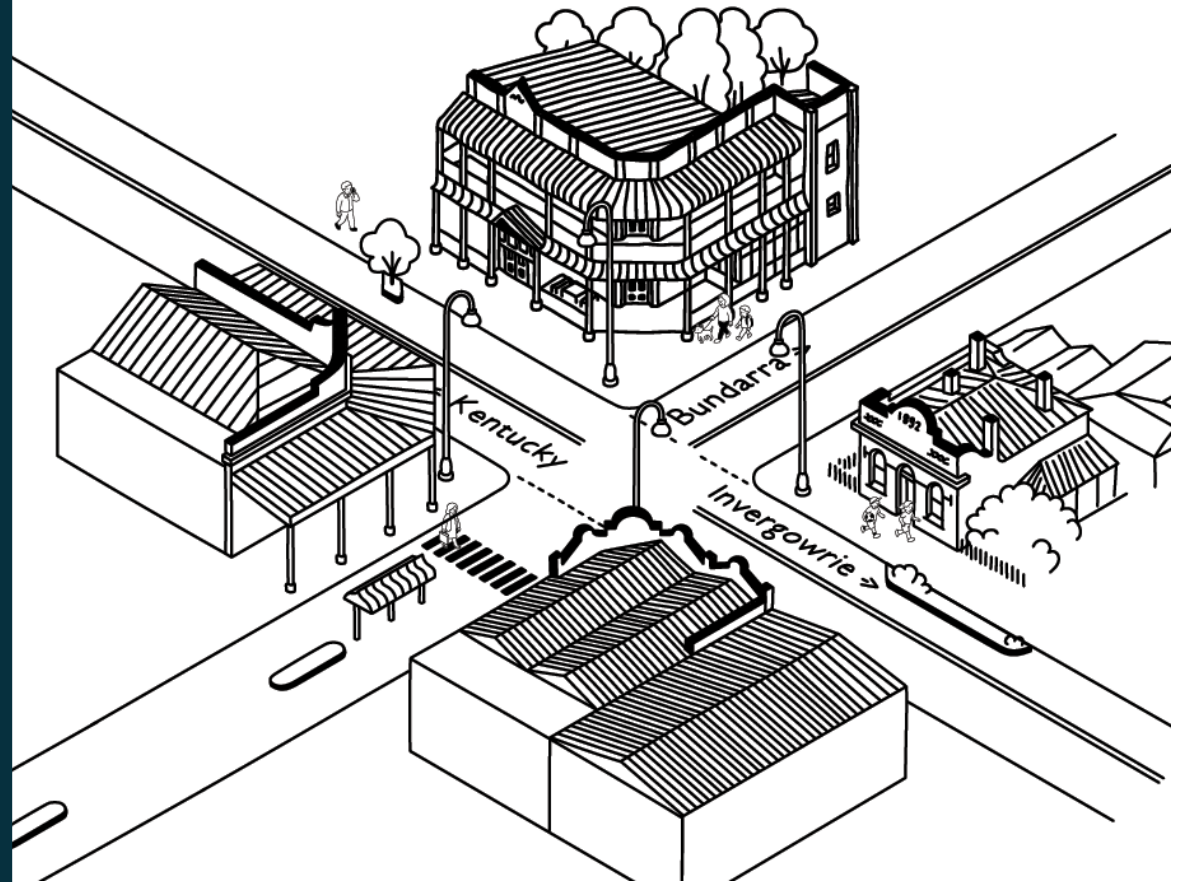
[View Survey](#)

Annexure F

Information Session Presentation

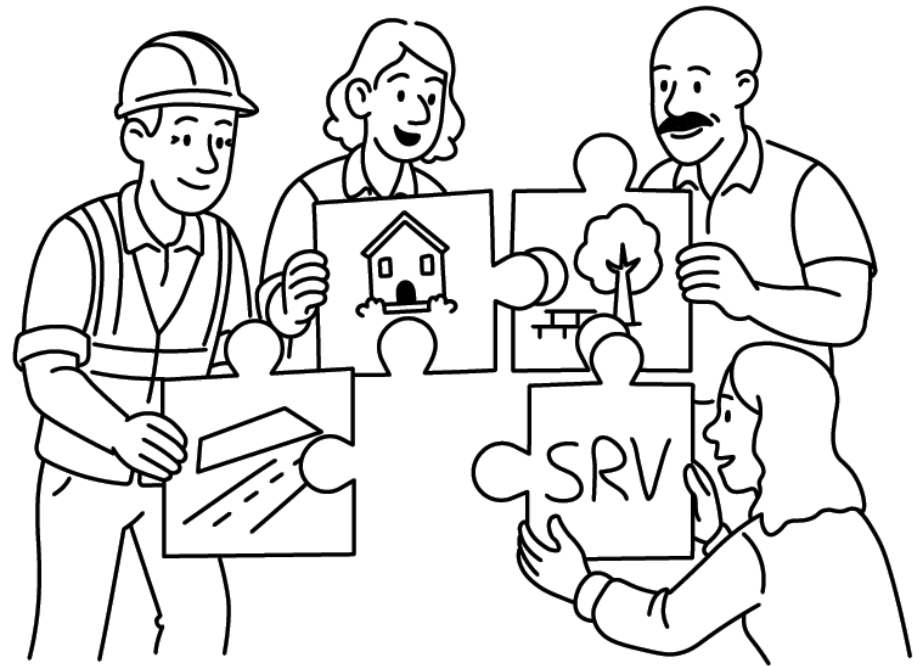
Proposed SRV

Community Info Session



What is an SRV?

- An increase rates beyond limit set by rate cap (3.7% this year)
- Requires approval from IPART and follows strict guidelines
- Community involvement is integral
- Helps address financial deficits

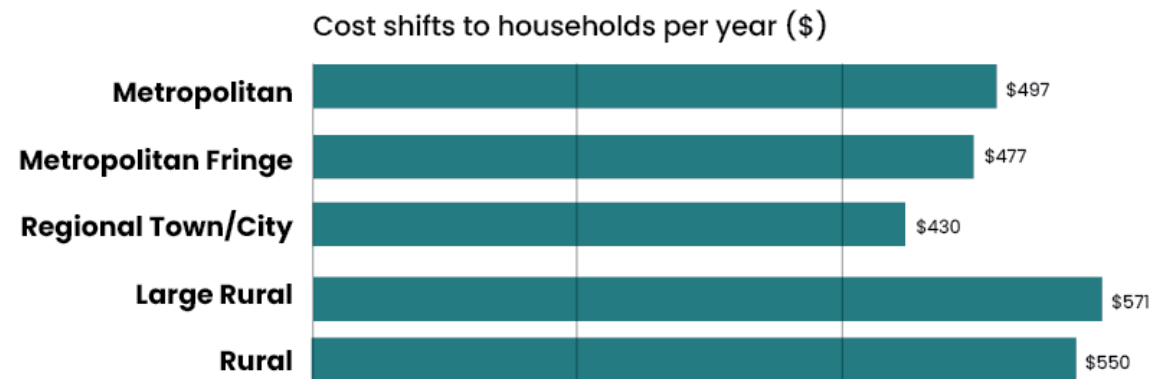


Council Services

- ✓ Road, bridge, and footpath maintenance
- ✓ Waste collection
- ✓ Landfill management
- ✓ Uralla Library
- ✓ Parks and open spaces
- ✓ Swimming Pool
- ✓ Uralla Christmas Street Fair
- ✓ Tablelands Community Support
- ✓ Tablelands Community Transport
- ✓ McMaugh Gardens Aged Care Facility
- ✓ Uralla Courthouse
- ✓ Pets & Animal Management
- ✓ Youth Week Activities
- ✓ School Holiday Activities
- ✓ Bundarra Multipurpose Courts
- ✓ Uralla Tennis Courts
- ✓ Uralla & Bundarra Caravan Park
- ✓ Campsites
- ✓ Wooldridge Reserve and Fossicking Area
- ✓ Disaster & Emergency Planning
- ✓ Pest control, weed management & biodiversity protection
- ✓ Environmental monitoring
- ✓ E-waste recycling
- ✓ Building and development approvals
- ✓ Heritage advisory services
- ✓ Street lighting
- ✓ Traffic and parking management
- ✓ Stormwater
- ✓ Water supply and sewerage services
- ✓ Uralla Skate Park
- ✓ Community Garden
- ✓ Public amenities (toilets, seating, BBQs)
- ✓ Public art and creative placemaking
- ✓ AND MORE!

Why an SRV is Necessary?

- Financial pressures
- Cost shifting
- Previous years rate caps



Source: LGNSW Cost Shifting 2025 Report

Purpose of the SRV

- Financial Security
- Bridging Funding Gaps
- Sustaining Essential Services
- Supporting Long-term Plan



The Impact

Proposed increase of

- ✓ 28.5% in 2026–27
- ✓ 23% in 2027–28
- ✓ Cumulative increase over two years will be 58.06%

Uralla
URALLA SHIRE COUNCIL

02 6778 6300
council@uralla.nsw.gov.au
uralla.nsw.gov.au
ABN 55 868 272 018

PO Box 106
32 Salisbury Street
Uralla NSW 2358

Annual Rates and Charges Notice

Mr J Smith
100 Smith Street
URALLA NSW 2358

Assessment Number	10000
Rating Year	01/07/2025 to 30/06/2026
Issue Date	18/07/2025
Valuation Date	01/07/2022
Rateable Value	100000

Description and Location of Property

100 Smith Street URALLA NSW 2358
Lot 1A DP 100100
Land Area: 1000.0000 Square Meters

Particulars of Rates and Charges			
Residential - Ad Valorem	100000.00	0.002254	\$225.40
Base Rate - Residential	1.00	308.56	\$308.56
Domestic Waste Management - Uralla	1.00	493.60	\$493.60
Residential Sewer Access - Uralla	1.00	847.39	\$847.39
Residential Stormwater Management	1.00	25	\$25.00
Water Access Charge - Uralla	1.00	474.25	\$474.25
Environmental Levy	1.00	392.05	\$392.05

The Impact - example calculation

2025/2026 Rates Notice

Description and Location of Property			
100 Smith Street URALLA NSW 2358			
Lot 1A DP 100100			
Land Area: 1000.0000 Square Meters			
Particulars of Rates and Charges			
Residential - Ad Valorem	100000.00	0.002254	\$225.40
Base Rate - Residential	1.00	306.56	\$306.56
Domestic Waste Management - Uralla	1.00	493.60	\$493.60
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Residential Stormwater Management	1.00	25	\$25.00
Water Access Charge - Uralla	1.00	474.25	\$474.25
Environmental Levy	1.00	392.05	\$392.05

Land Rate value from 2025/2026 = \$225.40 + \$306.56 = **\$530.96**

Rates for 2026/2027 = \$530.96 x 1.285 = **\$682.28**

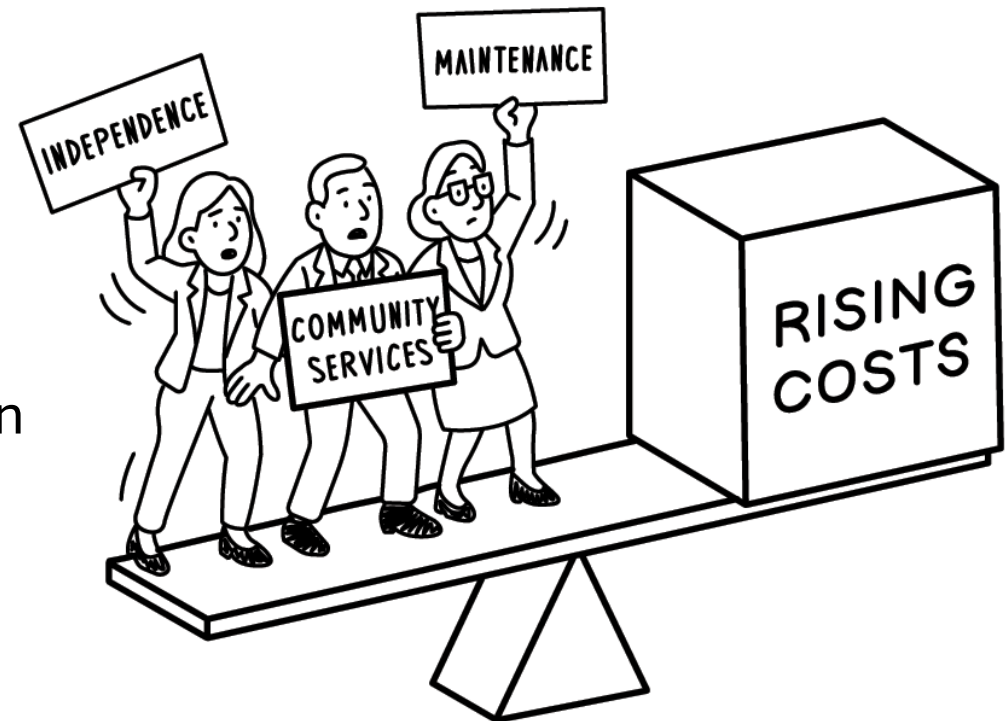
Rates for 2027/2028 = \$682.28 x 1.23 = **\$839.23**

Total cumulative proposed rate increase from 2025/2026 = \$308.27

Total cumulative proposed rate increase = 58.06%

Financial Hardship

- Council offers flexible payment plans and rebates up to \$250 for pensioners with valid concession cards.



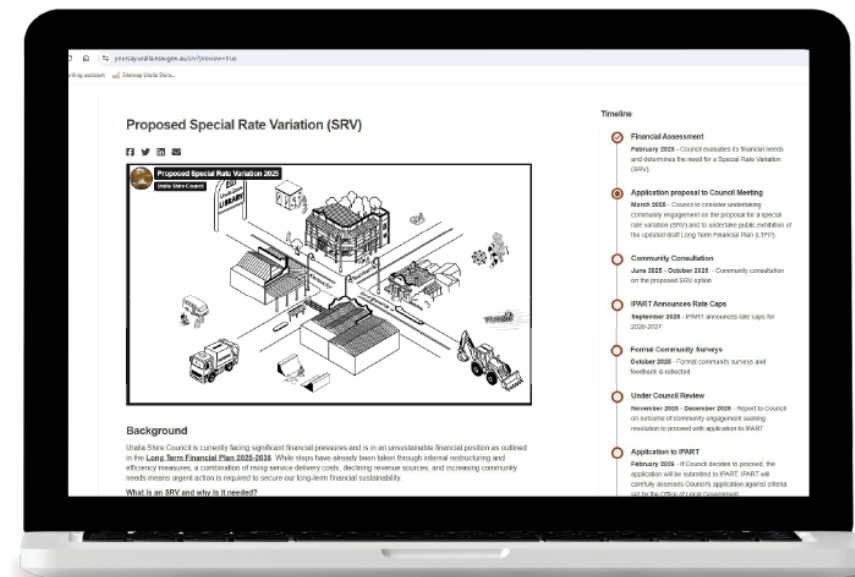
The Process



Community Involvement

Have Your Say

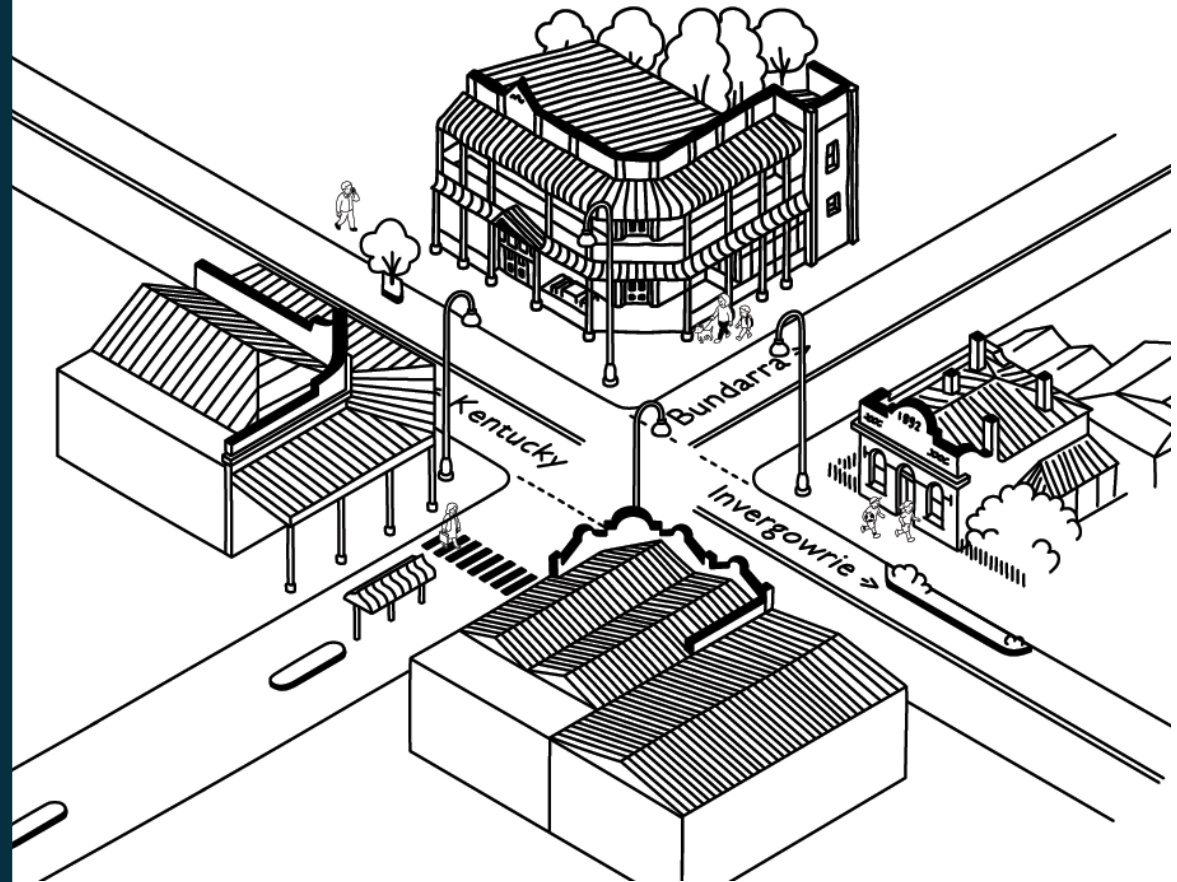
- ✓ Online survey
- ✓ in-person
- ✓ Send us an email
- ✓ Written submission
- ✓ Printed packs delivered to your home!





Scan to take the survey

2025 Proposed SRV Community Engagement Information Session



Consultation Process

Phase 1: Early Insights

Online survey and targeted outreach.
Gathered community values, priorities,
and preferred engagement methods.

Phase 2: Formal Consultation

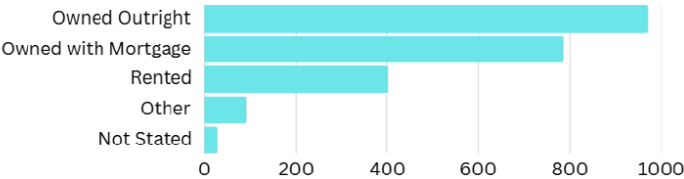
Additional survey
Letters to all ratepayers
Face-to-face sessions
Councillor drop-in sessions



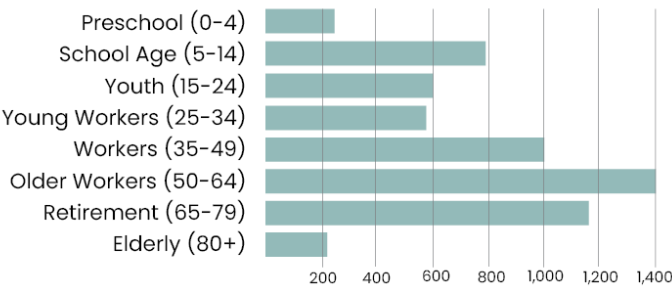
Our Community

Our consultation strategy was tailored to Uralla Shire’s unique demographics, an older median age (47), modest incomes, and cultural and geographic diversity, to ensure inclusive engagement across all community groups.

Occupied private dwellings in LGA



Population By Life Stage



Who did we reach?

Response Snapshot:

236

Online Survey Participants

81.4%

Were Uralla Shire Residents

27%

Identified with at least one
'priority group'.

43

Participants shared input from
the perspective of managing
farmland properties

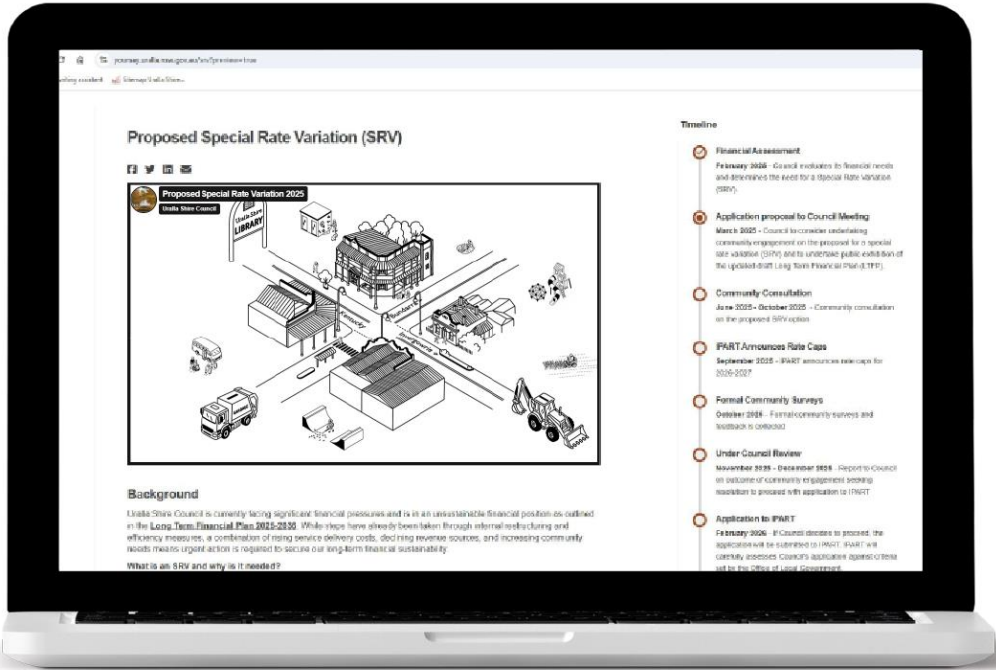


Consulted Groups

Residential and Rural Ratepayers	72% of survey respondents (170 out of 236) own property in the Uralla Shire.
Farmland Ratepayers	33.9% of respondents (80 out of 236) indicated their home is located in a regional or remote part of the Shire, such as on a farm or acreage.
Business Ratepayers	16.9% of respondents (40 out of 236) indicated they run a business in the Uralla Shire.
Community Stakeholders	Council executives attended community group meetings to discuss the SRV directly with members and answer questions.
Renters and Landlords	1.7% of respondents (4 out of 236) indicated they rent in the Uralla Shire. COMMENT: Low renter participation reflects rate-related consultations primarily attract property owners who have a direct financial stake in council decisions.



Digital Engagement



1,127

Webpage Visits

4,738

Video views (over 2 platforms)

20.7%

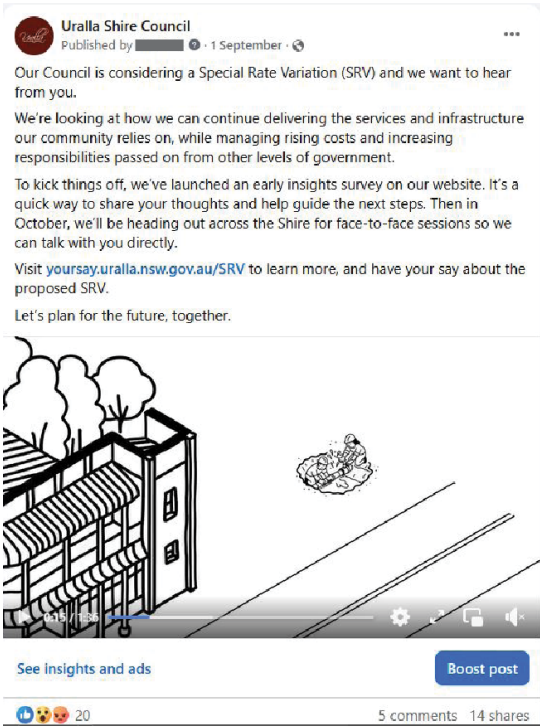
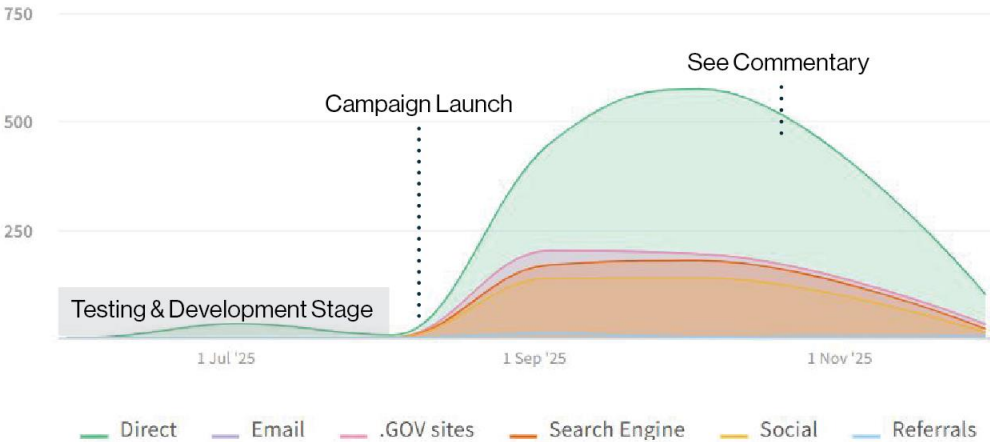
of web visitors completed a Survey

17,269

Social Media Views (Multiple posts)

Digital Engagement

Project Page Visitation



Surveys and Feedback

237

Online Survey Respondents

5

Written Submissions

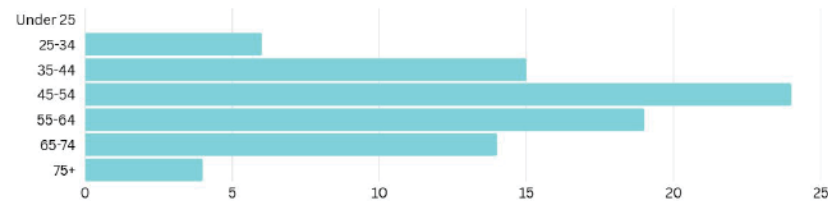
2

Engagement Phases Completed

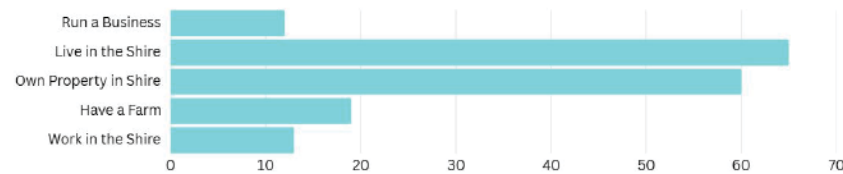
120(approx)

In-Person Event Attendees

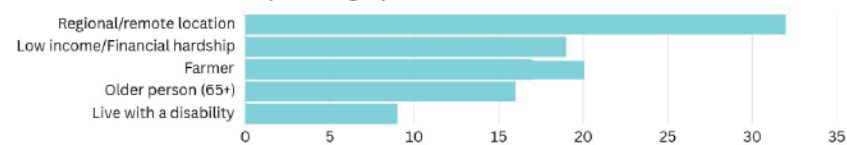
Participants by age group



Participants by connection to Uralla Shire



Top demographic identifiers

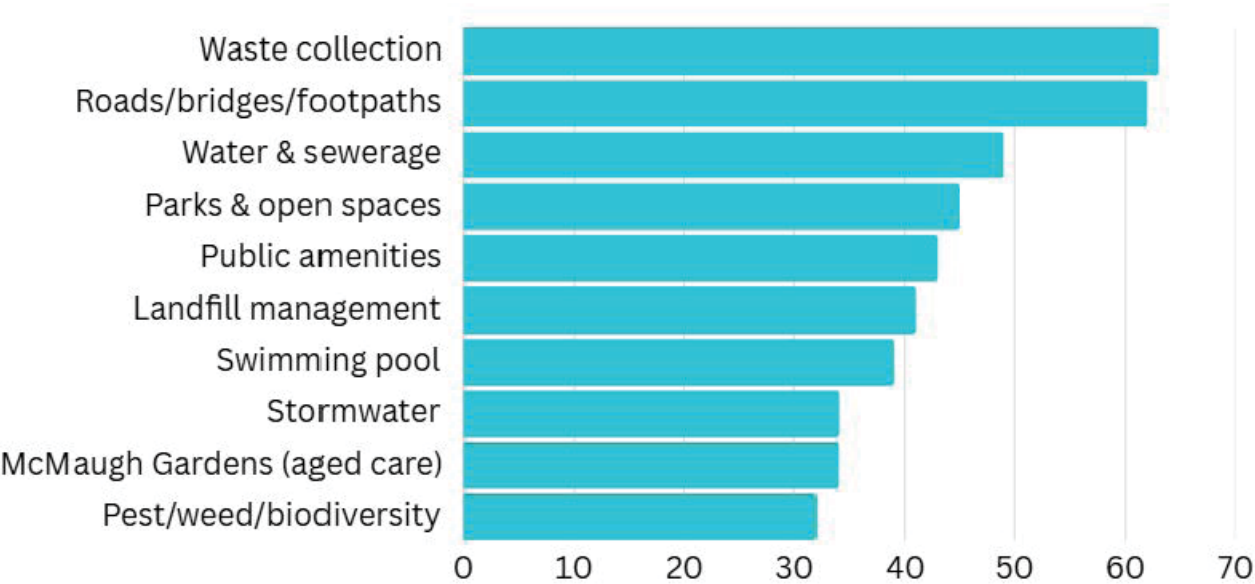


Surveys and Feedback (Phase 1)

What residents value most



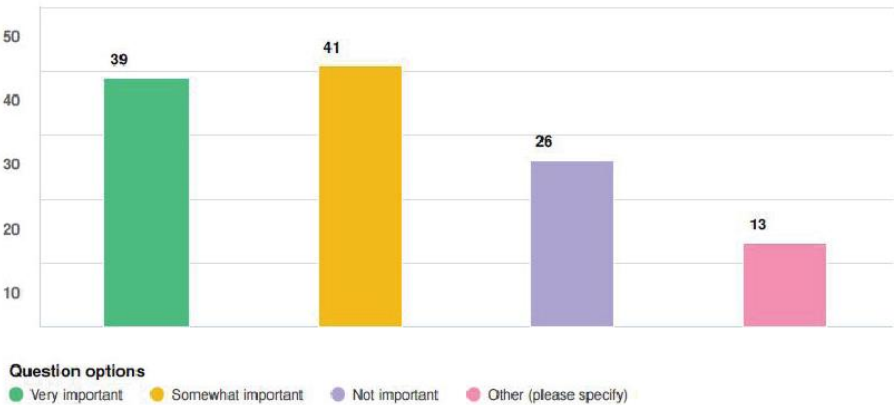
Top 10 Valued Council Services



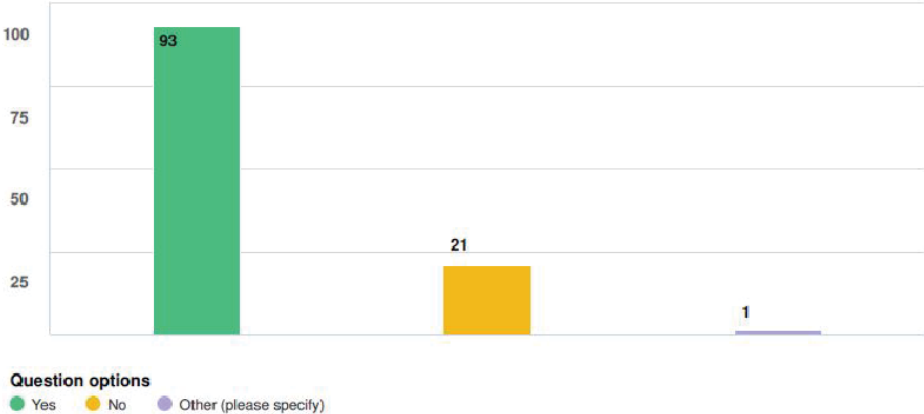
COMMENTARY: Waste collection (77%), Roads/bridges/footpaths (76%), Water & sewerage (62%), Parks & open spaces (58%), Public amenities (51%). Swimming pool and landfill management sit just under 50%.

Surveys and Feedback (Phase 1)

The SRV is proposed to help maintain Council services, financial sustainability and Independence. How important is this to you?

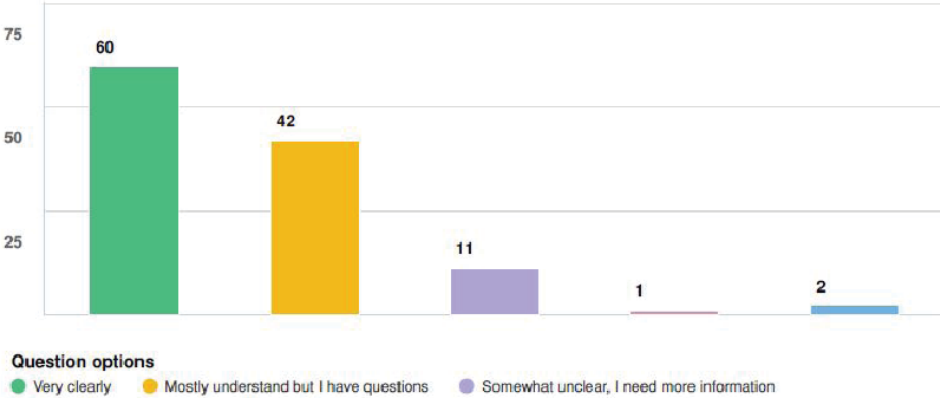


Have you heard of a Special Rate Variation (SRV) before this consultation?

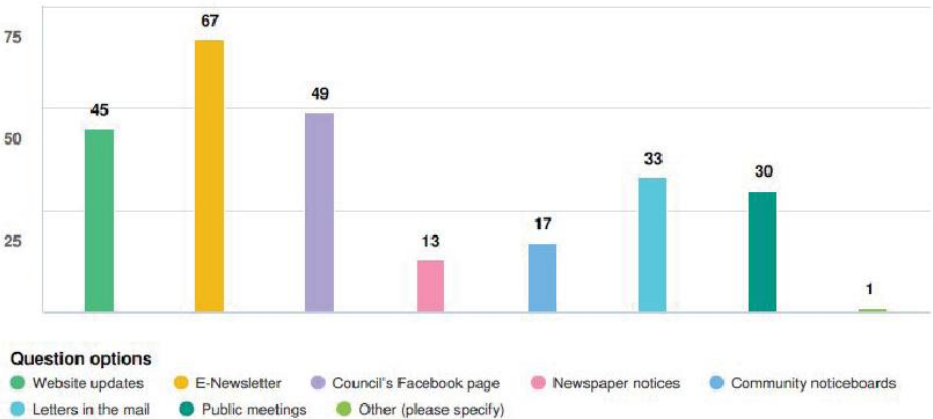


Surveys and Feedback (Phase 1)

From the information you've seen so far, how clearly do you understand what the proposed SRV is and why it's being considered?

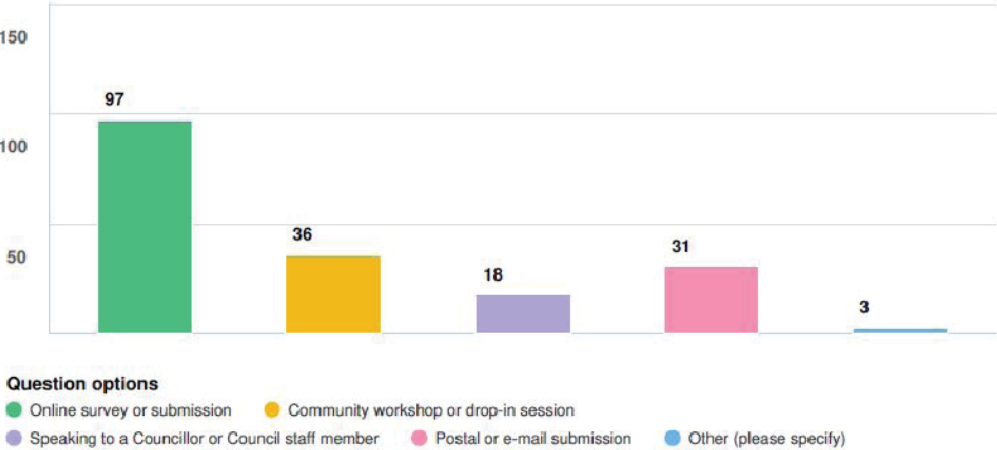


What is your preferred way to stay updated about the SRV proposal and consultation process?



Surveys and Feedback (Phase 1)

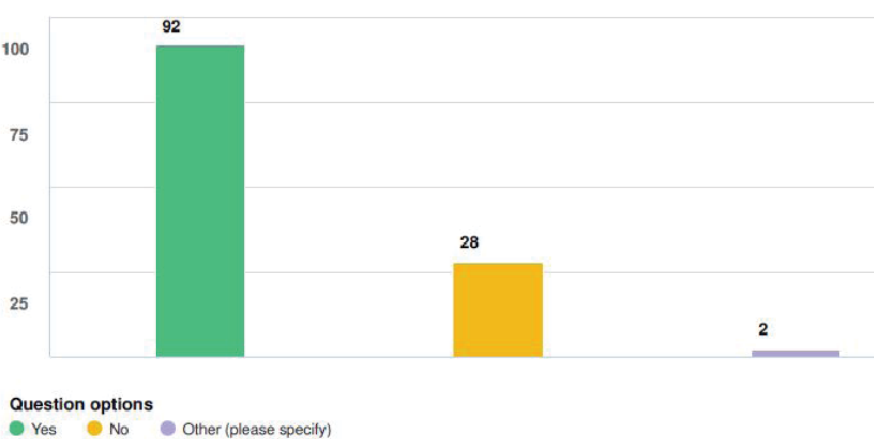
How would you prefer to share your feedback about the proposed SRV when formal consultation begins?



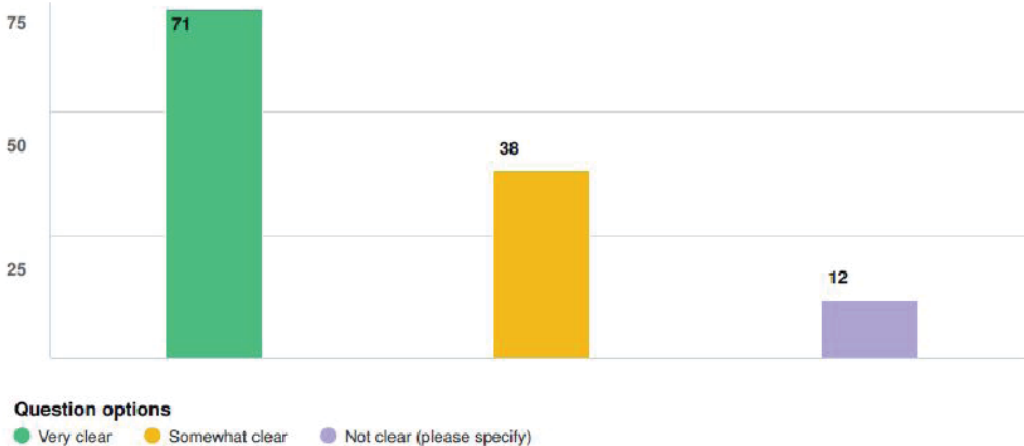
Community feedback shaped Phase 2, prioritising e-newsletters, website updates, public meetings, and an accessible online survey supported by face-to-face sessions to meet community needs

Surveys and Feedback (Phase 2)

Before this survey, were you aware that Council is considering applying for a SRV?

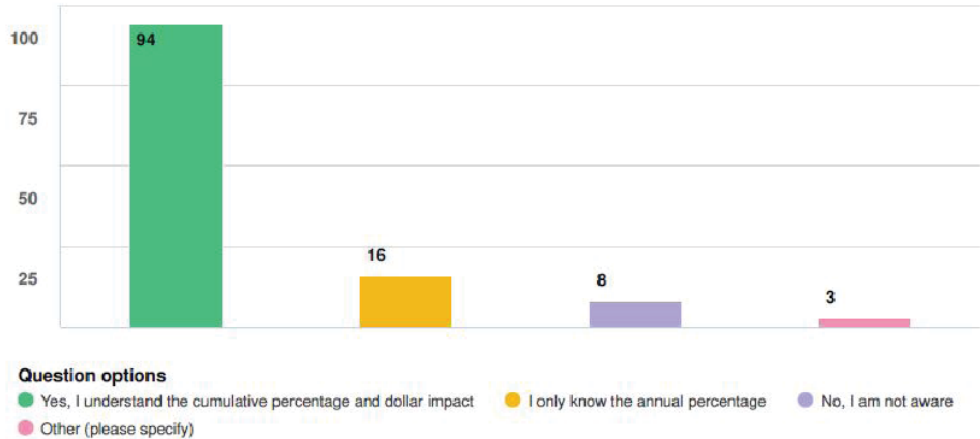


How clear is your understanding of the reason Council is proposing an SRV?

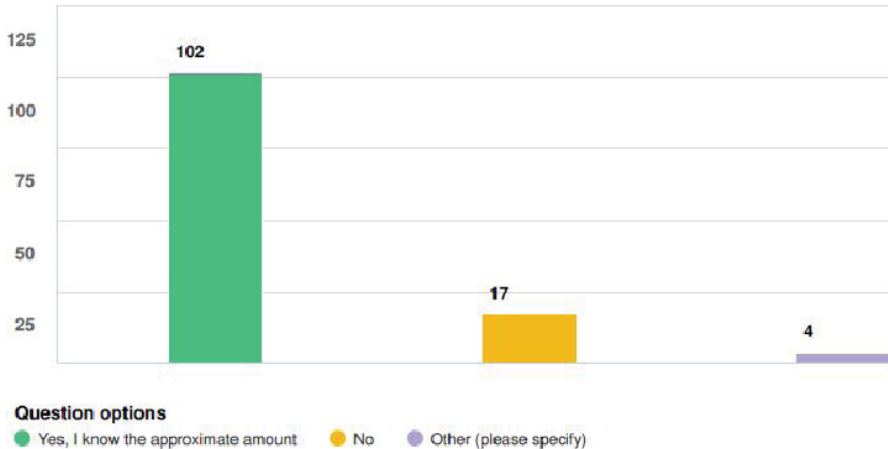


Surveys and Feedback (Phase 2)

Are you aware of the full cumulative impact of the proposed SRV on average rates over the SV period?

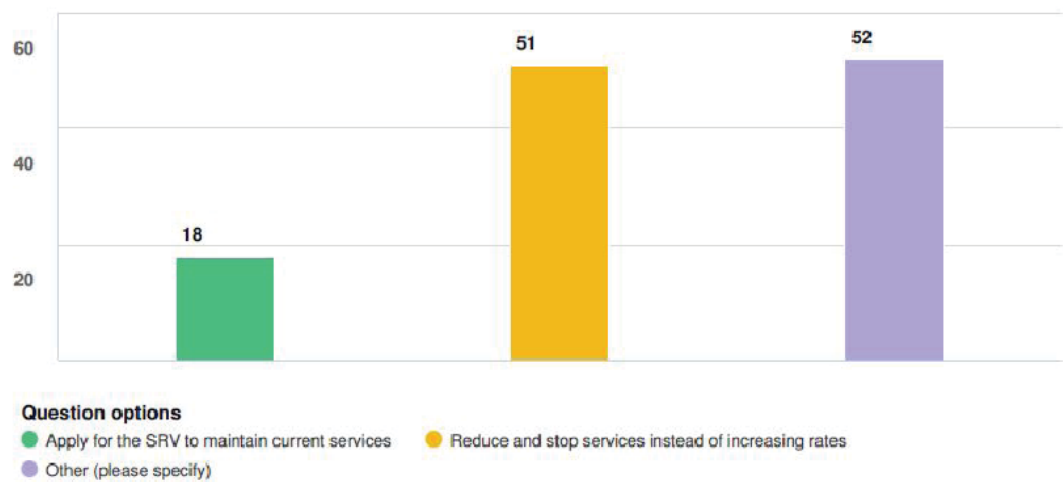


Do you know how much your rates would increase under the proposed SRV?



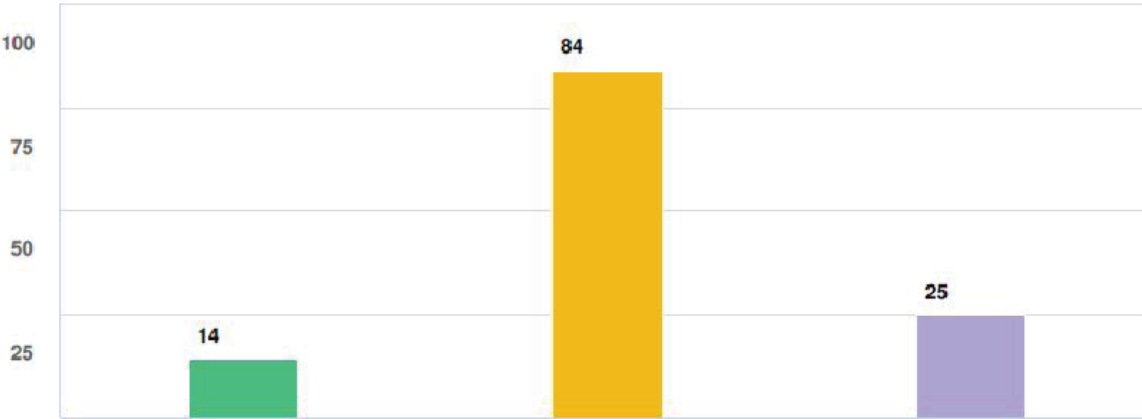
Surveys and Feedback (Phase 2)

Council has considered options such as reducing services or applying for an SRV. Which option do you prefer?



Surveys and Feedback (Phase 2)

Do you support the proposed SRV?

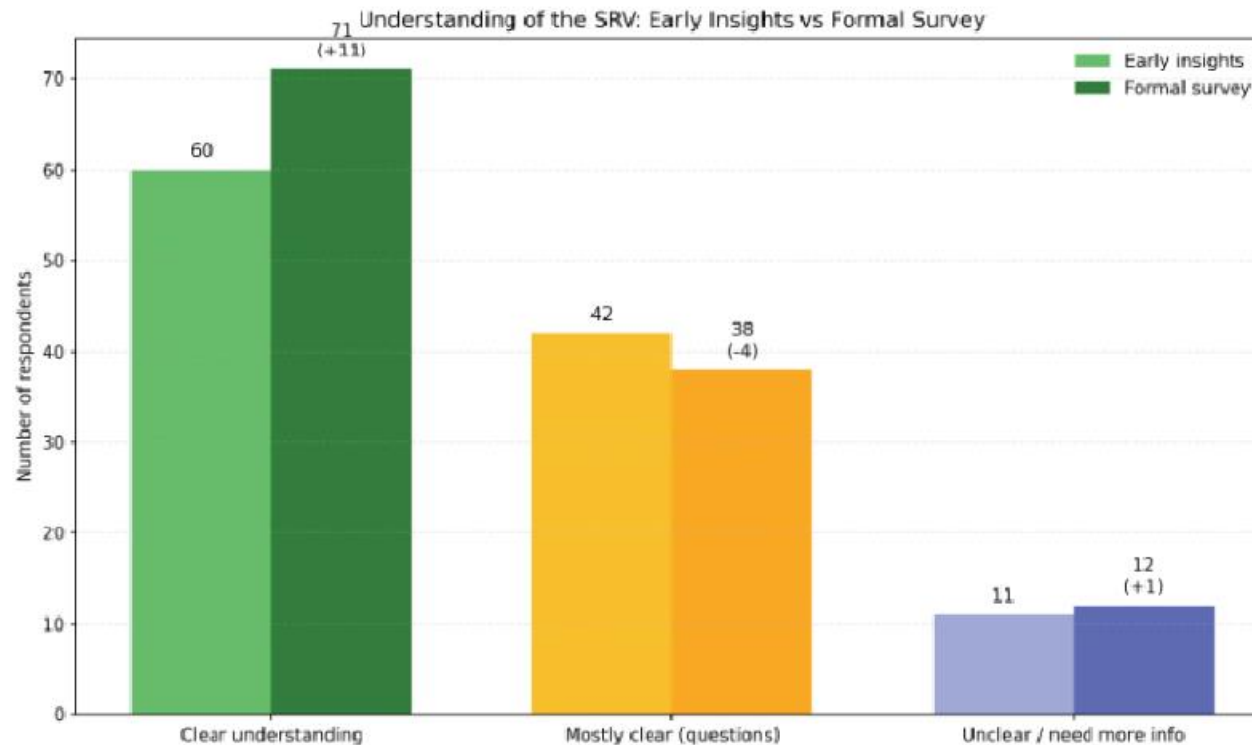


Question options

- Yes, fully support
- No, do not support
- Partially support (please specify):

How do Phase 1 & 2 compare?

The shift towards “clear understanding” suggests communication efforts have converted the “mostly clear” group into “clear,” while the “unclear” cohort remained roughly stable.



In-Person Engagement



120_(approx)

In-Person Attendees

7

Locations

- ✓ 7 in-person engagement locations
- ✓ Drop-in sessions with Councillors
- ✓ Market stall at Thunderbolts Festival
- ✓ 2 formal information sessions
- ✓ Opportunities for Q&A and one-on-one conversations

Print Distribution



10 (approx)
Information Packs Posted

3,000
Mail-outs Distributed

- ✓ Printed information packs with SRV explainer, FAQs, hard-copy survey, and reply-paid envelope
- ✓ Mail-out with rates notices included SRV details, contact info, and QR code
- ✓ Posters and A5 displays with QR codes

Media Coverage

83

Regional Media Contacts Notified

3

Evening News Stories

10.1%

First heard about the proposal via



- ✓ Coverage across print, radio, and TV
- ✓ Local newspapers published detailed articles
- ✓ ABC and community radio interviews and bulletins
- ✓ Stories shared online for extended reach and engagement

Media Coverage



- ✓ Media coverage was balanced, featuring interviews with residents expressing both support and opposition to the proposal.

Interpretation of our findings

- ✓ Community is well-informed
- ✓ Support depends on affordability
- ✓ Confidence in multiple engagement options
- ✓ Hardship measures should be a priority
- ✓ Large landholders and farmers
- ✓ Partial support and improved understanding over both phases

Have we met IPART's criteria?

1 Clear and Transparent Communication of Full SRV Impact



Addressed

- Detailed explanation of SRV purpose, cumulative impact (58.06%), and example rate calculations.
- Rate impact by category (Residential, Rural Residential, Farmland, Business) shown in tables and graphs

2 Temporary or Permanent Increase Explained



Addressed

- SRV described as a permanent increase to the general rate component (not service charges).
- Clarified in info packs, website, presentations and FAQs that SRV applies only to base rate, not total bill.

3 What SRV Would Fund & Efficiency Measures



Addressed

- Purpose clearly stated in all communications: maintain current services and retain financial sustainability.
- References to Long Term Financial Plan and cost-shifting pressures included.
- Efficiency measures noted (internal restructuring, cost containment).

3 Variety of Engagement Methods



Addressed

Multi-channel approach

- **Digital:** Website, explainer video, social media (17,269 views), e-newsletters (open rates >57%).
- **Print:** 3,000 mail-outs, info packs, posters with QR codes.
- **In-person:** 7 locations, ~120 attendees, festival stall, formal sessions.
- **Media:** 83 regional contacts, TV, radio, newspapers.

3 Community Awareness of Need & Extent



Addressed

Early Insights survey: 80.9% had heard of SRV before consultation.

Formal survey: 92 respondents aware before survey; understanding improved significantly.

Clear messaging on cumulative impact and reasons for SRV across all channels.



Thank you

Officer Response to SRV Submissions and Feedback

- Feedback regarding the proposed SRV with officer comments:

Serial number	Community feedback	Officer comments
1.	The community does not want an increase in rates given the current cost of living challenges and support for the SRV depends on affordability.	Council must remain financially sustainable under section 8 of the NSW Local Government Act 1993 while fostering strong, healthy, and prosperous communities. The proposed SRV supports long-term service delivery and infrastructure investment, balancing community well-being with economic resilience, and is underpinned by positive local economic indicators such as low unemployment, relatively affordable housing compared to coastal and urban areas, and strong agricultural industry activity.
2.	The community wants/expects to see an improvement in Council services (roads in particular).	The Community Strategic Plan community engagement highlighted that there is strong support for levels of service to at least be maintained or even improved. The Delivery Program and Operational Plan is premised on the Community's desire to maintain or improve current service levels. The LTFP highlights that this level of service requires increased revenue to facilitates delivery
3.	Rural ratepayers, particularly farmers, and those living within the outlying villages, expressed concern, and in some cases anger, about paying higher rates with limited visible benefits, especially regarding road maintenance and other critical infrastructure, they suggested the increased rate burden associated with the special rate variation should be more highly attributed to ratepayers closer to or in the Uralla township e.g., residential ratepayers.	Council acknowledges the concerns raised by rural ratepayers regarding the perceived imbalance in benefits from the proposed SRV. To address this, Council is planning to undertake a review of the current rating structure.

4.	Council should 'tighten its belt' and reduce its expense rather than just raising rates,	Council is achieving efficiency and productivity gains through savings in insurance and electricity costs, and improved performance in areas such as parks, gardens, and IT services. Additional initiatives include asset management transformation, upgrades to customer request and communications systems, IT enhancements, and oversight by the Audit, Risk & Improvement Committee to ensure strategic planning and continuous improvement.
5.	The community wants to see increased engagement and transparency.	Since August 2025, Council has undertaken a comprehensive engagement program to ensure the community understands the SRV and its implications. Analysis and feedback show strong awareness of the proposal; however, Council remains committed to continually improving its engagement approach to broaden reach and enhance quality.
6.	<p>The balance of rates revenue by category, including the energy sector needs to be reviewed. Council needs to find other (non-rate) methods to raise revenue rather than just raising rates. A few positive examples of this were:</p> <ul style="list-style-type: none"> • seeking increased tourism for the region; • implementing a natural burial ground that can operate with lower operate costs; and • consider operating a community kitchen food processing facility that would allow residents to process food at a suitable facility based on seasonal requirements – this type of project could be open to grant funding. 	<ul style="list-style-type: none"> • Higher spending from activities such as tourism go to local businesses and not direct to Council for asset maintenance, • The proposals regarding establishing a Natural Burial Ground and creating a community kitchen and food processing facility to support sustainable practices and local producers could deliver long-term community and social benefits but would require short-term investment and are not currently funded. These would require further investigation and applications for grant funding to ensure the facility operates at a break-even level. <p>While positive concepts, these will be future year potential opportunities. Future revenue outcomes are uncertain and do not assist Council to manage current financial imperatives.</p>

7	A high priority needs to be the effective addressing of NSW local government sustainability as well as working with the community to address the ineffectiveness of the rate peg process and seeking increased funding from the State and Federal governments.	Council acknowledges the importance of addressing its part in NSW local government sustainability and the shortcomings of the rate peg process, while advocating for increased State and Federal funding. In line with this, Council continues to strongly oppose cost shifting by both the NSW and Commonwealth governments and actively advocates for fair funding arrangements to ensure local communities are not burdened with responsibilities without adequate resources.
8	Suggestion to reduce kerbside waste collection from weekly to fortnightly to lower Council costs, encourage better waste management, to help offset the SRV increase through reduced Domestic Waste Management fees. Residents should be surveyed to gauge support.	Council acknowledges that suggestions such as moving kerbside waste collection from weekly to fortnightly can contribute to meaningful cost savings and improved waste management practices. While individually modest, these types of efficiency measures collectively have a significant impact on long-term financial sustainability and help offset pressures like SRV increases. Council supports exploring initiatives that enhance sustainability and will consider community feedback through a survey to ensure any changes align with resident expectations.
9	It was noted in one submission that a previous CFO had stated approximately 10 years ago that, without action, Council would face the risk of going broke.	Delaying consideration of an SRV has been possible because Uralla Council, counterintuitively, benefited from a series of natural disasters and the pandemic, which provided unexpected funding for asset maintenance and renewal under acquittal conditions not normally available. This temporarily eased pressure on the General Fund and postponed the fiscal impact of ongoing operating deficits; however, there is significant uncertainty about the continuation of such funding.
10	Does Council have a Plan B? More information regarding the services that would be reduced should have been provided.	During the CSP engagement, the community expressed a strong preference for retaining existing service levels. The proposed SRV is the only mechanism for Council to achieve this outcome. If the SRV does not proceed—whether due to no application being made or the application being unsuccessful—Council will need to return to the community with a set of options as part of the 2026/27 Operational Plan and budget process. While a Council decision, informed by community input, would be required, it is reasonable to assume that

		areas originally intended for SRV funding—such as transport, parks, gardens, and community assets and services (Council’s largest expenditure areas)—would be adversely affected. The specific nature of these impacts would be determined through detailed community consultation and assessment of asset management priorities, safety requirements, and community expectations.
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URALLA SHIRE COUNCIL
INCOME STATEMENT & CAPEX SUMMARY
For the period ending 30 November 2025 (FY 2025-26)

	Amt in '000			
	Actuals to November	Proportionate Budget	QBR Adjusted Budget	Original Budget
Income from continuing operations				
Rates and annual charges	8,861	8,856	8,949	8,949
User charges and fees	1,896	2,104	6,732	6,732
Other revenues	606	398	860	583
Grants and contributions provided for operating purposes	3,509	3,623	12,265	11,767
Interest and investment income	554	286	687	687
Net loss/(gain) from the disposal of assets	117	117	314	314
Total income from operational activities	15,543	15,384	29,807	29,032
Expenses from continuing operations:				
Employee benefits and on-costs	6,401	6,516	15,638	15,568
Materials and services (1)	5,131	3,812	8,999	7,919
Borrowing costs	25	36	86	86
Councillors and Mayoral fees and associated expenses (Exlcuding O/H)	86	67	201	201
Audit fees	19	51	153	143
Other expenses	225	250	579	579
Total expenses from continuing operations	11,887	10,732	25,657	24,497
Operating result prior to consideration of capital grants and depreciation	3,656	4,651	4,150	4,535
Less: Depreciation, amortisation and impairment (2)	2,948	2,689	6,454	6,454
Operating result after depreciation	708	1,962	(2,304)	(1,919)
Add: Grants and contributions provided for capital purposes	618	640	1,927	1,719
Overall result with capital grants	1,326	2,602	(377)	(200)
	Actuals to November	Proportionate Budget	QBR Adjusted Budget	Original Budget
Capital Expenditures (3)				
Employee benefits and on-costs	310	546	1,309	1,309
Materials and services	3,124	4,623	11,095	10,021
Total Capex	3,434	5,169	12,405	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.

(2) Transport assets make up the largest component of Council's asset base, and the increase in depreciation is primarily driven by this revaluation in 2024-25. The adjustment to the budget will be provided in the second QBRs.

(3) The underspend in the capital works program is primarily the result of reduced delivery capacity, with up to nine vacancies in the Civil Works team significantly affecting project progress; severe weather events that required staff to be diverted from capital projects to priority maintenance and repair activities; and the temporary pause of several Water Fund capital projects to manage cashflow constraints. In addition, major projects such as the Laura Creek works are scheduled for substantial expenditure after the Christmas period, creating timing-related underspend, while external delays, most notably Transport for NSW's postponement of the Bridge Street Renewal Project, have deferred Council's associated \$1 million Roads to Recovery co-contribution now forecast for March. Resourcing has also been impacted by Council's involvement in the Uralla Christmas Party and Thunderbolts Festival. Broader factors affecting many regional councils, including procurement delays, contractor availability, and extended lead times for materials and design finalisation, have further contributed to the slower-than-planned capital delivery to date.

URALLA SHIRE COUNCIL
INCOME STATEMENT AND CAPEX BY FUND
For the period ending 30 November 2025 (FY 2025-26)

Amounts in '000												
	General Fund			McMaugh Gardens			Water Fund			Sewer Fund		
	Actuals to November	Proportionate Budget	Budget QBR Adjusted	Actuals to November	Proportionate Budget	Budget QBR Adjusted	Actuals to November	Proportionate Budget	Budget QBR Adjusted	Actuals to November	Proportionate Budget	Budget QBR Adjusted
Income from continuing operations												
Rates and annual charges	7,044	7,037	7,106	-	-	-	693	691	707	1,124	1,127	1,136
User charges and fees	1,288	1,493	4,192	604	597	1,476	-	6	4	981	11	10
Other revenues	578	385	831	29	13	30	-	-	-	-	-	-
Grants and contributions provided for operating purposes	1,639	1,826	7,638	1,796	1,724	4,105	73	73	521	-	-	-
Interest and investment income	533	133	320	-	67	161	15	50	119	6	37	88
Net loss/(gain) from the disposal of assets	117	117	314	-	-	-	-	-	-	-	-	-
Total income from operational activities	11,199	10,991	20,400	2,429	2,400	5,772	774	818	2,329	1,141	1,174	1,306
Expenses from continuing operations:												
Employee benefits and on-costs	4,486	4,466	10,717	1,544	1,722	4,133	283	273	655	89	55	133
Materials and services	3,422	2,338	5,406	553	575	1,405	646	553	1,355	510	346	833
Borrowing costs	24	33	79	0	3	8	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	86	67	201	-	-	-	-	-	-	-	-	-
Audit fees	15	46	138	4	5	15	-	-	-	-	-	-
Other expenses	225	250	579	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	8,259	7,200	17,121	2,101	2,305	5,561	928	825	2,009	599	401	965
Operating result prior to consideration of capital grants and depreciation	2,940	3,791	3,279	328	95	211	(154)	(8)	319	543	773	341
Less: Depreciation, amortisation and impairment	2,378	2,109	5,062	96	97	233	265	269	646	209	213	512
Operating result after depreciation	562	1,682	(1,783)	232	(2)	(22)	(419)	(277)	(327)	334	559	(172)
Add: Grants and contributions provided for capital purposes	618	640	1,238	0	-	-	-	-	689	-	-	-
Overall result with capital grants	1,179	2,322	(545)	232	(2)	(22)	(419)	(277)	362	334	559	(172)
Capital Expenditures												
	Actuals to November	Proportionate Budget	Budget QBR Adjusted	Actuals to November	Proportionate Budget	Budget QBR Adjusted	Actuals to November	Proportionate Budget	Budget QBR Adjusted	Actuals to November	Proportionate Budget	Budget QBR Adjusted
Employee benefits and on-costs	218	391	938	1	5	11	87	135	323	4	15	36
Materials and services	2,110	2,853	6,847	92	251	603	906	1,187	2,849	16	332	796
Total Capex	2,328	3,244	7,785	93	256	615	993	1,322	3,172	19	347	832

Major Projects and Capital Works - Infrastructure & Development

As at Nov 25

Major Works Undertaken

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

Main Road Maintenance	

Sealed Roads Maintenance	
Urban Streets	Routine pothole patching continues in Uralla and Bundarra streets. Street sweeping has been completed.
Rural Sealed Roads	Routine pothole patching and slashing continues in rural areas. Pothole patching part-completed on Hawthorne Drive, further work to be completed on corners.

Unsealed Roads Maintenance Grading	
Rural Unsealed Roads	General maintenance grading continues across all areas of the unsealed road network. Grading to Barabba Road to be completed in December in preparation of travellers for the Xmas break.

Bridges	
Rural bridges	Ongoing maintenance works as required.

Signage	
Signage renewal	Maintenance works ongoing. Some signs have been damaged in Storm Event (26 Nov) and will need to be replaced. Addressing areas of Vandalism and theft of Signs, including speed signs in Invergowrie. School signage inspection in Kentucky, referred to TfNSW.

Stormwater	
Urban Stormwater Drainage Condition Report Project	Works complete, data gathering complete.
Uralla Creek Catchment Project	
This Project is broken into 3 Phases: <ul style="list-style-type: none"> • Phase 01: Uralla Creek Catchment Study • Phase 02: Civil and SW Works Identified in Study • Phase 03: Creek Rehabilitation Works Identified in Study 	Ongoing data dissemination occurring. USC Staff talking with Funding Body to accept proposed early works: <ul style="list-style-type: none"> • Maitland St Kerb and guttering • East St Cul De Sac Works and Drainage • Creek Cleaning Detailed design report due prior to Xmas.

Town and Parks	
Uralla	Maintenance of recreational facilities is ongoing to maintain open space grounds and park amenities. Fertilisation has been completed prior to anticipated summer wet weather.
Bundarra	Mowing parks and verges in Bundarra is routinely undertaken including passive areas on the town approaches.

Cemeteries	
Cemetery maintenance	Mowing grass and maintaining cemetery grounds occurs regularly.

Water Mains	
Bridge St (Uralla CBD)	Works complete except minor tidy up works.
Pressure/Leakage Testing	Works are ongoing and will be for sometime until the whole reticulation system is checked.

Sewer Mains	
Sewer Mains and Pits Inspections	Works complete. Further works required to rectify other identified issues with sewer network, but was not able to be included in this project due to budget constraints.

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	No change.
King / Maitland Street Roundabout	Local Roads Community Infrastructure Phase 4 A Extension to Dec 2025 approved	\$390,000	31-Dec-25	Awaiting Final Approved for Construction Design which is due prior to Xmas. Request for Quote has been prepared and will be issued once documentation is issued.
Noalimba Avenue Footpath	Local Roads Community Infrastructure Phase 4 A Extension to Dec 2025 approved	\$26,000	30-April-25	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	Design works complete as AFT Design has been received. There is no construction for this project, therefore, Project Complete.
Rocky River Culvert Crossing	Local Roads Community Infrastructure Phase 4 B Extension to Dec 2025 approved	\$243,847	31-Dec-25	Project to be removed. And funding to be reallocated to King / Maitland Street Roundabout
Gostwyck Road rehabilitation 1.5 to	RERRP program 24/25	\$934,400	1-April-2025	Works complete.

Project	Source of Funds	Budget	Target Date Completion	Status
4.0km (originally 2.5 to 4.0km) Project extended with previous underspent RERRF grant funds)				
Faulkner Street Drainage extension	Council Funding	\$60,000	20-Dec-2024	Letters to be issued to residents. Subject to contractor availability. Works not let.
Gostwyck Rd: 8-10km	RERRF Funding 25/26 Project	\$1M	COB May 2026	Commencing in 2026
Hill Street Drainage extension	Council Funding	\$10,000	28-Feb-2025	Letters to be issued to residents. Subject to contractor availability. Works not Let.
Marble Hill Rd Drainage Works	Council Funding	\$30,000	TBC	Letters to be issued to residents. Subject to contractor availability. Works not Let.
Thunderbolts Way MR73, Two Mile Creek – Culvert Extension Works	Restart NSW Project 2724	\$797,591	30-Jun-25	Works will commence after conclusion of Laura Creek Project.
Thunderbolts Way MR73, Scrubby Gully	Restart NSW Project 2724	\$1,972,262	30-Jun-25	Wet ground conditions have prevented verge embankment backfilling and open drain cleaning where silt is holding water adjacent to the road formation. No change currently.
Thunderbolts Way MR73, Laura Creek	Restart NSW Project 2724	\$1,172,929	30-Jun-25	Drainage widening underway. Anticipate completion Jan 2026. Road replacement planned following, complete end of march.



Instrument of Delegation to the Mayor

Pursuant to Council Resolution: XX/X/2025 this instrument commences on the date of the adopting resolution and remains in force until revoked by Council or replaced upon review under s 380.

1. Revocation and Authority

- 1.1 Council revokes all previous delegations conferred or imposed on the office of Mayor.
- 1.2 Under s 377, Council delegates to the Mayor the functions specified in this instrument, subject to conditions herein and the non-delegable functions listed in s 377(1).
- 1.3 In exercising these functions, the Mayor must act consistently with the role in s 226 (for example leadership, spokesperson, policy-making between meetings in cases of necessity, presiding at meetings, strategic direction to the General Manager).

2. General Conditions and Limitations

- 2.1 The Mayor must not exercise functions that cannot be delegated under s 377(1) (e.g., making rates/fees, voting money for expenditure, adopting the Operational Plan/financial statements, certain land dealings, borrowing, etc.).
- 2.2 All actions under this delegation must comply with Council policies, the adopted Delivery Program and Operational Plan and adopted budgets.
- 2.3 Decisions made under this instrument must be reported to the next Ordinary Council Meeting.
- 2.4 Council will review this delegation within the first 12 months of each term (s 380).

3. Delegated Functions

This instrument delegates to the Mayor, on an on-going basis the following functions:

3.1 Leadership, Representation & Media

- 3.1.1 To act as Council's principal spokesperson and representative on regional organisations and inter-governmental forums, and (in conjunction with the General Manager where appropriate) present Council's position.
- 3.1.2 Make media statements and issue media releases with prior consultation with the General Manager
- 3.1.3 Preside at meetings and call extraordinary meetings when considered necessary.
- 3.1.4 In cases of necessity, exercise policy-making functions between meetings, consistent with s 226(d) and subject to s 377 limits.

3.2 Urgent Decisions (with General Manager)

- 3.2.1 In conjunction with the General Manager, authorise any urgent work or activity up to **\$150,000 (ex GST)** where delay would adversely affect Council or the community, within voted funds, with a report to the next Ordinary Meeting.

3.3 GENERAL MANAGER Oversight & Acting Arrangements

- 3.3.1 Advise, consult with and provide strategic direction to the General Manager regarding implementation of Council's strategies and policies.
- 3.3.2 Act as Council's delegate for day-to-day management of the General Manager's employment contract in line with Council policy and resolutions.
- 3.3.3 Make a temporary appointment to act in the General Manager role where the position is vacant or the holder is suspended, in accordance with policy and legislative requirements. (Note: appointment of a General Manager is non-delegable under s 377; this clause is limited to acting/temporary arrangements).

3.4 Routine Correspondence

- 3.4.1 Sign routine correspondence and documents (not under Council seal), consistent with Council policy and resolutions .

3.5 Recess Delegation

- 3.5.1 During any Council-approved recess period, exercise Council powers subject to these safeguards:
- a) Business papers similar to those normally submitted to Council/Committees must be provided to the Mayor and Councillors ≥3 business days before the Mayor exercises any function; and
 - b) The Mayor must not exercise a function if three or more Councillors lodge written objections stating relevant reasons; and
 - c) All decisions are reported to the first Council meeting following the end of the recess.

3.6 Emergency Provisions

- 3.6.1 If public health advice, legislative orders or a declared emergency prevent Council from meeting (in person or electronically), Council will enter a recess period for the duration of the order/advice; Council decisions are then exercised in consultation with Councillors and reported per clause 3.5.1 (c)

3.7 Referral & Liaison

- 3.7.1 Refer matters to the General Manager for investigation and report.

Certification

Executed as an instrument of delegation by resolution of Uralla Shire Council.

Mayor: _____ Date: _____

General Manager: _____ Date: _____



**Council Policy
GATES & RAMPS
2025**

ADOPTED BY COUNCIL <ENTER DATE>
U/INT/25/16883

1. PURPOSE

To inform residents and staff of the conditions of approval and to ensure that motorists are not significantly disadvantaged by the construction of gates and ramps.



2. APPLICATION

Applies to all roads under Council's control, excluding Regional Roads and sealed roads where new ramps are not permitted.

3. POLICY INTENT

This document describes Council's policy concerning the conditions under which it will approve of gates and ramps being erected on roads under its control.

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

Pillar	Goal	Objective
 Good Custodians	Good custodianship of our natural and built environment	3.2 Development that respects and enriches our environment
 Independent	An independent shire and well-governed community	4.3 An efficient and effective independent local government

5. DEFINITIONS

Nil

6. POLICY

This policy provides the conditions under which an Applicant may apply for, install (if approved), and maintain a grid or gate on a public road.

- 6.1. Council opposes gates on any road, where there is not an associated grid, and seeks the eventual removal of gates from all roads maintained by Council.
- 6.2. No gates or ramps will be approved on Regional Roads.
- 6.3. Council will not approve new additional ramps on sealed roads and seeks the eventual removal from all sealed roads maintained by Council.
- 6.4. Council will encourage landowners to remove ramps and will assist in that removal. That assistance will take the form of using Council plant to lift out steel grids, excavate footings and grade and compact gravel supplied by the landowner to restore the road at the old ramp site, at no cost to the landowner, subject to the work being carried out when plant is in the area and does not impact Council's Works Program.
- 6.5. Approval is required for any proposal to install a new ramp in accordance with the criteria set out below.
 - 6.5.1. Any new ramps must be at least 3.7m wide. On two lane roads, they must be at least 7.3m wide. All must have adequate warning signs in accordance with Australian Standards to be provided and maintained by the landowner to Council's satisfaction.
 - 6.5.2. All new ramps must be provided with a sidetrack and a gate at least 4.9m wide.
 - 6.5.3. Maintenance of the ramp and its approaches for a length of 6m on either approach is the responsibility of the landowner. The owner is also responsible for maintenance of the gate and sidetrack.
 - 6.5.4. When grading a road, Council will attempt to maintain the road right up to a ramp. Any associated minor damage to the ramp or depositing of material in the ramp will need to be repaired by the landowner.
 - 6.5.5. If a landowner does not repair a ramp or its approaches, the gate or the sidetrack following a written requests to do so, Council will carry out the work at the owner's expense.
 - 6.5.6. All new ramps must be constructed to Council's specifications and to its satisfaction.

6.5.7. Where a grid is approved upon a public road, the Applicant shall be required, as a condition of approval:

- indemnify and hold Council harmless against any claims, liabilities, or damages arising from injury or loss associated with the presence, installation, maintenance, or use of the ramp and/or gate.
- undertake to maintain the grid and/or gate in a functional and safe condition, in accordance with relevant Australian Standards and to the satisfaction of Council.
- Acknowledge and accept that in the event the owner has not undertaken repair or maintenance works to the satisfaction of Council within 60 days of a written request to undertake such work, Council will undertake the work at the owners expense

6.6. EXEMPTIONS

No person is exempt from obtaining approval to install a gate or ramp.

6.7. CRITERIA

Council must take into account the following criteria in determining whether to approve or not approve an application to install a new gate or ramp:

- a) whether the road is a classified main road or a local road
- b) the type of road surface
- c) the pavement width
- d) the alignment
- e) traffic volumes
- f) travel speed
- g) the roadside environment
- h) the presence or absence of gates or ramps in the vicinity of the proposed site
- i) the proposed design of the ramp or gate.

7. LEGISLATIVE REQUIREMENTS

- *NSW Local Government Act 1993*
- *NSW Local Government (General) Regulation 2021*
- *Roads Act 1993*

Note: Any reference to Legislation will be updated in the Policy as required. See website <http://www.legislation.nsw.gov.au/> for current Acts, Regulations and Environmental Planning Instruments.

8. REVIEW

This Policy will be reviewed every four years from the date of each adoption of the policy, or more frequently as required.

9. REPORTING

Council staff shall maintain operational records of all gate and ramps within road reserves, including approvals, inspections, and compliance actions detailing:

- Approved gates and ramps and associated conditions.
- Instances of non-compliance and enforcement actions taken.
- Restoration works completed and any issues encountered.
- Recommendations for improvements to procedures or policy.

10. RESPONSIBLE OFFICER

Manager Civil Infrastructure performing the functions in relation to the policy, include but not limited to:

- Acts as the primary authority responsible for the road reserve and road formation.
- Maintains the Gates and Ramps records, including approvals, maintenance records, and Council interventions.
- Oversees the implementation of the policy, including compliance monitoring and enforcement.
- Facilitates communication and education regarding gate and ramp requirements.
- Investigates breaches and initiates corrective actions.

11. ROLES AND RESPONSIBILITIES

Asset Manager

- Supports the Manager Civil Infrastructure in asset condition assessments and maintenance planning.
- Ensures asset data is accurately recorded and integrated with Council's asset management systems.

Applicant (Landowner or Entity)

- Responsible for applying for approval to install gates or ramps.
- Must maintain approved infrastructure (grids/gates) in a safe and functional condition per Australian Standards.
- Required to sign a Grid Permit and acknowledge Council's Grid Register.
- Must indemnify Council against any claims arising from the presence or use of the gate or ramp.
- Obligated to undertake repairs when requested by Council, or face Council intervention at their expense.

Council Staff

- Assist in the administration of applications and permits.
- Support inspections and reporting processes.
- Communicate policy requirements to applicants and the public.

Councillors

- Endorse the policy and any amendments.
- Advocate for community safety and infrastructure integrity.
- Monitor policy effectiveness through reports and community feedback.

Managers and Directors

- Ensure departmental alignment with policy objectives.
- Allocate resources for implementation and enforcement.
- Review reporting outcomes.

The Organisation (Council as a Whole)

- Upholds the policy as part of its commitment to safe and accessible public roads.
- Ensures transparency and accountability in infrastructure approvals and maintenance.

12. RELATED PROCEDURES

Gates and Ramps Application process

APPROVAL & REVIEW

Responsible Business Unit	Infrastructure & Development	
Responsible Officer	Manager Civil Infrastructure	
Date Adopted & Resolution No#	<enter date>	<enter resolution No# >
Date of Next Review	Four years after adoption	
Content Manager Reference	UINT/25/16883	

Document History of previous adoptions

Version Control	Date Amended	Details/Comments eg Resolution No.
1	Initial document	Adopted by Council Res. 265/97
2	September 2003	Reviewed
2.1	March 2005	Revision Adopted by Council Res. 94/05
3	September 2009	Revision Adopted by Council Res. 419/09
4	August 2013	Adopted by Council Res. 249/13
4.1	October 2025	DRAFT REVISION
5.	October 2025	presented for Public Exhibition – Council resolution XX/XX/2025



**Council Policy
Crossings for Water Pipes
2025**

ADOPTED BY COUNCIL <ENTER DATE>

1. PURPOSE

The purpose of the Crossings for Water Pipes Policy 2025 is to prevent blockages in Council's drainage infrastructure caused by inappropriate water pipe installations. It sets clear conditions for placing water pipes within the road reserve to protect drainage assets and ensure safe, compliant works.

2. APPLICATION


This policy applies to the installation of water pipes within Council-managed road reserves, ensuring such works do not interfere with or obstruct drainage infrastructure.

3. POLICY INTENT

To prevent water pipes from being installed in Council drainage infrastructure, which can lead to blockages and maintenance issues.

To protect public assets and ensure safe, compliant installations.

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

Pillar	Goal	Objective
 Prosperous	A sustainable economy that supports prosperity	2.3 A well serviced community

5. DEFINITIONS

Nil

6. POLICY

Water pipes must not be placed within Council's drainage pipes or culverts due to the risk of blockages. When installation within the road reserve is necessary, the following conditions apply:

- 6.1 Markers must be placed on each fence opposite the crossing, as per Council's plan.
- 6.2 Pipes must have a minimum cover of 500mm at the road centreline and in the drain.
- 6.3 Pipes must be laid at right angles to the road reserve.
- 6.4 A union/joiner must be provided at each end of the crossing to assist with repairs.
- 6.5 Road opening and restoration must be at the applicant's cost and completed to Council's satisfaction. Bitumen roads should be under-road bored where possible.
- 6.6 Unapproved road crossings must comply within 60 days of Council notification, or the water pipe will be removed.

EXEMPTION

- 6.7 Uralla Shire Council Asset Managers are exempt for this Policy for Council pipe assets including water reticulation, sewerage and stormwater drainage.

INDEMNITY AND UNDERTAKING OF APPLICANT

- 6.8 Where a pipe crossing is approved within a road reserve, the Applicant shall, as a condition of approval:

- 6.8.1.1 indemnify and hold Council harmless against any claims, liabilities, or damages arising from injury or loss associated with the presence, installation, maintenance, or use of the pipe crossing.

6.8.1.2 undertake to maintain the pipe crossing in a functional and safe condition, in accordance with relevant Australian Standards and to the satisfaction of Council.

6.8.1.3 Acknowledge and accept that in the event the applicant has not undertaken repair or maintenance works to the satisfaction of Council within 60 days of a written request to undertake such work, Council will undertake the work at the applicants expense

7 LEGISLATIVE REQUIREMENTS

- NSW Local Government Act 1993
- NSW Local Government (General) Regulation 2021
- NSW Roads Act 1993

8 REVIEW

This Policy will be reviewed every four years from the date of each adoption of the policy, or more frequently as required.

9 REPORTING

Council staff shall maintain operational records of all water pipe crossings within road reserves, including approvals, inspections, and compliance actions detailing:

- Approved water pipe crossings and associated conditions.
- Instances of non-compliance and enforcement actions taken.
- Restoration works completed and any issues encountered.
- Recommendations for improvements to procedures or policy.

10 RESPONSIBLE OFFICER

The Responsible Officer for the Crossings for Water Pipes Policy 2025 is the Manager Civil Infrastructure.

The Responsible Officer will:

- Oversee implementation and compliance with the policy.
- Assess and approve water pipe crossing applications.
- Ensure restoration works meet Council standards.
- Maintain records of approved crossings and enforcement actions.
- Lead policy reviews and updates.

11 ROLES AND RESPONSIBILITIES

Staff

- Assess applications for water pipe crossings.
- Conduct site inspections and ensure compliance with policy conditions.
- Maintain records of approved and non-compliant installations.
- Report issues to the Manager Civil Infrastructure.

Councillors

- Endorse the policy and any future amendments.
- Advocate for infrastructure protection and community safety.
- Monitor policy effectiveness through community feedback.

Managers

- Oversee staff implementation of the policy.
- Ensure adequate resources are allocated for inspections and enforcement.

Group Managers

- Provide strategic oversight and ensure alignment with Council's infrastructure and asset management goals.

The Organisation as a Whole

- Uphold the policy to protect Council's road and drainage infrastructure.

- Promote awareness of installation standards and compliance requirements.

12 RELATED PROCEDURES

Nil

APPROVAL & REVIEW

Responsible Business Unit	<i>Infrastructure and Development</i>	
Responsible Officer	<i>Manager Civil Infrastructure</i>	
Date Adopted & Resolution No#	<i><enter date></i>	<i><enter resolution No# ></i>
Date of Next Review	<i>date four years from adoption</i>	
Content Manager Reference	<i>UINT/25/16873</i>	

Document History of previous adoptions

Version	Date Amended	Details/Comments eg Resolution No.	Content Manager Ref
<i>3.1</i>	<i>October 2025</i>	<i>Draft review</i>	<i>UINT/25/16873</i>
<i>4</i>	<i>November 2025</i>	<i>Endorsed for Public Exhibition Council Res. 00.00/25</i>	



Council Policy Highway Closures 2025

ADOPTED BY COUNCIL <ENTER DATE>

1. PURPOSE

The purpose of the Highway Closures Policy 2025 is to ensure that the New England Highway is only closed for specifically designated events. It outlines Council's approach to working with Transport for NSW and NSW Police to manage closures safely and appropriately.



2. APPLICATION

This policy applies to the closure of the New England Highway for specific events, as managed by Council in coordination with Transport for NSW and NSW Police.

3. POLICY INTENT

The policy intent of the Highway Closures Policy 2025 is to outline Council's approach to managing closures of the New England Highway for designated events, ensuring coordination with Transport for NSW and NSW Police, and maintaining public safety and compliance with regulatory approvals.

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

Pillar	Goal	Objective
 Community Minded	An accessible, inclusive and sustainable community	1.2 Safe, active and healthy shire
 Prosperous	A sustainable economy that supports prosperity	2.1 An attractive environment for the business sector

5. DEFINITIONS

Nil

6. POLICY

Council staff will collaborate with Transport for NSW and NSW Police to facilitate the closure of the New England Highway for specific events. All closures are subject to approval by these authorities.

Criteria for Closure

1. The Highway may be closed for the following annual events:
 - Anzac Day
 - Thunderbolt Country Festival
 - Australia Day
 - Christmas Street Fair
2. Council may also support closures for:
 - Events of national significance
 - Events of local significance
 - Emergencies as requested by relevant authorities
3. Council staff will:
 - Coordinate with NSW Police for traffic control
 - Prepare Traffic Management Plans as required

7. LEGISLATIVE REQUIREMENTS

- NSW Local Government Act 1993
- NSW Local Government (General) Regulation 2021
- Roads Act 1993

8. REVIEW

This Policy will be reviewed every four years from the date of each adoption of the policy, or more frequently as required.

9. REPORTING

Council staff shall prepare and maintain operational records detailing all highway closures conducted under this policy. Records shall include:

- Enterprise Record Management (Content Manager) record of approved highway closures, including event names, dates, and locations.
- Copies of Traffic Management Plans prepared and implemented.
- Records of coordination with Transport for NSW and NSW Police.
- Any incidents, complaints, or feedback received during or after closures.
- Resource usage and operational impacts on Council services.

These records shall be submitted to the Manager Civil Infrastructure and used to inform future planning, compliance reviews, and community engagement.

10. RESPONSIBLE OFFICER

The Manager Civil Infrastructure is responsible for:

- Overseeing the implementation of the policy.
- Coordinating with Transport for NSW and NSW Police for highway closures.
- Ensuring traffic management plans are prepared and executed.
- Maintaining records and documentation related to highway closures.
- Leading policy reviews and updates.

11. ROLES AND RESPONSIBILITIES**Staff**

- Assist in the preparation and implementation of Traffic Management Plans.
- Coordinate logistics and signage for approved highway closures.
- Maintain operational records and report incidents or feedback.

Councillors

- Endorse the policy and any amendments.
- Advocate for community safety and accessibility during highway closures.
- Monitor and provide feedback on community comment and policy effectiveness.

Managers

- Oversee staff compliance with the policy.
- Ensure adequate resources are allocated for highway closure operations.
- Review operational reports and escalate issues as needed.

Group Managers

- Support inter-agency coordination with Transport for NSW and NSW Police.
- Ensure policy integration with emergency and event planning.

The Organisation as a Whole

- Ensure transparency, accountability, and responsiveness in managing public road access.
- Promote community awareness and engagement regarding highway closure procedures.

12. RELATED PROCEDURES

Nil

APPROVAL & REVIEW

Responsible Business Unit	<i>Infrastructure and Development</i>	
Responsible Officer	<i>Manger Civil Infrastructure</i>	
Date Adopted & Resolution No#	<i><enter date></i>	<i><enter resolution No# ></i>
Date of Next Review	<i>date four years from adoption</i>	
Content Manager Reference	UINT/25/18154	

Document History of previous adoptions

Version	Date Amended	Details/Comments eg Resolution No.	Content Manager Ref
<i>3.1</i>	<i>October 2025</i>	Draft review	UINT/25/18154
<i>4</i>	<i>November 2025</i>	Endorsed for Public Exhibition Council Res. 00.00/25	UINT/25/18154



**Council Policy
GRAZING ON ROADS
2025**

ADOPTED BY COUNCIL <ENTER DATE>
To be completed by Governance

1. PURPOSE

Local Land Services (LSL's) are charged with the responsibility of administering the passage and grazing of stock on Travelling Stock Routes (TSR's) and public roadways.

Prior to issuing permits for grazing on public road LSL's are required to obtain the concurrence of the local roads authority.

The purpose of this policy is to outline the consideration Council will apply to the issue of concurrence or otherwise as a local roads authority.


2. APPLICATION

This policy applies to stock owners grazing stock on roads within the Uralla Shire other than Travelling Stock routes (TSR).

3. POLICY INTENT

To facilitate a consistent and thorough consideration of request for grazing on Public Roads within the Shire for the purposes of issuing concurrence or otherwise to the Local Land Services

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

Pillar	Goal	Objective
 Community Minded	An accessible, inclusive and sustainable community	1.2 Safe, active and healthy shire

5. DEFINITIONS

Nil

6. POLICY

Council will consider issuing concurrence for grazing on public roads within the Shire against the following parameters:

Whether:

- Council has specifically withheld concurrence in accordance with section 78(3) of the Local Lands Services Act 2013.
- the land owner/stock owner has confirmed that they hold and undertake to maintain for the duration of the permit a current public Liability insurance policy for \$20Million per occurrence
- The number and location of the stock will adversely impact on the safety of the road users and the environment of the road reserve.
- The presence of stock will impact on Council works planned or occurring in the area
- The presence of stock will impact on sites or artefacts of cultural significance within the road reserve
- The presence of stock presents biodiversity risk.
- Any other issues brought to Council's attention prior to issuing concurrence which would, in the opinion of Council officers, increase the risk to Council, road user and the environment of the road reserve.
-

6.1 EXEMPTIONS

No stock will be allowed within 50 km/h speed limit of towns and villages except on TSRs.

7. LEGISLATIVE REQUIREMENTS

- *NSW Local Government Act 1993*
- *NSW Local Government (General) Regulation 2021*
- *NSW Roads Act 1993*

- *Local Land Services Act 2013*
- *Local Land Services regulations 2014*

Note: Any reference to Legislation will be updated in the Policy as required. See website <http://www.legislation.nsw.gov.au/> for current Acts, Regulations and Environmental Planning Instruments.

8. REVIEW

This Policy will be reviewed every four years from the date of each adoption of the policy, or more frequently as required.

9. REPORTING

N/A

10. RESPONSIBLE OFFICER

The Manager Infrastructure Services is the responsible Officer for the Policy

11. ROLES AND RESPONSIBILITIES

Manager Civil Infrastructure will be responsible for reviewing this policy on a needs basis or ever four years.

12. RELATED PROCEDURES

Nil

APPROVAL & REVIEW

Responsible Business Unit	<i>Infrastructure & Development</i>	
Responsible Officer	Manager Civil Infrastructure	
Date Adopted & Resolution No#	<i><enter date></i>	<i><enter resolution No# ></i>
Date of Next Review	<i>FOUR years from adoption</i>	
Content Manager Reference	<i>UINT/25/16906</i>	

Document History of previous adoptions

Version Control	Date Amended	Details/Comments e.g. Resolution No.
<i>4.1</i>	<i>October 2025</i>	DRAFT completed and reviewed by relevant officers. Style change only – no material amendment to Policy statement
<i>4.2</i>	<i>November 2025</i>	DRAFT for public exhibition submitted to Council



URALLA SHIRE COUNCIL

Food Control – Commercial Premises Policy

2013



Food Control – Commercial Premises Policy

Section:

Subject : Food Control – Commercial Premises

Description: To apply to all commercial food premises, all Food Vending Vehicles and to all charity/sporting/special events within the Uralla Shire Council area.

Objectives:

- Provide Food Control regulation for commercial premises.
- To encourage commercial food premises operators to achieve best practice.
- To regularly monitor food hygiene practices within food businesses for compliance with the *Food Act 2003* and the Food Standards Code.
- Meet legislative requirements being the *NSW Food Act 2003*, *NSW Food (General) Regulations 2004*, Food Standards Code (as cited in the Regulations), NSW Public Health Award 2003, and the AS 4674 Design, Construction and Fit-Out of Food Premises.
- Ensure community needs and expectations are satisfied.

Policy:

Overview:

This Policy provides guidelines for food control regulation of all commercial food premises, all Food Vending Vehicles and to all charity/sporting/special events within the Uralla Shire Council area.

Food surveillance is important to ensure food businesses maintain hygiene and food safety standards. Council works with the NSW Food Authority to enforce the food standards and carry out the functions of the *Food Act 2003* and *Food Regulations 2010*.

Policy Statement:

Amendments to the *Food Act 2003* (NSW) and *Food Regulation 2010* have enabled the new Food Regulation Partnership, between local councils and the NSW Food Authority to take effect from 1 July 2008.

Uralla Shire Council has been appointed by the NSW Food Authority to undertake a food inspection role of retail food businesses within the Shire. Council is required to carry out routine inspections of commercial food premises to ensure compliance with regulations that require food premises to maintain premises and equipment in good repair, demonstrate thorough cleaning practices, ensure correct storage of foods and that staff receive training. All inspections are to include the assessment of the following areas:

- structural condition of the premises
- cleanliness of premises and equipment
- food handler's level of hygiene
- food handling practices
- food storage

Part of Council's role is to provide advice to food business owners and operators and to follow up on complaints regarding either the quality of food, contamination of food, or unclean food premises.

Commercial food premises are to be inspected regularly depending on their risk classification and results of previous inspections to ensure compliance with food regulations. Council will take immediate action to address non-compliance. Food businesses that are found to have critical food safety breaches may have their inspection frequency increased (this will result in an additional cost of an inspection fee).

All commercial food premises operating within the Shire are required to be inspected by Council on an annual basis.

In order for Council to undertake a regulatory food inspection role, relevant fees and charges are required to be imposed. The NSW Food Authority has provided recommendations on the maximum fees that may be charged for inspections and administration charges. These are to be considered each year in the review of Council's Operational Plan.

Council is required to report on key food regulation activities to the NSW Food Authority every six months. The NSW Food Authority will publish summary reports on its website. Reports will be based on the combined data of food regulation activities of councils across the State (individual businesses will not be named).

All mobile food vending vehicles are required to be registered with the NSW Food Authority and with the Local Enforcement Agency for the Local Government Area of the vehicle's primary storage location

The NSW Food Authority defines Mobile Food Vending Vehicles as:

Any means of transport, whether self-propelled or not, or otherwise designed to be movable, which is used for selling food, whether on land, sea or air.

It includes vehicles used for on-site food preparation (eg hamburgers, hot dogs and kebabs), one-step food preparation (eg popcorn, fairy floss, coffee and squeezing juices), and the sale of any type of food including pre-packaged food.

It does not include food vending machines or food transport vehicles.

The sale of food from a mobile food vending vehicle may only take place with the approval of the owner or person in control of the land on which the vehicle is parked.

The use of a vehicle to sell food in a public place that is land owned or controlled by the Council, requires the prior approval from the Council.

To leave the vehicle in a single place and continually trade from that place will require formal Development Approval for that land use.

All charity/sporting/special events are to comply with the minimum standards.

Responsibility: **Councillors** are responsible for adopting the Policy and ensuring that appropriate resources are allocated to manage food control within the Uralla Local Government Area.

The **General Manager** has the responsibility to resource the food control operations.

Directors and Managers are responsible for implementing food control operations.

Employees are to carry out inspections, maintain accurate records for all commercial food premises, including inspections, notifications, and fees.

Attachments: Nil

Review: This Policy will be reviewed every two years from date of adoption.

Resolution # Adopted on Monday, 8 April 2013 by Delegation by Resolution 44/13;
Adopted without Change 27 August 2013 by Resolution 249/13.

Subject: LOCAL POLICIES CONCERNING APPROVALS AND ORDERS - AMENDMENT AND REVOCATION

Description: This document describes the manner in which amendments and revocations may be made to Council's local policies.

Objective: To ensure that local policies are not amended or revoked until adequate consideration has been made and to comply with the provisions of Sections 165, 166 and 167 of the Local Government Act, 1993.

PART 1 - POLICY

1. That Council adopt a procedure of review for the proposed amendment or revocation of local policies.
2. That procedures be as follows:
 - (a) That notice be given to Council that amendments to or revocation of a specific policy is requested.
 - (b) That notice be given to Council as to what amendments and/or action is considered desirable.
 - (c) That the appropriate staff member be requested to submit a report on the objectives of the current policy and the impact of the suggested amendments to or revocation of that policy.
 - (d) That the policy only be amended by means of adopting a new policy, as per Section 165 of the Local Government Act, 1993, which involves preparation of a draft policy, public exhibition of the draft, consideration of submissions and final adoption or otherwise.
 - (e) Any decision to revoke a policy will only be taken after following the procedures of Section 165 of the Local Government Act, 1993.

PART 2 - EXEMPTIONS

Where wording is amended but where neither substance nor policy is changed.

PART 3 - CRITERIA

1. To provide Council with the mechanism to amend or revoke local policies.
 2. To ensure the public is kept aware of such amendments or revocations relating to local policies.
-

PART 4 - OTHER MATTERS

1. Amendments to local policies may deal with the whole or part of the local policy amended.
2. Public inspection is to be free of charge.
3. Copies of local policies are to be made available free of charge.

Review: This policy is to be reviewed as necessary or every four (4) years in accordance with Sections 158 to 167, Local Government Act, 1993.

Resolution No: 265/97; Reviewed September 03: 452/03; March 05: 94/05; Reviewed September 09: Revised February 2011: 46/11; Adopted without Change August 2013 (249/13).

PRACTICE NOTE No. 15

Water Safety

Updated July 2012



Practice Note No. 15 – Water Safety (Updated July 2012)

Division of Local Government, Department of Premier and Cabinet

July 2012

ACCESS TO SERVICES

The Division of Local Government, Department of Premier and Cabinet, located at:

Levels 1 & 2

5 O’Keefe Avenue
NOWRA NSW 2541

Locked Bag 3015
NOWRA NSW 2541

Phone 02 4428 4100

Fax 02 4428 4199

TTY 02 4428 4209

Level 9, 323 Castlereagh Street
SYDNEY NSW 2000

Locked Bag A5045
SYDNEY SOUTH NSW 1235

Phone 02 9289 4000

Fax 02 9289 4099

Email dlg@dlg.nsw.gov.au

Website www.dlg.nsw.gov.au

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1 Introduction

1.1 Purpose and scope

This is a guide to assist councils in NSW to carry out their water safety functions and responsibilities in public places, primarily:

- ➔ in public swimming pools; and
- ➔ on beaches.

It is also relevant for other waterways under council control that are used by the public including:

- ➔ public swimming enclosures such as rock pools and sea baths; and
- ➔ rivers, estuaries and lakes.

A council's water safety functions may include providing public swimming facilities, beach patrols, lifesaving services, water safety education and regulatory activities.

The Practice Note does not represent a minimum set of standards that all councils must apply. Rather, it is a guide to assist individual councils to develop, implement and document appropriate processes to minimise the risk of death or injury at aquatic locations under council care and control.

It should be noted that the Practice Note is not relevant to councils' role in ensuring private (including 'backyard') pools are surrounded by a compliant child-resistant barrier. While briefly outlined in *Section 9 Other aquatic locations and activities*, this role is provided for separately under the *Swimming Pools Act 1992* and *Swimming Pools Regulation 2008*¹.

It should also be noted that the Practice Note is not a comprehensive, stand-alone document. It should be used in conjunction with other relevant resources on water safety, many of which are referenced in this Practice Note.

¹ The *Swimming Pools Act 1992* (the Act) and the *Swimming Pools Regulation 2008* apply to private ('backyard') swimming pools and to moveable dwellings, hotels and motels. The Act prescribes the fencing requirements of backyard swimming pools in NSW. Some other safety requirements are prescribed, including the requirement for a CPR sign to be displayed near the pool. The Regulation prescribes the standards for swimming pool barriers. The current standard is the Australian Standard AS1926.1-2007 *Swimming Pool Safety, Part 1: Safety barriers for swimming pools*. This Standard is available for purchase through Standards Australia's publications distributor, SAI Global on phone: 131 242 or email: sales@saiglobal.com or web shop: www.infostore.saiglobal.com/store/.

1.2 Background

There are 721 beaches and over 370 public swimming pools in NSW. They are amongst the most popular places of public recreation in NSW. Many local residents and tourists enjoy the sun, sand, surf and relaxed lifestyle typical of beaches in this State. Public swimming pools provide an important venue for many forms of water sports, fitness and other recreational activities, and are enjoyed by significant numbers within the community throughout the year and particularly in summer.

However, there are inherent dangers with aquatic locations. Every year a number of people, including children, die in incidents associated with water recreation. Councils have a responsibility to ensure that adequate safeguards are in place to minimise the risks that can be associated with aquatic locations under their care and control.

In recognition of the priority placed by the NSW Government on ensuring that beaches, public swimming pools and other waterways are safe, water safety practice notes have been published since 1994 to provide guidance to councils.

1.3 About this update

Minor updates to the 2010 version of the Practice Note have been made to ensure it reflects current legislation, policy, Australian standards and relevant national vocational education and training packages, qualifications and units of competency and provides current details for organisations listed in section 11. *Further resources.*

2 What is the legislative and policy basis of a council's water safety functions?

2.1 Legislation

The *Local Government Act 1993* provides for local government in NSW and for the role of councils within their local government areas. Under the Act, councils have the power to:

- ➔ provide goods, facilities, services and carry out activities appropriate to the current and future needs of the local community and the wider public (section 24);
- ➔ manage public land (Part 2, Chapter 6). Public land is defined as land vested in or under the control of the council (with certain exclusions); and
- ➔ regulate or control various activities (Chapter 7, Chapter 16 and Chapter 17).

Councils make decisions to carry out various water safety functions using these general powers. Where a council has decided to carry out a water safety function, the council has a responsibility to ensure that it is carried out safely and effectively to minimise risks of associated injury or death.

Councils are encouraged to seek independent legal advice if they are unsure of their water safety responsibilities.

The *Marine Safety Act 1998* and the Marine Safety (General) Regulation 2009 provide for the responsible operation of vessels in waterways to protect safety and amenity. This includes:

- the provision of licences to operate vessels and personal watercraft (PWC) on navigable waterways;
- vessel and PWC registration;
- aquatic licences for exclusive use of certain waterways or parts thereof;
- mooring licences; and
- navigation aids.

Maritime Services can provide exemptions from the legislation to members of Surf Life Saving NSW and persons employed or contracted to councils to provide lifeguard services. Councils should consult Maritime Services as to the possible impact of any action taken on navigation.

2.2 Policy

In the absence of prescribed water safety minimum standards in the Local Government Act, the Practice Note is a key document providing guidance to councils to carry out water safety functions based on a risk management approach.

The Practice Note has been prepared in the context of NSW policy on water safety. The NSW Government has supported water safety as a critical community issue for many years. In 2011 the NSW Water Safety Advisory Council was re-established with membership comprising peak water safety related agencies. The Council provides advice to the Minister for Police and Emergency Services and the Government on water safety and a strategic approach to addressing water safety issues in NSW.

The Council advises the Minister for Police and Emergency Services on the allocation of the Water Safety Black Spots Fund which is designed to assist non-government water safety agencies to meet the Commonwealth target of reducing drowning deaths. Member organisations are listed in *Section 11: Further resources*.

The Council is responsible for developing the *NSW Water Safety Strategy* which sets the strategic direction for water safety in NSW. The Strategy is under review through 2012 and will be available on the NSW Government's website: www.watersafety.nsw.gov.au. The website also provides further information on the work of the Council, its members and the Black Spots Fund. Important water safety messages and links are provided on the website as the key portal for water safety issues.

Also relevant to coastal councils is the NSW Government's *NSW Coastal Policy: a sustainable future for the NSW coast* (1997). The Coastal Policy guides sustainable management and planning within the NSW coastal zone, including the role of local councils. All NSW councils in coastal zones are required to include provisions in planning proposals that give effect to and are consistent with the Coastal Policy². The Sydney Coastal Councils Group's *Sydney Regional Coastal Management Strategy* (1998) supplements the NSW Coastal Policy by guiding coastal planning, management and conservation activities in the coastal zone between Pittwater and Sutherland local government areas³.

This Practice Note should also be read in conjunction with the following Division of Local Government guidelines:

- ➔ Planning and Reporting Guidelines for Local Government in NSW and the Planning and Reporting Manual for Local Government in NSW (January 2010)⁴;
- ➔ Tendering Guidelines for NSW Government (October 2009);
- ➔ Pricing and Costing for Council Businesses. A Guide to Competitive Neutrality (July 1997).

² The **NSW Coastal Policy** is available on the NSW Department of Planning and Infrastructure's website at www.planning.nsw.gov.au. It guides sustainable management and planning along the NSW coast, including the role of local councils. A key goal relevant to water safety is to *provide for appropriate public access and use*. The policy includes objectives to:

- *increase public access to foreshores where feasible and environmentally sustainable options are available; and*
- *ensure risks to human safety from the use of coastal resources is minimised.*

Actions for councils under these objectives are around having:

- designated areas and management plans for particular types of on-water activity,
- a coastal safety assessment for any new coastal development to indicate the level and type of lifesaving facilities and personnel required as a result of that development
- beach signs and flags are consistent with Australian standards
- appropriate and relevant safety warning signs.

A section 117 Direction under the *Environmental Planning and Assessment Act 1979* requires all coastal zone councils to include provisions in planning proposals that give effect to and are consistent with the Coastal Policy.

³ The Sydney Coastal Councils Group's **Sydney Regional Coastal Management Strategy** (1998) is available at www.sydneycoastalcouncils.com.au. It guides coastal planning, management and conservation between Pittwater and Sutherland local government areas. One of the Strategy's guiding principles particularly relevant to water safety is:

- *Controlled public access to the coast, including beach...areas, should be maintained for recreation, tourism and other public activities. The extent, location and type of access may need to be controlled to mitigate adverse effects of this access, to resolve incompatible uses, to conserve and maintain ecological integrity, or in the interest of public safety.*

⁴ The **Planning and Reporting Guidelines for Local Government in NSW** and the **Planning and Reporting Manual for Local Government in NSW** (both January 2010) guide the community strategic planning and reporting processes of councils. Consultation on community needs and expectations in relation to aquatic recreational services should be considered as part of these processes. The guidelines and manual are available from the Division of Local Government's website (see *Section 11: Further Resources*).

Councils should ensure that local plans and policies are consistent with NSW Government legislation and policy.

3 What are a council's water safety functions and responsibilities?

The power of a council to undertake activities at beaches, public swimming pools and other waterways under its control derives from various sections of the Local Government Act. Under the Act councils have two broad water safety functions:

- **the performance of** regulatory activities; and
- **the provision of** services.

3.1 Regulatory activities

Regulatory activities are a core function of government. They require specialist skills and training, not least because they can place those carrying out law enforcement functions at physical risk⁵. For these reasons the delegation by councils of the power to perform regulatory activities under the Local Government Act is strictly limited to authorised persons (an employee of the council authorised to deal with a particular matter or a police officer), unless expressly legislated otherwise.

Regulatory activities relevant to water safety under the Act include:

- **erecting notices** (Chapter 16 Offences). A council may erect notices controlling certain activities in public places including public pools and public beaches. The terms of the notice may relate to the doing of anything in the place or the use of the place (section 632(2)). This provides councils with broad discretion in relation to the management of the use of the place;
- **taking legal proceedings with regard to offences** (Chapter 16 Offences). This includes legal proceedings in relation to offences such as damaging, defacing or polluting public bathing place (section 631), acting contrary to notices erected by councils (section 632), bathing (including nude bathing) and other water-based recreational activities (section 633). Legal proceedings cannot be taken against children and young people who were under the age of 10 years at the time the offence was committed (section 5 of the *Children (Criminal Proceedings) Act 1987*);

⁵ In recognition of this fact the *Crimes (Sentencing Procedure) Act 1999* was amended in 2009 to enable courts to consider it an 'aggravating factor' in sentencing if the victim of a crime is a council officer undertaking enforcement duties, including in relation to water safety. Aggravating factors can result in heavier sentences for offenders.

-
- **taking enforcement action** (Chapter 17 Enforcement). This includes demanding the name and address of a person who commits an offence under the Act (section 680) and removal of offenders from **community land** (section 681). Community land is specifically defined by the Act and, while it usually applies to public pools, it rarely applies to beaches. It should be noted that authorised council officers cannot remove a person from **operational land**. Enforcement action also includes confiscation of recreational equipment (section 681A). The power to confiscate water-based recreational equipment may be delegated to a member of a volunteer surf life saving club and/or an employee of an organisation providing contracted life saving services. This is the only delegation of regulatory activities relating to water safety other than to an authorised council officer or police officer provided for under the Local Government Act and is strictly limited to the terms of that delegation; and
 - **issuing penalty notices** (various sections of the Act). Penalty notices cannot be issued to children and young people who were under the age of 10 years at the time the offence was committed (section 53(2) of the *Fines Act 1996*).

While members of volunteer surf life saving clubs and employees of organisations providing contracted life saving services are not able to undertake regulatory activity (except in relation to section 681A), they may still provide evidence to authorised council officers or police in their capacity as witnesses to an alleged offence.

Further information about the powers of council to regulate activities under the Local Government Act is contained in **Appendix 1**.

Councils should also consider the need for authorised persons to have the appropriate skills and be provided with the appropriate training to carry out regulatory activities in relation to beaches, public swimming pools and other waterways under their control. It should be noted that the *Security Industry Act 1997* requires persons carrying out defined security activities (e.g. 'patrolling property') to be licensed. Implications of this legislation and options available to councils are outlined in the Local Government and Shires Associations' Local Government Weekly Circular 39/98 of 2 October 1998. Councils may contact the Associations for a copy of this Circular.

3.2 Service activities

These activities involve the provision of a service under section 24 and are therefore able to be delegated. Common service activities carried out by councils under the Act include:

- **Provision of aquatic recreation facilities** including public swimming pools and swimming enclosures such as rock pools. They may be managed directly by the council or delegated under a lease, licence or other arrangement involving the land/and or facility.

➤ **Life saving services** These services may be performed by:

- council employees. Schedule 1 of the *Industrial Relations Act 1996* deems council swimming centre managers and supervisors engaged under contract or lease with the local council to be employees. This includes individuals, husband and wife teams who have formed partnerships, and companies contracted to councils to manage or supervise the pool who employ staff to undertake a variety of tasks;
- a person or body, other than an employee of the council, such as a volunteer surf life saving club or an organisation providing contracted life saving services; or
- a combination of the above.

Councils will need to determine which mechanisms are the most appropriate to adequately carry out the life saving function in their local area. Further information on contracting out services can be obtained from the Division's guidelines on competitive tendering and costing of business activities⁶.

It is important to note that councils still retain their regulatory responsibilities when they have delegated their life saving function to a member of a volunteer surf life saving club and/or an employee of an organisation providing contracted life saving services.

➤ **Water safety signage** Councils may be involved in the placement of any signs, provided they are consistent with Australian Standard *AS/NZS 2416.1:2010 Water safety signs and beach flags – Specifications for water safety signs used in workplaces and public areas*, as amended from time to time, and the council has approved their use. This includes regulatory signs such as 'swimming prohibited' and 'surf craft prohibited' signs, as well as information signs, such as the red and yellow flags.

➤ **Water safety education** Many councils undertake water safety education as a service to their communities. Water safety education may focus on:

- pool and beach safety awareness;
- life saving skills; and
- water familiarisation/learn to swim skills.

⁶ Details on contracting out services can be obtained from the following publications: Division of Local Government, *Tendering Guidelines for NSW Government* (October 2009); and (then) Department of Local Government, *Pricing and Costing for Council Businesses. A Guide to Competitive Neutrality*, July 1997.

These documents are available from the Division of Local Government's website (see *Section 11: Further Resources*).

3.3 Service agreements

As service activities may be delegated, it is recommended that councils have formal written service agreements in place with service providers to document agreed responsibilities. For example, service agreements with surf life saving clubs generally cover the following areas:

- ➔ patrol times;
- ➔ staffing levels;
- ➔ emergency procedures;
- ➔ standards of use of equipment;
- ➔ incident and other reporting;
- ➔ indemnity;
- ➔ placing of signs;
- ➔ training and appointment of Honorary Beach Inspectors;
- ➔ funding arrangements (where applicable);
- ➔ agreed performance standards; and
- ➔ services provided by councils, for example, parking permits and meetings.

Councils should ensure that any third party entering into a contract with the council to manage an aquatic facility or provide a service, whether a private owner or a lessee of a swimming pool, considers the recommendations in this Practice Note. This includes learn to swim pools, school pools and public leased pools.

Further information on service agreements can be obtained from relevant organisations listed in *Section 11 Further resources*.

3.4 Agreements with user groups

It is also a recommended practice that councils/delegated aquatic facility managers enter into formal agreements with user groups such as schools, swimming instructors, clubs and community organisations using the facilities.

The agreement should identify key responsibilities of both the council/delegated aquatic facility manager and the hirer, for example, in relation to supervision, emergencies and first aid. This ensures that all parties are aware of their roles and reinforces appropriate stakeholder responsibilities and general behaviours.

Royal Life Saving Society of Australia's *Guidelines for Safe Pool Operation* contain a guideline on hire of facilities (General Operations, section G04) which lists information for inclusion in a user group agreement.

Councils are also strongly encouraged to erect 'Conditions of Entry' signs for aquatic recreation facilities to outline the general standard of behaviour expected of patrons.

4 What are the water safety functions and responsibilities of other stakeholders?

Water safety is not just a function or responsibility of local government. Other stakeholders with water safety functions and/or responsibilities in NSW are listed below.

4.1 NSW Government

The NSW Government provides the legislative and policy framework for water safety in NSW. It also has a regulatory role in certain areas. Agencies and their functions and responsibilities include:

- ➔ Ministry for Police and Emergency Services - oversight of water safety policy in NSW;
- ➔ Division of Local Government, Department of Premier and Cabinet – oversight of local government and private ('backyard') swimming pools legislation and policy;
- ➔ Ministry of Health – oversight of public health associated with public swimming and spa pools in NSW, including regulations and guidelines;
- ➔ Maritime Services, Roads and Maritime Services – oversight of marine safety, including boating legislation and policy; and
- ➔ Fisheries Compliance, Fisheries NSW, Department of Primary Industries, Department of Trade and Investment, Regional Infrastructure and Services – oversight of recreational fishing legislation and policy, including rock fishing.

4.2 Contractors/lessees

These include:

- ➔ companies or individuals that manage and supervise council-owned swimming pools under contract or lease (as discussed above in 3.2, the Industrial Relations Act deems swimming pool managers and supervisors engaged by a council under contract to be council employees);
- ➔ contractors providing life saving services; and
- ➔ volunteer surf life saving clubs.

Contractors and lessees must carry out their functions and responsibilities in accordance with relevant legislation, guidelines and policies as well as any contract or agreement signed with the council or other relevant body.

4.3 User groups

These include:

- ➔ schools;
- ➔ swimming and aquatic recreation organisations and instructors;
- ➔ swimming clubs; and
- ➔ community organisations.

User groups that hire aquatic recreation facilities on a casual or regular basis must also carry out their functions and responsibilities in accordance with relevant guidelines and policies, as well as any contract or agreement entered into with the council or other relevant body.

For example, schools should be guided by Department of Education and Communities' guidelines relevant to the activity⁷.

4.4 General public

These include:

- ➔ parents of young children;
- ➔ carers; and
- ➔ individuals.

Parents of young children and carers have a responsibility to provide adequate supervision of those under their care and control. Individual users of water recreation facilities also have a responsibility to behave appropriately and to adhere to policies, signage and any conditions of entry that may apply.

4.5 Water safety advocacy and service organisations

Members of the NSW Water Safety Advisory Council and other organisations carry out key water safety functions by promoting water safety, carrying out water safety education and training and, where applicable, carrying out water safety services such as life saving and rescue services. Information on the NSW Water Safety Advisory Council, including links to members' websites, can be found on the NSW Government's website, www.watersafety.nsw.gov.au.

⁷ The former NSW Department of Education and Training's ***Guidelines for the Safe Conduct of Sport and Physical Activity in Schools*** (1999) provides information for schools on supervision requirements, venue requirements, safety procedures and risk management for water based sports. The Department's ***Water Safety Guidelines for Unstructured Activity*** (2009) includes information relating to free swim days and other such activities on how to determine the aquatic proficiency of students and recommending the use of wrist bands to differentiate swimming proficiency. These documents are available from the NSW Department of Education and Communities.

5 A risk management approach to water safety

Councils should adopt a risk management or similar approach to making decisions about service provision and undertaking activities at aquatic locations under their care and control to ensure water safety.

5.1 Risk management process

The adopted approach needs to be systematic and comprehensive. It should follow a clear process that:

- **identifies the context and location** in which the water safety function will be provided (for example, ageing 25m local community swimming pool);
- **identifies factors** in relation to particular contexts (for example, community needs and resourcing may be identified through the council's community strategic planning process) and locations (for example, unmarked shallow end of pool). Common factors in relation to different locations are listed in 5.2 and 5.3 below;
- **identifies risks** associated with that factor (for example, head and spinal injury);
- **analyses and evaluates the risks** using a risk assessment matrix that documents the **likelihood** of a risk occurring and the **consequences** of it occurring (for example, a risk with a 'Very High' likelihood of occurring and having 'Major' consequences such as serious injury would require an immediate decision and action to address);
- **determines whether a service will be provided** based on an assessment of these factors and, if a service is to be provided, **the level of the service** to be provided (for example, to provide lifesaving services at a particular beach at a particular time);
- **develops and implements strategies** to address the identified risks (for example, safety signage and supervision);
- **adequately documents** the process and the basis upon which water safety decisions are made (for example, in a risk management plan); and
- **adequately monitors** the risk management plan or program concerned with water safety to ensure that the program remains appropriate and effective. Monitoring should be regular and ongoing, and the program revised, if necessary.

Many councils have adopted a risk management approach based on *ISO 31000:2009 Risk management - Principles and guidelines*. The Standard is available through SAI Global (see *Section 11 Further resources* for contact details).

Relevant risk management information may also be found in the National Health and Medical Research Council's *Guidelines for Managing Risks in Recreational Water* (2008) applying to coastal, estuarine and fresh waters and the Australian Water Safety Council's *A Guide to Water Safety Essentials for Local Government*. They are available on the Councils' websites (see *Section 11 Further resources* for details).

Councils should note that they remain responsible for the effective implementation of any risk management program regardless of whom they have delegated the life saving or other non-regulatory water safety function to.

Examples of risk management factors and audit tools to reduce the number of and severity of hazards, risks and potential injuries at particular locations are listed in 5.2 and 5.3 below.

5.2 Risk management in public swimming pools and other still water environments

Factors for consideration as part of a risk management process for public swimming pools and other still water environments include:

- number of patrons;
- characteristics of patrons, for example, age and swimming ability;
- design of the facility and the impact this has on visual surveillance of patrons;
- size, shape and number of pools;
- nature and scope of activities available, such as diving towers and water slides, aqua-aerobics, and learn-to-swim classes;
- reported injuries and incidents; and
- occupational health and safety issues for employees and/or contractors.

Royal Life Saving NSW has developed an on-line Public Pool Injury Reporting System available to assist councils and other managers of commercial aquatic facilities to collect, analyse and report on data on injuries that occur at public swimming pools, including injury type, rate, location and medical treatment required. RLS NSW contact details are in *Section 11 Further resources*.

To assist determine appropriate personnel, safety equipment and signage needed at aquatic facilities to manage water safety risks, councils are encouraged to audit and categorise public swimming pools and other still water environments under their care and control in accordance with the following five categories:

Category	Definition
5	Swimming Pool: (Multi-Purpose Aquatic and Recreation Facility). This facility generally has more than one body of water and would typically have a high patronage level with multiple activities occurring at the same time, e.g. school usage, lap swimming, learn to swim, scuba diving. Pool configuration and number of pools at the facility should also be taken into consideration for the purpose of surveillance.
4	Swimming Pool: (Aquatic Centre). Facility that has one or two bodies of water with medium to low patronage levels and no more than one aquatic activity occurring at any one time, e.g. one main swimming pool and a diving or toddler pool. Pool configuration is generally a standard rectangular shape.
3	Swimming Pool: (Local Community Swimming Pool). Swimming pool that is managed by the council and/or a designated community group that has one small swimming pool (less than 25 metres in length) with very low patronage levels and no more than one aquatic activity occurring at any one time. Pool configuration would always be the standard rectangular shape.
2	Other: Any still water environment that has been specifically constructed, designed or is intended to be used for swimming, diving, paddling or wading (e.g. rock pools, dams, swimming enclosures).
1	Other: Natural still waterway that is an area known for swimming and associated activities (e.g. rivers, creeks, lakes).

Note that the above categories are a guide only. Some facilities may not easily fit into these categories. In such cases councils should determine their own categories based on factors listed in 5.2 above (for example, facility size, configuration, usage and patronage), together with an assessment of their risk.

Once a category for an aquatic facility has been determined, councils should then determine and document the standards to apply to each category in terms of qualifications and number of personnel, equipment and signage.

In accordance with sound risk management practices, it is important that councils keep records of the process of determining why a facility was included in a particular category. The determined categories and standards that apply should be consistently maintained. They should be reviewed as part of a council's formal risk management review process.

To assist with this process, **Appendix 2** provides a detailed framework for councils on recommended minimum standards for personnel, safety equipment and signage based on the five categories above. **The framework in Appendix 2 is also a guide only.** It should be used and adapted as necessary by each council to suit local facilities and needs.

Councils may also seek guidance on an appropriate review timeframes and processes from relevant organisations listed in *Section 11 Further resources*.

5.3 Risk management at beaches and other waterways

Factors for consideration as part of a risk management process for beaches and other waterways include:

- ➔ number of users;
- ➔ characteristics of users, for example, age and swimming ability;
- ➔ nature of activities undertaken, for example, high risk activities, such as rock fishing⁸;
- ➔ seasonality, including holiday periods which may occur outside normal patrolled times;
- ➔ wave, tidal and weather patterns;
- ➔ location and access, for example, proximity to emergency services such as ambulance;
- ➔ geographic layout and the impact this has on visual surveillance of users;
- ➔ number and size of patrolled and unpatrolled areas;
- ➔ characteristics of beaches, such as rips, surf conditions, location of rocks, shark sightings and other hazards;
- ➔ condition of swimming enclosure barriers, including shark netting⁹;
- ➔ lifesaver/lifeguard capabilities including qualifications and experience;
- ➔ occupational health and safety issues for employees and/or contractors; and
- ➔ type and condition of equipment available.

⁸ Rock fishing is considered one of the most dangerous pastimes in Australia See *Section 8 Other safety considerations* for further information about rock fishing safety initiatives and contact organisations.

⁹ In relation to swimming enclosure barriers and shark netting, Fisheries Compliance, Fisheries NSW, Department of Primary Industries, recommends:

- Regular maintenance of swimming enclosures to ensure any netting is securely anchored and regularly checked for holes
- Inspection of facilities and necessary repairs at least three times a year – start of swimming season (September), mid season (December) and end of season (April). Additional checks as required based on principles of risk management (see *Section 8*)
- Forming links with local community groups (e.g. dive groups) to report maintenance issues.

To assist determine appropriate personnel, safety equipment and signage needed at beaches to manage water safety risks, coastal councils are strongly encouraged to audit and categorise beaches in their local government area. GPS data, maps, photographs, inspections, weather and surf condition reports, patrol reports and other data may be used to categorise beaches into types based on the risk factors identified above. The Practice Note does not advocate a particular beach audit or categorisation tool as there are a number in existence. Councils should use the one that best suits their local needs and circumstances. Some examples are listed below.

The Australian Beach Safety & Management Program, supported by the NSW Government and developed by the University of Sydney in partnership with Surf Life Saving Australia, is a comprehensive research project that has examined the nature, facilities, conditions, usage and public risks associated with all beaches in Australia. It has produced publications and resources that allocate a safety rating for each beach in NSW ranging from a low rating of 1 (least hazardous) to a high rating of 10 (extremely hazardous) based on a combination of factors.¹⁰

The Australian Professional Ocean Lifeguard Association has developed the *Beach Water Risk Assessment Checklist for Seaside Councils and National Parks* (2003 Revision).¹¹ This assessment tool provides councils with key information for each beach water location from which risk management service needs and requirements, including signage, can be determined.

Surf Life Saving Australia has developed an Aquatic Risk and Safety Audit.¹² The Audit provides a risk assessment of the coastal and aquatic environment with recommendations on beach access, signage and safety services.

Some councils have developed their own audit tools.¹³

¹⁰ The program has produced the publication *Beaches of the New South Wales Coast. A guide to their nature, characteristics, surf and safety* (Short. A., Sydney University Press, 2007). To complement this, a computer disk to enable local councils determine the level of staffing and the equipment and signage appropriate for beaches is also available from Surf Life Saving Australia.

¹¹ The APOLA *Beach Water Risk Assessment Checklist for Seaside Councils and National Parks* is divided into three parts:

- Part A provides for a comprehensive initial audit of a beach water location.
- Part B provides for an ongoing comprehensive audit of a beach water location over a period of one month. Daily information recorded provides a clear picture of typical weather, beach, surf, usage and incident patterns for a particular month.
- Part C provides for an ongoing daily comprehensive audit of a beach water location over a longer period such as a seven month swimming season, and typically for metropolitan locations, 365 days each year. It provides an opportunity to develop a full picture of typical weather, beach, surf, usage and incident patterns for particular times throughout the year.

¹² The Aquatic Risk and Safety Audit tool has been developed to identify and reduce hazards in an aquatic environment. Further information on the tool can be obtained from Surf Life Saving Australia (see Section 11 Further Resources for contact details). Australian Professional Ocean Lifeguard Association has also produced relevant publications that are available to councils.

¹³ Computerised Risk Management Programs - Wollongong City Council has developed a comprehensive risk management system called Corporate Asset Protection System (CAPS), which is used to assist the council in carrying out its water safety functions.

For advice on beach safety auditing tools and risk rating of beaches, councils should contact the Australian Professional Ocean Lifeguard Association, Surf Lifesaving Australia or the Australian Lifeguard Services. Contact details are in *Section 11 Further resources*.

Additional information and resources relating to risk management are included in *Section 11 Further resources*.

6 Training of water safety personnel

Where a council provides a life saving service, regardless of whether the service is delegated, it is the council's responsibility to ensure that the personnel have the life saving skills and qualifications necessary to adequately address the risks associated with the public pool, beach or other known still water swimming location under council's control (see *Section 5 A risk management approach to water safety*).

The Practice Note sets out recommended **minimum** standards for the qualifications of water safety personnel based on nationally accredited, competency-based, Vocational Education and Training packages, as revised from time to time.

This does not preclude councils from adopting higher standards if these are considered necessary or appropriate. Indeed, because of the characteristics of their public swimming pools, beaches and/or other still water environments, many councils have adopted higher standards, such as requiring personnel to undertake ongoing practical industry placement and more frequent assessment, registration and re-assessment.

In accordance with a risk management approach, councils should be committed to the ongoing training of water safety personnel to ensure that qualifications remain current. Councils should also ensure that personnel are provided with frequent opportunities to practise emergency management, physical fitness and other skills.

Personnel should update their certificates, through participation in re-accreditation or professional development programs, in accordance with industry recommendations.

For further information about the recommended minimum and higher standards of water safety training, councils should contact one of the relevant organisations identified in *Section 11 Further resources*.

Separate standards are set out below for public swimming pools and other still water environments as well as for beaches. This is because staff in these different aquatic locations require somewhat different qualifications.

Councils should take reasonable steps to ensure that any person participating in an aquatic activity in a council facility is supervised by a qualified person (e.g. pool lifeguard) or accompanied by a responsible adult at all times as a minimum.

Due to the unpredictability and ever-changing nature of aquatic environments, it is also important that councils encourage patrons to never swim or undertake an aquatic activity alone.

Councils should ensure that, if multiple activities occur at the same time at any aquatic location (e.g. school usage, lap swimming, scuba diving), the person responsible for supervising each activity has the qualifications appropriate for that activity.

6.1 Qualifications for public swimming pools and still water environments

The minimum standards for still water environments are based on nationally accredited vocational competencies for the sport, fitness and recreation sectors, including competencies for the **SIS30110 Certificate III in Aquatics** and the **SIS40110 Certificate IV in Community Recreation**.

Managers/operators, supervisory personnel and pool attendants/lifeguards

Appendix 2 comprises a framework that includes a detailed description of the role and functions of the facility manager/operator, supervisors and pool attendants/lifeguards, together with recommended minimum training qualifications at each level.

Appendix 3 provides a list of recommended competencies for personnel with different levels of qualification working in swimming pools.

Appendix 3 may be amended from time to time to reflect updates to the nationally accredited training packages. Councils will be advised of any changes.

Coaching and instructional staff

Personnel providing instruction in specific aquatic activities should hold an appropriate and approved qualification. This recommendation should apply to venues coordinating the following activities or for groups hiring the facility to undertake the identified activities.

Swimming and water safety instruction (learn-to-swim teaching staff):

A critical factor affecting water safety is the swimming and water safety skills of patrons. It is important that personnel teaching learn-to-swim programs are appropriately trained. A council should consider the following recommended **minimum** standards for learn-to-swim and other instructional staff:

General:

- ➡ The community recreation skill set for swimming and water safety teacher listed in the national Vocational Education and Training package *SIS10 Sport, Fitness and Recreation Training Package*.
- ➡ To view the skill set, go to **Appendix 3**.
- ➡ To find registered training organisations, go to www.training.gov.au.

Specialist areas:

- ➔ For swimming and water safety teachers wishing to teach infants, additional relevant competencies listed in national Vocational Education and Training package *SIS10 Sport, Fitness and Recreation Training Package*.
- ➔ To view the additional competencies, go to **Appendix 3**.
- ➔ To find registered training organisations, go to www.training.gov.au.
- ➔ For swimming and water safety teachers wishing to teach people with disabilities, additional relevant competencies listed in the national Vocational Education and Training package *SIS10 Sport, Fitness and Recreation Training Package*.
- ➔ To view the additional competencies, go to **Appendix 3**.
- ➔ To find Registered Training Organisations, go to www.training.gov.au.

Competitive swimming coaching:

- ➔ Australian Swimming Coaching Qualification, or the equivalent industry qualification.

Platform and springboard diving:

- ➔ Australian Diving Association Qualification, or the equivalent industry qualifications.

SCUBA diving:

- ➔ Dive instructor qualification from a recreational scuba training organisation, or the equivalent industry qualification.

Aqua-exercise:

- ➔ Australian Fitness Association Council Aqua Exercise Leaders Certificate, or the equivalent industry qualification.

Hydrotherapy:

- ➔ Hydrotherapy Aquatic Safety Certificate, or the equivalent industry qualification.

Still water lifesaving instruction:

- ➔ Royal Life Saving Society Australia Bronze Examiner Accreditation, or the equivalent industry qualification.

Waterpolo:

- ➔ Australian Waterpolo Association Coaching Qualification, or the equivalent industry qualification.

Other activities:

- any other aquatic activity where a relevant coaching qualification is recommended by the industry peak body.

6.2 Qualifications for beaches

The minimum standards for beach environments are based on nationally accredited vocational competencies for the public safety industry, including competencies for **PUA21010 Certificate II in Public Safety (Aquatic Rescue)** and **PUA31310 Certificate III in Public Safety (Aquatic Search and Rescue)**.

In determining the appropriate standard of training for those who perform the life saving function on beaches, councils will need to take into account the following:

- the number of council employed or contracted lifeguards on duty at any one time. Further information about this is provided in *Section 7 Number of trained water safety personnel*; and
- whether or not a volunteer surf life saving club is on duty. Because of their voluntary membership, it cannot be expected that all members of a club have the same standards of training. However, the council should ensure that the club can provide an appropriate number of personnel on duty who have the minimum standards of training set out below.

A council should consider as a recommended **minimum** standard of training the following:

Where the life saving function is carried out by a council employed lifeguard or contracted lifeguard.

The achievement of an award that includes the competencies listed in **Appendix 4** under *Council employed lifeguard or contracted lifeguard* or the PUA31310 Certificate III in Public Safety (Aquatic Search and Rescue)¹⁴ from or on behalf of a registered training organisation by qualified personnel. Some competencies for the Certificate III in Public Safety (Aquatic Search and Rescue) are listed in **Appendix 4** under *Volunteer surf life saving club*.

Appendix 4 may be amended from time to time, independent of a Practice Note review, to reflect updates to the nationally accredited training packages. Councils will be advised of any changes.

¹⁴ The Certificate III in Public Safety (Aquatic Search and Rescue) was developed by the Public Safety Industry Training Advisory Board. This nationally recognised qualification provides comprehensive, industry recognised training for aquatic rescue personnel involved in life saving. Details are available on the national database for the Vocational Education and Training sector at: www.training.gov.au (see *Section 11 Further Resources* for contact details).

Where the life saving function is carried out by a volunteer surf life saving club

A current Surf Life Saving Australia Bronze Medallion and PUA21010 Certificate II in Public Safety (Aquatic Rescue), along with an appropriate certificate/qualification relating to rescue equipment under the council's care and control from or on behalf of a registered training organisation.

Regardless of who carries out the life saving function

- ➔ a current first aid certificate from or on behalf of a registered training organisation with an aquatic focus and in accordance with WorkCover NSW standards, or the equivalent industry qualification;
- ➔ a current advanced resuscitation certificate, which includes the use of oxygen, from a registered training organisation whose programs accord with the guidelines of the Australian Resuscitation Council and WorkCover NSW, or the equivalent industry qualification.

The certificate/qualification should specify the type of equipment the holder has been trained on. Councils should ensure that water safety personnel are trained to use the particular oxygen equipment provided for use at the location.

Qualifications for coaching and instructional staff

Personnel providing instruction in specific aquatic activities at beaches should hold an appropriate and approved qualification. This applies to beaches and aquatic reserves, including lagoons and other open waters. Persons engaged in surf safety, learn-to-surf and other instructional activities involving craft used in the surf environment should hold an appropriate recognised qualification.

7 Number of trained water safety personnel

The number of trained personnel that need to be on duty to adequately deal with emergencies will depend on the circumstances of each swimming pool, beach and other waterway under the council's control.

These include those factors that need to be considered in the development of a risk management strategy or any other strategy concerned with water safety (see *Section 5 A Risk Management Approach*). Other considerations include equipment used, occupational health and safety, and child protection.

Councils should carefully consider the benefits of having more than one person on duty, particularly during an emergency situation such as a rescue or when first aid is needed. Having a minimum of two people on duty better ensures that emergency situations do not adversely impact on regular surveillance duties or put water safety personnel at risk.

Where a council has assessed that it is appropriate to have only one person on duty, the council should ensure that emergency support is available and arrangements are in place so that assistance can be immediately summoned. The support might consist of staff on standby or an appropriate emergency service.

Some guidance on supervision at public swimming pools is available to councils. For example, Royal Life Saving Australia's *Guidelines for Safe Pool Operation* has information about bather supervision, including a recommended minimum number of two lifeguards on duty and a recommended minimum ratio of 1 lifeguard for up to 100 people in the water (1:100). However, the guidelines caution that a risk assessment should be completed prior to establishing lifeguard ratios.

A lower ratio for NSW primary students of 1:50 has more recently been recommended by the NSW Coroner (see *Section 10 Other safety considerations*). Relevant Department of Education and Communities' guidelines require an even lower overall ratio of school teacher/supervisors to students of no more than 1:20 for school activities (see *Section 11 Further resources* for contact details).

Having considered all relevant factors, if a council decides not to staff a facility or to staff it only at certain times, it should consider implementing other safety precautions. In the case of a public swimming pool, this might include the following:

- ➔ proper fencing, including appropriate signage in accordance with *AS/NZS 2416:1:2010 Water safety signs and beach safety flags – Specifications for water safety signs used in workplaces and public areas*, as amended from time to time;
- ➔ a warning notice including resuscitation instructions as prescribed under the *Swimming Pools Act 1992* prominently displayed in the vicinity of the pool. These signs are available from a number of the organisations listed in *Section 11 Further resources*;
- ➔ procedures in place to deal with emergencies, including a quick and direct means of communication to emergency services.

Councils should also consider the safety needs of the personnel providing the service (staff or contractors) when determining the number of personnel to be on duty.

Councils must also ensure that they meet their legislative responsibilities in relation to child protection when determining staffing issues. These requirements are established in the following Acts:

- ➔ The *Commission for Children and Young People Act 1998*, which requires employment screening for those employed in child-related activities and makes it an offence to employ, or keep in employment, a person who has been convicted of a serious sex offence where that employment involves direct unsupervised contact with young people under the age of 18 years;
- ➔ The *Child and Young Persons (Care and Protection) Act 1998*, which places a duty of mandatory reporting on specified groups of council employees, including those providing water safety services at swimming pools and/or beaches;

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- ➔ The *Ombudsman Act 1974*, which gives the NSW Ombudsman jurisdiction to oversee and monitor systems for preventing child abuse by employees and for handling and responding to child abuse allegations or convictions involving employees.

Councils should seek independent legal advice if they are uncertain about their responsibilities in this regard.

8 Equipment, facilities and signage

Water safety personnel need to have equipment and facilities that enable them to respond effectively to emergency situations. The type of equipment and facilities should reflect the council's risk management assessment and will depend on the circumstances of each swimming pool, beach and waterway under the council's control.

8.1 Equipment and facilities

As a **minimum**, a council should consider providing the following safety equipment and facilities at a patrolled location:

- ➔ rescue aids. In the case of beaches, this can include a rescue board or another kind of flotation device, such as a rescue tube. Main rescue aids should be clearly visible to water safety personnel and members of the public;
- ➔ a first aid kit and/or a first aid room, or other suitable area where emergency treatment can be performed. Councils are encouraged to contact the Ambulance Service of NSW, and/or other accredited first aid training organisations, for details on what a suitable first aid kit should contain;
- ➔ oxygen resuscitation equipment sufficient to enable bag-mask oxygen resuscitation to be undertaken;
- ➔ water safety signs that are consistent with Australian Standard *AS/NZS 2416:1:2010 Water safety signs and beach safety flags – Specifications for water safety signs used in workplaces and public areas*, as amended from time to time. The Standard is available through Standards Australia (see *Section 11 Further resources* for contact details);
- ➔ a device to warn the public about potential danger. This can include a whistle and/or a loudspeaker/PA system; and
- ➔ a quick and direct means of communication between water safety personnel and emergency services. This can include a telephone.

For public swimming pools and other still waterways, **Appendix 2** provides more detailed guidance on the recommended minimum standards of safety equipment and facilities for each aquatic facility category.

Any equipment or facilities should:

- comply with the requirements of the NSW *Work Health and Safety Act 2011*;
- comply with any relevant standards produced by Standards Australia;
- be readily accessible to trained water safety personnel;
- be of a design that water safety personnel have been trained to use; and
- be stored, maintained and operated in accordance with any manufacturer's instructions and any relevant occupational health and safety requirements.

Water safety personnel, such as lifeguards and lifesavers on duty, should be readily identifiable at a distance and distinguishable from other beach/pool users.

A number of the organisations listed in *Section 11 Further resources* can provide councils with further information and guidance about water safety equipment and facilities.

8.2 Signage

Signage is an essential tool for councils to perform their water safety functions.

Under clause 411 of the Local Government (General) Regulation 2005 councils are required to ensure that all signage used by a council to control bathing and other related recreational activities complies with *AS/NZS 2416:1:2010 Water safety signs and beach safety flags – Specifications for water safety signs used in workplaces and public areas*, as amended from time to time.

The third version of the best practice manual, *Signs as Remote Supervision* (2007)¹⁵, has been produced for Statewide Mutual in response to audits undertaken of member councils of the Statewide Mutual Liability Scheme that highlighted claims in relation to issues with signage. The manual outlines a risk management process for councils to use to select the most appropriate type, number and location of information signs for their beaches, public swimming pools, other waterways and public reserves. The manual also provides information about relevant legal decisions regarding public liability. Councils are encouraged to use the manual.

Public swimming pools and other still waterways

For public swimming pools and other still waterways, Appendix 2 provides more detailed guidance on the recommended minimum standards of signage for each aquatic facility category.

¹⁵ The latest version of the best practice manual, *Signs as remote supervision* (2007), was developed by Echelon Australia for Statewide Mutual and is available to member councils on the internet at www.statewide.nsw.gov.au.

Councils are also encouraged to use Royal Life Saving Australia's *Guidelines for Safe Pool Operation* which has information about water safety signs at public swimming pools (see Section 11 Further resources for contact details).

Beaches

Councils may incur liability if they fail to warn the public of the risks of swimming at beaches under their care and control, or if they encourage people to swim where they otherwise might not. This liability is governed by the common law of negligence, as modified by the *Civil Liability Act 2002*. The Act provides certain protections to those who may incur such liabilities.

To minimise risk and therefore liability, councils should ensure that all swimmers are adequately and reasonably warned about swimming risks.

Warnings can be given orally or in writing provided they are likely to warn people of the general nature of a particular risk. Warnings should be clear, comprehensible and close to where people swim.

Councils should keep in mind that the audience for warnings includes children, tourists, people with a disability, people unfamiliar with the beach and people with lower than average skills, perception or judgment. For this reason it is preferable for warnings to be given by way of an easily understandable pictogram.

To further minimise liability, it is recommended that any statements on the relative safety of swimming between the flags should not use words such as 'safe', 'safer' or 'safest', or any similar form of words either on signs or in educational materials, including brochures and websites. Signs or educational material advising swimmers to 'exercise caution', 'swim between the flags' or that the area between the flags is patrolled are recommended instead.

9 Other aquatic locations and activities

9.1 Private or 'backyard' swimming pools

While this Practice Note focuses on the water safety functions of councils in public aquatic locations, it is relevant to note that councils play a crucial role in ensuring water safety in private or 'backyard' swimming pools in NSW.

Under the *Swimming Pools Act 1992* and *Swimming Pools Regulation 2008* councils have a regulatory role in ensuring private swimming pools are surrounded by a child-resistant barrier that complies with the Australian Standard *AS1926.1-2007 Swimming Pool Safety, Part 1: Safety barriers for swimming pools*, as amended from time to time.

Councils have general duties under section 5 of the *Swimming Pools Act 1992* to:

- ➡ take appropriate steps to ensure that they are notified of the existence of all pools in their areas to which the Act applies;
- ➡ promote awareness within their areas of the Act's requirements; and

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- ➔ investigate complaints about breaches of the Act when required to do so.

Further information about the role of councils under the swimming pools legislation is available in the 'Directory of Policy Advice for Councils' on the Division of Local Government's website at www.dlg.nsw.gov.au. The website also has information and resources targeted at the general public under the topic 'Backyard Swimming Pools', including the brochure *Swimming Pool Laws*, which has been updated to reflect recent amendments to the Act. It also includes a *Home Swimming Pool Safety Checklist*.

Royal Life Saving Australia has resources relevant to 'backyard' private swimming pools on its Home Pool Safety webpage at www.homepoolsafety.com.au. It additionally has a suite of *Guidelines for Water Safety* for:

- ➔ Body Corporate Pools (e.g. residential units and retirement villages);
- ➔ Hotels, Motels, Camping and Caravan Grounds;
- ➔ Commercial Learn to Swim and School Pools; and
- ➔ Urban Water Development (e.g. features such as lagoons in public spaces).

9.2 Dams and weirs

Recent drowning deaths in dams on private property have highlighted the importance of educating the community about the risks dams and weirs can pose, particularly to young children.

Councils in rural areas may play an important role in promoting awareness in their communities about the risks of dams and strategies to address these risks. These strategies may include education, signage, fencing and promoting the use of 'safe play areas', or securely fenced yards adjacent to houses designed to isolate young children from dams and other hazards on rural properties.

Further information on promoting water safety around dams is available in the Australian Water Safety Council's *Guide to Water Safety Essentials for Local Government* (Feb 2008) and from Royal Life Saving Australia's factsheet on farm water safety available at www.royallifesaving.com.au.

The Australian Water Safety Council's report, *Examination of water safety in rural, remote and regional locations across Australia* (July 2005), contains research results on access to aquatic facilities and water safety programs, supervision, adoption of 'safe play areas' and other best practice measures in rural, remote and regional locations (see *Section 11 Further resources* for contact details).

9.3 Other locations

Councils may need to consider the appropriateness of measures such as signage, railings, regular maintenance and/or lighting to address safety risks associated with other locations such as jetties, boardwalks and non-standard swimming pool enclosures. Councils should follow a risk management approach to determine what is reasonable and appropriate to provide in each circumstance (see *Section 5 A risk management approach to water safety*).

A public education program SharkSmart is informing NSW residents and visitors about ways to reduce their risk of a close encounter with a shark at NSW beaches and estuaries.¹⁶

9.4 Rock fishing

Councils may need to consider strategies to address safety issues associated with rock fishing. Rock fishing is considered one of the most dangerous pastimes in Australia, with the NSW Coroner stating in 1993 ‘...rock fishing has the highest fatality rate of any sport in NSW’¹⁷.

The NSW Government has been working with the Australian National Sportfishing Association (NSW Branch) to install angel rings at known rock fishing ‘blackspots’. Angel rings are life buoys that may be installed at popular ocean rock fishing spots across NSW. Angel Rings keep the victim afloat and away from the rocks until help arrives or a rescue can be organised. For further information about rock fishing and angel rings councils should contact Fisheries Compliance, Fisheries NSW, Department of Primary Industries, Department of Trade and Investment, Regional Infrastructure and Services and the Australian National Sportfishing Association (see *Section 11 Further resources* for contact details).

10 Other safety considerations

Other aspects of water safety that councils should consider include:

10.1 Equipment and facility design, materials and maintenance

Councils should give attention to the design of equipment and facilities, the use of appropriate surface materials and have a system in place for regular maintenance of all equipment and facilities including signs¹⁸.

¹⁶ Councils may contact Fisheries Compliance, Fisheries NSW, Department of Primary Industries, for further information about SharkSmart.

¹⁷ Councils may contact Fisheries Compliance, Fisheries NSW, Department of Primary Industries and the Australian National Sportfishing Association for further information about rockfishing including the angel ring project (see *Section 11 Further Resources*). Councils may also go to the NSW Water Safety Advisory Council’s Safewaters website for research reports and safety pamphlets in relation to rock fishing at www.safewaters.nsw.gov.au

¹⁸ Councils are encouraged to use Royal Life Saving Australia’s *Guidelines for Safe Pool Operation* in relation to the design of equipment and facilities.

10.2 Shade protection

Councils are encouraged to consider the provision of shade protection¹⁹. This includes protection for employees and contractors in accordance with councils' duty of care under the NSW Work Health and Safety Act requirements²⁰.

10.3 Emergency procedures

Councils should have clear and practised emergency procedures, including emergency signals and evacuation plans²¹.

10.4 Supervision of young children

Councils should consider the need for effective strategies to ensure adequate supervision of young children at public swimming pools²². Advice provided by the Anti-discrimination Board indicates that preventing entry to children not accompanied by an adult constitutes discrimination in access to facilities based on age under the Anti-discrimination Act. While the Act provides for exemptions, a strong case of special need would have to be established. Councils should consider implementing alternative strategies such as an entry fee structure that encourages family groups and that reflects the cost to the council of more diligent supervision of young children, and taking strong action in respect of any person who fails to comply with standards for safe behaviour at the pool.

10.5 Change rooms

Councils should consider the need for policies and practices in relation to change rooms. Different change room arrangements are described in **Appendix 5**, along with options to address the use of single sex change rooms by children of the opposite sex. The use of technology such as mobile phones, cameras and video recorders also raise issues of child protection and privacy for councils to consider.

¹⁹ Councils are encouraged to use the NSW Cancer Council publication, *Under cover. Guidelines for shade planning and design* (2003). As well as providing general information about planning, designing and constructing shade protection, the guidelines provide recommendations and considerations for shade provision at a range of specific sites including public swimming pools and beaches (see *Section 11 Further Resources* for contact details).

²⁰ The Division of Local Government's Circular 03/13 provides councils with a Best Practice Guide to Sun Protection in Local Government.

²¹ For further information about emergency planning, it is suggested that councils contact the Aquatic and Recreation Institute or Royal Life Saving Australia in the case of swimming pools; and the Australian Lifeguard Service, the Australian Professional Ocean Lifeguard Association or Surf Life Saving NSW in relation to beaches (see *Section 11 Further Resources* for contact details).

²² Royal Life Saving Australia has a *Keep Watch @ Public Pools* initiative. The initiative includes a public education program targeting parents and carers involving key supervision messages at the facility via pool signage, pool announcement systems and information cards. Pools that participate in the program sign a partnership agreement with Royal Life Saving (see *Section 11 Further Resources* for contact details).

10.6 Water quality

The Public Health (Swimming Pools) Regulation 2000 controls the public health risks associated with public swimming and spa pools in NSW.

To complement the Regulation, NSW Ministry of Health has produced *Public Swimming Pool and Spa Pool Guidelines* which specify minimum levels of chemicals and disinfectants as a health criteria for *treated* water public swimming pools and public spa pools. The guidelines also include guidance on *untreated* or natural swimming pools such as rivers, streams and water holes.

Environmental Health Officers in NSW Ministry of Health and councils also use the national *Guidelines for Managing Risks in Recreational Water* (2008, National Health and Medical Research Council) for managing health risks in natural recreational swimming environments such as lakes, dams, rivers, streams and beaches/oceans.

Further information can be found on the NSW Ministry of Health website at www.health.nsw.gov.au/PublicHealth/environment/water/water_recreational.asp or by contacting a Public Health Unit.

10.7 Coronial recommendations

Councils should consider Coronial findings and recommendations in relation to drownings in the context of exercising their water safety functions.

For example, a Coronial recommendation to the then NSW Department of Education and Training based on findings into a drowning at a public pool in 2006 was for primary school students participating in school fun days to be assessed for their swimming proficiency and assigned colour coded wrist bands identifying them as swimmers or non-swimmers. The same report further recommended to Royal Life Saving Australia that a policy be implemented for a ratio of lifeguards to primary school students during unstructured school swimming activities of 1 lifeguard to 50 students.

Councils should follow a risk management approach to determine what strategies are reasonable and appropriate to implement in each circumstance (see *Section 5 A risk management approach to water safety*).

The findings and recommendations of Coronial inquests into drownings are publicly available on the NSW Coroner's Court webpage on the NSW Lawlink website at www.coroners.lawlink.nsw.gov.au/.

11 Further resources

Contact details for organisations referred to in the Practice Note are listed below in alphabetical order. Included are their relevant areas of expertise and resources.

NSW Government agencies:

Ambulance Service of NSW

Locked Bag 105
ROZELLE NSW 2039
Phone: (02) 9320 7777
Fax: (02) 9320 7800
Email: generalenquiry@ambulance.nsw.gov.au
Web: www.ambulance.nsw.gov.au

- Provides emergency and non-emergency clinical care and health related transport services;
- For advice on the content of a first aid kit.

Division of Local Government, Department of Premier and Cabinet

Locked Bag 3015
NOWRA NSW 2541
Phone: (02) 44284100
Fax: (02) 4428 4199
Email: dlg@dlg.nsw.gov.au
Web: www.dlg.nsw.gov.au

- Provides NSW Government policy advice on local government;
- For information about the Practice Note;
- For information about private swimming pools legislation in NSW;
- For *Planning and Reporting Guidelines for Local Government in NSW* and *Planning and Reporting Manual for Local Government in NSW* (Jan 2010).

Fisheries NSW, Department of Primary Industries, Department of Trade and Investment, Regional Infrastructure and Services

PO Box 21
CRONULLA NSW 2230
Phone: 1300 550 474
Email: information-advisory@dpi.nsw.gov.au
Web: www.dpi.nsw.gov.au/fisheries

- Provides NSW Government policy advice on fish and recreational fishing;
- For advice on rock fishing;
- For advice on managing shark attack risks including maintenance of swimming enclosures and shark netting.

Maritime Services, Roads and Maritime Services, Transport for NSW

Locked Bag 5100
CAMPERDOWN NSW 1450
Phone: (02) 9563 8511
Fax: (02) 9563 8522
Email: enquiries@maritime.nsw.gov.au
Web: www.rms.nsw.gov.au

- Provides NSW Government policy advice on marine safety including boating.

Ministry for Police and Emergency Services

PO Box 6976
SILVERWATER NSW 2128
Phone: (02) 9228 5491 (water safety)
Fax: (02) 9228 3551 (water safety)
Email: Via website
Web: www.mpes.nsw.gov.au

- Lead agency for water safety in NSW.
- Chair of NSW Water Safety Advisory Council (www.watersafety.nsw.gov.au).

Ministry of Health

Locked Mail Bag 961
NORTH SYDNEY NSW 2059
Phone: (02) 9391 9000
Fax: (02) 9391 9101
Email: feedback@doh.health.nsw.gov.au
Web: www.health.nsw.gov.au

- Provides NSW Government policy advice on public health at public swimming pools and spas and information on water quality;
- For *Public Swimming Pool and Spa Pool Guidelines* (1996);

Office of the NSW State Coroner

Coroner's Court
PO Box 309
CAMPERDOWN BC 1450
Phone: (02) 8584 7777
Fax: (02) 9660 7594
Email: local_court_glebe@agd.nsw.gov.au
Web: <http://www.coroners.lawlink.nsw.gov.au/>

- For the findings and recommendations based on Coronial inquiries into drowning deaths.

School Sports Unit, Strategic Initiatives, Learning and Development, Public Schools, Department of Education and Communities

Locked Bag 1530
BANKSTOWN NSW 2200

Phone: (02) 9707 6900
Fax: (02) 9707 6999
Email: schoolsportunit@det.nsw.edu.au
Web: www.sports.det.nsw.edu.au

- For advice on water safety for schools and school groups;
- For *Guidelines for the Safe Conduct of Sport and Physical Activity in Schools* (1999) and *Water Safety Guidelines for Unstructured Activity* (2009).

Other organisations:**Aquatic and Recreation Institute**

PO Box 7283
BROOKVALE NSW 2100
Phone: 0414 659 389
Email: aquaticsrecreation@gmail.com
Web : www.aquaticinstitute.com.au

- Professional association of Aquatic and Recreation practitioners;
- For advice on public swimming pools including categorisation and recommended minimum standards in relation to personnel, safety equipment and signage.

Australian Lifeguard Service

Locked Bag 1010
ROSEBERY NSW 2018
Phone: (02) 9215 8000
Fax: (02) 9215 8180
Web: www.lifeguards.com.au

- Organisation providing professional ocean beach lifeguard services;
- For advice on access to, and use of, safety auditing tools, risk rating of beaches and Lifeguard Risk Management Services.

Australian National Sportfishing Association NSW

Angel Ring Co-ordinator
PO Box 328
MATRAVILLE NSW 2036
Phone: 1800 079 009 or 0407 131 714
Email: Please see website
Web: www.ansansw.com.au

- National association for sportfishing;
- For advice on rock fishing and the angel ring program.

Australian Professional Ocean Lifeguard Association

PO Box 6700

COFFS HARBOUR PLAZA NSW 2450

Phone: (02) 6650 0366

Email: apola@apola.asn.auWeb: www.apola.asn.au

- Association for Australian professional beach inspector ocean lifeguards;
- For advice on beaches including access to and use of safety audit tools including the *Beach Water Risk Assessment Checklist for Seaside Councils and National Parks* (2003).

Australian Sports Commission

Sports Performance & Planning

Sports Development

PO Box 176

BELCONNEN ACT 2617

Phone: (02) 6214 1111

Fax: (02) 6214 1836

Web: www.ausport.gov.au

- National sports administration and advisory agency;
- For advice on why a first aid kit is important and how to use it.

Australian Water Safety Council

PO Box 558

BROADWAY NSW 2007

Phone: (02) 8217 3111

Fax: (02) 8217 3199

Email: Please see website

Web site: www.watersafety.com.au

- Consultative forum on key water safety issues;
- For the *Australian Water Safety Strategy*;
- For *Guide to Water Safety Essentials for Local Government* (Feb 2008) including information on risk management at various aquatic locations;
- For *Examination of water safety in rural, remote and regional locations across Australia* (July 2005).

Cancer Council NSW

PO Box 572

KINGS CROSS NSW 1340

Phone: (02) 9334 1900

Fax: (02) 9326 9328

Web: www.cancercouncil.com.au

- For information on shade protection including *Under cover. Guidelines for shade planning and design* (2003).

Coastal Studies Unit, School of Geosciences, University of Sydney

SYDNEY NSW 2006

Phone: 02 9036 7583

Fax: 02 9351 2442

Web: www.sydney.edu.au/science/geosciences

- Unit conducting education and research on coastal environments;
- For copies of *Beaches of the New South Wales Coast. A guide to their nature, characteristics, surf and safety* (Short. A., Sydney University Press, 2007).

Local Government and Shires Associations of NSW

GPO Box 7003

SYDNEY NSW 2001

Phone: (02) 9242 4000

Fax: (02) 9242 4111

Email: lgsa@lgsa.org.auWeb: www.lgsa.org.au

- Peak body for local councils in NSW;
- For specialist advice, services and advocacy for NSW councils.

National Health and Medical Research Council

GPO Box 1421

CANBERRA ACT 2601

Phone: 1300 064 672 or (02) 6217 9000

Fax: (02) 6217 9100

Email: nhmrc@nhmrc.gov.auWeb: www.nhmrc.gov.au

- National body for supporting health and medical research and for developing health advice for the Australian community;
- For *Guidelines for Managing Risks in Recreational Water* (2008) in coastal, estuarine and fresh waters.

National Register of information on Training Packages, Qualifications, Courses, Units of Competency and Registered Training OrganisationsWeb: www.training.gov.au

- Database on Vocational Education and Training in Australia;
- For information on training packages, qualifications, courses, units of competency and registered training organisations.

Royal Life Saving NSW

PO Box 8307

BAULKHAM HILLS BC NSW 2153

Phone: (02) 9634 3700

Fax: (02) 9634 8529

Email: nsw@royalnsw.com.auWeb: www.royallifesaving.com.au

- Organisation for water safety, swimming and lifesaving education;
- For the *Guidelines for Safe Pool Operation*;
- For advice on risk management of public swimming pools;
- For advice on swimming pool safety including aquatic rescue, staffing, signage, resuscitation training, safety equipment, oxygen equipment and first aid kits and contents;
- For information and resources on private swimming pool safety.

SAI Global

Information Services

GPO Box 5420

SYDNEY NSW 2001

Phone: 131 242

Fax: 1300 65 49 49

Email: sales@saiglobal.comWeb: www.infostore.saiglobal.com/store/

- Standards publications distributor;
- For copies of the following Standards:
 - *AS/NZS ISO 31000:2009 Risk management - Principles and guidelines.*
 - *AS/NZS 2416.1:2010 Water safety signs and beach safety flags – Specifications for water safety signs used in workplaces and public areas*

St John NSW

St John House

9 Deane Street

BURWOOD NSW 2134

Freephone: 1300 360 455

Tel: (02) 9745 8888

Fax: (02) 9745 8777

Email: customer_service@stjohnnsw.com.auWeb: www.stjohnnsw.com.au

- Charitable organisation providing first aid training, services and equipment;
- For advice on first aid and resuscitation training.

Standards Australia

GPO Box 476

SYDNEY NSW 2001

Phone: 1800 035 822 or (02) 9237 6000

Fax: (02) 9237 6010

Email: mail@standards.org.auWeb: www.standards.org.au

- Organisation coordinating the development of national Standards;
- For copies of *AS/NZS 2416:1:2010 Water safety signs and beach safety flags – Specifications for water safety signs used in workplaces and public areas* contact the Standards publications distributor, **SAI Global** on phone: 131 242 or email: sales@saiglobal.com or web shop: www.infostore.saiglobal.com/store/.

Statewide Mutual

PO Box H25

AUSTRALIA SQUARE NSW 1215

Phone: (02) 8270 6000

Fax: (02) 9299 2029

Email: secretary@statewide.nsw.gov.auWeb: www.statewide.nsw.gov.au

- Insurer of most local councils in NSW;
- For advice on a range of insurance and risk related matters;
- For copies of *Information Signs as Remote Supervision*.

Surf Life Saving NSW

PO Box 307

BELROSE NSW 2085

Phone: (02) 9471 8000

Fax: (02) 9471 8001

Email: experts@surflifesaving.com.auWeb: www.surflifesaving.com.au

- Organisation for beach and aquatic environment lifesaving services;
- For advice on risk management and coastal risk assessments of beaches;
- For NSW beach database;
- For *Australian Coastal Public Safety Guidelines* (2007).

12 Acknowledgements

The following organisations have previously provided input to formal reviews of the Practice Note. Their input is appreciated.

Members of the NSW Water Safety Council Standards Sub-committee

- Aquatic and Recreation Institute;
- Australian Professional Ocean Lifeguard Association;
- Statewide Mutual;
- Local Government and Shires Associations of NSW;
- Sport and Recreation, Office of Communities, Department of Education and Communities;
- Maritime Services, Roads and Maritime Services, Transport for NSW;
- Fisheries Compliance, Fisheries NSW, Department of Primary Industries, Department of Trade and Investment, Regional Infrastructure and Services;
- Royal Life Saving NSW;
- Surf Life Saving NSW.

Other stakeholders

- NSW local councils²³;
- Australian Lifeguard Service;
- AUSTSWIM (member of the NSW Water Safety Advisory Council);
- St John NSW.

²³ 75 NSW councils responded to a (then) Department of Local Government survey on public swimming pool safety that included a questions on the Practice Note. Councils' responses have been incorporated into this review.

Appendix 1 - Regulatory activities

The performance of regulatory activities under the *Local Government Act 1993* is strictly limited to authorised council officers and police officers, unless expressly legislated otherwise (as under section 681A). This is because regulatory activities are a core function of government that require specialist skills and training to minimise the risk of harm to authorised officers in carrying them out. Councils should take steps to ensure that authorised persons have the appropriate skills and training to perform these duties.

Below are some common water safety related regulatory activities undertaken by councils.

Power to erect and enforce notices to control activities in a public place

Under the Act a council may erect notices controlling certain activities in public places, including public beaches and public land near beaches. These activities include:

- ➔ the consumption of alcohol (s632);
- ➔ managing vehicle access (s632);
- ➔ controlling animals (s632);
- ➔ the doing of anything in the place (s632);
- ➔ the use of the place for anything (s632);
- ➔ the use of water-based recreational equipment, including surfboards, windsurfers and personal water craft (PWC) (s633), subject to the concurrent approval of the Minister for Transport, as Minister responsible for the Marine Safety Act;
- ➔ the conduct and costume of people on the beach (s633);
- ➔ using the beach for nude bathing (s633);
- ➔ the use of skateboards, roller blades and roller skates (s633A).

Failure to comply with a notice is an offence, subject to a maximum penalty of 10 penalty units (i.e. \$1100). Penalty notices cannot be issued to children and young people who were under the age of 10 at the time the offence was committed (section 53(2) of the *Fines Act 1996*).

Councils may delegate the authority to erect water safety signs (compliant with *AS/NZS 2416.1:2010 Water safety signs and beach safety flags – Specifications for water safety signs used in workplaces and public areas*) to members of water safety organisations.

Any person, including water safety personnel who are not employees of the council, may request that people comply with any notices erected by or on behalf of the council. If a person refuses that request, only an appropriately authorised council employee or the police, may take action to prosecute them. However, other water safety personnel may provide evidence in their capacity as witnesses to an alleged offence.

A council may erect notices and authorised persons may issue penalty notices to persons who fail to comply with the terms of the notice on community and operational land.

Power to remove a person from council facilities on community land

Community land is specifically defined by the Local Government Act. Most council swimming pools are situated on community land but most beaches are not.

If a person commits an offence under sections 632 or 633 of the Local Government Act on community land then section 681 of the Act allows an authorised person to remove the offender. Section 681 also provides that reasonable force may be used for the removal and that such removal does not affect the person's liability to be prosecuted for an offence.

It should be noted that if a pool is situated on operational land then an authorised person cannot remove a person under section 681 of the Act. However, as noted above, authorised persons can still issue a penalty notice for failure to comply with a council notice on operational land. Crown land must be managed in accordance with the *Crown Lands Act 1989*.

Confiscation of water-based recreational equipment

Confiscation of water-based recreational equipment is a unique situation in that this power may be exercised by a member of a surf life saving organisation who has been appropriately authorised by the council.

Under section 681A of the Local Government Act, the power to confiscate water-based recreational equipment may be exercised by:

- ➡ an employee of the council authorised by the council in writing to carry out this function; or
- ➡ a police officer; or
- ➡ a member of a surf life saving organisation who is authorised by the council in writing to carry out this function.

If water-based recreational equipment is being used in contravention of notices erected by the council under section 633 of the Act, an authorised person can give a warning that the misuse must stop. If the misuse continues the authorised person may confiscate the equipment, but may not use force to do so.

When equipment is confiscated the authorised person must give the person who had possession a receipt showing the nature of the equipment and the time and date it was taken. The receipt could also describe distinguishing features of the equipment, for example, colours, design and any existing damage. The confiscated equipment must be returned to that person or delivered to a public pound within 24 hours. If the confiscated equipment is taken to a pound the person from whom it was taken must be notified in writing of the address of the pound.

The *Impounding Act 1993* (sections 20 and 23 (2)(b) and (c) excepted) applies to confiscated equipment that is delivered to the pound. In summary:

- ➔ the equipment must be released on demand without payment of fees or charges;
- ➔ the impounding authority must be satisfied that the person who requests the equipment is the owner, is authorised to claim the equipment, or is otherwise entitled to lawful possession of the equipment;
- ➔ the person must sign a receipt for the release of the equipment; and
- ➔ the equipment may be sold by public auction or public tender if not released within 28 days.

Other offences under the Local Government Act

Other offences under the Local Government Act relating to public behaviour in public places, including beaches and public swimming pools, include:

- ➔ wilfully breaking, throwing or leaving a bottle, glass, syringe or anything likely to endanger or cause injury to any person in a public place (s630);
- ➔ damaging, defacing or polluting a public bathing place (s631);
- ➔ using loudspeakers or sound amplifying device without prior approval of the council (s68; s626). It should be noted that section 68 only applies to community land; and
- ➔ wilfully obstructing water safety personnel, duly authorised by a council, in carrying out their functions (s660).

Any person, including water safety personnel who are not employees of the council, may request that people comply with these provisions of the Act. However, if any person refuses that request, only an appropriately authorised council employee can enforce compliance. Police help may be sought if the council employee is not available.

Only authorised council employees, or the police, may take action to prosecute persons who do not comply with these provisions. However, other water safety personnel may provide evidence in their capacity as witnesses to an alleged offence.

Appendix 2 - Public swimming pool & still water facility categories - Recommended minimum standards

Category 5 Swimming Pool: (Multi-Purpose Aquatic and Recreation Facility). This facility generally has more than one body of water and would typically have a high patronage level with *multiple activities* occurring at the same time e.g. school usage, lap swimming, learn to swim, scuba diving. Pool configuration and number of pools within the facility should also be taken into consideration for the purpose of surveillance

Role/Function	Definition	Qualification	Professional Development
<u>Facility/Centre Manager/Operator Requirements</u>	<p>The owner, manager, trustee or other person or persons in charge of the aquatic facility.</p> <p>On site during operational hours or delegation of responsibilities formally given to a senior staff member holding the appropriate qualifications.</p> <p>The position of <u>Facility/Centre Manager/Operator</u> requires expertise in a range of areas such as:</p> <ul style="list-style-type: none"> • maintenance of water quality, including testing, chemical treatment, disease control • vision of emergency life saving services and/or reliable onsite communication to these services • plant operation and maintenance • management, including business operation, human resource management and public relations • awareness of the Work Health and Safety Act 2011 • risk management • safe chemical handling 	<p>1. Aquatic and other competencies providing credit towards the SIS40110 Certificate IV in Community Recreation in the SIS10 Sport, Fitness and Recreation Training Package. These competencies are appropriate for aquatic <i>management</i> level. For a list of competencies together with descriptions see Appendix 3.</p> <p>Or the equivalent industry qualifications provided by a registered training organisation.</p> <p>And</p> <p>2. Aquatic and other competencies providing credit towards the SIS30110 Certificate III in Aquatics in the SIS10 Sport, Fitness and recreation Training Package. These competencies are appropriate for aquatic <i>operations</i> level. For a list of competencies together with descriptions see Appendix 3.</p> <p>Or the equivalent industry qualifications provided by a registered training organisation.</p>	<p>Councils should be committed to the ongoing training of management staff and strongly encourage their regular participation in professional development to ensure that qualifications and skills remain current.</p> <p>This could include participation in industry specific conferences and workshops such as the ARI Conference, Country Pool Managers Conference, work health and safety workshops, Risk Management Workshops and/or emergency procedures workshops.</p> <p>It would be advantageous to hold a current membership with an industry professional body.</p>
<u>Supervisory Personnel</u>	<p>Those responsible for overseeing the day to day operations of the facility e.g. Shift or Duty Manager.</p>	<p>1. Aquatic and other competencies providing credit towards the SIS30110 Certificate III in Aquatics in the SIS10 Sport, Fitness and recreation Training Package. These competencies are appropriate for <i>aquatic supervision</i> level. For list of competencies together with descriptions see Appendix 3.</p> <p>Or the equivalent industry qualifications provided by a registered training organisation.</p> <p>And</p>	<p>Councils should be committed to the ongoing training of supervisory staff and strongly encourage their regular participation in professional development to ensure that qualifications and skills remain current.</p> <p>This could include participation in industry specific conferences and workshops such as the ARI Conference, Country Pool Managers Conference, work health and safety workshops, Risk Management Workshops and/or emergency procedures workshops.</p>

Category 5 Swimming Pool: (Multi-Purpose Aquatic and Recreation Facility). This facility generally has more than one body of water and would typically have a high patronage level with *multiple activities* occurring at the same time e.g. school usage, lap swimming, learn to swim, scuba diving. Pool configuration and number of pools within the facility should also be taken into consideration for the purpose of surveillance

		<p>2. RLSSANSW Pool Lifeguard Licence (updated annually) consisting of RLSSA Bronze Medallion, NSW Workcover approved First Aid (updated every 3 years) and RLSSA Oxygen Equipment;</p> <p>Or</p> <p>The equivalent in competencies from the SIS10 Sport, Fitness and Recreation Training Package, provided by a registered training organisation. For list of competencies together with descriptions see Appendix 3.</p>	<p>Councils should recognize their responsibility to encourage permanent staff at this level to gain nationally accredited industry competencies at Certificate IV AQF level.</p>
<u>Pool Attendant / Lifeguard</u>	<p>Those responsible for the supervision of patrons using the facility ensuring safety of patrons at all times in accordance with legislation, regulations and the centre's rules, policies and procedures.</p>	<p>RLSSANSW Pool Lifeguard Licence (updated annually) consisting of RLSSA Bronze Medallion, NSW Workcover approved First Aid (updated every 3 years) and RLSSA Oxygen Equipment;</p> <p>Or</p> <p>The equivalent in competencies from the SIS10 Sport, Fitness and Recreation Training Package, provided by a registered training organisation. For list of competencies together with descriptions see Appendix 3.</p>	<p>Councils should be committed to the ongoing training of lifeguard staff and strongly encourage their regular participation in professional development to ensure that qualifications and skills remain current.</p> <p>This could include participation in industry specific conferences and workshops such as the ARI Conference, Country Pool Managers Conference, work health and safety workshops, Risk Management Workshops and/or emergency procedures workshops.</p> <p>Councils should recognize their responsibility to encourage permanent staff at this level to gain nationally accredited industry competencies at Certificate III AQF level.</p>

Safety Equipment (including first aid and rescue)	Signage
<p>First Aid facilities</p> <p>A separate room containing all the necessary first aid equipment, fittings and supplies where emergency treatment can be performed as outlined in RLSSA Guidelines for Safe Pool Operations and that complies with Ministry of Health and Australian Standards.</p> <p>It is advisable that first aid stations be established that enable rapid treatment and are readily accessible by qualified personnel. Facilities should provide appropriate rescue equipment enabling effective response to emergency situations.</p> <p>The type of equipment will depend on the circumstances of each facility and examples would include: rescue aids, reach poles, throwing aids such as rope or flotation device (throw bags, life jackets, rescue tubes), spine boards, extraction collars and appropriate strapping systems. Reference RLSSA Guidelines for Safe Pool Operations.</p> <p>Oxygen resuscitation equipment sufficient to enable bag valve mask oxygen resuscitation including capabilities of delivering oxygen therapy and / or oxygen supplementation for EAR on adults and children. It is essential that this equipment meets Australian Standard requirements and is regularly maintained and serviced and the appropriate documentation maintained.</p> <p>The necessary communication systems to enable the appropriate warning or notification of staff and facility patrons. A quick and direct means of communication between water safety personnel and emergency services (e.g. two way radios, whistles).</p> <p>All facilities should have emergency procedure policies and plans and incident reporting procedures in line with Work Health and Safety legislation. For more information on safety equipment refer to section 8 of this Practice Note.</p>	<p>All aquatic facilities should use signage that details acceptable patron behaviour, and other safety rules. The signage should be displayed in a prominent location, and contain information that is appropriate for the nature of activities conducted at the facility. For additional information refer to the following publications and/or organisations:</p> <ul style="list-style-type: none"> • RLSSA Guidelines for Safe Pool Operations • Standards Australia for appropriate Australian Standards • "Information Signs as Remote Supervision" as developed by the Echelon Group for Statewide Mutual

Category 4 Swimming Pool: (Aquatic Centre). Facility that has one or two bodies of water with medium to low patronage levels and no more than one aquatic activity occurring at any one time e.g. one main swimming pool and a diving or toddler pool. Pool configuration is generally a standard rectangular shape.

Role/Function	Definition	Qualification	Professional Development
<u>Facility/Centre Manager/Operator Requirements</u>	A representative of the owner/ lessee having formal responsibility for the management of the facility.	Essential requirements of the representative's position as deemed necessary by the council.	<p>Councils should be committed to the ongoing training of management staff and strongly encourage their regular participation in professional development to ensure that qualifications and skills remain current.</p> <p>This could include participation in industry specific conferences and workshops such as the ARI Conference, Country Pool Managers Conference, work health and safety workshops, Risk Management Workshops and/or emergency procedures workshops.</p> <p>It would be advantageous to hold a current membership with an industry professional body.</p>
<u>Supervisory Personnel</u>	Those responsible for overseeing the day to day operations of the facility e.g. Shift or Duty Manager.	<p>1. Aquatic and other competencies providing credit towards the SIS30110 Certificate III in Aquatics in the SIS10 Sport, Fitness and recreation Training Package. These competencies are appropriate for aquatic supervision level. For list of competencies together with descriptions see Appendix 3.</p> <p>Or the equivalent industry qualifications provided by a registered training organisation.</p> <p>And</p> <p>2. RLSSANSW Pool Lifeguard Licence (updated annually) consisting of RLSSA Bronze Medallion, NSW Workcover approved First Aid (updated every 3 years) and RLSSA Oxygen Equipment;</p> <p>Or</p> <p>The equivalent in competencies from the SIS10 Sport, Fitness and Recreation Training Package, provided by a registered training organisation. For list of competencies together with descriptions see Appendix 3.</p>	<p>Councils should be committed to the ongoing training of supervisory staff and strongly encourage their regular participation in professional development to ensure that qualifications and skills remain current.</p> <p>This could include participation in industry specific conferences and workshops such as the ARI Conference, Country Pool Managers Conference, work health and safety workshops, Risk Management Workshops and/or emergency procedures workshops.</p> <p>Councils should recognize their responsibility to encourage permanent staff at this level to gain nationally accredited industry competencies at Certificate IV AQF level.</p>
<u>Pool Attendant / Lifeguard</u>	Those responsible for the supervision of patrons using the facility ensuring safety of patrons at all times in accordance with legislation, regulations and the centre's rules, policies and procedures.	<p>RLSSA NSW Pool Lifeguard Licence (updated annually) consisting of RLSSA Bronze Medallion, NSW Workcover approved First Aid (updated every 3 years) and RLSSA Oxygen Equipment;</p> <p>Or</p> <p>The equivalent in competencies from the SIS10 Sport, Fitness and Recreation Training Package, provided by a registered training organisation. For list of competencies together with descriptions see Appendix 3.</p>	<p>Councils should be committed to the ongoing training of supervisory staff and strongly encourage their regular participation in professional development to ensure that qualifications and skills remain current.</p> <p>This could include participation in industry specific conferences and workshops such as the ARI Conference, Country Pool Managers Conference, work health and safety workshops, Risk Management Workshops and/or emergency procedures workshops.</p> <p>Councils should recognize their responsibility to encourage permanent staff at this level to gain nationally accredited industry competencies at Cert. III AQF level.</p>

Safety Equipment (including first aid and rescue)	Signage
<p>First Aid facilities</p> <p>A separate room containing all the necessary first aid equipment, fittings and supplies where emergency treatment can be performed as outlined in RLSSA Guidelines for Safe Pool Operations and that complies with Ministry of Health and Australian Standards.</p> <p>It is advisable that first aid stations be established that enable rapid treatment and are readily accessible by qualified personnel. Facilities should provide appropriate rescue equipment enabling effective response to emergency situations.</p> <p>The type of equipment will depend on the circumstances of each facility and examples would include: rescue aids, reach poles, throwing aids such as rope or flotation device (throw bags, life jackets, rescue tubes), spine boards, extraction collars and appropriate strapping systems. Reference RLSSA Guidelines for Safe Pool Operations.</p> <p>Oxygen resuscitation equipment sufficient to enable bag valve mask oxygen resuscitation including capabilities of delivering oxygen therapy and / or oxygen supplementation for EAR on adults and children. It is essential that this equipment meets Australian Standard requirements and is regularly maintained and serviced and the appropriate documentation maintained.</p> <p>The necessary communication systems to enable the appropriate warning or notification of staff and facility patrons. A quick and direct means of communication between water safety personnel and emergency services (e.g. two way radios, whistles).</p> <p>All facilities should have emergency procedure policies and plans and incident reporting procedures in line with Work Health and Safety legislation. For more information on safety equipment refer to section 8 of this Practice Note.</p>	<p>All aquatic facilities should use signage that details acceptable patron behaviour, and other safety rules. The signage should be displayed in a prominent location, and contains information that is appropriate for the nature of activities conducted at the facility. For additional information refer to the following publications and/or organisations:</p> <ul style="list-style-type: none"> • RLSSA Guidelines for Safe Pool Operations • Standards Australia for appropriate Australian Standards • "Information Signs as Remote Supervision" as developed by the Echelon Group for Statewide Mutual

Category 3 Swimming Pool: (Local Community Swimming Pool). Swimming pool that is managed by the council and/or a designated community group that has one small swimming pool (less than 25 metres in length) with very low patronage levels and no more than one aquatic activity occurring at any one time. Pool configuration would always be the standard rectangular shape.

Role/Function	Definition	Qualification	Professional Development
Facility/Centre Manager/Operator Requirements	<p>Appropriate council representative in charge of daily operations of the swimming pool e.g. representative from the engineers, environmental services, or community services department.</p> <p>Council should ensure that regular routine checking of the facility is maintained for both maintenance and swimmer safety purposes.</p>	Essential requirements of the representative's position as deemed necessary by the council.	<p>Councils should be committed to the ongoing training of management staff and strongly encourage their regular participation in professional development to ensure that qualifications and skills remain current.</p> <p>This could include participation in industry specific conferences and workshops such as the ARI Conference, Country Pool Managers Conference, OHS Workshops, Risk Management Workshops and/or emergency procedures workshops.</p> <p>It would be advantageous to hold a current membership with a professional body.</p>
Supervisory Personnel	Not Applicable	Not Applicable	Not Applicable
Pool Attendant / Lifeguard	<p>Whenever a Category 3 facility is open or available for use it is highly recommended that a person with approved safety training be present.</p> <p>Councils should consider need for a qualified person to be on duty for community organised events and/or high patronage days.</p> <p>Councils should take reasonable steps to encourage any patron using this facility to be accompanied by a responsible adult at all times.</p>	<p>1. RLSSA Bronze Medallion award, or the equivalent industry qualifications from a registered training organisation, updated annually.</p> <p>And</p> <p>2. NSW Workcover Authority approved First Aid, or the equivalent in competencies, updated every three years.</p>	To be determined by councils.

Safety Equipment (including first aid and rescue)	Signage
<p>First Aid facilities</p> <p>A warning and resuscitation sign displayed in the immediate vicinity of the pool area as per the <i>Swimming Pools Act 1992</i>.</p> <p>For more information on Safety Equipment refer to section 8 of this Practice Note.</p>	<p>All aquatic facilities should use signage that details acceptable patron behaviour and other safety rules. Signage should be displayed in a prominent location and contain information that is appropriate for the nature of activities conducted at the facility. For additional information refer to the following publications and/or organisations:</p> <ul style="list-style-type: none"> • RLSSA Guidelines for Safe Pool Operations • Standards Australia for appropriate Australian Standards • "Information Signs as Remote Supervision" as developed for Statewide Mutual <p>A "No Lifeguard on Duty" sign should be displayed at times there is no qualified person on premises.</p>

Category 2 Other: Any still water environment that has been specifically constructed, designed or intended to be used for swimming, diving, paddling or wading (e.g. rock pools, dams, swimming enclosures)

Role/Function	Definition	Qualification	Professional Development
<u>Facility/Centre Manager/Operator Requirements</u>	Appropriate council representative in charge of daily operations of the swimming pool e.g. representative from the engineers, environmental services, or community services department.	Essential requirements of the representative's position as deemed necessary by the council.	Hold a current membership with an industry professional body or attend workshops which provide current information on industry changes.
<u>Supervisory Personnel</u>	Not Applicable	Not Applicable	Not Applicable
<u>Pool Attendant / Lifeguard</u>	Council representative(s) should ensure that the facility is checked on a regular basis by qualified personnel for both maintenance and swimmer safety purposes e.g. rock pools, swimming enclosures should be checked by an appropriately designated person such as a beach lifeguard, surf club, maintenance personnel. Councils should take reasonable steps to encourage any patron using this facility to be accompanied by a responsible adult at all times.	If a group hires or uses the facility for any recreational activity e.g. schools, sporting groups, it is recommended that the council, as a condition of hire, requires that a person supervising holds the following qualifications: 1. RLSSA Bronze Medallion award, or the equivalent industry qualifications from a registered training organisation, updated annually. <i>And</i> 2. NSW Workcover Authority approved First Aid, or the equivalent in competencies, updated every three years	To be determined by councils.

Safety Equipment (including first aid and rescue)	Signage
First Aid facilities A warning and resuscitation sign displayed in the immediate vicinity of the pool area as per the <i>Swimming Pools Act 1992</i> . For more information on Safety Equipment refer to section 8 of this Practice Note.	All aquatic facilities should use signage that details acceptable patron behaviour and other safety rules. Signage should be displayed in a prominent location and contain information that is appropriate for the nature of activities conducted at the facility. For additional information refer to the following publications and/or organisations: <ul style="list-style-type: none"> • RLSSA Guidelines for Safe Pool Operations • Standards Australia for appropriate Australian Standards • "Information Signs as Remote Supervision" as developed by the Echelon Group for Statewide Mutual A "No Lifeguard on Duty" sign should be displayed at times there is no qualified person on the premises.

Category 1 Other: Natural still waterway that is an area known for swimming and associated activities (e.g. rivers, creeks, lakes)

Role/Function	Definition	Qualification	Professional Development
Facility/Centre Manager/Operator Requirements	Appropriate council representative in charge of daily operations of the natural swimming area e.g. representative from the engineers, environmental services, or community services department.	Essential requirements of the representative's position as deemed necessary by the council.	To be determined by councils.
Supervisory Personnel	Not Applicable	Not Applicable	Not Applicable
Pool Attendant / Lifeguard	Council representative should ensure that the natural waterway known for swimming and associated activities is checked on a regular routine basis by qualified personnel for both maintenance and swimmer safety purposes. Council should take reasonable steps to encourage any patron using this facility to be accompanied by a responsible adult at all times.	If council hires this area out for any recreational activity to schools, sporting groups etc then it is recommended that the council, as condition of hire requires a person supervising that holds the following qualifications: 1. RLSSA Bronze Medallion award, or the equivalent industry qualifications from a registered training organisation, updated annually. <i>And</i> 2. NSW Workcover Authority approved First Aid, or the equivalent in competencies, updated every three years.	To be determined by councils.

Safety Equipment (including first aid and rescue)	Signage
First Aid facilities A warning and resuscitation sign displayed in the immediate vicinity of the pool area as per the <i>Swimming Pools Act 1992</i> . For more information on Safety Equipment refer to section 8 of this Practice Note.	All aquatic facilities should use signage that details acceptable patron behaviour and other safety rules. Signage should be displayed in a prominent location and contain information that is appropriate for the nature of activities conducted at the facility. For additional information refer to the following publications and/or organisations: <ul style="list-style-type: none"> • RLSSA Guidelines for Safe Pool Operations • Standards Australia for appropriate Australian Standards • "Information Signs as Remote Supervision" as developed by the Echelon Group for State wide Mutual A "No Lifeguard on Duty" sign should be displayed at times there is no qualified person on the premises.

Appendix 3 - Recommended competencies – swimming pools

Units provide credit towards the SIS30110 Certificate III in Aquatics and/or the SIS40110 Certificate IV in Community Recreation in the SIS10 Sport, Fitness and Recreation Training Package. Further information on training packages, qualifications, courses, units of competency and registered training organisations can be viewed at www.training.gov.au.

Aquatic management level:

- ➔ Manage injuries at emergency incident
- ➔ Monitor pool water quality
- ➔ Operate aquatic facility plant and equipment
- ➔ Maintain pool water quality
- ➔ Perform advanced water rescues
- ➔ Develop pool water maintenance procedures
- ➔ Develop aquatic facility maintenance procedures
- ➔ Coordinate lifeguard service at an aquatic facility
- ➔ Work with key stakeholders
- ➔ Develop a budget for a recreation activity
- ➔ Apply legal and ethical instructional skills
- ➔ Instruct water familiarisation, buoyancy and mobility skills
- ➔ Address client needs
- ➔ Plan and provide sport and recreational services
- ➔ Maintain financial records
- ➔ Promote compliance with laws and legal principles
- ➔ Implement and monitor occupational health and safety policies
- ➔ Develop work priorities
- ➔ Conduct projects
- ➔ Support implementation of environmental management practices
- ➔ Manage a small team
- ➔ Coordinate marketing activities

Aquatic supervisor level:

- ➔ Monitor pool water quality
- ➔ Operate aquatic facility plant and equipment
- ➔ Maintain pool water quality
- ➔ Implement aquatic facility plant and equipment maintenance program
- ➔ Follow occupational health and safety policies
- ➔ Respond to emergency situations
- ➔ Undertake risk analysis of activities
- ➔ Perform basic water rescues
- ➔ Supervise clients at an aquatic facility or environment
- ➔ Perform advanced water rescues
- ➔ Provide emergency care
- ➔ Administer oxygen in an emergency situation

Aquatic operations level:

- ➔ Manage injuries at emergency incident
- ➔ Monitor pool water quality
- ➔ Operate aquatic facility plant and equipment
- ➔ Maintain pool water quality
- ➔ Apply legal and ethical instructional skills
- ➔ Coordinate client service activities
- ➔ Respond to emergency situations
- ➔ Maintain sport and recreation equipment for activities
- ➔ Maintain financial records
- ➔ Provide public education on the use of resources
- ➔ Undertake risk analysis of activities
- ➔ Work autonomously
- ➔ Deal with conflict
- ➔ Perform basic water rescues
- ➔ Supervise clients at an aquatic facility or environment
- ➔ Perform advanced water rescues
- ➔ Provide emergency care
- ➔ Administer oxygen in an emergency situation

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Skill sets

The units of competency listed in the skill sets below provide credit towards SIS30110 Certificate III in Aquatics in SIS10 Sport, Fitness and Recreation Training Package. Further information on training packages, qualifications, courses, units of competency and registered training organisations can be viewed at www.training.gov.au.

Pool Lifeguard skill set:

- ➔ Apply first aid
- ➔ Provide Emergency Care
- ➔ Administer oxygen in an emergency situation
- ➔ Perform basic water rescues
- ➔ Supervise clients at an aquatic facility or environment
- ➔ Perform advanced water rescues

Swimming and Water Safety Teacher skill set:

- ➔ Perform basic water rescues
- ➔ Instruct water familiarisation, buoyancy and mobility skills
- ➔ Instruct clients in water safety and survival skills
- ➔ Instruct swimming strokes
- ➔ Apply legal and ethical instructional skills

Additional units of competency for swimming and water safety teachers wishing to teach infant and preschool aquatics and/or people with disabilities:

- ➔ Foster the development of infants and toddlers in an aquatic environment
- ➔ Assist participants with a disability during aquatic activities

Aquatic Technical Operator skill set:

- ➔ Monitor pool water quality
- ➔ Operate aquatic facility plant and equipment
- ➔ Implement aquatic facility plant and equipment maintenance program
- ➔ Respond to emergency situations
- ➔ Undertake risk analysis of activities

Appendix 4 - Recommended competencies - beaches

Council employed lifeguard or contracted lifeguard:

1. Fitness and strength

- ➔ Swim 800m in a 25m to 50m length pool in a time less than 14 minutes
- ➔ Lifeguard mission (ocean swim, beach run, rescue board paddle and beach run over a set M shape course commencing with 600m swim, followed by an 800m beach run, followed by a 600m rescue board paddle and concluding with an 800m beach run, within a time determined by the council). Overall time recorded for comparison with other candidates
- ➔ Simulated board rescue (paddle to rescue an unconscious patient, demonstrate rollover, demonstrate deep water resuscitation simulation, return patient unassisted and simulate patient care including placing patient in recovery position)
- ➔ Rescue tube rescue (swim with rescue tube to rescue an unconscious patient, demonstrate securing patient in rescue tube, demonstrate deep water resuscitation simulation, return patient unassisted and simulate patient care including placing patient in recovery position)
- ➔ Simulated motorised craft rescue (using IRB/PWC where appropriate)

OR

The fitness test detailed within the Surf Life Saving Australia Gold Medallion Award

- ➔ Complete an 800m swim in 14 minutes or less in a swimming pool of not less than 25m
- ➔ Perform complex patient rescue and support aided and unaided by equipment:
 - Select appropriate rescue equipment
 - Assess and manage the patient's levels of distress
 - Support and return patients to shore
 - Perform a one-person drag technique and patient lay
- ➔ Perform surf skill and fitness test:
 - Complete a 400m swim, 800m run, 400m board paddle and 800m run in 25 minutes
 - Complete tube rescue of a patient 100m out at sea and return (with flippers optional)
 - Complete board rescue of patient 200m out at sea and return

2. Demonstrated experience through skills including:

- Ability to perform effective first aid and resuscitation following a rescue from an aquatic environment (possess current first aid and advanced resuscitation certificates from a registered training organisation)
- Communication/interpersonal skills to promote compliance with safety rules and regulations and respond to an aquatic emergency
- Application of casualty management procedures
- Application of supervision techniques in an aquatic environment
- Recognition and appropriate response to aquatic emergencies requiring basic and advanced water rescue techniques

3. Demonstrated knowledge and understanding including:

- Organisational emergency procedures
- Occupational Health and Safety and other relevant legislative requirements
- Identification of individuals who may be at risk
- Signs and symptoms of physical injury
- First aid techniques and procedures
- Crowd control in emergency situations
- Rescue equipment used in aquatic emergencies
- Hazardous behaviour that poses risks to clients
- Facility or environmental hazards
- Role of lifeguard

Volunteer surf life saving club:

In addition to completing units of competency from PUA00 Public Safety Training Package to attain PUA21010 Certificate II in Public Safety (Aquatic Rescue), candidates may also complete additional units of competency providing credit, variously, to PUA21010 Certificate II in Public Safety (Aquatic Rescue), PUA31310 Certificate III in Public Safety (Aquatic Search and Rescue) and PUA42610 Certificate IV in Public Safety (Aquatic Search and Rescue Management). Some of these units of competency are listed below. For a full list of units of competency for these qualifications, as well as details of registered training organisations, go to www.training.gov.au.

OH&S

- Follow defined occupational health and safety policies and procedures
- Maintain safety at an incident scene

First aid

- ➔ Provide emergency care
- ➔ Manage injuries at emergency incident
- ➔ Administer oxygen in an emergency situation

Operational and incident management

- ➔ Conduct briefings and debriefings
- ➔ Treat risk at an operational level
- ➔ Conduct risk assessment
- ➔ Manage information

Public relations and Communications

- ➔ Provide services to clients
- ➔ Communicate in the workplace
- ➔ Foster a positive organisational image in the community
- ➔ Liaise with other organisations
- ➔ Operate communications systems and equipment

Team response

- ➔ Contribute to team effectiveness
- ➔ Search as a member of an aquatic search team
- ➔ Apply surf awareness and self-rescue skills
- ➔ Participate in an aquatic rescue operation
- ➔ Work in a team
- ➔ Work effectively in a public safety organisation

Appendix 5 - Change rooms

Swimming pools with family change rooms

Swimming pools are currently being constructed which usually provide either separate change rooms for families or, more commonly, combined change rooms for people with disabilities and families. These change rooms are in addition to single sex change rooms.

In most instances these facilities will be adequate so that there will be no need for children to use change rooms for use by the opposite sex. However, there may be times when there is a high level of demand for the family change rooms, particularly where these change rooms are also used by people with disabilities. Consequently, councils should consider developing a policy concerning the following:

- ➡ priority to be given to people with disabilities; and
- ➡ the use of single sex change rooms by children of the opposite sex (see section below on development of a council policy).

Swimming pools without family change rooms but with separate change rooms for people with disabilities

Where swimming pools do not have family change rooms but do have separate change rooms for people with disabilities, that is, they do not require patrons to move through single sex change rooms to gain access to them, consideration should be given to making these facilities available for use by families.

The provision of combined change rooms for people with disabilities and families is consistent with the Building Code of Australia which provides for toilets and showers for people with disabilities at public facilities to also be used by other people.

Making change room facilities currently available for people with disabilities available to families may mean that there are occasions when people with disabilities will not be able to use the facilities without having to wait a substantial period of time. Consequently, councils should consider developing a policy concerning the following:

- ➡ priority to be given to people with disabilities; and
- ➡ the use of single sex change rooms by children of the opposite sex (see section below on development of a council policy).

Swimming pools with single sex change rooms only

Where swimming pools have single sex change rooms only, consideration should be given to the following options:

- ➡ construction of a new change room(s) for use by families;

-
- ➔ modification of existing facilities to provide a change room(s) for use by families;
 - ➔ allocation of a lockable cubicle(s) within single sex change rooms for use by children of the opposite sex and their parent. This should be located near the entrance to the change rooms so as to minimise any adverse impact on other patrons; and
 - ➔ development of a policy regarding children using change rooms for the opposite sex (see section below on development of a council policy).

Development of a council policy

Under Ordinance No.52 of the former Local Government Act 1919, the maximum age at which children could be taken into a change room used by the opposite sex was eight years. This provision does not exist under the current *Local Government Act 1993*. Therefore, this is a matter for council discretion.

Different policies have developed among councils throughout NSW in relation to this issue. Information provided by a sample of councils showed that the maximum age permitted to use change rooms for the opposite sex ranged from 4 years, or up to school age, to seven or eight years. The Aquatic and Recreation Institute recommends that children aged seven years and under be allowed to use change rooms for the opposite sex. While in some cases, this information was displayed on signs, in many cases patrons only become aware of the policy after a complaint had been made to pool staff by another patron.

Councils are therefore encouraged to develop a policy concerning the use of change rooms by children of the opposite sex. In developing such a policy, an appropriate balance between the right of children to be safe and the right of swimming pool patrons to privacy when changing needs to be achieved. It is important that the policy be developed in consultation with patrons. Particular attention should be given to consulting with patrons from culturally and linguistically diverse backgrounds in a culturally appropriate way.

The policy might provide for the following:

- ➔ a maximum age for children to use change rooms for the opposite sex;
- ➔ allocation of a lockable cubicle(s) within single sex change rooms for use by children of the opposite sex and their parent;
- ➔ pool staff to be available to accompany children over the maximum age into the appropriate change room where another suitable adult, such as a family member of the same sex as the child or young person, is not available. However, this should not be at the expense of maintaining an adequate level of supervision of the pool itself;
- ➔ adequate supervision of change rooms by staff to ensure that they are being used appropriately and in accordance with the policy;

-
- ➔ notices to be erected informing patrons about the policy. Notices should be prominently displayed near the entrance to the change rooms, both inside and outside, and should be in appropriate community languages;
 - ➔ a procedure for dealing with complaints from patrons about children using change rooms for the opposite sex. It is important that patrons feel able to complain and that their complaint is treated seriously; and
 - ➔ Training of staff specifically in relation to implementation of the policy. Consideration should also be given to training staff generally in gender awareness issues so that they understand the reasons for complaints concerning children using change rooms for the opposite sex and the need to deal with such complaints in a sensitive manner.

Council change room policies may be extended or modified to apply to beach facilities where applicable.

Internal audit and risk management attestation statement for the 2024/2025 financial year for Uralla Shire Council

I am of the opinion that Uralla Shire council has an audit, risk and improvement committee, risk management framework and internal audit function that operate in compliance with the following requirements except as may be otherwise provided below:

Audit, risk and improvement committee

	Requirement	Compliance
1.	Uralla Shire Council has appointed an audit, risk and improvement committee that comprises of an independent chairperson and at least two independent members (section 428A of the <i>Local Government Act 1993</i> , section 216C of the <i>Local Government (General) Regulation 2021</i>).	Compliant
2.	The chairperson and all members of Uralla Shire Council audit, risk and improvement committee meet the relevant independence and eligibility criteria prescribed under the <i>Local Government (General) Regulation 2021</i> and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, 216G of the <i>Local Government (General) Regulation 2021</i>).	Compliant
3.	Uralla Shire Council has adopted terms of reference for its audit, risk and improvement committee that are informed by the model terms of reference approved by the Departmental Chief Executive of the Office of Local Government and the committee operates in accordance with the terms of reference (section 216K of the <i>Local Government (General) Regulation 2021</i>).	Compliant
4.	Uralla Shire Council provides the audit, risk and improvement committee with direct and unrestricted access to the [general manager/executive officer] and other senior management and the information and resources necessary to exercise its functions (section 216L of the <i>Local Government (General) Regulation 2021</i>).	Compliant
5.	Uralla Shire Council's audit, risk and improvement committee exercises its functions in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant

6.	Uralla Shire Council's audit, risk and improvement committee provides the governing body with an annual assessment each year, and a strategic assessment each council term of the matters listed in section 428A of the <i>Local Government Act 1993</i> reviewed during that term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
7.	The governing body of Uralla Shire Council reviews the effectiveness of the audit, risk and improvement committee at least once each council term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant - review schedule for year 4 of term

Membership

The chairperson and membership of the audit, risk and improvement committee are:

Chairperson	Stephen Coates	31/05/2023	31/05/2027
Independent member	Leslie Hullick	31/05/2023	31/05/2027
Independent member	Dr Meredith Caelli	31/05/2023	31/05/2027
Councillor member ¹	Cr Adam Blakester	24/09/2024	24/09/2028

Risk Management

	Requirement	Compliance
8.	Uralla Shire Council has adopted a risk management framework that is consistent with current Australian risk management standard and that is appropriate for the Uralla Shire Council's risks (section 216S of the <i>Local Government (General) Regulation 2021</i>).	non-compliant
9.	Uralla Shire Council's audit, risk and improvement committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the <i>Local Government (General) Regulation 2021</i>).	Compliant (UINT/24/16367)

Internal Audit

	Requirement	Compliance
10.	Uralla Shire Council has an internal audit function that reviews the council's operations and risk management and control activities (section 216O of the <i>Local Government (General) Regulation 2021</i>).	Compliant
11.	Uralla Shire Council's internal audit function reports to the audit, risk and improvement committee on internal audit matters (sections 216M, 216P and 216R of the <i>Local Government (General) Regulation 2021</i>).	Compliant

	Requirement	Compliance
12.	Uralla Shire Council's internal audit function is independent and internal audit activities are not subject to direction by the Uralla Shire Council(section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
13.	Uralla Shire Council has adopted an internal audit charter that is informed by the model internal audit charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the charter (section 216O of the <i>Local Government (General) Regulation 2021</i>).	Compliant
14.	Uralla Shire Council has appointed a member of staff to direct and coordinate internal audit activities or is part of a shared arrangement where a participating Uralla Shire Council has appointed a staff member to direct and coordinate internal audit activities for all participating councils (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
15.	Internal audit activities are conducted in accordance with the International Professional Practices Framework (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
16.	Uralla Shire Council provides the internal audit function with direct and unrestricted access to staff, the audit, risk and improvement committee, and the information and resources necessary to undertake internal audit activities (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
17.	Uralla Shire Council's internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Non -compliant
18.	Uralla Shire Council's audit, risk and improvement committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each council term (section 216R of the <i>Local Government (General) Regulation 2021</i>).	Compliant

Non-compliance with the *Local Government (General) Regulation 2021*

I advise that Uralla Shire Council has not complied with the following requirements prescribed under the *Local Government (General) Regulation 2021* with respect to the operation of its risk management and internal audit processes:

Non-compliance	Reason	Alternative measures being implemented	How the alternative measures achieve equivalent outcomes
<p>Uralla Shire Council has adopted a risk management framework that is consistent with current Australian risk management standard and that is appropriate for the Uralla Shire Council's risks (section 216S of the <i>Local Government (General) Regulation 2021</i>).</p> <p>Non complaint because the current risk management framework has not been formally adopted.</p>	<p>Council has drafted and applied a Risk Management Framework which is used to identify, analyse and record operational risks. Council reports operational risks and risk mitigation to the ARIC on a quarterly basis. Complaints of the framework are reviewed periodically (for example Council is currently reviewing and improving the structure and application of the USC risk register</p>	<p>The Enterprise risk Framework is due for review in 2026. Future iteration will be presented to the Governing Body for endorsement</p>	<p>The application of the current framework is consistent with the current Australian risk management standard and is appropriate for the Uralla Shire Council's risks management program</p>
<p>Uralla Shire Council's internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).</p> <p>Non compliant because the audit program is for less than three years and has not been formally endorsed by the Governing Body</p>	<p>Administration has adopted and reported the progress of, a risk assessed internal audit program. The program spans 3 years, with not less than three internal audits conducted each year. The audits and progress against agreed management actions arising out of each audit are reported to the ARIC quarterly and to the governing Body thorough ARIC meeting updates.</p>	<p>The current Internal Audit program concludes in 2026. Future iteration will be presented to the Governing Body for endorsement</p>	<p>The current strategic work plan (3years) and an annual work plan has been developed in consultation with senior management with outcomes being reported to the Governing body through ARIC meeting updates.</p>

These processes, including the alternative measures implemented, demonstrate that Uralla Shire Council has established and maintained frameworks, systems, processes and procedures for appropriately managing audit and risk within Uralla Shire Council.



Toni Averay
General Manager

25/11/2025

RESOLUTIONS ACTIONS STATUS REPORT					Printed: 10 December 2025 11:18 AM
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	<p>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 actions taken by staff.</p> <p>09 Dec 2025</p> <p>Solicitor advises a final government gazette is required now that the registration been completed., Awaiting surveyor's final confirmation that the Lot and DPs referred to align with the registered Plan and Survey.</p>	
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 <ol style="list-style-type: none"> Notes and receives the Talis Uralla Landfill Master Plan and the Residual Waste Options Assessment. Completed 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 Receives a future report and advice following further staff analysis and research of the issues raised in the Talis report. Completed Creates a protected Waste Reserve Fund. Completed Assesses the financial implications of the Talis report and incorporates appropriate issues into Council's Long Term Financial Plan. Completed Undertakes best-practice re-profiling at the Uralla Landfill in order to maximise the remaining life of that facility. Completed Investigate the Curby soft plastic scheme or similar as part of the further staff analysis. Completed Notes that community engagement and education including 	<p>16 Oct 2025</p> <p>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</p> <p>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.</p> <p>22 October 2025</p> <p>See update below following Cr information session.</p> <p>19 November 2025</p> <p>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.</p> <p>09 Dec 2025</p> <p>A concluding report addressing item 3 has been provided to Council's December 2025 Ordinary Meeting.</p> <p>This item is now CLOSED</p>	

RESOLUTIONS ACTIONS STATUS REPORT

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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

Council 15.3 Interim Kerbside Waste
23/07/2024 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.*

Completed

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.

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					<p>22 October 2025</p> <p>It is intended to place the 10 year kerbside collection contract on the market in December 2025.</p> <p>10 Dec 2025</p> <p>Update contained in CONFIDENTIAL report ‘Update on Waste Management Strategy – Comparative Evaluation of Landfill Development Options including update on Previous Actions’ presented to Council in December meeting.</p> <p>This item is now CLOSED as it will be take up in new resolution from December 2025 Meeting.</p>
Council 25/03/2025	15.3	McMaugh Gardens Aged Care Facility - Strategic Direction	<p>RESOLUTION 19.03/25</p> <p>Moved: Cr David Mailler</p> <p>Seconded: Deputy Mayor Tom O'Connor</p> <p>That Council:</p> <p>1. <i>Endorses Option 2 as discussed in this report as the basis of for seeking grant funding, detailed design, and business planning.</i> Noted</p> <p>2. <i>Submits a grant application for grant funding under the Aged Care Capital Assistance (ACCA) Program.</i> Completed</p> <p>3. <i>Prepares a detailed design for Option 2 to support the grant application.</i> Completed</p> <p>4. Undertakes a revised financial analysis in the context of the new aged care legislative and funding provisions.</p> <p>5. Receives a further report on the financial analysis and the outcome of the grant application.</p> <p>For: Crs Robert Bell, Sarah Burrows, Tom O'Connor, Lone Petrov, David Mailler, Jen Philp and Kath Arnold</p> <p>Against: Crs Leanne Doran and Adam Blakester</p>	<p>22 Apr 2025</p> <p>The Grant application is being prepared for final review and will be lodged prior to 20 May 2025.</p> <p>12 Jun 2025</p> <p>21 May 2025, Grant application has been lodged. Awaiting outcome.</p> <p>16 Oct 2025</p> <p>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.</p> <p>20 November 2025</p> <p>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.</p>	

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CARRIED 7/2				
Council 29/04/2025	14.5	Uralla Courthouse Schedule of Fees and Charges	<p>RESOLUTION 09.04/25</p> <p>Moved: Cr Sarah Burrows Seconded: Cr Lone Petrov</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. <i>Notes the information provided in this report regarding future venue. Noted</i> 2. <i>Implements a 6 month booking management trial for the Courthouse. Noted</i> 3. <i>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</i> 4. Receives advice on corporate overheads for the Courthouse. <p>For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold</p> <p>Against: Nil</p>	<p>20 May 2025</p> <p>MOU has been entered into with Venue Manager.</p> <p>12 Jun 2025</p> <p>The engaged Venue Manager has resigned from managing the Court House. We are exploring other avenues to support the management of the Court House.</p> <p>13 Jun 2025</p> <p>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.</p> <p>16 Jul 2025</p> <p>Currently being managed with in-house resources while continuing to explore alternative longer-term options for venue management.</p> <p>18 Sep 2025</p> <p>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.</p> <p>22 Oct 2025</p> <p>Recruitment finalised. New process will be initiated imminently.</p> <p>10 Dec 2025</p> <p>New process is now operational and will be able to provide actual operating costs for the new Court House in due course. Future report to be prepared for Council on operating overheads as per Item 4.</p>
Council 27/05/2025	14.3	Update - Sewer & Water Debtors in Arrears	<p>RESOLUTION 32.05/25</p> <p>Moved: Cr Sarah Burrows Seconded: Cr Leanne Doran</p> <p>That Council notes:</p>	<p>16 Jun 2025</p> <p>Placeholder report added to July meeting.</p> <p>16 Jul 2025</p> <p>Moved to August meeting</p>

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<p>1. <i>The report on Sewer and Water Arrears.</i></p> <p>2. <i>That a future report will be prepared on the plan to address the backlog and recovery of sewer and water debtor arrears.</i></p> <p>3. A future report will be prepared on the proposed Smart Meter rollout.</p> <p>For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold</p> <p>Against: Nil</p> <p style="text-align: right;">CARRIED 9/0</p>				<p>20 Aug 2025</p> <p>Reminder letters have been sent to the most significant overdue outstanding water debtors.</p> <p>Report on recovery actions will be prepared for the September meeting</p> <p>18 September 2025</p> <p>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.</p> <p>22 October 2025</p> <p>Recovery action continuing. Future reports to be provided to Council.</p> <p>20 November 2025</p> <p>Work has continued in finalising disputed water bills to November. A report will be prepared for the December meeting.</p> <p>Update on the Smart Meter rollout will be reported to Council in Q2 2026.</p> <p>10 December 2025</p> <p>A report on backlog and recovery of sewer and water debtor arrears has been included in the December meeting.</p> <p>Future report to be prepared by I&D on proposed smart meter rollout as per Item 3.</p>
Council 27/05/2025	15.2	Review of Council's Community Care Services	<p>RESOLUTION 46.05/25</p> <p>Moved: Deputy Mayor Tom O'Connor</p> <p>Seconded: Cr David Mailler</p> <p>That Council</p> <p>1. <i>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.</i></p> <p>2. <i>Delegates authority to the General Manager to implement this option. Completed.</i></p> <p>3. Receives a future report on the implementation of the</p>	<p>12 Jun 2025</p> <p>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.</p> <p>17 Sep 2025</p> <p>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</p>

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<p>resolved option, including budget implications.</p> <p>For: Crs Robert Bell, Sarah Burrows, Tom O'Connor, Lone Petrov, David Mailler, Jen Philp and Kath Arnold</p> <p>Against: Crs Leanne Doran and Adam Blakester</p> <p style="text-align: right;">CARRIED 7/2</p>			<p>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.</p> <p>20 Nov 2025</p> <p>Update on Uralla Community Care Rebranding</p> <p>- The 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 engagement around the new identity.</p> <p>02 Dec 2025</p> <p>Council's new aged care finance officer is assisting with integrating Community Care invoicing into Civica Authority to improve financial reporting. Monitoring of Community Care's financial position continues after the commencement of the Aged Care Act 2024 and the resulting changes to funding of aged care services. ,</p> <p>There has been just over a month of operation under the new system. A new Thin Market Grant has opened up for rural and regional providers which Council will be applying for in early January 2026. This is an additional contribution per package holder per day. This is to go towards subsidising aged care operations in Thin Markets. We will apply in January 2026 as we should have more packages by then, which will increase the amount that the grant will pay.</p>
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	<p>RESOLUTION 65.06/25</p> <p>Moved: Cr Sarah Burrows Seconded: Cr Jen Philp</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Proceeds under section 218 (E) of the Local Government Act 1993 with the proposal to affect 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 <p>16 Jul 2025</p> <p>Information sent to OLG - timeline is approx 6 weeks for Minister and Governor to sign off on.</p> <p>17 Sep 2025</p> <p>OLG advise Tamworth is currently doing a boundary alteration and this matter will be completed as soon as that matter is finalised.</p> <p>18 Nov 2025</p> <p>22 October 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.</p> <p>Awaiting further advice.</p>

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Shire Local Government Area.					10 December 2025
<p>3. Notes that the following standard provisions will be included in the Proclamation:</p> <p>a. <i>Rates and Charges</i></p> <p>i. <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.</i></p> <p>ii. <i>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.</i></p> <p>iii. <i>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.</i></p> <p>4. Delegates authority to the General Manager to execute required documentation.</p> <p><u>For:</u> Crs Robert Bell, Sarah Burrows, Leanne Doran, Adam Blakester, David Mailler, Jen Philp and Kath Arnold</p> <p><u>Against:</u> Nil</p> <p><u>Absent:</u> Crs Tom O'Connor and Lone Petrov</p> <p style="text-align: right;">CARRIED 7/0</p>					No further advice received. Will seek status update in new year.
Council 26/08/2025	14.1	Section 355 Committee	Australia Day	RESOLUTION 107.08/25 Moved: Deputy Mayor Tom O'Connor	28 Aug 2025 Next Steps: 1. Publicly call for Expressions of Interest for membership of the Committee., 2. Present a future report recommending

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<p>Seconded: Cr Sarah Burrows</p> <p>That Council:</p> <ol style="list-style-type: none"> <i>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.</i> Completed. Calls for Expressions of Interest for membership of the Committee. Receives a future report recommending membership appointments to the new Committee. <p>For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold</p> <p>Against: Nil</p> <p style="text-align: right;">CARRIED 9/0</p>			<p>membership appointments to the new Committee.</p> <p>17 Sep 2025</p> <p>Exhibition notice calling for volunteers open from 29 August 2025 - remains on exhibition until 17 November 2025. No submissions to date (17/9/2025).</p> <p>22 Oct 2025</p> <p>No change to previous status. Call for EOI remains open until November 2025.</p> <p>19 Nov 2025</p> <p>No EOI's for membership have been received as at 19/11/25. Committee meeting to discuss options.</p> <p>04 Dec 2025</p> <p>As per Australia Day Committee Minutes - a review of the committee and event will be undertaken after the 2026 event.</p>
Council 28/10/2025	14.8	Public Exhibition of Draft Code of Meeting Practice - based on OLG Model Code	<p>RESOLUTION 154.10/25</p> <p>Moved: Cr David Mailler</p> <p>Seconded: Cr Tom O'Connor</p> <p>That Council:</p> <ol style="list-style-type: none"> <i>Adopts the following order of business of ordinary Council meetings pursuant to clause 8.1 of the code:</i> <ol style="list-style-type: none"> <i>Opening and Welcome</i> <i>Prayer</i> <i>Acknowledgement of Country</i> <i>Webcast Information</i> <i>Apologies and applications for leave of absence by Councillors</i> <i>Disclosure and Declaration of interest/s</i> <i>Confirmation of Minutes</i> <i>Urgent, Supplementary, and Late Items of</i>

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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* **Completed.**

- 2. *Adopts Clause 15.16 and amends clause 15.17 accordingly.* **Completed.**
- 3. *Amends the draft Code by deleting Appendix A - Council meeting Protocols.* **Completed.**
- 4. *Publicly exhibits the draft Uralla Shire Council Code of Meeting Practice for a period of 42 days and invites public submissions.* **Completed.**
- 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 14.1 Hill Street Affordable
28/10/2025 Housing Project – Update
and Governance

RESOLUTION 145.10/25

Moved: Cr Sarah Burrows
Seconded: Cr David Mailler

18 Nov 2025

Currently seeking EOIs for the Project Advisory Committee.

Closes 19 Dec 2025

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<p>That Council</p> <ol style="list-style-type: none"> 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. <p><u>For:</u> Crs Robert Bell, Sarah Burrows, Tom O'Connor, Lone Petrov, David Mailler, Jen Philp and Kath Arnold</p> <p><u>Against:</u> Crs Leanne Doran and Adam Blakester</p> <p style="text-align: right;">CARRIED 7/2</p>				
Council 28/10/2025	14.3	Exhibition of Three (3) Site Specific Crown Land Plans of Management	<p>RESOLUTION 147.10/25</p> <p><u>Moved:</u> Cr Lone Petrov <u>Seconded:</u> Cr David Mailler</p> <p><u>That Council:</u></p> <ol style="list-style-type: none"> 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. <p><u>For:</u> Crs Robert Bell, Sarah Burrows, Tom O'Connor, Lone Petrov, David Mailler, Jen Philp and Kath Arnold</p> <p><u>Against:</u> Crs Leanne Doran and Adam Blakester</p>	<p>19 Nov 2025</p> <p>The three plans of management are currently on exhibition till 17 December 2025.</p> <p>04 Dec 2025</p> <p>No submissions received. All Crown Land Plans of Management have been adopted 28/10/2025.</p> <p>Completed.</p> <p>This item is now CLOSED.</p>

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CARRIED 7/2					
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 <i>Community Insights Report</i> 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	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, update yoursay page on website, and direct communication with participants (where possible). Renewable Energy Strategic Plan is forthcoming. 09 Dec 2025 No Change since last update.	
CARRIED 8/1					
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: <ol style="list-style-type: none"> 1. <i>Receives the amended Draft Long Term Financial Plan [LTFP] 2027-2036. Completed</i> 2. <i>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. Completed</i> 3. <i>Exhibits the expanded draft 2027-36 LTFP for 28 days. Completed</i> 4. <i>Receives a future report detailing all submissions received during the exhibition period and any recommendations arising. Completed</i> 5. <i>Considers the LTFP and the public submissions in determining its final position on the proposed SRV.</i> 	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., https://yoursay.uralla.nsw.gov.au/long-term-financial-plan-2027-2036 , A Public Notice is also on the website at: https://www.uralla.nsw.gov.au/Council/Council-News-and-Media/Public-Notices/Long-Term-Financial-Plan-2027-2036-Exhibition , , Submissions close 3 December 2025 04 Dec 2025 No submissions received. Report prepared for December Council meeting. This item is considered CLOSED.	

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<p><i>application to IPART</i> Completed</p> <p>For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold</p> <p>Against: Nil</p> <p style="text-align: right;">CARRIED 9/0</p>					
Council 28/10/2025	14.6	Draft Asset Management Plan - Buildings	<p>RESOLUTION 150.10/25</p> <p>Moved: Cr Tom O'Connor Seconded: Cr Jen Philp</p> <p>That Council:</p> <ol style="list-style-type: none"> <i>Exhibits the draft Buildings Asset Management Plan for a period of 28 days seeking community feedback.</i> Completed Receives a further report on completion of the exhibition period should any submissions be received prompting material change. Adopts the draft Buildings Asset Management Plan should no submissions prompting material change be received. <p>For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, David Mailler, Jen Philp and Kath Arnold</p> <p>Against: Cr Adam Blakester</p> <p style="text-align: right;">CARRIED 8/1</p>	<p>29 Oct 2025</p> <p>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.</p> <p>19 Nov 2025</p> <p>Building AMP remains on exhibition until Friday 28 Nov 25</p> <p>03 Dec 2025</p> <p>One Councillor submission was received and is currently being reviewed. A report will be prepared for the February meeting.</p>	
Council 25/11/2025	14.5	2024 -2025 Uralla Shire Council - Annual Report	<p>RESOLUTION 173.11/25</p> <p>Moved: Cr David Mailler Seconded: Cr Jen Philp</p> <p>That Council:</p> <p><i>1. Adopts the 2024-2025 Annual Report as shown in</i></p>	<p>04 Dec 2025</p> <p>1. Amendments completed:</p> <p>1a. Added Cr Sarah Burrows to the Committee table as delegate for New England Renewable Energy Zone Community Reference Group North (page 65 of attachments booklet),</p>	

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<p><i>attachment "A" with the following amendments:</i></p> <p>a. <i>Add Cr Sarah Burrows to the Committee table as delegate for New England Renewable Energy Zone Community Reference Group North (page 65 of attachments booklet). Completed</i></p> <p>b. <i>Add Cr Adam Blakester to the Committee Table as alternative delegate to Bundarra School of Arts Hall Committee (page 65 of attachments booklet). Completed</i></p> <p>2. <i>Submits the adopted 2024 - 2025 Annual Report to the NSW Minister for Local Government by 30 November 2025. Completed</i></p> <p>3. <i>Publishes the adopted 2024 - 2025 Annual Report on Council's website and makes copies of the report available at all Council offices and libraries. Completed</i></p> <p>For: Crs Robert Bell, Sarah Burrows, Tom O'Connor, Lone Petrov, David Mailler, Jen Philp and Kath Arnold</p> <p>Against: Crs Leanne Doran and Adam Blakester</p> <p>CARRIED 7/2</p>				<p>1b. Added Cr Adam Blakester to the Committee Table as alternative delegate to Bundarra School of Arts Hall Committee (page 65 of attachments booklet),</p> <p>2. Annual Report submitted to OLG prior to 30 November 2025.</p> <p>3. 2024 - 2025 Annual Report published on Council's website and copies now available at all Council offices and libraries.</p> <p>This item is now CLOSED</p>
Council 25/11/2025	14.3	Proposed Allocation of Developer Contributions to Council Projects	<p>RESOLUTION 169.11/25</p> <p>Moved: Cr Sarah Burrows</p> <p>Seconded: Cr Leanne Doran</p> <p>That Council:</p> <ol style="list-style-type: none"> Notes the completion of identified community projects in the 7.12 development contributions plan as detailed in this report. Approves the allocation of \$110,00 development contribution funds currently held in restricted funds towards the completion of East Street kerb and guttering. Writes to Crown Lands seeking the removal of the NSW 	<p>10 December 2025</p> <ol style="list-style-type: none"> No action required. East Street project to be progressed early 2026 Correspondence being drafted. <ol style="list-style-type: none"> Subject to Crown Lands advice and identification of funding, community engagement will be progressed. Subject to Crown Lands advice and identification of funding, community engagement will be progressed.

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	<p>Aboriginal land claim on the Barry Munday/Saumarez Crown Land Reserve.</p> <p>a. Undertakes community engagement, regarding the construction of public toilets on the Barry Munday/Saumarez Crown Land Reserve.</p> <p>4. Undertakes community engagement within the Invergowrie/Saumarez area regarding community infrastructure needs.</p> <p>5. Receives a further report on the outcome of the community engagement.</p> <p><u>For:</u> Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold</p> <p><u>Against:</u> Nil</p> <p>CARRIED 9/0</p>	