ATTACHMENTS

ORDINARY COUNCIL MEETING

Tuesday, 24 February 2026

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MINUTES of

ORDINARY COUNCIL MEETING

Held on 16 December 2025 at 4:00 PM

Attendance at Meeting:

Councillors:
Mayor R Bell (Chair)
Deputy Mayor K Arnold
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 B Dyer, Group Manager Community Services
Mr S Williams, Group Manager Corporate Services
Mr M McLindin, Acting Director Infrastructure & Development
Mr M Ahammed, Chief Financial Officer arrived Item 14.1, left after Item 14.15
Ms E Sims, Senior Project Officer
Ms W Westbrook, Executive Assistant
Ms M Blyth, Group Support Officer Corporate Services

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AUDIO - https://urallashirecouncil.podbean.com/e/16th-december-2025-ordinary-meeting-of-uralla-shire-council/

1   OPENING & WELCOME

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

2   PRAYER

The Chair recited the Uralla Shire Council prayer.

3   ACKNOWLEDGEMENT OF COUNTRY

The Chair read the acknowledgement of country.

4   WEBCAST INFORMATION

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

5   APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS

 Nil

6   DISCLOSURE & DECLARATIONS OF INTEREST/S

Cr Leanne Doran declared non-significant non-pecuniary interest in relation to item 14.12, due to Coordinating Thunderbolt's Festival

Cr David Mailler declared pecuniary interest in relation to item 15.3, due to Owner of property adjacent to TSR.

7   CONFIRMATION OF MINUTES

7.1   CONFIRMATION OF MINUTES ORDINARY MEETING HELD 25 NOVEMBER 2025

RESOLUTION 180.12/25

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

That Council adopts the minutes of the Ordinary Meeting held 25 November 2025 as a true and correct record.

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

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

8.1 LATE REPORT – MAYORAL MINUTE

Moved to be heard at Item 11.

9   WRITTEN REPORTS FROM DELEGATES

9.1   MAYOR'S ACTIVITY REPORT FOR NOVEMBER 2025

RESOLUTION 181.12/25

Moved: **Cr Adam Blakester**
Seconded: **Cr Lone Petrov**

That Council receives the Mayor's Activity Report for 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

10   PUBLIC FORUM

Nil

11   MAYORAL MINUTE

8.1   MAYORAL MINUTE - CONDOLENCES TO WAVERLEY COUNCIL AND SUPPORT FOR THE JEWISH COMMUNITY FOLLOWING THE BONDI BEACH TERRORIST ATTACK

RESOLUTION 182.12/25

Moved: **Mayor Robert Bell**
Seconded: **Cr Leanne Doran**

That Council:

1. **Expresses its deepest condolences to the families and loved ones of those killed, and all those injured as a result of the terrorist shooting attack at Bondi Beach during Chanukah celebrations.**

2. **Condemns in the strongest possible terms this act of antisemitic violence and terrorism, and affirms that hatred, racism and extremism have no place in Australian society.**

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3. Acknowledges the profound distress and fear caused to Jewish communities across Australia by this attack, particularly given it occurred during a sacred time of religious observance.

4. Offers reassurance, solidarity and support to Jewish members of the Uralla Shire community, and affirms their right to live, gather, worship and celebrate their culture safely and without fear.

5. Recognises and thanks NSW Police, emergency services personnel and members of the public who acted with courage and professionalism in responding to the attack.

6. Writes formally to the Mayor of Waverley Council conveying Council's condolences, support and solidarity on behalf of the Uralla Shire community.

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

12   NOTICE OF MOTION/QUESTIONS WITH NOTICE

Nil

13   REPORT OF COMMITTEES

13.1   MINUTES AUDIT RISK AND IMPROVEMENT COMMITTEE (ARIC) MEETING HELD IN SEPTEMBER 2025 AND DECEMBER 2025

RESOLUTION 183.12/25

Moved: Cr Adam Blakester
Seconded: Cr Tom O'Connor

That the Audit, Risk and Improvement Committee receives and notes the minutes of the ARIC meetings 1 September 2025, 12 September 2025 (extraordinary meeting of the ARIC) and 2 December 2025, noting Cr Doran attended the 2 December meeting.

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

CARRIED 9/0

13.2   AGED CARE COMPLIANCE AND ASSURANCE COMMITTEE MINUTES NOVEMBER MEETING

RESOLUTION 184.12/25

Moved: Deputy Mayor Kath Arnold
Seconded: Cr Lone Petrov

That Council:

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1. Note the minutes of the Aged Care Compliance and Assurance Committee (ACCA) meeting held on 6 November 2025.

2. Note the ACCA's request that Council receives a report highlighting the strong results achieved by Community Care Transport.

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

Against: Nil

CARRIED 9/0

13.3   AUSTRALIA DAY COMMITTEE MINUTES OF MEETING HELD 26TH NOVEMBER 2025

RESOLUTION 185.12/25

Moved: Cr Sarah Burrows
Seconded: Cr Jen Philp

That Council notes and receives the unconfirmed Minutes of the Australia Day Committee meeting held 26th 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

14   REPORTS TO COUNCIL

14.1   DRAFT LONG TERM FINANCIAL PLAN 2027-2036

RESOLUTION 186.12/25

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

That Council:

1. Notes there were no submission to the exhibited draft 2027-2036 LTFP.

2. Adopts the draft Long Term Financial Plan and associated supporting documents as exhibited with the following amendment at point 5.

3. Notes that the Plan will be reviewed annually, and further revisions recommended as appropriate.

4. Considers the LTFP in determining its final position on the proposed SRV application to IPART, the subject of a separate report to this meeting.

5. Removes TCS/TCT, McMaugh Gardens and Grace Munro from the list of community operations to be funded by the proposed SRV.

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 SPECIAL RATE VARIATION APPLICATION INCLUDING REPORT ON THE SRV COMMUNITY ENGAGEMENT

RESOLUTION 187.12/25

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

That Council:

1. Acknowledges the process and feedback received during the community engagement on the proposed permanent two-year up to 58.06% cumulative Special Rate Variation.

2. Makes application to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation under section 508(A) of the *Local Government Act 1993* for increases to the ordinary rate income of 28.50% in 2026-2027 (including the rate peg), and 23.00% in 2027-2028 (including the rate peg), representing a total cumulative increase up to 58.06% over the two-year period, with that increase to be a permanent increase retained within the rate base.

3. Applies the proposed SRV rating across all categories subject to the consideration of valuation changes.

Category	Year 1 2026/27	Year 2 2027/28	Compounded increase % change
Residential	28.5%	23%	58.06%
Rural Residential	28.5%	23%	58.06%
Business	28.5%	23%	58.06%
Farmland	28.5%	23%	58.06%

4. Includes the Community Engagement Report and supporting consultation materials relating to the proposed Special Rate Variation in the application to IPART.
5.   Notes that Council is investigating an additional sub category for energy generation and infrastructure.

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   HILL STREET AFFORDABLE HOUSING PROJECT – PETITION AND PROJECT UPDATEHOUSING PROJECT

RESOLUTION 188.12/25

Moved: Cr David Mailler
Seconded: Cr Lone Petrov

That Council:

1. **Notes receipt of the petition titled 'Oppose the Unconsulted Transfer of 15 Hill Street to Homes North' and the concerns raised.**

2. **Notes community engagement activities undertaken to date and mechanisms implemented to address concerns.**

3.   **Writes to the chief petitioner responding to the issues raised in the petition and makes this information publicly available.**

4. **Receives advice on the process for quarantining surpluses and a call for two Councillor representatives to the Advisory Committee to the February 2026 Meeting.**

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

Against: Nil

                                                                    CARRIED 9/0

PROCEDURAL MOTION - BREAK

RESOLUTION 189.12/25

Moved: Cr Leanne Doran
Seconded: Cr Tom O'Connor

The Chair called for a short break at 5:55pm

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 190.12/25

Moved: Cr Leanne Doran
Seconded: Cr Adam Blakester

The Chair reconvened the meeting after a short break at 6:10pm

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

CARRIED 9/0

14.4   UPDATE - RATES AND WATER DEBTORS IN ARREARS

RESOLUTION 191.12/25

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

That Council notes the report on Rates and Water Charges Arrears.

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   MONTHLY FINANCE REPORT FOR NOVEMBER 2025

RESOLUTION 192.12/25

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

That Council receives the attached Monthly Finance Report for 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

14.6   LOANS AS AT 30 NOVEMBER 2025

RESOLUTION 193.12/25

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

That Council notes that the total loan position as of 30 November 2025 is $1,096,822.

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 **INVESTMENTS AS AT 30 NOVEMBER 2025**

RESOLUTION 194.12/25

Moved: **Cr Adam Blakester**
Seconded: **Cr Tom O'Connor**

That Council notes:

1. **The cash position as of 30 November 2025 consisting of:**

   - **cash and overnight funds of $3,997,321**

   - **term deposits of $21,000,000; and**

   - **total of cash and term deposits amount to $24,997,321 as of 30 November 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 of 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

14.8 **MAJOR PROJECTS AND CAPITAL WORKS - INFRASTRUCTURE & DEVELOPMENT**

RESOLUTION 195.12/25

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

That Council notes the Infrastructure Works Update as at 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

14.9   REPAYMENT OF UNSPENT CHSP FUNDS FOR 2023/24 FY

RESOLUTION 196.12/25

Moved: Cr Sarah Burrows
Seconded: Cr Jen Philp

That Council:

1.   Notes the CHSP 2023–24 acquittal outcome requiring repayment of $584,111.55 to the Department.

2.   Notes the Department's advice that the CHSP funding agreement cannot be varied to allow retention of the unspent funds.

3.   Notes the current internal process of a monthly acquittal to ensure that all CHSP funds are fully acquitted each month, with the outcome that there will not be any unspent funds at the end of the 2 year acquittal period.

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

Against: Nil

CARRIED 9/0

14.10   ISSUE OF FORMAL DELEGATION TO THE MAYOR

RESOLUTION 197.12/25

Moved: Cr Adam Blakester
Seconded: Cr Sarah Burrows

That Council:

1.   Revokes all previous delegations to the Mayor.

2.   Adopts the Instrument of Delegation to the Mayor as attached.

3.   Reviews the delegation within three (3) months of the new Council term.

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

Against: Nil

CARRIED 9/0

14.11   2025 AUDIT RISK AND IMPROVEMENT ASSURANCE REPORT

RESOLUTION 198.12/25

Moved: Cr Adam Blakester
Seconded: Cr Leanne Doran

That Council:

1. Notes the Audit Risk and Improvement Committee's (ARIC's) annual assessment of Council's performance in meeting the requirements of the Guidelines for Risk Management and Internal Audit for Local Government in NSW.

2. Attends an annual assurance meeting to be convened by the ARIC prior to the first ARIC meeting in 2026 scheduled for 2nd March 2026.

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

Against: Nil

CARRIED 9/0

14.12   POLICY REVIEW

RESOLUTION 199.12/25

Moved: Cr Sarah Burrows
Seconded: Cr David Mailler

That Council:

1. Exhibits the Gates and Ramps, Crossing of Water Pipes and Highway Closure Policies for a period of 42 days seeking community feedback, noting the correction with the event reference in the Highway Closure Policy to now state 'Thunderbolt's Festival'.

2. Grazing on Public Roads Policy is to be transferred to a General Manager Directive.

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

4. Adopts the Gates and Ramps, Crossing of Water Pipes and Highway Closure Policies should no submissions prompting material change be received.

5. Rescinds the Food Control Commercial Premises Policy 2013, the Local Policies concerning approvals and orders Policy 2013, and the Water Safety Policy 2013.

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

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14.13   CODE OF CONDUCT STATISTICS 2024-2025

RESOLUTION 200.12/25

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

That Council provides the Office of Local Government with the Code of Conduct Annual Statistical Report for the period 1 September 2024 to 31 August 2025 by 31 December 2025 noting that there have been no Code of Conduct Complaints for the reporting period.

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

Against: Nil

                                                        CARRIED 9/0

14.14   ADDENDUM TO 2024-2025 ANNUAL REPORT

RESOLUTION 201.12/25

Moved: Deputy Mayor Kath Arnold
Seconded: Cr Sarah Burrows

That Council:

1. **Notes the General Manager's 2024/2025 attestation in satisfaction of Local Government (General) Regulations 2021 section 216T; and**

2. **Includes the Attestation Statement as an addendum to the Uralla Shire Council 2024/2025 Annual Report.**

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

14.15   REGISTER RESOLUTIONS ACTIONS STATUS AS AT 10TH DECEMBER 2025

RESOLUTION 202.12/25

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

That Council notes the Resolution Actions Status Report as at 10 December 2025.

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

Against: Nil

                                                        CARRIED 9/0

PROCEDURAL MOTION - BREAK

RESOLUTION 203.12/25

Moved: **Cr David Mailler**
Seconded: **Cr Leanne Doran**

The Chair called for a short dinner break at 7.26 pm.

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 204.12/25

Moved: **Deputy Mayor Kath Arnold**
Seconded: **Cr Lone Petrov**

The Chair reconvened the meeting after a short break at 7.54pm.

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

Against: **Nil**

CARRIED 9/0

15   CONFIDENTIAL MATTERS

RESOLUTION 205.12/25

Moved: **Deputy Mayor Kath Arnold**
Seconded: **Cr Lone Petrov**

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

15.1   Future Regional Water Security Option Investigation

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

15.2   Waste Management – Comparative Evaluation of Landfill Options and Update on Previous Waste-Related Actions

This matter is considered to be confidential under Section 10A(2) - c of the *Local Government Act 1993*, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be

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contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

15.3   Staces Road and Travelling Stock Route (TSR)

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

15.4   Procurement of Bogie Drive Water Cart via Tender VP483833

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

15.5   General Manager Annual Performance Review December 2025

This matter is considered to be confidential under Section 10A(2) - a of the *Local Government Act 1993,* and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors).

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

CARRIED 9/0

RESOLUTION 211.12/25

Moved: Cr Tom O'Connor
Seconded: Cr Lone Petrov

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

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

CARRIED 9/0

16   COMMUNICATIONS OF COUNCIL DECISIONS

The Chair communicated the Council decisions from the closed session.

15.1   FUTURE REGIONAL WATER SECURITY OPTION INVESTIGATION

RESOLUTION 211.12/25

Moved: Cr Sarah Burrows
Seconded: Deputy Mayor Kath Arnold

That Council authorises the General Manager to enter into discussions with counterparts at Armidale Regional Council and Walcha Council to investigate regional responses to present and future water security issues and potential solutions.

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

15.2   WASTE MANAGEMENT – COMPARATIVE EVALUATION OF LANDFILL OPTIONS AND UPDATE ON PREVIOUS WASTE-RELATED ACTIONS

RESOLUTION 212.12/25

Moved: Cr David Mailler
Seconded: Cr Jen Philp

That Council notes:

1.   Receipt of the Mike Ritchie and Associates (MRA) draft Report: Comparative Evaluation of Landfill Development Options, dated 19 Nov 2025.

2.   The updated staff responses to Resolution 3 of the Report to Council of 23 July 2024: The Uralla Landfill Master Plan and Residual Waste Options Assessment.

3.   The intention to progress Tenders in February 2026 as follows:

    (a)   Putrescible (RED) Waste transport service;

    (b)   Garden Organics (GREEN) Waste transport service, with the option to transfer into a full Food and Garden Organics (FOGO) transport service after July 2026; and

    (c)   Recyclable (YELLOW) Waste transport and processing service.

4.   Any future landfill cell development would be dependent on State or Federal funding.

5.   General Manager to provide an additional report to the February 2026 meeting identifying the non-confidential components of the December 2025 waste strategy report.

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

                                                                                    Page 17

At 8:35 pm, Cr David Mailler left the meeting.

15.3   STACES ROAD AND TRAVELLING STOCK ROUTE (TSR)

RESOLUTION 213.12/25

Moved: Cr Lone Petrov
Seconded: Cr Leanne Doran

That Council:

1. **Accepts the offer by EnergyCo to fund and conduct, on Council's behalf, all required activities to regularise and compulsorily acquire such land within the Staces Road - Travelling Stock Route corridor as may be required to create a permanent Over Size/Over Mass-capable, heavy vehicle route connecting the New England Highway to Thunderbolts Way.**
2. **Encourages EnergyCo to consider an alignment that minimises loss of vegetation.**
3. **Dedicates the said land as public road pursuant to Roads Act 1993 once acquisition is complete.**
4. **Acknowledges its future role as the Roads Authority over the said land pursuant to Roads Act 1993 following the dedication.**

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

Against: Cr Adam Blakester

Absent: Crs David Mailler

CARRIED 7/1

At 8:47 pm, Cr David Mailler returned to the meeting.

15.4   PROCUREMENT OF BOGIE DRIVE WATER CART VIA TENDER VP483833

RESOLUTION 214.12/25

Moved: Cr Sarah Burrows
Seconded: Deputy Mayor Kath Arnold

That Council:

1. **Accepts the tender submission VP483833 from Volvo Group Australia Pty Ltd (via JT Fossey Sales Pty Ltd) for the amount of $307,666.52 (incl. GST) on the basis that the submission represents the best value offer.**

2. **Authorises the General Manager to execute the contract documents.**

3. **Notifies all tenderers of the outcome in line with Council's procurement practices.**

4. **Notes that the funding source for this procurement is Council's 25/26 Plant Replacement Program via an allocation to be drawn from the adopted budget item 'Plant Fund – Capital Expenditure' GL Code 07500.0705.0555.**

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

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15.5   GENERAL MANAGER ANNUAL PERFORMANCE REVIEW DECEMBER 2025

RESOLUTION 215.12/25

Moved: Mayor Robert Bell
Seconded: Deputy Mayor Kath Arnold

That Council note:

1. **The Councillor Review Panel are confident that Uralla Shire is benefiting from the General Manager's leadership. We would like to acknowledge her diligence and optimism which is resulting in many positive changes across all areas of the shire: and**

2. **The General Manager receives a renumeration increase as per Clause 8.4 of her contract of 3.5% as per NSW Report and Determination under 24O of the Statutory and Other Offices Renumeration Act 1975 backdated to November 2025.**

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

17   CONCLUSION OF MEETING

The meeting was closed at 9:00pm.

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Office of the Mayor

P: 02 6778 630
F: 02 6778 634
E: council@uralla.nsw.gov.a
32 Salisbury Street, Uralla NSW 235
PO Box 106, Uralla NSW 235
ABN: 55 868 272 0

Responsible Officer: Group
Support Officer
In reply, please quote:
UINT/26/318

8 January 2026

Mr Brendan Moylan, MP
Member for Northern Tablelands
By email: northerntablelands@parliament.nsw.gov.au

Dear Brendan,

Appointment to NSW Shadow Cabinet

On behalf of Uralla Shire Council, I would like to congratulate you on your appointment as Shadow Minister for Agriculture and for Prevention of Regional Crime.

This is great recognition of your efforts in raising the challenges faced by rural and regional communities in these two important areas.

Elevating these matters to a ministerial level is significant, and we thank you for your strong advocacy for rural communities.

We look forward to continuing to work with you to progress strong outcomes for our community.

Yours sincerely,

Robert Bell
Mayor

MINUTES of

AGED CARE COMPLIANCE & ASSURANCE COMMITTEE

Held on 3 February 2026 at 2:00 PM

Attendance at Meeting:

Members:	Dr M Caelli (Chair) Member R D'Angelo Member P Cooper Deputy Mayor Cr Arnold
Apologies:	Nil
Staff:	Toni Averay, General Manager Mr B Dyer, Group Manager Community Services Jessica Goodwin, Manager Community Care Staff M Blyth, Group Support Officer Corporate Services Jacinta Sutherland, Director of Nursing Amanda Tanner, Clinical Care Coordinator Sally McKeown, Quality Care Coordinator
Observers:	Cr Philp Cr Burrows

AGED CARE COMPLIANCE & ASSURANCE COMMITTEE COMMITTEE MINUTES   **3 FEBRUARY 2026**

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AGED CARE COMPLIANCE & ASSURANCE COMMITTEE COMMITTEE MINUTES   3 FEBRUARY 2026

1   OPENING

The Chair declared the meeting opened at 2.00pm.

2   WELCOME

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

4   DISCLOSURE & DECLARATION OF INTEREST/S

The Chair advised there were no disclosures.

5   NIL

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 01.02/26

Moved: Dr Meredith Caelli
Seconded: Member Raffaele D'Angelo

That the Aged Care Compliance and Assurance Committee (Committee) confirms the minutes of the previous meeting of the Committee held on 6 November 2025.

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

Against: Nil

CARRIED 3/0

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AGED CARE COMPLIANCE & ASSURANCE COMMITTEE COMMITTEE MINUTES   3 FEBRUARY 2026

7.2   LEGISLATIVE AND REGULATORY UPDATES

COMMITTEE RESOLUTION 02.02/26

Moved: **Dr Meredith Caelli**
Seconded: **Member Peta Cooper**

That the Aged Care Compliance and Assurance Committee notes the report on the legislative and regulatory update.

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

Against: **Nil**

CARRIED 3/0

7.3   PERFORMANCE AGAINST THE AGED CARE QUALITY STANDARDS

COMMITTEE RESOLUTION 03.02/26

Moved: **Dr Meredith Caelli**
Seconded: **Member Raffaele D'Angelo**

That the Aged Care Compliance and Assurance Committee:

1. **Notes the review of, and discussion regarding, the Standards 5 and 6 of the Aged Care Quality Standards for Council's Residential Aged Care Facility and Community Care Services.**
2. **Report to the next committee meeting about the progress of the Uralla Community Care policy procedure review.**

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

Against: **Nil**

CARRIED 3/0

AGED CARE COMPLIANCE & ASSURANCE COMMITTEE COMMITTEE MINUTES   3 FEBRUARY 2026

7.4   COMPLIANCE AND MONITORING REPORTING

COMMITTEE RESOLUTION 04.02/26

Moved: Dr Meredith Caelli
Seconded: Member Peta Cooper

That the Aged Care Compliance and Assurance Committee:

1. **Notes the report on Compliance and Monitoring for Council's aged care services.**
2. **Recommends that IT system controls for the software program MEDSIG be confirmed.**

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

Against: Nil

CARRIED 3/0

7.5   COMPLAINTS AND FEEDBACK ANALYSIS

COMMITTEE RESOLUTION 05.02/26

Moved: Dr Meredith Caelli
Seconded: Member Raffaele D'Angelo

That the Aged Care Compliance and Assurance Committee:

1. **Receives and notes the Complaints and Feedback Analysis report for Council's aged care services.**
2. **Acknowledges and recognises an example of better practice whereby staff are taking concerns raised by residents and family seriously and responding to issues including care and food.**
3. **Receives a further report to clarify where the feedback forms and anonymous feedback box are located for the residents to ensure anonymity.**

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

Against: Nil

CARRIED 3/0

AGED CARE COMPLIANCE & ASSURANCE COMMITTEE COMMITTEE MINUTES   3 FEBRUARY 2026

7.6   CONTINUOUS IMPROVEMENT INITIATIVES

COMMITTEE RESOLUTION 06.02/26

Moved: Dr Meredith Caelli
Seconded: Member Peta Cooper

That the Aged Care Compliance and Assurance Committee:

1. **Note the information provided regarding continuous improvement.**
2. **Receive a bi-annual report from Community Care regarding the program targets and current status in relation to their continuous improvement program.**

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

Against: **Nil**

CARRIED 3/0

7.7   WORKFORCE DEVELOPMENT

COMMITTEE RESOLUTION 07.02/26

Moved: Dr Meredith Caelli
Seconded: Member Peta Cooper

That the Aged Care Compliance and Assurance Committee:

1. **Note the report on Workforce Development for Council's aged care services.**
2. **Receive a bi-annual report regarding mandatory training overall and role specific training, including numbers of staff who have attended and completed that training for both McMaugh Gardens and Uralla Community Care services.**

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

Against: **Nil**

CARRIED 3/0

Cr Arnold left meeting at 3.43 pm.
Cr Arnold returned to meeting at 3.45 pm.

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7.8 GENERAL BUSINESS

COMMITTEE RESOLUTION 08.02/26

Moved: Dr Meredith Caelli
Seconded: Member Peta Cooper

That the Aged Care Compliance and Assurance Committee:

1. **Notes the actions taken in the Actions Report.**

2. **Notes the action items being closed in the actions report 7.1, 7.2, 7.3, 7.4, 7.6, 7.7, 7.8, 7.10, 7.11 and 7.12.**

For: Crs Meredith Caelli and Peta Cooper

Against: Nil

Absent: Crs Raffaele D'Angelo

CARRIED 2/0

At 3:57 pm, Member Raffaele D'Angelo left the meeting.

7.9 AGED CARE COMPLIANCE AND ASSURANCE COMMITTEE - QUARTERLY REPORT MATTERS

COMMITTEE RESOLUTION 09.02/26

Moved: Dr Meredith Caelli
Seconded: Member Peta Cooper

That the Aged Care Compliance and Assurance Committee:

1. **Notes the recommended actions in the minutes of the 2 February 2026 meeting.**

2. **Notes the positive improvements.**

3. **Reports minutes of 3 February 2026 meeting to the next ordinary meeting of Council.**

For: Crs Meredith Caelli and Peta Cooper

Against: Nil

Absent: Crs Raffaele D'Angelo

CARRIED 2/0

Item 7.9 was spoken after 7.10.

7.10   CLINICAL GOVERNANCE

COMMITTEE RESOLUTION 10.02/26

Moved: Dr Meredith Caelli
Seconded: Member Peta Cooper

That the Aged Care Compliance and Assurance Committee:

1.   **Note the revised Clinical Governance Framework for McMaugh Gardens.**

2.   **Work through the changes that the Committee through the Chair recommends relevant to the continued implementation of the Framework and its associated governance structures.**

3.   **Receive a further report following consideration of the Chair's recommendations regarding the Clinical Governance Framework.**

For: **Crs Meredith Caelli and Peta Cooper**

Against: **Nil**

Absent: **Crs Raffaele D'Angelo**

                                                                 CARRIED 2/0

8   CONCLUSION OF MEETING

The meeting was closed at 4.15.

NSW Electoral Commission

LGBY.108

Election calendar (as at 10 February 2026)
Uralla Shire Council – Ward A
Saturday 18 April 2026

February

MONDAY
23
Start advertising 'Close of Rolls'.
Braille applications open.

March

MONDAY
9
6pm: Braille applications close.
6pm: Close of rolls.
Nominations open.
Start of regulated period for electoral material.

TUESDAY
10
Lodgement of Postal Vote applications open.

WEDNESDAY
18
12 noon: Close of nominations.
Registration of electoral material commences.

MONDAY
23
Postal vote packs mailed to general postal voters and postal voters.

24
Display of registered electoral material on website commences.

April

FRIDAY
3
PUBLIC HOLIDAY.

MONDAY
6
PUBLIC HOLIDAY.

FRIDAY
10
5pm: Registration of electoral material closes.

SATURDAY
11
Pre-poll voting opens.

MONDAY
13
Pre-poll voting.
5pm: Postal vote application closes.

TUESDAY
14
Pre-poll voting.

WEDNESDAY
15
Pre-poll voting.

THURSDAY
16
Pre-poll voting.

FRIDAY
17
6pm: Pre-poll voting closes.
6pm: TAV applications close.

SATURDAY
18

8am – 6pm
Election day
Polling places open.
1pm: TAV closes.
6pm: Regulated period for electoral materials ends.

MONDAY
20
Pre-poll initial count.

TUESDAY
21
Pre-poll initial count.

SATURDAY
25
ANZAC DAY.

May

FRIDAY
1
6pm: Receipt of postal votes closes.

MONDAY
4
Count completion.

TUESDAY
5
Result declared.

Attachment 1

Draft Buildings Asset Management Plan 2025 - Submission Summary and Responses

1. Purpose

This report presents a summary of the key issues raised in the public submission received on the Draft Buildings Asset Management Plan (**BAMP**) and outlines the clarifications and refinements made to the document in response. The changes improve clarity and transparency, but do not alter the core modelling, funding requirements, or recommended service outcomes presented in the draft BAMP.

The revised BAMP remains consistent with the Office of Local Government (**OLG**) best practice guidance, IPWEA and Councils Asset Management Framework.

2. Overview

The submission raised several matters relating to the clarity of service levels, interpretation of asset condition, relationship with the Long-Term Financial Plan (**LTFP**), community consultation, modelling confidence, climate considerations, and the inclusion of specific assets. In most cases, the concerns were based on interpretation rather than errors in the BAMP. Minor adjustments have been made to improve clarity and strengthen the narrative where appropriate.

The following commentary summarises each key issue and the corresponding refinement.

3. Summary and Responses

3.1 Levels of Service (LoS) Messaging

The submission suggested that the BAMP contained a contradiction regarding Council's ability to maintain current levels of service.

Response:
The Plan has been updated to clearly explain the distinction between short-term and long-term outcomes. The revised text clarifies that current service levels can be maintained under the recommended funding scenario only if the Special Rate Variation (SRV) proceeds, and that service levels will decline in the long term if the SRV is not approved. This correction is a clarification of wording, not a change to modelling or conclusions.

3.2 Asset Condition

The submitter expressed concern that the Plan described the overall condition of the buildings portfolio as "good", while many assets are rated at fair or poor condition.

Response:
In response to the submission, the text has been updated to clearly state the authors intentions. The weighted-average current condition of Council's buildings is 2.88, representing an overall fair condition. However, additional wording has been included to explain that poorer financial condition ratings (such as Condition 4 and 5 with a proportion of Condition 3) do not necessarily indicate that an asset is physically failing, as long-lived components and accounting treatment can lower the financial condition score even when the asset remains functional and safe, delivering 'good' physical service performance.

3.3 Linkage to the SRV

The submission suggested the Plan could more directly connect the identified funding shortfall to the SRV.

Response:
Additional supporting language has been added to the Executive Summary and relevant sections confirming that the recommended scenario is dependent on the SRV, and that without it, the effective funding ratio will fall to approximately 79%, resulting in increasing renewal backlog and service decline. These additions strengthen, rather than change, the narrative already presented.

3.4 Modelling Confidence and Data Reliability

The submission raised concerns about the accuracy of historical maintenance costs and the confidence level of the asset register.

Response:
The BAMP acknowledges legacy data limitations and outlines specific improvement actions. To enhance clarity, additional wording has been included to explain that the 2023 building condition assessments provide high-confidence information and that historical data issues are being addressed through scheduled improvement plan actions. No changes were required to lifecycle modelling.

3.5 LTFP and AMP Alignment

The submitter suggested that the AMP was "invalid" because its average annual funding requirements differ slightly from the LTFP.

Response:
The BAMP directly informs Council's Long-Term Financial Plan (LTFP) and forms part of an annual continuous improvement cycle. As updated asset condition data, revised project scopes, and more accurate cost estimates become available through the AMP, these are used to update and refine the LTFP in subsequent budget cycles so that long-term financial planning remains accurate and compliant with OLG requirements.

The minor variation identified by the submitter between the AMP funding averages and the current LTFP reflects a normal timing difference. The existing LTFP was prepared 8 months earlier, based on the information available at that time. The updated AMP incorporates more current asset data and recalculated lifecycle modelling, and therefore represents a more accurate and contemporary dataset.

Consistent with OLG best practice, the AMP has been aligned as closely as practicable with the LTFP's affordability envelope, noting that full alignment will occur when the next LTFP is updated using the new AMP data. The small variation is expected and does not represent an inconsistency or error.

The alignment between AMP and LTFP is temporary and will be updated through the next iteration of AMP financials as the cycle progresses.

3.6 Community Consultation

The submission questioned whether annual customer consultation had occurred.

Response:
A clarification has been added to explain that in this iteration, customer values were broadly informed through Council's ongoing CSP-related engagement and customer feedback channels. Dedicated annual BAMP-specific surveys have not taken place. However, no changes to service levels or customer measures were necessary.

3.7 Climate Change Considerations

The submission raised concern that climate impacts were identified but not costed.

Response:
An explanatory note has been added confirming that NSW and national climate-costing methodologies are still being developed. The BAMP identifies climate risks as required but does

not yet include financial modelling of climate impacts. Costing will be incorporated once a supported methodology is released. This is consistent with current industry practice.

3.8 Inclusion of the Grace Munro Facility

The submission noted that the Grace Munro building appeared not to be fully represented in the Plan.

Response:
The asset is included in the building asset category totals, Service deficiencies listed relate only to McMaugh Gardens as Council is the operator of that facility, not Grace Munro and officers are unaware of any requests from the operator. No changes were required.

3.9 Compliance Commentary

The submission requested a statement on Council's regulatory compliance position.

Response:
A short clarification through rewording the improvement plan - notes that a framework cohesion plan will be actioned. Compliance is determined in house through Governance and Asset Management Frameworks.

4. Overall Impact of Submission on the BAMP

The refinements made as a result of the submission are chiefly clarifications, with some minor corrections made. They:

- improve readability
- reduce risk of misinterpretation
- strengthen alignment with OLG guidance
- provide clearer narrative links between asset condition, risk, and funding need

However, they do not alter the building condition data, lifecycle modelling, funding requirements, or the recommended funding scenario.

The revised BAMP continues to reflect current best practice and remains aligned to Council's financial capacity under OLG guidelines, IPWEA and Council frameworks.

Buildings Asset Management Plan
August 2025 (Version 3.2)

Document Control	Asset Management Plan - Buildings			

Document ID : UINT/25/21032

Doc No.	Date	Revision Details	Author	Reviewer	Approver
1.3	September 2017	Adopted by Council – Res 25.09/17	GHD	DID	GM
2.5	February 2023	Adopted by Council	AM	DID	GM
3.0	March 2025	Version 2.5 Update	AM	DID	
3.1	August 2025	Revised after LTFP, Policy and Strategy adoption.	AM	DID	
3.2	December 2025	Revised after public exhibition	AM	DID	

Further Document Information and Relationships

Related Legislation*	*Local Government Act 1993 (the Act)* *Local Government (General) Regulation 2021 NSW (the Regulation)*
Related Policies	Uralla Shire Council Community Strategic Plan Uralla Shire Council Long Term Financial Plan 2025-34 Uralla Shire Council Asset Management Policy 2025 Uralla Shire Council Asset Management Strategy 2025-29
Related Procedures/ Protocols, Statements & Documents	NSW Office of Local Government – Integrated Planning & Reporting Guidelines for Local Government in NSW International Infrastructure Management Manual (IIMM) 6th Edition, Institute of Public Works Engineering Australasia (IPWEA, 2021) ISO 55000 Standards and Australian Accounting Standards

*Note: Any reference to Legislation will be updated in the Strategy as required. See Website

http://www.legislation.nsw.gov.au/ for current Acts, Regulations and Environmental Planning Instruments.

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1.0 EXECUTIVE SUMMARY

This Asset Management Plan (**AMP**) has been prepared to meet Uralla Shire Council's (**Council**) legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. This plan is one of several AMPs covering all community assets for which Council is responsible. These fall under Council's Asset Management Policy (**AMPol**) and Asset Management Strategy (**AMS**).

This Buildings Asset Management Plan (**BAMP**) has been developed with the most current data available (August 2025) and provides strategic framework which details information about infrastructure building assets, with actions required to provide an agreed Level of Service (**LoS**) in the most cost-effective manner while outlining associated risks.

This executive summary is a brief outline of the key messaging extracted from the content of the plan. Readers are encouraged to unwrap these messages by engaging in the content of each descriptive section.

1.1   The Purpose of the Plan

This Plan establishes a clear framework for the delivery of building services, the resources required to sustain them, and the funding necessary over the planning period. It provides decision-makers with a concise assessment of the financial sustainability of the building asset class, identifies funding gaps or surpluses, and articulates the implications for budgets, risk exposure, and LoS. Multiple forecast cost and service scenarios are presented, delivering a recommended short-term forecast to guide investment and service decisions. The BAMP directly informs the Long-Term Financial Plan (LTFP) and operates as part of a continuous improvement cycle, whereby annual budget outcomes, actual delivery, and updated condition data are reviewed each year to refine assumptions, improve accuracy, and ensure decisions remain aligned with Council's long-term objectives and regulatory requirements.

1.2   Asset Description

This plan covers Councils 98 buildings infrastructure assets.The Buildings network comprises:

- 21 Major Buildings – Assets are recorded at the following component levels: sub-structure, structure (floor walls, roof, fixture and fit-out), electrical services, solar services, hydraulic services, mechanical services, fire services, security services.

- 45 Minor Buildings – Assets are recorded as a whole building.

- 32 Other Buildings Structures – Assets recorded as a whole structure.

The above infrastructure assets have a replacement value estimated at $34,282,485. This figure is current as of 30 June 2024 (most recent audited financial statement) and has been indexed from 30 June 2023, which was provided by a third-party regulatory revaluation, based upon 100% physical inspection.

1.3   Levels of Service (LoS)

The allocation in the planned budget from the current LTFP is sufficient to continue providing existing services at the recommended forecast levels over the planning period. This ability is dependent on financial reform; without it, long-term service levels will decline.

The cumulative deficit for the recommended forecast after the planning period of 10-years is -$126,520. This deficit of $12,652 per year is manageable through minor adjustments and/or project savings in asset renewals.

In New South Wales, Council operates within a regulated financial framework that does not permit the adoption of a deficit budget. This includes compliance with the *Local Government Act 1993*, the *Integrated Planning and Reporting (IP&R) Framework*, the *Local Government Regulation 2021*, and associated guidance issued by NSW Government, all of which require Council to demonstrate financial sustainability, responsible asset stewardship, and clear alignment between AMPs and the LTFP.

Within this context, any emerging funding shortfall must be identified and actively managed. Where long-term funding gaps exist, these pressures will progressively deteriorate if a Special Rate Variation (SRV) is not supported or alternative sustainable funding measures are not implemented. If deficits are not closely monitored and addressed, the following service and organisational consequences are likely to increase over time:

- Expansion of the asset renewal backlog, accelerating asset condition decline
- Escalation of reactive and unplanned maintenance costs, reducing operational efficiency
- Progressive reduction in LoS and increased service interruptions
- Heightened exposure to safety, compliance, and operational risks
- Reduced financial resilience and flexibility to respond to emergencies, regulatory change, or future demand
- Increased intergenerational inequity through the deferral of necessary renewal investment
- Increased reliance on short-term corrective actions rather than planned, cost-effective lifecycle management

The proposed SRV is subject to approval by the Independent Pricing and Regulatory Tribunal (IPART) and represents a critical decision point in maintaining service sustainability and managing long-term asset risk.

1.4   Future Demand

The factors influencing future demand and the impacts they have on service delivery are driven by:

- Population, demographic changes and evolving social trends

- The New England Renewable Energy Zone (**REZ**)

- Upgrades in building standards, safety, planning requirements and regulatory frameworks

- Climate change, including the frequency and severity of weather events and adaptation requirements.

These demands will be approached by using a combination of managing existing assets and/or upgrading existing assets, when feasible, to meet demand and/or obsolescence. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures. We will;

- Continue to monitor population, demographic and social changes, with a specific focus one REZ initiatives and any of its ancillary activities.

- Continue to identify upgrades required to meet accessibility and general building regulations.

- Identify improvements to reduce overall risk on the ongoing damage due to increased weather events caused by climate change.

1.5   Lifecycle Management Plan

1.5.1   What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this BAMP include operation, maintenance, renewal, acquisition, and disposal of assets. Although the BAMP may be prepared for a range of time periods, it typically informs a long-term financial planning period of 10 years. Therefore, a summary output from the BAMP is the forecast of 10-year total outlays. The forecast considers multiple budget scenarios to reflect potential funding and service level variations. This BAMP presents data based on the scenario currently assessed as the best fit, balancing service needs, risk, and financial sustainability. Councils recommended forecast outlay for buildings is estimated at $2,805,353 on average per year over the 10-Year planning period.

1.6　Financial Summary

1.6.1　What we will do

Estimated available funding for the 10 year period is $2,792,700 on average per year as per the Planned Budget, from the reformed LTFP. This is 99.55% of the cost to undertake the modelled lifecycle cost projection from the recommended scenario

A detailed snapshot summary for the 10-year funding period forecast, is in Appendix G.

The infrastructure reality is that only what is funded in the LTFP can be provided. The informed decision making depends on this BAMP emphasising the consequences of the Planned Budgets on the service levels provided and associated risks.

The anticipated planned budget for Councils' buildings leaves a manageable shortfall of $-12,652 on average per year of the forecast lifecycle costs required to provide services in the BAMP compared with the Planned Budget included in the current LTFP. In line with best practice guidelines and the previously stated regulations, the LTFP has been deliberately structured to prioritise affordability in the early years of its ten-year outlook. From the 2027 financial year onward, the forecast incorporates key financial reform assumptions, being the aforementioned SRV, which is critical in moving towards an overall sustainable financial position by the end of the period.

This is shown in the figure below.

Forecast Lifecycle Costs (Recommended) verse Planned Budget

Figure Values are in current dollars.

We plan to provide Buildings services for the following:

- Operation, maintenance, renewal, disposal and acquisition to meet service levels set by Council in annual budgets.
- Major asset renewals within the 10-year planning period include buildings and components in varying condition, including; Uralla Depot, Bundarra Depot, Administration, McMaughs Aged Care Centre, Swimming Pool and Park Amenities.

- Asset acquisitions include a Uralla town crew parks and gardens shed. Comprising of $170,000 construction and $30,000 site clearance.

-

- No disposals of recognised building assets are planned in the 10-year period. The demolition activity identified is site clearance enabling works and not a disposal activity. The structures being removed have been de-recognised and have no value.

1.6.2   What we cannot do

We currently allocate enough budget to sustain these services at the current standard and partially provide all new services being sought. Works and services that cannot be provided under present or the recommended funding levels are:

- McMaugh Gardens Aged Care facility upgrade and capacity increase.

- Timely upgrades on capacity and functionality addressing compliance at the Uralla and Bundarra Depots

- Acting on upgrades on capacity and functionality addressing potential demand and obsolescence from REZ developments.

- Complete renewal backlogs and pro-active maintenance programs

- Complete 100% of the forecast renewals

- Maintain the current LoS in the long-term; some short-term LoS elements may be deferred or reduced until financial reforms take effect.

1.6.3   Managing the Risks

Our present budget levels are slightly insufficient to continue to manage risks in the short term.

The main risk consequence possibilities from a deficit budget are:

- Assets and components exceeding their useful life

- Loss of function and service disruption

- Reduced building operation standard

- Increased WHS risks

- Stakeholder satisfaction and reputation

We will endeavour to manage these risks within available funding by;

- Delivering a recommended forecast scenario

- Annual prioritisation of renewals, operations and maintenance

- Identifying critical buildings for prioritisation

- Analysing data processes including costs

- Taking advantage of any funding sources

- Regular review and analysis of the content of the framework documents

- Developing any other identified improvements

1.7   Asset Management Planning Practices

Councils' infrastructure asset management practices are guided by International Standards. Including the International Infrastructure Management Manual (**IIMM**), International Infrastructure Financial Management Manual (**IIFMM**) and ISO55000 standards, delivered though the Institute of Public Works Engineering Australasia (**IPWEA**). These industry standards are encompassed into Councils Asset Management Framework, which includes policy, strategy and planning documents.

Key assumptions made in this BAMP are:

- *Application to the Independent Pricing and Regulatory Tribunal (**IPART**) for a Special Rate Variation (**SRV**) to commence 1 July 2027 is successful and implemented at the defined rates in the LTFP 2025-34*

- *Figures used in the financial messaging are from the **recommended scenario** which represents a modelled forecast to suit Councils' current financial position and does not reflect overall sustainability.*

- External funding will be the main driver for funding unplanned acquisitions upon lifecycle feasibility analysis, particularly in the short term, including REZ solutions.

- There is one planned major building acquisition in the 10-year forecast.

- There are no planned major disposals in the 10-year plan.

- Obsolescence factors are unknown and no contingency is considered in the recommended forecast.

- Future demand assumptions (Section 4)

- All cost forecasts are in today's dollars.

- Financial data used in this plan was from the latest audited financial statements, being June 2024.

- Condition assessment data in this plan is from the June 2023 revaluation.

- Data and modelling position is from August 2025.

- Disposal activity listed is the site clearance of derecognized assets and is recognised as acquisition costs. The construction cost and site clearance cost have been separated for transparency.

- Acquisition and disposal costs are omitted from lifecycle ratio methodology calculations per IPWEA and IIMM requirements

The critical factors included in Council's buildings asset management include:

- Maintenance and repair costs

- Operational costs

- Replacement or Rehabilitation cost

- Acquisition costs

- Age of assets

- Design life and actual life

- Life cycle of asset

- Integrating new technologies

- Usage and data capture

- Budget

- Risk appetite

Assets requiring renewal are identified from either the asset register or an alternative method.

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,

- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

*The **<u>Alternate Method</u>** was used to forecast the renewal lifecycle costs for this BAMP.*

This BAMP is based on a medium to high level of confidence in information, due to the physical condition assessment as part of the revaluation process in June 2023.

1.8   Monitoring and Improvement Program

The next steps resulting from this BAMP to improve asset management practices are;

- Buildings and Asset Register audits.

- Finance system data capture and procedure analysis

- Asset useful life analysis

- Depreciation analysis

- Critical asset analysis

- Risk analysis

- Ground proof condition and renewal costs of current condition 4 or 5 assets.

- Customer LoS communication and service level review

- Prioritise critical assets and risk to model renewal forecasts

- Review and establish renewal backlog plan

- Review and update lifecycle base costs

- Complete the Asset Management Framework suite of documents.

2.0 Introduction

2.1 Background

This BAMP communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period. The BAMP also communicates associated consequences and risks if the LTFP forecast shows insufficient budget.

The BAMP is to be read in conjunction with Councils Asset Management Policy (**AMPol**), Asset Management Strategy (**AMS**) and the following current year planning documents.

- Community Strategic Plan (**CSP**)
- Delivery Program (**DP**)
- Operational Plan (**OP**)
- Long Term Financial Plan (**LTFP**)

This BAMP has a direct relationship with the following associated planning process:

Asset management is an ongoing process of service delivery planning, viewed as a journey rather than a final destination. The Council is committed to continuously improving its asset management practices to ensure compliance, including the Local Government Act 1993, and to uphold best practices in asset management. This is achieved through adherence to the ISO 55000 international standards and by following the guidelines provided in the IIMM and the IIFMM. A key component of this process is the regular updating and application of asset management plans, such as this document, alongside the strategic documents mentioned. Since the development of the Asset Management Framework, the Council has periodically updated, maintained, enhanced, and created essential asset management documents, including policies and strategies, with the goal of achieving best practice in asset management.

The infrastructure assets covered by this AMP include all Council owned or maintained Buildings and Facilities. For a detailed summary of the assets covered in this BAMP refer to the Table in Section 5.

Council owned building assets are used to deliver essential services to the community and accommodate staff, tenants, and equipment. When these assets are occupied or used by third parties, appropriate agreements are established to define roles, responsibilities, and terms of use. These agreements are coordinated and managed by the Corporate team.

The types of agreements used by Council, depending on the nature of the arrangement, include:

- Leases and Licences
- Memoranda of Understanding (**MOU**)
- Hire agreements

Currently, there are several instances where existing agreements have lapsed and require renewal. Addressing these outstanding agreements forms part of the asset management improvement plan detailed in Section 8.

The infrastructure assets included in this plan have a total replacement value of $34,282,485.

Key stakeholders in the preparation and implementation of this BAMP are shown in Table 2.1.

Table 2.1: Key Stakeholders in the BAMP

Key Stakeholder	Role in Asset Management Plan
Councillors	■ Represent the needs of community. ■ Ensure service sustainability through informed decision making.
General Manager	■ Allocate resources to meet the organisations objectives in providing services while managing risks. ■ Authorise delegations of authority to undertake works defined in the Asset Management Plan. ■ Provide guidance to Council on the organisations plans to fund its overall operations to meet objectives, now and in the future. ■ Foster Asset Management stewardship, throughout the entire organisation.
Chief Financial Officer	■ Guide and verify the organisations financial objectives, position and sustainability.
Director Infrastructure and Development	■ Guide the organisations holistic asset practices, objectives and sustainability. ■ Identify changes in workflows or Council requirements.
Group Manager Corporate Services	■ Guide and verify associated risks ■ Develop and inform stakeholders through Enterprise Risk Management
Asset Manager	■ Continually develop the Asset Management Plan with constant stakeholder engagement and data collection/analysis. ■ Drive the Asset Management Plan improvement plan. ■ Inform stakeholders of limitations and associated risk.

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Key Stakeholder	Role in Asset Management Plan
Infrastructure/Project Managers	■ Oversee the works of the Asset Management Plan ■ Co-ordinate budgets
Contractors/ Employees	■ Undertake the works per the Asset Management Plan schedule
General Public	■ Report damage, safety concerns and issues ■ Inform Levels of Service

2.2 Goals and Objectives of Asset Ownership

Our goal for managing infrastructure assets is to meet the defined LoS (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

■ Defining the assets and their associated costs,

■ Determining and providing a defined LoS and monitoring performance,

■ Managing the impact of growth through demand management and infrastructure investment,

■ Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined LoS,

■ Identifying, assessing, and appropriately controlling risks, and

■ Linking to the LTFP which identifies required, affordable forecast costs and income, and how it will be allocated.

Key elements of the planning framework are:

■ LoS – specifies the services and service levels to be provided,

■ Risk Management,

■ Future demand – how this will impact on future service delivery and how this is to be met,

■ Lifecycle management – how to manage existing and future assets to provide defined LoS,

■ Financial summary – what funds are required to provide the defined services,

■ Asset management practices – how we manage provision of the services,

■ Monitoring – how the plan will be monitored to ensure objectives are met,

■ Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals, principles and objectives of asset management are:

1. *ISO 55000:2024 Asset Management – Vocabulary, overview, and principles*

2. *International Infrastructure Management Manual1*

A road map for preparing an Asset Management Plan is shown below.

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[1] IPWEA International Infrastructure Management Manual (IIMM), Sec 2.1

Road Map for preparing an Asset Management Plan
Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11

3.0 LEVELS OF SERVICE

3.1   Customer Research and Expectations

This BAMP is prepared to facilitate consultation prior to adoption of LoS by the Council. While future revisions of the BAMP will incorporate updated customer consultation on service levels and costs of providing the buildings service, this new targeted consultation has not yet taken place. Broader community consultation to determine customer expectations, needs and wishes for all Council services is conducted annually to inform the development of Councils CSP. Council, in 2025 through financial reform, is conducting additional significant community consultation. This future data will assist the Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

Existing data from survey results from the 2022 Draft LTFP indicated that 55% of respondents preferred reducing operating costs, capital expenditure, or both—by lowering standards or reliability of building infrastructure—rather than making similar cuts to other asset groups, in order to maintain functionality. The results are seen in Table 3.1.

Table 3.1: Customer Survey Data – Preference for Asset Group reduction in service standard and/or reliability - 2022

Buildings are managed within Council's General Fund, meaning all financial forecasts and cost allocations must account for the full range of service centres funded under this fund. Any planning or budgeting for building assets needs to be integrated with the broader financial requirements of the General Fund. This integration is essential to ensure financial sustainability, maintain compliance with funding constraints, and support balanced decision-making across all services.

As shown in the Recommended Lifecycle Summary Forecast (Appendix G), Council is currently able to fund 99.55% of its building portfolio costs over the 10-year medium-term planning period. However, if the proposed Special Rate Variation (SRV) is not implemented, this funding level drops to 88%, and increases the asset renewal backlog. When this backlog is factored into the overall costs, the effective funding ratio falls further to 79%—well below the industry-accepted minimum benchmark of 90%.

If the financial reform solution of the SRV does not materialise, and given the 2022 survey preference for reducing funding levels for buildings, this long-term trend continues withfunding remaining below 90%, the

sustainability of Council's building assets will be at risk, leading to long-term issues and growing intergenerational inequity.

To manage this, the building portfolio and the Building Asset Management Plan (BAMP) will be reviewed regularly. Any decline in the funding ratio will trigger renewed community consultation on buildings and a reassessment of affordability.

Council also remains open to further investigation and consultation at any time, particularly in response to evolving needs such as those arising from the New England Renewable Energy Zone (REZ) developments.

3.2   Strategic and Corporate Goals

This BAMP is prepared under the direction of the Uralla Shire Councils vision, mission, goals and objectives as set out in the CSP.

Councils **vision** is:

> *"A vibrant community with a growing economy and sustainable lifestyle that values its heritage."*

Councils **mission** is:

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

Councils **Community Strategic Objectives** are:

1. We are "Community Minded" with an accessible, inclusive and empowered community.

2. We are "Prosperous" with a sustainable economy that supports prosperity.

3. We are "Good Custodians" of our natural and built environment.

4. We are an "Independent" shire and well-governed community.

Infrastructure assets play both a direct and an indirect role in achieving the strategic objectives of the CSP. The following Table 3.2 indicates how Council's buildings assets play a role in the delivery of the key strategies linked to the CSP.

Table 3.2: Objectives and how these are addressed in this Plan

Objective	How Objectives are addressed in the BAMP
Effectively and responsibly manage, maintain, and develop Council's infrastructure, operational and financial assets.	Maintenance and application of this plan. Implement recommended improvements, commit required expenditure to maintain and renew assets.
To provide cultural and recreational facilities to serve the expectations of the community	Development of service levels and community consultation plan. Application of these to prioritise asset works required to meet these community needs.
To appropriately consult and well-inform community concerning Council's activities	Development of the existing service levels from specific community consultation. in the future.

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and to be responsive to the community's needs.	Communication of the content of this AMP in terms of the asset portfolio, its condition and estimated expenditure required to bring it up to, and maintain, those levels of service.

3.3   Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the buildings service are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act 1993 and Local Government (General) Regulation 2021	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery.
Environmental Planning and Assessment Act 1979 and Environmental Planning and Assessment Amendment Act 2008	Sets the legislative requirements of buildings and places of public to comply with the National Construction Codes.
NSW Security Act 1997 and Regulations 2016	Sets controls for management and operation of CCTV programs.
Australian Accounting Standards	Sets out the financial reporting standards relating to the (re)valuation and depreciation of assets
Building Code of Australia 2016	States the minimum requirements for the design, construction and maintenance of buildings
National Construction Code 2022	New building works and upgrades/renovations to comply with the NCC. The NCC defines the standards for particular building types.
Design and Building Practitioners Act 2020	Defines regulations for certain building classes, including Aged Care.
Disability Discrimination Act 1992	An Act that bans discrimination of people based on a disability.
Work Health and Safety Act 2011 and Work Health and Safety Regulation 2017	Require Council to provide a safe workplace for all its employees and the public.
Heritage Act 1977 (NSW)	An Act that conserves places with heritage value.
Graffiti Control Act 2008	Defines regulation for Council dealing with graffiti and removal.
Food Act 2011	Requires Council to upkeep the food serving standards within community buildings.

Asbestos Removal Code of Practice	States the management and maintenance of asbestos.

3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision.

Table 3.4: Customer Values

Service Objective:			
Customer Values	**Customer Satisfaction Measure**	**Current Feedback**	**Expected Trend Based on Planned Budget**
Clean buildings and facilities	CRM requests	Zero (0) concerns recorded against cleanliness of buildings in CY2025	Remain same
Accessible buildings and facilities	CRM requests	Two (2) concerns with accessibility raised to staff in CY2025.	Remain same
Suitable buildings and facilities	CRM requests	Zero (0) concerns recorded against suitability in CY2025	Overall slight decline due to backlog renewal delays considering some improvements per renewal standards when accomplished
Safe buildings and facilities	CRM requests	Four (4) safety concerns from Nine (9) building requests in CY2025	Issues regarding safety are built into current operational budgets and forecast

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Condition   How good is the service … what is the condition or quality of the service?

Function   Is it suitable for its intended purpose …. Is it the right service?

Capacity/Use   Is the service over or under used … do we need more or less of these assets?

In Table 3.5 under each of the service measure types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

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These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Building quality	Current condition rating	Condition 1 – 5.1% Condition 2 – 16.73% Condition 3 – 64.99% Condition 4 – 11.6% Condition 5 – 1.59%	Slight improvement as renewal backlog is absorbed
	Confidence levels		High (Professional Judgement supported by extensive data)	High (Professional Judgement supported by extensive data)
Function	Fit for Purpose Safe and Compliant facilities	Staff assessment and CRM requests	Majority of assets considered fit & compliant, desired improvements required for several assets	Remain same - Required improvements are not budgeted
	Confidence levels		Low (Professional Judgement with no data evidence)	Low (Professional Judgement with no data evidence)
Capacity	Appropriate number of available facilities	CRM Requests	Existing level is adequate	Remain same
	Confidence levels		Medium (Professional judgement supported by data sampling	Medium (Professional judgement supported by data sampling

Note: Confidence levels for Function and Capacity will be improved through implementation of a Maintenance Management System (MMS) and targeted inspections (Improvement Plan Tasks 6 and 9).

3.6   Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, there are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. refurbishment of a building to accommodate additional facilities or a new structure that did not exist previously).

- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.)

- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. cleaning, painting, servicing, building and structure repairs, etc.),

- ■ **Renewal –** the activities that return the service capability of an asset up to that which it had originally provided (e.g. building and/or component replacement),

- ■ **Disposal –** the activities of decommissioning an asset identified as no longer being required (e.g. service relocation, demolition, etc..).

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.[2] Table 3.6 shows the activities expected to be provided under the current 10-year Planned Budget allocation, and the Forecast activity requirements being recommended in this BAMP, along with an aspirational performance level if no restrictions were necessary.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Base Performance*	Recommended Performance **	Aspirational Performance ***
TECHNICAL LEVELS OF SERVICE					
Acquisition	To meet community and user needs	Customer satisfaction surveys, CRM requests	Satisfaction 80%. assumed from lack of CRM requests	Satisfaction >80%	Satisfaction =100%
	Acquire buildings that aligns with Councils Strategic Plans	Acquisition and life cycle costs	No assets acquired	Acquire assets per safety and compliance verse affordability	Acquire assets per strategic plans aligning with desire, requirements and safety upgrades with 10% contingency
		Budget/10 Yr Cycle	$0	$170,000	$1,100,000
Operation	Services are available and managed cost effectively	Review of service level agreements & requirements	Basic service requirements met.	Basic service requirements plus acquisition operations.	General service requirements per Lv10 Councils met.
	Provide safe and compliant facilities	Regular building inspections	20% of buildings inspected annually	Current performance adequate. Per revaluation cycle.	Same as recommended
		Fire safety certification	Annual inspections per regulations	current performance adequate	Same as recommended
		Budget/Yr	$1,586,708	$1,594,868	$1,754,355
Maintenance	Buildings are in a functional condition	Building maintenance program	Historic 90% reactive maintenance program	90% Reactive maintenance program with acquisition factored	Full pro-active maintenance program completed 100%
		Budget/Yr	$ 285,155	$286,515	$476,818
Renewal	Buildings to be satisfactory and compliant	Assets condition	86% of building assets are => condition 3	90% of all assets => Condition 3	Ability to maintain 90% of all assets => Condition 3

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[2] IPWEA, 2015, IIMM, p 2|28.

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Lifecycle Activity	Purpose of Activity	Activity Measure	Base Performance*	Recommended Performance **	Aspirational Performance ***
	Assets renewed at their optimum life cycle	10-year renewal program	Backlog exists within the 10-year renewal program	Modelled 10-year renewal program	10-year renewal program on schedule no backlog 10% contingency
		Budget/10Yr Cycle	$ 8,573,228	$9,755,050	$13,305,274
Disposal	Decommission buildings aligning with Strategic Plans	10-year disposal plan	Buildings identified.	Identify assets annually and include disposal in Strategic Plans	All known disposals completed.
		Budget/10Yr Cycle	$ 0	$30,000	$75,000

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

Performance Scenarios

In this BAMP, multiple forecast scenarios are presented to guide strategic decision-making and make decision-makers aware of the investment levels required for sustainable asset performance.

The *Base Forecast* scenario reflects existing patterns prior to this iteration and is drawn from current data held in the asset register.

The **Recommended Forecast* models the existing patterns by incorporating new condition assessment data and officer professional judgement including asset life analysis and tailoring asset renewal requirements.

The ***Aspirational Forecast* scenario represents the ideal investment needed to achieve increased service levels and long-term outcomes.

Together, these scenarios provide a view of financial needs, risks, and trade-offs.

These scenarios are presented in detail in Section 5.

4.0 FUTURE DEMAND

4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, lifestyle changes, seasonal factors, residential occupancy levels, consumer preferences and expectations, technological changes, economic factors, agricultural practices, localised development and environmental awareness.

Along with these drivers, there is the imminent establishment of major new industry through the New England REZ which presents a potentially severe and unprecedented demand shift. However, the full scale and service implications on Councils buildings portfolio remains uncertain at this stage. Councils position to sudden demand is discussed in section 4.2.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented. Council undertakes an annual review of AMPs, predominantly allowing for budget and forecast adjustments, which can also cater for updates and reform in response to sudden emerging trends and significant changes. This process ensures that potential impacts from high-growth forecasts associated with the REZ are appropriately considered and incorporated into future service delivery and asset planning for buildings.

4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of building assets are shown in Table 4.3.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this BAMP which will also include further REZ impacts as they become known.

Statistical figures are from the NSW Department of Planning website.

Short term REZ forecasts are from the Energy-Co website.

Table 4.3: Demand Management Plan (Buildings)

Demand driver	Current position	Projection	Impact on Building services	Demand Management Plan
Population	5992 (2021)	0.3%/yr average growth, 6309 (2041)	Minimal	Monitor trends and developments
Population	Uralla is in the centre of the New England Renewable Energy Zone (not considered in the base projection)	Short to medium term increases through renewable plant construction 6000, (1700 Uralla LGA) and operation 2000, (400 Uralla LGA).	Higher demand, higher operation, maintenance and renewal costs, capacity and compliance needs.	Implement cross functioned, shared facility, extended hours services where possible, opportunist approach to grant funding, frequent REZ activity monitoring.

Demographic	Median age, 46. 22.9% > 65yrs (1372)	Median age to increase to 52, with 33.8% > 65yrs (2132)	Increased demand on aged care and community services	Future plan for a significant increase by developing a combination of asset upgrades and non-asset solutions into the BAMP
Climate Change	Experiencing increased level of extreme weather events	Continue to experience increased severity and frequencies	May increase building maintenance, insurance and renewal costs	Identify a list of strategic improvements which counter extreme events and include in maintenance and/or renewal plans
Building Regulations	Most buildings are of a modern standard	Some upgrades required over the planning period	Increased upgrade costs with possible monitoring and/or reporting costs	Identify upgrades and any associated operations required from increased standards and include costs in planned budgets
Recreational Trends	Traditional building recreation facilities provided (e.g., library, halls, squash courts, club houses, amenities and canteens)	Continue to provide facilities	New assets for positive growth to be grant funded.	Monitor trends and developments

4.4   Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

New assets and upgrade/expansion of existing assets are identified from various sources such as staff, councillor or community requests, proposals identified by strategic plans, reports or regulation, analysis of costs, compliance, testing or demonstrations of new technologies, or partnerships with other organisations. Candidate proposals are analysed to verify need and to develop a preliminary estimate. Verified proposals are ranked by priority and available funds are scheduled into replacement programs.

Acquisition identified in the recommended forecast in this iteration of the BAMP has been identified from compliance perspectives.

Acquiring new assets will commit Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the LTFP (Refer to Section 5). The lifecycle summary in the recommended forecast for this period illustrates such change in the second year of the plan with an increase in operations and maintenance being shown because of known acquisitions.

As noted, it is still unclear the full impact on building services required through REZ development periods and no acquisition costs are in the recommended forecast from any such development at this stage. The aspirational forecast scenario incorporates a 10% contingency in renewal and acquisition/obsolescence costs.

4.5   Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the asset management planning process climate change can be considered as both a future demand and a risk.

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How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.[3]

As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4.5.1

Table 4.5.1 Managing the Impact of Climate Change on Assets and Services

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Extreme temperatures	Increased demand for temperature-controlled buildings with insulation. Shaded areas.	Increased energy usage and costs	Build allowances into planned budgets catering for adaptation of temperature variations. Consider natural environment solutions.
Extreme rainfall/storm events	Increase in drainage capacity and/or damage	Serviceability, increased roof and facility drainage design, construction and maintenance costs	Prioritise facilities requiring upgrades considering criticality
Flooding	Increased flood heights and peak flows	Serviceability	Plan for resilience-built renewals

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will have increased ability to withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Table 4.5.2 summarises some asset climate change resilience opportunities.

Table 4.5.2 Building Asset Resilience to Climate Change

New Asset Description	Climate Change Impact	Build Resilience in New Works
Council Buildings	Flood/Storm/Fire damage risk	Floors above floodplain modelling heights, resistant materials, design resistant, safety systems
Building and/or Components Renewal	Flood/Storm/Fire damage risk	Lift services to appropriate heights, resistant materials, design resistant, added safety systems, alternate power sources
Water Tanks	Water conservation	Decreased reliance on water supplies

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this BAMP. IPWEA and the NSW Office of Local Government have not yet

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[3] IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

released an endorsed methodology for climate-cost modelling; costing will be incorporated once a standard methodology exists.

Due to this complexity, the cost forecast scenarios presented do not factor climate change.

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed LoS (Refer to Section 3) throughout their entire lifecycle, from acquisition or creation to disposal. The goal is to maximise the value of the assets while minimising costs and risks, ensuring they continue to meet performance requirements over time.

From a financial perspective, infrastructure activities tend to be classified as being either Operating or Capital. The lifecycle activities used in the asset management and financial planning and reporting process cover:

- **Capital**
    - o **Acquisition** – the activities to provide a higher level of service (e.g., widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
    - o **Renewal** – the activities that replace or restore assets to the standard it had originally provided (e.g., road resurfacing and pavement reconstruction, pipeline replacement and building component replacement).

- **Operating**
    - o **Operations** - the routine activities that keep services accessible and effective, balancing efficiency with user expectations (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.)
    - o **Maintenance** – the preventative and corrective actions to sustain asset functionality and minimise unexpected failures. Maintenance activities enable an asset to provide service for its planned life (e.g., road patching, unsealed road grading, building and structure repairs).
    - o **Disposal** – the decommissioning, removing, or repurposing of assets that are no longer cost-effective, safe, or necessary (e.g. shutting down an old water treatment plant, demolishing unsafe buildings, dismantling old bridges, etc.).

A pictorial representation of the asset lifecycle activities is shown below in Figure 5.0.

Figure 5.0: Asset Lifecycle Activities

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this BAMP are shown in Table 5.1.1.

All figures are in current dollars.

Table 5.1.1: Assets covered by this Plan

Asset Category	Number of Assets	Replacement Value
Amenities /public toilets	23	$1,668,955
Administration	8	$2,503,684
Depots/sheds/garages	35	$5,086,937
Halls	2	$2,679,078
Community facilities	4	$5,064,380
Educational facilities	1	$692,346
Aged Care facilities	2	$11,228,046
Residential	4	$837,538
Recreational facilities	3	$1,923,518
Emergency Services	10	$1,773,510
Shelters	3	$121,110
Waste Transfer	3	$703,383
TOTAL		**$34,282,485**

The age profile of the assets included in this BAMP are shown in Figure 5.1.1.

Figure 5.1.1: Asset Age Profile

This asset age profile has a low confidence level due to it being derived from the asset register. It is noted that in the system, many of the assets have the same acquisition year, this being the year a bulk upload of assets was placed into a new system, 2011, 13 years ago. It appears bulk assets were entered into the register 6 years ago also. One factor known to contribute to this was the componentisation of major buildings.

For assets with unknown ages, the 2023 condition report provided informed age estimates.

The buildings estimated age verse actual condition assessment was used as a basis to model the renewal projection for the recommended forecast scenario.

Peak renewal remains a potential risk when multiple assets are scheduled for renewal simultaneously. A notable example influencing this planning period is the McMaugh Gardens Aged Care facility. To manage this, renewal forecasts are initially analysed over a 30-year horizon to identify any significant peaks or troughs beyond the immediate 10-year forecast period. When such variations are detected, renewal planning can be adjusted accordingly to smooth out fluctuations and mitigate associated risks or resource shortfalls.

Asset ages will be analysed as part of this plan once the assets have been audited and aligned with the asset register, in accordance with the improvement actions outlined in Section 8.

5.1.2   Asset capacity and performance

While assets are generally provided to meet design standards where available, limited resources currently prevent the resolution of all identified deficiencies.

The recommended developed capital renewal plan formed from this BAMP cannot immediately address all the known deficiencies listed below. Uralla Depot and McMaugh Gardens have plans in development which address functionality and capacity upgrades. Uralla and Bundarra Depots have a contingent budget allocated from the 7th year of this forecast.

Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
Uralla Depot	Requires functionality/capacity upgrades addressing compliance
Bundarra Depot	Requires functionality/capacity upgrades addressing compliance
McMaugh Gardens Aged Care	Requires functionality and capacity upgrades

The above service deficiencies were identified from staff and consumers.

5.1.3   Asset condition

Condition is currently monitored by user CRM requests, officer judgement and through the five (5) year asset revaluation requirement, where a third party physical condition assessment is used to base the revaluation, if and when deemed necessary.

An assets quality may differ from its condition rating. Condition is a measure of an assets physical condition relative to its condition when first constructed. An asset may be poor in quality yet have a condition which is described as good. This is also present in long-lived assets. Assets with a long useful life may be reported in Condition 5 yet are still able to function with several years before their renewal is due.

Part of the Improvement Plan in Section 8 of this BAMP notes the future revision of the actual age of assets reflected in the asset register verse remaining useful life given from these assessments. Future BAMP updates will have more accurate details.

Condition is measured using a 1 – 5 grading system[4] as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system

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[4] IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

may be used at a more specific level, however, for reporting in the BAMP results are translated to a 1 – 5 grading scale for ease of communication.

Table 5.1.3: Condition Grading System

Condition Grading	Description of Condition
1	**Very Good**: free of defects, as new condition, only planned and/or routine maintenance required
2	**Good**: minor defects, increasing inspection required plus planned maintenance
3	**Fair**: some defects requiring reactive maintenance on top of planned inspection and maintenance
4	**Poor**: significant defects, higher levels of inspection and substantial maintenance program
5	**Very Poor**: reached defect threshold - requires extensive level of corrective maintenance and inspection to keep serviceable prior to renewal/rehabilitation.

The condition profile of our assets is shown in Figure 5.1.3.

Figure 5.1.3: Asset Condition Profile

The weighted-average current condition of Uralla Shire Council's building portfolio is 2.88, representing an overall fair condition. The combined proportion of Condition 4 and 5 assets is 13.19%; however, these ratings do not indicate that an asset is failing or unable to deliver its intended service. Under the NSW asset accounting and valuation guidelines, an asset may be rated in poorer physical condition while still remaining fully functional and safe. In addition, long-lived components such as the building structure attract higher depreciation under financial valuation rules, which can lower the financial condition score even when the physical condition remains sound. As a result, these Condition 4 and 5 assets with a proportion of Condition 3

assets continue to provide 'good' service performance. This information is assessed as high confidence, as it is derived from the independent, third-party condition assessment conducted on 30 June 2023.

5.2   Operations and Maintenance Plan

Council operates and maintains assets to provide the defined LoS to approved budgets in the most cost-efficient manner. The operation and maintenance activities and requirements, include:

- Scheduling operations activities to deliver the LoS in the most efficient manner,

- Undertaking pro-active maintenance activities to *regulation and manufacturer standards* to reduce unplanned (re-active) maintenance costs and improve maintenance outcomes,

- Identify and implement a satisfactory Maintenance Management System (**MMS**), identified in the BAMP improvement plan in Section 8,

- Maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting 'Very High' and 'High' risks and residual risks after treatment to management and Council through the Audit Risk & Improvement Committee (**ARIC**),

- Review asset utilisation to identify underutilised assets and appropriate remedies, and over utilised assets and customer demand management options,

- Develop and maintain a current hierarchy of critical assets and required operations and maintenance activities through an MMS,

- Develop and regularly review appropriate emergency response capability,

- Review management of operations and maintenance activities to ensure Council is obtaining best value for resources used.

Operations include regular activities to provide services.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operational.

Table 5.2.1 illustrates Councils building operational and maintenance activities.

Operations Activity	Maintenance Activity
Asset administration	Planned maintenance – eg gutter cleaning
Asset inspection	Re-active maintenance – unplanned repairs eg broken window
Cleaning	Component services – eg air conditioning
Utilities	Grounds maintenance activity – eg mowing
Security	Service Life Activities – eg painting

The trend in budgets are shown in Table 5.2.2.

Table 5.2.2: Maintenance Budget Trends

Year	Operations Budget	Maintenance Budget
FY2023-24	$1,410,578	$253,501

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| FY2024-25 | $1,467,001* | $263,641* |

*Figures yet to be verified from audited financial statement

The recommended budget level is considered adequate to continue to meet minimal service levels. Known budget deficiency identified in this version of the BAMP lies within acquisition activity in the second year of the forecast activities and will be factored into future budgets once the acquisition is a reality. Further activity identified in the aspirational recommendation allows Council to shift from a chiefly reactive maintenance program to a proactive program, enhancing asset lifecycles and reducing the need of potential early capital expense.

When maintenance budget allocations are such that they will result in a lesser LoS, the service consequences and service risks are identified and are highlighted in this BAMP and service risks considered in Councils Risk Register. No major risks are identified in this revision, under the two assumptions of; the SRV becoming reality and Council being able to eventually allocate more funds to pro-active maintenance activity; and the overall current condition of Councils building assets.

Assessment and priority of unplanned (reactive) maintenance is undertaken by staff using experience and judgement.

Asset hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

The service hierarchy is shown in Table 5.2.3.

Table 5.2.3: Asset Service Hierarchy

Service Hierarchy	Service Level Objective
Category 1 - Critical	Zero downtime tolerance
Category 2 - High	Slight downtime tolerance
Category 3 - Medium	Minor failure tolerance
Category 4 – Low	Failure accepted*
Category 5 - Infrequent	No functional requirement

*if not in breach of safety or security standards

The asset service hierarchy has not yet been completed, other than identifying Critical Assets in this version of the BAMP. Completion is an action in the improvement plan in Section 8.

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 5.2: Recommended Operations and Maintenance Summary

All figure values are shown in current day dollars.

The Recommended Operations and Maintenance forecast marginally increases in the third year due to the acquisition of the Uralla Parks and Gardens Shed and Chemical Storage in year two (2). The increase shows a marginal insufficient budget as a result for the remainder of the period. This informs budget setters through the LTFP that an increase is necessary. Predictions for future year budgets is not the intent of an Asset Management Plan. These forecasts are scheduled to be updated yearly, consider inflation, and are likely to vary throughout the planning period. The LTFP identifies future fund requirements. Once acquisitions become a reality, the annual budget update then considers the additional operations and maintenance increases.

Operational costs are mostly fixed, while maintenance costs can fluctuate and depend on available funding.

Deferred maintenance (i.e. works that are identified for maintenance activities but unable to be completed due to available resources) are to be included in these yearly updates and pending on a risk analysis, be included in the risk register.

5.3   Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces, or renews the existing asset to its original service potential. Work over and above restoring an asset to original service potential is an acquisition and results in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or

- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The estimates for renewals in this BAMP were based on a 'modelled to condition' *Register Method*.

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. It is unclear when asset useful lives were last scrutinised, this task forms part of the improvement plan in section 8 and is a priority. It carries a vital role as it is directly proportional to the rate of consumption (amount of depreciation) Council recognises, also set for analysis in the improvement plan. These factors are key to the amount of renewal required.

Table 5.3: Useful Lives of Assets

Asset (Sub)Category	Useful life
Floor coverings	8-25
Mechanical and electrical	15-36
Fixtures and Fittings	20-36
Walls	50-60
Ceilings	50-60
Rooves/Shelters/Other structures	50-60
Hydraulics	80-100
Whole Buildings/Structures	40-100
Sub Structure Concrete	140

5.3.1   Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a landing that has a 5 person limit), or

- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a roof).[5]

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,

- Have high use and subsequent impact on users would be significant,

- Have higher than expected operational or maintenance costs, and

- Have potential to reduce life cycle costs by replacement with a modern equivalent or resilient asset that would provide the equivalent service.[6]

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

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[5] IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.
[6] Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Table 5.3.1: Renewal Priority Ranking Criteria

Criteria	Weighting
Condition	30%
Risk Consequence	30%
High current operation and maintenance costs	20%
Demand	20%
Total	**100%**

5.4   Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs for the first 3 years is shown in Appendix D.

Figure 5.4.1: Recommended Forecast Renewal Costs

All figure values are shown in current day dollars.

The recommended forecast renewal budget is sufficient to cover the required renewal needs, as identified in the condition modelled register report which informed the renewal plan. The slight deficit average of $12,562 per year is manageable through minor adjustments and/or savings which will offset the shortfall. The projected renewal expenditure is based on the latest asset condition data and updated asset useful lives, and is modelled to include analysis of cost, risk and compliance issues drawn from the registers and officer judgement. The later years cater for an increase in current renewal backlog per predicted affordability.

Historically, officers have re-evaluated renewal priorities annually across all asset classes to align with an inferior budget, resulting in a growing renewal backlog. This approach is neither sustainable nor consistent with

best practice and contributes to long-term liability. Deferred renewal—where assets identified for renewal are not scheduled in capital works programs—should be included in risk analysis and, depending on the risk level, recorded in the risk register and associated management plans. Continued deferment of renewals increases long-term risk exposure and creates intergenerational unsustainability.

This BAMP reflects the actual renewal funding required to maintain an acceptable standard of asset service and reduce the accumulated renewal backlog. Budget projections are closely aligned to the LTFP, which limits renewal expenditure in the early years to accommodate whole-of-Council affordability constraints. From the assumed reform period onward, the financial position improves, allowing for increased renewal investment and the progressive reduction of the buildings renewal backlog over the later years of the forecast. These projections will be enhanced in future iterations and will ultimately support evidence-based decisions regarding budget allocation and LoS through further analysed scenarios.

5.5   Acquisition Plan

Acquisitions are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity (eg., the addition of an awning to a building). They may result from growth, demand, social or environmental needs. Assets may also be donated to the Council.

5.5.1   Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, grant opportunity, compliance, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works are reviewed to verify that they are essential to the Councils needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds, then scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.5.1.

Table 5.5.1: Acquired Assets Priority Ranking Criteria

Criteria	Weighting
Technical	30%
Safety/Risk	30%
Social	20%
Environmental	20%
Total	**100%**

Summary of future asset acquisition costs

The forecast acquisition capital works program is shown in Appendix A.

When Council commits to new assets, we must be prepared to fund future operations, maintenance, and renewal costs. We must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by Council. The cumulative value of all acquisition work over the 10-year planning period is $170,000.

The cumulative value of all recommended acquisition over the planning period is seen in figure 5.5.1.

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Figure 5.5.1: Forecast Acquisition Cumulative Value

All values are in current dollars.

Acquiring this new asset will commit the funding of ongoing operations, maintenance and renewal costs for the period that the service provided from the asset is required.

Expenditure on new assets and services in the capital works program will be accommodated in the LTFP, but only to the extent that there is available funding. When works identified cannot be funded there needs to be an impact analysis and/or trade off from LoS to not extend or create a renewal backlog.

The acquisition identified was deemed necessary to satisfy compliance and risk.

5.6   Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.6. A summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets are also outlined in Table 5.6. Any costs or revenue gained from asset disposals is included in the LTFP.

Table 5.6: Assets Identified for Disposal (Aspirational Scenario)

Asset	Reason for Disposal	Status	Disposal Costs	Operations & Maintenance Annual Savings
Explosives Bunker	Not required	Inactive	15,000	No impact
Old Parks and Garden Nursery & Shed	Not recognised and inactive, Compliance, New shed and chemical storage required	Inactive	30,000	No Impact
Old Communications Shed (Mt Mutton)	Inactive, new building in use.	Inactive	10,000	No Impact
Bundarra Depot Old Stage Shed	Storage Upgrade	Active	20,000	Nil

No disposals of recognised building assets are included in the recommended scenario.

The $30,000 shown separately in financial tables for 2027–28 relates to demolition of the derecognised structure at the Uralla Depot, which forms part of the site-clearance enabling works for the Parks & Gardens / Town Crew Shed acquisition. It is not classified as a disposal event.

5.7   Summary of asset forecast costs.

The financial projection scenarios from this asset plan are shown in the following scenarios. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to proposed budgets. Individual commentary on each scenario details specific conditions.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome to select the most appropriate scenario.

All figure values are shown in current day dollars.

Scenario 1 – Base Forecast (Asset Register)

The following figure (5.7.1) has been derived from detail currently held in Councils' asset register. The budget line is derived from a historical position.

Figure 5.7.1: Lifecycle Summary - Base Condition Forecast

This forecast, based on the asset register, has been included to illustrate the limitations of Council's prior position and asset management approach.

The sharp spike in renewal costs shown in the first year (the blue bar) reflects a backlog of assets flagged for renewal purely because they have reached the end of their expected design life, according to age-based data in the asset register.

This underscores the need to refine our data by incorporating actual condition assessments, rather than relying solely on unaudited age-based estimates currently held. This action forms part of the improvement plan in Section 8. The following scenario reflects this improved approach, combined with historical budgeting data.

Scenario 2 – Modelled Forecast (Historical budget – No SRV)

The following figure (5.7.2) presents a revised forecast based on Council's updated asset position, which incorporates both renewal planning and condition-based modelling. Council has proactively undertaken current condition assessments and analysed expected useful life to more accurately reflect actual renewal costs and timing required to maintain existing Levels of Service. This approach not only provides a more realistic view of future investment needs but also reduces the projected renewal costs, primarily due to the improved accuracy gained through condition and renewal modelling. The cost projections are shown alongside the historical budget.

Figure 5.7.2: Lifecycle Summary – Modelled Forecast with historical budget

The resulting lifecycle budget average is <u>*insufficient*</u> to meet the modelled lifecycle cost requirements, resulting in an average annual funding shortfall of -$356,452. At these funding levels, this asset class can remain functionable in the short term, but has no ability to address the realistic renewal backlog. The cumulative deficit is $3,564,520 by the 2036 financial year. This scenario is expected to result in downstream impacts later in the forecast period, including further implications in the next planning cycle. These include;

- Unsustainability and intergenerational equity issues
- Reduced repairs and maintenance
- Rundown facilities with increased risk
- Increase in renewal backlog and inability to renew/upgrade assets
- Potential loss of assets and/or services
- Reduced reputation

This result highlights the importance of a financial reform solution. Which is offered in the following scenario.

Scenario 3 − Modelled Forecast (LTFP Budget with SRV) − _Recommended Scenario_

Scenario 3 presents the modelled forecast projections against the budget forecast from Councils LTFP, which incorporates financial reform through an SRV from 1 July 2027 and backlog catchup ability from 2033 onward.

Figure 5.7.3: Lifecycle Summary − Modelled Forecast with SRV

This scenario represents the recommended forecast lifecycle budget for this plan. While slightly deficient, the budget average is sufficient to meet the modelled lifecycle cost requirements. Resulting in an average annual funding shortfall of -$12,652. At these funding levels, this asset class remains functionable over the entire forecast with the ability to reduce the realistic renewal backlog. The projected cumulative deficit is -$126,520 by the end of the 2036 financial year which can be managed through minor adjustments and/or project savings. _This forecast gives Council favourable asset lifecycle indicator ratios over the forecast period but should not be used as a long-term sustainability indicator._

The following scenario offers an optimum level of funding allowing for significant service level increase if Council resolves to do so.

Scenario 4 − Aspirational Performance (Increased service levels)

The aspirational performance forecast is derived from expectations across each stage of the asset lifecycle, beginning with acquisition.

Assets are acquired in alignment with strategic planning, ensuring they meet operational needs, desired outcomes, and safety upgrades, while also incorporating a contingency element. This includes planned acquisitions such as office spaces at the Uralla Depot, as well as shed and storage facilities at both the Uralla and Bundarra depots. There are no new buildings considered in the acquisition phase, acquisition has increased due to the upgrade of existing buildings which result in a higher-level asset with greater service potential.

In the operational phase, the forecast assumes a performance level 10% above the recommended forecast, reflecting a proactive effort to enhance overall efficiency while covering any increase due to acquisition.

Maintenance is based on annual costs linked to asset condition and fair value, marking a shift from reactive to proactive management. Specifically, 21.83% of assets in excellent to good condition (Condition 1–2) will be maintained at 1% of their fair value, while the remaining 78.17%, in fair to poor condition (Condition 3–5), will be maintained at 2%. This allows for a complete pro-active and increased service life activities schedule, such as regular painting. As the forecasted cost has nearly doubled, this allows for higher expenses associated with any acquisitions.

The renewal forecast incorporates modelled existing backlog, all assets due for renewal in 2025 and an additional nine (9) years of asset consumption (depreciation), with a 10% contingency.

Finally, the disposal forecast, accounts for the removal of all currently identified surplus assets, including the explosives bunker, old communication shed, Uralla depot nursery, old town shed, and the old Bundarra depot shed.

Graphically comparing the current LTFP to the aspirational performance level is not meaningful. When done so, funding ratios range between 65% and 87%. The aspirational performance level represents an ideal, best-case scenario for Council's building portfolio, and should be used as a long-term benchmark rather than a current target.

Asset Forecast Costs Conclusion

The financial forecasts highlight the significant funding challenges Council faces in managing its building assets sustainably. While the base and modelled scenarios show ongoing shortfalls, they provide a realistic base for planning. The aspirational performance scenario serves as a long-term benchmark to guide strategic investment.

Council's operations and maintenance budgets currently align with historical trends but are largely reactive. A proactive maintenance schedule will be developed in the next review, which will increase maintenance forecast costs. However, the main funding gap lies in renewal and acquisition. Historically reliant on grants, this approach is no longer sustainable. Council has typically responded by re-prioritising works, adjusting budgets, and seeking alternative funding.

If future forecast costs continue to exceed available budgets, a gap analysis will be undertaken and reported through the annual AMP review, informing the LTFP and budget process. The recommended forecast assumes the major financial reform (SRV) will proceed, which improves Council's outlook and positions this asset class closer to sustainability by the end of the planning period, Financial Year 2036.

The Improvement Plan (Section 8) includes actions to refine future cost estimates, supported by ongoing condition assessments and financial reviews, ensuring forecasts remain aligned with actual performance, reality and Council's evolving priorities.

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk Management – Principles and Guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control an organisation with regard to risk'[7].

An assessment of risks[8] associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable. Critical risks are defined below and should be reported through Councils Infrastructure Risk Register.

6.1   Critical Assets

Critical assets are defined as those which have a high consequence if a failure causes significant loss or a reduction of service. In Table 6.1, Critical assets have been identified, along with their typical failure mode and the impact on service delivery. Failure modes may include physical failure, collapse or essential service interruption. All critical assets are given an asset hierarchy rating of 1 – Zero downtime tolerance.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Water treatment plants	Essential Service Interruption	Loss of critical service
Sewer treatment plants	Essential Service Interruption	Loss of critical service
Depots	Service Interruption / Physical Failure	Reduction of service
Administration Building (server room)	Essential Service Interruption / Physical Failure	Loss of critical service
Aged Care Centres	Essential Service Interruption	Loss of critical service
Community Centres	Essential Service Interruption	Loss of critical service

By identifying critical assets and failure modes, Council can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at these critical assets.

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[7] ISO 31000:2009, p 2
[8] Councils 'Risk Register'

6.2   Risk Assessment

The risk management process used is shown in Figure 6.2 below.It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the Council and community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks[9] associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Catastrophic' (requiring immediate corrective action) and 'High' (requiring corrective action) residual risk ratings and should be identified in an Enterprise and Infrastructure Risk Management Register. It is essential that these critical risks and costs are reported to management and the Councillors.

Risk assessed as 'Catastrophic' must be escalated to the General Manager and require an immediate and detailed action plan to mitigate the risk to an acceptable level. Risk assessed as 'High' must be escalated to the Director or Group Manager and a detailed action plan implemented.

Buildings related risks are identified in Table 6.2 below, along with treatment plans and the resulting risk rating if implemented, along with the associated treatment costs.

Table 6.2: Risks and Treatment Plans

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[9] Councils 'Risk Register'

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk *	Treatment Costs
Buildings renewal	Insufficient funds	Medium	Allocate funds to an asset reserve. Model renewal forecasts.	Low	When available $15,000/yr (AMIS license)
Building failure	Poor design/construction	Medium	Due diligence / Suitably qualified entities to be only engaged	Low	Minimal
Building damage	Vandalism	Medium	Security cameras	Low	Initial $15,000/per site average, $1500/yr operational
Building damage	Severe weather event, fire	High	Routine maintenance, eg Storm water system, gutters, fire equipment. Hold adequate insurance. Develop business continuity plans. Develop flood and fire plans.	Medium	In current budgets In current budgets $0 $0
Building Obsolescence	Assets become obsolete prior to useful life exhaustion	Medium	Develop a Demand Management Plan Continual REZ monitoring	Low	Nil
Building maintenance	Insufficient funds	Medium	Resource sufficiently. Implement pro-active schedule.	Low	$100,000/yr
Buildings Asset Management	Loss of knowledge, employee.	High	Update Asset Management Plan, Policy, Procedures and Strategy. Develop ongoing handover notes	Medium	Nil

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk *	Treatment Costs
Buildings Asset Management	Regulatory changes	Medium	Monitor legislation, hold appropriate industry licenses & membership.	Low	$8,500/yr currently budgeted
Buildings Asset Management	Incorrect messaging due to no support officer – data capture and entry insufficient.	Very High	Asset Officer	Medium	$86,640/yr

Note *The residual risk is the risk remaining after the selected risk treatment plan is implemented.

Table 6.0: Uralla Shire Council Risk Matrix

	CONSEQUENCES				
LIKELIHOOD	Minimal	Minor	Moderate	Major	Catastrophic
Almost certain	Medium	Medium	High	Catastrophic	Catastrophic
Likely	Medium	Medium	High	Catastrophic	Catastrophic
Possible	Low	Medium	Medium	High	Catastrophic
Unlikely	Low	Low	Medium	High	High
Rare	Low	Low	Medium	Medium	High

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership are all focal points for the ongoing provision of building services, and are all at varying levels of maturity.

Our current measure of resilience is shown in Table 6.3 which includes the type of threats and hazards and the current measures that the organisation will consider and develop to ensure service delivery resilience. Development is addressed as part on the improvement plan in section 8.

Table 6.3: Resilience Assessment

Threat / Hazard	Assessment Method	Current Resilience Approach
Loss of Building Service	Cross functionality, remote options	Low
Loss of personnel	Keep framework documents and procedures current	Low
Severe Weather	Regularly check forecasts, renew to higher standards	Low

6.4   Service and Risk Trade-Offs

The decisions made in adopting this BAMP are based on the objective to achieve the optimum benefits from the available resources.

6.4.1   What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Fund 100% of the renewal forecast costs, including critical assets such as Aged Care and Depot facilities
- Act on the need to upgrade or acquire new assets
- Maintain current LoS.

6.4.2   Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Acceptance of run down assets and increased associated risks
- Decreases in levels of service, i.e., Less frequent cleaning and maintenance

6.4.3   Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may sustain or create risk consequences. These risk consequences include:

- Personal injury
- Reputation
- Loss or reduction of service
- Accelerated obsolescence
- Unsustainability

These actions are considered and remediation costs are identified, and where developed, identified in a Risk Management Plan. Council is currently reviewing organisational risk to further develop Enterprise Risk Management, encompassing structured, organisation-wide approaches to identifying, assessing, managing, and monitoring risks that may impact the achievement of Councils strategic objectives.

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7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this BAMP and delivers the _Recommended Scenario_ figures from Scenario 3 in Section 5. The financial projections will be improved as the discussion on desired LoS and asset performance matures, along with an increased maturity of asset data.

7.1   Financial Sustainability and Projections – Recommended Scenario

7.1.1   Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the Management Plan for this service area. The two indicators are the:

- Asset Renewal Funding Ratio (**ARFR**) – target 90-110% (proposed renewal budget for the next 10 years / proposed renewal outlays for the next 10 years shown in the BAMP), and

- Lifecycle Funding Ratio (**LFR**) – target 90-110% (proposed lifecycle budget for the next 10 years / proposed lifecycle outlays for the next 10 years shown in the BAMP).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio[10]   99.65%

The ARFR is an important indicator and illustrates that over the next 10 years we expect to have 99.65% of the funds required for the renewal of assets per the modelled and recommended forecast.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix D.

Medium Term – 10-year financial planning period

This BAMP identifies the forecast operations, maintenance and renewal costs required to provide an agreed, and affordable LoS to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is $2,788,353 on average per year.

The proposed (budget) operations, maintenance and renewal funding is $2,775,700 on average per year giving a 10 year funding shortfall of -$12,652 per year. This indicates that 99.55% of the forecast costs needed to provide the services from the recommended scenario documented in this BAMP are accommodated in the proposed budget. _Note, these calculations exclude acquired assets._

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 (100%) for the first years of the BAMP and ideally over the 10 year life of the LTFP.

7.1.2   Forecast Costs (outlays) for the long-term financial plan

Table 7.1.2 shows the forecast costs (outlays) required for consideration in the 10 year LTFP.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the LTFP.

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[10] AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the BAMP and/or financial projections in the LTFP. _This is highlighted when the aspirational level of funding has a large gap to the recommended level._

We will manage any 'gap' by developing this BAMP to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Forecast costs are shown in current dollar values.

Table 7.1.2: Forecast Costs (Outlays) for the LTFP

Financial Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2026-27		1586708	285155	590109	0
2027-28	170000	1586708	285155	634733	30000
2028-29	0	1596908	286855	485038	0
2029-30	0	1596908	286855	496522	0
2030-31	0	1596908	286855	487018	0
2031-32	0	1596908	286855	516063	0
2032-33	0	1596908	286855	1545065	0
2033-34	0	1596908	286855	1546612	0
2034-35	0	1596908	286855	1538890	0
2035-36	0	1596908	286855	1229645	0

Note:
The 10-year average Planned Budget in Section 1.6.1 includes the full $200,000 cost of the Parks & Gardens / Town Crew Shed acquisition in 2027–28. Consistent with IPWEA lifecycle methodology, Section 7.1 excludes acquisitions and site-clearance from lifecycle calculations. This results in the Section 7.1 average being approximately $20,000 per year lower than the broader 10-year budget average. This is an expected methodological difference, not a modelling discrepancy.

7.2   Funding Strategy

The proposed funding for assets is outlined in Councils budget and LTFP.

Councils' financial strategy determines how funding will be provided, whereas the BAMP communicates how and when this will be spent, coupled with various service alternatives.

7.3   Valuation Forecasts

7.3.1   Asset valuations

The best available estimate of the value of assets included in this BAMP are shown below.

The assets are valued at fair value at cost from the 30 June 2023 revaluation report with indexation for 30 June 2024. These figures are from the most current audited financial reports.

Replacement Cost (Gross)	$34,282,485
Depreciable Amount	$14,252,280
Current Replacement Cost11	$20,030,205
Annual Depreciation Expense	$537,727

7.3.2   Valuation Forecast

Asset values are forecast to increase as additional assets are added to service. Inflation and the construction index rises are factored into the LTFP.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

At this point in the Buildings Asset Maturity, additional assets are only favoured to be funded from grant sources and are heavily considered due to the already existing lifecycle funding gap. However, restricted funds, compliance and/or risk remediation measures are factored when required, this has resulted in acquisition for this forecast period.

7.4   Key Assumptions Made in Financial Forecasts

In compiling this BAMP, it was necessary to make some assumptions. This section details the key assumptions made in the development of this BAMP and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this BAMP are:

- *Application to the Independent Pricing and Regulatory Tribunal (**IPART**) for a Special Rate Variation (**SRV**) to commence 1 July 2027 is successful and implemented at the defined rates in the LTFP 2025-34.*

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[11] Also reported as Written Down Value, Carrying Amount or Net Book Value in some jurisdictions.

- *Figures used in the financial messaging are from the **recommended scenario** which represents a modelled forecast to suit Councils' current financial position and does not reflect long-term sustainability.*

- External funding will be the main driver for funding unplanned acquisitions upon lifecycle feasibility analysis, particularly in the short term, including REZ solutions.

- There is one planned major building acquisition in the 10-year forecast.

- There are no planned major disposals in the 10-year plan.

- Obsolescence factors are unknown and no contingency is considered in the recommended forecast.

- Future demand assumptions (Section 4)

- All cost forecasts are in today's dollars.

- Financial data used in this plan was from the latest audited financial statements, being June 2024.

- Condition assessment data in this plan is from the June 2023 revaluation.

- Data and modelling position is from August 2025.

- Disposal activity listed is the site clearance of derecognized assets and is recognised as acquisition costs. The construction cost and site clearance cost have been separated for transparency.

- Acquisition and disposal costs are omitted from lifecycle ratio methodology calculations per IPWEA and IIMM requirements

Operations and Maintenance figures were derived from the actual figures recorded for the financial year 2023/24, to the best ability. An in-depth analysis is required on system data collection for costs through the work order system used. While process reform has occurred for the financial year 2025-26, these processes, data input and capture is a focus in the improvement plan

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this BAMP are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale[12] in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or

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[12] IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

Confidence Grade	Description
	B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this BAMP is shown in Table 7.5.2.

Table 7.5.2: Data Confidence Assessment for Data used in Buildings Asset Management Plan

Data	Confidence Assessment	Comment
Demand drivers	C – Medium	Requires executive input and constant planning review
Growth projections	B – High	State Government projections and staff professional judgement on localised parameters
Acquisition forecast	A – Very High	Based on industry unit rates and EOI quotes
Operation forecast	C - Medium	Based on historical figures with known deficiency
Maintenance forecast	C - Medium	Based on historical figures with known deficiency
Renewal forecast;		
- Asset values	B – High	Based on current valuation figures 2023
- Asset useful lives	C - Medium	Based on historical staff professional judgement
- Condition modelling	B – High	Based on visual inspections and professional third-party reporting
Disposal forecast	D - Low	Asset audit will determine future disposal confidence.

The average confidence level for and reliability of data used in this BAMP is considered to be at a Medium-High Confidence Level.

Operation and Maintenance Data - DeficienciesThe current deficiencies in operational and maintenance expenditure figures primarily reflect existing affordability constraints, which limit Council's ability to undertake proactive and predictive maintenance activities. As a result, maintenance practices have historically been more reactive in nature, with resources directed toward immediate and critical needs rather than planned interventions that optimise whole-of-life asset performance. In addition, the systems and processes for capturing and allocating operational costs are still maturing, and costs are not yet being collected or attributed with sufficient consistency or accuracy across all assets and activities.

Accordingly, the reported figures do not fully represent the true operational and maintenance requirements of the asset portfolio, but rather the level of service that is currently affordable and achievable within existing financial and operational constraints. This is why the confidence in the accuracy and completeness of the current operational and maintenance figures is considered low, as they reflect constrained delivery and evolving cost capture processes rather than the actual underlying need.

For the purposes of financial planning, these figures have therefore been adopted as the recommended scenario for the 10-year forecast, as they represent a realistic and deliverable position based on current affordability. The aspirational forecast in Table 3.6, however, has been developed to reflect the identified operational and maintenance requirements necessary to support improved asset performance, proactive and predictive maintenance, and more accurate cost capture. This aspirational scenario should be regarded as the target budget position over time, toward which Council should progressively work as financial capacity, systems, and processes continue to mature.

Actions identified within the Improvement Plan are specifically designed to address these limitations. Their implementation will strengthen maintenance planning practices, transition Council toward more proactive and predictive maintenance, and significantly improve the accuracy, consistency, and confidence in operational and maintenance cost data. Collectively, these actions will enable Council to progressively move from the recommended scenario toward the aspirational forecast and establish a more sustainable and informed long-term budget position.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices

8.1.1 Accounting and financial data sources

This BAMP utilises accounting and financial data. The source of the data is Authority Altitude. The system is managed by Council's Corporate Services Department, chiefly by the Finance Team. The system includes creditor, debtor, payroll, general ledger, procurement, revenue and asset modules and produces quarterly financial reports for Council, while also producing reports for annual financial statements for audit and production to the Uralla Shire community.

8.1.2 Accounting standards and regulations

Council is required to prepare its annual financial report in accordance with Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board and the Local Government Act 1993 (as amended).

AASB 116 Property, Plant, and Equipment, AASB 136 Impairment of Assets, AASB 140 Investment Property and AASB 5 Non-current Assets held for Sale and Discontinued Operations are applied when preparing Council's. annual financial statements.

The cost method of accounting is used for the initial recording of all assets acquired. Cost is determined as the fair value of the assets given as consideration plus cost incidental to the acquisition including architects' fees, engineering design fees, consulting fees, administration charges and all other costs incurred in getting the assets. ready for use. In addition, the cost of non-current assets constructed by Council, 'cost' includes all material used in construction, direct labour used on the project and an appropriate proportion of overheads.

Non-monetary assets received in the form of grants and donations are recognised as assets and revenues at their fair value at the date of receipt. Fair value means the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

8.1.3 Asset management data sources

This BAMP also utilises asset management data. The source of the data is through an asset register held in the asset module of Authority Altitude. Council also use external programs, My Asset Guard (**MAG**) introduced from a finance perspective for mandatory reporting and Asset Valuer Pro (**AVP**) as an Asset Management Information System (**AMIS**), for manipulating and modelling the data and analysis and reporting. Further development of MAG in 2025-26 will enable Council to also use this tool as the base AMIS and discontinue the use of the AVP program. Council also utilises data from, Geographical Information Systems - Intramaps and QGIS, Authority Altitude CRM system, and individual asset registers. Individual asset registers will be phased out as the register and physical audits take place, identified in the improvement plan in this section.

8.2 Improvement Plan

It is important that an entity recognise areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this BAMP is shown in Table 8.2.

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Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Complete the asset audit between physical, register and valuation report data. Including various individual registers.	Asset Manager	Councils Finance Consultant	2025/26
2	Review how buildings data is captured into the finance system, check, and validate	Asset Manager	Corporate Accountant/ Finance Consultant	2025/26
3	Review how specialised buildings are considered in operations regarding costs and income.	Asset Manager	Corporate Accountant/ Finance Consultant	2025/26
4	Develop emergency response plans, budgets, resources and complete risk analysis on critical assets to update registers and inform ERM, complete asset hierarchy register.	Asset Manager	Governance, Site Supervisors, Department Heads	2026/27
5	Develop a buildings site security masterplan.	Asset Manager	Site Supervisors, Department Heads	2025/26
6	Carry out building inspections to verify correct condition of assets in Condition 4 and 5. Analyse and update asset useful lives.	Asset Manager	Finance Consultant	Annually
7	Review and adopt acceptable Level of Services in consultation with community, update any changes and measure progress annually	Asset Manager	Customer Service Team	Each official review
8	Prioritise and plan buildings asset renewals to meet agreed service levels based on community's importance, asset category priority and site inspections. Standardise renewal expenditure where possible and reserve any extra funds separately for later use	Asset Manager	Third party input - Latest condition and revaluation report/s	Annually
9	Identify and implement a satisfactory maintenance management system (MMS)	Asset Manager	Nil	2026/27
10	Review and establish clear assumptions and approach for calculating depreciation and backlog. Apply this consistent approach across all asset subcategories to obtain most accurate backlog. Prioritise and create a plan to address the backlog by reaching an acceptable level, as consulted, and agreed with the community	Asset Manager	Corporate Accountant	Annually
11	Review and update future life cycle costs (unit rates) to improve accuracy of estimated lifecycle costs	Asset Manager	Industry standards/ references	Each official review
12	Complete the full suite of Asset Management Framework documents.	Asset Manager	Governance	2025/26
13	Investigate and develop sustainability and resilience actions	Asset Manager	Industry standards/ references, officers	2026/27
14	Review and action plans for Regulatory body framework cohesion	Asset Manager	Managers & Executive	2026/27

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8.3   Monitoring and Review Procedures

This BAMP will be reviewed during the annual budget planning process and revised to show any material changes in service levels, demand, risks, forecast costs and proposed budgets.

The BAMP will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the LTFP once completed.

The BAMP has a maximum life of 4 years and is due for complete revision after the Asset Management Policy and Strategy reviews.

8.4   Performance Measures

The effectiveness of this BAMP can be measured in the following ways:

- The degree to which the required forecast costs identified in this BAMP are incorporated into the LTFP,

- The degree to which the detailed 10 year works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the BAMP,

- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,

- The ARFR achieving the Organisational target of 100%.

9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM

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- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.

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- IPWEA, 2020 'International Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney

- IPWEA, 2018, Practice Note 12.1, 'Climate Change Impacts on the Useful Life of Assets', Institute of Public Works Engineering Australasia, Sydney

- IPWEA, 2012, Practice Note 6 Long-Term Financial Planning, Institute of Public Works Engineering Australasia, Sydney, https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn6

- IPWEA, 2014, Practice Note 8 – Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney, https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn8

- ISO, 2014, ISO 55000:2014, Overview, principles and terminology

- ISO, 2018, ISO 31000:2018, Risk management – Guidelines

- Current 'Community Strategic Plan'

- Current 'Operational Plan'

10.0   APPENDICES

Appendix A   Acquisition Forecast − Recommended Scenario

A.1 − Acquisition Forecast Assumptions and Source
Councils' buildings portfolio is set to increase in the second year.
The forecast may be subject to change, from risk and compliance analysis or when grant funding opportunities arise, taking advantage to remodel renewals, with an element of acquisition. The required budget will be updated in annual revisions.

A.2 − Acquisition Project Summary
The project titles included in the lifecycle forecast are.

Town Crew Parks and Gardens Shed $170,000
Site clearance − Derecognised structures $30,000

Note: The above components form a single acquisition project totalling $200,000

A.3 − Acquisition Forecast Summary

Table A3 - Acquisition Forecast Summary

Financial Year	Constructed	Donated	Growth
2026-27	0	0	0
2027-28	200000	0	0
2028-29	0	0	0
2029-30	0	0	0
2030-31	0	0	0
2031-32	0	0	0
2032-33	0	0	0
2033-34	0	0	0
2034-35	0	0	0
2035-36	0	0	0

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Appendix B   Operation Forecast – Recommended Scenario

B.1 – Operation Forecast Assumptions and Source
The operational budget for Councils buildings is based on historical values. Additional operations noted is for the projected acquisition from the second year of the planning period, taking affect in year three (3).

Timing of Acquisition impacts:
The operational impact of the proposed acquisition is applied from 2028–29 onward. As the commissioning date within 2027–28 is unknown, no additional operations costs are applied during the acquisition year. This ensures operational costs represent full-year service usage.

B.2 – Operation Forecast Summary

Table B2 - Operation Forecast Summary

Financial Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2026-27	1586708	0	1586708
2027-28	1586708	10200	1586708
2028-29	1586708	0	1596908
2029-30	1586708	0	1596908
2030-31	1586708	0	1596908
2031-32	1586708	0	1596908
2032-33	1586708	0	1596908
2033-34	1586708	0	1596908
2034-35	1586708	0	1596908
2035-36	1586708	0	1596908

Appendix C　　Maintenance Forecast – Recommended Scenario

C.1 – Maintenance Forecast Assumptions and Source

The maintenance budget for Councils buildings is based on historical values. Additional operations noted is for the projected acquisition from the second year of the planning period.

*Timing of Acquisition impacts:*Maintenance costs associated with the acquisition commence in 2028–29. Maintenance budgets reflect full-year service requirements and therefore exclude partial-year commissioning effects.

C.2 – Maintenance Forecast Summary

Table C2 - Maintenance Forecast Summary

Financial Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2026-27	285155	0	285155
2027-28	285155	1700	285155
2028-29	285155	0	286855
2029-30	285155	0	286855
2030-31	285155	0	286855
2031-32	285155	0	286855
2032-33	285155	0	286855
2033-34	285155	0	286855
2034-35	285155	0	286855
2035-36	285155	0	286855

Appendix D   Renewal Forecast Summary – Recommended Scenario

D.1 – Renewal Forecast Assumptions and Source
Councils' renewal forecast has been based off the asset register projections then modelled by the most recent condition assessment and revaluation report from a professional third party. Known backlog, grant funding opportunity, risk analysis and renewal timing have been factored using professional officer judgement.

D.2 – Renewal Project Summary

The following table is a current forecast projection from financial year 2027 onwards for the first three years of the recommended forecast.
The detail of the renewal forecast is subject to change on each yearly budget review of this document.
Only the first three years are shown because, historically, this timeframe tends to exhibit the least amount of change across the 10-year period. This approach also helps prevent setting unrealistic expectations by avoiding projections that may not materialise due to unforeseen circumstances.

Table D2 - Renewal Forecast Breakdown – First Three years

Financial Year	Building	Component	Forecast
2026-27	Depot, Office and Workshops	04 Fit-Out	$ 155,844
	Depot, Office and Workshops	62 Serv - Fire	$ 14,777
	Depot, Office and Workshops	61 Serv - Mechanical	$ 14,777
	Depot, Office and Workshops	03 Floor Coverings	$ 51,469
	Community Centre – Uralla Community Care	62 Serv - Fire	$ 30,984
	Community Centre – Uralla Community care	61 Serv - Mechanical	$ 61,968
	Community Centre – Uralla Community care	03 Floor Coverings	$ 108,444
	Main Shed (works Depot) Bundarra	61 Serv - Mechanical	$ 6,746
	SES Offices & Garage Area	61 Serv - Mechanical	$ 4,244
	Old Lunch Room Treatment Plant	03 Floor Coverings	$ 3,900
	Old Lunch Room Treatment Plant	04 Fit-Out	$ 8,126
	Old Lunch Room Treatment Plant	61 Serv - Mechanical	$ 3,250
	Amenities & Lunchroom, Machinery Parking Bay	03 Floor Coverings	$ 15,347
	McMaugh Gardens Aged Care Centre	04 Fit-Out	$ 100,000
	Amenities & Lunchroom, Machinery Parking Bay	61 Serv - Mechanical	$ 5,116
	Amenities & Lunchroom, Machinery Parking Bay	62 Serv - Fire	$ 5,116
2027-28	Town crew shed – depot (Acquisition – included for transparency)	All Components	$ 200,000

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	Memorial Hall	03 Floor Coverings	$ 141,657
	McMaugh Gardens Aged Care Centre	04 Fit-Out	$ 94,192
	Water Supply - Main Building	62 Serv - Fire	$ 9,952
	Amenities	05 Roof	$ 22,998
	Visitor Information Centre	65 Serv - Security	$ 13,649
	Main Shed Bundarra	61 Serv - Mechanical	$ 23,489
	Main Shed Bundarra	65 Serv - Security	$ 7,830
	Office Treatment Plant	61 Serv - Mechanical	$ 53,809
	Council Chambers	62 Serv - Fire	$ 46,398
	Caretakers Residence / Office	03 Floor Coverings	$ 5,278
	Caretakers Residence / Office	61 Serv - Mechanical	$ 4,524
	Amenities Queen St Van Park	03 Floor Coverings	$ 10,957
2028-29	McMaugh Gardens Aged Care Centre	62 Serv - Fire	$ 93,589
	Library	62 Serv - Fire	$ 36,837
	Main Shed (works Depot) Bundarra	04 Fit-Out	$ 32,045
	Bundarra Water Treatment Plant	04 Fit-Out	$ 14,381
	McMaugh Gardens Aged Care Centre	61 Serv - Mechanical	$ 80,000
	Office Treatment	03 Floor Coverings	$ 12,594
	Office Treatment	04 Fit-Out	$ 20,608
	Library	65 Serv - Security	$ 18,418
	Amenities & Kiosk	04 Fit-Out	$ 76,567
	McMaugh Gardens Aged Care Centre	04 Fit-Out	$ 100,000

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D.3 – Renewal Forecast Summary

Table D3 - Renewal Forecast Summary

Financial Year	Renewal Forecast	Renewal Budget
2026-27	590109	657967
2027-28	634733	381910
2028-29	485038	509360
2029-30	496522	673045
2030-31	487018	333898
2031-32	516063	763290
2032-33	1545065	1604440
2033-34	1546612	1730812
2034-35	1538890	1583650
2035-36	1229645	800000

Appendix E   Disposal Summary – Recommended Scenario

E.1 – Disposal Forecast Assumptions and Source
Council has no projected disposals for recognised buildings in the 10-year forecast.

E.2 – Disposal Forecast Summary

The $30,000 shown as a separate line in financial tables is site-clearance enabling works associated with the Parks & Gardens / Town Crew Shed acquisition. The structures were already derecognised and therefore the activity is not an asset disposal.

Table E3 – Disposal Activity Summary

Financial Year	Disposal Forecast	Disposal Budget
2026-27	0	0
2027-28	0	0
2028-29	0	0
2029-30	0	0
2030-31	0	0
2031-32	0	0
2032-33	0	0
2033-34	0	0
2034-35	0	0
2035-36	0	0

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Appendix F   Budget Summary by Lifecycle Activity – Recommended Scenario

Councils' lifecycle activity projected costs are in Table F1.

Councils' cumulative lifecycle total at the end of the recommended forecast period is -$126,520 and shows the ability to fund the costs by 99.65%.
This is only achievable from a heavily tailored renewal program which closely matches the projected available expenditure in the current LTFP 2025-34, and, from the materialisation of major financial reform occurring from 1 July 2027 through an SRV.

Table F1 – Budget Summary by Lifecycle Activity

Financial Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2026-27	0	1586708	285155	657967	0	2529830
2027-28	200000	1586708	285155	381910	0	2453773
2028-29	0	1586708	285155	509360	0	2381223
2029-30	0	1586708	285155	673045	0	2544908
2030-31	0	1586708	285155	333898	0	2205761
2031-32	0	1586708	285155	763290	0	2635153
2032-33	0	1586708	285155	1604440	0	3476303
2033-34	0	1586708	285155	1730812	0	3602675
2034-35	0	1586708	285155	1583650	0	3455513
2035-36	0	1586708	285155	800000	0	2671863

Site-clearance (demolition of derecognised structure) is shown separately in modelling but is accounted for as part of the acquisition project rather than disposal activity.

Appendix G   Forecast Summary Snapshot - Recommended

Below is Council's building portfolio 10-year forecast snapshot summary from the recommended figures. The International Infrastructure Management Manual (**IIMM**) recommended target ratios are.

10-Year Asset Renewal Funding Ratio	90-110%
10-Year Lifecycle Financial Ratio	90-110%
Long-Term Lifecycle Financial Ratio	100%

The summary ratios present a favourable outlook, primarily resulting from a forecast that has been extensively modelled and specifically tailored to affordability constraints. Caution is warranted as these ratios should not be construed as reliable indicators for the long-term sustainability of Councils' buildings, or fully capture future uncertainties.

DASHBOARD

The indicative target range for the 10-year Asset Renewal Funding and 10-year Lifecycle Financial Ratios is between 90% and 110%.

Buildings FY27-36 Modelled SRV   2027 - 2036   Alternate Method   V:

10-year Asset Renewal Funding Ratio

100 %

10-year Lifecycle Financial Ratio

99 %

Long-term Lifecycle Financial Ratio

99 %

Current Replacement Cost = Current Written Down Value.
Financial Ratios are the result of a tailored program to fit the forecast available funds in the LTFP 2025-34, and should not be used as a long-term sustainability indicator.
Renewal Budget exceeds depreciation due to backlog.
Capacity and Function indicators are produced at a low confidence level.

VALUATION SUMMARY

Replacement Cost	$ 34,282,485
Current Replacement Cost	$ 20,030,205
Annual Depreciation Expense	$ 537,727

LIFECYCLE SUMMARY
Annual Average first 10 years

Lifecycle Forecast	$ 2,810,033
Planned Budget	$ 2,795,700
Shortfall	$ -14,332

ACQUISITION
Annual Average first 10 years

Planned Budget	$ 20,000
Lifecycle Forecast	$ 20,000

OPERATION
Annual Average first 10 years

Planned Budget	$ 1,586,708
Lifecycle Forecast	$ 1,596,308

MAINTENANCE
Annual Average first 10 years

Planned Budget	$ 285,155
Lifecycle Forecast	$ 286,755

RENEWAL
Annual Average first 10 years

Planned Budget	$ 903,837
Lifecycle Forecast	$ 906,970

DISPOSAL
Annual Average first 10 years

Planned Budget	$ 0
Lifecycle Forecast	$ 0

Lifecycle Summary

Legend: Operation, Maintenance, Renewal, Acquisition, Disposal, Budget

State of the Assets

Legend: No Rating, Very Poor / Poor, Fair, Good / Very Good

Add/Edit State of

Buildings Asset Management Plan
August 2025 (Version 3.2)

Document Control	Asset Management Plan - Buildings			

Document ID : UINT/25/21032

Doc No.	Date	Revision Details	Author	Reviewer	Approver
1.3	September 2017	Adopted by Council – Res 25.09/17	GHD	DID	GM
2.5	February 2023	Adopted by Council	AM	DID	GM
3.0	March 2025	Version 2.5 Update	AM	DID	
3.1	August 2025	Revised after LTFP, Policy and Strategy adoption.	AM	DID	
3.2	December 2025	Revised after public exhibition	AM	DID	

Further Document Information and Relationships

Related Legislation*	*Local Government Act 1993 (the Act)* *Local Government (General) Regulation 2021 NSW (the Regulation)*
Related Policies	Uralla Shire Council Community Strategic Plan Uralla Shire Council Long Term Financial Plan 2025-34 Uralla Shire Council Asset Management Policy 2025 Uralla Shire Council Asset Management Strategy 2025-29
Related Procedures/ Protocols, Statements & Documents	NSW Office of Local Government – Integrated Planning & Reporting Guidelines for Local Government in NSW International Infrastructure Management Manual (IIMM) 6th Edition, Institute of Public Works Engineering Australasia (IPWEA, 2021) ISO 55000 Standards and Australian Accounting Standards

*Note: Any reference to Legislation will be updated in the Strategy as required. See Website

http://www.legislation.nsw.gov.au/ *for current Acts, Regulations and Environmental Planning Instruments.*

Contents

Uralla Shire Council – Buildings Asset Management Plan – Version 3.1   3

1.0 EXECUTIVE SUMMARY

This Asset Management Plan (**AMP**) has been prepared to meet Uralla Shire Council's (**Council**) legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. This plan is one of several AMPs covering all community assets for which Council is responsible. These fall under Council's Asset Management Policy (**AMPol**) and Asset Management Strategy (**AMS**).

This Buildings Asset Management Plan (**BAMP**) has been developed with the most current data available (August 2025) and provides strategic framework which details information about infrastructure building assets, with actions required to provide an agreed Level of Service (**LoS**) in the most cost-effective manner while outlining associated risks.

This executive summary is a brief outline of the key messaging extracted from the content of the plan. Readers are encouraged to unwrap these messages by engaging in the content of each descriptive section.

1.1   The Purpose of the Plan

This Plan establishes a clear framework for the delivery of building services, the resources required to sustain them, and the funding necessary over the planning period. It provides decision-makers with a concise assessment of the financial sustainability of the building asset class, identifies funding gaps or surpluses, and articulates the implications for budgets, risk exposure, and LoS. Multiple forecast cost and service scenarios are presented, delivering a recommended short-term forecast to guide investment and service decisions. The BAMP directly informs the Long-Term Financial Plan (LTFP) and operates as part of a continuous improvement cycle, whereby annual budget outcomes, actual delivery, and updated condition data are reviewed each year to refine assumptions, improve accuracy, and ensure decisions remain aligned with Council's long-term objectives and regulatory requirements.

1.2   Asset Description

This plan covers Councils 98 buildings infrastructure assets.The Buildings network comprises:

- 21 Major Buildings – Assets are recorded at the following component levels: sub-structure, structure (floor walls, roof, fixture and fit-out), electrical services, solar services, hydraulic services, mechanical services, fire services, security services.
- 45 Minor Buildings – Assets are recorded as a whole building.
- 32 Other Buildings Structures – Assets recorded as a whole structure.

The above infrastructure assets have a replacement value estimated at $34,282,485. This figure is current as of 30 June 2024 (most recent audited financial statement) and has been indexed from 30 June 2023, which was provided by a third-party regulatory revaluation, based upon 100% physical inspection.

1.3   Levels of Service (LoS)

The allocation in the planned budget from the current LTFP is sufficient to continue providing existing services at the recommended forecast levels over the planning period. This ability is dependent on financial reform; without it, long-term service levels will decline.

The cumulative deficit for the recommended forecast after the planning period of 10-years is -$126,520. This deficit of $12,652 per year is manageable through minor adjustments and/or project savings in asset renewals.

In New South Wales, Council operates within a regulated financial framework that does not permit the adoption of a deficit budget. This includes compliance with the *Local Government Act 1993*, the *Integrated Planning and Reporting (IP&R) Framework*, the *Local Government Regulation 2021*, and associated guidance issued by NSW Government, all of which require Council to demonstrate financial sustainability, responsible asset stewardship, and clear alignment between AMPs and the LTFP.

Within this context, any emerging funding shortfall must be identified and actively managed. Where long-term funding gaps exist, these pressures will progressively deteriorate if a Special Rate Variation (SRV) is not supported or alternative sustainable funding measures are not implemented. If deficits are not closely monitored and addressed, the following service and organisational consequences are likely to increase over time:

- Expansion of the asset renewal backlog, accelerating asset condition decline
- Escalation of reactive and unplanned maintenance costs, reducing operational efficiency
- Progressive reduction in LoS and increased service interruptions
- Heightened exposure to safety, compliance, and operational risks
- Reduced financial resilience and flexibility to respond to emergencies, regulatory change, or future demand
- Increased intergenerational inequity through the deferral of necessary renewal investment
- Increased reliance on short-term corrective actions rather than planned, cost-effective lifecycle management

The proposed SRV is subject to approval by the Independent Pricing and Regulatory Tribunal (IPART) and represents a critical decision point in maintaining service sustainability and managing long-term asset risk.

1.4   Future Demand

The factors influencing future demand and the impacts they have on service delivery are driven by:

- Population, demographic changes and evolving social trends

- The New England Renewable Energy Zone (**REZ**)

- Upgrades in building standards, safety, planning requirements and regulatory frameworks

- Climate change, including the frequency and severity of weather events and adaptation requirements.

These demands will be approached by using a combination of managing existing assets and/or upgrading existing assets, when feasible, to meet demand and/or obsolescence. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures. We will;

- Continue to monitor population, demographic and social changes, with a specific focus one REZ initiatives and any of its ancillary activities.

- Continue to identify upgrades required to meet accessibility and general building regulations.

- Identify improvements to reduce overall risk on the ongoing damage due to increased weather events caused by climate change.

1.5   Lifecycle Management Plan

1.5.1   What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this BAMP include operation, maintenance, renewal, acquisition, and disposal of assets. Although the BAMP may be prepared for a range of time periods, it typically informs a long-term financial planning period of 10 years. Therefore, a summary output from the BAMP is the forecast of 10-year total outlays. The forecast considers multiple budget scenarios to reflect potential funding and service level variations. This BAMP presents data based on the scenario currently assessed as the best fit, balancing service needs, risk, and financial sustainability. Councils recommended forecast outlay for buildings is estimated at $2,805,353 on average per year over the 10-Year planning period.

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1.6   Financial Summary

1.6.1   What we will do

Estimated available funding for the 10 year period is $2,792,700 on average per year as per the Planned Budget, from the reformed LTFP. This is 99.55% of the cost to undertake the modelled lifecycle cost projection from the recommended scenario

A detailed snapshot summary for the 10-year funding period forecast, is in Appendix G.

The infrastructure reality is that only what is funded in the LTFP can be provided. The informed decision making depends on this BAMP emphasising the consequences of the Planned Budgets on the service levels provided and associated risks.

The anticipated planned budget for Councils' buildings leaves a manageable shortfall of $-12,652 on average per year of the forecast lifecycle costs required to provide services in the BAMP compared with the Planned Budget included in the current LTFP. In line with best practice guidelines and the previously stated regulations, the LTFP has been deliberately structured to prioritise affordability in the early years of its ten-year outlook. From the 2027 financial year onward, the forecast incorporates key financial reform assumptions, being the aforementioned SRV, which is critical in moving towards an overall sustainable financial position by the end of the period.

This is shown in the figure below.

Forecast Lifecycle Costs (Recommended) verse Planned Budget

Figure Values are in current dollars.

We plan to provide Buildings services for the following:

- Operation, maintenance, renewal, disposal and acquisition to meet service levels set by Council in annual budgets.

- Major asset renewals within the 10-year planning period include buildings and components in varying condition, including; Uralla Depot, Bundarra Depot, Administration, McMaughs Aged Care Centre, Swimming Pool and Park Amenities.

- Asset acquisitions include a Uralla town crew parks and gardens shed. Comprising of $170,000 construction and $30,000 site clearance.

-

- No disposals of recognised building assets are planned in the 10-year period. The demolition activity identified is site clearance enabling works and not a disposal activity. The structures being removed have been de-recognised and have no value.

1.6.2   What we cannot do

We currently allocate enough budget to sustain these services at the current standard and partially provide all new services being sought. Works and services that cannot be provided under present or the recommended funding levels are:

- McMaugh Gardens Aged Care facility upgrade and capacity increase.

- Timely upgrades on capacity and functionality addressing compliance at the Uralla and Bundarra Depots

- Acting on upgrades on capacity and functionality addressing potential demand and obsolescence from REZ developments.

- Complete renewal backlogs and pro-active maintenance programs

- Complete 100% of the forecast renewals

- Maintain the current LoS in the long-term; some short-term LoS elements may be deferred or reduced until financial reforms take effect.

1.6.3   Managing the Risks

Our present budget levels are slightly insufficient to continue to manage risks in the short term.

The main risk consequence possibilities from a deficit budget are:

- Assets and components exceeding their useful life

- Loss of function and service disruption

- Reduced building operation standard

- Increased WHS risks

- Stakeholder satisfaction and reputation

We will endeavour to manage these risks within available funding by;

- Delivering a recommended forecast scenario

- Annual prioritisation of renewals, operations and maintenance

- Identifying critical buildings for prioritisation

- Analysing data processes including costs

- Taking advantage of any funding sources

- Regular review and analysis of the content of the framework documents

- Developing any other identified improvements

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1.7   Asset Management Planning Practices

Councils' infrastructure asset management practices are guided by International Standards. Including the International Infrastructure Management Manual (**IIMM**), International Infrastructure Financial Management Manual (**IIFMM**) and ISO55000 standards, delivered though the Institute of Public Works Engineering Australasia (**IPWEA**). These industry standards are encompassed into Councils Asset Management Framework, which includes policy, strategy and planning documents.

Key assumptions made in this BAMP are:

- *Application to the Independent Pricing and Regulatory Tribunal (**IPART**) for a Special Rate Variation (**SRV**) to commence 1 July 2027 is successful and implemented at the defined rates in the LTFP 2025-34*

- *Figures used in the financial messaging are from the **recommended scenario** which represents a modelled forecast to suit Councils' current financial position and does not reflect overall sustainability.*

- External funding will be the main driver for funding unplanned acquisitions upon lifecycle feasibility analysis, particularly in the short term, including REZ solutions.

- There is one planned major building acquisition in the 10-year forecast.

- There are no planned major disposals in the 10-year plan.

- Obsolescence factors are unknown and no contingency is considered in the recommended forecast.

- Future demand assumptions (Section 4)

- All cost forecasts are in today's dollars.

- Financial data used in this plan was from the latest audited financial statements, being June 2024.

- Condition assessment data in this plan is from the June 2023 revaluation.

- Data and modelling position is from August 2025.

- Disposal activity listed is the site clearance of derecognized assets and is recognised as acquisition costs. The construction cost and site clearance cost have been separated for transparency.

- Acquisition and disposal costs are omitted from lifecycle ratio methodology calculations per IPWEA and IIMM requirements

The critical factors included in Council's buildings asset management include:

- Maintenance and repair costs

- Operational costs

- Replacement or Rehabilitation cost

- Acquisition costs

- Age of assets

- Design life and actual life

- Life cycle of asset

- Integrating new technologies

- Usage and data capture

- Budget

- Risk appetite

Assets requiring renewal are identified from either the asset register or an alternative method.

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- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,

- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

The __Alternate Method__ was used to forecast the renewal lifecycle costs for this BAMP.

This BAMP is based on a medium to high level of confidence in information, due to the physical condition assessment as part of the revaluation process in June 2023.

1.8   Monitoring and Improvement Program

The next steps resulting from this BAMP to improve asset management practices are;

- Buildings and Asset Register audits.

- Finance system data capture and procedure analysis

- Asset useful life analysis

- Depreciation analysis

- Critical asset analysis

- Risk analysis

- Ground proof condition and renewal costs of current condition 4 or 5 assets.

- Customer LoS communication and service level review

- Prioritise critical assets and risk to model renewal forecasts

- Review and establish renewal backlog plan

- Review and update lifecycle base costs

- Complete the Asset Management Framework suite of documents.

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2.0 Introduction

2.1   Background

This BAMP communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period. The BAMP also communicates associated consequences and risks if the LTFP forecast shows insufficient budget.

The BAMP is to be read in conjunction with Councils Asset Management Policy (**AMPol**), Asset Management Strategy (**AMS**) and the following current year planning documents.

- Community Strategic Plan (**CSP**)
- Delivery Program (**DP**)
- Operational Plan (**OP**)
- Long Term Financial Plan (**LTFP**)

This BAMP has a direct relationship with the following associated planning process:

Asset management is an ongoing process of service delivery planning, viewed as a journey rather than a final destination. The Council is committed to continuously improving its asset management practices to ensure compliance, including the Local Government Act 1993, and to uphold best practices in asset management. This is achieved through adherence to the ISO 55000 international standards and by following the guidelines provided in the IIMM and the IIFMM. A key component of this process is the regular updating and application of asset management plans, such as this document, alongside the strategic documents mentioned. Since the development of the Asset Management Framework, the Council has periodically updated, maintained, enhanced, and created essential asset management documents, including policies and strategies, with the goal of achieving best practice in asset management.

The infrastructure assets covered by this AMP include all Council owned or maintained Buildings and Facilities. For a detailed summary of the assets covered in this BAMP refer to the Table in Section 5.

Council owned building assets are used to deliver essential services to the community and accommodate staff, tenants, and equipment. When these assets are occupied or used by third parties, appropriate agreements are established to define roles, responsibilities, and terms of use. These agreements are coordinated and managed by the Corporate team.

The types of agreements used by Council, depending on the nature of the arrangement, include:

- Leases and Licences
- Memoranda of Understanding (**MOU**)
- Hire agreements

Currently, there are several instances where existing agreements have lapsed and require renewal. Addressing these outstanding agreements forms part of the asset management improvement plan detailed in Section 8.

The infrastructure assets included in this plan have a total replacement value of $34,282,485.

Key stakeholders in the preparation and implementation of this BAMP are shown in Table 2.1.

Table 2.1: Key Stakeholders in the BAMP

Key Stakeholder	Role in Asset Management Plan
Councillors	▪ Represent the needs of community. ▪ Ensure service sustainability through informed decision making.
General Manager	▪ Allocate resources to meet the organisations objectives in providing services while managing risks. ▪ Authorise delegations of authority to undertake works defined in the Asset Management Plan. ▪ Provide guidance to Council on the organisations plans to fund its overall operations to meet objectives, now and in the future. ▪ Foster Asset Management stewardship, throughout the entire organisation.
Chief Financial Officer	▪ Guide and verify the organisations financial objectives, position and sustainability.
Director Infrastructure and Development	▪ Guide the organisations holistic asset practices, objectives and sustainability. ▪ Identify changes in workflows or Council requirements.
Group Manager Corporate Services	▪ Guide and verify associated risks ▪ Develop and inform stakeholders through Enterprise Risk Management
Asset Manager	▪ Continually develop the Asset Management Plan with constant stakeholder engagement and data collection/analysis. ▪ Drive the Asset Management Plan improvement plan. ▪ Inform stakeholders of limitations and associated risk.

Key Stakeholder	Role in Asset Management Plan
Infrastructure/Project Managers	■ Oversee the works of the Asset Management Plan ■ Co-ordinate budgets
Contractors/ Employees	■ Undertake the works per the Asset Management Plan schedule
General Public	■ Report damage, safety concerns and issues ■ Inform Levels of Service

2.2   Goals and Objectives of Asset Ownership

Our goal for managing infrastructure assets is to meet the defined LoS (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

■ Defining the assets and their associated costs,

■ Determining and providing a defined LoS and monitoring performance,

■ Managing the impact of growth through demand management and infrastructure investment,

■ Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined LoS,

■ Identifying, assessing, and appropriately controlling risks, and

■ Linking to the LTFP which identifies required, affordable forecast costs and income, and how it will be allocated.

Key elements of the planning framework are:

■ LoS – specifies the services and service levels to be provided,

■ Risk Management,

■ Future demand – how this will impact on future service delivery and how this is to be met,

■ Lifecycle management – how to manage existing and future assets to provide defined LoS,

■ Financial summary – what funds are required to provide the defined services,

■ Asset management practices – how we manage provision of the services,

■ Monitoring – how the plan will be monitored to ensure objectives are met,

■ Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals, principles and objectives of asset management are:

1.   *ISO 55000:2024 Asset Management – Vocabulary, overview, and principles*

2.   *International Infrastructure Management Manual1*

A road map for preparing an Asset Management Plan is shown below.

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[1] IPWEA International Infrastructure Management Manual (IIMM), Sec 2.1

Road Map for preparing an Asset Management Plan
Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11

CORPORATE PLANNING
Confirm strategic objectives and establish AM policies, strategies and goals
Define responsibilities and ownership
Decide core or advanced AM Plan
Gain organisational commitment

REVIEW/COLLATE ASSET INFORMATION
Existing information sources
Identify & describe assets
Data collection
Condition assessment
Performance monitoring
Valuation data

AMPLAN REVIEW & AUDIT

ESTABLISH LEVELS OF SERVICE
Establish strategic linkages
Define and adopt statements
Establish meaures and targets
Consultation and engagement

LIFECYCLE MANAGEMENT STRATEGIES
Develop lifecycle stategies
Operation and maintenance plan
Decision making for renewals, acquisition & disposal

DEFINE SCOPE & STRUCTURE OF PLAN

RISK MANAGEMENT
Risk analysis
Risk consequence
• Injury, service, environmental, financial, reputation
• Climate change

IMPLEMENT IMPROVEMENT STRATEGY

FUTURE DEMAND
Demand forecast and management

FINANCIAL FORECASTS
Lifecycle analysis
Financial forecast summary
Valuation & depreciation
Budget

IMPROVEMENT PLAN
Assess current/desired practices
Develop improvement plan

INFORMATION MANAGEMENT & DATA IMPROVEMENT

IS THE PLAN AFFORDABLE?

ITERATION
Asset data and information systems

ANNUAL PLAN / BUSINESS PLAN

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3.0 LEVELS OF SERVICE

3.1   Customer Research and Expectations

This BAMP is prepared to facilitate consultation prior to adoption of LoS by the Council. While future revisions of the BAMP will incorporate updated customer consultation on service levels and costs of providing the buildings service, this new targeted consultation has not yet taken place. Broader community consultation to determine customer expectations, needs and wishes for all Council services is conducted annually to inform the development of Councils CSP. Council, in 2025 through financial reform, is conducting additional significant community consultation. This future data will assist the Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

Existing data from survey results from the 2022 Draft LTFP indicated that 55% of respondents preferred reducing operating costs, capital expenditure, or both—by lowering standards or reliability of building infrastructure—rather than making similar cuts to other asset groups, in order to maintain functionality. The results are seen in Table 3.1.

Table 3.1: Customer Survey Data – Preference for Asset Group reduction in service standard and/or reliability - 2022

Buildings are managed within Council's General Fund, meaning all financial forecasts and cost allocations must account for the full range of service centres funded under this fund. Any planning or budgeting for building assets needs to be integrated with the broader financial requirements of the General Fund. This integration is essential to ensure financial sustainability, maintain compliance with funding constraints, and support balanced decision-making across all services.

As shown in the Recommended Lifecycle Summary Forecast (Appendix G), Council is currently able to fund 99.55% of its building portfolio costs over the 10-year medium-term planning period. However, if the proposed Special Rate Variation (SRV) is not implemented, this funding level drops to 88%, and increases the asset renewal backlog. When this backlog is factored into the overall costs, the effective funding ratio falls further to 79%—well below the industry-accepted minimum benchmark of 90%.

If the financial reform solution of the SRV does not materialise, and given the 2022 survey preference for reducing funding levels for buildings, this long-term trend continues withfunding remaining below 90%, the

sustainability of Council's building assets will be at risk, leading to long-term issues and growing intergenerational inequity.

To manage this, the building portfolio and the Building Asset Management Plan (BAMP) will be reviewed regularly. Any decline in the funding ratio will trigger renewed community consultation on buildings and a reassessment of affordability.

Council also remains open to further investigation and consultation at any time, particularly in response to evolving needs such as those arising from the New England Renewable Energy Zone (REZ) developments

3.2   Strategic and Corporate Goals

This BAMP is prepared under the direction of the Uralla Shire Councils vision, mission, goals and objectives as set out in the CSP.

Councils **vision** is:

> *"A vibrant community with a growing economy and sustainable lifestyle that values its heritage."*

Councils **mission** is:

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

Councils **Community Strategic Objectives** are:

1.   We are "Community Minded" with an accessible, inclusive and empowered community.

2.   We are "Prosperous" with a sustainable economy that supports prosperity.

3.   We are "Good Custodians" of our natural and built environment.

4.   We are an "Independent" shire and well-governed community.

Infrastructure assets play both a direct and an indirect role in achieving the strategic objectives of the CSP. The following Table 3.2 indicates how Council's buildings assets play a role in the delivery of the key strategies linked to the CSP.

Table 3.2: Objectives and how these are addressed in this Plan

Objective	How Objectives are addressed in the BAMP
Effectively and responsibly manage, maintain, and develop Council's infrastructure, operational and financial assets.	Maintenance and application of this plan. Implement recommended improvements, commit required expenditure to maintain and renew assets.
To provide cultural and recreational facilities to serve the expectations of the community	Development of service levels and community consultation plan. Application of these to prioritise asset works required to meet these community needs.
To appropriately consult and well-inform community concerning Council's activities and to be responsive to the community's needs.	Development of the existing service levels from specific community consultation. in the future. Communication of the content of this AMP in terms of the asset portfolio, its condition and estimated expenditure required to bring it up to, and maintain, those levels of service.

3.3   Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the buildings service are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act 1993 and Local Government (General) Regulation 2021	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery.
Environmental Planning and Assessment Act 1979 and Environmental Planning and Assessment Amendment Act 2008	Sets the legislative requirements of buildings and places of public to comply with the National Construction Codes.
NSW Security Act 1997 and Regulations 2016	Sets controls for management and operation of CCTV programs.
Australian Accounting Standards	Sets out the financial reporting standards relating to the (re)valuation and depreciation of assets
Building Code of Australia 2016	States the minimum requirements for the design, construction and maintenance of buildings
National Construction Code 2022	New building works and upgrades/renovations to comply with the NCC. The NCC defines the standards for particular building types.
Design and Building Practitioners Act 2020	Defines regulations for certain building classes, including Aged Care.
Disability Discrimination Act 1992	An Act that bans discrimination of people based on a disability.
Work Health and Safety Act 2011 and Work Health and Safety Regulation 2017	Require Council to provide a safe workplace for all its employees and the public.
Heritage Act 1977 (NSW)	An Act that conserves places with heritage value.
Graffiti Control Act 2008	Defines regulation for Council dealing with graffiti and removal.
Food Act 2011	Requires Council to upkeep the food serving standards within community buildings.
Asbestos Removal Code of Practice	States the management and maintenance of asbestos.

3.4   Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision.

Table 3.4: Customer Values

Service Objective:			
Customer Values	**Customer Satisfaction Measure**	**Current Feedback**	**Expected Trend Based on Planned Budget**
Clean buildings and facilities	CRM requests	Zero (0) concerns recorded against cleanliness of buildings in CY2025	Remain same
Accessible buildings and facilities	CRM requests	Two (2) concerns with accessibility raised to staff in CY2025.	Remain same
Suitable buildings and facilities	CRM requests	Zero (0) concerns recorded against suitability in CY2025	Overall slight decline due to backlog renewal delays considering some improvements per renewal standards when accomplished
Safe buildings and facilities	CRM requests	Four (4) safety concerns from Nine (9) building requests in CY2025	Issues regarding safety are built into current operational budgets and forecast

3.5   Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Condition   How good is the service … what is the condition or quality of the service?

Function   Is it suitable for its intended purpose …. Is it the right service?

Capacity/Use   Is the service over or under used … do we need more or less of these assets?

In Table 3.5 under each of the service measure types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Building quality	Current condition rating	Condition 1 – 5.1% Condition 2 – 16.73% Condition 3 – 64.99% Condition 4 – 11.6% Condition 5 – 1.59%	Slight improvement as renewal backlog is absorbed
	Confidence levels		High (Professional Judgement supported by extensive data)	High (Professional Judgement supported by extensive data)
Function	Fit for Purpose Safe and Compliant facilities	Staff assessment and CRM requests	Majority of assets considered fit & compliant, desired improvements required for several assets	Remain same - Required improvements are not budgeted
	Confidence levels		Low (Professional Judgement with no data evidence)	Low (Professional Judgement with no data evidence)
Capacity	Appropriate number of available facilities	CRM Requests	Existing level is adequate	Remain same
	Confidence levels		Medium (Professional judgement supported by data sampling	Medium (Professional judgement supported by data sampling

Note: Confidence levels for Function and Capacity will be improved through implementation of a Maintenance Management System (MMS) and targeted inspections (Improvement Plan Tasks 6 and 9).

3.6 Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, there are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. refurbishment of a building to accommodate additional facilities or a new structure that did not exist previously).

- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.)

- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. cleaning, painting, servicing, building and structure repairs, etc.),

- **Renewal –** the activities that return the service capability of an asset up to that which it had originally provided (e.g. building and/or component replacement),

- **Disposal –** the activities of decommissioning an asset identified as no longer being required (e.g. service relocation, demolition, etc..).

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.[2] Table 3.6 shows the activities expected to be provided under the current 10-year Planned Budget allocation, and the Forecast activity requirements being recommended in this BAMP, along with an aspirational performance level if no restrictions were necessary.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Base Performance*	Recommended Performance **	Aspirational Performance ***
TECHNICAL LEVELS OF SERVICE					
Acquisition	To meet community and user needs	Customer satisfaction surveys, CRM requests	Satisfaction 80%. assumed from lack of CRM requests	Satisfaction >80%	Satisfaction =100%
	Acquire buildings that aligns with Councils Strategic Plans	Acquisition and life cycle costs	No assets acquired	Acquire assets per safety and compliance verse affordability	Acquire assets per strategic plans aligning with desire, requirements and safety upgrades with 10% contingency
		Budget/10 Yr Cycle	$0	$170,000	$1,100,000
Operation	Services are available and managed cost effectively	Review of service level agreements & requirements	Basic service requirements met.	Basic service requirements plus acquisition operations.	General service requirements per Lv10 Councils met.
	Provide safe and compliant facilities	Regular building inspections	20% of buildings inspected annually	Current performance adequate. Per revaluation cycle.	Same as recommended
		Fire safety certification	Annual inspections per regulations	current performance adequate	Same as recommended
		Budget/Yr	$1,586,708	$1,594,868	$1,754,355
Maintenance	Buildings are in a functional condition	Building maintenance program	Historic 90% reactive maintenance program	90% Reactive maintenance program with acquisition factored	Full pro-active maintenance program completed 100%
		Budget/Yr	$ 285,155	$286,515	$476,818
Renewal	Buildings to be satisfactory and compliant	Assets condition	86% of building assets are => condition 3	90% of all assets => Condition 3	Ability to maintain 90% of all assets => Condition 3
	Assets renewed at their optimum life cycle	10-year renewal program	Backlog exists within the 10-year renewal program	Modelled 10-year renewal program	10-year renewal program on schedule no backlog 10% contingency
		Budget/10Yr Cycle	$ 8,573,228	$9,755,050	$13,305,274

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[2] IPWEA, 2015, IIMM, p 2|28.

Lifecycle Activity	Purpose of Activity	Activity Measure	Base Performance*	Recommended Performance **	Aspirational Performance ***
Disposal	Decommission buildings aligning with Strategic Plans	10-year disposal plan	Buildings identified.	Identify assets annually and include disposal in Strategic Plans	All known disposals completed.
		Budget/10Yr Cycle	$ 0	$30,000	$75,000

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

Performance Scenarios

In this BAMP, multiple forecast scenarios are presented to guide strategic decision-making and make decision-makers aware of the investment levels required for sustainable asset performance.

The *Base Forecast* scenario reflects existing patterns prior to this iteration and is drawn from current data held in the asset register.

The **Recommended Forecast* models the existing patterns by incorporating new condition assessment data and officer professional judgement including asset life analysis and tailoring asset renewal requirements.

The ***Aspirational Forecast* scenario represents the ideal investment needed to achieve increased service levels and long-term outcomes.

Together, these scenarios provide a view of financial needs, risks, and trade-offs.

These scenarios are presented in detail in Section 5.

4.0 FUTURE DEMAND

4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, lifestyle changes, seasonal factors, residential occupancy levels, consumer preferences and expectations, technological changes, economic factors, agricultural practices, localised development and environmental awareness.

Along with these drivers, there is the imminent establishment of major new industry through the New England REZ which presents a potentially severe and unprecedented demand shift. However, the full scale and service implications on Councils buildings portfolio remains uncertain at this stage. Councils position to sudden demand is discussed in section 4.2.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented. Council undertakes an annual review of AMPs, predominantly allowing for budget and forecast adjustments, which can also cater for updates and reform in response to sudden emerging trends and significant changes. This process ensures that potential impacts from high-growth forecasts associated with the REZ are appropriately considered and incorporated into future service delivery and asset planning for buildings.

4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of building assets are shown in Table 4.3.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this BAMP which will also include further REZ impacts as they become known.

Statistical figures are from the NSW Department of Planning website.

Short term REZ forecasts are from the Energy-Co website.

Table 4.3: Demand Management Plan (Buildings)

Demand driver	Current position	Projection	Impact on Building services	Demand Management Plan
Population	5992 (2021)	0.3%/yr average growth, 6309 (2041)	Minimal	Monitor trends and developments
Population	Uralla is in the centre of the New England Renewable Energy Zone (not considered in the base projection)	Short to medium term increases through renewable plant construction 6000, (1700 Uralla LGA) and operation 2000, (400 Uralla LGA).	Higher demand, higher operation, maintenance and renewal costs, capacity and compliance needs.	Implement cross functioned, shared facility, extended hours services where possible, opportunist approach to grant funding, frequent REZ activity monitoring.

Demographic	Median age, 46. 22.9% > 65yrs (1372)	Median age to increase to 52, with 33.8% > 65yrs (2132)	Increased demand on aged care and community services	Future plan for a significant increase by developing a combination of asset upgrades and non-asset solutions into the BAMP
Climate Change	Experiencing increased level of extreme weather events	Continue to experience increased severity and frequencies	May increase building maintenance, insurance and renewal costs	Identify a list of strategic improvements which counter extreme events and include in maintenance and/or renewal plans
Building Regulations	Most buildings are of a modern standard	Some upgrades required over the planning period	Increased upgrade costs with possible monitoring and/or reporting costs	Identify upgrades and any associated operations required from increased standards and include costs in planned budgets
Recreational Trends	Traditional building recreation facilities provided (e.g., library, halls, squash courts, club houses, amenities and canteens)	Continue to provide facilities	New assets for positive growth to be grant funded.	Monitor trends and developments

4.4   Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

New assets and upgrade/expansion of existing assets are identified from various sources such as staff, councillor or community requests, proposals identified by strategic plans, reports or regulation, analysis of costs, compliance, testing or demonstrations of new technologies, or partnerships with other organisations. Candidate proposals are analysed to verify need and to develop a preliminary estimate. Verified proposals are ranked by priority and available funds are scheduled into replacement programs.

Acquisition identified in the recommended forecast in this iteration of the BAMP has been identified from compliance perspectives.

Acquiring new assets will commit Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the LTFP (Refer to Section 5). The lifecycle summary in the recommended forecast for this period illustrates such change in the second year of the plan with an increase in operations and maintenance being shown because of known acquisitions.

As noted, it is still unclear the full impact on building services required through REZ development periods and no acquisition costs are in the recommended forecast from any such development at this stage. The aspirational forecast scenario incorporates a 10% contingency in renewal and acquisition/obsolescence costs.

4.5   Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the asset management planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.[3]

As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4.5.1

Table 4.5.1 Managing the Impact of Climate Change on Assets and Services

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Extreme temperatures	Increased demand for temperature-controlled buildings with insulation. Shaded areas.	Increased energy usage and costs	Build allowances into planned budgets catering for adaptation of temperature variations. Consider natural environment solutions.
Extreme rainfall/storm events	Increase in drainage capacity and/or damage	Serviceability, increased roof and facility drainage design, construction and maintenance costs	Prioritise facilities requiring upgrades considering criticality
Flooding	Increased flood heights and peak flows	Serviceability	Plan for resilience-built renewals

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will have increased ability to withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Table 4.5.2 summarises some asset climate change resilience opportunities.

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[3] IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

Table 4.5.2 Building Asset Resilience to Climate Change

New Asset Description	Climate Change Impact	Build Resilience in New Works
Council Buildings	Flood/Storm/Fire damage risk	Floors above floodplain modelling heights, resistant materials, design resistant, safety systems
Building and/or Components Renewal	Flood/Storm/Fire damage risk	Lift services to appropriate heights, resistant materials, design resistant, added safety systems, alternate power sources
Water Tanks	Water conservation	Decreased reliance on water supplies

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this BAMP. IPWEA and the NSW Office of Local Government have not yet released an endorsed methodology for climate-cost modelling; costing will be incorporated once a standard methodology exists.

Due to this complexity, the cost forecast scenarios presented do not factor climate change.

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed LoS (Refer to Section 3) throughout their entire lifecycle, from acquisition or creation to disposal. The goal is to maximise the value of the assets while minimising costs and risks, ensuring they continue to meet performance requirements over time.

From a financial perspective, infrastructure activities tend to be classified as being either Operating or Capital. The lifecycle activities used in the asset management and financial planning and reporting process cover:

- **Capital**
  - **Acquisition** – the activities to provide a higher level of service (e.g., widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
  - **Renewal** – the activities that replace or restore assets to the standard it had originally provided (e.g., road resurfacing and pavement reconstruction, pipeline replacement and building component replacement).

- **Operating**
  - **Operations** - the routine activities that keep services accessible and effective, balancing efficiency with user expectations (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.)
  - **Maintenance** – the preventative and corrective actions to sustain asset functionality and minimise unexpected failures. Maintenance activities enable an asset to provide service for its planned life (e.g., road patching, unsealed road grading, building and structure repairs).
  - **Disposal** – the decommissioning, removing, or repurposing of assets that are no longer cost-effective, safe, or necessary (e.g. shutting down an old water treatment plant, demolishing unsafe buildings, dismantling old bridges, etc.).

A pictorial representation of the asset lifecycle activities is shown below in Figure 5.0.

Figure 5.0: Asset Lifecycle Activities

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5.1 Background Data

5.1.1 Physical parameters

The assets covered by this BAMP are shown in Table 5.1.1.

All figures are in current dollars.

Table 5.1.1: Assets covered by this Plan

Asset Category	Number of Assets	Replacement Value
Amenities /public toilets	23	$1,668,955
Administration	8	$2,503,684
Depots/sheds/garages	35	$5,086,937
Halls	2	$2,679,078
Community facilities	4	$5,064,380
Educational facilities	1	$692,346
Aged Care facilities	2	$11,228,046
Residential	4	$837,538
Recreational facilities	3	$1,923,518
Emergency Services	10	$1,773,510
Shelters	3	$121,110
Waste Transfer	3	$703,383
TOTAL		**$34,282,485**

The age profile of the assets included in this BAMP are shown in Figure 5.1.1.

Figure 5.1.1: Asset Age Profile

This asset age profile has a low confidence level due to it being derived from the asset register. It is noted that in the system, many of the assets have the same acquisition year, this being the year a bulk upload of assets was placed into a new system, 2011, 13 years ago. It appears bulk assets were entered into the register 6 years ago also. One factor known to contribute to this was the componentisation of major buildings.

For assets with unknown ages, the 2023 condition report provided informed age estimates.

The buildings estimated age verse actual condition assessment was used as a basis to model the renewal projection for the recommended forecast scenario.

Peak renewal remains a potential risk when multiple assets are scheduled for renewal simultaneously. A notable example influencing this planning period is the McMaugh Gardens Aged Care facility. To manage this, renewal forecasts are initially analysed over a 30-year horizon to identify any significant peaks or troughs beyond the immediate 10-year forecast period. When such variations are detected, renewal planning can be adjusted accordingly to smooth out fluctuations and mitigate associated risks or resource shortfalls.

Asset ages will be analysed as part of this plan once the assets have been audited and aligned with the asset register, in accordance with the improvement actions outlined in Section 8.

5.1.2   Asset capacity and performance

While assets are generally provided to meet design standards where available, limited resources currently prevent the resolution of all identified deficiencies.

The recommended developed capital renewal plan formed from this BAMP cannot immediately address all the known deficiencies listed below. Uralla Depot and McMaugh Gardens have plans in development which address functionality and capacity upgrades. Uralla and Bundarra Depots have a contingent budget allocated from the 7th year of this forecast.

Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
Uralla Depot	Requires functionality/capacity upgrades addressing compliance
Bundarra Depot	Requires functionality/capacity upgrades addressing compliance
McMaugh Gardens Aged Care	Requires functionality and capacity upgrades

The above service deficiencies were identified from staff and consumers.

5.1.3   Asset condition

Condition is currently monitored by user CRM requests, officer judgement and through the five (5) year asset revaluation requirement, where a third party physical condition assessment is used to base the revaluation, if and when deemed necessary.

An assets quality may differ from its condition rating. Condition is a measure of an assets physical condition relative to its condition when first constructed. An asset may be poor in quality yet have a condition which is described as good. This is also present in long-lived assets. Assets with a long useful life may be reported in Condition 5 yet are still able to function with several years before their renewal is due.

Part of the Improvement Plan in Section 8 of this BAMP notes the future revision of the actual age of assets reflected in the asset register verse remaining useful life given from these assessments. Future BAMP updates will have more accurate details.

Condition is measured using a 1 – 5 grading system[4] as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system

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[4] IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

may be used at a more specific level, however, for reporting in the BAMP results are translated to a 1 – 5 grading scale for ease of communication.

Table 5.1.3: Condition Grading System

Condition Grading	Description of Condition
1	**Very Good**: free of defects, as new condition, only planned and/or routine maintenance required
2	**Good**: minor defects, increasing inspection required plus planned maintenance
3	**Fair**: some defects requiring reactive maintenance on top of planned inspection and maintenance
4	**Poor**: significant defects, higher levels of inspection and substantial maintenance program
5	**Very Poor**: reached defect threshold - requires extensive level of corrective maintenance and inspection to keep serviceable prior to renewal/rehabilitation.

The condition profile of our assets is shown in Figure 5.1.3.

Figure 5.1.3: Asset Condition Profile

The weighted-average current condition of Uralla Shire Council's building portfolio is 2.88, representing an overall fair condition. The combined proportion of Condition 4 and 5 assets is 13.19%; however, these ratings do not indicate that an asset is failing or unable to deliver its intended service. Under the NSW asset accounting and valuation guidelines, an asset may be rated in poorer physical condition while still remaining fully functional and safe. In addition, long-lived components such as the building structure attract higher depreciation under financial valuation rules, which can lower the financial condition score even when the physical condition remains sound. As a result, these Condition 4 and 5 assets with a proportion of Condition 3 assets continue to provide 'good' service performance. This information is assessed as high confidence, as it is derived from the independent, third-party condition assessment conducted on 30 June 2023.

5.2   Operations and Maintenance Plan

Council operates and maintains assets to provide the defined LoS to approved budgets in the most cost-efficient manner. The operation and maintenance activities and requirements, include:

- Scheduling operations activities to deliver the LoS in the most efficient manner,

- Undertaking pro-active maintenance activities to *regulation and manufacturer standards* to reduce unplanned (re-active) maintenance costs and improve maintenance outcomes,

- Identify and implement a satisfactory Maintenance Management System (**MMS**), identified in the BAMP improvement plan in Section 8,

- Maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting 'Very High' and 'High' risks and residual risks after treatment to management and Council through the Audit Risk & Improvement Committee (**ARIC**),

- Review asset utilisation to identify underutilised assets and appropriate remedies, and over utilised assets and customer demand management options,

- Develop and maintain a current hierarchy of critical assets and required operations and maintenance activities through an MMS,

- Develop and regularly review appropriate emergency response capability,

- Review management of operations and maintenance activities to ensure Council is obtaining best value for resources used.

Operations include regular activities to provide services.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operational.

 Table 5.2.1 illustrates Councils building operational and maintenance activities.

Operations Activity	Maintenance Activity
Asset administration	Planned maintenance – eg gutter cleaning
Asset inspection	Re-active maintenance – unplanned repairs eg broken window
Cleaning	Component services – eg air conditioning
Utilities	Grounds maintenance activity – eg mowing
Security	Service Life Activities – eg painting

The trend in budgets are shown in Table 5.2.2.

Table 5.2.2: Maintenance Budget Trends

Year	Operations Budget	Maintenance Budget
FY2023-24	$1,410,578	$253,501
FY2024-25	$1,467,001*	$263,641*

*Figures yet to be verified from audited financial statement

The recommended budget level is considered adequate to continue to meet minimal service levels. Known budget deficiency identified in this version of the BAMP lies within acquisition activity in the second year of the forecast activities and will be factored into future budgets once the acquisition is a reality. Further activity

identified in the aspirational recommendation allows Council to shift from a chiefly reactive maintenance program to a proactive program, enhancing asset lifecycles and reducing the need of potential early capital expense.

When maintenance budget allocations are such that they will result in a lesser LoS, the service consequences and service risks are identified and are highlighted in this BAMP and service risks considered in Councils Risk Register. No major risks are identified in this revision, under the two assumptions of; the SRV becoming reality and Council being able to eventually allocate more funds to pro-active maintenance activity; and the overall current condition of Councils building assets.

Assessment and priority of unplanned (reactive) maintenance is undertaken by staff using experience and judgement.

Asset hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

The service hierarchy is shown in Table 5.2.3.

Table 5.2.3: Asset Service Hierarchy

Service Hierarchy	Service Level Objective
Category 1 - Critical	Zero downtime tolerance
Category 2 - High	Slight downtime tolerance
Category 3 - Medium	Minor failure tolerance
Category 4 – Low	Failure accepted*
Category 5 - Infrequent	No functional requirement

*if not in breach of safety or security standards

The asset service hierarchy has not yet been completed, other than identifying Critical Assets in this version of the BAMP. Completion is an action in the improvement plan in Section 8.

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 5.2: Recommended Operations and Maintenance Summary

All figure values are shown in current day dollars.

The Recommended Operations and Maintenance forecast marginally increases in the third year due to the acquisition of the Uralla Parks and Gardens Shed and Chemical Storage in year two (2). The increase shows a marginal insufficient budget as a result for the remainder of the period. This informs budget setters through the LTFP that an increase is necessary. Predictions for future year budgets is not the intent of an Asset Management Plan. These forecasts are scheduled to be updated yearly, consider inflation, and are likely to vary throughout the planning period. The LTFP identifies future fund requirements. Once acquisitions become a reality, the annual budget update then considers the additional operations and maintenance increases.

Operational costs are mostly fixed, while maintenance costs can fluctuate and depend on available funding.

Deferred maintenance (i.e. works that are identified for maintenance activities but unable to be completed due to available resources) are to be included in these yearly updates and pending on a risk analysis, be included in the risk register.

5.3   Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces, or renews the existing asset to its original service potential. Work over and above restoring an asset to original service potential is an acquisition and results in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or

- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The estimates for renewals in this BAMP were based on a 'modelled to condition' *Register Method*.

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. It is unclear when asset useful lives were last scrutinised, this task forms part of the improvement plan in section 8 and is a priority. It carries a vital role as it is directly proportional to the rate of consumption (amount of depreciation) Council recognises, also set for analysis in the improvement plan. These factors are key to the amount of renewal required.

Table 5.3: Useful Lives of Assets

Asset (Sub)Category	Useful life
Floor coverings	8-25
Mechanical and electrical	15-36
Fixtures and Fittings	20-36
Walls	50-60
Ceilings	50-60
Rooves/Shelters/Other structures	50-60
Hydraulics	80-100
Whole Buildings/Structures	40-100
Sub Structure Concrete	140

5.3.1   Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a landing that has a 5 person limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a roof).[5]

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent or resilient asset that would provide the equivalent service.[6]

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

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[5] IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.
[6] Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Table 5.3.1: Renewal Priority Ranking Criteria

Criteria	Weighting
Condition	30%
Risk Consequence	30%
High current operation and maintenance costs	20%
Demand	20%
Total	**100%**

5.4   Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs for the first 3 years is shown in Appendix D.

Figure 5.4.1: Recommended Forecast Renewal Costs

All figure values are shown in current day dollars.

The recommended forecast renewal budget is sufficient to cover the required renewal needs, as identified in the condition modelled register report which informed the renewal plan. The slight deficit average of $12,562 per year is manageable through minor adjustments and/or savings which will offset the shortfall. The projected renewal expenditure is based on the latest asset condition data and updated asset useful lives, and is modelled to include analysis of cost, risk and compliance issues drawn from the registers and officer judgement. The later years cater for an increase in current renewal backlog per predicted affordability.

Historically, officers have re-evaluated renewal priorities annually across all asset classes to align with an inferior budget, resulting in a growing renewal backlog. This approach is neither sustainable nor consistent with best practice and contributes to long-term liability. Deferred renewal—where assets identified for renewal are not scheduled in capital works programs—should be included in risk analysis and, depending on the risk level, recorded in the risk register and associated management plans. Continued deferment of renewals increases long-term risk exposure and creates intergenerational unsustainability.

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This BAMP reflects the actual renewal funding required to maintain an acceptable standard of asset service and reduce the accumulated renewal backlog. Budget projections are closely aligned to the LTFP, which limits renewal expenditure in the early years to accommodate whole-of-Council affordability constraints. From the assumed reform period onward, the financial position improves, allowing for increased renewal investment and the progressive reduction of the buildings renewal backlog over the later years of the forecast. These projections will be enhanced in future iterations and will ultimately support evidence-based decisions regarding budget allocation and LoS through further analysed scenarios.

5.5   Acquisition Plan

Acquisitions are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity (eg., the addition of an awning to a building). They may result from growth, demand, social or environmental needs. Assets may also be donated to the Council.

5.5.1   Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, grant opportunity, compliance, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works are reviewed to verify that they are essential to the Councils needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds, then scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.5.1.

Table 5.5.1: Acquired Assets Priority Ranking Criteria

Criteria	Weighting
Technical	30%
Safety/Risk	30%
Social	20%
Environmental	20%
Total	**100%**

Summary of future asset acquisition costs

The forecast acquisition capital works program is shown in Appendix A.

When Council commits to new assets, we must be prepared to fund future operations, maintenance, and renewal costs. We must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by Council. The cumulative value of all acquisition work over the 10-year planning period is $170,000.

The cumulative value of all recommended acquisition over the planning period is seen in figure 5.5.1.

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Figure 5.5.1: Forecast Acquisition Cumulative Value

All values are in current dollars.

Acquiring this new asset will commit the funding of ongoing operations, maintenance and renewal costs for the period that the service provided from the asset is required.

Expenditure on new assets and services in the capital works program will be accommodated in the LTFP, but only to the extent that there is available funding. When works identified cannot be funded there needs to be an impact analysis and/or trade off from LoS to not extend or create a renewal backlog.

The acquisition identified was deemed necessary to satisfy compliance and risk.

5.6   Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.6. A summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets are also outlined in Table 5.6. Any costs or revenue gained from asset disposals is included in the LTFP.

Table 5.6: Assets Identified for Disposal (Aspirational Scenario)

Asset	Reason for Disposal	Status	Disposal Costs	Operations & Maintenance Annual Savings
Explosives Bunker	Not required	Inactive	15,000	No impact
Old Parks and Garden Nursery & Shed	Not recognised and inactive, Compliance, New shed and chemical storage required	Inactive	30,000	No Impact
Old Communications Shed (Mt Mutton)	Inactive, new building in use.	Inactive	10,000	No Impact
Bundarra Depot Old Stage Shed	Storage Upgrade	Active	20,000	Nil

No disposals of recognised building assets are included in the recommended scenario.

The $30,000 shown separately in financial tables for 2027–28 relates to demolition of the derecognised structure at the Uralla Depot, which forms part of the site-clearance enabling works for the Parks & Gardens / Town Crew Shed acquisition. It is not classified as a disposal event.

5.7   Summary of asset forecast costs.

The financial projection scenarios from this asset plan are shown in the following scenarios. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to proposed budgets. Individual commentary on each scenario details specific conditions.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome to select the most appropriate scenario.

All figure values are shown in current day dollars.

Scenario 1 – Base Forecast (Asset Register)

The following figure (5.7.1) has been derived from detail currently held in Councils' asset register. The budget line is derived from a historical position.

Figure 5.7.1: Lifecycle Summary - Base Condition Forecast

This forecast, based on the asset register, has been included to illustrate the limitations of Council's prior position and asset management approach.

The sharp spike in renewal costs shown in the first year (the blue bar) reflects a backlog of assets flagged for renewal purely because they have reached the end of their expected design life, according to age-based data in the asset register.

This underscores the need to refine our data by incorporating actual condition assessments, rather than relying solely on unaudited age-based estimates currently held. This action forms part of the improvement plan in Section 8. The following scenario reflects this improved approach, combined with historical budgeting data.

Scenario 2 – Modelled Forecast (Historical budget – No SRV)

The following figure (5.7.2) presents a revised forecast based on Council's updated asset position, which incorporates both renewal planning and condition-based modelling. Council has proactively undertaken current condition assessments and analysed expected useful life to more accurately reflect actual renewal costs and timing required to maintain existing Levels of Service. This approach not only provides a more realistic view of future investment needs but also reduces the projected renewal costs, primarily due to the improved accuracy gained through condition and renewal modelling. The cost projections are shown alongside the historical budget.

Figure 5.7.2: Lifecycle Summary – Modelled Forecast with historical budget

The resulting lifecycle budget average is *insufficient* to meet the modelled lifecycle cost requirements, resulting in an average annual funding shortfall of -$356,452. At these funding levels, this asset class can remain functionable in the short term, but has no ability to address the realistic renewal backlog. The cumulative deficit is $3,564,520 by the 2036 financial year. This scenario is expected to result in downstream impacts later in the forecast period, including further implications in the next planning cycle. These include;

- Unsustainability and intergenerational equity issues
- Reduced repairs and maintenance
- Rundown facilities with increased risk
- Increase in renewal backlog and inability to renew/upgrade assets
- Potential loss of assets and/or services
- Reduced reputation

This result highlights the importance of a financial reform solution. Which is offered in the following scenario.

Scenario 3 − Modelled Forecast (LTFP Budget with SRV) − _Recommended Scenario_

Scenario 3 presents the modelled forecast projections against the budget forecast from Councils LTFP, which incorporates financial reform through an SRV from 1 July 2027 and backlog catchup ability from 2033 onward.

Figure 5.7.3: Lifecycle Summary − Modelled Forecast with SRV

This scenario represents the recommended forecast lifecycle budget for this plan. While slightly deficient, the budget average is sufficient to meet the modelled lifecycle cost requirements. Resulting in an average annual funding shortfall of -$12,652. At these funding levels, this asset class remains functionable over the entire forecast with the ability to reduce the realistic renewal backlog. The projected cumulative deficit is -$126,520 by the end of the 2036 financial year which can be managed through minor adjustments and/or project savings. _This forecast gives Council favourable asset lifecycle indicator ratios over the forecast period but should not be used as a long-term sustainability indicator._

The following scenario offers an optimum level of funding allowing for significant service level increase if Council resolves to do so.

Scenario 4 − Aspirational Performance (Increased service levels)

The aspirational performance forecast is derived from expectations across each stage of the asset lifecycle, beginning with acquisition.

Assets are acquired in alignment with strategic planning, ensuring they meet operational needs, desired outcomes, and safety upgrades, while also incorporating a contingency element. This includes planned acquisitions such as office spaces at the Uralla Depot, as well as shed and storage facilities at both the Uralla and Bundarra depots. There are no new buildings considered in the acquisition phase, acquisition has increased due to the upgrade of existing buildings which result in a higher-level asset with greater service potential.

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In the operational phase, the forecast assumes a performance level 10% above the recommended forecast, reflecting a proactive effort to enhance overall efficiency while covering any increase due to acquisition.

Maintenance is based on annual costs linked to asset condition and fair value, marking a shift from reactive to proactive management. Specifically, 21.83% of assets in excellent to good condition (Condition 1–2) will be maintained at 1% of their fair value, while the remaining 78.17%, in fair to poor condition (Condition 3–5), will be maintained at 2%. This allows for a complete pro-active and increased service life activities schedule, such as regular painting. As the forecasted cost has nearly doubled, this allows for higher expenses associated with any acquisitions.

The renewal forecast incorporates modelled existing backlog, all assets due for renewal in 2025 and an additional nine (9) years of asset consumption (depreciation), with a 10% contingency.

Finally, the disposal forecast, accounts for the removal of all currently identified surplus assets, including the explosives bunker, old communication shed, Uralla depot nursery, old town shed, and the old Bundarra depot shed.

Graphically comparing the current LTFP to the aspirational performance level is not meaningful. When done so, funding ratios range between 65% and 87%. The aspirational performance level represents an ideal, best-case scenario for Council's building portfolio, and should be used as a long-term benchmark rather than a current target.

Asset Forecast Costs Conclusion

The financial forecasts highlight the significant funding challenges Council faces in managing its building assets sustainably. While the base and modelled scenarios show ongoing shortfalls, they provide a realistic base for planning. The aspirational performance scenario serves as a long-term benchmark to guide strategic investment.

Council's operations and maintenance budgets currently align with historical trends but are largely reactive. A proactive maintenance schedule will be developed in the next review, which will increase maintenance forecast costs. However, the main funding gap lies in renewal and acquisition. Historically reliant on grants, this approach is no longer sustainable. Council has typically responded by re-prioritising works, adjusting budgets, and seeking alternative funding.

If future forecast costs continue to exceed available budgets, a gap analysis will be undertaken and reported through the annual AMP review, informing the LTFP and budget process. The recommended forecast assumes the major financial reform (SRV) will proceed, which improves Council's outlook and positions this asset class closer to sustainability by the end of the planning period, Financial Year 2036.

The Improvement Plan (Section 8) includes actions to refine future cost estimates, supported by ongoing condition assessments and financial reviews, ensuring forecasts remain aligned with actual performance, reality and Council's evolving priorities.

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk Management – Principles and Guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control an organisation with regard to risk'[7].

An assessment of risks[8] associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable. Critical risks are defined below and should be reported through Councils Infrastructure Risk Register.

6.1   Critical Assets

Critical assets are defined as those which have a high consequence if a failure causes significant loss or a reduction of service. In Table 6.1, Critical assets have been identified, along with their typical failure mode and the impact on service delivery. Failure modes may include physical failure, collapse or essential service interruption. All critical assets are given an asset hierarchy rating of 1 – Zero downtime tolerance.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Water treatment plants	Essential Service Interruption	Loss of critical service
Sewer treatment plants	Essential Service Interruption	Loss of critical service
Depots	Service Interruption / Physical Failure	Reduction of service
Administration Building (server room)	Essential Service Interruption / Physical Failure	Loss of critical service
Aged Care Centres	Essential Service Interruption	Loss of critical service
Community Centres	Essential Service Interruption	Loss of critical service

By identifying critical assets and failure modes, Council can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at these critical assets.

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[7] ISO 31000:2009, p 2
[8] Councils 'Risk Register'

6.2   Risk Assessment

The risk management process used is shown in Figure 6.2 below.It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the Council and community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks[9] associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Catastrophic' (requiring immediate corrective action) and 'High' (requiring corrective action) residual risk ratings and should be identified in an Enterprise and Infrastructure Risk Management Register. It is essential that these critical risks and costs are reported to management and the Councillors.

Risk assessed as 'Catastrophic' must be escalated to the General Manager and require an immediate and detailed action plan to mitigate the risk to an acceptable level. Risk assessed as 'High' must be escalated to the Director or Group Manager and a detailed action plan implemented.

Buildings related risks are identified in Table 6.2 below, along with treatment plans and the resulting risk rating if implemented, along with the associated treatment costs.

Table 6.2: Risks and Treatment Plans

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[9] Councils 'Risk Register'

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk *	Treatment Costs
Buildings renewal	Insufficient funds	Medium	Allocate funds to an asset reserve. Model renewal forecasts.	Low	When available $15,000/yr (AMIS license)
Building failure	Poor design/construction	Medium	Due diligence / Suitably qualified entities to be only engaged	Low	Minimal
Building damage	Vandalism	Medium	Security cameras	Low	Initial $15,000/per site average, $1500/yr operational
Building damage	Severe weather event, fire	High	Routine maintenance, eg Storm water system, gutters, fire equipment. Hold adequate insurance. Develop business continuity plans. Develop flood and fire plans.	Medium	In current budgets In current budgets $0 $0
Building Obsolescence	Assets become obsolete prior to useful life exhaustion	Medium	Develop a Demand Management Plan Continual REZ monitoring	Low	Nil
Building maintenance	Insufficient funds	Medium	Resource sufficiently. Implement pro-active schedule.	Low	$100,000/yr
Buildings Asset Management	Loss of knowledge, employee.	High	Update Asset Management Plan, Policy, Procedures and Strategy. Develop ongoing handover notes	Medium	Nil

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Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk *	Treatment Costs
Buildings Asset Management	Regulatory changes	Medium	Monitor legislation, hold appropriate industry licenses & membership.	Low	$8,500/yr currently budgeted
Buildings Asset Management	Incorrect messaging due to no support officer – data capture and entry insufficient.	Very High	Asset Officer	Medium	$86,640/yr

Note *The residual risk is the risk remaining after the selected risk treatment plan is implemented.

Table 6.0: Uralla Shire Council Risk Matrix

	CONSEQUENCES				
LIKELIHOOD	Minimal	Minor	Moderate	Major	Catastrophic
Almost certain	Medium	Medium	High	Catastrophic	Catastrophic
Likely	Medium	Medium	High	Catastrophic	Catastrophic
Possible	Low	Medium	Medium	High	Catastrophic
Unlikely	Low	Low	Medium	High	High
Rare	Low	Low	Medium	Medium	High

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership are all focal points for the ongoing provision of building services, and are all at varying levels of maturity.

Our current measure of resilience is shown in Table 6.3 which includes the type of threats and hazards and the current measures that the organisation will consider and develop to ensure service delivery resilience. Development is addressed as part on the improvement plan in section 8.

Table 6.3: Resilience Assessment

Threat / Hazard	Assessment Method	Current Resilience Approach
Loss of Building Service	Cross functionality, remote options	Low
Loss of personnel	Keep framework documents and procedures current	Low
Severe Weather	Regularly check forecasts, renew to higher standards	Low

6.4   Service and Risk Trade-Offs

The decisions made in adopting this BAMP are based on the objective to achieve the optimum benefits from the available resources.

6.4.1   What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Fund 100% of the renewal forecast costs, including critical assets such as Aged Care and Depot facilities
- Act on the need to upgrade or acquire new assets
- Maintain current LoS.

6.4.2   Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Acceptance of run down assets and increased associated risks
- Decreases in levels of service, i.e., Less frequent cleaning and maintenance

6.4.3   Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may sustain or create risk consequences. These risk consequences include:

- Personal injury
- Reputation
- Loss or reduction of service
- Accelerated obsolescence
- Unsustainability

These actions are considered and remediation costs are identified, and where developed, identified in a Risk Management Plan. Council is currently reviewing organisational risk to further develop Enterprise Risk Management, encompassing structured, organisation-wide approaches to identifying, assessing, managing, and monitoring risks that may impact the achievement of Councils strategic objectives.

7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this BAMP and delivers the _Recommended Scenario_ figures from Scenario 3 in Section 5. The financial projections will be improved as the discussion on desired LoS and asset performance matures, along with an increased maturity of asset data.

7.1   Financial Sustainability and Projections – Recommended Scenario

7.1.1   Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the Management Plan for this service area. The two indicators are the:

- Asset Renewal Funding Ratio (**ARFR**) – target 90-110% (proposed renewal budget for the next 10 years / proposed renewal outlays for the next 10 years shown in the BAMP), and

- Lifecycle Funding Ratio (**LFR**) – target 90-110% (proposed lifecycle budget for the next 10 years / proposed lifecycle outlays for the next 10 years shown in the BAMP).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio[10]   99.65%

The ARFR is an important indicator and illustrates that over the next 10 years we expect to have 99.65% of the funds required for the renewal of assets per the modelled and recommended forecast.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix D.

Medium Term – 10-year financial planning period

This BAMP identifies the forecast operations, maintenance and renewal costs required to provide an agreed, and affordable LoS to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is $2,788,353 on average per year.

The proposed (budget) operations, maintenance and renewal funding is $2,775,700 on average per year giving a 10 year funding shortfall of -$12,652 per year. This indicates that 99.55% of the forecast costs needed to provide the services from the recommended scenario documented in this BAMP are accommodated in the proposed budget. _Note, these calculations exclude acquired assets._

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 (100%) for the first years of the BAMP and ideally over the 10 year life of the LTFP.

7.1.2   Forecast Costs (outlays) for the long-term financial plan

Table 7.1.2 shows the forecast costs (outlays) required for consideration in the 10 year LTFP.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the LTFP.

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[10] AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the BAMP and/or financial projections in the LTFP. _This is highlighted when the aspirational level of funding has a large gap to the recommended level._

We will manage any 'gap' by developing this BAMP to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Forecast costs are shown in current dollar values.

Table 7.1.2: Forecast Costs (Outlays) for the LTFP

Financial Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2026-27		1586708	285155	590109	0
2027-28	170000	1586708	285155	634733	30000
2028-29	0	1596908	286855	485038	0
2029-30	0	1596908	286855	496522	0
2030-31	0	1596908	286855	487018	0
2031-32	0	1596908	286855	516063	0
2032-33	0	1596908	286855	1545065	0
2033-34	0	1596908	286855	1546612	0
2034-35	0	1596908	286855	1538890	0
2035-36	0	1596908	286855	1229645	0

Note:
The 10-year average Planned Budget in Section 1.6.1 includes the full $200,000 cost of the Parks & Gardens / Town Crew Shed acquisition in 2027–28. Consistent with IPWEA lifecycle methodology, Section 7.1 excludes acquisitions and site-clearance from lifecycle calculations. This results in the Section 7.1 average being approximately $20,000 per year lower than the broader 10-year budget average. This is an expected methodological difference, not a modelling discrepancy.

7.2   Funding Strategy

The proposed funding for assets is outlined in Councils budget and LTFP.

Councils' financial strategy determines how funding will be provided, whereas the BAMP communicates how and when this will be spent, coupled with various service alternatives.

7.3   Valuation Forecasts

7.3.1   Asset valuations

The best available estimate of the value of assets included in this BAMP are shown below.

The assets are valued at fair value at cost from the 30 June 2023 revaluation report with indexation for 30 June 2024. These figures are from the most current audited financial reports.

Replacement Cost (Gross)	$34,282,485
Depreciable Amount	$14,252,280
Current Replacement Cost[11]	$20,030,205
Annual Depreciation Expense	$537,727

7.3.2   Valuation Forecast

Asset values are forecast to increase as additional assets are added to service. Inflation and the construction index rises are factored into the LTFP.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

At this point in the Buildings Asset Maturity, additional assets are only favoured to be funded from grant sources and are heavily considered due to the already existing lifecycle funding gap. However, restricted funds, compliance and/or risk remediation measures are factored when required, this has resulted in acquisition for this forecast period.

7.4   Key Assumptions Made in Financial Forecasts

In compiling this BAMP, it was necessary to make some assumptions. This section details the key assumptions made in the development of this BAMP and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this BAMP are:

- *Application to the Independent Pricing and Regulatory Tribunal (**IPART**) for a Special Rate Variation (**SRV**) to commence 1 July 2027 is successful and implemented at the defined rates in the LTFP 2025-34.*

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[11] Also reported as Written Down Value, Carrying Amount or Net Book Value in some jurisdictions.

- *Figures used in the financial messaging are from the **recommended scenario** which represents a modelled forecast to suit Councils' current financial position and does not reflect long-term sustainability.*

- External funding will be the main driver for funding unplanned acquisitions upon lifecycle feasibility analysis, particularly in the short term, including REZ solutions.

- There is one planned major building acquisition in the 10-year forecast.

- There are no planned major disposals in the 10-year plan.

- Obsolescence factors are unknown and no contingency is considered in the recommended forecast.

- Future demand assumptions (Section 4)

- All cost forecasts are in today's dollars.

- Financial data used in this plan was from the latest audited financial statements, being June 2024.

- Condition assessment data in this plan is from the June 2023 revaluation.

- Data and modelling position is from August 2025.

- Disposal activity listed is the site clearance of derecognized assets and is recognised as acquisition costs. The construction cost and site clearance cost have been separated for transparency.

- Acquisition and disposal costs are omitted from lifecycle ratio methodology calculations per IPWEA and IIMM requirements

Operations and Maintenance figures were derived from the actual figures recorded for the financial year 2023/24, to the best ability. An in-depth analysis is required on system data collection for costs through the work order system used. While process reform has occurred for the financial year 2025-26, these processes, data input and capture is a focus in the improvement plan

7.5   Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this BAMP are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale[12] in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or

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[12] IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

Confidence Grade	Description
	B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this BAMP is shown in Table 7.5.2

Table 7.5.2: Data Confidence Assessment for Data used in Buildings Asset Management Plan

Data	Confidence Assessment	Comment
Demand drivers	C – Medium	Requires executive input and constant planning review
Growth projections	B – High	State Government projections and staff professional judgement on localised parameters
Acquisition forecast	A – Very High	Based on industry unit rates and EOI quotes
Operation forecast	C - Medium	Based on historical figures with known deficiency
Maintenance forecast	C - Medium	Based on historical figures with known deficiency
Renewal forecast;		
- Asset values	B – High	Based on current valuation figures 2023
- Asset useful lives	C - Medium	Based on historical staff professional judgement
- Condition modelling	B – High	Based on visual inspections and professional third-party reporting
Disposal forecast	D - Low	Asset audit will determine future disposal confidence.

The average confidence level for and reliability of data used in this BAMP is considered to be at a Medium-High Confidence Level.

Operation and Maintenance Data – Deficiencies

The current deficiencies in operational and maintenance expenditure figures primarily reflect existing affordability constraints, which limit Council's ability to undertake proactive and predictive maintenance activities. As a result, maintenance practices have historically been more reactive in nature, with resources directed toward immediate and critical needs rather than planned interventions that optimise whole-of-life asset performance. In addition, the systems and processes for capturing and allocating operational costs are still maturing, and costs are not yet being collected or attributed with sufficient consistency or accuracy across all assets and activities.

Accordingly, the reported figures do not fully represent the true operational and maintenance requirements of the asset portfolio, but rather the level of service that is currently affordable and achievable within existing financial and operational constraints. This is why the confidence in the accuracy and completeness of the current operational and maintenance figures is considered low, as they reflect constrained delivery and evolving cost capture processes rather than the actual underlying need.

For the purposes of financial planning, these figures have therefore been adopted as the recommended scenario for the 10-year forecast, as they represent a realistic and deliverable position based on current affordability. The aspirational forecast in Table 3.6, however, has been developed to reflect the identified operational and maintenance requirements necessary to support improved asset performance, proactive and predictive maintenance, and more accurate cost capture. This aspirational scenario should be regarded as the target budget position over time, toward which Council should progressively work as financial capacity, systems, and processes continue to mature.

Actions identified within the Improvement Plan are specifically designed to address these limitations. Their implementation will strengthen maintenance planning practices, transition Council toward more proactive and predictive maintenance, and significantly improve the accuracy, consistency, and confidence in operational and maintenance cost data. Collectively, these actions will enable Council to progressively move from the recommended scenario toward the aspirational forecast and establish a more sustainable and informed long-term budget position.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices

8.1.1 Accounting and financial data sources

This BAMP utilises accounting and financial data. The source of the data is Authority Altitude. The system is managed by Council's Corporate Services Department, chiefly by the Finance Team. The system includes creditor, debtor, payroll, general ledger, procurement, revenue and asset modules and produces quarterly financial reports for Council, while also producing reports for annual financial statements for audit and production to the Uralla Shire community.

8.1.2 Accounting standards and regulations

Council is required to prepare its annual financial report in accordance with Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board and the Local Government Act 1993 (as amended).
AASB 116 Property, Plant, and Equipment, AASB 136 Impairment of Assets, AASB 140 Investment Property and AASB 5 Non-current Assets held for Sale and Discontinued Operations are applied when preparing Council's. annual financial statements.
The cost method of accounting is used for the initial recording of all assets acquired. Cost is determined as the fair value of the assets given as consideration plus cost incidental to the acquisition including architects' fees, engineering design fees, consulting fees, administration charges and all other costs incurred in getting the assets. ready for use. In addition, the cost of non-current assets constructed by Council, 'cost' includes all material used in construction, direct labour used on the project and an appropriate proportion of overheads.
Non-monetary assets received in the form of grants and donations are recognised as assets and revenues at their fair value at the date of receipt. Fair value means the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

8.1.3 Asset management data sources

This BAMP also utilises asset management data. The source of the data is through an asset register held in the asset module of Authority Altitude. Council also use external programs, My Asset Guard (**MAG**) introduced from a finance perspective for mandatory reporting and Asset Valuer Pro (**AVP**) as an Asset Management Information System (**AMIS**), for manipulating and modelling the data and analysis and reporting. Further development of MAG in 2025-26 will enable Council to also use this tool as the base AMIS and discontinue the use of the AVP program. Council also utilises data from, Geographical Information Systems - Intramaps and QGIS, Authority Altitude CRM system, and individual asset registers. Individual asset registers will be phased out as the register and physical audits take place, identified in the improvement plan in this section.

8.2 Improvement Plan

It is important that an entity recognise areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this BAMP is shown in Table 8.2.

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Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Complete the asset audit between physical, register and valuation report data. Including various individual registers.	Asset Manager	Councils Finance Consultant	2025/26
2	Review how buildings data is captured into the finance system, check, and validate	Asset Manager	Corporate Accountant/ Finance Consultant	2025/26
3	Review how specialised buildings are considered in operations regarding costs and income.	Asset Manager	Corporate Accountant/ Finance Consultant	2025/26
4	Develop emergency response plans, budgets, resources and complete risk analysis on critical assets to update registers and inform ERM, complete asset hierarchy register.	Asset Manager	Governance, Site Supervisors, Department Heads	2026/27
5	Develop a buildings site security masterplan.	Asset Manager	Site Supervisors, Department Heads	2025/26
6	Carry out building inspections to verify correct condition of assets in Condition 4 and 5. Analyse and update asset useful lives.	Asset Manager	Finance Consultant	Annually
7	Review and adopt acceptable Level of Services in consultation with community, update any changes and measure progress annually	Asset Manager	Customer Service Team	Each official review
8	Prioritise and plan buildings asset renewals to meet agreed service levels based on community's importance, asset category priority and site inspections. Standardise renewal expenditure where possible and reserve any extra funds separately for later use	Asset Manager	Third party input - Latest condition and revaluation report/s	Annually
9	Identify and implement a satisfactory maintenance management system (MMS)	Asset Manager	Nil	2026/27
10	Review and establish clear assumptions and approach for calculating depreciation and backlog. Apply this consistent approach across all asset subcategories to obtain most accurate backlog. Prioritise and create a plan to address the backlog by reaching an acceptable level, as consulted, and agreed with the community	Asset Manager	Corporate Accountant	Annually
11	Review and update future life cycle costs (unit rates) to improve accuracy of estimated lifecycle costs	Asset Manager	Industry standards/ references	Each official review
12	Complete the full suite of Asset Management Framework documents.	Asset Manager	Governance	2025/26
13	Investigate and develop sustainability and resilience actions	Asset Manager	Industry standards/ references, officers	2026/27
14	Review and action plans for Regulatory body framework cohesion	Asset Manager	Managers & Executive	2026/27

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8.3   Monitoring and Review Procedures

This BAMP will be reviewed during the annual budget planning process and revised to show any material changes in service levels, demand, risks, forecast costs and proposed budgets.

The BAMP will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the LTFP once completed.

The BAMP has a maximum life of 4 years and is due for complete revision after the Asset Management Policy and Strategy reviews.

8.4   Performance Measures

The effectiveness of this BAMP can be measured in the following ways:

- The degree to which the required forecast costs identified in this BAMP are incorporated into the LTFP,

- The degree to which the detailed 10 year works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the BAMP,

- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,

- The ARFR achieving the Organisational target of 100%.

9.0 REFERENCES

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- IPWEA, 2014, Practice Note 8 – Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney, https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn8

- ISO, 2014, ISO 55000:2014, Overview, principles and terminology

- ISO, 2018, ISO 31000:2018, Risk management – Guidelines

- Current 'Community Strategic Plan'

- Current 'Operational Plan'

10.0   APPENDICES

Appendix A   Acquisition Forecast – Recommended Scenario

A.1 – Acquisition Forecast Assumptions and Source
Councils' buildings portfolio is set to increase in the second year.
The forecast may be subject to change, from risk and compliance analysis or when grant funding opportunities arise, taking advantage to remodel renewals, with an element of acquisition. The required budget will be updated in annual revisions.

A.2 – Acquisition Project Summary
The project titles included in the lifecycle forecast are.

Town Crew Parks and Gardens Shed $170,000
Site clearance – Derecognised structures $30,000

Note: The above components form a single acquisition project totalling $200,000

A.3 – Acquisition Forecast Summary

Table A3 - Acquisition Forecast Summary

Financial Year	Constructed	Donated	Growth
2026-27	0	0	0
2027-28	200000	0	0
2028-29	0	0	0
2029-30	0	0	0
2030-31	0	0	0
2031-32	0	0	0
2032-33	0	0	0
2033-34	0	0	0
2034-35	0	0	0
2035-36	0	0	0

Appendix B　　Operation Forecast – Recommended Scenario

B.1 – Operation Forecast Assumptions and Source

The operational budget for Councils buildings is based on historical values. Additional operations noted is for the projected acquisition from the second year of the planning period, taking affect in year three (3).

Timing of Acquisition impacts:

The operational impact of the proposed acquisition is applied from 2028–29 onward. As the commissioning date within 2027–28 is unknown, no additional operations costs are applied during the acquisition year. This ensures operational costs represent full-year service usage.

B.2 – Operation Forecast Summary

Table B2 - Operation Forecast Summary

Financial Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2026-27	1586708	0	1586708
2027-28	1586708	10200	1586708
2028-29	1586708	0	1596908
2029-30	1586708	0	1596908
2030-31	1586708	0	1596908
2031-32	1586708	0	1596908
2032-33	1586708	0	1596908
2033-34	1586708	0	1596908
2034-35	1586708	0	1596908
2035-36	1586708	0	1596908

Appendix C   Maintenance Forecast – Recommended Scenario

C.1 – Maintenance Forecast Assumptions and Source

The maintenance budget for Councils buildings is based on historical values. Additional operations noted is for the projected acquisition from the second year of the planning period.

*Timing of Acquisition impacts:*Maintenance costs associated with the acquisition commence in 2028–29. Maintenance budgets reflect full-year service requirements and therefore exclude partial-year commissioning effects.

C.2 – Maintenance Forecast Summary

Table C2 - Maintenance Forecast Summary

Financial Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2026-27	285155	0	285155
2027-28	285155	1700	285155
2028-29	285155	0	286855
2029-30	285155	0	286855
2030-31	285155	0	286855
2031-32	285155	0	286855
2032-33	285155	0	286855
2033-34	285155	0	286855
2034-35	285155	0	286855
2035-36	285155	0	286855

Appendix D   Renewal Forecast Summary – Recommended Scenario

D.1 – Renewal Forecast Assumptions and Source
Councils' renewal forecast has been based off the asset register projections then modelled by the most recent condition assessment and revaluation report from a professional third party. Known backlog, grant funding opportunity, risk analysis and renewal timing have been factored using professional officer judgement.

D.2 – Renewal Project Summary

The following table is a current forecast projection from financial year 2027 onwards for the first three years of the recommended forecast.
The detail of the renewal forecast is subject to change on each yearly budget review of this document.
Only the first three years are shown because, historically, this timeframe tends to exhibit the least amount of change across the 10-year period. This approach also helps prevent setting unrealistic expectations by avoiding projections that may not materialise due to unforeseen circumstances.

Table D2 - Renewal Forecast Breakdown – First Three years

Financial Year	Building	Component	Forecast
2026-27	Depot, Office and Workshops	04 Fit-Out	$ 155,844
	Depot, Office and Workshops	62 Serv - Fire	$ 14,777
	Depot, Office and Workshops	61 Serv - Mechanical	$ 14,777
	Depot, Office and Workshops	03 Floor Coverings	$ 51,469
	Community Centre – Uralla Community Care	62 Serv - Fire	$ 30,984
	Community Centre – Uralla Community care	61 Serv - Mechanical	$ 61,968
	Community Centre – Uralla Community care	03 Floor Coverings	$ 108,444
	Main Shed (works Depot) Bundarra	61 Serv - Mechanical	$ 6,746
	SES Offices & Garage Area	61 Serv - Mechanical	$ 4,244
	Old Lunch Room Treatment Plant	03 Floor Coverings	$ 3,900
	Old Lunch Room Treatment Plant	04 Fit-Out	$ 8,126
	Old Lunch Room Treatment Plant	61 Serv - Mechanical	$ 3,250
	Amenities & Lunchroom, Machinery Parking Bay	03 Floor Coverings	$ 15,347
	McMaugh Gardens Aged Care Centre	04 Fit-Out	$ 100,000
	Amenities & Lunchroom, Machinery Parking Bay	61 Serv - Mechanical	$ 5,116
	Amenities & Lunchroom, Machinery Parking Bay	62 Serv - Fire	$ 5,116
2027-28	Town crew shed – depot (Acquisition – included for transparency)	All Components	$ 200,000

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	Memorial Hall	03 Floor Coverings	$ 141,657
	McMaugh Gardens Aged Care Centre	04 Fit-Out	$ 94,192
	Water Supply - Main Building	62 Serv - Fire	$ 9,952
	Amenities	05 Roof	$ 22,998
	Visitor Information Centre	65 Serv - Security	$ 13,649
	Main Shed Bundarra	61 Serv - Mechanical	$ 23,489
	Main Shed Bundarra	65 Serv - Security	$ 7,830
	Office Treatment Plant	61 Serv - Mechanical	$ 53,809
	Council Chambers	62 Serv - Fire	$ 46,398
	Caretakers Residence / Office	03 Floor Coverings	$ 5,278
	Caretakers Residence / Office	61 Serv - Mechanical	$ 4,524
	Amenities Queen St Van Park	03 Floor Coverings	$ 10,957
2028-29	McMaugh Gardens Aged Care Centre	62 Serv - Fire	$ 93,589
	Library	62 Serv - Fire	$ 36,837
	Main Shed (works Depot) Bundarra	04 Fit-Out	$ 32,045
	Bundarra Water Treatment Plant	04 Fit-Out	$ 14,381
	McMaugh Gardens Aged Care Centre	61 Serv - Mechanical	$ 80,000
	Office Treatment	03 Floor Coverings	$ 12,594
	Office Treatment	04 Fit-Out	$ 20,608
	Library	65 Serv - Security	$ 18,418
	Amenities & Kiosk	04 Fit-Out	$ 76,567
	McMaugh Gardens Aged Care Centre	04 Fit-Out	$ 100,000

D.3 – Renewal Forecast Summary

Table D3 - Renewal Forecast Summary

Financial Year	Renewal Forecast	Renewal Budget
2026-27	590109	657967
2027-28	634733	381910
2028-29	485038	509360
2029-30	496522	673045
2030-31	487018	333898
2031-32	516063	763290
2032-33	1545065	1604440
2033-34	1546612	1730812
2034-35	1538890	1583650
2035-36	1229645	800000

Appendix E   Disposal Summary – Recommended Scenario

E.1 – Disposal Forecast Assumptions and Source
Council has no projected disposals for recognised buildings in the 10-year forecast.

E.2 – Disposal Forecast Summary

The $30,000 shown as a separate line in financial tables is site-clearance enabling works associated with the Parks & Gardens / Town Crew Shed acquisition. The structures were already derecognised and therefore the activity is not an asset disposal.

Table E3 – Disposal Activity Summary

Financial Year	Disposal Forecast	Disposal Budget
2026-27	0	0
2027-28	0	0
2028-29	0	0
2029-30	0	0
2030-31	0	0
2031-32	0	0
2032-33	0	0
2033-34	0	0
2034-35	0	0
2035-36	0	0

Appendix F   Budget Summary by Lifecycle Activity – Recommended Scenario

Councils' lifecycle activity projected costs are in Table F1.

Councils' cumulative lifecycle total at the end of the recommended forecast period is -$126,520 and shows the ability to fund the costs by 99.65%.
This is only achievable from a heavily tailored renewal program which closely matches the projected available expenditure in the current LTFP 2025-34, and, from the materialisation of major financial reform occurring from 1 July 2027 through an SRV.

Table F1 – Budget Summary by Lifecycle Activity

Financial Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2026-27	0	1586708	285155	657967	0	2529830
2027-28	200000	1586708	285155	381910	0	2453773
2028-29	0	1586708	285155	509360	0	2381223
2029-30	0	1586708	285155	673045	0	2544908
2030-31	0	1586708	285155	333898	0	2205761
2031-32	0	1586708	285155	763290	0	2635153
2032-33	0	1586708	285155	1604440	0	3476303
2033-34	0	1586708	285155	1730812	0	3602675
2034-35	0	1586708	285155	1583650	0	3455513
2035-36	0	1586708	285155	800000	0	2671863

Site-clearance (demolition of derecognised structure) is shown separately in modelling but is accounted for as part of the acquisition project rather than disposal activity.

Appendix G   Forecast Summary Snapshot - Recommended

Below is Council's building portfolio 10-year forecast snapshot summary from the recommended figures. The International Infrastructure Management Manual (**IIMM**) recommended target ratios are.

10-Year Asset Renewal Funding Ratio	90-110%
10-Year Lifecycle Financial Ratio	90-110%
Long-Term Lifecycle Financial Ratio	100%

__The summary ratios present a favourable outlook, primarily resulting from a forecast that has been extensively modelled and specifically tailored to affordability constraints. Caution is warranted as these ratios should not be construed as reliable indicators for the long-term sustainability of Councils' buildings, or fully capture future uncertainties.__

DASHBOARD

The indicative target range for the 10-year Asset Renewal Funding and 10-year Lifecycle Financial Ratios is between 90% and 110%.

Buildings FY27-36 Modelled SRV   2027   -   2036   Alternate Method   V:

10-year Asset Renewal Funding Ratio	10-year Lifecycle Financial Ratio	Long-term Lifecycle Financial Ratio
100 %	**99 %**	**99 %**

VALUATION SUMMARY

Replacement Cost	$ 34,282,485
Current Replacement Cost	$ 20,030,205
Annual Depreciation Expense	$ 537,727

Current Replacement Cost = Current Written Down Value.
Financial Ratios are the result of a tailored program to fit the forecast available funds in the LTFP 2025-34, and should not be used as a long-term sustainability indicator.
Renewal Budget exceeds depreciation due to backlog.
Capacity and Function indicators are produced at a low confidence level.

LIFECYCLE SUMMARY
Annual Average first 10 years

Lifecycle Forecast	$ 2,810,033
Planned Budget	$ 2,795,700
Shortfall	$ -14,332

ACQUISITION
Annual Average first 10 years

Planned Budget	$ 20,000
Lifecycle Forecast	$ 20,000

OPERATION
Annual Average first 10 years

Planned Budget	$ 1,586,708
Lifecycle Forecast	$ 1,596,308

MAINTENANCE
Annual Average first 10 years

Planned Budget	$ 285,155
Lifecycle Forecast	$ 286,755

RENEWAL
Annual Average first 10 years

Planned Budget	$ 903,837
Lifecycle Forecast	$ 906,970

DISPOSAL
Annual Average first 10 years

Planned Budget	$ 0
Lifecycle Forecast	$ 0

Lifecycle Summary

State of the Assets
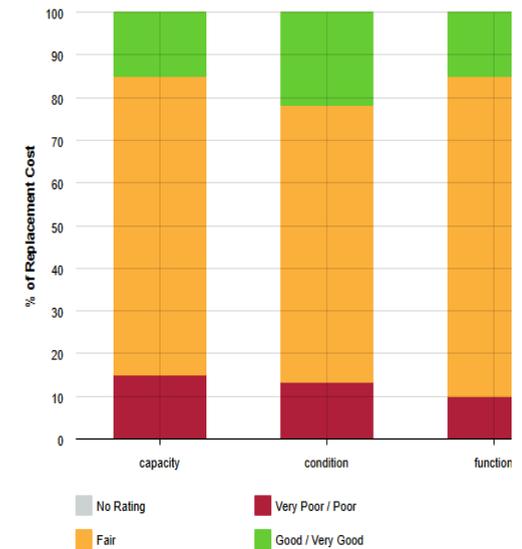
2 Thunderbolts Way, Bundarra | Grace Munro Aged Care Centre

Draft Plan of Management

2026

Uralla

2 Thunderbolts Way, Bundarra NSW 2359 | Grace Munro Aged Care Centre

INFORMATION ABOUT THIS DOCUMENT

		Resolution No.	
Date Adopted by Council			
Document Owner	Director Infrastructure and Development		
Document Development Officer	Group Manager Community Services		
Review Timeframe	Every four years		
Last Review Date:		Next Scheduled Review Date	

Document History

Doc No.	Date Amended	Details/Comments eg Resolution No.

Further Document Information and Relationships

Related Legislation*	• *Local Government Act 1993* • *Biodiversity Conservation Act 2016* • *Biosecurity Act 2015* • *Environmental Planning & Assessment Act 1979* • *Heritage Act 1977* • *Protection of the Environment Operations Act 1997* • *Disability Inclusion Act 2014* • *Uralla Local Environmental Plan 2012*
Related Procedures/ Protocols, Statements, documents	• Asset Management Policy • Asset Management Strategy • Building Asset Management Plan

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.

2 Thunderbolts Way, Bundarra NSW 2359 | Grace Munro Aged Care Centre

TABLE OF CONTENTS

2 Thunderbolts Way, Bundarra NSW 2359 | Grace Munro Aged Care Centre

1 INTRODUCTION

1.1 Background

This Plan of Management (**PoM**) guides the use and management of 2 Thunderbolts Way, Bundarra which is formally known as Lot 24 in DP 753646 (**Land**). The Land is "Community Classified" under the *Local Government Act 1993 (NSW)* (the **LG Act**). The Grace Munro Aged Care Centre (the **Centre**) is located on part of the Land. The Centre is leased to Grace Munro Aged Care Centre Ltd which operates an Aged Care Facility in part of the Centre. Also located in the Centre are community health services delivered by NSW Health.

1.2 What is a Plan of Management?

This PoM is prepared under the LG Act. The plan ensures compliance with all relevant legislation and provides a basis for ongoing community consultation and strategic land management for the Land subject of this PoM.

1.3 Land Details

Address: 2 Thunderbolts Way, Bundarra 2359
Title Reference: Lot 24 in DP 753646
Area: 1.631 ha
Classification: Community Land (classified on acquisition 26/4/2001)
Zoning: RU5 Village (north), RU1 Primary Production (flood-prone south)

1.4 Objectives of this Plan of Management

The specific objectives of this PoM are to:

- Promote the sustainable management of the Centre located on the Land.

- Facilitate the allocation of resources and funding to support the maintenance of the Centre located on the Land in accordance with the lease agreement.

- Ensure that the Centre is operated consistent with this PoM, and to permit additional structures to be constructed on the Land to support the operations of the Centre.

- Facilitate the continuation of aged care and community health services at the Centre through tenancy arrangements as required.

- To identify the different land management responsibilities for the Land.

1.5 Category of Land

The Land is categorised as "General Community Use", under s.36(4) of the LG Act. The categorisation reflects the use of the Land upon which the Centre is located, and its function as a community residential aged care and community health facility.

1.6 Corporate Objectives

This PoM incorporates the core objectives for "General Community Use" under s.36I of the LG Act:

- To promote, encourage and provide for the use of the Land.

- To provide facilities to meet the current and future needs of the community.

2 Thunderbolts Way, Bundarra NSW 2359 | Grace Munro Aged Care Centre

1.7 Permitted Uses

- Aged Care, associated and ancillary utilities and buildings, services and facilities for the support of the staff, residents/care recipients and visitors to the facility and site.

- Community Events (e.g. Fete and Market days) for the raising of funds for the management and operation of the Land, aged care facility, associated and ancillary services provided to, at or from the Centre.

- Outdoor activities which align with resident and community social, health and wellbeing programs and initiatives such as a community garden, community/neighbourhood park, exercise stations, walking tracks.

- Any activity prescribed by s.68 of the LG Act – Part D – Community Land.

- Locational, description and directional signage associated with the Centre, the Land or associated and ancillary activities on the Land or the Centre.

1.8 Current Infrastructure

- 11 accommodation rooms with ensuites.

- Shared dining/lounge/library areas.

- Administrative and health services offices.

- Generator, solar panels, parking areas.

- Vegetated area adjacent to the riverbank.

1.9 Existing Condition

The Centre buildings and landscape are rated as fair (weighted condition score is 2.94). The Land on which the Centre is located is well-maintained and functional.

The part of the Land which is not used in association with the Centre is maintained by the Council in accordance with its maintenance schedule.

2 OBJECTIVES AND PERFORMANCE TARGETS

Management Objective	Performance Target	Means of Achievement	Assessment Method
Maintain safe, accessible facilities	100% compliance with safety audits	Regular inspections, risk reporting by Centre operator/lessee	Annual audit, incident reports
Promote environmental sustainability	Vegetation maintained in good health on part of Land used by Centre operator/lessee	Weed control, tree maintenance, landscaping	Maintained in accordance with the terms of the lease of the Centre

Draft Plan of Management   4

2 Thunderbolts Way, Bundarra NSW 2359 | Grace Munro Aged Care Centre

Promote environmental sustainability	Vegetation maintained in good health on part of Land maintained by Council	Weed control, tree maintenance, landscaping	Maintained in accordance with Council's schedule of maintenance
Facilitate accessible aged care and community health services	Continued service provision	Lease compliance, infrastructure support	Regular review of terms of lease, and compliance with terms of lease
Support community use and involvement	Positive community feedback, participation	Communication strategies, signage	Analysis of community feedback

3   LEGISLATION AND POLICY

3.1   Infrastructure and Safety

- Parking and access will be maintained by Centre operator/lessee.

- Safety reviews will be carried out by Centre operator/lessee on a regular occurrence. If any structural risks are identified, the Centre operator/lessee will notify Council of those risks.

- Fire mitigation via regular accredited inspections and RFS evaluation, to be arranged and carried out by the Centre operator/lessee.

3.2   Vegetation Management

The following activities are to be carried out by the Centre operator/lessee on the part of the Land on which the Centre is located and which is used and occupied by the Centre operator/lessee:

- Weed monitoring and removal.

- Tree replacement, tree planting and maintenance.

- Preservation of site aesthetics and biodiversity, including preservation of the grape vine on the Centre which is more than 100 years old.

The following activities are to be carried out by Council on the part of the Land which is not used and occupied by the Centre operator/lessee:

- Weed monitoring and removal.

- Tree replacement, tree planting and maintenance.

- Preservation of site aesthetics and biodiversity.

3.3   Signage and Information

The Centre operator/lessee is to maintain informative signage to support accessibility and engagement.

2 Thunderbolts Way, Bundarra NSW 2359 | Grace Munro Aged Care Centre

3.4 Additional Infrastructure

Any new infrastructure on the Land requires Council consent and must align with this PoM.

4   LEASING AND LICENSING

The existing lease of the Centre to Grace Munro Aged Care Centre Ltd. is expressly authorised under s.46 of the LG Act.

This PoM expressly permits leasing (including sub-leasing) and licencing of the Land for activities consistent with reserve purposes subject to the approval of Council.

5   PUBLIC CONSULTATION

This PoM has been prepared with reference to public consultation as required under s.38 of the LG Act.

6   IMPLEMENTATION AND REVIEW

6.1 Review Period:

Every 4 years, or as required due to legislative change or operational need.

6.2 Responsible Parties:

- Uralla Shire Council: Plan oversight, asset ownership, management of part of the Land not used for the operation of the Centre.

- Centre operator/lessee: Operational management of the aged care facility located in the Centre, maintenance of the Centre and part of the Land in accordance with the terms of the lease, and the delivery of aged care services.

6.3 Funding:

- **Operational**: Covered by Centre operator/lessee

- **Capital**: As determined by Council in accordance with its Asset Management Policy, Asset Management Strategy, and Asset Management Plan that applies to the building located on the Land.

6.4 Plan Amendments:

Any amendments to this PoM must follow due process under the LG Act.

2 Thunderbolts Way, Bundarra NSW 2359 | Grace Munro Aged Care Centre

APPENDICES

6.5 Appendix 1: Location map of Grace Munro Aged Care Centre

PO Box 106 Uralla NSW 2358
www.uralla.nsw.gov.au
Phone 02 6778 6300

**Item 37
Grace Munro
Centre**

Lot 24 DP 753646

Uralla LGA

To Inverell

BUNDARRA

Thunderbolt's Way

KINGSTOWN

To Armidale

To Bendemeer

URALLA

New England Highway

Thunderbolts Way

To Tamworth

KENTUCKY

To Walcha

Dawkins St

Thunderbolts Way

24//DP753646

Gwydir River
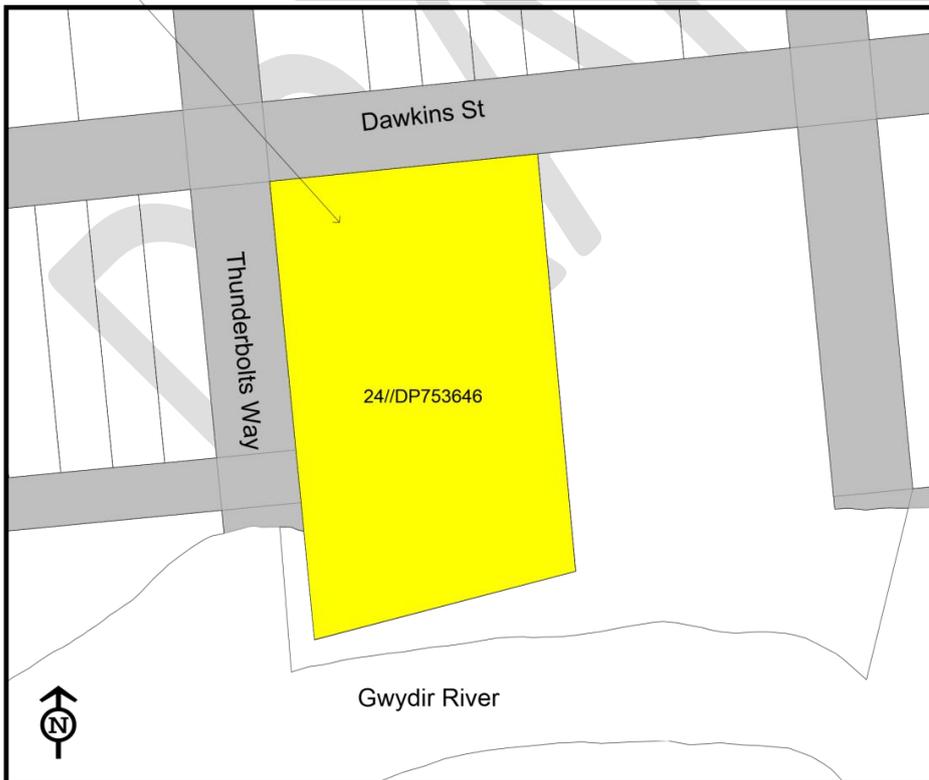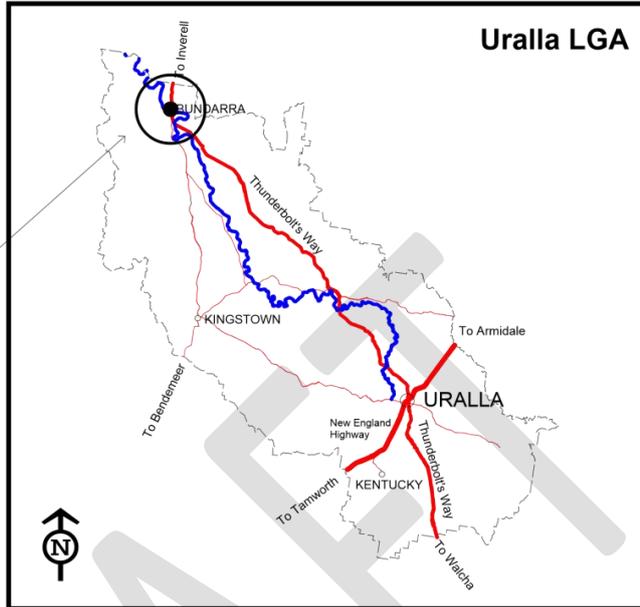
2 Thunderbolts Way, Bundarra NSW 2359 | Grace Munro Aged Care Centre

6.6 Appendix 2: Site map of Grace Munro Aged Care Centre

2 Thunderbolts Way, Bundarra NSW 2359 | Grace Munro Aged Care Centre

6.7 Appendix 3: Site Photos

Photo	Description
	Buildings and power sources at the Centre - Solar and a standby generator
	Well maintained lawns at the site and garden sheds
	Two car garage off the carpark

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2 Thunderbolts Way, Bundarra NSW 2359 | Grace Munro Aged Care Centre

	Signpost at the center- to be painted

Delivery Program 2026-2029

Operational Plan 2025/2026

Q2 Progress Report

About this report

The Integrated Planning and Reporting (IP\&R) framework provides a clear structure for how councils plan, deliver, and report on services and infrastructure for their communities. It ensures that Council's activities are directly linked to the community's long-term aspirations and that progress is transparently tracked and reported.

Uralla Shire Council provides regular progress updates to keep the community informed about how we are delivering on the vision within the Community Strategic Plan (CSP) and the priorities and targets adopted by Councillors in the Delivery Program. Each year, these commitments are translated into specific deliverables through the annual Operational Plan.

For the 2025/2026 financial year, Council committed to **187 actions**. These actions are detailed in the 2025/2026 Operational Plan, which is placed on public exhibition prior to adoption and published on Council's website. Each action is assigned to a responsible officer, who is required to provide progress updates every six months.

This reporting mechanism provides clear, transparent information on what has been achieved, what is underway, and how our work is contributing to the community's aspirations and the Delivery Program targets.

This Q2 2025/2026 Progress Report presents the detailed update as of 31 December 2025, summarising Council's performance during the second quarter and demonstrating progress toward the objectives of the Delivery Program.

Contents

Measuring our progress

Uralla Council's 2025-2034 Community Strategic Plan centres around four major themes: Our Society, Our Economy, Our Environment, and Our Leadership.

In 2025/2026 Council committed to 187 actions focused on achieving the community's vision within these four themes. Those actions are detailed in the combined Delivery Program 2026-2029 and Operational Plan 2025/2026. In this report, our progress in meeting the community's vision within Council's Delivery Program and Operational Plan is illustrated by the following-coloured symbols:

●   Achieved/Completed

●   Not on target, being closely managed

●   Action cancelled or not able to be achieved

●   Action in progress, on target

Detailed Performance Report

1: Community Minded

1.1: A growing community Shire

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
1.1.1	Coordinate and facilitate Council volunteer programs	Maintain and promote Volunteering to support McMaugh Gardens services	Group Manager - Community Services	Recruit and maintain sufficient volunteers to meet service delivery outcomes	🔵	We continue to maintain our volunteer base at McMaugh Gardens and continue to work closely with Friends of McMaugh Gardens.
		Promote Volunteering to support parks and gardens services	Manager Civil Infrastructure	complete a trial of volunteers	🔵	Council assists approved volunteer programs where possible such as Pioneer Park tree planting and table/seating install, as well as the Uralla community gardens,
		Maintain and promote Volunteers to support transport services	Manager Community Care - TCS	Recruit and maintain sufficient volunteers to meet service delivery outcomes	🔵	We are continuing to support and recruit volunteer drivers for our community transport services
		Maintain and promote Volunteers to support Uralla Shire library services	Librarian	Recruit and maintain sufficient volunteers to meet service delivery outcomes	🔵	We continue to maintain and promote Volunteers to support Uralla Shire library services.
		Host an annual civic reception to acknowledge and thank volunteers in Uralla Shire	Corporate Lead - Communications and Grants	Deliver a Council volunteer acknowledgment celebration once annually	🟢	A very successful volunteer acknowledgement and celebration program was held.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
1.1.2	Review Uralla Shire Council's volunteer strategy	Maintain and promote Volunteering to support Visitor Information Centre services	Corporate Lead - Communications and Grants	Recruit and/or maintain 4 volunteers to meet service delivery outcomes	🔵	Volunteer recruitment was successfully conducted and completed. The volunteer base (4 pers) has been successfully maintained during the period.
		Draft, Adopt & Implement the volunteer strategy to facilitate opportunities for volunteers at Uralla Shire Council	Manager People and Wellbeing	Council endorsed Volunteer strategy 100% of 2025/2026 strategy plan action completed	🔵	Volunteer strategy framework established. Onboarding framework completed, including connection correspondence and induction documents.
1.1.3	Support Council approved community events with in-kind support and/or sponsorship	Actively support significant local community driven events	Corporate Lead - Communications and Grants	Demonstrated support of significant events through in kind support Establish a mechanism to capture all Council costs incurred though in kind support	🔵	All relevant events have been successfully supported. Data in terms of costs, both direct and indirect, has been collected over the past 9 months. A full and quantifiable 12-month data set of the real costs of support will be available for review post the next Seasons of New England event which will complete the annual cycle.
		Coordinate Youth Week activities	Corporate Lead - Communications and Grants	Delivery of Youth Week activities involving 85% of Uralla Shire schools.	🔵	Delivery of Youth Week activities will take place (for this reporting cycle) in April 2026. Planning is underway and continuing.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		Coordinate Seniors Week events	Corporate Lead - Communications and Grants	Delivery of 4 Seniors Week activities with at least one activity in Bundarra	🔵	Seniors Week occurs (for this reporting cycle) in March 2026. Planning is underway and continuing.
		Support Volunteers Week events	Manager Community Care - TCS	Council representation and promotion at Volunteer expo's	🔵	Volunteer week is 18-24 May 2026. We will be looking to hold an event for our volunteers during this week.
		Deliver at least one Major Community Event/Programs (subject to Grant funding) that brings our community together and supports the visitor economy	Corporate Lead - Communications and Grants	Major Community Event delivered in accordance with Event plan and to the satisfaction of grant funding provider as demonstrated by post-event report.	🟢	The Uralla Christmas Street Fair was conducted in November 2025. Council's post-event report was specifically commented upon by the finding provider (and many patrons on the night).

1.2: A safe, active and healthy shire

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
1.2.1	Maintain all of Council's relevant asset classes within available budgets to facilitate equity and ease of access across the Shire.	Inspect and Maintain Council's footpath network	Manager Civil Infrastructure	Complete 100% of scheduled footpath inspection program	🔵	Council's urban footpath network is being maintained for safe access by pedestrians.
1.2.2	Upgrade/expand Council's relevant assets classes (subject to grant funding) in line with adopted levels of service	Expand or improve the footpath network (subject to grant funding)	Manager Civil Infrastructure	Grant funding applications are successful and relevant projects are delivered in accordance with the funding deed	🔵	New concrete footpaths have been construction along Park Street and John Street (between Bridge and Maitland Streets).

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
1.2.3	Support participation in sport through the maintenance and servicing of Councils sports facilities	Maintain sports field and facilities.	Manager Civil Infrastructure	Council sports fields and facilities are prepared and maintained in readiness for community and sport group usage	🔵	Sporting facilities have been maintained including routine cleaning and mowing, as well as specific activities such as annual ground fertiliser application.
		Support sport by providing access to sporting facilities and fields	Asset Manager	Formalise ≥ 3 MOU with Soccer, Netball, Tennis facilities.	🔵	Action on schedule with draft MOU template 80% complete
1.2.4	Maintain the delivery of the Uralla Community Swimming Pool (Seasonal)	Promote and operate the Uralla Community Swimming Pool 2025/2026 swimming season	Manager Civil Infrastructure	Pool opened to public every scheduled day of season	🔵	Council staff prepared the facility and opened the Uralla Swimming Pool in October for the summer season, including over the Christmas to New Year period.
1.2.5	Support the functioning of the RFS in accordance with legislative requirements	Maintain USC buildings in accordance with the USC Buildings AMP	Asset Manager	100% completion of 2025/2026 Asset Management plan scheduled works	🔵	USC Buildings continue to be maintained per AMP. Maintenance activities are progressing.
		Review Insurance and confirm insurance arrangements for RFS facilities and equipment	Manager Governance and Service Centre	Documented and agreed insured asset schedule for Council insured Rural fire Service assets	🔵	Both Statewide and CivicRisk Mutual have been requested to provide a renewal proposal for 2026/2027 A request for clarification on Content/equipment insurance held by RFS within the Fire Shed was sent in December 2025 - verbal advice from RFS is that all contents are covered by RFS insurances

Delivery Program Progress Report Q2　　　　　　　　　　　　　　　　　　　　　　8

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
1.2.6	Support the functioning of the Local Emergency Management Committee in accordance with legislative requirements	Participate as Local Emergency Management Officer on the New England Local Emergency Management Committee	Group Manager - Infrastructure Services	100% attendance at scheduled New England Local Emergency Management Committee meetings for 2025/2026 by USC Local Emergency Management Officer or delegate	🔵	Complete. All BFMC and LEMC Meetings attended as well as multiple training days. Practical application complete with response to Snow Event, significant Storm Event, and multiple lengthy power outages needing incident response.
1.2.7	Engage with police, community organisations and the community to address crime, anti-social behaviour and maintain community safety	Engage and advocate with the police, emergency services and community groups to support community safety	General Manager	≥ 3 documented engagements with the local Police service on Uralla Shire Community safety matters	🔵	Council officers have engaged closely with local police on recent incidents of crime and vandalism in Uralla town centre including a meeting with local business representatives.
1.2.8	Plan for Uralla Shire Council response to natural disasters including bushfires, major storms and flood events	Review Local Emergency Management Plan to ensure that it remains current	Group Manager - Infrastructure Services	Finalise and adopt the 2025/2026 scheduled formal review of the LEMP	🔵	Uralla LEMP remains current and on file with the LEMC
		Manage Council's Emergency Management functions including payment of the annual contributions to Rural Fire Services and State Emergency Services.	Group Manager - Infrastructure Services	Uralla Shire Emergency services contribution are paid in full and on time	🔵	The significant events managed within the period to date include, but are not limited to, 02 Aug Snow Event and 26 Nov Storm Cell Event . All required payments are executed as they become due.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
1.2.9	Lobby government, companies and other individuals to secure funding for cultural fields	Apply for Youth Week funding	Corporate Lead - Communications and Grants	Submission of funding applications to facilitate Youth week activities in line with the NSW Government Youth Week theme for 2026	●	Grant request submitted
		Apply for School Holiday activity funding	Corporate Lead - Communications and Grants	Submission of funding applications for school holiday activities	●	Grant request submitted

1.3: A diverse and creative culture that celebrates our history

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
1.3.1	Lobby government, companies and other individuals to secure funding for creative expression fields	Research funding opportunities and apply for grants across State and Federal Government in tourism and events.	Corporate Lead - Communications and Grants	≥2 (where available) Submissions of funding applications for projects or events which promote cultural or creative expression	●	No direct funding opportunities have been identified thus far. However, the final project requirement for the Fibonacci project was to develop a prospectus to elicit donations was completed and is ready for promulgation. If successful, this would fund local cultural and/or creative expression.
		Develop a Public Art Asset Management Strategy	Manager Governance and Service Centre	Being preparation Public Art Asset Management Strategy in consultation with local community	●	A draft Public Art Management Policy and strategy is being compiled for distribution to internal and key stakeholders (such as Uralla Arts) .

Delivery Program Progress Report Q2   10

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
1.3.3	Maintain the service delivery for library services and programs in line with the adopted levels of service	Deliver Library services and programs	Librarian	Deliver ≥ 9 Monthly library programs at Uralla Library	●	We continue to delivery library services and programs at Uralla Library.
		Maintain the Service Level Agreement with Central Northern Regional Library and attend meetings	Librarian	Attendance of 100% of CNRL meetings and training session in 2025/2026 by Librarian or delegate	●	We continue to maintain the Service Level Agreement with Central Northern Regional Library ("CNRL") and attend CNRL meetings and training sessions.
		Maintain a Councillor delegate to proactively represent USC libraries at Central Northern Regional Library meetings	General Manager	Appointment of Councillor delegate to represent USC at ≥75% of scheduled CNRL meeting	●	Councillor Petrov continues to represent Council at CNRL meetings with Council's Librarian.
		Promote library services and programs at community events during the year	Librarian	Attendance at ≥2 Community events or expos to promote library services	●	Council promoted library services and programs at Thunderbolts Festival.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
1.3.4	Facilitate inclusive engagement with our community (including our First Nations communities) to identify, promote and deliver community events that bring us together	Liaise with Elders as part of our events delivery to be inclusive of our First Nation Community	General Manager	≥2 documented formal engagement with Uralla Shire leaders regarding event delivery in 2025/2026	●	Elders VIC "welcome statement"; Indigenous artefacts display. Proposed VIC "welcome desk". Seniors Week: Elders in upcoming Conversations Court House March NAIDOC week flag raising, smoking ceremony and Elders' lunch, craft workshops TCS weekly social group. SaND - Formal Consultation with Myoch CHP and Iwatta Aboroginal Org.
		Provide a space for the Elders to meet	Manager Community Care - TCS	Documented provision of meeting space at the TCS facility for regular meetings of Uralla Shire Elders	●	We make the TCS building available to Uralla Shire Elders for meetings and events.
1.3.5	Manage the Uralla Old Court House as a community venue	Manage the Old Court House as a community and event space	Director Infrastructure and Development	Income from of bookings per annum covers operational costs of facility	●	Bedding in of operating processes, equipment, and costs of operation is well advanced. Fees and charges are in place which, assuming a conservative prospective utilisation rate is achieved, will cover the annual holding costs of the asset. A casual venue assistant position has been created to coordinate external bookings.

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Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		Manage bookings of the Old Court House	Service Centre Team Leader	100% of booking requests responded to within seven days	🟢	All bookings of the courthouse for 2025 have been completed - bookings taken, quotes provided, hire agreements and public liability insurance received, invoices sent & paid, and bonds refunded after the Courthouse has been checked for cleanliness & no damage.

1.4: Access to and equity of services

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
1.4.1	Facilitate access to care services throughout the Shire	Operate community services in a financially sustainable manner	Manager Community Care - TCS	Delivery of TCS and TCT services in accordance with adopted budget	🔵	Council continues to implement identified efficiency changes to operate community services in a financially sustainable manner.
		Operate Community Services in line with industry standards, policies, procedures and practise to meet audit requirements.	Manager Community Care - TCS	Achieve > benchmark performance on all standards covered by Moving on Audits (Internal Audit System). Regular reporting to compliance and assurance committee	🔵	Community services report to ACCA and operate in line with industry standards, policies and procedures.
		Convene an annual Consumer Advisory forum	Manager Community Care - TCS	Documented Consumer Advisory meeting at least twice annually	🔵	A consumer advisory meeting is to be held this financial year.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		Convene a Compliance and Assurance Committee	Manager Community Care - TCS	Minute meeting of committee in accordance with ToR	🔵	Council has set up its Aged Care Compliance and Assurance Committee which meet on a quarterly basis.
1.4.2	Facilitate access to residential aged care service	Maintain McMaugh Gardens quality and compliance standards	Manager McMaugh Garden aged care DON	Achieve > benchmark performance on all standards covered by Moving on Audits (MoA)	🔵	McMaugh Gardens continues to have a 5 star rating for its operations.
		Manage McMaugh Gardens in a financially sustainable manner	Manager McMaugh Garden aged care DON	Delivery of McMaugh Gardens services in accordance with adopted budget	🔵	McMaugh Gardens services are delivered in accordance with the adopted budget.
		Successfully complete Aged Care Quality and Safety Commission Audits	Manager McMaugh Garden aged care DON	Retain 5 star standard following 2026 compliance Audit	🔵	McMaugh Gardens is preparing for its audit in April 2026.
		Convene a Compliance and Assurance Committee	Manager McMaugh Garden aged care DON	Minute meeting of committee in accordance with ToR	🔵	Council has set up its Aged Care Compliance and Assurance Committee which meet on a quarterly basis.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		Manage Lease agreement with Grace Munroe Aged Care Facility	Manager Governance and Service Centre	100% compliance with lease provisions	●	The GM Communities has progressed this matter to the issue of formal lease agreements. The draft lease was sent 30/06/2025. To date the executed lease has not been returned to Council. This matter will be followed up again with the Lessee in Q3 2025/2026
1.4.3	Review and implement the USC Disability Inclusion Action Plan	Report on current DIAP and undertake a review of the DIAP	Manager Community Care - TCS	Report on current DIAP performance and adopt new DIAP for 2026-2029	●	Report on performance on USC DIAP was submitted to DCJ within time. Preparation of new DIAP is underway.
		Undertake actions in accordance with the DIAP	Manager Community Care - TCS	100% completion of 2025/2026 DIAP actions	●	100% completion of 2024/2025 DIAP Actions was achieved. Working towards 100% completion of 2025/26 DIAP actions.
1.4.4	Facilitate ceremonies recognising and commemorating events important to our cultural identity	Liaise with Department of Home Affairs for the facilitation of citizenship ceremonies	Executive Assistant to GM and Mayor	Undertake 100% of Citizenship Ceremonies as required by Department of Home Affairs	●	Ceremony is planned for Australia Day 2026. No ceremonies have been held in the first half of this financial year.
		Coordinate the Australia Day Activities	Executive Assistant to GM and Mayor	Deliver 2026 Australia Day and citizenship ceremony	●	Ceremonies on track - Certificates have been received. Awaiting Local Award Certificates.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		Coordinate National Aborigines and Islanders Day Observance Committee Week events	Executive Assistant to GM and Mayor	Deliver 2026 NAIDOC week observance	●	Not yet due until 5 July - 12 July 2026
1.4.5	Progress the "Retain & Invest" strategy for residential aged care services in Uralla Shire	Implement council endorsed strategy for McMaugh Gardens (SUBJECT TO FUNDING)	Manager McMaugh Garden aged care DON	Progress Mc Maugh Gardens retain and expand strategy actions for 2025/2026	●	Planning on staged expansion of McMaugh Gardens has progressed.

2: Prosperous

2.1: An attractive environment for the business sector

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
2.1.1	Facilitate and support the maintenance of our Shire as a destination	Operate the Visitor Information Centre	Corporate Lead - Communications and Grants	Hold Uralla VIC to industry standards to maintain Accreditation.	●	A significant re-vamp of the VIC has been undertaken. Visitations have increased during the period and the VIC's star-rating is very high. The VIC continues meet its accreditation requirements.
		Collaborate with State agencies and tourism bodies to promote Uralla Shire within the region	Corporate Lead - Communications and Grants	Promotion of Uralla tourism opportunities complies with accreditation requirements	●	NSW Govt has recently completed the new "Visitor Economy" (no longer "Tourism") Plan. Council is now working on its approach under the new system. The VIV continues to comply with accreditation requirements.
		Showcase Local business through the Visitor Information Centre	Corporate Lead - Communications and Grants	≥ 5 local businesses showcased in the VIC	●	Achieved across the current quarter.
		Operate the Uralla Caravan Park	Asset Manager	Target income threshold met 100% delivery of contracted obligations	●	Queen St Caravan Park operations continue under contract management with income exceeding target.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		Develop and implement the Uralla Caravan Park Business Plan	Asset Manager	Implement the 2025/2026 action in the adopted Uralla Caravan Park Business Plan	●	Queen St Caravan Park business plan draft progressing
		Promote Shire camping sites (Bundarra Caravan Park, Emu Crossing, Yarrowyck Crossing, Uralla Fossicking Area)	Corporate Lead - Communications and Grants	Produce visitor information packages promoting shire camping sites	●	Visitor information packages have been produced for all visitor dimensions including camping sites.
		Maintain Shire camping sites (Bundarra Caravan Park, Emu Crossing, Yarrowyck Crossing, Uralla Fossicking Area)	Manager Civil Infrastructure	100% implementation of risk mitigation actions from ≥ 3 risk assessment per annum	●	Camping sites have been maintained for visitors, however it should be noted that the Fossicking Area had to be closed for public safety for a period while tree hazards were addressed after the snow and wind storm events. All areas have been reopened prior to the Christmas New Year visitor season.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
2.1.2	Provide strategic leadership to manage the impacts of the renewable energy development in the NEREZ and maximise community benefits for our Shire	Minimise the impact and maximise the benefits of renewable energy developments with reference to the Community Benefits Policy	General Manager	Quarterly updates to Governing Body on engagements with industry and state agencies	●	Council officers continue to reinforce Council's expectations in discussions with EnergyCo and REZ developers in terms of minimising the impacts and maximising the community benefits. Positive progress has been made including for example one developer revising their proposed VPA offer after strong feedback.
		Undertake ≥ 2 community forums to informed community on NEREZ developments and outcomes.	Manager - Planning and Development	Report to Council on the outcome of each Community Forum session	●	Significant community engagement continues.
2.1.3	Maintain a strong strategic planning position and technical response to renewable energy development proposals	Submit robust technical submissions on all renewable energy development applications and proposals	Manager - Planning and Development	Submit 0ne or more submission for each Development application	●	All available formal opportunities for Council submissions have been utilised to date.
		Ensures that planning agreements negotiated with developers deliver sound outcomes in the best interests of the community	Manager - Planning and Development	All Planning agreements are consistent with the Governing Body's adopted thresholds	●	Planning agreements have been successfully concluded for each available opportunity to date.

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2.2: Diverse and growing business opportunities

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
2.2.1	Review and Update our land use planning to encourage and support sustainable growth including commercial, industrial and residential development	Develop and leverage networks with business, community and tourism operators to support growth and development of the local visitor economy	Corporate Lead - Communications and Grants	Implement 2025/2026 action of the endorsed (to be) Tourism and Visitor Economy strategy	🟠	In January 2026 the NSW Govt produced the State's new Visitor Economy Strategy which will be a foundational input to the local strategy. This work is now underway.
2.2.2	Support diversity in housing choice in our Shire	Explore opportunities to deliver affordable housing in the Shire utilising Council owned land	Manager - Planning and Development	Implement the 2025/2026 actions in the Housing Strategy	🔵	The potential Hill Street development has been advanced as far as practicable and is currently awaiting action by others before further action can take place
2.2.3	Support business and industry development in the region	Pursue development opportunities to optimise potential for Rowan Avenue Industrial Land	General Manager	Report to Council on development options (including NEREZ development activities)	🔵	Progressing negotiations for delivery of temporary worker accommodation on the site. The Employment Lands Strategy, as part of the Growth Management Strategy, will guide future industrial land planning and can be translated into the forthcoming LEP update, including consideration of whether additional industrial land is required.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
2.2.4	Advocate for improvements to telecommunication infrastructure and services	Advocate for services and infrastructure requirements for Uralla Shire	General Manager	≥ 3 Documented formal engagement with State agencies, Ministers and the local members and in partnership with other Councils as appropriate	● (blue)	Council officers reinforce Council's expectations regarding infrastructure in ongoing engagement with EnergyCo and REZ developers; including strategic waste and water solutions, worker accommodation, and bypass linking Thunderbolts and NE Highway. GM & Mayor attend COREM and CMA meetings regularly.
2.2.5	Investigate ways the Council can strategically support local businesses	Compile an LEP project plan including community participation plan	Manager - Planning and Development	Implement 2025/20026 action of the LEP review project plan	● (blue)	LEP Review (and the updating of other necessary plans) is progressing well. Final versions (post final community consultation) of all documents for Council review are targeted for first quarter of the 2026/2027 FY.
		Undertake community engagement in consultation with Bridge Street business owners and operators regarding timed parking	Manager - Planning and Development	Report recommending future Bridge street parking controls	● (green)	There is no appetite amongst the Bridge Street business community (or wider community) which would support further action on this matter.
		Deliver a development assessment process which determine DA's in line with regional benchmarking expectations	Manager - Planning and Development	90% of Development application determined within Department of Planning regional benchmarks	● (blue)	Excellent improvements have occurred in this reporting period. Further necessary and related work to improve the Planning/Infrastructure interface have begun and will continue.

2.3: Well serviced communities

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
2.3.1	Define, adopt and implement levels of service for all relevant asset classes	Implement capital road asset renewal program in accordance with the AMP	Manager Civil Infrastructure	Maintain transport infrastructure asset to condition standards (1-3)	🔵	Road renewal program has been commenced with pavement renewal on Hawthorne Drive and Gostwyck Road.
		Undertake maintenance grading (unsealed roads) and road surface patching program.	Manager Civil Infrastructure	Maintain transport infrastructure asset to condition standards (1-3)	🔵	Unsealed gravel road grading is undertaken based on need assessment and staff availability, Sealed road surface patching has been extensively increased with additional time spent repairing potholes and road damage made worse from snow event moisture saturation.
		Undertake Park maintenance schedule	Manager Civil Infrastructure	100% completion of Parks & Garden work schedule for 2025/2026	🔵	Council staff undertake park maintenance to desired levels of service including mowing and facility cleaning.
		Provide Cemetery services	Manager Civil Infrastructure	100% of requested burials/internments are serviced	🔵	Council staff provide cemetery services for graves and internments in co-operation with funeral agencies.
		Undertake annual maintenance program of all cemeteries	Manager Civil Infrastructure	100% completion of Cemeteries work schedule for 2025/2026	🔵	Cemetery maintenance is undertaken in Uralla and Bundarra to keep the grounds mown.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		Verify stormwater drainage structures and pipe network in accordance with the Asset Management Plan for future revaluation and maintenance.	Manager Civil Infrastructure	100% of network verified and reported.	🔵	Urban stormwater network has largely been recorded by CCTV camera and information is being assessed to plan asset renewal works for the future.
		Progress Asset Management Strategy improvement plan	Asset Manager	100% of AMP improvement plans updated 100% completion of 25/26 Improvement Plan actions	🔵	Continual progress is occurring against the AMS Improvement Plan. Current focus is on ensuring the accuracy of data and the conduct of system reviews.
		Develop and adopt Asset Management Plans	Asset Manager	Deliver Aged Care AMP and Waste AMP	🔵	Building and Plant AMPs to be presented to Council in March 2026, Transport AMP is advancing, and recent data collection has been refined and ground-truthed for incorporation in the Stormwater AMP. Water AMP review is dependent on IWCM work (completion due Dec 26). New AMPs for Aged Care and Waste are unlikely this FY due to resource availability.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		Develop a Council facility security strategy	Asset Manager	MANEX endorsed Council facility security strategy	🔵	The work to develop a Facility Security Strategy is underway (and currently known critical elements have been actioned/installed). The timeframe to complete will run into 26/27 FY as a consequence of resource limitations.
		Undertake Asset revaluation for Land, Open Space and Other Structures.	Asset Manager	Revalued assets included in annual financial statements Finalisation of updated condition reports	🔵	Revaluation progressed and on target
		Update yearly valuation class maintenance and renewal backlog	Asset Manager	Renewal backlog adjustments factored into LTFP	🟢	Current renewal 'backlog' adjustments are factored into the current LTFP. The recent Asset Condition Assessment audit provided updated maintenance and renewal requirements (ie. defines current 'backlog'). Any 'backlog' related changes arising from future revaluations will be added to the 2026/27 edition LTFP.
		Investigate feasibility of melding the current asset information systems into one application	Asset Manager	Report to MANEX recommending future asset management software system(s) application	🔵	Systems integration requirements and processes have been identified - This project is still on foot and on target.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
2.3.2	Expand and upgrade relevant asset classes (subject to grant funding)	Implement capital road upgrading program in accordance with approved funding project schedules.	Manager Civil Infrastructure	100% completion of capital road upgrading program	🔵	Capital upgrade program has been undertaken on Thunderbolts Way, Hawthorne Drive and Gostwyck Road. Further works are programmed for Gostwyck Road within the current financial year.
		Undertake bitumen resealing program	Manager Civil Infrastructure	100% completion of bitumen resealing program	🔵	Planning has been undertaken for resealing sections to be carried out toward the end of the summer season.
2.3.3	Provide safe and secure water and sewer services for our Shire	Operate the Uralla Water Treatment Plant to reliably produce safe drinking water	Manager Water & Sewerage	100% compliance with EPA Licence conditions	🔵	100% compliance with Australian Drinking Water Guidelines
		Operate the Bundarra Water Treatment Plant to reliably produce safe drinking water	Manager Water & Sewerage	100% compliance with EPA Licence conditions 100% compliance with Drinking Water Guidelines	🔵	Council continuous to safely operate Water treatment plant providing safe and reliable drinking water to the community meeting Australian Drinking Water guidelines.
		Operate the Uralla Sewage Treatment Plant in accordance with licence conditions	Manager Water & Sewerage	100% compliance with EPA Licence conditions	🔵	On-going process to provide safe and secure water and sewer services.
		Operate the Bundarra Sewage Treatment Plant in accordance with best practice	Manager Water & Sewerage	100% compliance with EPA Licence conditions	🔵	Treatment is on target. Council continues to address odour concerns.

3: Good Custodians

3.1: Preserve, protect and renew our beautiful natural environment

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
3.1.1	Preserve and enhance the Shires natural capital to protect biodiversity and to provide access to community land	Finalise Phase II tree planting for the Ecological restoration of the Racecourse lagoon	Manager Environment & Waste	Report to Council on the completion of Ecological restoration of the Racecourse lagoon Project	🔵	Quotation has been received and contracted awarded to start ground preparation by March 2026. Project is on target for completion in final quarter of the current FY 25/26.
		Apply for grant funding to support environmental projects	Manager Environment & Waste	≥ 2 grant applicant to progress environmental projects for 2025/2026	🟢	Council was unsuccessful with 2 grants applied for to date being: 1. Strengthening Rural Communities program and 2. The Good Neighborhood program. Search for grants will continue through to end of FY 25/26.
		Undertake the Uralla Creek Rehabilitation and Stormwater Masterplan (subject to approval from funding body) in partnership with UNE	Manager Environment & Waste	100% completion of 2025/2026 program activities	🔵	Substantially advanced. Council has received the Uralla Creek Rehabilitation Report and is reviewing the recommendations. Contact has been made with the recently re-established Uralla Creek volunteer group. Council continues to utilise UNE input and advice. Project is 'on target' but under time pressure with a required 30 June 2026 deadline.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
3.1.2	Protect the biosecurity of our Shire by controlling weeds	Manage weeds in accordance with WAP and carry out biodiversity operations in accordance with legislative requirements	Manager Environment & Waste	80% of scheduled weed control programs undertaken	🔵	Weed inspection and control programs being undertaken in accordance with legislative requirements. Currently working closely with partner council to ensure the joint MOU is appropriately enacted.
		Transition the former NEWA operations for Uralla Shire to Council	Manager Environment & Waste	Finalise and commence MoU with neighbouring Council on resource sharing arrangement for weed control programs and onboard ex NEWA staff	🔵	Transition to Local Weeds Authority is complete but there remain some significant issues with final assets distribution and resource sharing requirements. This is being followed up at general manager level (with other parties) to resolve those challenges.
		Apply for the Biodiversity Conservation Grant	Manager Environment & Waste	Submit the Biodiversity Grant application within grant deadlines	🟢	Council applied for the Bio- was unsuccessful with this grant
3.1.3	Manage Crown Lands under Council care and control	Finalise and implement the Plan of Management for Racecourse lagoon	Manager Environment & Waste	Implement the 2025/2026 action in the adopted PoM for Racecourse Lagoon	🔵	POM is awaiting Ministerial Consent and is therefore yet to be adopted.
3.1.4	Support community environmental conservation efforts	Support community garden volunteer groups	Manager Civil Infrastructure	100% of volunteer group requests are responded to	🔵	Council is supporting the Uralla Community Garden through the supply and delivery of mulch, and minor surplus materials to assist the group.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
3.1.5	Prepare for the effects of Climate Change	Complete the major grant funded Projects: IWCM (Uralla Shire Council Strategic Water Plan) and the Groundwater Investigations	Manager Water & Sewerage	Report to Council on the ICWM and Groundwater investigations in March 2026. Provision of final reports to the Department in December 2025	🔵	Project is on-going; some delays due to additional works required around data collection and desktop modelling and analysis.
		Initiate delivery of actions in the Drought Resilience Plan	Manager Water & Sewerage	Report to Council on the Drought Resilience Plan in early 2026 following completion of the IWCM	🔵	Review of plan has commenced.
		Partner with Armidale and Walcha Councils to deliver community disaster recovery education (subject to grant funding)	Group Manager - Infrastructure Services	Undertake ≥2 community disaster recovery education sessions (subject to funding for a community recovery officer role)	🔴	Grant submission was completed between the 3x Councils however was not successful. Grant funding has not been secured, therefore this item can not be achieved,

3.2: Development that enriches our environment

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
3.2.1	Provide education and information to assist in providing effective, regulatory, and compliance services for the community	Provide duty planner and supportive pre DA services	Manager - Planning and Development	100% of initial planning enquiries responded to within 72 hours	🔵	This process is now fully functional. Formal planning enquiry response times (in accordance with the NSW Government portal system measures) are improving but remain a work in progress.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
3.2.2	Seek energy efficient technologies to reduce Council's ecological footprint	Investigate grant opportunities for solar and battery grants for our buildings to augment Council's power requirements	Asset Manager	≥ 1 grant application submitted	🟠	Analysis of requirements has progressed. Stalled as resources were diverted to the retain and invest strategy process. A single grant opportunity arose but Council could not meet the co-contribution of 50%. While the requested grant submission may be unachievable, the requirements for the facility should be documented this financial year.
3.2.3	Ensure that Developers contribute to our community	Review Council's development contributions plans	Manager - Planning and Development	Report to governing body when relevant (subject to grant funding)	🔵	Work regarding a future development control plan and systemic renewal continues and will be further informed by the LEP Review outcomes and additional analyses due in first quarter of the 26/27 FY.

3.3: A circular economy

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
3.3.1	Support and enhance the development of a circular economy within the Shire	Approach the market for recycling services	Manager Environment & Waste	Report and recommendation to the governing body	🔵	RFT for future Recycling Services will be marketed shortly (planned for March 2026). A formal report to Council on outcomes and recommendations will be submitted following tender close and assessment.
		Produce educational material to increase community awareness and capacity to reduce waste and optimise recycling	Manager Environment & Waste	≥4 Community awareness productions/posts	🔵	Council has socialised three additional community education/awareness sets regarding proper waste separation during the period. Further educational plans and materials, esp regarding recycling, will flow from new Recycling, Waste and FOGO tenders.
		Investigate increased recycling opportunities in public spaces	Manager Environment & Waste	Report and recommendation to the governing body	🟠	Awaiting outcomes of future Recycling RFT which will be released in March 2026. Advice and recommendations to Council regarding recycling opportunities in public spaces is unlikely to be available until FY 26/27. In that case, this Action would be rolled over to the 26/27 OP.
3.3.2	Provide safe and secure waste and	Operate Uralla landfill and comply with relevant legislative requirements	Manager Environment & Waste	100% compliance with EPA Licence conditions	🔵	Uralla landfill is operational and in compliance with EPA Licence conditions

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
	recycling services for our Shire	Operate the Kingstown waste transfer service	Manager Environment & Waste	100% compliance with EPA Licence conditions	●	Kingstown waste transfer station is operational and no EPA issues have been raised during the period.
		Operate the Bundarra waste transfer service	Manager Environment & Waste	100% compliance with EPA Licence conditions	●	Bundarra transfer station is operational for 3 days in a week and no EPA issues have been raised during the period.
		Maintain kerbside waste collection services which optimises operational efficiencies	Manager Environment & Waste	100% of collection services are delivered on the scheduled day	●	Kerbside waste collection services are on-going and successfully conducted under the current 6-monthly arrangement with current contractor - noting this service will be further tested by RFT to market in March 2026.
		Progress the Uralla Land Fill Master Plan	Manager Environment & Waste	Report and recommendation to the governing body	●	Old landfill cells have been reconfigured to gain more space and increase lifespan. Significant progress on future landfill options has been made. A report to Council will be forthcoming with options.
3.3.3	Investigate and create industrial and demolition waste recycling opportunities	Explore market opportunities and funding for regional waste solution	Manager Environment & Waste	Updates on progress are to be reported to the governing body on occurrence	●	Significant progress on this issue has been made with a report to Council expected in the near future.

3.4: Secure sustainable water-cycle management that enhances ecosystems

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
3.4.1	Investigate and plan for Integrated Water Cycle Management for our Shire	Initiate the delivery of actions in the Integrated Water Cycle Management (IWCM) (Water security) Plan	Manager Water & Sewerage	Report to the Council and Department on actions in progress and achievement in June 2026	●	IWCM on-going. Some delays were experienced due to the need of additional data collection and analysis.
		Promote efficient water use practices	Manager Water & Sewerage	Provide information to the community on efficient practices and water saving measures with ≥3 Community awareness productions/posts Upgrade 300m of water main	●	IWCM draft report commenced.
		Commence the roll out new integrated water and sewer telemetry system for Uralla and Bundarra	Manager Water & Sewerage	Report to the governing body on achievement in March 2026	●	Funding secured for implementation at the Uralla WTP and project has commenced with contractor has been secured. Works for the STP has also commenced with investigations and discussions with DCCEEW.

4: Independent

4.1: Informed and collaborative community leaders

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
4.1.1	Deliver exemplary service and leadership in local government through open, honest and timely engagement with the community and a commitment to responsive and proactive council services	Manage the CRM to respond to community requests	Service Centre Team Leader	≥95% of initial CRM response within 7 days ≤10% of CRMS are open for longer than 60 days	●	The customer service team continue to process customer requests for the attention of responsible officers. To expedite response time frames the customer service team also provide assistance to officers to ensure follow up and close out of requests are recorded in the system,
4.1.2	Elected members govern Council in accordance with legislative requirements	Workshops and briefings scheduled for Council to provide relevant information prior to preparing Council reports for decision.	General Manager	Elected members attend ≥ 90% of scheduled meetings and workshops	●	Monthly Councillor information sessions convened on key issues. Note this does not include briefing Councillors on Council agenda items. Workshops and information sessions are designed to inform Councillors about key strategic matters and are not decision-making forums. Sessions are well-attended.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		Ensure Councillors are kept informed of legislative changes, current issues and opportunities.	General Manager	≥ 42 Councillor information Bulletin (issued weekly)	●	Information shares with all Councillors via: weekly Mayor & GM catch ups with all Councillors invited and discussion notes shared with all Councillors; weekly Bulletin; monthly councillor information sessions; reports to Council on all key issues and changes; and copies of Mayoral correspondence shared with all Councillors.
		Schedule and Council meetings as required by legislation and provide secretarial support	Executive Assistant to GM and Mayor	Council holds a minimum of 10 Ordinary meetings	●	Information received has been distributed to Councillors via their e-portal.
		Facilitate Council transparency by keeping to a minimum the number of closed Council meeting agenda items.	General Manager	100% of meetings (or part meetings) held in closed session are supported by relevant provision of s10A of the Local Government Act	●	Reports to Council are only made confidential if required under s10A. Number of confidential reports for July-December 2025 was 9 with no confidential items to the meetings of August, October and November.
		Facilitate ongoing Professional Development for Councillors	General Manager	Provide a quarterly update to Councillors on professional development opportunities for Councillors	●	LGNSW and other State agency webinar training opportunities notified to Councillors. Further professional development opportunities for second half of financial year to be discussed between Exec and Councillors.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
4.1.3	The whole organisation will operate in accordance with legislative requirements	Undertake a Service Review on Fleet and Plant use and report improvement action plans to the governing body	Manager Governance and Service Centre	Outcome of Service review and action plan reported to Council prior to 30 June 2026	🟢	Internal Audit of Fleet and Plant use has been finalized - agreed management actions arising from the audit are now being addressed by the relevant officers. Update reports will be provided to the governing body through the ARIC
		Meet the Office of Local Government Compliance and Reporting requirements for 2025/2025	Governance Officer	100% of compliance and reporting requirements delivered on time	🔵	All OLG Compliance and Reporting requirements for July - December 2025 have been met
4.1.4	Advocate for the interests of the community through the NSW Country Mayors Association	Participate and attend Country Mayors Association meetings	General Manager	≥75% of Country Mayors Association meetings attended by Mayor or delegate	🔵	Mayor and GM attend all CMA meetings
4.1.5	Advocate for the interests of the community through the LGNSW Association	Continue to engage with LGNSW and participate in forums and inquiries relevant to the interests of Uralla Shire.	General Manager	≥ 4 documented representation made to LGNSW on matters furthering the interests of the Uralla Shire	🔵	GM attended LGNSW Annual Conference with Mayor in November 2025. Motion prepared for Mayor for LGNSW conference on proposed energy rating category. LGNSW newsletters reviewed and shared with all Councillors and staff. Submissions and input provided into LGNSW initiatives and training opportunities/webinars attended.

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Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
4.1.6	Engage and collaborate with the community to progress CSP goals	Prepare and present the annual report in accordance with legislative compliance	Manager Governance and Service Centre	2024/2025 Annual report submitted to Council in November 2025	🟢	Annual report endorsed by Council at the November Ordinary meeting . Links ot the website post were sent to OLG before ethe legislated due date
		Implement the Council's Communication Strategy	Corporate Lead - Communications and Grants	Coordinate and administer Council's email address database for residents for electronic communications. Produce and publish Community Newsletters as follows: •　　Monthly updates in Wordsworth; •　　Quarterly paper publications included with Rates notices. Administer Council's 'Your Say' page to facilitate community feedback on Council's programs and projects.	🔵	Council's Communications Strategy, and its ongoing action requirements have been significantly advanced and maintained over the period. Recruitment to ensure ongoing consistency is currently underway.

4.2: A strategic, accountable and representative Council

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
4.2.1	Operate in a financially sustainable manner	Prepare Budget for 2025-2026 in coordination with the budget officers	Chief Financial Officer	Draft Budget reported to Council in by May 2026	🟢	Budget for 2025-26 was adopted by the Council within the regulatory timeframe and plan for 2026-27 budget has been finalised.
		Undertake an annual review of the LTFP	Chief Financial Officer	Reviewed LTFP reported to Council by May 2026	🟢	The review of LTFP in 2026-27 has been done and adopted by the Council. Data in the LTFP be used for SRV application.
		Review all fees and charges to compile fees and charges for 2026/2027	Chief Financial Officer	Reviewed Fees & Charges reported to Council by May 2026	🔵	Budget exercise for 2026-27 is yet to start, but plan has been finalised. Updating the schedule of fees and charges are part of this exercise will start in March.
		Model and adopt a rate structures for 2026/2027 and onwards to introduce a new Business sub-category for renewable enrgy developments	Chief Financial Officer	Revenue Statement adopted by Council by May 2026	🔵	Rate modelling exercise along with potential new sub-category for energy generation has not started yet, but the plan is in place for a council workshop in March.
		Quarterly Budget review prepared and reported to Council	Chief Financial Officer	Budget review reported to Council within 2 months of the end of each quarter	🔵	First quarterly budget review has been finalised within the timeframe, now second QBR is in progress.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		Maximise Return on Investment in accordance with the USC Investments Policy 2019	Chief Financial Officer	Council's ability to achieve investment returns above the RBA cash rate.	🔵	Management of investment is an ongoing process, staff members collect rate quotation from multiple banks and make investment decision in compliance with Council's investment policy to maximise return for the Council.
		Review and update Supplier panels	Procurement and Contracts Management Officer	≥ 4 Supplier panels reviewed and updated	🔵	Review and update of supplier panels is in progress through a staged EOI rollout. Templates have been finalised and initial EOIs released, with evaluations underway. Approximately 50% complete. Remaining EOIs will be released progressively, with full panel finalisation scheduled by mid-2026.
		Implement updates to the Procurement Policy & Procedures and deliver organisation wide training	Procurement and Contracts Management Officer	2 x targeted procurement training session undertaken	🔵	Procurement Policy and Procedures have been reviewed, updated and formally endorsed. Organisation-wide training is underway, with 23 of 63 employees trained to date. Remaining sessions are scheduled and training delivery is on track for completion.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		Undertake debt recovery in accordance with the USC debt recovery policy	Chief Financial Officer	Rates and annual charges outstanding ≤10%	🔵	Rates and water debts are now under regular review and recovery process. Recovery efforts for other debtors will start soon and may need to make decision for long outstanding uncollectible debtors.
		Review asset valuations and depreciation methodology for all asset classes	Chief Financial Officer	Reviewed methodology incorporated into Annual financial statements	🔵	Asset valuation is an annual exercise as integral part of annual financial statements. The valuation process for 2025-26 has commenced and will be completed by May 2026. Depreciation is guided by the OLG Code of Accounting Practice; hence, no change is needed for depreciation methodology.
		Prepare the annual financial statements in accordance with the legislative requirements	Chief Financial Officer	Submission of annual financial statement made to OLG by 31 October 2025	🟢	The financial statements for 2024-25 finalised and lodged with OLG within the regulatory timeframe.
		Support the annual audit process in accordance with the legislative requirements	Chief Financial Officer	100% of annual external Audit Engagement Plan deadlines met	🟢	Audit for the financial year 2024-25 finalised successfully, and the plan for the 2025-26 audit has also been finalised with the Auditors.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		Optimise Plant & Equipment procurement and Disposal to maximise ROI	Manager Fleet, Stores and Workshop	100% of Plant and equipment turned over in accordance with the Plant replacement schedule	🔵	Assessing different auction houses to ensure competitive disposal of equipment. Plant Replacement Fund remains liquid. A signifiant uplift in the rate of plant renewal has been achieved.
		Investigate shared services opportunities	General Manager	2 documented investigations into shared service opportunities	🔵	Council continues to partner with Walcha in shared WHS and Ranger services. Following the dissolution of NEWA, an MOU for shared weed management services has also been implemented this financial year. Additionally, investigations continue into other potential opportunities with other councils such as in water and waste management.
		Undertake efficiency reviews for current services provided by Council.	Manager Governance and Service Centre	Implementation of two or more efficiency improvement opportunities.	🔵	Council has undertaken an assessment of potential efficiencies and savings as part of the Special Rate Variation business case. This will be used to inform the proposed Service Review program.
		Implement the Special Rate Variation Communication Plan to educate and engage with the community on the proposed Special Rate Variation,	General Manager	Delivery of the SRV communication plan.	🟢	Comprehensive community engagement program conducted July to November 2025 and reported to Council December 2025.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		Make an application to the Independent Pricing and Regulatory Tribunal for a Special Rate Variation based on values endorsed by Council.	General Manager	Submission of an SRV application prior to IPART 2026 deadline.	🔵	Preparation of application in progress for submission on 2nd February 2026.
4.2.2	Provide an operational, risk managed, governance framework to support the achievement of Council's strategic objectives and legislative compliance	Coordinate and support the Audit Risk and Improvement Committee	Manager Governance and Service Centre	Quarterly Audit risk and Improvement Committee activity report provided to Council	🔵	The Audit Risk and Improvement Committee has met in June, September (including an extraordinary meeting to consider the financial statements) and in December. Business papers have issued in a timely fashion and minutes circulated within 5 business days of each meeting
		Implement and report on the Internal Audit program	Manager Governance and Service Centre	Quarterly progress report provided to ARIC	🔵	The Internal; Audit Program is on track with the Plant Utilization audit now complete and agreed management action under way . An internal audit on the Environmental Management Framework is due to commence in December 2025
		Review and renew USC's Insurance portfolio	Manager Governance and Service Centre	Report and recommendation to Council on future Insurance provision by February 2026	🔵	
		Continue to develop customer service procedures and service standards	Service Centre Team Leader	Review and endorse the Customer Service Charter by December 2025	🟢	The Customer Service Charter has been reviewed and completed - Res 155.10.25

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		Develop and deliver a finance training module for non-finance staff	Chief Financial Officer	Delivery of targeted training session for budget and procurement officers prior to March 2026	🔵	Finance training is a continuous process, and will continue to take place. The training delivered so far in this FY include Work Order, FlexiPurchase Card, P2P Procurement. Budget planning workshops are planned as part of preparation of the 26-27 budget.
		Undertake scheduled reviews of Council Policy & Procedures	Manager Governance and Service Centre	>90% of Council Policies are current	🔵	Council provided an undertaking to ARIC and external audit review all outstanding policies prior to the end of the calendar year 2025. As at December 2025 13 Policies remain outstanding and are scheduled for review in 2026
		Implement the Uralla Shire Depot Improvement Plan	Manager Fleet, Stores and Workshop	100% completion of the 2025/2026 Depot Improvement Plan actions completed	🔵	All 2025/2026 FY Depot Improvement Plan actions have been finalised, with the single exception of the asbestos remediation which will take place prior to 30 June 2026.
		Undertake a desktop scenario test of Business Continuity Plan	Manager Governance and Service Centre	Report the outcome of the BCP scenario drill to ARIC	🔵	Not yet due

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
4.2.3	Define the risk appetite of the governing body to inform strategic and operational decision making	Define and adopt a Corporate Risk Appetite Statement	Manager Governance and Service Centre	Risk Appetite statement adopted by Council < December 2026	●	Not yet due
4.2.4	Provide a safe environment in all aspects of Council operations	Implement the Workforce Management Strategies	Manager People and Wellbeing	100% completion of 2025/2026 actions	●	Progress on actions detailed in the 2025/26 Workforce Management Strategies are on track.
		Review the process for implementing exit interviews to maximise exiting employee feedback.	Manager People and Wellbeing	100% of exiting employees are provided the opportunity of an exit interview	●	Council trialed collecting feedback through in-person exit meetings, but this yielded less feedback than the form. The exit form will be simplified and converted to an interactive fillable format to make completion easier and improve response rates
		Provide annual PID Training	Manager Governance and Service Centre	Delivery of 2 x PID training sessions (1 Organisation wide, 1 target staff)	●	PID Training is Scheduled for Q3 2025/2026

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		Undertake PAWS survey to understand the profile of Psycho social risk to the organisation	Manager People and Wellbeing	≥65% employee response rate to PAWS survey to inform outcome report to MANEX	🔵	The PAWS survey was conducted from 4-17 August 2025. Response rates were lower than the previous survey and below the recommended 50%, meaning results should be interpreted with caution. Survey results and focus group feedback indicate that USC remains in the 'minimal concern' category for psychosocial risk, consistent with the 2022 assessment.
		Facilitate timely training for mandatory licences and skills	Manager People and Wellbeing	100% of staff hold current operating certification	🔵	Compliance training has been scheduled in consultation with the relevant department managers/supervisors. The WHS Management System provides the capability to record and track mandatory licences, and training.
		Recover at work strategies are implemented for workplace injuries where possible	Manager People and Wellbeing	≥5% reduction on leave taken for workplace injuries	🔵	Council maintains a strong Recover at Work program and provides meaningful, capacity-appropriate suitable duties to support injured workers in safely returning to work.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		Regularly review Work Health & Safety reports and statistics to identify opportunities to improve Work Health & Safety performance and drive down workers compensation premium	Manager People and Wellbeing	WHS quarterly report to ARIC	●	Strong Recover at Work programs, combined with regular review of WHS reports and implementation of corrective actions, help prevent reoccurrence of injuries and support improved WHS performance, contributing to reductions in workers compensation premiums.
		Maintain Plant & Equipment for optimum utility	Manager Fleet, Stores and Workshop	100% of plant servicing is undertaken in line with manufacturers specifications	●	Plant servicing is compliant with manufacturer's requirements.
		Finalise the asbestos remediation of the Uralla Deport facility	Manager Fleet, Stores and Workshop	Documents statement of completion from contractors	●	Awaiting tender bids prior to selection of contractor. On track for completion in current FY.
		Operate an after hours emergency contact service	Manager Civil Infrastructure	100% of after hours emergency calls are actioned	●	Council works staff operate after hours emergency responses through telephone contact, having responded to major snow and wind storm events.

4.3: An efficient and effective independent local government

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
4.3.1	Facilitate open and transparent access to Council decision making and information	Publish Council minutes	Manager Governance and Service Centre	100% of Council minutes published to website within 5 days of meeting	🔵	Council business papers and agenda have been issued to each monthly Ordinary Council meeting in accordance with the Code of Meeting Practice.
		Provide information under the GIPA Act	Service Centre Team Leader	100% Compliance with GIPA Act	🟢	All GIPAs are responded to within the working days allowed.
		Progress the backlog of disposal of records	Service Centre Team Leader	≥ 70% of historical DA files up to 1975 digitised	🟢	Currently historical DA files up to 1978 have all been digitised
		Undertake organisational training for records management	Service Centre Team Leader	≥ 1 records management training for all corporate and admin staff	🔵	A training program to improve CM usage and compliance has been prepared based on feedback from staff and on current records management compliance rates. The first training session is planned for the week commencing 9 February, with future training sessions proposed at least quarterly.
		Facilitate a monthly all staff briefing lead by the senior executive team to communicate current and future	General Manager	≥ 1 all staff briefing after each Oridnary Council meeting	🔵	Monthly all staff meeting held after Council

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		priorities and provide community feedback		Undertake Records Management Assessment tool self audit and report to ARIC the improvement action plan		meeting to brief staff on Council decisions.
		Undertake annual self-audit Record Act compliance report	Service Centre Team Leader		🔵	The 2025-2026 self audit will focus on records management for the Corporate Services' team and will commence in February 2026 with reporting due o 27 March 2026.
		Implement a monthly managers briefing/up[date/feedback meeting to acknowledge corporate performance and to disseminate future direction and priorities	General Manager	≥10 monthly managers meeting per year	🔵	Monthly MANEX meetings held for all managers
		Deliver organisation wide information session on the direction and deliverables in the adopted Operational plan	General Manager	≥1 Operational Plan briefing session following the adoption of the Operational Plan	🟢	All staff meetings held after each Council meeting to brief staff on Council decisions including adoption of budget and Operational Plan. Reinforced at MANEX. Governance officers now following up with action officers on updates on progress in delivering Operational Plan actions.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
4.3.2	Drive innovation and efficiency through the adoption and implementation of IT solutions	Undertake a desktop scenario test of Business Continuity Plan for information technology	Team Leader IT	Report to ARIC on the outcome of the IT BCP scenario drill to ARIC	🔵	A Cyber Incident Response tabletop exercise is planned for the end of April 2026.
		Provide a help desk service	Team Leader IT	>98% uptime during core business hours	🔵	We continue to deliver comprehensive help desk support services to all USC entities, ensuring system availability exceeds 98% during core business hours.
		Establish a Council intranet platform	Team Leader IT	Functional intranet tool available to all staff by March 2026	🟠	Availability of resources has not permitted the implementation of an intranet platform in 2025/2026. A project plan will be finalised for proposed implementation in 2026/2027 notwithstanding this, an intranet service has been established for organisational procurement. This will be used as a model to expand service intranet pages.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		Prepare and implement a USC Disaster Recovery plan	Team Leader IT	MANEX endorsed DR plan and cyber security action plan by December 2025	●	It is intended to undertake a cyber incident response scenario drill, the outcome of which will provide a gap analysis to inform the disaster recovery plan. A DRP will be finalised before the end of the financial year.
		Provide ongoing Cyber Security Training to the organisation (including Councillors)	Team Leader IT	Deliver monthly organisation wide cyber security refresher training	●	We continue to deliver cyber awareness training to all staff members and councillors. The first cyber course was successfully completed on 28th November, followed by a phishing campaign.
4.3.3	Integration of the Safety System throughout organisation	Utilise the Safety system to extract management reports to identify improvement initiatives.	Manager People and Wellbeing	100% completion of quarterly reports to AIRC	●	WHS Advisor is reviewing incidents and data in the safety management system and working with departments to identify and implement corrective actions and improvement initiatives. Reports to ARIC provided on time and adjusted as required, A representative attends the meeting to speak to the details and take questions.

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Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		Implement actions as outlined in the Statecover annual action plan.	Manager People and Wellbeing	100% of agreed management action completed	●	This is the first year of the new 3-year cycle of self-audits, moving from yearly audits and actions to a 3-year cycle. The priority actions are delivered in the next two years. First year address a claims driver (due October 2026), second year priority from self-audit (due October 2027).
		Report all incidents accidents to the relevant authority	Manager People and Wellbeing	100% of reportable incidents and accidents reports to authority within 48 hours	●	Council reports all injuries to the workers compensation insurer. Any serious or notifiable incidents are reported immediately to SafeWork.
		Deliver training on identifying corrective actions and close out incidents.	Manager People and Wellbeing	1 targetted training session delivered	●	WHS Advisor is reviewing incidents and data in the safety management system and working with departments to identify and implement corrective actions and improvement initiatives.

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
4.3.4	Provide People & Wellbeing services that support a high performing team culture.	Develop and Deliver WHS training	Manager People and Wellbeing	≥ 4 WHS training initiatives delivered to organisation	●	WHS Advisor - Conducted WHS training on new WHS management system. They continue to provide individual and group training, including attending toolbox meetings and assisting with investigations.
		Continue to implement an online staff performance management system	Manager People and Wellbeing	85% of staff performance reviews completed on schedule	●	Annual performance reviews have been conducted as part of the ongoing implementation of the online performance management system.
		Review service critical position and develop a succession plan for these roles	Manager People and Wellbeing	≥ 4 critical positions reviewed and succession plans formalised.	●	Service-critical positions have been reviewed. Succession planning requirements identified, and development actions for key roles are being progressed.
		Review and update the Customer Service Charter	Service Centre Team Leader	Delivery of organisational training on the Charter	●	The 2025 Draft Customer Service Charter was presented to MANEX at the 9 October 2025 meeting. Organisational training will occur once all approvals of the document have been confirmed

Delivery Program Progress Report Q2

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Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		Convene a project team to develop a community communication plan regarding a potential Special rates Variation	General Manager	Endorsement of a communication plan by Council	🟢	Project steering committee was established to oversee community engagement for proposed SRV from July to December, with a report to the December Council meeting on the outcome of the community engagement. Council resolved at the December meeting to proceed with an application to IPART.
		Review the metrics framework for Community Strategic Plan, Delivery Program and Operational Plan reporting	Manager Governance and Service Centre	Report to governing body on proposed metric framework	🔵	Not yet due
		Undertake and report on an annual review of the Workforce Management Strategy plan	Manager People and Wellbeing	Performance measurement meet or exceed target measure for each focus area	🔵	Annual review completed. Feedback actions assessed and implemented. Final Workforce Management Strategy document prepared for final presentation.
		Implement a "shout out" program to facilitate organisations wide acknowledgement of exemplary performance which demonstrate our corporate values	General Manager	Distribution of ≥ "shout out " cards annually	🔵	Staff achievements acknowledged and commended in weekly Bulletin
		Acknowledge exemplary performance through annual staff recognition awards	General Manager	Delivery of staff recognition awards once annually	🔵	Not yet due

Code	Principal Activities	Annual Action	Responsible Officer	Performance Measure	Status	Comments
		Deliver one organisation wide "culture" morning to celebrate performance, promote team inclusivity across all section of council and set future direction	General Manager	Delivery of a facilated "organisational culture" conferecne for all staff once annually	●	Not yet due

URALLA SHIRE COUNCIL
INCOME STATEMENT & CAPEX SUMMARY
For the period ending 31 January 2026 (FY 2025-26)

Amt in '000

Income from continuing operations	Mapping	Actuals to January	Proportionate Budget	QBR Adjusted Budget	Original Budget
Rates and annual charges	B2-1	8,951	8,953	8,949	8,949
User charges and fees (1)	B2-2	2,924	3,123	6,732	6,732
Other revenues (2)	B2-3	687	513	860	583
Grants and contributions provided for operating purposes	B2-4-O	5,122	5,147	12,167	11,767
Interest and investment income (3)	B2-5	807	252	687	687
Net loss/(gain) from the disposal of assets	B2-6	117	183	314	314
Total income from operational activities		**18,608**	**18,171**	**29,709**	**29,032**
Expenses from continuing operations:					
Employee benefits and on-costs (4)	B3-1-O	9,320	9,122	15,638	15,568
Materials and services (5)	B3-2-O	6,314	5,276	8,999	7,919
Borrowing costs	B3-3	26	50	86	86
Councillors and Mayoral fees and associated expenses (Excluding O/H)	F1-2	106	110	201	201
Audit fees	F2-1	19	21	153	143
Other expenses	B3-5	262	263	579	579
Total expenses from continuing operations		**16,047**	**14,841**	**25,657**	**24,497**
Operating result prior to consideration of capital grants and depreciation		**2,561**	**3,329**	**4,052**	**4,535**
Less: Depreciation, amortisation and impairment (6)	B3-4	4,124	3,762	6,454	6,454
Operating result after depreciation		**(1,563)**	**(432)**	**(2,402)**	**(1,919)**
Add: Grants and contributions provided for capital purposes	B2-4-C	1,104	1,017	2,025	1,719
Overall result with capital grants		**(458)**	**585**	**(377)**	**(200)**

Capital Expenditures	Mapping	Actuals to January	Proportionate Budget	QBR Adjusted Budget	Original Budget
Employee benefits and on-costs (4)	B3-1-C	432	723	1,309	1,309
Materials and services (7)	B3-2-C	3,667	6,305	11,095	10,021
Total Capex		**4,099**	**7,027**	**12,405**	**11,331**

(1) The unfavourable variance in User charges and fees are mainly contributed by $100k revenue in water charges, likely because of less water consumption in the winter months. Landfill revenue is also earning below the target, which caused the variance.

(2) The positive variance in other revenue is mainly due to the sale of NEWA building.

(3) A conservative interest rate was used in the budget. However, the actual interest earnings are higher than the originally budgeted. The required adjustment will be made in the third quarterly budget review.

(4) Operational salaries are higher than budget, but capital (capex) salaries are lower than budget. Overall, employee benefits and on-costs are still within budget, as the variances offset each other.

(5) The unfavourable variance in materials and services is mainly due to spending on the snowstorm event, which was not part of the budget. A claim has been submitted, but the reimbursement has not yet been received.

(6) Transport assets represent the largest portion of Council's asset portfolio, and the increase in depreciation is mainly attributable to the 2024–25 revaluation of these transport assets. The corresponding budget adjustment has been presented in the second QBRS.

(7) Capital expenses (materials and services) reported here does not include 1.7 mil in commitment

URALLA SHIRE COUNCIL
INCOME STATEMENT AND CAPEX BY FUND
For the period ending 31 January 2026 (FY 2025-26)

Amounts in '000

Income from continuing operations	Mapping	General Fund Actuals to January	General Fund Proportionate Budget	General Fund Budget QBR Adjusted	McMaugh Gardens Actuals to January	McMaugh Gardens Proportionate Budget	McMaugh Gardens Budget QBR Adjusted	Water Fund Actuals to January	Water Fund Proportionate Budget	Water Fund Budget QBR Adjusted	Sewer Fund Actuals to January	Sewer Fund Proportionate Budget	Sewer Fund Budget QBR Adjusted
Rates and annual charges	B2-1	7,110	7,106	7,106	-	-	-	702	706	707	1,139	1,141	1,136
User charges and fees	B2-2	1,648	1,726	4,192	838	861	1,476	396	492	981	42	43	82
Other revenues	B2-3	657	496	831	31	17	30	-	-	-	-	-	-
Grants and contributions provided for operating purposes	B2-4-O	2,287	2,450	7,540	2,583	2,545	4,105	252	151	521	-	-	-
Interest and investment income	B2-5	780	191	320	-	-	161	19	11	119	8	51	88
Net loss/(gain) from the disposal of assets	B2-6	117	183	314	-	-	-	-	-	-	-	-	-
Total income from operational activities		**12,599**	**12,152**	**20,302**	**3,452**	**3,424**	**5,772**	**1,369**	**1,360**	**2,329**	**1,189**	**1,235**	**1,306**
Expenses from continuing operations:													
Employee benefits and on-costs	B3-1-O	6,409	6,252	10,717	2,360	2,411	4,133	416	382	655	135	77	133
Materials and services	B3-2-O	4,106	3,183	5,406	797	818	1,405	811	790	1,355	600	486	833
Borrowing costs	B3-3	26	46	79	0	4	8	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	F1-2	106	110	201	-	-	-	-	-	-	-	-	-
Audit fees	F2-1	15	17	138	4	3	15	-	-	-	-	-	-
Other expenses	B3-5	262	263	579	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations		**10,924**	**9,870**	**17,121**	**3,161**	**3,236**	**5,561**	**1,227**	**1,172**	**2,009**	**735**	**563**	**965**
Operating result prior to consideration of capital grants and depreciation		**1,674**	**2,282**	**3,181**	**291**	**187**	**211**	**142**	**188**	**319**	**454**	**672**	**341**
Less: Depreciation, amortisation and impairment	B3-4	3,326	2,952	5,062	135	136	233	371	377	646	292	297	512
Operating result after depreciation		**(1,651)**	**(670)**	**(1,881)**	**156**	**51**	**(22)**	**(229)**	**(188)**	**(327)**	**162**	**375**	**(172)**
Add: Grants and contributions provided for capital purposes	B2-4-C	1,044	673	1,336	0	-	-	59	344	689	-	-	-
Overall result with capital grants		**(607)**	**3**	**(545)**	**156**	**51**	**(22)**	**(170)**	**156**	**362**	**162**	**375**	**(172)**

Capital Expenditures	Mapping	General Fund Actuals to January	General Fund Proportionate Budget	General Fund Budget QBR Adjusted	McMaugh Gardens Actuals to January	McMaugh Gardens Proportionate Budget	McMaugh Gardens Budget QBR Adjusted	Water Fund Actuals to January	Water Fund Proportionate Budget	Water Fund Budget QBR Adjusted	Sewer Fund Actuals to January	Sewer Fund Proportionate Budget	Sewer Fund Budget QBR Adjusted
Employee benefits and on-costs	B3-1-C	323	525	938	1	6	11	105	172	323	4	20	36
Materials and services	B3-2-C	2,624	3,964	6,847	92	511	603	935	1,581	2,849	16	249	796
Total Capex		**2,946**	**4,489**	**7,785**	**93**	**517**	**615**	**1,040**	**1,753**	**3,172**	**19**	**268**	**832**

Uralla Shire Council
Statement of Responsible Accounting Officer

In August 2025, Council was significantly impacted by a severe snowstorm that caused substantial environmental damage and disrupted community access and mobility. Council responded promptly to undertake necessary emergency and recovery works, funded from its own resources. These unplanned works have incurred costs of approximately $1.56 million. Reimbursement claims have been submitted to the NSW Reconstruction Authority and are currently under assessment. While reimbursement is anticipated, the delay in receipt of these funds has already placed pressure on Council's cash position.

Further financial pressures have arisen from regulatory requirements and unforeseen circumstances that were not anticipated during the 2025–26 budget preparation. The example of such costs is conducting a by-election and the installation of live-streaming technology in the Council Chambers. As these expenditures were not forecast, they have contributed to additional cash flow pressures.

The Water Fund has also experienced increased strain during the period. Ongoing water mains renewal programs, together with a higher frequency of water main breaks requiring urgent replacement and maintenance, have increased expenditure requirements. In addition, delays in the receipt of Groundwater and Integrated Water Management Cycle (IWCM) funding have contributed to short-term cash flow constraints. Council has issued an invoice for $300k on 18/02/2026 for the sale of garbage truck, this will improve the cash position of General Fund. In addition, approximately $500k is expected to be received soon against the groundwater project spent from Water Fund, with this, the Fund's cash position is expected to maintain a positive balance as at 30 June 2026.

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2021.

The original 2025–26 budget forecast an operating deficit of $1.92 million after depreciation, but prior to recognising grants and contributions for capital purposes and capital expenditure. However, the second quarterly review indicates that the projected operating deficit has increased to $4.6 million, primarily due to the snowstorm event, additional depreciation from revaluation of transport assets in 2024/25, and unplanned water repair and maintenance works undertaken during the period. Adjustments for the recovery of costs associated with the snowstorm event, together with the IWCM and Groundwater projects, will be processed once the timing of payment has been confirmed. These recoveries will reduce the projected operating deficit at year end.

Subject to the recovery of snowstorm-related expenditure and the reimbursement of previously funded costs associated with the Groundwater and IWCM projects, it is my opinion that the Quarterly Budget Review Statement for the quarter ended 31 December 2025 indicates that Council will be able to maintain a positive cash position as of 30 June 2026.

Mustaq Ahammed
Responsible Accounting Officer
Uralla Shire Council
Date: 18 February 2026

QBRS Financial Overview
Uralla Shire Council
Budget review for the quarter ended 31 December 2025

Amounts in '000

Description	Description	Previous Year Actuals	CY Original Budget	Approved Changes Review	Approved Changes Review	Approved Changes Review	Revised Budget	Recommended changes for council resolution	Projected year end results	Variance Original Budget v PYE	Actual YTD
		2024-25	2025-26	Q1	Q2	Q3	2025-26	This Qtr	2025-26	2025-26	2025-26
Net Operating Result Before grants and contributions provided for capital purposes	General Fund	(7,193)	(9,132)	(311)			(9,443)	(438,590)	(448,033)	(438,901)	(3,353)
	Water Fund	(485)	(2,805)	155			(2,650)	(407)	(3,057)	(252)	(1,049)
	Sewer Fund	204	(649)	(355)			(1,003)	(436,915)	(437,918)	(437,270)	214
	McMaugh Gardens	257	(664)	27			(637)	(436,803)	(437,440)	(436,776)	358
	Consolidated	(7,217)	(13,249)	(484)			(13,733)	(1,312,715)	(1,326,448)	(1,313,199)	(3,830)
Operating Result from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non financial assets	**Consolidated**	2,090	(5,076)	(177)			(5,253)	(2,214)	(7,468)	(2,391)	467
Borrowings	Total Borrowings	1,155	1,026	-			1,026	-	1,026	-	1,090
Liquidity	External Restrictions	19,024	15,716	(850)			14,866	(496)	14,370	(1,346)	17,902
	Internal Allocations	6,315	2,933				2,933	-	2,933	-	4,985
	Unallocated	2,943	1,828				1,828	-	1,828	-	1,116
	Total Cash and Cash Equivalents	28,282	20,477	(850)	-	-	19,627	(496)	19,131	(1,346)	24,003
Capital	Capital Funding	1,877	1,719	305			2,024	81	1,943	224	714
	Capital Expenditure	6,153	11,331	1,074			12,405	496	12,901	(1,570)	3,912
	Net Capital	(4,276)	(9,611)	(769)	-	-	(10,380)	(577)	(10,957)	(1,346)	(3,198)

Amounts in '000

Description	Particulars	Opening Balance	Total Contributions Received	Total Interest Earned	Total Expended	Total internal borrowings (to)/from	Held as Restricted Assets	Cumulative Balance of Internal Borrowings (To)/From
		01/07/2025	As at Q2	As at Q2	As at Q2	As at Q2	As at Q2	As at Q2
Developer Contributions	Total Developer Contributions	1,404	35	31	-	-	1,470	-

Income and Expenses Budget Review Statement
Uralla Shire Council
Budget review for the quarter ended 31 December 2025
Consolidated (All Funds)

Amounts in '000

Description	Mapping	Previous Year Actual 2024-25	Current Year Budget 2025-26	Approved Changes Review Q1	Approved Changes Review Q2	Approved Changes Review Q3	Revised Budget 2025-26	Recommended for Council Resolution 2025-26	Projected Year end Result 2025-26	Variance Original Budget vs PYE 2025-26	Actual YTD 2025-26
INCOME											
Rates & annual charges	B2-1	8,433	8,949		-	-	8,949	-	8,949	-	8,950
User charges and fees	B2-2	5,739	6,732		-	-	6,732	(10)	6,722	(10)	2,628
Other revenue	B2-3	1,060	583	277	-	-	860	251	1,112	528	653
Grants and contributions - operating	B2-4-O	9,163	11,767	399	-	-	12,166	(20)	12,147	379	4,769
Grants and contributions - capital	B2-4-C	1,877	1,719	306	-	-	2,025	-	2,025	306	853
Interest and investment income	B2-5	1,495	687		-	-	687	-	687	-	654
Other income	B2-3	-			-	-	-		-		
Net gain/(loss) from disposal of assets	B4-1	-	314		-	-	314		314	-	117
Total income from continuing operations		27,767	30,752	982	-	-	31,734	222	31,955	1,204	18,624
EXPENSES											
Employee benefits and on-costs	B3-1	13,653	16,877	70	-	-	16,947	30	16,977	100	8,571
Materials & services	B3-2	9,006	18,285	2,163	-	-	20,448	2,406	22,854	4,569	9,303
Borrowing costs	B3-3	298	86		-	-	86	-	86	-	25
Other expenses	B3-5	789	579		-	-	579	-	579	-	258
Net loss from disposal of assets	B4-1	1,931			-	-	-		-		
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets		25,677	35,828	2,233	-	-	38,061	2,436	40,497	4,669	18,157
Operating result from continuing operations excluding depreciation, amortisation and impairment of non financial assets		2,090	(5,076)	(1,251)	-	-	(6,327)	(2,214)	(8,542)	(3,465)	467
Depreciation, amortisation and impairment on non financial assets	B3-4	7,430	6,454	-	-	-	6,454	-	6,454	-	3,444
Operating result from continuing operations		(5,340)	(11,530)	(1,251)	-	-	(12,781)	(2,214)	(14,996)	(3,465)	(2,977)
Net operating results before grants and contributions provided for capital purposes		(7,217)	(13,249)	(1,557)	-	-	(14,806)	(2,214)	(17,021)	(3,771)	(3,830)

Income and Expenses Budget Review Statement
Uralla Shire Council
Budget review for the quarter ended 31 December 2025
General Fund

Amounts in '000

Description	Mapping	Previous Year Actual 2024-25	Current Year Budget 2025-26	Approved Changes Review Q1	Approved Changes Review Q2	Approved Changes Review Q3	Revised Budget 2025-26	Recommended for Council Resolution 2025-26	Projected Year end Result 2025-26	Variance Original Budget vs PYE 2025-26	Actual YTD 2025-26
INCOME											
Rates & annual charges	B2-1	6,687	7,106		-	-	7,106	-	7,106	-	7,109
User charges and fees	B2-2	3,562	4,192		-	-	4,192	(10)	4,182	(10)	1,502
Other revenue	B2-3	1,051	581	250	-	-	831	251	1,082	501	623
Grants and contributions - operating	B2-4-O	4,634	7,625	(85)	-	-	7,540	(20)	7,520	(105)	1,943
Grants and contributions - capital	B2-4-C	1,872	1,030	306	-	-	1,336	-	1,336	306	794
Interest and investment income	B2-5	927	320		-	-	320	-	320	-	631
Other income	B2-3	-			-	-	-		-	-	-
Net gain/(loss) from disposal of assets	B4-1	-	314		-	-	314	-	314	-	117
Total income from continuing operations		18,733	21,167	471	-	-	21,638	222	21,860	693	12,719
EXPENSES											
Employee benefits and on-costs	B3-1	8,682	11,586	70	-	-	11,656		11,656	70	5,963
Materials & services	B3-2	6,278	11,963	406	-	-	12,369	1,917	14,285	2,323	6,269
Borrowing costs	B3-3	285	79		-	-	79	-	79	-	25
Other expenses	B3-5	789	579		-	-	579	-	579	-	258
Net loss from disposal of assets	B4-1	1,929			-	-	-		-		
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets		17,963	24,206	476	-	-	24,682	1,917	26,599	2,393	12,515
Operating result from continuing operations excluding depreciation, amortisation and impairment of non financial assets		770	(3,040)	(5)	-	-	(3,045)	(1,695)	(4,739)	(1,700)	204
Depreciation, amortisation and impairment on non financial assets	B3-4	6,091	5,062	-	-	-	5,062	436,895	441,957	(436,895)	2,763
Operating result from continuing operations		(5,321)	(8,102)	(5)	-	-	(8,107)	(438,590)	(446,697)	435,195	(2,559)
Net operating results before grants and contributions provided for capital purposes		(7,193)	(9,132)	(311)	-	-	(9,443)	(438,590)	(448,033)	434,889	(3,353)

Income and Expenses Budget Review Statement
Uralla Shire Council
Budget review for the quarter ended 31 December 2025
Water Fund

Amounts in '000

Description	Mapping	Previous Year Actual	Current Year Budget	Approved Changes Review	Approved Changes Review	Approved Changes Review	Revised Budget	Recommended for Council Resolution	Projected Year end Result	Variance Original Budget vs PYE	Actual YTD
		2024-25	2025-26	Q1	Q2	Q3	2025-26	2025-26	2025-26	2025-26	2025-26
INCOME											
Rates & annual charges	B2-1	663	707	-	-	707	-	707	-	702
User charges and fees	B2-2	965	981	-	-	981	-	981	-	394
Other revenue	B2-3	-	-	-	-	-	-	-	-	-
Grants and contributions - operating	B2-4-O	340	37	484	-	-	521	-	521	484	252
Grants and contributions - capital	B2-4-C	-	689	-	-	689	-	689	-	59
Interest and investment income	B2-5	188	119	-	-	119	-	119	-	16
Other income	B2-3	-	-	-	-	-	-	-	-	-
Net gain/(loss) from disposal of assets	B4-1	-	-	-	-	-	-	-	-	-
Total income from continuing operations		2,156	2,534	484	-	-	3,018	-	3,018	484	1,423
EXPENSES											
Employee benefits and on-costs	B3-1	998	978	-	-	978	30	1,008	30	457
Materials & services	B3-2	1,020	3,025	329	-	-	3,354	377	3,731	706	1,641
Borrowing costs	B3-3	-	-	-	-	-	-	-	-	-
Other expenses	B3-5	-	-	-	-	-	-	-	-	-
Net loss from disposal of assets	B4-1	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets		2,018	4,003	329	-	-	4,332	407	4,739	736	2,097
Operating result from continuing operations excluding depreciation, amortisation and impairment of non financial assets		**138**	**(1,470)**	**155**	**-**	**-**	**(1,315)**	**(407)**	**(1,722)**	**(252)**	**(674)**
Depreciation, amortisation and impairment on non financial assets	B3-4	623	646	-	-	646	-	646		316
Operating result from continuing operations		**(485)**	**(2,116)**	**155**	**-**	**-**	**(1,961)**	**(407)**	**(2,368)**	**(252)**	**(990)**
Net operating results before grants and contributions provided for capital purposes		**(485)**	**(2,805)**	**155**	**-**	**-**	**(2,650)**	**(407)**	**(3,057)**	**(252)**	**(1,049)**

Income and Expenses Budget Review Statement
Uralla Shire Council
Budget review for the quarter ended 31 December 2025
Sewer Fund

Amounts in '000

Description	Mapping	Previous Year Actual 2024-25	Current Year Budget 2025-26	Approved Changes Review Q1	Approved Changes Review Q2	Approved Changes Review Q3	Revised Budget 2025-26	Recommended for Council Resolution 2025-26	Projected Year end Result 2025-26	Variance Original Budget vs PYE 2025-26	Actual YTD 2025-26
INCOME											
Rates & annual charges	B2-1	1,083	1,136		-	-	1,136	-	1,136	-	1,139
User charges and fees	B2-2	76	82		-	-	82	-	82	-	30
Other revenue	B2-3	-	-		-	-	-	-	-	-	-
Grants and contributions - operating	B2-4-O	11	-		-	-	-	-	-	-	-
Grants and contributions - capital	B2-4-C	-	-		-	-	-	-	-	-	-
Interest and investment income	B2-5	145	88		-	-	88	-	88	-	7
Other income	B2-3		-		-	-	-	-	-	-	-
Net gain/(loss) from disposal of assets	B4-1	-			-	-	-	-	-	-	-
Total income from continuing operations		1,315	1,306	-	-	-	1,306	-	1,306	-	1,176
EXPENSES											
Employee benefits and on-costs	B3-1	259	169		-	-	169	-	169	-	121
Materials & services	B3-2	361	1,273	355	-	-	1,628	20	1,648	375	590
Borrowing costs	B3-3	-	-		-	-	-	-	-	-	-
Other expenses	B3-5	-	-		-	-	-	-	-	-	-
Net loss from disposal of assets	B4-1	2	-		-	-	-	-	-	-	-
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets		622	1,442	355	-	-	1,797	20	1,817	375	711
Operating result from continuing operations excluding depreciation, amortisation and impairment of non financial assets		**693**	**- 136**	**- 355**	**-**	**-**	**- 491**	**- 20**	**- 511**	**- 375**	**464**
Depreciation, amortisation and impairment on non financial assets	B3-4	489	512	-	-	-	512	436,895	437,408		250
Operating result from continuing operations		**204**	**- 649**	**- 355**	**-**	**-**	**- 1,004**	**436,915**	**- 437,919**	**- 375**	**214**
Net operating results before grants and contributions provided for capital purposes		**204**	**(649)**	**(355)**	**-**	**-**	**(1,004)**	**(436,915)**	**(437,919)**	**(375)**	**214**

Income and Expenses Budget Review Statement
Uralla Shire Council
Budget review for the quarter ended 31 December 2025
McMaugh Garden

Amounts in '000

Description	Mapping	Previous Year Actual 2024-25	Current Year Budget 2025-26	Approved Changes Review Q1	Approved Changes Review Q2	Approved Changes Review Q3	Revised Budget 2025-26	Recommended for Council Resolution 2025-26	Projected Year end Result 2025-26	Variance Original Budget vs PYE 2025-26	Actual YTD 2025-26
INCOME											
Rates & annual charges	B2-1	-	-		-	-	-	-	-	-	-
User charges and fees	B2-2	1,136	1,476		-	-	1,476	-	1,476	-	702
Other revenue	B2-3	9	2	27	-	-	29	-	29	27	30
Grants and contributions - operating	B2-4-O	4,178	4,105		-	-	4,105	-	4,105	-	2,574
Grants and contributions - capital	B2-4-C	5	-		-	-	-	-	-	-	0
Interest and investment income	B2-5	235	161		-	-	161	-	161	-	-
Other income	B2-3	-			-	-	-		-	-	-
Net gain/(loss) from disposal of assets	B4-1	-	-		-	-	-	-	-	-	-
Total income from continuing operations		5,563	5,745	27	-	-	5,772	-	5,772	27	3,306
EXPENSES											
Employee benefits and on-costs	B3-1	3,714	4,145		-	-	4,145	-	4,145	-	2,030
Materials & services	B3-2	1,347	2,024		-	-	2,024	(93)	1,931	(93)	803
Borrowing costs	B3-3	13	8		-	-	8	-	8	-	0
Other expenses	B3-5	-	-		-	-	-	-	-	-	-
Net loss from disposal of assets	B4-1	-	-		-	-	-	-	-	-	-
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets		5,074	6,176	-	-	-	6,176	(93)	6,083	(93)	2,833
Operating result from continuing operations excluding depreciation, amortisation and impairment of non financial assets		489	(431)	27	-	-	(404)	93	(311)	120	473
Depreciation, amortisation and impairment on non financial assets	B3-4	227	233	-	-	-	233	436,895	437,128	(436,895)	115
Operating result from continuing operations		262	(664)	27	-	-	(637)	(436,803)	(437,440)	437,015	358
Net operating results before grants and contributions provided for capital purposes		**257**	**(664)**	**27**	-	-	**(637)**	**(436,803)**	**(437,440)**	**437,015**	**358**

Capital Budget Review Statement
Uralla Shire Council
Budget review for the quarter ended 31 December 2025

Amounts in '000

Description	Previous Year Actual	Current Year Budget	Approved Changes Review	Approved Changes Review	Approved Changes Review	Revised Budget	Recommended Change for Council Resolution	Projected Year end Result	Variance Original vs PYE	Actual YTD**
	2024-25	2025-26	Q1	Q2	Q3	2025-26	2025-26	2025-26	2025-26	2025-26
CAPITAL FUNDING										
Rates and other untied funding	1,836	5,246	-			5,246	-	5,246	-	
Capital grants and contributions	1,877	1,500	305			1,805	- 81	1,724	224	
Reservers - externally restricted	2,083	4,270	850			5,120	496	5,616	1,346	
Reservers - internally restricted			-			-	-	-	-	
New loans			-			-	-	-	-	
Proceeds from sale of assets	327	314	-			314	-	314	-	
Others (specify)			-			-	-	-	-	
			-			-	-	-	-	
Total capital funding	6,123	11,330	1,155	-		12,485	415	12,900	1,570	
CAPITAL EXPENDITURES										
WIP	1,160		-			-	-	-	-	
New Assets	1,983	1,977	224			2,201	263	2,464	487	
Asset Renewal	2,980	9,354	850			10,204	233	10,437	1,083	
Others (specify)			-			-	-	-	-	
			-			-	-	-	-	
Total capital expenditure	6,123	11,331	1,074	-		12,405	496	12,901	1,570	
Next Capital Funding - Surplus/(Deficit)*	-	- 0	81	-		81	- 81	- 0	- 0	

Cash and Investments Budget Review Statement
Uralla Shire Council
Budget review for the quarter ended 31 December 2025

Amounts in '000

Description	Mapping	Previous Year Actual	Current Year Budget	Approved Changes Review	Approved Changes Review	Approved Changes Review	Revised Budget	Recommended Change for Council*	Projected Year end Result	Variance Original vs Revised Bud	Actual YTD
		2024-25	2025-26	Q1	Q2	Q3	2025-26	2025-26	2025-26	2025-26	2025-26
Total Cash, Cash Equivalents & Investments											
Water fund		2,002	1,743	(695)			1,048	(418)	631	1,113	1,144
Sewer fund		2,755	2,064	(355)			1,709	(20)	1,689	375	2,783
Developer contributions - General		1,404	1,448	-			1,448	22	1,470	(22)	1,470
McMaugh Gardens Bond		4,800	5,600	-			5,600	-	5,600	-	5,750
TCT funding delivery shortfall		1,718	1713	-			1,713	-	1,713	-	1,754
TCS funding delivery shortfall		584	776	(776)			-	-	-	776	575
Stormwater management		323	156	-			156	-	156	-	356
Conservation and Ecological Restoration of Racecourse Lagoon		101	45	-			45	-	45	-	100
AGRN 1030 and AGRN 1034		946	210	-			210	(243)	(33)	243	877
Stronger Communities Fund - SCCF5A0002		533	191	-			191	-	191	-	413
Regional NSW Planning Portal		33	-	-			-	-	-	-	-
Transport for NSW Contributions		2,995	1,225	-			1,225	(83)	1,142	83	1,770
Regional Housing Strategic Planning		250	-	-			-	-	-	-	250
Unexpended Loans - Industrial Land		487	487	-			487	-	487	-	487
Trust fund		31	31	-			31	-	31	-	31
Others		63	26	-			26	-	26	-	143
				-			-		-		
Total externally restricted		19,025	15,716	(1,826)	-	-	13,890	(741)	13,149	2,567	17,902
Cash & equivalents not subject to external restrictions		9,257	4,761	1,826	0	0	6,276	741	10,854	(2,567)	6,101
Internal Allocations:											
Employee leave entitlements		1,093	1,114	-			1,114	-	1,114	-	1,093
Plant reserve		-	500	-			500	-	500	-	-
Tip remediation		1,265	1,265	-			1,265	-	1,265	-	1,265
FAGS received in advance		1,880	-	-			-	-	-	-	940
Commitments		2,040	-	1,500			1,500	150	1,650	(1,650)	1,650
Others		37	54	-			54	-	54	-	37
							-				
Total internally allocated		6,315	2,933	1,500	-	-	4,433	150	4,583	(1,650)	4,985
Unallocated (Unrestricted cash)		2,942	1,828	326	-	-	1,843	591	6,271	(917)	1,116

Summary of Developer Contribution
Uralla Shire Council
Budget review for the quarter ended 31 December 2025

Amounts in '000

Purpose	Mapping	Balance As at 1 July	Contribution Received			Total Actual Interest Earned	Total Amounts Expended	Total Internal Borrowings (to)/from	Held as Restricted Asset	Cumulative balance of internal borrowings
			Total Actual Cash	Total Non-Cash Land	Total Non-Cash Other					
		2025-26	As at Q2	As at Q2	As at Q2	As at Q2	As at Q2	As at Q2	As at Q2	As at Q2
Drainage		-	-	-	-	-	-	-	-	-
Roads		864	9	-	-	19	-	-	892	-
Traffic facilities		24	-	-	-	1	-	-	25	-
Parking		-	-	-	-	-	-	-	-	-
Open space		-	-	-	-	-	-	-	-	-
Community facilities		97	-	-	-	2	-	-	99	-
Fire fighting		56	-	-	-	1	-	-	57	-
Other		363	26	-	-	8	-	-	398	-
Total S7.11 under plans		**1,404**	**35**	**-**	**-**	**31**	**-**	**-**	**1,470**	**-**
			-	-	-	-	-	-	-	-
S7.11 Not under plans		-	-	-	-	-	-	-	-	-
S7.12 Levies		-	-	-	-	-	-	-	-	-
S7.4 Planning agreements		-	-	-	-	-	-	-	-	-
S64 Contributions		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Net capital funding - surplus/deficit		**1,404**	**35**	**-**	**-**	**31**	**-**	**-**	**1,470**	**-**

URALLA SHIRE COUNCIL REVENUE, EXPENSES, & CAPEX BUDGET REVIEW SUMMARY KEY VARIANCE IDENTIFIED AS AT 31 December 2025				
			(2,651,273)	
GL Account	**Function/Project**	**Type**	**Impact in P/L**	**Comments**
01600.0125.0201	Private Works	Revenue	(10,000)	The projected revenue in the budget was based on historical data. However, the council has not undertaken any private works until December, and is likely to discourage offering private work services. As a result, the private works budget will be reduced.
01220.0125.0200	Noxious Weeds	Revenue	251,483	The Council received $303k in proceeds from the sale of the NEWA building, which had not been included in the original budget. However, the $90k budgeted as reimbursement from Walcha Shire Council is not expected to be fully realised, as the agreement for the sharing of hours, staff costs, and plant hire rates for weed spraying services has not been finalised yet. Accordingly, the reimbursement has been adjusted to $30k to reflect the anticipated proportion of the total amount. The MoU has been sent to Walcha Shire Council and is expected to be finalised soon. In addition, Council received $8,000 in rental income from the NEWA building prior to its sale, which was also not included in the budget.
01220.0130.0171	Noxious Weeds	Revenue	(42,000)	The initial estimate of government funding for weed control was $150k. However, based on recently submitted application for NEWA/WAP grant, the funidng is expected to be $108K, which is lower than $150K originally included in the budget. The shortfall needs to be adjusted through this QBRS.
03866.0350.0970	TCS	OPEX	(75,000)	The TCS plant hire budget was initially estimated using the prior financial year's cost up to Febuary, annualised for the year, plus CPI. However, it appears that the estimate put in the budget was not correct, as such, actual costs have exceeded original budget, and a budget adjustment is proposed to reflect the updated estimated costs for the year. Overall, TCS has been running with a minor surplus as of the end of January.
03866.0348.0401	TCS	OPEX	(30,000)	During the budget period, it was projected that the Freshstart employees would deliver the majority of services. However, due to delays in recruitment and onboarding, the Council had to rely on external contractors to maintain service delivery. The Freshstart employees are still in the learning phase and have not yet been able to operate at full capacity. Therefore, an adjustment is needed for the payments made to contractors.
03020.0335.0410	Elected Members	OPEX	(80,000)	A by-election is required following the passing of Councillor Lone Petrov. The estimated cost to conduct the election is $80K, which needs to be incorporated into the budget.

Account	Description	Type	Amount	Notes
01710.0115.0171		Revenue	22,287	The Council has secured and received $22K in FRRR grant funding for upgrades to the Bundarra Library. These funds have been used to purchase materials and consumables and to engage contractors to carry out the upgrade works. The budget adjustment is given for both revenue and expenses.
03710.0350.0401	library	OPEX	(15,087)	
03710.0350.0506			(7,200)	
03350.0540.0401			(56,468)	
03360.0540.0401			(50,927)	The snowstorm in August 2025 caused significant environmental damage and disrupted community access and mobility. The Council carried out emergency response and recovery works from its own cash funds to restore affected areas. These unplanned works incurred costs of approximately $1.56 million. Reimbursement claims have been submitted to the relevant department and are currently under assessment. Once approved, the Council is expected to receive the reimbursed funds. The cost adjustment is proposed through this QBRS, and the adjustment of reimbursement will be made based on the outcome of the final assessment.
03330.0540.0401			(930,846)	
03335.0540.0401	Snowstorm Recovery Works	OPEX	(278,472)	
03345.0540.0401			(50,927)	
03340.0540.0401			(103,638)	
03230.0500.0401			(64,405)	
04150.0500.0401			(33,560)	
03360.0540.0506			100,000	The original material budget for Unsealed Rural Road Maintenance was estimated at $212k. However, due to insufficient resources, Council is considering to undertake only essential maintenance activities during the FY resulting in a reduced material expenditure of approximately $100k. On the other hand, general maintenance activities were supported through the use of materials issued from Council stores rather than direct material purchases, with an associated cost of approximately $40k. Furthermore, Additional costs of around $30k were incurred for the hire of a water truck following Council plant breakdowns.
03360.0540.0507	Unsealed Rural Roads	OPEX	(40,000)	
03360.0540.0410			(30,000)	
03380.0500.0410	Road Safety	OPEX	(20,118)	The membership subscription paid to Mid North Weight of Loads to support the inspection and monitoring of heavy vehicle compliance across the Shire was not included in the original budget. This requirement came unexpectedly but was necessary to protect road assets and ensure public safety. There is potential to generate some revenue through penalties, however, the amount cannot be reliably estimated at this stage.
23000.0350.0401	Uralla Water Supply	OPEX	(55,000)	Council engaged an external contractor to undertake water meter reading to rectify identified billing inaccuracies, to complete GIS mapping of water meters to improve data accuracy and support more reliable billing processes in the future, which was not anticipated at the time of budget preparation
23000.0581.0401			(130,000)	A higher-than-anticipated number of water main breaks required urgent replacement and maintenance works during the period. In addition, reduced availability of Council personnel necessitated the engagement of external contractors to ensure timely repairs and continuity of essential water services. These unplanned operational demands have resulted in cost overruns
23000.0581.0970	Uralla Water Supply	OPEX	(12,000)	

Account	Description	Type	Amount	Notes
23000.0582.0301			(10,000)	against the adopted budget.
23000.0584.0401	Uralla Water Supply	OPEX	(60,000)	In order to address residents' concerns about declining water quality, the council carried out an unplanned cleaning of the town's reservoirs to ensure continued compliance with water quality standards. This work was not anticipated in the original budget. Although reactive, it was necessary and has led to higher costs for the period. A budget adjustment is therefore proposed for the additional cost.
27000.0781.0506	Uralla Water Supply	CAPEX	(140,000)	The cost is attributable to the unscheduled replacement and upgrade of water mains at Bridge Street and Rowan Avenue, driven by an increased frequency of main breaks and the need to coordinate with planned asphalt works by Transport along the New England Highway. To minimise the risk of future failures and avoid disruption or damage to the new road pavement, the water mains were upgraded in advance of Transport's works.
37500.0801.0554	Bundarra Sewerage Services	CAPEX	(20,000)	Council installed a new pump at the sewer treatment plant to address ongoing odour control issues raised by local residents, which were not anticipated at the time the budget was prepared.
27000.0700.0401			175,000	
27000.0781.0301			(20,000)	This involves a reallocation of budget from one GL Group to another within the Water Fund to cover
27000.0781.0401	Uralla Water Supply	CAPEX	(120,000)	urgent water main works in front of the brewery, ahead of Transport's scheduled road upgrade
27000.0781.0506			(30,000)	works. This adjustment will have no impact on the overall budget.
27000.0781.0970			(5,000)	
07230.0700.0506			250,000	
07430.0820.0506			150,000	Council received $1.0 million in grant funding in FY 2023–24 under the Flood Recovery Grant – AGRN 1030/1034, which was originally allocated across eight projects and included in the FY 2024–25 budget. At the time of budget preparation, it was anticipated that approximately $300,000 of works would be completed by 30 June 2025, with the remaining $700,000 to be carried forward to the current financial year. However, due to delays in confirming and finalising the specific
07400.0700.0506	AGRN 1030/1034 Funding	CAPEX	(400,000)	projects with the Department, only $57,000 of works were completed by year end. As a result, $242,500 of the 2024–25 budget was not carried forward to 2025–26 as originally planned. Since then, the scope of works has been consolidated from eight projects into two. Accordingly, the
47000.0700.0401			(92,500)	unspent budget from 2024-25 is carried forward and reallocated to appropriate work order to make sure accurate project-level reporting and alignment with the delivery plan.
08060.0700.0401			(150,000)	
Fund 1			(466,837)	
Fund 2	Depreciation		15,170	Transport assets represent the largest portion of Council's asset portfolio, and the increase in
Fund 3			12,097	depreciation $437k is mainly attributable to the 2024–25 revaluation of these transport assets.
Fund 4			2,675	

URALLA SHIRE COUNCIL
First Quarterly Budget Review
Financial Year 2025-26
Profit & Loss (Consolidated) in Council's Internal Reporting Format

Amounts in $000

Revenue & Expenses	Original Budget 2025-26	Revised Budget up to Qtr 1	Proportionate Budget up to Q2	Actuals up to Q2	Proposed Revision	Revised Budget Q2
Income from continuing operations						
Rates and annual charges	8,949	8,949	8,952	8,950	-	8,949
User charges and fees	6,732	6,732	2,985	2,694	(10)	6,722
Other revenues	583	860	395	653	251	1,112
Grants and contributions provided for operating purposes	11,767	12,167	4,597	4,842	(20)	12,147
Interest and investment income	687	687	348	654	-	687
Proceed from sale of plant	314	314	157	117	-	314
Total income from operational activities	29,032	29,709	17,434	17,910	222	29,931
Expenses from continuing operations						
Employee benefits and on-costs	15,568	15,638	7,819	8,164	10	15,648
Materials and services including overheads	7,919	8,999	4,499	5,686	1,944	10,943
Borrowing costs	86	86	43	25	-	86
Councillor and Mayoral fees and associated expenses (Exc Corp O/H)	201	201	100	92	80	281
Audit fees	143	153	21	19	-	153
Other expenses	579	579	290	259	-	579
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-
Total expenses from continuing operations	24,497	25,657	12,772	14,245	2,034	27,690
Operating result - Profit/(Loss) before capital grants and depreciation	4,535	4,052	4,662	3,665	(1,812)	2,240
Less: Depreciation, amortisation and impairment	6,454	6,454	3,227	3,444	437	6,891
Operating result - Profit/(Loss) after depreciation	(1,919)	(2,402)	1,435	221	(2,249)	(4,651)
Add: Grants and contributions provided for capital purposes	1,719	2,025	997	714	-	2,025
Overall result - Profit/(Loss) with capital grants	**(200)**	**(377)**	**2,431**	**935**	**(2,249)**	**(2,626)**

Capital Expenditures	Original Budget 2025-26	Revised Budget up to Qtr 1	Proportionate Budget up to Q2	Actuals up to Q2	Proposed Revision	Revised Budget Q2
Employee benefits and on-costs	1,309	1,309	655	407	20	1,329
Materials and services	10,021	11,095	5,548	3,505	383	11,478
Total Capex	11,331	12,405	6,202	3,912	403	12,807

URALLA SHIRE COUNCIL
First Quarterly Budget Review
Financial Year 2025-26
Profit & Loss (by each fund) in Council's Internal Reporting Format

Amounts in '000

	General Fund				McMaugh Gardens				Water Fund				Sewer Fund			
Income from continuing operations	Actuals up to Q2	Original Budget	Proposed Revision	Revised Budget	Actuals up to Q2	Original Budget	Proposed Revision	Revised Budget	Actuals up to Q2	Original Budget	Proposed Revision	Revised Budget	Actuals up to Q2	Original Budget	Proposed Revision	Revised Budget
Rates and annual charges	7,109	7,106	-	7,106	-	-	-	-	702	707	-	707	1,139	1,136	-	1,136
User charges and fees	1,568	4,192	- 10	4,182	702	1,476	-	1,476	394	981	-	981	30	82	-	82
Other revenues	623	581	251	832	30	2	-	2	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	2,016	7,625	- 20	7,605	2,574	4,105	-	4,105	252	37	-	37	-	-	-	-
Interest and investment income	631	320	-	320	-	161	-	161	16	119	-	119	7	88	-	88
Net loss/(gain) from the disposal of assets	117	314	-	314	-	-	-	-	-	-	-	-	-	-	-	-
				-												
Total income from operational activities	**12,065**	**20,137**	**222**	**20,358**	**3,306**	**5,745**	**-**	**5,745**	**1,364**	**1,845**	**-**	**1,845**	**1,176**	**1,306**	**-**	**1,306**
Expenses from continuing operations																
Employee benefits and on-costs	5,663	10,647	-	10,647	2,029	4,133	-	4,133	354	655	10	665	117	133	-	133
Materials and services	3,673	5,010	1,687	6,697	707	1,405	-	1,405	732	1,026	257	1,283	575	478	-	478
Borrowing costs	25	79	-	79	0	8	-	8	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	92	201	80	281	-	-	-	-	-	-	-	-	-	-	-	-
Audit fees	15	128	-	128	4	15	-	15	-	-	-	-	-	-	-	-
Other expenses	259	579	-	579	-	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	**9,727**	**16,645**	**1,767**	**18,412**	**2,740**	**5,561**	**-**	**5,561**	**1,087**	**1,681**	**267**	**1,948**	**692**	**610**	**-**	**610**
Operating result prior to consideration of capital grants and depreciation	**2,338**	**3,492**	**(1,545)**	**1,947**	**566**	**184**	**-**	**184**	**277**	**164**	**(267)**	**(103)**	**484**	**696**	**-**	**696**
Less: Depreciation, amortisation and impairment	2,763	5,062	467	5,529	115	233	- 3	230	316	646	- 15	631	250	512	- 12	500
Operating result after depreciation	**(425)**	**(1,570)**	**(2,012)**	**(3,582)**	**451**	**(49)**	**3**	**(47)**	**(38)**	**(483)**	**(252)**	**(734)**	**234**	**183**	**12**	**196**
Add: Grants and contributions provided for capital purposes	654	1,030	-	1,030	0	-	-	-	59	689	-	689	-	-	-	-
Overall result with capital grants	**229**	**(540)**	**(2,012)**	**(2,552)**	**451**	**(49)**	**3**	**(47)**	**21**	**206**	**(252)**	**(46)**	**234**	**183**	**12**	**196**

	General Fund				McMaugh Gardens				Water Fund				Sewer Fund			
Capital Expenditures	Actuals up to Q2	Original Budget	Proposed Revision	Revised Budget	Actuals up to Q2	Original Budget	Proposed Revision	Revised Budget	Actuals up to Q2	Original Budget	Proposed Revision	Revised Budget	Actuals up to Q2	Original Budget	Proposed Revision	Revised Budget
Employee benefits and on-costs	300	938	-	938	1	11	-	11	102	323	20	343	4	36	-	36
Materials and services	2,488	6,623	150	6,773	92	603	93	696	908	1,999	120	2,119	16	796	20	816
Total Capex	**2,788**	**7,561**	**150**	**7,711**	**93**	**615**	**93**	**707**	**1,011**	**2,322**	**140**	**2,462**	**19**	**832**	**20**	**852**

Rotary
Club of Uralla

ABN 80 744 891 823
District 9660
PO Box 57, URALLA, NSW 2358

28th January 2026

Mayor Robert Bell
General Manager Ms Toni Averay
Uralla Shire Council
32 Salisbury Street
Uralla NSW 2358

Robert + Toni

Dear Mayor Bell and General Manager Ms Averay

Following many discussions and after much consideration from our Club and Thunderbolts Festival Committee members, we wish to advise we are no longer able to coordinate and run Thunderbolts Festival as a Rotary event. With an aging membership and lower membership numbers, it makes it difficult to continue.

Thunderbolts Festival is a captivating annual event first staged in 1998, and having undergone many changes over time, unites the community in a spirited celebration honouring the legacy of the legendary bushranger Captain Thunderbolt. It features a Street Parade and includes Captain Thunderbolt, classic cars, motorcycle riders, hot rods, antique machinery, fire engines, local schools and community groups. The Festival is held in Alma Park. There are kids' activities and for just a $2 wristband (so no-one misses out!) they have continuous access to the rock climb wall, inflatable rides, jumping castles, etc. Local schools provide BBQ food, drinks and snacks, and Friends of McMaughs have tea, coffee, cakes and sandwiches. There are markets, face painting, the New England Antique & Machinery Display, performers and a local live band provide entertainment throughout the day.

Benefits are recognised by an array of local small businesses who are functionally connected to the Festival such as cafes, restaurants, shops, hotels, motels, caravan parks, petrol sales, printers, sound, lighting and activity equipment hire, advertising agencies and St. John's Ambulance services. The groups who gain the most are local schools and not-for-profit groups who provide food and refreshments for Festival participants, as well as selling raffle tickets. For these groups, Thunderbolts Festival provides the opportunity for important fundraising to enrich and foster their cause.

Held on Saturday of the last full weekend in October, the date set for this year is Saturday 24 October 2026, and will be celebrating 27 years of the event.

Following is some information for your consideration:

Brief history:
Thunderbolts Festival was a section 355 committee of Council from around 1998 - the event was called the Uralla Spring Fair and the s355 was Uralla Events Management Committee. In 2016, council staff with the support of Councillors decided to reduce s355 committees. The organisers, Leanne Doran and Bev Stubberfield, were told they would need to find a service club to provide insurance coverage. Leanne approached the Uralla Rotary Club who took it to the members and agreed to take on the event. Rotary has since coordinated the event for 9 years. It has grown substantially in that time and 2025 was very successful with the addition of the main street activation.

Current situation:
With the growth of the event, coupled with additional pressure of reporting / compliance requirements, Bev has advised she is stepping away for a 12 month break after 26 years. Leanne, after 20 years on the committee, is no longer able to continue to lead and coordinate the event. There are no other Rotarians coming in to substantially help with the planning and execution of the event.

From our experience, our recommendation for future running of the event is:
The committee sees the best way forward is to hand Thunderbolts Festival back to Council with a vision for a s355 to be set up under Council governance. A number of Rotary members are willing to continue to offer assistance, including members who are also Councillors, and this will assist with ensuring the continued success of the event.

We report the finances are in good shape as advised by our Club's treasurer Tom O'Connor, with adequate future reserves in the form of cash at bank to commence the planning of the event for 2026. The full bank account balance will be handed back to council.

We consider this aligns with Council's strategic plan and goals:

Community Strategic Plan 2025-2034
Pillars: Community Minded and Prosperous both feature community events
1.1 A growing, community minded shire.
1.2 A safe, active and healthy shire.
1.3 A diverse and creative culture that celebrates our history.
Uralla Shire Council's role to - Deliver, Partner, Advocate

Delivery Program 2026-2029
1.1 A growing community with an active volunteer base and participation in community events
1.1.3 Support Council approved community events with in-kind support and/or sponsorship
1.3 A diverse and creative culture that celebrates our history.
1.3.1 Supports a culture including of the Arts
1.3.2 Lobby government, companies and other individuals to secure funding for cultural and creative expression fields
1.3.4 Facilitate inclusive engagement with our community (including our First Nations communities) to identify, promote and deliver community events that brings us together.

Operational Plan 2025-2026
* Community Development (page 30) Council provides financial and in-kind support for community led events such as Thunderbolts Festival

* Community Capacity Building (page 31) Council directly supports community groups and events through donations to Thunderbolts Festival

Tourism, Communications and Events (page 33)

1.1.3.1 Actively support significant local community driven events

1.4.4 Facilitate ceremonies recognising and commemorating events important to our cultural history

Considerations for council officers and staff are the legal, financial and resources.

Current funding for the Festival is through Uralla Shire Council $12,000 and ACEN $11,000. Other donations received for the 2025 event were Phoenix Foundry $1,000, Top Pub $1,000, Bowlo $500, Bolt Inn $500, EnergyCo $275, Motor Mates $200, as well as many Uralla businesses and individuals.

Please feel free to contact me if you'd like to discuss further.

Yours faithfully

Clare Mailler
President
0428 765 173
clare.mailler@bigpond.com

<mark><EVENT TITLE/NAME></mark>

<mark><EVENT SUMMARY></mark>

<EVENT DATE>

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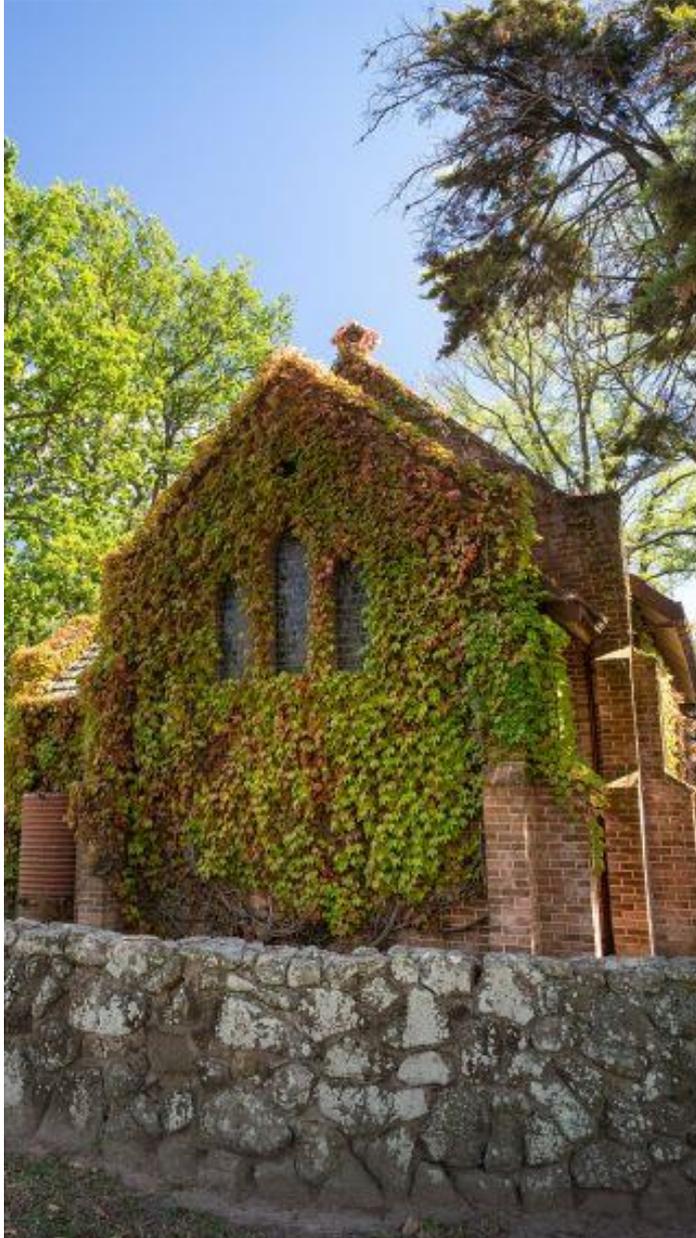
EVENT MANAGEMENT PLAN

(Insert Event Name) Event Management Plan

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(Insert Event Name) Event Management Plan

(Insert Event Name) Event Management Plan

1.   PURPOSE OF DOCUMENT

The Purpose of this Form is to provide the Applicant the opportunity to submit their Event for approval to Uralla Shire Council.

2.   INTRODUCTION

Give a brief summary of the event including genre of the event, target market, purpose of the event and how often the event is held.

3.   EVENT DETAILS

3.1   Place and Time

- Event Place: Insert physical address
- Event Date/Time: Insert event date(s) and timing

**Optional: Insert reasons for choosing this date/timing

**In addition to providing a rough guide of bump-in/out movements, create a detailed run sheet listing all arrival times of all suppliers, key responsibilities of operational staff (in chronological order) and supplier contact details

Bump-in/out Schedule

Date	Time	Activity

· *Please note bump-in schedule is a guideline only at this stage. Activities may vary across set-up days due to unforeseen circumstances like weather, supplier hold ups, etc.*

Event Day Schedule

Time	Activity

3.2   Event Attendance

Describe how many attendees are expected, tickets are sold, etc. (based on previous years or on similar events in the area and event marketing efforts).

- <Response>

(Insert Event Name) Event Management Plan

3.3   Event Promotion & Marketing

Describe which types of marketing will be utilised in the lead up to the event, who's responsible for the execution of marketing efforts and how media attendance will be managed onsite.

- <Response>

Other considerations may include:

Event Ticketing, i.e. how many tickets are available for the event? Is there a cap on ticket sales? Will tickets be sold on event day, if so where, how?

- <Response>

Promotional Signage, i.e. event flags, mesh banners, corflute signs, etc. Ensure to highlight location of signage on the sitemap. What will signage be attached to? If fencing, how will fencing be braced/prevented from falling over? Are there (venue) restrictions on placement of signage?

- <Response>

Event Merchandise (where will this be sold; opening hours of the stall etc).

- <Response>

3.4   Entertainment

Describe what entertainment will be at the event. Things to mention could include:

- Stage Entertainment (i.e. DJs or bands). Is an Australasian Performing Right Association (APRA) licence required? Provide a stage schedule.
- Other Entertainment (i.e. roving / kids entertainment, fireworks). What time will this entertainment be on?
- VIP Attendance (are any VIPs making appearances?). Who will manage their arrival/departure and requirements?
- Will there be amusement rides? If so, a Section 68 Approval (https://www.uralla.nsw.gov.au/Council-Services/Building-Development/Planning-Applications) will be required.
- If there are amusement rides, the operator of the amusement device must ensure the amusement device and/or inflatable is installed in accordance with the manufacturer's instructions and that adequate risk management measures have been implemented within their supplied risk plan to identify control measures for potential hazards. These hazards include collapse, extreme wind or weather conditions, or other site-specific risks. The operator will remain on-site for the full duration of the event. The operator shall complete a declaration as part of this application.

- <Response>

4.   ORGANISING COMMITTEE

4.1   Responsibilities

Insert who owns the event and who carries responsibility for the organisation of the event (if a different party to owners). Describe the relationship between all management parties involved.

- <Response>

Uralla Shire Council   **Pg 4**

(Insert Event Name) Event Management Plan

4.2   Roles and Contact Details

NAME	ROLE	PHONE NUMBER	COMPANY
Event Owner			
Event Management Company			
Operational Personnel			
Venue and/or Council Contacts			
Key Suppliers			
Licensee and Security			

5.   APPROVALS & INSURANCE

5.1   Council and/or Venue Approvals

Ensure that Applicant has read and familiarised themselves with the requirements of Uralla Shire Council's Use of Public Land and Venue Hire Guidelines. List applicable Council and/or Venue name/s and attach copies of approvals.

- <Response>

For the Application to use public land here, refer to:
https://www.uralla.nsw.gov.au/Community/Recreation/Use-of-Public-Land-and-Venue-Hire

5.2   Public Liability Insurance

List the amount of Public Liability applicable and any interested parties listed on the policy (events in Australia require a minimum of $20Million Public Liability cover).

- <Response>

Attach a copy of the Certificate of Currency to the EMP as required.

5.3   Workers Compensation Insurance

List the name of the party responsible for holding the Workers Compensation Insurance.

- <Response>

(Insert Event Name) Event Management Plan

All contractors engaging staff are required to have their own Workers Compensation Insurance prior to commencement of work onsite. Attach a copy of the/all Workers Compensation Insurance to the EMP as required.

6. THE VENUE & EVENT SERVICES

6.1 Site Plan / Event Layout

Insert a copy below and attach to this plan the site map for the event.

- <Response>

A copy of the finalised site plan, including all access points, will be distributed to all suppliers, contractors and staff in the week prior to the event.

6.2 Event Services

List all the services, including quantities, types and/or sizes (where applicable) available at the event, whether as part of the venue or hired externally (i.e. power, water, lighting, toilets, ATM, security, bins, temporary structures).

- <Response>

Explain why existing infrastructure is sufficient/not sufficient for your event and why relevant quantities/sizes are being utilised?

- <Response>

6.3 Communication

Event personnel – how will staff, contractors, security, traffic controllers, volunteers etc communicate on the ground? In the instance this main form of communication is lost, what is the backup plan?

- <Response>

Residents & businesses – how are you communicating about the event to affected residents and traders? (i.e. resident letters / letterbox drop / business emails to a database).

- <Response>

Attendees – what is the main method to communicate with the audience on the day (i.e. onsite signage with maps / directional signage / will there be someone dedicated to responding to social media questions).

- <Response>

7. ACCESS AND EGRESS MANAGEMENT

Briefly describe how you anticipate most attendees will commute to the venue and whether public transport locations are conveniently located.

(Insert Event Name) Event Management Plan

- <mark><Response></mark>

There are four main areas to effective access and egress management (traffic management, parking management, pedestrian flow and emergency evacuation) which are discussed below in further detail.

7.1 Traffic Management

If applicable, have a Traffic Management Plan created by a licenced traffic management contractor and attach a copy of the plan.

- <mark><Response></mark>

**Reference the document in this section with 'A detailed Traffic Management Plan has been created by the Traffic Management contractor which has been attached to this plan as Attachment #'.

If closing an Uralla Shire Council or Transport for New South Wales controlled roadway / road reserve / footpath or carpark, you must complete the Application on Page 21 of this Application a s138 Application Form (https://www.uralla.nsw.gov.au/Council-Services/Building-Development/Application-Forms) and/or a TfNSW Road Occupancy Licence (https://www.transport.nsw.gov.au/operations/roads-and-waterways/business-and-industry/road-occupancy-licences), respectively. Attach these applications to this application.

Provide a short description of how the traffic will be managed around the venue :

- <mark><Response></mark>

Further:

- Where are access and exit points for the event?
    - <mark><Response></mark>
- How will a build-up of traffic be avoided?
    - <mark><Response></mark>
- How many traffic controllers will be onsite and from/to what time?
    - <mark><Response></mark>
- How will emergency vehicle access be maintained during the event in the case of a road closure?
    - <mark><Response></mark>
- Have emergency services stakeholders been engaged to discuss their requirements?
    - <mark><Response></mark>
- What existing public transport networks are affected and how have impacts to routes and users been mitigated?
    - <mark><Response></mark>
- How will this be communicated to the general public prior to the event date/s
    - <mark><Response></mark>

7.2 Parking Management

Describe the number and location of dedicated parking areas that may be utilised for the event.

(Insert Event Name) Event Management Plan

- <mark><Response></mark>

7.3   Pedestrian Flow

Depending on the size of the event you may need to consider external pedestrian flow (flow to the event venue) as well as internal pedestrian flow (flow within the event venue).

External Pedestrian Flow:

Describe the various pedestrian flows applicable to your event:

- How most attendees will travel to the venue and how this impacts pedestrian flow
  - <mark><Response></mark>
- How many potential pedestrian flows can you expect at your event?
  - <mark><Response></mark>
- What measures will you put in place to ensure pedestrian safety in reaching the venue?
  - <mark><Response></mark>
- If public transport access is convenient, where are the closest bus/train/tram stops? Describe their distance to the venue
  - <mark><Response></mark>
- Show on a locality map the location of nearest bus stop, train/light rail stop, taxi rank, disabled parking, any dedicated drop off points for rideshare, carparks etc and the expected route people will travel from these points to your venue
  - <mark><Response></mark>
- Will pedestrians have to crossroads to reach the venue from public transport stops?
  - <mark><Response></mark>
- Will attendees have the opportunity to park off-street? How will you manage this flow of people? How will you minimise illegal parking or parking in inconvenient/dangerous areas?
  - <mark><Response></mark>
- How will queuing at your entry gate impact on pedestrians flows, is a queuing system required to keep people from blocking pathways or roads
  - <mark><Response></mark>

Internal Pedestrian Flow

Describe how the internal pedestrian flow is managed. Consider the following:

- How/in which route will attendees walk from the dedicated parking areas to the main event entrance area?
  - <mark><Response></mark>
- Will there be signage/volunteers to direct attendees to the main event area?
  - <mark><Response></mark>
- Will an event map be provided to participants/attendees before the event?
  - <mark><Response></mark>

(Insert Event Name) Event Management Plan

- Are there potential bottlenecks within the event site and how will you manage pedestrian traffic to minimise this hazard?
  - <Response>

7.4   Active Travel

Will the event encourage event attendees to cycle or walk to the event? If so, how will this be communicated to event attendees and what provisions will be made to encourage active travel?

- <Response>

The following could be considered to promote active travel:

- Provide bike racks at the event
- Provide a free bike check service at the event
- Map out a scenic route to/from the event and make this available to event attendees online (if applicable)
- Market the event as an active travel event

8.   INCIDENT MANAGEMENT

8.1   Hazards and Risks

Ensure a detailed Risk Management Plan is created and attached to the EMP. This plan should identify, evaluate and control all foreseeable risks associated with the event, in accordance with the Work Health and Safety Act 2011 (NSW).

Potential hazards and risk areas must be assessed prior to the event and documented within the Risk Management Plan (RMP). The RMP must:

- Assess the level of risk, likelihood of occurrence and consequence,
- Identify risk controls to eliminate or minimise risks,
- Include monitoring and review procedures,
- Be shared with all stakeholders including contractors and emergency services.

Ensure hard copies of a Hazard Report Form are available onsite and completed as required. Any unforeseen or emergent risks that arise during the event which cannot be immediately corrected must also be documented on a Hazard Report Form.

This documentation must be easily accessible to all staff, volunteers and security onsite. Staff must be briefed on hazard identification, communication protocols, and emergency procedures as part of a pre-event safety induction meeting.

Additionally, the RMP should include a communication tree for emergencies, and procedures for consultation with NSW Ambulance, Police, and RFS as appropriate based on the nature of the event.

8.2   First Aid / Medical Plan

Describe the importance of First Aid in relation to the nature of your event.

- <Response>

Consider the following:

- Has emergency access been facilitated?

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(Insert Event Name) Event Management Plan

- How many medical personnel will be onsite and at what times (i.e. from/to)?
- What provisions have been made for medical personnel (i.e. dedicated marquee, vehicles, bikes, two-way radios, dedicated medical channel on the radio?)
- Are staff briefed on medical procedures?
- Level of qualifications required
- What service is being provided
- Has the nsw Ambulance Service been advised of this event and are they providing a dedicated ambulance?

8.3 Fire Safety

Describe the provisions in place around the response to a fire.

- <Response>

Consider the following:

- What firefighting equipment (i.e. fire extinguishers, blankets) will be available and where are they located?
- Will staff be briefed on the locations of equipment, correct procedures in case of a fire and are they familiar with the operation of a fire extinguisher? How will staff be briefed (i.e. pre-event toolbox talk)? How will equipment be signed appropriately?
- Food vendors are expected to bring their own firefighting equipment relevant to their operations
- Are fire risk controls discussed in the Risk Management Plan?
- Is the venue in a Bushfire prone area?

8.4 Lost and Found

Describe 'Lost & Found' procedures.

- <Response>

Consider the following:

- Where is the central 'Lost & Found' location for your event? How will this be communicated to attendees and staff?
- What is the procedure around lost and found property? If not collected, will items be recorded and stored? Where and how long will it be stored for? What will be done with items past storage timeframe?
- What is the procedure around dealing with lost and found children? Where are they taken once found? How are staff made aware?

8.5 Emergency Evacuation and Plan

If there is a significant issue at the event that requires the site to be evacuated, you need to clearly show on your Event Layout:

- Detail the locations of emergency gates, ensuring they are sized appropriately for the expected crowd to evacuate safely, and who will open these gates in an emergency.
- What path attendees will follow to exit the site
- Where attendees will be directed to (muster points etc.).

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Further considerations:

- What will be the channel of communication amongst staff and to event attendees
  - <Response>
- Who is responsible for determining an evacuation and how will this person know?
  - <Response>

Please include this on your Event Layout which will be attached to this Plan.

The Emergency Evacuation Plan - Pro Forma attached on page 24 must be completed as part of this application. Applications with an incomplete Evacuation Plan may be rejected.

8.6   Incident Reports

Who will be responsible for record keeping of incidents (i.e. First Aid, Event Manager)?

- <Response>

Where will copies of this report be kept and how will this be communicated to staff?

- <Response>

Who will collect all incident reports post-event?

- <Response>

Ensure hard copies of an Incident Investigation Report are available onsite from bump-in to bump-out.

9.   WET WEATHER

9.1   Wet Weather and Storm Procedure

Describe your wet weather and storm procedure for the event.

- <Response>

What actions will be taken in which weather circumstances (i.e. light rain, heavy rain, strong winds)

- <Response>

At which predicted wind speeds will equipment be dismantled?

- <Response>

Who will be in charge of implementing the wet weather and storm procedure?

- <Response>

How will event attendees be notified pre-event and during the event?

- <Response>

9.2   Cancellation Procedure

Describe your cancellation procedure.

- <Response>

(Insert Event Name) Event Management Plan

Who will decide on a cancellation of the event, either pre-event or onsite?

- <Response>

Have supplier cancellation fees been determined?

- <Response>

How will suppliers and stall holders be informed of a cancellation, either pre-event or onsite?

- <Response>

10. PUBLIC HEALTH

10.1 Temporary Food Stalls

Describe the number of food vendors present on event day and who will be in charge of managing these? Attach a list of attending food vendors. Also consider:

- Has each vendor obtained the required Food Permits / Licenses? Attach copy/ies as required.
  - <Response>
- Has each vendor supplied their Public Liability Insurance? Attach copy/ies as required.
  - <Response>
- Is water and/or power access provided, or will food vendors need to be fully self-contained?
  - <Response>
- How will the catering 'back of house area' be sectioned off to prevent attendees entering this area?
  - <Response>

Ensure Event Layout shows locations of all food stalls

10.2 Alcohol

If alcohol will be served at your event, describe how the alcohol will be served, i.e. existing bar / bar container / self-made bar, the location(s) and operating hours of the bar(s).

- <Response>

Consideration should also be given to:

- Has the required Liquor License been obtained for the event? Attach a copy as required.
  - <Response>
- Type of liquor to be served (light, mid or heavy)
  - <Response>
- If you anticipate supplying heavy alcohol, what is the necessity
  - <Response>
- Will the entire event be licensed, or will there be a specific consumption area?
  - <Response>
- What is the proposed length of time of liquor service?
  - <Response>

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(Insert Event Name) Event Management Plan

- Will minors will be attending?
  - <mark>○ <Response></mark>
- How will IDs be checked? Will you wristband?
  - <mark>○ <Response></mark>
- Will bar(s) be fenced off? How?
  - <mark>○ <Response></mark>
- How many security guards are assigned to the event / bars?
  - <mark>○ <Response></mark>

Ensure to cover specific risk elements and control measures in relation to the service of alcohol within the Risk Management Plan (i.e. intoxication, injury, destruction)

10.3 Amenities and Toilet Management

In NSW, adequate and clean toilet facilities are crucial for patron and staff health and safety. Organizers must ensure sufficient, well-maintained, and accessible toilets, including water-flush toilets with hand basins, and consider the needs of people with disabilities. Specific requirements may vary based on event type, duration, and location, so consulting relevant authorities and reputable suppliers is recommended

Describe the provision of amenities and toilets for the event.

- Are there sufficient existing toilets on the event site, or will toilets need to be hired? The most commonly accepted standard across NSW councils, including Uralla Shire Council, is based on the Safe and Healthy Crowded Places Guidelines (NSW Health) and adapted versions of the Building Code of Australia (BCA) for temporary events.
  - <mark>○ <Response></mark>
- How will extra toilets be delivered and put in place (is vehicle access required to the venue)?
  - <mark>○ <Response></mark>
- Will extra signage be required to direct people to the additional amenities
  - <mark>○ <Response></mark>
- What is the total number of toilets available at the event? Are they unisex? Will there be disabled toilets?
  - <mark>○ <Response></mark>
- How will toilets be serviced/cleaned during the event?
  - <mark>○ <Response></mark>
- Will other amenities be provided (i.e. change rooms/areas, hand wash facilities, parents room)?
  - <mark>○ <Response></mark>
- Will there be a dedicated smoking area? If so, will ashtrays be supplied? By law smoking is not permitted at outdoor public places such as patrolled beaches, children's playgrounds, and major sports stadiums, except in a nominated outdoor smoking place. Therefore, when a smoking area is created, ensure it is at least a 10-metre distance from places where event patrons may be present.
  - <mark>○ <Response></mark>

10.4 Hydration

(Insert Event Name) Event Management Plan

Describe what hydration options are available to attendees and where they can obtain water (i.e. water stations, purchase of water bottles, free tap water available at bar)?

10.5 Shelter

Describe where attendees can find shelter from sun and/or rain.

- <Response>

Consider the following:

- Are there pre-existing shelters? If so, what size are the shelters and where are they located?
  - <Response>
- Will free sunscreen be available to event attendees? If so, where?
  - <Response>

10.6 Noise

Describe which areas of the event will potentially generate a noise hazard and how you will minimise this hazard.

- <Response>

Consider the following:

- Will neighbouring businesses/residents be notified of the event and the potential noise hazard it poses? Ensure a contact person/number is provided in any letterbox drop to receive noise complaints
  - <Response>
- From/to what time will noise be a potential hazard?
  - <Response>
- Check dominant wind directions at your event site in relation to the overall positioning of noise hazards and ensure sufficient distance between noise hazard and neighbouring businesses/residents
  - <Response>
- Ensure noise hazards (i.e. stages) are positioned away from neighbouring businesses/residents
  - <Response>
- Supply a noise management plan as required.
  - <Response>

10.7 Live Animals

If there will be live animals onsite, describe which animals they are, who will be bringing them and what the animals will be used for (i.e. petting zoo, pony/camel rides). It will be a requirement to follow the NSW Health Animal Contact Guidelines.

- <Response>

(Insert Event Name) Event Management Plan

Consider the following:

- Will special arrangements be made to accommodate animal requirements? (i.e. positioned in shade or away from loud noise such as generators)
  - <Response>
- How will animals be contained?
  - <Response>
- How many animal handlers will there be?
  - <Response>
- Do you need to inform the venue of animals being onsite? Do they require licence/registration documents of each animal?
  - <Response>
- Ensure animal specific risks are included within your Risk Management Plan (i.e. injury to public/staff, transmission of illnesses and/or causing stress to animals)
  - <Response>
- Ensure suppliers of animal activities also submit their own Risk Management Plan and Public Liability Insurance
  - <Response>
- How will animal faeces and other animal waste products be disposed of?
  - <Response>
- If members of the public are to come into contact with animals, consideration should be given to the provisions of the NSW Health "Animal contact guidelines"
  - <Response>

11. SUSTAINABILITY

11.1 Waste Avoidance and Minimisation

Describe the provisions in place to keep the event grounds clean prior to, during and post the event and to minimise waste onsite.

- <Response>

Consideration should be given to the following:

Prior to event

- Will there be skip bins at the event? If so, where will it/they be positioned, will it/they be general waste or recycling or both and when will it/they be delivered? Ensure skip bins are delivered at the commencement of bump-in to ensure bump-in waste is not littered
  - <Response>
- How many general and recycling 240L wheelie bins will there be for the event and when will they be delivered?
  - <Response>
- Are catering suppliers asked to take rubbish offsite?

(Insert Event Name) Event Management Plan

- o <mark><Response></mark>

During event

- Where will wheelie bins be placed? (promote appropriate waste disposal among event attendees)
  - o <mark><Response></mark>
- How many cleaning staff will be allocated to pro-active cleaning?
  - o <mark><Response></mark>
- What waste minimisation strategies are in place (i.e. providing hydration station to encourage filling up water bottles, ban on balloons and/or promotional flyers)
  - o <mark><Response></mark>
- How many cleaners are allocated to perform post-event cleaning?
  - o <mark><Response></mark>
- Are staff assisting in the post event clean up?
  - o <mark><Response></mark>
- Skip bins and wheelie bins to be some of the last equipment to be bumped-out to ensure all rubbish is collected
  - o <mark><Response></mark>

11.2 Resource Recovery, Reuse and Recycling

Describe the strategies in place to ensure/encourage reusing and recycling. Determine if the following will be implemented:

- Food vendors to use only cups, plates, napkins, and cutlery made from recycled, recyclable, biodegradable or compostable materials
  - o <mark><Response></mark>
- Recycling bins to be clearly marked with bin caps and/or signage
  - o <mark><Response></mark>
- Each bin location to have general and recycling waste bins next to each other
  - o <mark><Response></mark>
- Bins to be placed strategically in places where most rubbish will be generated
  - o <mark><Response></mark>
- Cleaning staff to utilise compostable plastic bags and no bags to be placed in recycling skip bin
  - o <mark><Response></mark>

11.3 Sustainable Purchasing

Describe which sustainable purchasing practices are incorporated, if any. Will any of the following be applicable:
- Reusing event signage to minimise landfill.
  - o <mark><Response></mark>
- Purchasing second-hand materials/equipment.

(Insert Event Name) Event Management Plan

- o   <Response>
- Reducing use of pallet wrapping and/or plastic bags by utilising long-life storage boxes/crates/tubs/
  - o   <Response>
- Utilising local suppliers to reduce transportation and pollution.
  - o   <Response>
- Ordering supplies in bulk minimise packaging and transportation.
  - o   <Response>

Uralla Shire Council is working towards best practice event sustainably measures which include:

- no balloons
- no single use water bottles
- no plastic straws
- consideration of marketing material and promotional items.

12.   PUBLIC SAFETY

12.1   Accessibility

Describe whether provisions have been made for persons requiring special access:

- Does the venue provide wheelchair access? If so, where are they located?
  - o   <Response>
- Are there automatic doors and/or lifts available?
  - o   <Response>
- Are there accessible viewing platforms?
  - o   <Response>

12.2   Security Plan

Describe the various security shifts for the event and roles of the security guards. For large scale, multiple day events it is advisable to create a detailed Security Schedule and attach this to the EMP.

- <Response>

Consideration should also be given to:

- Is your event venue secured (i.e. fenced off or open to the public)? If public, is it a safe location or is the area known for disturbances/vandalism/nightlife? Would it require additional security overnight for asset protection?
  - o   <Response>
- Is there a dedicated security channel on any 2-way radio?
  - o   <Response>
- What are critical event areas requiring increased security/monitoring (i.e. licensed areas)?
  - o   <Response>
- What other specific duties require additional security prior to, during and/or post your event?
  - o   <Response>

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(Insert Event Name) Event Management Plan

12.3   Crowd Control

Describe how you intend to manage the volume of people attending the event. Consider the following:

- Based on the expected attendance, is crowd control expected to be an issue?
  - <Response>
- Are there any elements to your event which pose greater crowd control risk (i.e. service of alcohol, high profile stage performances)?
  - <Response>
- How will you manage critical and/or bottleneck areas within your event site?
  - <Response>
- What measures are in place to minimise overcrowding?
  - <Response>
- Are volunteers/event staff in place to assist in management of entry and exit points?
  - <Response>
- Is directional signage being used?
  - <Response>
- How can attendees identify event volunteers / event staff?
  - <Response>

12.4   Drone Use / Aerial Photography

If your event intends to use drones or other aerial photography devices, it is essential that their operation complies with the rules established by the Civil Aviation Safety Authority (CASA).

Consider the following:

- Has a licensed and CASA-accredited drone operator been engaged?
  - <Response>
- What type of drone(s) will be used, and for what purpose (e.g. media coverage, surveillance, marketing)?
  - <Response>
- Are any operations taking place over crowds or public roads? If so, have exemptions or additional approvals been obtained from CASA?
  - <Response>
- Will the drone remain within visual line-of-sight at all times?
  - <Response>
- Has a risk assessment been completed for drone operation and included in the Risk Management Plan?
  - <Response>
- What is the communication plan with other staff and stakeholders during drone use?
  - <Response>
- Have event attendees been informed that drone operations will occur?

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(Insert Event Name) Event Management Plan

o   <Response>

Important compliance points:

- Drones must not fly within 30 metres of people.
- Drones must not fly over crowds unless a special CASA exemption has been granted.
- Drone operators must not fly more than 120 metres above ground level.
- For events on Council land, prior approval must be sought from Uralla Shire Council.

Ensure drone activity is marked on the event site map and included in incident and safety briefings. All drone operations must also be covered by appropriate Public Liability Insurance.

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o   <Response>

(Insert Event Name) Event Management Plan

13. ATTACHMENTS

Ensure you check you have included the following:

☐ Council and/or Venue Approval (*Note: this won't be able to be attached until this EMP is approved. Once approved, attached approval)

☐ Site Plan / Event Layout

☐ Event Manager Public Liability Insurance (Certificate of Currency)

☐ Risk Management Plan

☐ Application for Temporary Road / Road Reserve / Footpath Closure

☐ Event Incident Report Template

☐ Waste Management Plan

☐ Emergency Evacuation Plan

If applicable:

☐ Food Vendors List including their:

    ☐ Vendor Public Liability Insurance

    ☐ Vendor Permit to Serve Food

☐ Event Manager Permit to Serve Food

☐ Workers Compensation Insurance

☐ Traffic Management Plan

☐ Parking Strategy

☐ Proof of Liquor License

☐ Security Schedule

☐ Noise Management Plan

☐ Application to Operate an Amusement Device

(Insert Event Name) Event Management Plan

14. Terms and Conditions

Application

Applications for the hire of council venues/facilities must be made in writing using this application form and be signed by the person responsible for payment of fees arising from the use. The hirer must be over 21 years of age and they or their authorised representative must be in attendance at all times during the period of hire.

Hire Period

Bookings commence and end at the times specified in the approved hire agreement. Access to the Council facility before or after the times approved is not permitted unless prior arrangements have been made with Council. Set up and pack down/cleaning of the Council facility must be completed during the hire period.

Payment of Hire Fees

Payment is required prior to the date of hire and bookings are unconfirmed until monies owed have been received by Council. Regular repeating use hirers and seasonal use hirers will be required to pay the initial fee instalment, following which the hirer will be issued a monthly account which must be paid within 21 days without exception.

Bond

Council may require a bond to be paid for the use of the Council facility to be hired as set out in Council's adopted schedule of Fees and Charges. This bond is payable prior to the date of hire. Council staff will inspect the facility after the hire. If the facility has been returned in a satisfactory condition, Council will refund the bond within three (3) weeks after the hire. Any costs incurred for additional cleaning or repairs as a result of the hire will be deducted from the bond.

Damage

The hirer is responsible for any damage caused to the facility or any fixtures, furniture or equipment excluding reasonable wear and tear. It is the responsibility of the hirer to meet the full cost of repairs of equipment found to be damaged or the full replacement cost of equipment missing from the facility after hire. Any damage will be repaired by Council at the cost of the hirer. Expenses incurred will be deducted from the bond or invoiced to the hirer should the repair costs of any damage be greater than the amount of bond held.

No Smoking

All Council facilities are non-smoking. Non-compliance with non-smoking regulations will result in cleaning fees which will be deducted from the bond.

Cleaning

Council facilities must be left in a clean and tidy condition following hire. This includes returning furniture and equipment to their original positions, placing rubbish into sealed bags and removing it from the room. Hirers are to supply their own rubbish bags and cleaning materials. Council may or may not provide limited cleaning supplies for the hirer's use.

Kitchen Facilities

Unless tea and coffee is purchased in a hire agreement of kitchen facilities, the hirer is to provide all refreshments. Council will provide crockery and it is the responsibility of the hirer to leave the facility in a clean and orderly state. Crockery used is to be washed and returned to the cupboard. Any breakages or damaged items will be replaced by Council at the hirer's cost.

Safety

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(Insert Event Name) Event Management Plan

The hirer must ensure that the hire is conducted in a safe manner. The hirer must be aware of all fire exits and fire extinguishers and follow the evacuation procedures for the facility. Fire exits must be kept clear at all times. It is the responsibility of the hirer to have provisions for first aid available at all times during the duration of hire. Any incident or accident at the facility must be reported immediately to Council.

Additional provisions for public safety may be required by this application including but not limited to event Risk Management Plan, Traffic Management Plan, or Emergency Evacuation Plan.

Cancellation by the Hirer

The hire agreement can be cancelled by the hirer by providing notice in writing to Council not less than 10 days' prior to the hire date. Cancellations with adequate notice will receive a full refund of the hire fee. Cancellations made by hirers with less than 10 days' notice prior to the hire date will incur a cancellation fee of 25% of the booking fee. Cancellations made after the date of hire (retrospective cancellation) will not be refunded.

Cancellation by Council

Council reserves the right to refuse any booking or cancel any booking already made for any reason. Any monies paid will be fully refunded. Council will not be liable for any loss or other consequence of the exercise of any right stated within these terms and conditions.

Policy

The Hire Agreement entered into between the hirer and Council is subject to the provisions of any relevant policy adopted by Council. Council policies are available on Council's website at www.uralla.nsw.gov.au. In submitting their application the hirer acknowledges the policy and the terms set out therein.

Liability

The Council facility is under the physical control of the hirer for the duration of the hire period. It is the responsibility of the hirer to inspect and approve the booked facility as being safe to use for the proposed activity. If the hirer consider it unsafe, do not commence the activity and notify Council without delay. If a hirer commences use of a Council facility it will be deemed to be an acknowledgment that the facility is fit and proper for use and that the hirer accepts that all liability associated with the use shall rest with them, including all costs associated with loss or damage as a result of the hire.

Insurance and Indemnity

The hirer must hold Public Liability Insurance cover for $20 million and must provide Certificate of Currency that will be current at the time of hire. The name of the insured must be a legal entity and must be the same as the hirer. The Public Liability Insurance must name Uralla Shire Council and the Minister for the Environment and Heritage as interested parties. The Public Liability Insurance must cover the activity described in the application.

The hirer shall indemnify Uralla Shire Council against any claim, action or process for damage or injury which might arise during the progress of such hire and shall keep indemnified the Uralla Shire Council against any claim, action or process for damage and/or injury which might arise from the existence of such hire unless such damage and/or injury is due or contributed to by an act or omission of the Uralla Shire Council or Council officials.

Third Parties

The hire agreement is not transferrable to any third party.

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(Insert Event Name) Event Management Plan

15. LODGEMENT

There are multiple ways in which this application can be lodged:

1. In person: Council Customer Service Centre: 8:30am to 4:30pm Monday to Friday (excluding public holidays), 32 Salisbury Street, Uralla

2. Mail: Attn: The General Manager, PO Box 106, Uralla NSW 2358

3. Email: Council@uralla.nsw.gov.au

Fees are calculated in accordance with Council's adopted fees and charges. Please confirm the payment method in your correspondence of how your payment will be made. If payment will be made via credit card, please call Council's Customer Service Centre on 6778 6300 to make arrangements or nominate your preferred telephone contact number for our Customer Service Team to contact you on.

Declaration

I, the undersigned, as Event Organiser, understand the requirements of this event management plan. I also understand the roles and responsibilities of both the Event Organiser and the Event Assistant/s, and requirements to be implemented.

Name:

Signature: Date:

OFFICE USE ONLY

Application received by:			*Date:*	
Payment received date:		*Payment amount:*	*Reference:*	

APPLICATION REVIEW & APPROVAL

Application reviewed by:		*Complete?*	Yes / No *If not complete, applicant is to be notified.*
Provided to Local Traffic Committee (TRIM Ref):		*Approved?*	Yes / No

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(Insert Event Name) Event Management Plan

16. Application for Temporary Road Closure
Community, Not for Profit, Commercial or Private Event on Public Land
Please note that applications must be made a minimum of three (3) months in advance
Council Chambers and Administrative Centre: 32 Salisbury Street, Uralla NSW 2358
Address all correspondence to: The General Manager, Uralla Shire Council, PO Box 106, Uralla NSW 2358
council@uralla.nsw.gov.au | www.uralla.nsw.gov.au | p 02 6778 6300 | f 02 6778 6349

Applicant Details	
Applicant name	ABN:_____
Applicant's postal address	
Applicant's phone number	
Applicant's email address	
Contact Person Details (if different from above)	
Contact person name and position	
Contact person's phone number/s	
Contact person's email address	
Event Details	
Event name	
Description of event	
Specify event type	☐ Single date ☐ Multiple dates
Event date(s)	
Event times	Start:_____ Finish:_____
Estimated attendance	☐ 1-100 ☐ 100-500 ☐ 500-1,000 ☒ 1,000-5,000
Road Closure Details	
Specify Closure Type	☐ Roadway ☐ Footpath
Street Name(s) to be closed	
Specify Area Closure Limits *Specify complete area of closure. List cross streets if applicable.*	
Road Closure times	Start:_____ Finish:_____
Reason for Closure	
Traffic Control Plan and Traffic Management Plan	

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(Insert Event Name) Event Management Plan

A site specific Traffic Control Plan and Traffic Management Plan must be attached to this application to be considered. The Traffic Control and Traffic Management Plans must be drawn by an accredited person in accordance with the NSW RMS's current Traffic Control at Worksites Manual and Australian Standard 1742.3 – Traffic Control for Works on Roads.

☐ The Applicant's Traffic Control Plan is attached.
☐ The Applicant's Traffic Management Plan is attached.

Consent of Affected Occupants

Applicants must obtain consent in writing to the closure from the occupants of properties situated along the street(s) to be closed.

☐ The Applicant has sought consent from affected occupants and evidence is attached.

Public Liability Insurance

The applicant must arrange Public Liability Insurance cover for A$20,000,000, and will be required to provide a Certificate of Currency that will be current at the time of the event. The name of the insured must be a legal entity and must be the same as the Applicant. The Public Liability Insurance must name Uralla Shire Council and the Minister for the Environment and Heritage as interested parties. The Public Liability Insurance must cover the activity described in the application.

☐ The Applicant's Certificate of Currency is attached.

Declaration

I declare that all information and documents supplied in this application are true and correct and that I am authorised to sign on behalf of the Applicant.

Name: Position:

Signature: Date:

Privacy notice

This completed form may contain personal information which is being collected for the purpose of processing this application. This information will be processed by Council and may be made available to public enquiries under the *Government Information (Public Access) Act 2009*. Provision of the information is voluntary, however if insufficient information is provided Council will be unable to process the application. Once received, the information will be stored in Council's electronic records management system.

(Insert Event Name) Event Management Plan

OFFICE USE ONLY					
Application received by:				*Date:*	
Payment received date:		*Payment amount:*		*Reference:*	
APPLICATION REVIEW & APPROVAL					
Application reviewed by:			*Complete?*	Yes / No *If not complete, applicant is to be notified.*	
Provided to Local Traffic Committee (TRIM Ref):			*Approved?*	Yes / No	

(Insert Event Name) Event Management Plan

17. Emergency Evacuation Plan – Pro Forma

Event Details	
Event name	
Event date	
Event location	

Identification of Emergency Roles for Event Staff & Emergency Contact Numbers

The following outlines roles and responsibility regarding the implementation of the Emergency Procedures in the event of an emergency, bushfire or severe weather event.

	Area of responsibility	Name and Mobile Contact Details
Event Organiser (or nominated representative)	Prior to the commencement of an event, the event organiser (or their nominated representative) is to: Check the Fire Danger Rating for the day of the event and if a Total Fire Ban has been declared. If A Total Fire Ban is in place, consult with the Rural Fire Service Control Centre or call 1800 679 737 to determine if the event should proceed. Check the Bureau of Meteorology and local radio for severe weather warnings. Consult with emergency services if deemed necessary. Review site plan for evacuation/shelter to ensure it meets the environmental conditions of the day. On becoming aware of a bushfire or severe weather warning: Ascertain the nature of the bushfire or warning and determine appropriate action, including whether the event is to be cancelled. Communicate with Event Assistant/s If necessary, initiate evacuation and control entry to affected area. Ensure the progress of the evacuation and any action taken is recorded in an incident log. In event of bushfire, ensure that the appropriate fire service has been notified. Brief the fire service personnel upon arrival on type, scope and location of the bushfire and the status of the evacuation and, thereafter, act on the senior officer's instruction.	
Event Assistant/s	Assist the Event Organiser (or their nominated representative) with assessment of fire rating or weather warnings for the day of the event, prior to event commencing. On becoming aware of a bushfire or severe weather warning: Communicate with Event Organiser (or nominated representative). Secure location and assist with evacuation of all persons in area of responsibility. Act on Event Organiser (or nominated representative) instructions.	

(Insert Event Name) Event Management Plan

Triggers for Evacuation and Identification of 'Safe Refuge Areas'

In the event of a bushfire, severe weather event, or other emergency, a decision is made well in advance to either: EVACUATE the occupants of a premise to another location away from the effects of the bushfire, weather event or emergency; or to SHELTER-IN-PLACE and have those occupants move to a safe refuge on-site.

This decision is a matter of safety and needs to consider the proximity to hazards (eg vegetation, powerlines, trees), the time required to transport people from one place to another, availability of transportation, or whether there is a location on-site that would be safer for the occupants to congregate.

In the case of an event held on public land the decision to trigger the plan would likely involve moving event participants into a safe refuge area in proximity of the site where the event is held (i.e. EVACUATE). However, there might be situations when the decision is made to move to event participants a safe refuge on-site (i.e. SHELTER-IN-PLACE).

Please tick the relevant evacuation trigger you are planning to implement in case of an emergency:	☐ EVACUATE ☐ SHELTER-IN-PLACE

Your Site Plan needs to clearly **identify a safe assembly area and escape routes** in case of an emergency. In the case of fun runs, charity walks and the like; organisers must identify several refuge/assembly areas along the route. Examples of refuge/assembly areas may include sports grounds, parks, car parks, etc.

Have you identified the following features on your Site Plan?: (Tick each box to indicate completion of task)	☐ Safe assembly area or areas ☐ Evacuation route or routes ☐ Site Plan Attached

Emergency Procedure

During an emergency, identify the procedures which are to be adhered to in the event of an evacuation. For example, the following actions should be included at a minimum:

The '**Event Organiser'** (or their nominated representative) should:

- Ensure communications (i.e. mobile phone on hand)
- Remain calm and explain to the participants what is happening
- Monitor local radio (ABC local radio 101.9 FM) and public service announcements
- Ensure that all persons are informed of the evacuation process and initiate the evacuation in accordance with agreed sequence
- Advise the local emergency service that the site is being evacuated and that all participants (include how many) are sheltering in a safe refuge/assembly area or areas
- Shall be identifiable with appropriate attire

The '**Event Assistant/s'** should:

- Ensure all persons are accounted for
- Assist all persons in his/her area to evacuate
- Report to the '**Event Organiser'** (or nominated representative) and assist the '**Event Organiser'** (or nominated representative) wherever required
- Shall be identifiable with appropriate attire

Communication

It is expected that the event organisers would have the required communication tools to ensure that all emergencies are attended to promptly. This is particularly important when running events such as fun runs and charity walks, where there is a potential for exhaustion or injury to occur and, thus the requirement to communicate promptly to emergency

Uralla Shire Council   **Pg 28**

(Insert Event Name) Event Management Plan

personnel so they can attend promptly to the emergency. The same communication procedure would apply in the case of a bushfire or severe weather event emergency.

Have the event organisers implemented a communication procedure to ensure that all emergencies are attended to promptly?	☐ Yes

Training

To ensure that operational procedures are followed in an orderly manner during an emergency, it is crucial for all members of the emergency team to be thoroughly familiar with what is expected of them. For this to occur, it is necessary for event staff to be educated on the emergency procedure, to understand roles and responsibilities, and to undertake regular exercises to test the emergency procedure. **It is recommended that event organisers undertake emergency drills prior to the event.**

Further Information

Further information on disaster and emergency planning is available on the Council website at www.uralla.nsw.gov.au/Council-Services/Disaster-Planning

Further information on general Bushfire safety and management can be found at the Rural Fire Service (RFS) website: https://www.rfs.nsw.gov.au/

RFS publications and fact sheets can be found at: http://www.rfs.nsw.gov.au/resources/publications

Information on Total Fire Ban and Current Fire Danger Map can be found at the RFS website at: http://www.rfs.nsw.gov.au/fire-information/fdr-and-tobans

Storm and Flood warnings and information is available at the NW SES website at: https://www.ses.nsw.gov.au/regions/namoi/?suburbName=URALLA

Your nearest Fire Control Centre is:

New England Office
10 Mann St, Armidale 2350
PO Box 195, Armidale 2350
Phone: 02 6771 2400
Fax: 02 6771 3380

Emergency Contact Numbers	
Police, Fire or Ambulance	Emergencies - 000 For deaf, speech or hearing impaired - Call 106 Uralla Police Station - 02 6778 4400 For Non-Emergency Police assistance call 131 444
NSW Rural Fire Service	Bush Fire Information Line - 1800 679 737
Uralla Shire Council	General Enquires - 02 6778 6300 After Hours - 0427 784 982
State Emergency Services (SES)	Flood and Storm - 132 500
Essential Energy	Emergencies - 13 20 80

(Insert Event Name) Event Management Plan

Declaration
I, the undersigned, as Event Organiser, understand the requirements for event emergency management. I also understand the roles of both the Event Organiser and Event Assistant/s, and requirements to be implemented.
Name:
Signature: Date:

			RESOLUTIONS ACTIONS STATUS REPORT	**Printed:** 18 February 2026 3:33 PM
MEETING DATE	**ITEM NO.**	**SUBJECT**	**MOTION**	**COMMENTS**
Council 23/11/2015	14.1	Bergen Road Land Acquisition and Exchange for Road Works	**RESOLUTION 01.11/15** **Moved:** **Cr K Ward** **Seconded:** **Cr L Cooper** **That the Council approve for the exchange of land associated with the reconstruction of Bergen Road and authorise the General Manager to complete all documentation.** **Unanimous** **CARRIED 9/0**	**A record of previous actions can be found on the Infocouncil system for this item or in the March 2025 and subsequent business papers. The following are the last actions taken by staff.** **09 Dec 2025** 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. **12 Feb 2026** The government gazette has been updated now that registration of the plan of subdivision has been completed. Draft documents are ready for: 1. A proposed gazettal notice. 2. An Erratum Notice; and, 3. An 11R request form for the LRS. The land survey is currently being finalised before the matter returns to Council for final sign off.
Council 25/03/2025	15.3	McMaugh Gardens Aged Care Facility - Strategic Direction	**RESOLUTION 19.03/25** **Moved:** **Cr David Mailler** **Seconded:** **Deputy Mayor Tom O'Connor** **That Council:** 1. *Endorses Option 2 as discussed in this report as the basis of for seeking grant funding, detailed design, and business planning.* ==Noted.== 2. *Submits a grant application for grant funding under the Aged Care Capital Assistance (ACCA) Program.* ==Completed.== 3. *Prepares a detailed design for Option 2 to support the grant application.* ==Completed.== 4. **Undertakes a revised financial analysis in the context of**	**22 Apr 2025** The Grant application is being prepared for final review and will be lodged prior to 20 May 2025. **12 Jun 2025** 21 May 2025, Grant application has been lodged. Awaiting outcome. **16 Oct 2025** Unfortunately, Council has been advised that our grant application was unsuccessful. A further report will be prepared for Council as per Items 4 and 5., **20 November 2025** A revised design is being progressed by Council's architect to enable some expansion to be undertaken as Stage one works to be funded by a generous bequest. Further advice will be prepared for Council in the new year. A further grant application will be prepared for the next grant round when announced in 2026 for the Stage two works. Work continues on the detailed financial analysis to be reported to

RESOLUTIONS ACTIONS STATUS REPORT

			the new aged care legislative and funding provisions.	Council in 2026.
			5. Receives a further report on the financial analysis and the outcome of the grant application.	
			For: Crs Robert Bell, Sarah Burrows, Tom O'Connor, Lone Petrov, David Mailler, Jen Philp and Kath Arnold	
			Against: Crs Leanne Doran and Adam Blakester	
			CARRIED 7/2	
Council 29/04/2025	14.5	Uralla Courthouse Schedule of Fees and Charges	**RESOLUTION 09.04/25** Moved: **Cr Sarah Burrows** Seconded: **Cr Lone Petrov** **That Council:** 1. *Notes the information provided in this report regarding future venue.* Noted. 2. *Implements a 6 month booking management trial for the Courthouse.* Noted 3. *Endorses the proposed fees and charges for the Uralla Courthouse for inclusion in Council's Draft 25/26 Fees and Charges Schedule to be publicly exhibited with the draft 25/26 Budget.* Completed. 4. Receives advice on corporate overheads for the Courthouse. For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold Against: Nil **CARRIED 9/0**	**A record of previous actions can be found on the Infocouncil system for this item or in the December 2025 and subsequent business papers. The following are the last actions taken by staff.** **10 Dec 2025** New process is now operational and will be able to provide actual operating costs for the new Court House in due course. **13 Feb 2026** Report on overheads for the Courthouse is included in the business papers for the February 2026 meeting of Council. This item is now closed.

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Council 27/05/2025	14.3	Update - Sewer & Water Debtors in Arrears	**RESOLUTION 32.05/25**	**A record of previous actions can be found on the Infocouncil system for this item or in the December 2025 and subsequent business papers. The following are the last actions taken by staff**

RESOLUTION 32.05/25

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

1.
That Council notes:
1. *The report on Sewer and Water Arrears.*
2. *That a future report will be prepared on the plan to address the backlog and recovery of sewer and water debtor arrears.*
3. **A future report will be prepared on the proposed Smart Meter rollout.**

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

Against: **Nil**

                                                                  CARRIED 9/0

A record of previous actions can be found on the Infocouncil system for this item or in the December 2025 and subsequent business papers. The following are the last actions taken by staff

20 November 2025

Work has continued in finalising disputed water bills to November. A report will be prepared for the December meeting.

Update on the Smart Meter rollout will be reported to Council in Q2 2026.

10 December 2025

A report on backlog and recovery of sewer and water debtor arrears has been included in the December meeting.

Future report to be prepared by I&D on proposed smart meter rollout as per Item 3.

18 February 2026

Awaiting further information before progressing.

Council 27/05/2025	15.2	Review of Council's Community Care Services		

RESOLUTION 46.05/25

Moved: **Deputy Mayor Tom O'Connor**
Seconded: **Cr David Mailler**

That Council
1. *Proceeds with an option that makes necessary operational and structural changes to retain, improve and operate TCS and TCT under the umbrella of the proposed Uralla Community Care identification.* ==Completed==.
2. *Delegates authority to the General Manager to implement this option.* ==Completed==.
3. **Receives a future report on the implementation of the resolved option, including budget implications.**

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

A record of previous actions can be found on the Infocouncil system for this item or in the December 2025 and subsequent business papers. The following are the last actions taken by staff.

02 Dec 2025

10 December 2025, 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. , There has been just over a month of operation under the new system. A new Thin Market Grant has opened 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.

13 Feb 2026

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		Arnold **Against:** **Crs Leanne Doran and Adam Blakester** **CARRIED 7/2**		New manager of Community Care has been appointed; a further report will come to Council on performance of Community Care services at the end of the financial year. TCT has a small surplus for the FY up to December 2025. TCS also is looking to have a small surplus for the FY up to December 2025. However, the full financial impacts of the introduction of the SaH program are still being considered.
Council 24/06/2025	14.9	Local Government Boundary Adjustment between Uralla LGA and Tamworth Regional LGA (Minor) - Lot 1 DP878529 - Retreat Road RETREAT 2355	**RESOLUTION 65.06/25** **Moved:** **Cr Sarah Burrows** **Seconded:** **Cr Jen Philp** **That Council:** 1. *Proceeds under section 218 (E) of the Local Government Act 1993 with the proposal to effect a minor Local Government boundary adjustment, with the support of Tamworth Regional Council.* 2. *Authorises making an application to the Minister and the Governor recommending that Lot 1 DP 878529 currently with the Tamworth Regional Local Government Area be incorporated by the boundary adjustment into the Uralla Shire Local Government Area.* 3. *Notes that the following standard provisions will be included in the Proclamation:* a. *Rates and Charges* i. *Appropriate arrangements are to be made in relation to the payment of any outstanding rates and charges over the rateable land affected by this Proclamation.* ii. *The General Manager of Uralla Shire Council and the General Manager of Tamworth Regional Council are to reach a negotiated agreement on the nature of those arrangements.* iii. *In the event that the General Managers of Uralla Shire Council and Tamworth Council cannot come to a negotiated agreement on the matter of rates and charges, the councils shall request that the Minister for Local Government make a determination in that matter.* 4. *Delegates authority to the General Manager to execute*	**A record of previous actions can be found on the Infocouncil system for this item or in the December 2025 and subsequent business papers. The following are the last actions taken by staff.** **18 Nov 2025** 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. , Awaiting further advice. **20 Jan 2026** 20 Dec 2025, The boundary alteration for Tamworth/Walcha was proclaimed on Friday 14th Nov 2025 and the new maps for Tamworth/Uralla have been requested from the Department of Customer Services-Spatial Services. Follow up with Spatial Services has been started with Tamworth/Uralla needing to be lodged in Cabinet by Friday 14th Nov 2025., 20 Jan 2026, Spatial Services sent through the updated boundary maps for Uralla/Tamworth, and the application is now at the Minister's office for approval. **13 Feb 2026** The Governor has approved the Uralla/Tamworth proclamation and the approved documents have been received by the OLG. Gazettal of the proclamation is expected by the end of February 2026., This item is now closed.

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required documentation.

<mark>*Completed*</mark>

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

CARRIED 7/0

Council 26/08/2025	14.1	Section 355 Australia Day Committee

RESOLUTION 107.08/25

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

That Council:

1. *Retains and adopts the existing Terms of Reference for the Australia Day Committee for the period 26 August 2025 through to the next election in September 2028.* <mark>*Completed*</mark>.
2. **Calls for Expressions of Interest for membership of the Committee.**
3. **Receives a future report recommending membership appointments to the new Committee.**

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

CARRIED 9/0

28 Aug 2025

Next Steps:, 1. Publicly call for Expressions of Interest for membership of the Committee., 2. Present a future report recommending membership appointments to the new Committee.

17 Sep 2025

Exhibition notice calling for volunteers open from 29 August 2025 - remains on exhibition until 17 November 2025. No submissions to date (17/9/2025).

22 Oct 2025

No change to previous status. Call for EOI remains open until November 2025.

19 Nov 2025

No EOI's for membership have been received as at 19/11/25. Committee meeting to discuss options.

04 Dec 2025

As per Australia Day Committee Minutes - a review of the committee and event is to be undertaken early 2026.

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<table>
<tr><td colspan="2" align="center">**RESOLUTIONS ACTIONS STATUS REPORT**</td><td>**Printed:** 18 February 2026 3:33 PM</td></tr>
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<tr>
<td>Council
28/10/2025</td>
<td>14.2</td>
<td>Striking a New Deal - Community Insights Report</td>
<td>

RESOLUTION 146.10/25

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

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

==Completed==.

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

Against: **Cr Leanne Doran**

                 CARRIED 8/1

</td>
<td>

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.

13 Feb 2026

The Insights Report and progress on the Renewable Energy Strategic Plan are discussed in a separate report to the February meeting. This item is now considered CLOSED.

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<tr>
<td>Council
28/10/2025</td>
<td>14.1</td>
<td>Hill Street Affordable Housing Project – Update and Governance</td>
<td>

RESOLUTION 145.10/25

Moved: **Cr Sarah Burrows**
Seconded: **Cr David Mailler**

That Council

1.   *Receives and notes the outcomes of community engagement on the Hill Street Affordable Housing Project.* ==Completed==.

2. **Adopts the Terms of Reference and calls for Expressions of Interest to establish the Project Advisory Committee.**

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

Against: **Crs Leanne Doran and Adam Blakester**

                 CARRIED 7/2

</td>
<td>

18 Nov 2025

Currently seeking EOIs for the Project Advisory Committee. Closes 19 Dec 2025

13 Feb 2026

EOIs received. Awaiting further advice from HomesNorth with regards to HAFF acceptance before progressing to stand up the committee.

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			RESOLUTIONS ACTIONS STATUS REPORT	**Printed:** 18 February 2026 3:33 PM

| Council 28/10/2025 | 14.6 | Draft Asset Management Plan - Buildings | **RESOLUTION 150.10/25**

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

That Council:

1. Exhibits the draft Buildings Asset Management Plan for a period of 28 days seeking community feedback. <mark>Completed</mark>

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

3. Adopts the draft Buildings Asset Management Plan should no submissions prompting material change be received.

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

Against: Cr Adam Blakester

                                    CARRIED 8/1 | **29 Oct 2025**

Step 1. Document placed on public display 29 October 2025, Step 2. Correlate any submissions and edit document if required., Step 3. Take document back to Council to adopt.

19 Nov 2025

Building AMP remains on exhibition until Friday 28 Nov 25

03 Dec 2025

One submission received - Cr Blakester - 28 Nov - Documents under review. Returning to February meeting.

12 Feb 2026

Report to the February meeting discussing the submission and recommending adoption of the revised Plan. |
| Council 25/11/2025 | 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. <mark>Completed</mark>

2. Approves the allocation of $110,00 development contribution funds currently held in restricted funds towards the completion of East Street kerb and guttering. <mark>Completed.</mark>

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

a. Undertakes community engagement, regarding the construction of public toilets on the Barry Munday/Saumarez Crown Land Reserve. | **10 December 2025**

1. No action required.
2. East Street project to be progressed early 2026
3. Correspondence being drafted.
    a. Subject to Crown Lands advice and identification of funding, community engagement will be progressed.
4. Subject to Crown Lands advice and identification of funding, community engagement will be progressed.

18 Feb 2026

2. <mark>East Street works in progress and funds transferred.</mark>
3. Council has written (19 December 2025) to the NSW Aboriginal Lands Council to request |

RESOLUTIONS ACTIONS STATUS REPORT

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.

removal of Land Claim. Subject to the response, a budget allocation will be required in the 26/27 budget to enable community engagement to be progressed.

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

<u>Against:</u> Nil

CARRIED 9/0

Council 15.2 16/12/2025	Waste Management – Comparative Evaluation of Landfill Options and Update on Previous Waste-Related Actions

RESOLUTION 207.12/25

Moved: Cr David Mailler
Seconded: Cr Jen Philp

That Council notes:

1. *Receipt of the Mike Ritchie and Associates (MRA) draft Report: Comparative Evaluation of Landfill Development Options, dated 19 Nov 2025.* ==Completed==

2. *The updated staff responses to Resolution 3 of the Report to Council of 23 July 2024: The Uralla Landfill Master Plan and Residual Waste Options Assessment.* ==Completed==

3. **The intention to progress Tenders in February 2026 as follows:**

(a) **Putrescible (RED) Waste transport service.**

(b) **Garden Organics (GREEN) Waste transport service, with the option to transfer into a full Food and Garden Organics (FOGO) transport service after July 2026; and**

(c) **Recyclable (YELLOW) Waste transport and processing service.**

4. **Any future landfill cell development would be dependent on State or Federal funding.**

5. *General Manager to provide an additional report to the February 2026 meeting identifying the non-confidential components of the December 2025 waste strategy report.* ==Completed==

<u>For:</u> Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen

18 Feb 2026

3(a) A public tender for a 10 year contract for Putrescible (RED) Waste transport service will be published on 2 March 2026.

(b) A public tender for a 10 year contract for Garden Organics (GREEN) Waste transport service, with the option to transfer into a full Food and Garden Organics (FOGO) transport service post July 2026 will be published on 2 March 2026.

(c) A public tender for a 10 year contract for Recyclable (YELLOW) Waste transport and processing service is well progressed.

4. The first draft financial modelling of five future landfill options has been completed. Once refined and tested it is intended to brief Councillors. The refinement process will not be complete until at least April 2026

5. An additional report identifying the non-confidential components of the December 2025 waste strategy report has been included in the February 2026 Business Paper.

RESOLUTIONS ACTIONS STATUS REPORT			**Printed:** 18 February 2026 3:33 PM

			Philp and Kath Arnold	
			Against: **Nil**	
			CARRIED 9/0	

Council 16/12/2025	14.1	DRAFT Long Term Financial Plan 2027-2036	**RESOLUTION 186.12/25** **Moved:** **Cr Tom O'Connor** **Seconded:** **Deputy Mayor Kath Arnold** *That Council:* 1. *Notes there were no submission to the exhibited draft 2027-2036 LTFP.* 2. *Adopts the draft Long Term Financial Plan and associated supporting documents as exhibited with the following amendment at point 5.* 3. *Notes that the Plan will be reviewed annually, and further revisions recommended as appropriate.* 4. *Considers the LTFP in determining its final position on the proposed SRV application to IPART, the subject of a separate report to this meeting.* 5. *Removes TCS/TCT, McMaugh Gardens and Grace Munro from the list of community operations to be funded by the proposed SRV.* ==Completed== **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**	**18 Feb 2026** 5. TCS/TCT, McMaugh Gardens and Grace Munro were not considered as Community Services in LTFP for subsidies from SRV. Rather, Library, VIC, Swimming Pool and other community related functions were considered as Community Services. This item is now closed.
Council 16/12/2025	14.2	Special Rate Variation Application including Report on the SRV Community Engagement	**RESOLUTION 187.12/25** **Moved:** **Cr David Mailler** **Seconded:** **Cr Tom O'Connor** **That Council:**	**18 Feb 2026** Council's SRV application was submitted to the Independent Pricing and Regulatory Tribunal (IPART) on 2nd February 2026. Council awaits the IPART decision. This item is now closed.

RESOLUTIONS ACTIONS STATUS REPORT	**Printed:** 18 February 2026 3:33 PM

1. *Acknowledges the process and feedback received during the community engagement on the proposed permanent two-year up to 58.06% cumulative Special Rate Variation.*

2. *Makes application to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation under section 508(A) of the Local Government Act 1993 for increases to the ordinary rate income of 28.50% in 2026-2027 (including the rate peg), and 23.00% in 2027-2028 (including the rate peg), representing a total cumulative increase up to 58.06% over the two-year period, with that increase to be a permanent increase retained within the rate base.*

3. *Applies the proposed SRV rating across all categories subject to the consideration of valuation changes.*

Category	Year 1 2026/27	Year 2 2027/28
Residential	*28.5%*	*23%*
Rural Residential	*28.5%*	*23%*
Business	*28.5%*	*23%*
Farmland	*28.5%*	*23%*

4. *Includes the Community Engagement Report and supporting consultation materials relating to the proposed Special Rate Variation in the application to IPART.*
5. *Notes that Council is investigating an additional sub category for energy generation and infrastructure.*

Completed

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 16/12/2025 | 14.3 | Hill Street Affordable Housing Project – Petition and Project Update Housing | **RESOLUTION 188.12/25**

Moved: **Cr David Mailler** | **13 Feb 2026**

3.   Letter sent to chief petitioner on 16th January |

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	Project	**Seconded:** Cr Lone Petrov	2026.
		That Council:	4. Advice from Homes North is that it is very unlikely to be any surpluses that are not required for ongoing asset maintenance. The agreement between USC & Homes NSW provides that in the event that Homes North disposes of the Hill St asset they will require permission from Homes NSW and proceeds must be reinvested into affordable housing in Uralla Shire.
		1. Notes receipt of the petition titled 'Oppose the Unconsulted Transfer of 15 Hill Street to Homes North' and the concerns raised.	
		2. Notes community engagement activities undertaken to date and mechanisms implemented to address concerns.	
		3. Writes to the chief petitioner responding to the issues raised in the petition and makes this information publicly available.	
		4. Receives advice on the process for quarantining surpluses and a call for two Councillor representatives to the Advisory Committee to the February 2026 Meeting.	This item is now considered CLOSED.
		<mark>*Completed*</mark>	
		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 16/12/2025	15.3 Staces Road and Travelling Stock Route (TSR)	**RESOLUTION 208.12/25** **Moved:** **Cr Lone Petrov** **Seconded:** **Cr Leanne Doran** **That Council:** 1. **Accepts the offer by EnergyCo to fund and conduct, on Council's behalf, all required activities to regularise and compulsorily acquire such land within the Staces Road - Travelling Stock Route corridor as may be required to create a permanent Over Size/Over Mass-capable, heavy vehicle route connecting the New England Highway to Thunderbolts Way.** 2. **Encourages EnergyCo to consider an alignment that minimises loss of vegetation.** 3. **Dedicates the said land as public road pursuant to Roads Act 1993 once acquisition is complete.**	**18 Feb 2026** Council to consider the Confidential Report regarding the Third Party Agreement and Deed Poll on this matter at its upcoming February Meeting which would create the 'mechanism to achieve' all required actions. All actions flowing from the resolution will be substantially progressed via the mechanism represented by the Third Party Agreement and Deed Poll subject to the report of the same name at the February 2026 meeting.

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4. Acknowledges its future role as the Roads Authority over the said land pursuant to Roads Act 1993 following the dedication.

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

Against: Cr Adam Blakester

Absent: Crs David Mailler

CARRIED 7/1